IRIS Planet Online:

Conceptualizing & Prototyping an Online Platform for Collaboration in Social Innovation

International Master in Sustainable Development and CSR

2011-2012

STUDENTS:
Casquero, Tatiana
Sánchez, Diana Patricia
Mohd. Sharif, Nur Syafrina

Index

1. Introduction

The world is facing unprecedented challenges both social and environmental and it has become obvious that the traditional ways in which the market, the public and the civil sector have provided answers to social demands are no longer sufficient. At the same time, the current crisis has exacerbated social demands and solutions need to be found in a time of major budgetary constraints, to deliver better services, and through making more effective use of available resources. In this context, social innovation represents an important option to be enhanced at different levels and sector, as its purpose is to innovate in a different way (through the engagement of society itself and to generate social value). Social innovation also mobilises each citizen to become an active part of the innovation process (BEPA European Commission, 2011).

In the last twelve years, social innovation has spread as one of the most important topics for universities, business, governments, and society as a whole. This theme emerged for the first time around fifty years ago, as part of some development theories, management approaches with Peter Drucker, and especially with the upraise of the first concept of social entrepreneurship, thanks to Joseph Schumpeter and his concept of *"creative destruction"*. However, only in the last decade has social innovation really taken flight. Its importance lies on its catalyst sense to promote new ideas, concepts, strategies and initiatives that could feasibly meet the most urgent and unresolved social and environmental problems that society faces today. It lays out on the table the possibilities of thinking and acting differently, and encourages people to do things in different ways.

Nevertheless, this new sector faces several gaps and challenges that need to be resolved. The lack of understanding and scope of social innovation, the overlapping of initiatives and efforts in the sector with huge consequences on its real impact and long-term sustainability, and the lack of integrated knowledge, dialogue and collaboration between actors are the main ones identified. These challenges drive the proposal of IRIS Planet Online, which is part of a bigger project for a new social think-tank called IRIS Planet. The think-tank was created by a group of experts led by Guadalupe de la Mata and was named the Institute of Responsibility, Innovation and Sustainability (IRIS). Its aim is to:

1) foster awareness;
2) motivate people and organizations to act; and
3) propose, develop and implement new models and methodologies to find new ways to face social and environmental problems.

In order to foster awareness and motivate people and organizations to act, IRIS experts undertake activities to inform and disseminate the role we all have in being part of the solutions such as participating in conferences, teaching in Universities and Business Schools, developing new academic programmes, and writing in newspapers, specialized magazines and books. To develop new solutions, the team researches and engages in creative processes using a number of social innovation methodologies that will be discussed in this paper.

The creation of an online platform was discussed to fill the necessity for more interaction and more innovation. The proposal is to create a new Planet, where citizens are willing to share, engage and develop initiatives and partner with each other to create a better world, more socially and environmentally sustainable. This new world is called IRIS Planet, a place where people and organizations feel the Responsibility of "being the change they want to see in the world" and they share, engage and partner to Innovate in order to find Sustainable Solutions. IRIS Planet aims to promote a large-scale social change that enhances real coordination and collaboration through partnerships within change agents. In this sense, we hope to reduce the existing gaps mentioned above, which we believe are partly a result of poor communication and lack of effective collaboration. Thus, IRIS Planet is, in itself a social innovation initiative that proposes an innovative solution to generate *Sustainable* Social Changes.

This paper aims to explain in depth the concept of IRIS Planet Online and the business model behind it. It will begin with a complete analysis on the state of the art of social innovation – its various definitions and the one adopted in this paper, the different methodologies to innovate toward social objectives, and a comprehensive perspective of the key actors in this field. The paper will also present and identify the online platforms of social innovation that already exists, its services and scope of action. It will then analyze the main challenges of social innovation that impedes its development and large-scale impact and sustainability. Afterwards, the proposal will be presented with its objective, purpose, and main elements, followed by the business model canvas, action plan, and a preview of the prototype. Finally, this paper will summarize the lessons learned in the six-month process of conceptualizing and prototyping IRIS Planet Online through the methodologies learned from social innovation.

2. Justification

This project originates from the early stages of development for a think-tank that is IRIS Planet. We chose to focus on creating the concept for an online platform, which we named IRIS Planet Online, for several reasons:

1. IRIS Planet would not be complete without having an online presence that will act as the virtual "planet" of the organization that can be accessed from anywhere around the globe and grow as a result of crowd intelligence.

2. The processes of social innovation are not new but use of the term is recent, and people are becoming evermore aware of the values it can bring to society and development. In this sense, IRIS Planet Online can contribute to this rising movement on social innovation by becoming a channel for communication and a sort of online hub where innovative ideas can be nurtured and grow.

3. There are countless numbers of initiatives on social innovation out there, but there exists some recurrent challenges in social innovation. As mentioned, a few identified in this paper are the lack of understanding and scope of social innovation, overlapping of initiatives and efforts in the sector, and lack of integrated knowledge, dialogue and collaboration between actors of social innovation. IRIS Planet Online, therefore, will exist to help address these gaps through fostering partnerships and collaboration.

We also chose to place "CoLabs" as the heart of IRIS Planet Online because there is a need for new solutions and our group felt that they could be found through the creation of partnerships and collaboration. This is important due to several reasons:

1. To avoid duplicities: Public institutions and private companies sometimes duplicate and overlap efforts. Hence, through CROSS-SECTOR ALLIANCES, resources can be saved and impacts optimized.

2. They contribute to leverage resources: Often the available resources are limited; likewise it is possible that those resources or competencies needed cannot be acquired through a mere business transaction.

3. They maximize resources: Public-private actions promote the diversification and multiplication of resources generating a more efficient use of these.

4. In relation to innovation, value creation and competitiveness, MULTISECTOR ALLIANCES can constitute a cooperative framework: Through alliances, one can solve problems which were not solved before. They also constitute a cooperative approach that offers strategic complementary competencies, through unconventional agents.

5. Alliances are also an effective mechanism to build capabilities, share experiences and promote business strategy: Facilitating innovation are built as platforms for creativity and promote the creation of knowledge networks.

6. They foster the interests of the different social agents: Facilitating the process through which actors understand the fact that among their differences they can find common ground that could be even useful and aligned with their own strategic interests.

3. State of the Art on Social Innovation

3.1 What is Social Innovation?

The themes surrounding social innovation have been present throughout history. According to the European Commission (2012) the term and field of "social innovation" is a relatively new one, but social innovation itself is not a new concept. It already existed in the times of Benjamin Franklin through the idea of making small but significant changes in social organization of communities. In the 1960s, it was discussed in the writings of Peter Drucker and Michael Young, as well as in the work of French writers in the 1970s, such as Pierre Rosanvallon, Jacques Fournier, and Jacques Attali. Founder of the cooperative movement, Robert Owen, promoted innovation in the social field while sociologists including Karl Marx, Max Weber and Émile Durkheim focused attention on broader processes of social change. In the 20th century, Joseph Schumpeter addressed the process of innovation directly with his theory of creative destruction and his definition of entrepreneurs as people who combined existing elements in new ways to create a new product or service. From the 1980s, writers on technological change increasingly addressed how social factors affect technology diffusion. Today, prominent innovators associated with the term include Muhammed Yunus, the founder of Grameen Bank who pioneered the concept of microcredit for supporting innovators in several developing countries in Asia, Africa and Latin America, and Stephen Goldsmith, former Indianapolis mayor who engaged the private sector in providing many city services (Wikipedia, 2012).

Hence, it would seem that for years, social innovation has been practiced through many forms that cut across all sectors, although the term that is used today may not have been specifically applied or introduced at that time. In this era of high-speed internet connectivity and interactivity, as well as widespread use of social media where customers are more aware and place higher expectations on businesses to be more socially responsible, the practice of social innovation is beginning to gain momentum in the private and also public sectors. However, a precise definition of social innovation is still being debated and the many interpretations and understanding of this term has resulted in overlapping meanings. Social innovation can refer to the social processes of innovation such as crowd-sourcing and open-source techniques, but can also mean innovation that has a social purpose such as customizing the design of farming tools to cater to poor farmers or micro-credit financing. At times it is used interchangeably with the terms inclusive innovation, inclusive business, social capitalism, and social entrepreneurship, which are terms with similar overlapping meanings. Indeed, they are all concepts that intertwine with one another, thus it is no

mystery why there is exists a persistent confusion over the exact definitions and knowledge of the differences between the terms that are related to social innovation. This lack of a formal definition has lead many to wonder what the abovementioned terms truly represent and what they mean for societies of today.

The term "innovation" itself comes with complex definitions, and is made even more difficult to define as thought leaders, entrepreneurs, academics, and experts struggle to define how it fits under the social hat. However, it can be argued that certainly innovation needs to start from an awareness of a need that is not being met and some idea of how it could be met (Mulgan, Social innovation: what it is, why it matters and how it can be accelerated, 2007).

According to a report published by Oxford Said Business School, "[s]ometimes needs are glaringly obvious – like hunger, homelessness or disease. But sometimes needs are less obvious, or not recognised – like the need for protection from domestic violence, or racism…Needs come to the fore in many ways – through angry individuals and groups, campaigns and political movements as well as through careful observation" (p. 21, Mulgan 2007). With its simpler definition of innovation that is "'new ideas that work'", the Oxford report on Social Innovation states that "Social innovation refers to new ideas that work in meeting social goals" but also goes into detail by providing a narrower definition, which is "'innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organisations whose primary purposes are social" (citation). McKinsey & Company (2012), on the other hand, provides a thorough definition of the term by stating that it is "a discipline that applies new approaches, tweaks existing processes, and brings new tools to bear in solving the world's most pressing societal challenges. Social innovation seeks to achieve scale by harnessing the power of collaboration to address societal issues in a better and more efficient way. It often occurs at the intersection of business, government and the social sector". In its social innovation documentary, McKinsey & Company explains that social innovation doesn't have to necessarily be a new technological solution. It could be an old technique that is applied in a new way to solve a solution.

As Andrew Hargadon, a professor at University of California, Davis mentions, "historically, some of the most effective and important technological developments and products—from electric lighting to the graphical user interface of the Windows operating system have been pieced together…from preexisting inventions". Geoff Mulgan et al of *In and Out of Sync* (2007) give a definition of social innovation as "the development and implementation of new ideas (products, services and models) to meet social needs". The Center for Social Innovation in Canada goes beyond the social functions of services and products by stating further that "a true social innovation is systems-changing – it permanently alters the perceptions, behaviours and structures that previously

gave rise to these challenges" (Center for Social Innovation, 2012). This definition projects the idea that social innovation is also meant to foster change in a system that is not addressing the society's needs.

The term "inclusive business" is one that is closely related to social innovation because it revolves around the idea of including the poor. A report on an inclusive business dialogue that was held during the UN Summit on the Millennium Development Goals under the United Nations Global Compact states that "inclusive business is about companies seizing market opportunities that work for the poor, and for their business" (Ashely, 2010). What comes along with inclusive businesses are the people driving them, which are often described as social entrepreneurs. According to Ashoka, these are "individuals with innovative solutions to society's most pressing social problems". Ashoka explains that such individuals introduce user-friendly, ethical, and understandable ideas and functions as a sort of role model that influences and recruits other local changemakers. It is the idea that instead of allowing governments or private sectors to address societal needs, passionate and dedicated individuals can take charge in making radical change from a bottom-up approach.

With reference to the Schwab Foundation (2012), social entrepreneurs drive social innovation and transformation in various fields including education, health, environment and enterprise development. It states that "[t]hey pursue poverty alleviation goals with entrepreneurial zeal, business methods and the courage to innovate and overcome traditional practices. A social entrepreneur, similar to a business entrepreneur, builds strong and sustainable organizations, which are either set up as not-for-profit or for-profit companies". However, when discussing the many definitions of social entrepreneurship, here one also finds some form of confusion and misunderstanding that continues to persist. For example, Martin and Osberg (2007) argue that the all-inclusive meaning of social entrepreneurship is a result of the lack of understanding of the term: "the definition of social entrepreneurship today is anything but clear. As a result, social entrepreneurship has become so inclusive that it now has an immense tent into which all manner of socially beneficial activities fit". This proves to be a challenge for the social innovation sector as different actors could continue to question and argue over its massive array of definitions and sub-definitions.

Nevertheless, while the volumes of various definitions and descriptions on social innovation as well as what it encompasses shows that there is no single and official definition, the ideas behind the term is essentially related to integrating social good into the business model, and providing innovative solutions that could help alleviate poverty and advance society – in basic, it encompasses the belief that businesses could do well by doing good. The Stanford Social Innovation Review explains that the reason why people are attracted to social entrepreneurs and what they do is

because they tended to "come up with brilliant ideas and against all the odds succeed at creating new products and services that dramatically improve people's lives" (Martin, 2007). In analysing the various worldwide definitions of social innovation that exist, it is understood that defining social innovation and similar terms related to it in an overly precise manner may limit the understanding of it rather than helping it. So as not to get tangled in the debate over the most precise and exact definition of social innovation, the general idea of the term that is understood and adopted in this paper is the one assumed by the European Commission from the *Open Book of Social Innovation*, which defines it as "innovations that are both social in their ends and in their means. Social innovations are new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations" (Murray, 2010). The definition provided by the European Commission, therefore, is sufficient in this case to reflect the role of social innovation in fostering collaborations through the project behind this paper.

3.2. WHICH METHODOLOGIES ARE USED IN SOCIAL INNOVATION?

There are numerous manners of undertaking social innovation. Some of the methodologies were introduced in recent times while some were altered from past methodologies that may or may not have originated from the social field. Let us begin with the stages of social innovation in order to better understand the evolutionary phases involved in the complex processes of social innovation.

3.2.1. Introduction to the Six Stages of Social Innovation

According to Murray, Caulier-Grice and Mulgan (2010), there are six stages of social innovation. These stages mobilize ideas from inception to impact, but are not always sequential. Hence, the stages can be thought of as overlapping spaces with distinct cultures and skills, which provide a useful framework for thinking about the different kinds of support that are necessary for innovators and innovations to develop. The stages are as follows:

i. **Prompts, inspirations and diagnoses.**
This is where a root cause of a problem is identified and creates a necessity for innovation. It may be a crisis, public spending cuts, poor performance, or strategy. It includes inspirations which spark it, from creative imagination to new evidence. Discovering the first ideas of innovation in this stage goes beyond the symptoms – one has to identify the causes of a particular problem.

ii. **Proposals and ideas.**

This is considered as the stage of idea generation. It can involve formal methods such as design or creativity methods, to expand one's available options. Many of the methods help to draw in insights and experiences from a wide range of sources.

iii. **Prototyping and pilots.**

This is where ideas get tested in practice. This process can be carried out by doing simple tests or trials, or through more formal pilots and prototypes. This process is important because the testing and refining of ideas causes people to understand the many ways for a problem could be solved and what doesn't work well. Through trial and error, coalitions gather strength and conflicts can be resolved. It's also through these processes that measures of success can be agreed upon.

iv. **Sustaining.**

This is when the idea transforms into everyday practice. It combines the refining and streamlining of ideas together with identifying income streams to ensure the long term financial sustainability of the firm, social enterprise or charity, to ensure the survival of the innovation.

v. **Scaling and diffusion.**

This stage involves a range of strategies that would help grow and spread the innovation. Emulation and inspiration play a critical role in spreading an idea or practice, and demand needs to be mobilised, as it matters as much as supply. Oftentimes referred to as 'scaling', this process could be relevant when the innovation is generalised within an organisation or the organisation itself expands. However, scaling is a concept from the mass production age, and innovations take hold in the social economy in many other ways, whether through inspiration and emulation, or through the provision of support and know-how from one to another in a more organic and adaptive kind of growth.

vi. **Systemic change.**

This is considered to be the ultimate goal of social innovation. It is a process that usually involves the interaction of many elements: social movements, business models, laws and regulations, data and infrastructures, and entirely new ways of thinking and doing. Systemic change is a stage that can involve new frameworks or architectures made up of many smaller innovations. Social innovations usually face the barriers and hostility of an old order. The pioneers manage to overcome these challenges but the extent to which they can grow will often depend on the creation of new conditions to make the innovations economically feasible. These conditions may include new technologies, supply chains, institutional forms, skills, and regulatory and fiscal frameworks. Thus,

systemic innovation would generally involve changes in the public sector, private sector, grant economy and household sector over long periods of time.

Keeping the six stages in mind, there are several methodologies that could be used in fostering socially innovative ideas. Some are more targeted on a specific aspect of social innovation, while others present a different way of thinking, building ideas, and unleashing creativity. While there are many methodologies that can be useful in the process of social innovation, this paper will look at several of the most popular and influential methodologies proposed in the sector.

3.2.2. Popular Methodologies Practiced in Social Innovation

As mentioned previously, the stages of social innovation are not sequential and so there are many methods to innovate in order to reach to a point where the product or service is affectively meeting the needs of society, while providing a sustainable means of generating income and business. The following are some of the most popular methodologies that are currently being used or practiced in social innovation. They are different from conventional methodologies and oftentimes offer an opportunity to collaborate with others on coming up with that golden idea – be it for a product design, a business model, or simply the way one thinks, speaks, and acts that could somehow lead to a more thorough understanding of how to best approach and transmit social innovation in society.

Design-Thinking

This creative way of thinking was introduced by IDEO, which describes it as a "human-cantered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success" **(Brown T. , 2012)**

Design thinking requires organizations to develop products, services, processes and strategy by thinking like a designer. It creates opportunities to come up with ideas that could bring together what is desirable from a human point of view with what is technologically feasible and economically viable.

People who are not trained as designers can also use this approach to tap into their creative abilities and allow them to address a vast range of challenges. Most of the time, people use conventional problem-solving practices but with design thinking, it gives them a chance to be intuitive, recognize patterns, and construct ideas that are emotionally meaningful as well as functional (IDEO, 2009).

According to IDEO **(2009**) "[n]obody wants to run an organization on feeling, intuition, and inspiration, but an over-reliance on the rational and the analytical can be just as risky. Design thinking provides an integrated third way". Instead of a sequence of orderly steps, the design thinking process takes into consideration three "spaces", which are *inspiration*, *ideation*, and *implementation*. Inspiration is the problem or opportunity that motivates the search for solutions; ideation is the process of generating, developing, and testing ideas, while implementation is the path that leads from the project stage into people's lives (**IDEO, 2009**). The notion of design thinking is that people should not fear failure because it is part of the experimentation process and can act as a source of learning. It is thought to encourage prototyping as part of the creative process, and not as validating the final form of the product.

Business Model Canvas

According to its creators at businessmodelgeneration.com (**Osterwalder, 2009**), the Business Model Canvas is a strategic management and entrepreneurial tool. It allows users to describe, design, challenge, invent, and pivot their business model. Users of this mind-mapping approach to building business models are advised to use a sticky note to post ideas on the building blocks, apply words and images to describe the building blocks and enhance big picture understanding, increase the clarity of the business model by colour-coding all elements related to a specific client segment, sketch out alternative business models for the same product, service, or technology, and map out every new and innovative business model that users may come across in order to understand, learn and try to apply to the user's own model. The proponents of the business model are divided into key partners, key activities, key resources, value proposition, customer relationships, channels, customer segments, cost structure, and revenue streams. They are placed in boxes or blocks of different sizes and specially arranged to allow for movement of ideas.

Above: Our first business model canvas
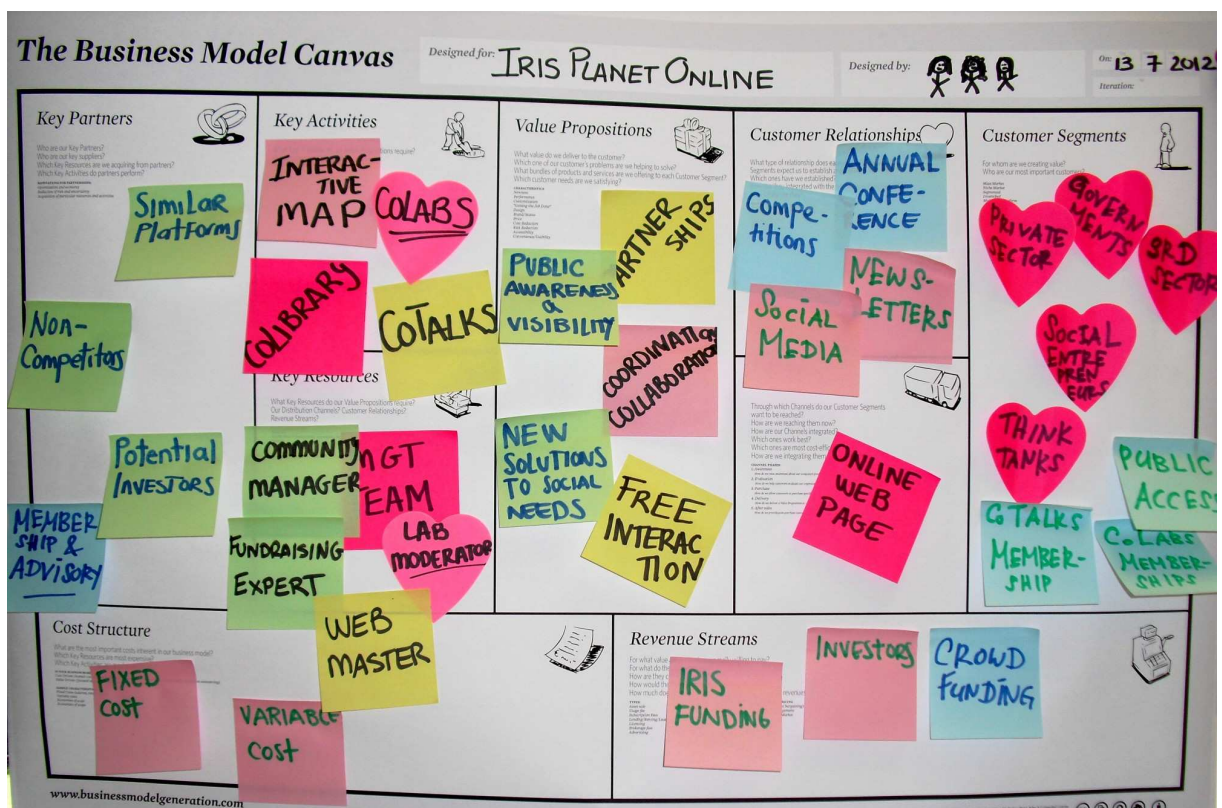
Above: Our last business model canvas

Collective Intelligence & Crowdsourcing

Collective intelligence is a shared or group intelligence that results from the collaboration and competition of many individuals. The term has been used in sociobiology, political science and in context of mass peer review and crowdsourcing applications. It is also used in sociology, business, computer science and mass communications and has even appeared in science fiction. The broader definition of collective intelligence involves consensus, social capital and formalisms – for example, voting systems, social media and other means of calculating mass activity (Estellés Arolas E., 2012).
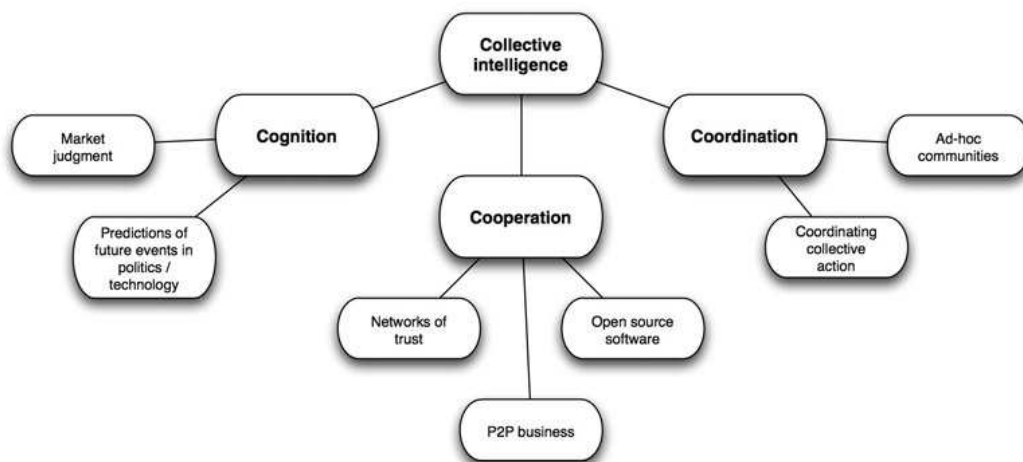
The diagram above by Olga Generozova is based on the types and examples of collective intelligence discussed in the books "The wisdom of crowds" and "Smart mobs" (Wikipedia, 2010)

According to Tapscott and Williams (2006), collective intelligence is mass collaboration and in order for this concept to happen, four principles need to exist, which are:

i. **Openness** – the sharing of ideas and intellectual property.

ii. **Peering** – where users are free to modify and develop it provided that they make it available for others. This is referred to as horizontal organization and is a style of production that is considered to work more effectively than hierarchical management for specific tasks.

iii. **Sharing** – such as when companies share certain ideas while maintaining some degree of control over others, for example on potential and critical patent rights.

iv. **Acting Globally** – through ICT, global companies have the ability to access new markets, ideas and technology with no geographical boundaries.

Crowdsourcing, on the other hand, is a process that involves outsourcing tasks to a distributed group of people. This process can occur both online and offline, and the difference between crowdsourcing and ordinary outsourcing is that a task or problem is outsourced to the public rather than a organization with paid employees. Crowdsourcing is a distributed problem-solving and production model – Users ("the crowd") submit solutions and then the solutions are owned by the entity that broadcast the problem in the first place ("the crowdsourcer"). In many cases, the contributor of the solution is compensated either monetarily, with prizes, or with recognition. In other cases, the only rewards may be acknowledgement or intellectual satisfaction. Crowdsourcing may produce solutions from amateurs or volunteers working in their spare time, or from experts or small businesses, which were unknown to the initiating organization. Crowdsourcers are motivated by the benefits of crowdsourcing because they can gather large numbers of solutions or information.

It is also relatively inexpensive to obtain this work and users are motivated to contribute to crowdsourced tasks by both intrinsic motivations, such as social contact and passing the time, and by extrinsic motivations, such as financial gain (Wikipedia, 2012).

Estellés & González (2012) proposed a more refined definition of the term: "[c]rowdsourcing is a type of participative online activity in which an individual, an institution, a non-profit organization, or company proposes to a group of individuals of varying knowledge, heterogeneity, and number, via a flexible open call, the voluntary undertaking of a task. The undertaking of the task, of variable complexity and modularity, and in which the crowd should participate bringing their work, money, knowledge and/or experience, always entails mutual benefit. The user will receive the satisfaction of a given type of need, be it economic, social recognition, self-esteem, or the development of individual skills, while the crowdsourcer will obtain and utilize to their advantage that what the user has brought to the venture, whose form will depend on the type of activity undertaken".

The Art of Hosting

Described as a pattern and practice that allows people to "meet humanity" in themselves and in each other, the Art of Hosting training attempts to deepen competency and confidence in hosting group processes instead of trying to be machines when meeting. In addition to the idea of generating connection and releasing wisdom within groups of people, the processes are intended to foster synergy and offer ways for people to participate in intention, design, and outcomes/decisions/actions.

The experience is hosted by a team of facilitators who are skilled/trained in at least one, if not all of these processes and the experience is aimed at people who want to serve as conversational hosts in their work, community, and personal lives. Thus, the Art of Hosting is inspired by what happens when people are hosted to gather with the intention of learning and evolving their personal, work and living practices together with others.

Human-Centered Toolkit (HCD Toolkit)

The Human-Centered Toolkit by IDEO is a free innovation guide for social enterprises and NGOs worldwide. The project is funded by International Development Enterprise (IDE) as part of a grant from the Bill & Melinda Gates Foundation, which seeks sought to provide NGOs and social enterprises with the rights tools to develop their organization and achieve their purpose. In collaboration with non-profit groups ICRW and Heifer International, IDEO developed the HCD Toolkit to help international staff and volunteers understand a community's needs in new ways, find innovative solutions to meet those needs, and deliver solutions with financial sustainability in mind.

The HCD Toolkit was designed specifically for NGOs and social enterprises that work with impoverished communities in Africa, Asia, and Latin America. The free kit walks users through the human-centered design process and supports them in activities such as building listening skills, running workshops, and implementing ideas. The process has led to innovations such as the HeartStart defibrillator, CleanWell natural antibacterial products, and the Blood Donor System for the Red Cross—all of which have enhanced the lives of millions of people. The HCD toolkit has been used by organizations throughout the developing world, including Acumen Fund, AyurVAID, Heifer International, ICRW, IDE, Micro Drip, and VisionSpring.

The Social Change Model (SCM) for Leadership Development
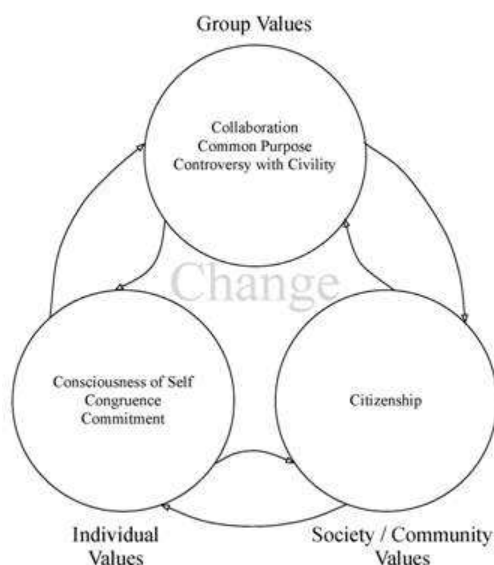
The SCM takes on leadership development through focusing on the process of implementing social change from multiple perspectives. Leadership is placed through a purposeful, collaborative, values-based process that results in positive social change. It was built upon the assumptions that leadership is socially responsible, collaborative, values-based, inclusive and impacts change on behalf of others. Here, leadership is considered a

process, not a position, and that community involvement or service is a powerful vehicle for leadership. SCM is also referred to as the 7Cs for Change because it adopts seven values of leadership that occur on three dimensions, upon a goal of positive social change. The individual dimension consists of the values - consciousness of self, congruence, and commitment; the group dimension consists of the values - common purpose, collaboration, and controversy with civility; and lastly, the societal/community dimension consists of the value of citizenship. Each dimension is linked to one another and together they interact to contribute to the ultimate goal of change.

The World Café Method

The World Café claims to be a powerful social technology that is used to engage people in conversations that matter. Based upon seven integrated design principles, the World Café methodology is meant for hosting large group dialogue using a simple, effective, and flexible format. Based on the understanding that conversation is the core process that drives personal, business, and organizational life, the World Café is considered as being more than just a method, a process, or technique – it is supposed to be a way of thinking and being together, which comes from the philosophy of conversational leadership.

World Café can be modified to meet a wide variety of needs. Specifics of context, numbers, purpose, location, and other circumstances are taken into account in each event's unique invitation, design, and question choice. The following five components comprise the basic model:

1) Setting. Creation of a special environment, often in the form of a café (e.g. small round tables with checkered tablecloth).

2) Welcome and Introduction. Host will begin the event with a warm welcome to break the ice and introduce the process.

3) Small Group Rounds. The process then kicks off with the first of three or more 20-minute rounds of conversation for the small group seated around the tables. At the end of each session, individual members of the group will move to a different table. One person may or may not be left to become

the table host for the next round – he/she will welcome the next group and fill them in on what happened in the previous round.

4) Questions. A question is posed for each round and it is designed for the context and purpose of the event. Same questions can be utilized for more than one round, or can be built upon each other to focus the conversation or to provide guidance and direction.

5) Harvest. The small groups are invited to share opinions or give feedback on their conversations with the rest of the participants (the larger group) and these results are then displayed visually in several ways. Most often, graphic recorders placed in the front of the room have been used to accomplish this part.

Although the basic processes are simple to learn, the World Café explains that introducing an experienced host in the events could to help optimize the processes involved in framing and managing the complexities and nuances of context, numbers, question crafting and purpose.

3.2.3. Use of Metrics

Other than the methodologies explained above, metrics have also been used to judge whether innovations are working – basically what works and what deserves to be grown. There are many metrics that can be used to measure the social value of innovation at various stages of development. A recent survey found 150 different metrics in use in the non-profit sector. However, relatively few of these are actually used to make decisions. The Open Book of Innovation (Murray, 2010) explains that one reason why social innovation has failed to make significant progress is that there is often confusion between three different tasks performed by metrics:

    i.   to provide funders or investors with data on impact;

    ii.   and to provide a tool for organisations to manage their own choices internally;

    iii.   to better understand long-term processes of social change and impact.

Although these purposes overlap, any one metric cannot do all three of these tasks simultaneously, and there are direct conflicts of interest between the players involved in each of these. Below is a list of some methods involving metrics that are currently in use. Most of them fall into the first category or provide a means for providers of money to judge between alternatives.

Cost-benefit analysis (and its variant cost-effectiveness analysis)

Mostly used by public authorities and agencies, this method has been the most widely used to assess a particular proposal or project taking into account costs and benefits not reflected in market prices. As a method, its aim is to financially calculate what is external to the market. It is now used as standard for assessing transport investment and large development projects.

Stated preference methods

These sets of methods monetize social value according to what people say they would pay for a service or outcome. They also try to estimate what non-users might value, whether through "altruistic use" (knowing someone else might like it); "option use" (having the opportunity to do something); "bequest use" (leaving something for the future); and "existence use" (satisfaction that things exist even if one does not enjoy them personally).

Revealed preference methods

These methods originate from the field of economics and focus on the choices people have made in related fields in order to estimate value. An example would be "Travel cost method", which observes the time and travel cost expenses that people incur to visit a site as a form of measuring their valuation of that site. Due to the fact that travel and time costs increase with distance, it is possible to construct a "marginal willingness to pay" curve for a particular site.

Social accounting matrices

Together with satellite accounts, they are used to supplement GDP with additional measures of activity and value. An example would be the OECD's Beyond GDP program that is focused on taking the matrices forward, such as through adjusting GDP figures to the greater costs associated with smaller household size.

Value-added measures

In education, these measures assess how much individual schools "add" to the quality of students they take in – some schools might achieve very good exam results simply because of the quality of their intake.

Social impact assessment

These methods attempt to capture all the dimensions of value that are produced by a new policy or program. They try to estimate the direct costs of an action, the probability of it working, and the likely impact on future social issues and indicators such as crime rates. This method has been practiced since the 1960s.

Social Return on Investment (SROI)

This method was first developed by REDF and has become increasingly popular within the non-profit sector. Its approach is to apply methods from the social impact tradition but through using the language of rates of return. The benefit of SROI is that it helps stakeholders to recognise all of the potential benefits a project or program might have, including economic benefits and social returns. There are various forms of it being used across the globe. One example would be the European Union's EQUAL Programme, which strongly encouraged use of measures to assess social and economic outcomes.

Social accounting methods

Many countries have used these methods. An example would be France's Bilan Sociétal (literally translated as "social balance sheet") is a set of 100 indicators that range up to 400, and shows how enterprises affect society. Italy has a similar *bilancio sociale*.

Measuring public value

Especially associated with Mark Moore, this method delves into the values associated with public policy. Some of these link value to notions of opportunity cost (which is what people would give up in order to receive a service or outcome whether through payments, Taxes or charges), granting coercive powers to the state (for example, in return for security), disclosing private information (in return for more personalised services), giving time (for example, as a school governor), or giving up other personal resources (for example, giving blood).

Life satisfaction measures

Led by Professor Paul Dolan, these measures come from an interesting new set of approaches that compare public policy and social actions by estimating the extra income people would need to achieve an equivalent gain in life satisfaction. For example, an imaginative study of a regeneration

scheme showed that modest investments in home safety, which cost about 3 per cent as much as home repairs, generated four times as much value in terms of life satisfaction.

Comparative metrics

These include cost and performance metrics or benchmarking for operations and self-monitoring, such as the ones used in the New York Police Department. It also includes qualitative means of evaluation and comparisons, such as awards, audits, peer assessment, or competitions. Another example of this is school inspections whereby inspectors assess and then share good practice.

Balanced scorecards

This is a performance measurement tool that is used to assess whether operational activities are aligned with broader strategic objectives.

User-oriented and user-generated metrics

An example of this would be the "sousveys", which are surveys undertaken by citizens on services provided by the state. They are used to gather chronic disease data in Sheffield and metrics geared to self-monitoring such as those used by Active Mobs in Kent.

User Experience Surveys

This approach explores users' experience and emotions in relation to the service. It can reflect the development of biographical methods as qualitative research techniques in the social sciences.

Outcome benchmarks

These are undertaken to measure answers to questions such as how well people interact with one another in a given neighbourhood, or whether people feel a sense of influence over decisions. An example would be local surveys, which generally provide a much more objective measure of social dynamics than the indicators chosen by individual organisations to verify their impact.

3.3 Who are the social innovators?

Social innovators vary widely in character, from individuals to institutions, across sectors. Indeed, as it is recognized, "a social innovation can be a product, production process, or technology, but it can also be a principle, an idea, a piece of legislation, a social movement, an intervention, or some combination of them" (Deiglmeier, 2008). We selected the most relevant social innovators or innovations, characterized by their impact, grade of novelty and contribution to society. We identify and classify those leaders per sector, which makes the area of influence and the kind of innovation that they are addressing more comprehensible.

3.3.1 Governments

Since the beginning of this century, Governments, especially from the developed countries, have put their attention and some efforts to enhance innovative initiatives that promote social change. Fresh and creative ideas seem very welcome. The economic crisis, creates, unexpectedly, an opportunity to tackle and see the unseen (in terms of social problems) and in parallel, have pushed some governments to look for other ways to do things and to potentialized what have given results. In fact, politicians' interest in social innovation has been sharpened by the rapid deterioration of governments' finances. In the words of Michael Bloomberg, ex-New York City mayor: "the silver lining in any economic crisis is that it can force government to take necessary steps that, in more comfortable times, would fall victim to inertia" (**The Economist, 2010**)

Today's society is on the threshold of the fourth stage of how it addresses the most pressing issues. This stage requires an open government, with an active and facilitative role with huge ingredients of collaboration that is more than the traditional character - closed and "all powerful" of which it used to be. At the beginning of the 20th century, the first stage – caring for people, was left to families, charities and church. The birth of the welfare state in the UK and Great Society in America marked the transition to the second stage, in which the government took the responsibility to tackle social problems and fight against poverty. In the third stage, the state fostered partnerships with the private sector through competitive outsourcing, but there was not much space for innovation as partnerships were prescriptive and cost cutting-oriented. What makes the difference (and the challenge) in this fourth stage is that the government will promote the capacity of the private sector, for- and non-profit, in collaboration with the other sectors, to deliver "disruptive, transformative innovation" (Goldsmith, 2010).

The US Government: Funding and supporting social innovation

The US government has been working on the promotion and support of social innovation. Their efforts are focused on funding innovative initiatives (most of which come from social entrepreneurs), and enhancing partnerships between the private capital, the social entrepreneurs, NGO's and themselves. The responsible organization is the Social Innovation and Civic Participation (OSICP), which was created by President Obama at the beginning of his mandate. Among several initiatives, a part of the OSICP, the Social Innovation Fund, highlights its collaborative capacity and impact. The Fund's purpose is to find social innovations that have succeeded on a small scale and to help them achieve a far bigger impact. Another fund is the i3 for "investing in innovation", which is lead by the Department of Education that cash prizes for novel answers to social problems.

The OSICP ginger up social innovation through two things: open government and volunteering. They release lots of "once-restricted data", with the aim to develop a crowd sourcing movement on it. In addition, the US Government aims not only to promote and increase volunteering through the National Community Service, but also to improve the measurement of their impact in society (as far as going beyond the number of volunteers).

On a more local level, the city of New York City created the Centre for Economic Opportunity (CEO) for funding social entrepreneurs' ideas to help lift people out of poverty, particularly by emphasizing personal responsibility. This scheme emphasizes taking risks, with the expectation of the high failure rate that is typical in a venture-capital fund.
Website: http://www.whitehouse.gov/administration/eop/sicp/initiatives/social-innovation-fund

The UK government and the Big Society Bank

The Big Society Bank is a social investment bank created by the UK government to help finance social enterprises, charities and voluntary groups through intermediaries. Although it is a government initiative, lead by David Cameron, the Bank operates as an independent institution.

The Big Society Bank aims to catalyze the growth of a sustainable social investment market, making it easier for social ventures to access the finance and advice they need at all stages of their development. Rather than invest directly in the projects, the Bank invests in social investment finance intermediaries (SIFIs), which are organizations that provide appropriate and affordable finance and support to social sector organizations tackling some of the most intractable social problems. The role of the SIFIs is to connect socially motivated investors with social sector organizations that need finance; this allows social sector organizations to grow and increase their

impact. By supporting SIFIs to grow and become more sustainable, they will be able to bring more in investment into the social sector than the Bank could bring alone.

Among other credit products, one of the most innovative ideas to promote the finance is the social impact bond. This is a derivative tied to the performance of a non-profit organization that is trying to tackle a difficult social problem, and that has long-term capital to scale up its model. Private investors put money in a selected organization and depending on the results (in terms of impact) of that organization, the government will pay investors a return between 7,5% and 13%, or nothing if the promised improvement is not achieved. The bond is a new way to finance social initiatives according to its impact. It provides long-term funds for promising ideas; it transfers risk to private capital markets; and it costs public money only if the scheme provides specific social benefits.

Website: http://www.bigsocietycapital.com/

The Australian Government: Support to social innovation and entrepreneurship

In 2009, the Australian Government set out a ten-year agenda for strengthening innovation and increasing productivity. Under this agenda an innovation policy and system were created, with a respective yearly report. The Department of Innovation, Industry, Science and Research lead the social innovation policy, which is materialized in a range of initiatives designed to build capacity within the social enterprise sector and encourage participation. A new wave of experimental Government social innovation support programs has been developed to facilitate and build capacity across the Australian innovation system for social innovation. Some of them are:

The social enterprises development and investment fund

Through this initiative, the government expects to enable the development of financial products and related capacity building for Australia start-up and growth–stage social enterprises. The funds are intended to have a demonstration effect; it is designed to increase access to capital and diversify sources of finance for social enterprises. It operates under the principles of innovation, partnerships and social change.

Community development finance institutions pilot

This program gives access to finance to disadvantaged individuals, from consumer credits to productive small loan. Their model maximizes financial sustainability and independence from

government funding, through leveraging philanthropic and private investment to cover cost and generate return on capital investment.

Northern Territory Aboriginal Interpreter Service

The service works to overcome language barriers faced by indigenous through providing oral interpreter services. Furthermore, the service has been working with private business and government agencies to produce cutting-edge communication tools designed to deliver key messages in the language needed, such as talking posters, talking books, and storyboards – all of which enable indigenous inhabitants to access information in their own time and language.
Website: http://www.innovation.gov.au/

3.3.2 For-profit private sector

<u>Goods sector</u>

Today business leaders are among the most influential members of society, hence the business community can make greater social change as a provider of innovative solutions and sustainable models. The boundaries between the private sector and the social sector are breaking down towards a growing emphasis on the human dimension. While Corporate Social Responsibility (CSR) was the most seen approach for modern corporations to get involved in the social sector and address their social responsibility. Corporate Social Innovation (CSI) refers to the business area where the company's commercial products, services, and processes embrace a social or environmental challenge (FORA, 2012). It is not just a CSR approach whereby companies integrate social and environmental concerns in their business operations. As CSI calls for systemic change, it is recognizing that by knowing clearly how a business model can meet specific social needs, companies can participate in solving global challenges as part of their business strategies.

There are several interests for corporate players and business leaders to embrace social innovation, such as growing brand equity (through association with charities or social enterprises); attracting talent (young professionals with social conscience); obtaining higher quality performance (ensuring proper working conditions) and ensuring their competitiveness (looking for new ideas that can drive their innovation) (Social Innovator, 2012) In addition, companies may feel attracted to discover new markets at the bottom of the pyramid with untapped growth potential.

Companies are, therefore, rethinking their business models by building innovation strategies through targeting new markets with simpler versions of their products/services that bring higher

profit rates while providing solutions that address environmental and social problems. Some of the most important industries under the private sector are likely to bring to poor communities education programs, health solutions, access to electricity or infrastructure and environmental services.

Procter & Gamble PUR Purifier of Water

Background

Safe drinking water is one of the world's greatest needs, according to the World Health Organization (WHO). More than 1 billion people lack safe water, and an estimated 1.8 million children die every year because of diarrhoeal diseases caused by unsafe drinking water (P&G Health Sciences Institute, 2012).

Strategy

P&G developed PUR Purifier of Water in collaboration with the U.S. Centers for Disease Control and Prevention (CDC). This innovative product produces high-quality drinking water to help unsafe water sources in places where the health risks of untreated drinking water are high. PUR Purifier of Water is a small sachet of powdered ingredients that make contaminated water potable through coagulation and disinfection (P&G Health Sciences Institute, 2012). This in-home treatment of drinking water offers a complementary approach to providing piped-treated water. Pur helps to decontaminate water by simply stirring it in and straining the water through a cloth. A point-of-use (POU) model, combined with safe storage, has two main advantages: ease of distribution relying on logistics instead of piped systems and low-cost compared to building infrastructures (WBSCD, 2012).

Business model

After failed efforts to turn this innovation into a for-profit product in some developing countries such as Guatemala and Morocco, low sales of the water disinfectant in testing markets led P&G to consider abandoning the Pur product and closing down the project in 2004. Finally the company moved PUR to its corporate sustainability department to develop a non-commercial approach. Since then PUR Purifier of Water has been distributed to non-profit humanitarian organizations under P&G's philanthropic effort called the Children's Safe Drinking Water Program (CSDW). One year later, the company decided to sell PUR at US$0.04 per sachet, the cost of production, to non-humanitarian organizations. Parallel to its non-profit social mod el P&G developed an emergency relief model which aims to address the lack of drinking water due to natural disasters or armed

conflicts (Baddache, 2008).

Impact

Studies show Pur's effectiveness in cutting the incidence of diarrhoeal deaths in the developing countries, the results of these studies showed that the PUR packets were highly effective and led to an average 50% reduction in the incidence of diarrhea and up to 90% reduction (P&G Health Sciences Institute, 2012). Furthermore, this initiative generates profit for local distributors as the PUR sachets are bought at US$0.04 per unit by NGOs, which then sells them to local entrepreneurs for US$0.05. They, in turn, sell them to villagers, generally for less than US$0.10 (Baddache, 2008).

Lessons learned

P&G initiative to offer a convenient product to the Bottom of the Pyramid (BoP) encountered substantial bottle necks related to consumer acceptance, affordability and viability of the product. Firstly, many users could not adapt to the taste and odour of chlorine in water. Furthermore, PUR product was targeted at a sceptical public which perceived PUR product as something unnatural and coming from Western culture. A major cause of the commercial failure was that the product showed to be financially inaccessible for the BoP community and perceived as expensive - its initial price of $0.06 USD per sachet was up to six times higher than what people had spent on water until then (Vousvouras, 2010).

P&G's first approach showed that they were applying the business model used in mass markets rather than starting with the need to solve, clean drinking water (Garette, 2009). A change of business model to be non-profit, where no margin was added for P&G, opened up additional funding streams to reach large-scale dissemination.

HP Hewlett Packard Early Infant Diagnosis (EID) program

Background

In Kenya, approximately one out of every ten pregnant woman is HIV positive. This means that of the 1.3 million children born in Kenya annually, more than 120,000 have HIV-positive mothers (Bauley, 2010). This situation worsens if we consider an outdated diagnosis system whose results of HIV tests are delivered on paper by courier and take up to three months to arrive in rural areas. This is key factor in understanding the relevance of the issue, as without intervention there is a strong 45 percent chance that an infant born to a mother with HIV will become infected

(Justmeans, 2012). Due to this slow and delayed current process in Kenya, the efficacy of life-saving anti-retroviral treatment (ART) is dramatically reduced (Social Earth, 2012).

Strategy

HP's approach to social innovation addresses the areas where they have the best potential to make the biggest impact. These are education, entrepreneurship, health and community involvement (HP Global Social Innovation). Regarding innovative health solutions, HP in partnership with Clinton Health Access Initiative (CHAI) created the Early Infant Diagnosis program in Kenya, which was fully implemented by June 2011 (HP, 2010). According to the official HP corporate blog, this initiative is based in a new cloud-based system that will speed up the turnaround time for HIV test results for babies in Kenya, allowing for earlier ART treatment and saving many lives.

Business model

This model is an excellent example of positive collaboration for healthcare issues between the private sector, an NGO and a government. Through public-private partnerships, with CHAI and the Kenya Ministry of Public Health & Sanitation, HP is providing technology that captures, manages and returns early infant diagnosis HIV test results in just one to two days. Medical results are shown available online and delivered to local clinics via SMS-enabled printers in just one to two days.

Impacts

With this new solution, a growing number of HIV-positive infants are being tested, according to Kenyan Ministry of Public Health up from 45,000 babies in 2009 to approximately 50,000 in 2010 and 70,000 in 2012 (CSR Europe, 2010). This program accelerates HIV-positive infants receiving life-saving antiretroviral (ARV) therapy within days after the diagnosis. It can benefit poor communities while helping to create healthy futures for families and productive workers across Kenya.

The program also supports the Kenyan Government's effort to collect and analyze health data that is useful for guiding policy and health service delivery. It also helps healthcare workers in their decision-making process, monitoring infant progress and ensuring the receipt of ARV treatment (HP).

Lessons learned

This case shows the importance of effective collaboration between relevant partners (private

sector, NGO and government) to drive social measurable improvement. In addition, through solution implementation, the key qualities of effective collaboration have proved to be trust, transparency, and operational discipline. For addressing social needs the partners established strong, long-term relationships and provide process transparency. To achieve measurable deliverables, the partners showed long-term vision and strategy (CSR Europe, 2010).

InterfaceFLOR FairWorks range

Background

The traditional occupation for many women in Pattamadai and many other Indian villages, mat weaving, has been struggling for survival like many traditional Indian crafts. Besides the extremely low wages from the craft business, this type of carpets are falling out of fancy among South Indian households which are being occupied with Western-style carpets and furniture.

Strategy

Interface is the world's largest manufacturer of modular carpet for commercial and residential applications (The Danish Enterprise and Construction Authority., 2009). Moreover, the company has shown leadership in the manufacture of environmentally responsible modular flooring. Around 2003, when much of its product line was becoming recyclable, the company's innovations team started to embrace social sustainability. In opposite direction to the charity model, the corporation wanted to incorporate the concept in their business practices with locally-sourced labour harnessing the skills of local artisans around the world (Deccan Herald, 2008) A three-way partnership venture called FairWorks was built through a cooperative venture between Indian artisans, the NGO Industree Crafts Foundation and the multinational company Interface. The FairWorks Project was born to make artisans' crafts commercially viable in the Western market by combining design, technology, and quality assurance with local expertise.

Business model

The FairWorks project is based on combining traditional handicrafts skills with modern mass industry 'micro-macro' (The Danish Enterprise and Construction Authority., 2009). Indian artisans continue making the modular floor using their traditional handicrafts but they adapt the product to the western taste and mass-produce them targeting the western market. Through this process, FairWorks is redifining the idea of luxury, spreading a new concept that means that the luxury you pay for as a customer isn't just for the higher quality of the product, but for the expertise and

experience that is embedded in the handicraft. The Indian NGO Industree Crafts Foundation (ICF), a social entrepreneurial organisation specialising in organic crafts, plays a key role. ICF is the responsible for the certification of the product and it is also the contact and middle player between Interface and the artisans.

Impacts

An immediate long-term benefit is job creation at the BoP and empowerment of women. For Interface, this concept of mainstreaming local handicrafts by opening up their value chain means that they are providing the opportunity of getting the traditionally based artisans integrated in the global economy (ibid 2009). FairWorks project certification guarantees greater equity in the export of the products and a respectful and responsible cooperation with Indian artisans, ensuring that the employees make a fair wage. According to the project coordinator for ICF, incomes for the weavers tripled (Industree). Among the benefits of this fair trade project, the company improved the work place and provided training on modern design in addition to providing free healthcare and insurance facilities to women.

Lessons learned

High costs were involved to execute the FairWorks project because everything was presented as new for all parts of the process. The innovative face of this project means that they had to rethink several part of their process, such as user-involvement and open up value chain.

Financial Sector

Microfinance Institutions (MFIs)

The financial sector is the playground for the quintessential of social innovation: microfinance. It is the result of the combination of the elements mentioned above, in a new way of doing business that has revolutionized the financial world and created innovative ways to give access to financial services to the BoP. Through microfinance, poor people who are currently excluded from the conventional financial system can have access to loans (around 2,5 million adults) savings, insurance, credits, as well as to basic financial capabilities and knowledge (financial education) that are essential parts (sustainable and responsible) of the economic dynamic (Financial Access Initiative, 2009). Microfinance is understood as a mechanism to address poverty, by the promotion of not only financial resilience but also in achieving other social objectives such as empowering women and developing the capacity of small groups of people to take control of their own lives.

Grameen Bank and leader in microfinance

Muhammad Yunus is known as the pioneer of microfinance and considered to be the most recognized and great social entrepreneur of today. The idea started up in the late 1970's, when Yunus conducted an experiment in seeing whether given the chance, would the poor community pay back borrowed loans. With the help of the government, international organizations and private donors, the idea of having a bank that serves the poor quickly took off. The success of this innovative idea became popular all around the world and the Bank became autonomous in 1983, with the name of Grameen Bank, with Yunus as the founder. It started to make very small loans to the poor – around twelve euros at a time.

Grameen has succeeded in reaching the poorest of the poor by devising innovative strategies with a wider approach. It is a complete micro-finance system for the poor by offering them loans, insurances, savings and pension accounts. All services are adjusted to the needs of the community.

Women's World Banking

This a network of leading MFIs and banks dedicated to the economic empowerment of women. The network of about 39 financial institutions from 27 countries around the world provides small loans to people to start their business. They provide credits, savings and insurance micro-products. Their special focus on women is based on the experience that they invested the profits from their business in ways that would have a longer-lasting, more profound impact on the lives of the women's families and communities. This is how women became a fundamental premise of the microfinance business model and the success of microfinance as a poverty alleviation tool.

IFMR Trust

IFMR is a private trust that incubates new operating models designed to improve the delivery of financial services to underserved regions of rural India. Its objective is to ensure that every individual and enterprise has complete access to financial services based on a three-pillar vision: high quality origination, orderly risk transmission and robust risk aggregation. Based on its principles, the IFMR Trust is aimed to transform the ways in which the financial system operates. It invests in companies that can have a transformational impact on financial services access. With a high quality origination, it looks to ensure the highest level of capability to fully understand each household it serves, and the ability to take full responsibility for the quality of financial services offered.

Intra-sectorial innovations in microfinance

Thanks to the microfinance boom, the sector has innovated to ensure their attention and increase their impact on the poor. These innovations were developed in alliances with other sectors such as the IT and microenterprises.

Correspondent banking

This means the delivering of financial services to unbanked population through low cost and non-financial physical retail outlet, such as post offices, grocery stores, and even mom-and-pop stores. The most basic correspondent approaches involve partnerships between two organizations, typically a financial-services institution and a retailer that has already established an extensive network of outlets in the right area.

Mobile banking

This reflects the innovation that takes advantage of what exists and is increasingly growing, to solve a problem. It consists in the use of mobile phones to deliver financial services, such as money transfer, remittances, payments (bills, credits, etc.), and almost all services that a bank branch offer. For customers, access to financial services lowers the transaction cost of sending and receiving remittances, improves the safety and security of cash, and makes payments more convenient. For the financial institutions represents a cost reduction of about 50% to 70% making transactions more virtually and the possibility to extend their customer segment.

The best examples of institutions that innovate in this segment is M-Pesa. M-Pesa is a for-profit business that is leading the way to convenient and affordable banking for millions. It is a pioneering mobile money phone service in East Africa, launched in 2007, that allows millions of people to make financial transactions with the touch of a few buttons. Created with support from the United Kingdom's Department for International Development, this partnership between Vodafone and Safaricom has attracted nearly 12 million customers in Kenya and handles transfers of about $400 million per month. M-PESA is not only making it convenient and cost-effective for Africans to make payments and transfer funds, it's also encouraging saving among users. Many people are depositing small amounts of money using this service, storing it for later use. (**Financial Access Initiative, 2009**)

Building on the existing M-PESA service, Safaricom has teamed up with Equity Bank to launch M-KESHO, a mobile money platform offering clients a full range of banking services from savings

accounts to loans. Account holders can conduct basic banking transactions on their mobile phones, at any of M-PESA's 20,000 retail outlets, as well as at Equity Bank's 140 branches. While M-PESA is not a foundation grantee, we are working to replicate its success in other markets around the world.

Microinsurance

Microinsurance is the insurance products offered to people living on low income and vulnerable conditions. More precisely it is the protection of low-income people against specific dangers in exchange for regular premium payments proportionate to the likelihood and cost of the risk involve (**CGAP**). The importance of microinsurance in poor people is huge. According to Sen (1999), vulnerable people are more likely to be hit by unexpected shocks and to be worse-affected when shocks happen. There are two worldwide leaders in this arena: Alianz and LeapFrog.

Allianz

As a worldwide insurance company, it is one of the leading institutions that delivers this kind of product. Allianz offers microinsurance products in six countries (see the map below). Our most established market is India, where we provided protection at the time of the tsunami in 2005. Since then, Allianz has extended its reach to Indonesia, Egypt, Cameroon, Senegal, and Colombia. Today, they serve 2 million customers and this number will grow by 50 percent this year. Allianz's schemes are typically managed in partnership with local organizations from the third sector and semi-governmental development organizations.
Website: https://www.allianz.com/en/about_allianz/sustainability/microinsurance/index.html

LeapFrog Investments

As the first micro-insurance fund, it invests in businesses that provide insurance to low-income and vulnerable people in Africa and Asia. Its mission is to help millions of people achieve safety and security as a springboard to enable life choices and scale necessary to make a positive impact on eradicating global poverty.
Website: http://www.leapfroginvest.com/

Financing Social innovation: Impact Investment

The idea is to foster investment intended to create positive impact beyond financial return. As such, they require the management of social and environmental performance besides financial risk

and return. Impact investment is the "new stage" of socially responsible investment, in the sense that the latter seeks to minimize negative impact rather than proactively create positive social or environmental benefit (J.P. Morgan Global Research, 2010). There are a number of initiatives that seek to provide funding for social entrepreneurs and social innovation projects.

Acumen Fund

It is a non-profit global venture fund that uses entrepreneurial approaches to solve the problems of global poverty. The approach is to combine small amounts of philanthropic capital, with large doses of business acumen, to build thriving enterprises that serve vast numbers of the poor. Its offices in India, Pakistan, East Africa West Africa support the global team in New York, and drive its investment work with local teams that find, assess, and provide management assistance. The fund has approved $73 million USD in investments in 65 breakthrough enterprises that serve the poor. They have created and supported 55.000 jobs and impacted around 86 million lives.
Website: http://www.acumenfund.org/ten/

Kiva

Kiva's mission is to connect people, through lending, for the sake of alleviating poverty. Kiva empowers individuals to lend to an entrepreneur across the globe. By combining microfinance with the Internet, Kiva is creating a global community of people connected through lending. The way Kiva works is really innovative. First, Kiva chooses some microfinance's institutions that have strong social missions to become "field partners". Those partners know their local area and clients and do all the leg work required to get Kiva loans to the entrepreneurs posted in the website. Second, the field partners disburse loans as soon as they are needed. Third, lenders browse loan requests and select which ones they'd like to fund. Fourth, the field partner uses the fund to replenish the loan they've already made to entrepreneurs. Fifth, the entrepreneurs repay their loans and finally Kiva provides repayments to lenders.
Website: http://www.kiva.org/

EcoEnterprises Fund

This is an entrepreneurial and leading impact investment. As it provides investors the opportunity to generate positive environmental and social returns with financial gains, it expands capital to small sustainable Business in Latin America. The first fund was launched jointly by the Nature Conservancy and the Inter-American Development Bank, investing in 23 companies that have introduced environmentally friendly products. Those companies have created more than 3.000 jobs,

benefited 293 communities and conservation groups, generated almost $300 million USD in sales, and conserved 860.000 hectares of land. Now the project is in its second stage, Fund II, which builds on its legacy.

Website: http://ecoenterprisesfund.com/

3.3.3 Social business and social entrepreneurs

There is no well-defined and universally accepted definition for social enterprise. This is due to the fact that social enterprises can operate under numerous forms and because legal structures vary from country to country (Social Innovation Exchange & The Young Foundation, 2010). The concept of social business is a subset of social enterprise, with the specific characteristic that, whereas a social enterprise can be funded by philanthropy or government grant, a true social business should be self-sufficient and does not rely on volunteering, grants or donations to stay afloat (Wikipedia, 2012). Thus, this section will further describe social business, while the social enterprises will be categorized under the third sector.

A social business is a non-loss, non-dividend company whose objective is to achieve social-end goals. It is distinct from a non-profit because the business primary objective is to achieve social and environmental impact and it should seek to generate a modest profit to reinvest it in its social mission to expand the company's reach, improve the product or service or in other ways to subsidise the social mission.

According to the Yunus Centre, social business is a cause-driven business. The impact of the business on people or environment, rather than the amount of profit made in a given period, measures the success of social businesses (Yunus Centre). To distinguish it from traditional businesses, Professor Muhammad Yunus clearly defined social business as follows:

- It has a social objective.
- It must be a non-loss company. Its operations must be profitable to be sustainable, and it must cover all its costs.
- It is a no-dividend company. Its growth must enable investors to recoup their initial capital, and if possible make a profit. But its profits are reinvested in the business to increase its social impact (Danone Communities)

To complete this definition with a fourth crucial characteristic, we resort to the term of social business used by European Commission that states this type of enterprise "operates in the market through the production of goods and services in an entrepreneurial and innovative way" (Europa

Press releases, 2011).

Grameen Danone Foods Ltd

Background

According to UNICEF statistics (2008), the prevalence of malnutrition in Bangladesh is amongst the highest in the world. One child out of two is suffering from malnutrition in this area **(Yunus centre, 2010).** Malnutrition contributes to about half of all child deaths. The lack of nutrients leave survivors permanently damaged and vulnerable to illness, stunted or intellectually

Impaired.

Strategy

In 2006, Danone, the french food and beverage multinational company, created Grameen Danone Foods Ltd. (GDFL) in a joint venture with microlender Grameen Bank. The joint venture was built on an innovative idea, setting up a small yogurt plant in Bogra, Bangladesh, to promote local development and bring health to the country's poorest people. Danone provides the expertise in technical areas such as construction, plant maintenance and yogurt production, while Grameen bring their understanding of the local environment together with their extensive networks **(Social Innovator)**. GCFL is guided by four objectives:

1. To develop a product that has high nutritional value and is affordable.
2. To improve the community's living conditions by creating Jobs.
3. To protect the environment and conserve resources
4. To ensure a sustainable activity while seeking profitability

Business model

Grameen Danone Foods adopted a development model based on:

- Grameen Danone Foods' primary aim is to have a positive social impact; its pursuit of profitability is based solely on criteria such as improving public health, creating jobs, reducing poverty and protecting the environment.
- Profits earned by the company are re-invested in expanding and running the business. (Danone Communities).

INTERNATIONAL MASTER IN SUSTAINABLE DEVELOPMENT AND CR
IRIS Planet Online: Conceptualizing & Prototyping an Online
Platform for Collaboration in Social Innovation

Impacts

Grameen Danone created various sources of employment. First, every raw material is sourced locally and come from surrounding farms **(Aravind Eye Care System)**. This provides local producers with regular incomes, as is the case for the employees of the factory. Additionally, this project is improving public health; therefore the productivity of the population is higher and helps eradicate poverty.

Lessons learned

One of the main challenges faced by this joint venture was they failure to design their project based on end-user needs. It is crucial to integrate end users in the design phase of development projects. A recent paper points out that the Grameen-Danone venture designed their interventions focussed on the strengths of the implementing organizations, rather than starting from the characteristics of the problem of rural malnutrition in Bangladesh **(Garette, 2009)**. A yogurt was not the best and most adaptative choice for a fortified food product given its need for refrigeration.

Aravind eye care system

Background

The problem of avoidable blindness rapidly escalating remained a major cause of concern in the Indian healthcare scenario. In this developing country, the government institutions are weak and lack the financial resources to meet the health needs of all due to an increasing number of challenges like growing population, poor infrastructure, aging population, epidemic diseases and high illiteracy rates (Aravind Eye Care System).

Strategy

The Aravind Eye Care System has dramatically improved the quality, volume and efficiency of eye care delivery in India. This unique model, in contrast to an individualised health-care system, has inspired eye health workers everywhere. Aravind Eye Hospital was founded in 1976 and is one of the largest facilities in the world for eye care. The social entrepeneur behind this remarkable system is Dr. G.Venkataswamy, founder of Aravind Eye Hospitals, who conceived Aravind's mission as "working towards the elimination of needless blindness through innovative health care and the development of strong partnerships" (Aravind Eye Care System).

EOI Escuela de Organización Industrial
http://www.eoi.es
39

Business model

A health care model that supplements the efforts of the government and is also self-supporting. Over the years, Aravind has provided cataract consultation and surgeries, and made eye care accessible to all by rising above the barriers of poverty and distance.

With the aim of being financially self-sustaining its core principle is that the hospital must provide services to the rich and poor alike. It treats over 1.7 million patients each year, two-thirds of them for free (Sundelin, 2009). Through this concept of delivering free and fee-based service, Aravind delivers 35% of patient care with fee for service and 65% of patient care free or subsidized.

This self-sustaining eye care delivery system grew as a chain of hospitals and diversified in the fields of manufacturing, training and education, eye banking and social service (Express Health Care, 2010). The approach that Aravind pioneered of using social science research to understand who is in need of eye care and what is needed for them to receive it continues in the work being done in Africa and Asia to promote gender equity in eye care.

Impacts

Aravind Eye Care system has screened 3.65 million patients and performed 335,000 cataract surgeries, nearly 70% of them free of cost for the poorest of India's blind population (Rangan, 1993). Furthermore, it supports the government and World Health Organization-International Agency for the Prevention of Blindness (WHO - IAPB), joint global initiative for the elimination of avoidable blindness from India, in its efforts to achieve Vision 2020: Right to sight.

Lessons learned

One of the most important lessons according to Dr. Aravind Srinivasan, the organization's director of projects, is keeping everything close to its mission so that people understand the mission of their model. Secondly, they have experienced how important it is to have a strong value system and realized how vital it is to keep a sharp focus on their delivery system. Achieving scale and improving productivity has enabled them to keep costs down, to reach the poorest and treat thousands of patients each year. Finally, they value the approach to innovative ideas (McKinsey Health Systems and Services Practice, 2011).

Grundfos Lifelink

Background

Currently, 884 million people do not have access to safe water near their home. In order to meet the Millennium Development Goals (MDGs) on water and sanitation, the United Nations (UN) estimates that a yearly investment of $11.3 billion USD is needed up to 2025 (WBCSD 2011).

Strategy

In 2007, Grundfos, a global leader in advanced pump solutions and a trendsetter in water technology, established Grundfos LIFELINK in Kenya, which is a company that delivers sustainable water systems and associated infrastructure to low-income markets. It combines existing water service technologies with innovation in business models and systems of payment and provision (WBCSD, 2012). With this project, the company has decided to use its expertise in pump technology to provide solutions to the water challenge on a commercial basis. Sustainability is a key element in Grundfos LIFELINK solution, leveraging the four crucial pillars: technical, financial, environmental and social (WBCSD, 2011).

Business model

Grundfos LIFELINK offers a sustainable solution for water supply in both community-based water projects and for public or private water service providers. The Grundfos LIFELINK system consists of a submersible pump, which is submersed into a borehole containing clean drinking water. The pump is powered by solar panels that deliver cheap and clean energy. The users tap the water from the automatic water dispenser using a smart card with water credit. The users can use a mobile phone to transfer credit to the water key, which will be used to obtain water from the tapping station. Behind this innovative payment system is a partnership between the Kenyan mobile company Safaricom and Grundfos LIFELINK. The initial business model of Grundfos LIFELINK was based on a for-profit model, however, based on the first four projects implemented it became obvious that this was not a viable way forward in Kenya. Therefore, LIFELINK changed the business model in this country into a 'donation model', where the upfront cost of the system is funded by an external donor from the public sector, development organizations, private foundations, or corporate social responsibility programs (WBCSD, 2011).

Impacts

50,000 people in rural and peri-urban areas of Kenya are now accessing reliable sources of safe drinkable water throughout the year (Grunfos official). By providing disadvantaged people in rural areas access to safe water the company helps reduce poverty and improve living standards.

Lessons learned

Since the country's socio-economic characteristics were not able to generate sufficient revenue to pay back the loan, the company studied diverse models to target BoP market segment. This solution is now adapted to each community depending on how much this one is able to invest. Grundfos considers three different business models: donation model in which water systems are donated by several possible agents, semi-commercial in which the community itself pays a share of the initial capital investment, and commercial model where the village receives financing for the entire water solution (GRunDfoS lifelink) Moreover, reaching business strategic alliances has been a crucial part of the project. These partnerships were built with companies that deliver complimentary products such as mobile banking and NGOs which helped the company to understand the culture and the Government of Kenya among others.

3.3.4. Third sector

Third sector organisations have been defined as those with the following qualities:

- are non-governmental;

- are 'value-driven', primarily motivated by the desire to further social, environmental or cultural objectives rather than to make a profit per se; and

- principally reinvest surpluses generated to further their social, environmental or cultural objectives.

  - are in the place between State and private sector (Turner, 2008).

  - This sector of 'not-for-personal-profit' organizations ranges from voluntary and community organisations (charities, associations, among others) to social enterprises, mutuals and co-operatives.

The Schwab Foundation for Social Entrepreneurship

This is a leading support organisation within the social entrepreneurship sphere, based in Geneva, Switzerland. It is a not-for-profit and independent organization, whose aim is to support the advancement of social entrepreneurship and to foster social entrepreneurs as driving force for societal innovation and development. Its mission is raising awareness on social entrepreneurship while "providing unparalleled platforms at the regional and global level to highlight and advance leading models of sustainable social innovation. It identifies a select community of social entrepreneurs and engages it in shaping global, regional and industry agendas that improve the state of the world" (Schwab Foundation for Social Entrepreneurship, 2012).

Regarding the impacts achieved in supporting social entrepreneurs, we can consider increased visibility and credibility promoting the replication of methodologies, access to financial resources, partnerships, policy changes, media coverage and an increased knowledge of global affairs.
Website: http://www.schwabfound.org

Bill and Melinda Gates Foundation

Based in Seattle, it was founded by Microsoft founder Bill Gates and his wife Melinda in 1994 and is now the largest private foundation in the world. The Foundation efforts are focused in bringing innovative solutions aiming to help people in need to lead healthy, productive and meaningful lives. In developing countries, their actions focus on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty (Bill & Melinda Gates foundation, 2012). In the United States, the remarkable impacts of this foundation are focused on supporting those people with the fewest resources to be able to succeed in school through the attainment of secondary and postsecondary education. The three grant-making programs that at the same time include several significant grants are namely:

  i.   Global Health Program (ranges from vaccines and immunization programs to HIV research).

  ii.   Global Development Program (ranges from financial services to agricultural and special initiatives for catastrophes).

  iii. United States Program (includes schools, universities, scholarships and projects.

Website: http://www.gatesfoundation.org/

Ashoka

Founded by Bill Drayton in 1980, Ashoka Innovators for the Public is a U.S.-based not-for-profit organization (GameChangers 500). Ashoka is a global network that identifies and invests in high impact social entrepreneurs who have innovative vision for transformative ideas for solving social challenges. It is a citizen sector organization that focuses on tackling some of the world's most pressing challenges through social innovators, while paving the way for future change-makers (Econpreneunersit). Ashoka's mission is striving to "shape a global, entrepreneurial, competitive citizen sector, one that allows social entrepreneurs to thrive and enables the world's citizens to think and act as changemakers" (Ashoka). This organization is comprised of fellows, business entrepreneurs, policy makers, investors, academics and journalists. Since its beginning, Ashoka has grown to become an association of over 2,000 fellows in over 60 countries on the world's five main continents (Ashoka, 2012). Regarding their approach, Ashoka supports social entrepeneurs to achieve maximum social impact, promotes Group Entrepeneurship for effective collaborations and builds infrastructure that supports the sector.

Website: www.ashoka.org

3.3.5. Think-tanks

The following institutions and organizations are categorized as think-tanks because they have contributed significantly to the pool of knowledge on social innovation. They have done so through producing various publications of articles, journals, reports, magazines, and books that has helped to set the theoretical foundation of social innovation and sparked the debates that surround the topics related to this up and coming sector. Several of them are also known for providing key definitions of the term "social innovation", which has been adopted and applied by many other organizations across all sectors.

Stanford Social Innovation Review

The Stanford Social Innovation Review (SSIR) is an award-winning magazine and website that was published at Stanford University, under the Stanford Center on Philanthropy and Civil Society. It covers cross-sector solutions to global problems through bridging academic theory and practice with ideas about achieving social change. The SSIR covers a wide range of subjects, from microfinance and green businesses to social networks and human rights. SSIR is written for and by social change leaders in the nonprofit, business, and government sectors who view collaboration as key to solving environmental, social, and economic justice issues. Its aim is both to inform and to inspire.

Website: http://www.ssireview.org/

Project on Social Innovation at Ash Center for Democratic Governance and Innovation, Harvard Kennedy School

As part of the Ash Center, the Project on Social Innovation generates, gathers, and shares knowledge on how communities transform their approaches to social issues. The Project identifies and engages with civic leaders and entrepreneurs that are successfully transforming their community's approach to social service delivery. The Project provides a virtual knowledge hub for social innovation in cities and municipalities. Its purpose is to provide a practical platform for sharing the stories and lessons of exciting innovators from the non-profit, philanthropic and public sectors. This purpose is accomplished through an innovator's toolkit, relevant news updates, profiles of best practices, regular blogging, and links to other online resources.
Website: http://socialinnovation.ash.harvard.edu/

Center for Social Innovation, Canada

The Centre for Social Innovation is a social enterprise with a mission to catalyze social innovation in Toronto and around the world. The institution believes that society is facing unprecedented economic, environmental, social and cultural challenges and that the key to transforming these challenges into opportunities are new innovations that are necessary to improve communities and the planet.
Website: http://socialinnovation.ca/

The Young Foundation

The Young Foundation brings together insight, innovation and entrepreneurship to meet social needs. It works across the UK and internationally by carrying out research, influencing policy, creating new organisations and supporting others to do the same. Along with its imaginative uses of new technology, the foundation also collaborates with a wide range of organisations, from charities and businesses to governments and local authorities through using a comprehensive set of tools and approaches. Its key activities are:

1. Research – conduct research on contemporary life and changing needs.
2. Venturing and investment – develop and support new ideas to turn them into sustainable organisations through its launchpad team.
3. Local projects – work in dozens of areas on practical projects.

4. International – coordinate the Social Innovation eXchange (SIX) that brings together hundreds of practitioners from across the world.

Website: http://www.youngfoundation.org/

Social Innovation Camp

Social Innovation Camp (SI Camp) sees the potential of ICT in creating change through many different ways but for change to occur there is a need for people to start building the technology that can truly help. SI Camp works with this consideration in mind when bringing together software developers and designers with people who understand a social problem in order to help build web and mobile solutions to address social challenges. It does this by hosting events that brings together the ICT talents, designers, and social innovators to prototype effective web-based solutions to real social problems.

Website: http://www.sicamp.org/about/

Waterloo Institute for Social Innovation & Resilience (WISIR)

The University of Waterloo (UW) is considered as Canada's most innovative university for its expertise in a range of disciplinary areas related to systems, complexity and innovation, as well as its demonstrated commitment to cross-sectoral collaborations. Under the WISIR, the Social Innovation Generation aims to generate new knowledge about social innovations and the social innovation process in Canada. Focus is given on the dynamics of learning, adaptation, and innovation in the arena of sustainable development and in the mental health domain, which has been identified as one of the most important challenges in engaging vulnerable populations. It also seeks to disseminate new knowledge through publications and learning events, from workshops to lecture series developed inside and outside the research community of the university. This will be achieved through collaborative research across UW academic units, inter-institutionally, as well as, across sectors in society. Application and mobilization of this knowledge will then be achieved through design and delivery of a range of new curriculum offerings and training opportunities, including the new Graduate Diploma in Social Innovation.

Website: http://sig.uwaterloo.ca/

Nesta

Nesta is the UK's Innovation Foundation (registered as a charity). It is an independent charity with a mission to help people and organisations bring great ideas to life. It works towards its mission by providing investments and grants and mobilising research, networks and skills. It relies on the

strength of partnerships formed with other innovators, community organisations, educators and investors. Nesta is also the trustee of the Nesta Trust, a charitable trust registered in England and Wales.

Website: http://www.nesta.org.uk/

University of Oxford: Skoll Centre for Social Entrepreneurship

The Skoll Centre is a leading global entity for the advancement of social entrepreneurship. It fosters innovative social transformation through education, research, and collaboration. It was launched in 2003 at the Saïd Business School of Oxford University to promote the advancement of social entrepreneurship worldwide, and was founded through a generous grant from Jeff Skoll. It was the largest funding ever received by a business school for an international programme in social entrepreneurship. The Skoll Foundation drives large scale change by investing in, connecting and celebrating social entrepreneurs and the innovators who help them come up with solutions to address the world's most pressing problems.

Website: http://www.sbs.ox.ac.uk/centres/skoll/Pages/default.aspx

3.4 Existing Online Platforms of Social Innovation

La Arenera

La Arenera is a non-for-profit corporation that develops, hosts and mobilizes a community of social entrepreneurs and innovators in Colombia. The organization was founded in June 2009. The following information is extracted from La Arenera's social business model and business plan of November 2011.

La Arenera social enterprise model has three core programs: Social Innovation Community including LaArenera.org, Social Innovation Solutions and the Hub which will be the first co-working space for social entrepreneurs and innovators in Colombia. The online community of La Arenera is private and consists of two types of members – learners and practitioners of social innovation. More than half of the practitioners are mainly in their start-up stage while the rest are in development stage, and the least in their expansion stage. The main reason why members are willing to join the community is because they can network in social projects, followed by acquiring knowledge and skills in social entrepreneurship. The stated mission of La Arenera is to contribute to the generation of a transformational force that accelerates and promotes sustainable social and economic systems. In order to have full access, the user must become a member after first filling in a form that contains a questionnaire. The platform includes 101 forums and 55 groups by areas of interest. Furthermore, a monthly newsletter and events calendar keep members informed. A resource section shares knowledge and useful links on social entrepreneurship and innovation (Olarte, 2012). Website: http://www.laarenera.org/

The Art of Hosting

This is a global community of practitioners using integrated participative change processes, methods, maps, and planning tools to engage groups and practice conversations. The Art of Hosting Online Community is a public participative platform where its social aspect has been a major success factor. This online community is characterized by strong social relationships between participants. By becoming a member of the online community, users can find relevant resources to engage themselves in conversations with other practitioners. These resources include articles, workbooks, invitations, projects stories, books, research papers and links.

One of the main purposes of the online community is to keep its members updated on the organisation of "offline" events and gatherings where they could practice the Art of Hosting. The purpose of both a mailing list and the online community is to open a space for conversations and

inquiries into themes of interest and relevant questions around the Art of Hosting in practice. The Art of Hosting online community includes several tools to engage users such as a public conversation forum and featured groups which participate in conversations around specific topics.

On top of that, the platform counts on a blog were members are free to upload posts related to the Art of Hosting. A member map geographically shows the different profiles of members gathered in the community. The general public can have access to the profiles to view profile information, latest activity and a comment wall. A section is created for sharing media resources where the community uploads videos and photos of trainings, events, and community conversations.

Therefore, through registering as a member in the Art of Hosting platform, one can have a personal public profile to enhance visibility, be in contact with friends and groups, upload blog posts, participate in the conversations of the forum, create events, and upload photos and videos. Website: http://artofhosting.ning.com/

Social Innovation Europe

In 2011, Social Innovation Europe was launched in Brussels and funded by the European Commission. This new online public resource is more a sharing information type of platform than social. According to its official website, SIE aims to:

- connect projects and people who can share experiences and learn from each other;
- develop an easily accessible resource bank - so you can find about other projects, organisations and ways of working;
- develop a resource bank of up to date policies at local and national levels and provide information on funding opportunities;
- facilitate new relationships between civil society, governments, public sector institutions and relevant private sector bodies
- develop concrete recommendations in financing and in upscaling/mainstreaming of social innovation in Europe

SIE builds and streamlines the social innovation field in Europe by using three overlapping approaches:

1. Research and publish reports and recommendations for action that will define, analyze and support the best work in the field.
2. Host an online hub that aims to be an indispensible resource on European social innovation.

3. Host a series of events across Europe in order to bring social innovators together offline and build partnerships across countries and across sectors. Such events can offer a golden opportunity for participants to build their networks.

Members can get involved in this platform by listing their organization to make their work visible to social innovators across the continent. They can do this by writing news briefs which cover the latest events in social innovation, listing or reviewing events, and also co-branding events in collaboration with SIE, publishing research, analysis, as well as case studies. Apart from this sharing information process, one can become a country partner to strengthen SIE's network in all areas of Europe, and to ensure that all countries are represented accurately and substantially. Partners can also ensure that local languages are represented on the site.

Website: http://www.socialinnovationeurope.eu/

4. Challenges in Social Innovation

As we saw in the previous chapters, social innovation is a revolutionary concept that is becoming an increasing protagonist in the path of human development. It could take place within private or third sector, governments, and social entrepreneurs or within them. It is based on strong values such as solidarity, cooperation, recognition and responsibility. However, this complex and nascent sector faces a range of challenges that requires a comprehensive understanding and action. It is critical to take advantage of the lessons learned from its other sister sectors and to boost the present and future road. We identified four main challenges that are interdependent on one another. The possibility to transform the vicious into a virtuous one depends on the creation of alternatives and incentives that drives a changing behaviour.

1. Conflict of Understanding

Even if there is no a unique agreement on its definition, it is possible to identify some common characteristics when referring to social innovation. At the end, innovation is what creates social value. Innovation can emerge in places and from people outside of the scope of social entrepreneurship and social enterprise. In particular, large, established nonprofits, businesses, and even governments are producing social innovations.

However, this broader and undefined spectrum has generated large confusion between what is social innovation and where to focus the efforts. At a certain point, everything seems to fit into the world of social innovation. The main consequence of the absence of a recognized scope for social innovation and clear understanding of what makes it unique relies on problems of direction, effectiveness, efficiency, long-term action, and of course impact. One example is the common reduction that social innovation has on social entrepreneurship. The efforts and attention have been concentrated more in the social entrepreneur, the "who" and their characteristic, which has resulted in forgetting the "how" or the process, which at the end is what could be scalable.

Hence, it is necessary to understand the intersections and relation between social entrepreneurs, social enterprise and social innovation. The fields of social entrepreneurship and social enterprise examine only a subset of paths — specifically, the creation of new and typically non-profit ventures. Yet large, established nonprofits and government institutions also produce significant social change, as do the businesses that increasingly contribute their resources to building a more just and prosperous society. People creating social change, as well as those who fund and support them, must look beyond the limited categories of social entrepreneurship and social enterprise (James A. Phills, 2008)

To foster real innovation, it is crucial to know the how, rather than the characteristics of being a social entrepreneur. This of course has a key motivator role, but should not be the only focus if the goal is to promote long-term scalability and sustainability. Sharing the experience of the process of innovating, what works and what doesn't work, and why, makes a fundamental basic asset for social innovation.

2. So many ideas, so little progress

The sector is plenty of good ideas. The awareness and urgency to include the BoP into the economic and social dynamics, as well as the creation of alternatives ways to fight poverty are the main focus of the sector. Still, its effect in terms of impact and scalability is much reduced. Many projects and good ideas lack speed and scale. Successful innovations have spread only slowly, if at all (The Economist, 2010). There is an evident lack of strategic vision among the sector.

The ability to turn good ideas into deliverable solutions—the distinguishing feature of an entrepreneur — has never been more important to the success of business and society. A first explanation falls in the struggle to identify the right problem. A 'good' problem contains within it the seeds of the solution. The trick is in framing the question. Seeking solutions to the wrong problem can often make them worse (Foundation). This difficulty is related to the time horizon that guides the decisions – it is still a preference to make decisions on "short time horizons" attracted to the "next new thing" rather than on one that works (Goldsmith, 2010).

The process of social innovation should mature from pure motivation and passion to the identification of real concerns, and the creation of different alternatives and potential solutions. Due to the natural complexity of social problems, it is fundamental for the collaboration between actors to get to local perspectives that are sometimes unknown to us. Rather than treating problems as "complicated" challenges that are amenable to being broken down into fixable components, social problems are complex ones that are "messier and more ambiguous in nature; they are more connected to other problems; more likely to react in unpredictable non-linear ways; and more likely to produce unintended consequences" (Burns, Cottam, Vanstone & Winhall, 2006, p. 8)

3. The collaborative challenge

There is a huge challenge to break. The predominance of individualistic interventions models, in which actors act separately but all want to achieve the same objective. It is usual to see the Government running in one direction while the private sector and NGOs go towards the other. Even

inside the same sectors, it is common to find duplicated efforts towards, what leads in the majority of the cases, to jealousies and "fights" inside the sector. In this sense, finding new ways to address social problems, creating process, breaking walls and paradigm are a fundamental part of the challenges of innovating for social change. The co-creation process seems "mandatory" to gain effectively.

The lack of dialogue leads to overlapping of efforts and poor coordination between sectors and within them. Once again, the real impact of the outcomes of the projects is in doubt. It is important to recognize the fundamental role of cross-sector dynamics: exchanging ideas and values, shifting roles and relationships, and blending public and private resources. The challenge is to pass from theory to practice. In theory, many people agree to the trend of breaking sector boundaries, but in reality they continue working in silo.

CSR initiatives are, in several cases, developed independently. Hundreds of corporative foundations and private organizations prefer to move by their own, because they can't find a fluent interaction with governments and other actors. It is acknowledged that things should be addressed differently, but in the end there is no disposition to change or the necessity to show results to directors and society to win the battle.

Complex social problems with unknown answers are a requirement and the focus for social innovation efforts. However, as Kania & Kramer (2011) explain, these kind of problems cannot be solved by a single entity, in the sense that it does not have the resources, authority, knowledge, etc., to bring about the necessary change: "Shifting collective collaboration and impact "requires systemic approach to social impact that focuses on the relationships between organizations and the progress toward shared objectives".

The absence of identification and knowledge of the actors and its initiatives, mainly the lessons learned and best practices around social innovation, also have a bilateral incidence to the coordination and collaboration problem. It is necessary to detect the successful paths (if any) for a specific context, and to replicate and prototype projects as collaborative solutions. To detect, it is necessary to open, to share, to be transparent, and to communicate. For example, it would be fundamental to track those local initiatives that have the potential to become public policy. Even if work done by a social entrepreneur has a great impact on its target; it does not have the capacity to bring large-scale solutions. It is all about scalability.

To be fair, we need to point out that recently there have been some changes. States have realized, as well as the society as a whole, that the boom of the public-private partnerships should

be taken more seriously. However, it is important to be reminded that the ultimate goal of a network, alliance or partnership is to produce the maximum possible public value, greater than the sum of what each lone player could accomplish without collaboration (Goldsmith, 2010). This is the greatest gap we found. According to Stephen Goldsmith, the Harvard professor and author of the popular book *The Power of Social Innovation*, "it is urgent to open the social production systems to the community and engage it in real and substantive ways that involve a higher percentage of the community's assets and social networks in driving change...we now need a far more flexible, creative, quick-moving and decentralized way of managing the planet".

Inside the sector, the ones that are most exposed or suffer the consequences of this isolated model are, unfortunately, the social entrepreneurs. The lack of access to funding and, most importantly, of relations (and of visibility) with other sectors that could allow scalability and reliability of their projects is one of the main challenges identified. In addition, a generational gap is also present. Social enterprises seem to be populated with young people, for whom innovation and disruption seems more natural. But the youth lack experience. Running social enterprises has all the challenges of running purely commercial enterprises, plus the added complexity of operating with the bottom line. It is necessary to connect the pool of experienced people with the passionate change-makers.

4. Measuring and monitoring: the permanent challenge

How to measure impact and monitor projects of any kind, but especially those related to achieve social change is a common concern for all actors. In addition to the difficulty of establishing feasible and accurate indicators, owing to the complexity of valuating other issues besides the traditional ones, in social innovation the challenge is higher. Partnerships and collaborative works, needs shared measurement systems. Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other's successes and failures (Kramer, 2011).

5. Our Proposal for an Online Platform: IRIS PLANET ONLINE

5.1 What is it?

IRIS Planet Online aims to promote a large -scale social change (systemic change) by:
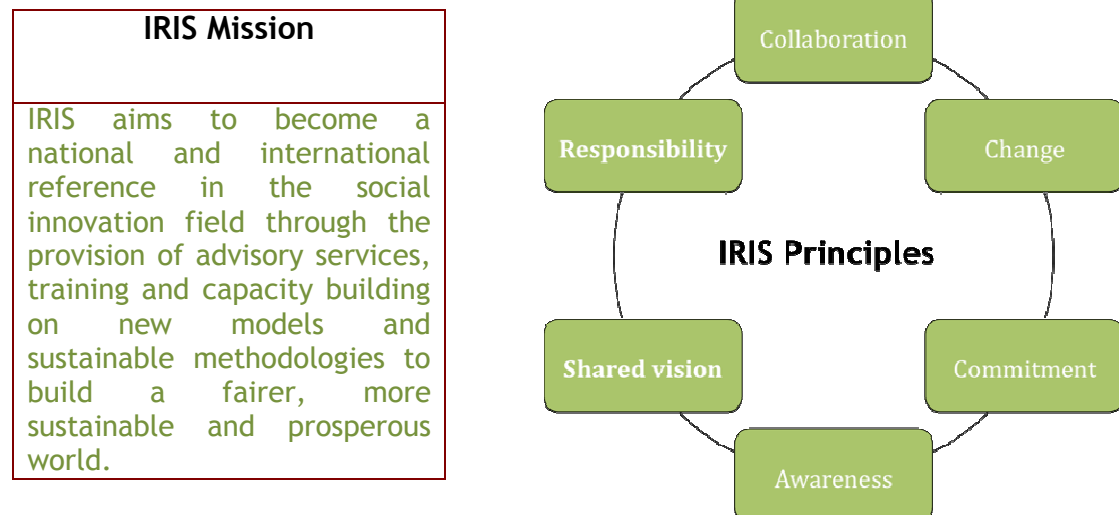Graph 1: IRIS Planet Online Objectives.
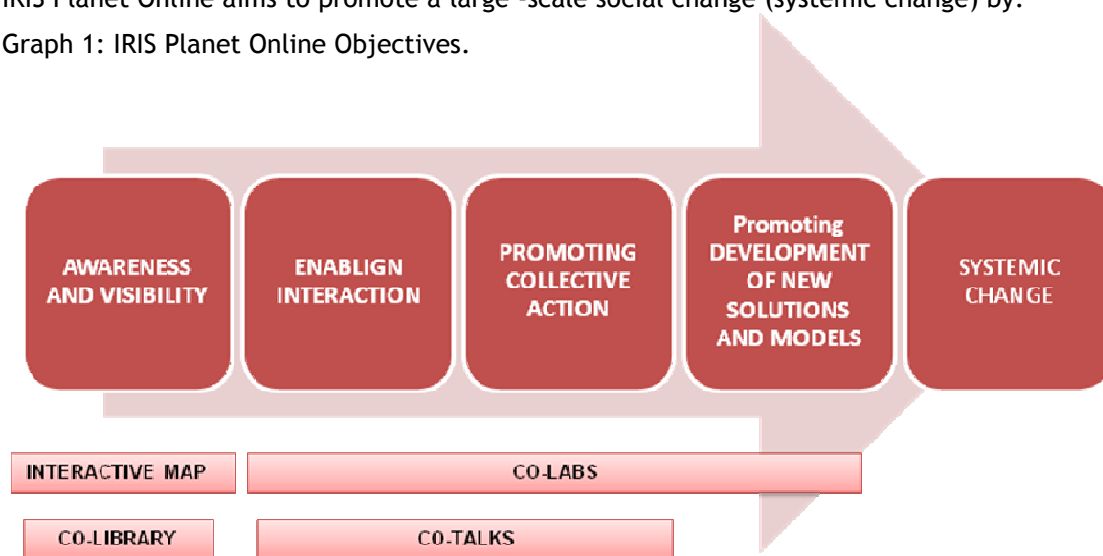
IRIS Planet Online promotes inter- and intra-sectorial collaboration and partnership development, and through collective intelligence, to potentialize innovative and sustainable solutions for the main problems that affect our society.

IRIS Planet Online is, in itself a social innovation initiative that proposes an innovative solution to generate *Sustainable* Social Changes. It considers Sustainability as the baseline for our proposal: Social, Environmental and Economic. This means that solutions discussed, shared and developed need to target Social and/ or Environmental challenges while being economically viable

This project consists of online socially innovative laboratories, CoLabs, which are supported by different kinds of complementary and fundamental resources. CoTalks, CoLibrary, and Interactive Map functions to support and empower the online community of IRIS Planet Online in whichever stage of social innovation the members are currently experiencing.

As mentioned, IRIS Planet is supported by a think thank called -IRIS. The mission and principles of the platform is thus aligned to those of the think-tank, which are as follows:

Graph 2: IRIS Mission and Principles

IRIS Mission

IRIS aims to become a national and international reference in the social innovation field through the provision of advisory services, training and capacity building on new models and sustainable methodologies to build a fairer, more sustainable and prosperous world.

Iris Planet Online differentiates from what already exists, in as far as it does not only feed the existing gaps related to the lack of identification of actors and initiatives in SI, and for so the possibility of overlapping, but also the lack of inter- and intra- sectorial collaboration and partnership development. Moreover, it offers services that support the different stages on SI and promotes the emergence of innovation through collective intelligence. At the end it is about creating a positive environment for social innovator, which will enhance cross-sector collaboration and the possibility to build on what has been build.

Through its comprehensive approach to social innovation, and critical support to its process, rather than to results, Iris Planet Online will have indirect impacts on the identified gaps as lack of effectiveness, common ground understanding and creation of methodologies to monitor and evaluate.

5.2 Characteristics of IRIS Planet Online Activities

Table 1

	What is it	Main characteristics	How it works
INTERACTIVE MAP	A geographical interactive map that shows the profile of every social innovator and its initiatives/projects.	• Collects and provides information about relevant actors and projects/initiatives in SI • Shows interesting tendencies: most dynamic geographical areas or unexplored and challenging areas in SI • Public access to view limited profile of actors • Private access (only IRIS Planet Online members) to view full profile and enjoy interaction possibility	♦ Works as search engine ♦ Filters by geographical area, impact's area or/and sector to facilitate the search of social innovators and projects.
COLIBRARY	Thematic shelves that gather a set of guides, tools and resources available for any actor looking to start or advance in social innovation.	• Composed by: Own resources External resources Co-created resources • Categorized by: Definitions and methodologies on social innovation Case studies and best practices Publications (readings, documents, books) Videos and audio Events and news • Public access	♦ Regularly updated ♦ Includes user-generated content ♦ To co-create value, members are encouraged to comment, analyze, assess the documents added to the library

CoTALKS	Online forum that hosts the possibility for discussion and connects social innovators or individuals interested in social innovation.	• Allows members to exchange ideas, concerns, etc., connecting them one to another • Topics and discussion proposed by users • Private access (only IRIS Planet Online members) • Two types of forum: Public Private through invitation	♦ A community of members that voluntarily can set up a public or invitation group will compose each group forum. ♦ The contents will be managed to avoid abusive use of the online platform for treating topics that are irrelevant on SI ♦ Reward system: – Other fellow members can reward quality comments by allowing them to "vote to rank the comment/contribution made in the forum. – Limited amount of votes – Members which are highly rated would be eligible to join a more advanced stage of the platform, in the CoLabs

| CoLABS | Moderated exclusive spaces for co-working and collaborative thinking which expected outcomes range from collaboration to solid partnerships where social innovation can be efficiently materialized | • Multidisciplinary place where like-minded innovators are gathered to find common ground, discuss and achieve cooperation towards innovation
• Added value: an expert in SI and multistakeholder partnerships will serve as moderator and facilitator of each lab
• Each lab topic according to each of the 6 stages in SI: prompts, proposals, prototypes, sustaining, scaling and systemic change
• Lab´s outcomes include products, services, processes, models or methodologies for SI
• Private access to IRIS Planet Online members | Each CoLab is composed by:
- Chat option where all members are interacting,
- Online conference and meeting option
- Resources: agenda, task, documents

Moderator:
In an on-going basis the social expert will moderate the discussion and ensure activity and quality in the lab by setting strategic agendas, posting often inspiring questions and/or tasks, wrapping-up key points, advising, elevating communication between members and managing the monitoring metrics (if applicable).

Membership:
- Highly rated members from the CoTalks.
- Invited non-members
- IRIS Planet Online members request a CoLab.

2 types of innovator gathered:
- improves the local landscape (building capacity, changing culture and developing infrastructure)
- tackles a specific problem by delivering a particular product, service, technology or program.

Time bound: One month for the development of |

			each lab.
			Documenting the process: Once a lab achieves its maximum maturity the key information will be wrapped up in a document uploaded in CoLibrary

Interactive Map

<u>**What is it?**</u>

- A geographical interactive map that shows the profile of every social innovator willing to open a profile in the platform and to share information about their initiatives or projects.

<u>**Characteristics:**</u>

- Collects information about relevant actors in social innovation and local or global initiatives/projects undertaken in different countries.
- Provides relevant information such as the attention paid to specific issues of social and environmental importance in large and small scale, who is addressing this issues and the strategy behind it.
- The map may show interesting tendencies in SI, for instance the most dynamic geographical areas concentrating projects and initiatives and the most unexplored and challenging areas for social innovators.

<u>**How it will work:**</u>

- Works as search engine offering the opportunity to filter by geographical area, impact's area or/and sector to facilitate the search of social innovators and projects tackling different needs around the globe.
- Data handling infrastructure is dynamic and will be constantly filled with valuable and trusted information disclosed by the members.
- It is necessary to register as a community member of IRIS Planet Online to appear in the map. The info required is as follow:

Basic	Social innovation initiatives
Full Name	Name of the initiative
Sector	Description of the initiative
Industry	Model
Location	Area of impact

Email	Webpage

- Information management:
    - o Public version: limited profile of the map. Mainly the in relation with the personal data, except of the email. This will allow to identify and know actors in SI
    - o Private: Full access to profiles of members. The added value is the possibility to interact between members

CoLibrary

What is it?

- Thematic shelves that gather a set of guides, tools and resources available for any actor looking to start or advance in social innovation.

Characteristics:

- Public access
- Compose by
    - o Own resources: Think-tank resources and our research
    - o External resources: links and reviews of third parties resources
    - o Co-created resources:
        - ▪ Outcomes of the Labs
        - ▪ Lessons learned of the Lab process
- The library will be organized by the following categories:
    - o Definitions and methodologies on social innovation
    - o Case studies and best practices:
        - ▪ Areas of impact, for example: health, education, microfinance, environment, and inclusive business.
    - o Publications (readings, documents, books)
    - o Videos and audio
    - o Events and news

How it will work:

- It will allow cross interaction of different formats of media. E.g. replying to a picture with a video, or replying to a video with a comment.
- Updating process:
  - Regularly update to offer to the member the latest news, policies, projects related to social innovation.
  - In order to co-create value, members will be encouraged to add and share the information they consider relevant enough and to comment, analyze, assess the latest documents added to the library.
  - It is possible to Upload of all types of media

CoTalks

What is it?

- Online forum that hosts the possibility for discussion and connect social innovators or individuals interested in different the topics.

Characteristics:

- Hosts the possibility for discussion where users can purpose different topics relevant to SI or react on others.
- Developed to connect social innovators or individuals interested in the topic
- Encourage them to come together to share experiences and insights, discuss about certain topics and learn from one another.
- Support people discussions around topics that are more specific to their own interest and gives the opportunity for deeper and more focused conversations
- Previous community membership of IRIS Planet Online is required to participate (the same of the map)
- Two types of CoTalks membership:
  - Basic membership (public group): the same as of the Community
  - Invitation group: to participate it is necessary to request to the administrator or be invited.

How it will work:

- A community of members that voluntarily are in contact will compose each group inside the forum. This members will chose to set up a public group and invitation group.
- The contents will be manage to avoid abusive use of the online platform for treating topics that are irrelevant on SI.
- A web master with basic experience and knowledge in social innovation will be responsible for overseeing the interactions and communication process in CoTalks. The facilitator will keep the forums organized and prevent abuse of the platform by blocking the continuation of topics or discussions that are irrelevant to social innovation.
- **Reward system:** The community forum allows members to exchange ideas and comment on one another. Quality comments can be acknowledged by other fellow members by allowing them to "vote" or press a button to rank the comment/contribution made in the forum. The votes are determined as follows:

    - o **IRIS flower:** means that members like it and would like to send a compliment
    - o **Heart:** signifies they love it and feel a good connection to it.
    - o **Flashing light bulb:** means they thought it was so great that it inspired them.
    - o **Hot coffee:** they think the idea has potential and would like to discuss more about it over coffee. Hence the points could be tentatively determined as:

+5	+15
+10	+20

- Each member will receive a limited amount of opportunities to vote – i.e. they can only give out a certain number of flowers, hearts, lightbulbs, and coffees. At the same time, members are required to provide comments that support the reasons why they gave such a reward.
- The build-up of these points would lead to a recognition given by the online platform, such as the member username appearing in the ranking list.
- Members who gain many points would also be eligible to join CoLabs (according to his/her interest and expertise).

CoLabs

What is it?

- Considered as the core of the platform, CoLabs are moderated exclusive spaces for co-working and collaborative thinking with expected outcomes that range from collaboration to solid partnerships where social innovation can be efficiently materialized.
- A lab is a multidisciplinary place where like-minded innovators are gathered to find common ground, discuss and achieve cooperation towards innovation.
- Expected and possible outcomes can be products, services, processes, models or methodologies that meets social needs

How it will work:

Moderation:
- To get the process started, an expert in SI and multi-stakeholder partnerships for certain cases will be selected to serve as moderator and facilitator of a specific lab.
- The moderator can be an already registered member of the platform or specially invited to register in order to become a moderator. This expert can voluntarily accept or reject this role and will be responsible for setting a strategy for the labs, attaining the objectives of the lab and maintaining clean, dynamic and relevant discussion.
- In an on-going basis this social expert is expected to moderate the discussion and ensure activity and quality in the lab by setting strategic agendas, posting often inspiring questions and/or tasks, wrapping-up key points and advising, allow constant communication between members and address the measurement systems (if apply).
- The responsibility of the moderator is to facilitate an understanding of the differing realities amongst all stakeholders.

Membership:
- Identification of potential members from the CoTalks, according to their level of contribution, engagement and maturity.
- Invitation to non-members (experts)
- Depending on the nature of the Lab's topic specific innovators will be invited to participate with frequency, to truly engage and align with the process

Members of the labs (types of innovators)

- A first type of innovators tackles a specific problem by delivering a particular product, service, technology or program.
- He/ she is intended to find common ground with other actors in order to address a common issue and to plan a project or action together
- A second type of innovator improves the local landscape (building capacity, changing culture and developing infrastructure)
- He/ she is intended to elevate the conversation with expertise, knowledge and know-how
- Different labs may be actively operating in the platform addressing different topics, while actors will only have access to the specific lab they have been invited to engage with. It is important the privacy under which the labs will be operating, as well as the privacy of its actors, information sharing and disclosure.

CoLabs operation

- Time bound:
  - One month for the development of each lab, which is considered sufficient time for the planning process for decision- making and for ensuring on-going engagement of the actors.
  - An extension in time may be possible if the moderator considers it
- Participation and discussion management:
  - Considers four levels of intensity as levels of participation in the discussion of the labs: i. Information sharing; ii. Consultation; iii. Decision Making; iv. Initiating action All this are considered as enriching for the labs and not mutually exclusive.

Graph 3: Levels of intensity and participation in Partnerships

(Source: http://ec.europa.eu/**)**
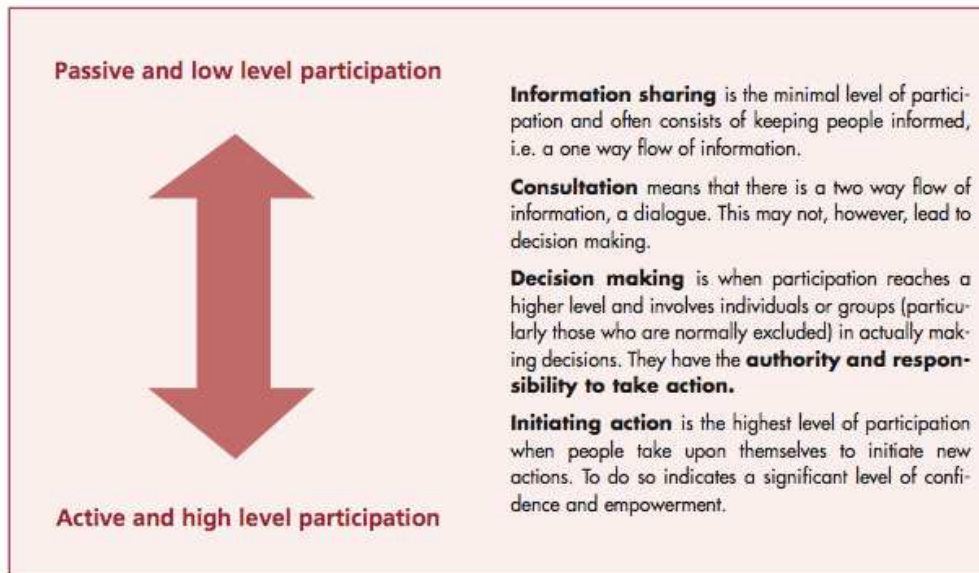
- o Each lab will be categorized according to the stage they address from the different six stages involved in the process of SI, namely prompts, proposals, prototypes, sustaining, scaling and systemic change. These are not sequential.
  - Prompts Stage: inspiration, framing the question and understanding the need for innovation
  - Proposals Stage: the outcome should be idea generation involving formal methods
  - Prototypes Stage addresses the design of a working model to be tested
  - Sustaining stage budgets, teams and other resources are identified for the sustainability of the Project. Scaling the outcome might be strategies for growing and spreading an innovation
  - Systemic change is the ultimate goal of social innovation and involves new frameworks or architectures for the different systems.

Graph 4: Stages of Social Innovation Process
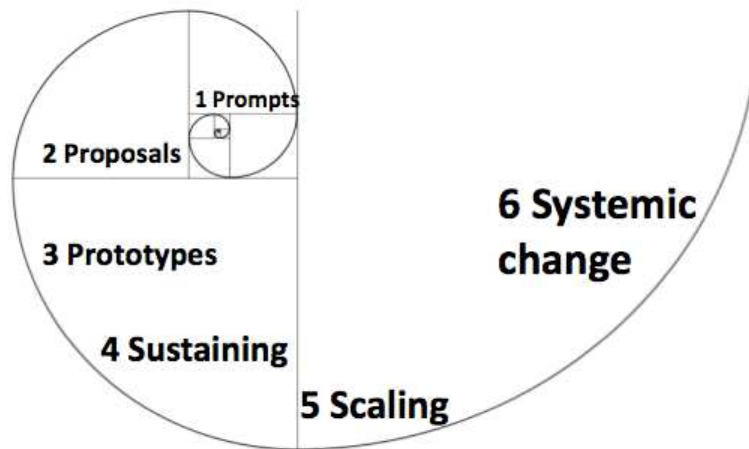
Diagram 4. The process of social innovation

(Source: http://www.socialinnovator.info/)

Documenting the process/results:
- Once a lab achieves its maximum maturity according to the platform, the key information will be wrapped up in a document written by its members (with the level of transparency agreed by them)
- This document will be uploaded to the CoLibrary

Off line further possibility:
- There is possibility for the online discussions to take place offline, in reality, once a lab has reached certain maturity or the members are willing. This may be an event organizing service that would be charged by the think-tank.
- On top of that, once a lab has reached its last stage and is closed, the moderator will have the opportunity to be moderators of real event organized by the think tank.

The monitoring activity will be an on-going process during one month; this will be based on the collection of information from the participants that will be polled on a weekly basis. Analysing the information will allow us to take immediate action addressing possible issues or lack of resources within the labs and tracking the effectiveness and impact of the lab's activity. This monitoring phase will enable us to determine whether the resources we have gathered are sufficient and are being properly used and whether the platform's capacity is sufficient and appropriate to achieve the expected outcomes.

In an evaluation phase, once a lab reaches its final stage, the different participators will be asked for brief feedback on the other actors with which they have interacted in the lab, this assessment with all transparency will be forwarded to each actor to provide them the opportunity to improve their collaborative strategy.

5.3   Which Methodologies Were Used?

Design Thinking

The project team applied design thinking during the conceptualization phase of the project. The team tried to balance between what would be feasible, economical, and sustainable in meeting the social objectives of the proposed project.

At first the team experienced some initial difficulties in brainstorming on the concept of the platform due to the lack of deep understanding of the technical aspects and how information could best be accessed by the actors. The team members also took time to step out of their comfort zone in order to truly think outside the box, and practice design thinking to consider the users of the platform and what they would want from such a platform in a way that would add value.

The Business Model Canvas

The business model canvas was used by the team members to help identify the necessary proponents needed to establish the online platform and ensure its sustainability in the long run. The group had to study on how the canvas works through making reference to the official manual, watching videos that gives further explanation on how it should be used, and taking note of how others have used the canvas to create their own business models.

When the group finally embarked on developing the business model canvas based on the proposed online platform, there was some hesitance in that it required team members to break out of the "structured and ordered" mentality in order to provide creative, free-flow of ideas. Each sticky note was used for one idea and the team members managed to contribute as much as they possibly could. However, the team naturally tried to do it right the first time and although they were encouraged to make as many canvases as possible, they did not manage to make more than one. Nevertheless, that one canvas helped to map out many ideas and identify some of the sources of confusion as well as uncertainties that the team had on the form and function of the online platform. In later stages of the project, the team gathered again to work on a second canvas that reflected the better understanding of the project direction with regard to the concept of the online platform.

Interviews

The interviews were conducted with individual key actors such as experts in social innovation, social entrepreneurs, leaders of companies that are adopting social innovation in one form or another, and some beneficiaries of social innovation. The interviews were conducted face-to-face and online through e-mails and Skype as a way of compiling additional information on social innovation and feedback on the proposed platform.

Interviews with the key actors were informative and beneficial in that it provided valuable feedback on the concept of the platform as well as inputs that were immediately discussed and incorporated into the building blocks of the team's business model canvas. Group members were also given an opportunity to meet and speak with people who were directly involved in the field of social innovation and were able to learn from their experiences and the challenges faced in their line of work.

List of Contacts

A list of contacts were taken from a mix of academic and professional contacts from members of the project team and the group's expert supervisor. Below is the list of contacts that were invited to be interviewed as their experience and expertise were considered to be relevant to the themes of the project:

	Name	Institution
1.	Guadalupe de la Mata	Innovation for Social Change
2.	Helena Perez	The HUB
3.	Daniel Truran	ebbf
4.	Diego Guidi	Amrita University
5.	Leda Stott	EOI
6.	Allan Wagenberg	La Arenera
7.	Paula Almansa	The HUB Madrid
8.	Sandra Garrido	The HUB Madrid

Attaining the list of contacts posed as a challenge to the team at first, but once the key actors were identified and mapped out based on sector, the team was able to figure out which groups could be contacted and which ones would not be able to be reached in the limited time to complete the project.

Record-Keeping

The project team recorded minutes of every meeting conducted to keep track of the milestones achieved and the progress of the project. Team members also took turns to record in photos the learning processes involved in working on this project.

The team found it helpful to keep records of meetings in written as well as digital formats. Each team member was reminded of what has been achieved, and what needed to be done in order to reach the project deadline. Initially, the team did not set a work timetable, but had created an outline for the project paper. Doing this greatly contributed to the decision reached by the group in the equal division of work among its members. The team then later decided to keep track of the days on the calendar, and set due dates to achieve parts of the projects such as the questionnaires and getting in touch with key contacts. Frequent e-mailing, communication, and touching base on the team's "to-do list" significantly helped the team organize their time and work efficiently.

Brainstorming sessions

The team made efforts to regularly meet when possible (at least once a week) to brainstorm on elements of the business model canvas and how to further develop the concept of the online platform. The team would report the outcomes of the brainstorming sessions to the group supervisor and afterwards, an appointment would be scheduled with the supervisor to discuss in detail.

A significant exchange of fruitful ideas and opinions took place in these sessions. Each group member contributed an equal amount of energy and dedication in discussing the project topic and elements involved in the online platform, deciding on what needs to be included, and coming up with creative ways to address the challenges in building the concept for a dynamic and unique platform.

6. Business Model Canvas
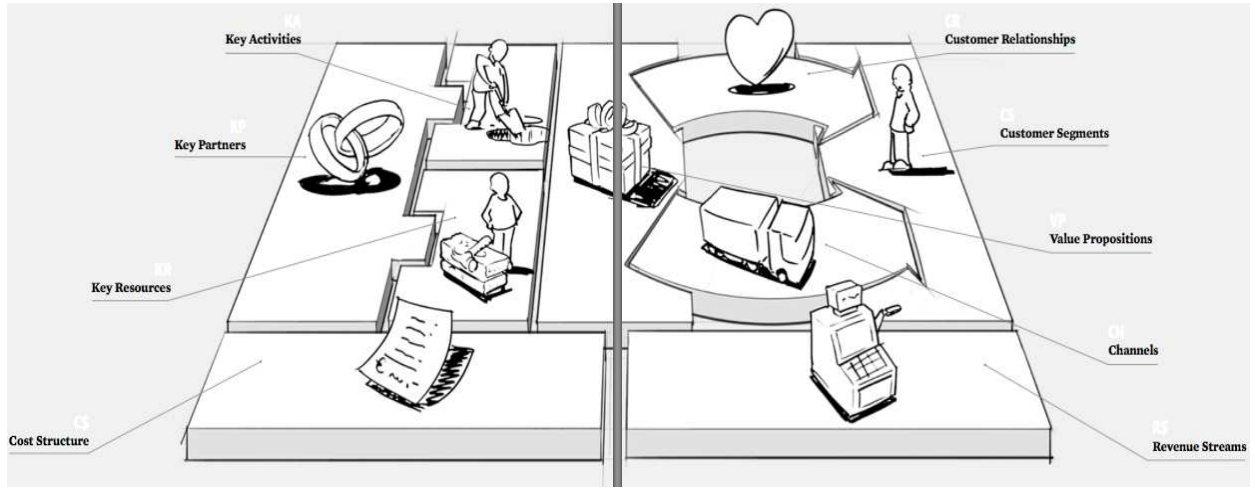
Above - **Graph 6: Business Model Canvas** (Source: Business Model Generation, 2009)

Below - Table 2: Business Model Canvas

Key Partners	Key Activities	Value proposition	Customer Relationship	Customer Segments
•Potential investors: European Community and European Investment Bank •Similar platforms (source of knowledge and members): Community of Practice of Partnership in the ESF in innovation, La Arenera •Non-competitors: Hub's (Madrid / Bogotá for first pilot), private associations (Club de Empresas Innovadoras Spain), think tanks.	•Interactive Map •CoLibrary •CoTalks •CoLabs **Key Resources** •Management team •Lab moderator •Community manager and external relationships •Fundraising expert •Web master	Promote a large -scale social change and enables call to action to: 1. Enhance public awareness of SI and provide visibility to actors and initiatives 2. Enable free interaction among actors 3. Allow and promote coordination/ collaboration through partnerships to engage in collective actions 4. Promote innovation and development of new solutions to social needs (institutionalizing changes and allowing initiatives to be replicated and scaled)	•Monthly newsletters •Social media •Competitions •Annual conference **Channels** Online web page	Cross-sector community: governments, private sector, social entrepreneurs, third-sector and think-tanks Potential users will be segmented into three general groups according to the use the will be willing to make of the platform: 1. Public access 2. CoTalks membership 3. CoLabs membership

Cost Structure	Revenue Stream
Fixed cost: maintenance (technical) of the web page & web master salary. In further step it should include remuneration to management team, community manager, fundraising expert and moderators. Variable cost: possible events and off-line activities	•Initial funding by 20% of IRIS think-tank (money coming from advisory and academic activities) •Memberships fees and advising •Funding from investors (dialogues with EIB) •Crowd-funding

6.1 Customer Segments

The Customer Segments Building Block defines the different groups of people or organizations IRIS Planet Online aims to reach and serve
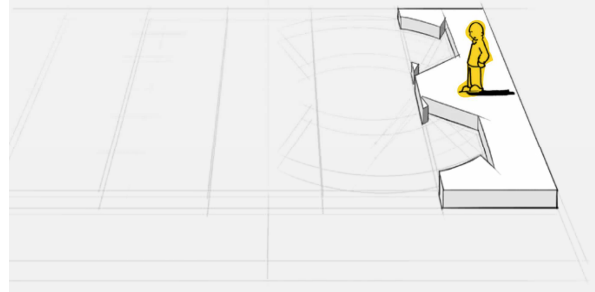
Source: Business Model Generation, 2009

The main customers of the platform are both individuals and organizations interested in: finding information on social innovation (information and dissemination), partnering and working together in specific social innovation projects to enhance their value (promotion of common actions), and actors willing to participate in collective intelligence exercise to innovate and think together on new solutions that can be replicated and scaled (innovators).

All the actors identified in this paper, which are governments, private sector, social entrepreneurs, third sector and think-tanks will be invited and expected to participate in the online platform as they all play an essential role in the platform objectives. These actors are what makes IRIS Planet a truly diverse community, made up of "citizens" from different backgrounds and serving various sectors. In this sense, IRIS Planet is unique compared to other online social innovation platforms.

Nevertheless, these identified actors need to be further segmented as a way of enabling access to only those who will bring value to the platform through quality contributions and inputs as well as portrayal of their dedication in the subject matter. Potential users of the platform will be segmented into three general groups with limited access to parts of the platform according to the use they will be willing to make of it.

Public Access

The public access to the online platform will allow anyone who is interested to learn about social innovation, such as social entrepreneurs or students, the access to the CoLibrary that will provide them with relevant and updated information. This part of the platform will be available to the public and does not require registration.

CoTalks Membership

The first stage of interactive membership enables approves users/members to be part of the IRIS Planet Community, this is appear in the Interactive Map and participate in the CoTalks.

The users are expected to be social innovators practitioners among companies, NGO's, government agencies specialized in the topic and academia (professors and graduate students) as well as, social entrepreneurs, all of them getting benefit from the online interactions.

"Secret" social innovators – those who are not yet known or discovered by the masses would add more value to the online platform as they would be the hidden talents that could bring new and fresh ideas and have great potential to inspire others to join the community.
They will be required to register by providing some personal details and answers to a few simple questions on their intention of joining the platform.

CoLab Membership

The CoLab Members are actors identified in the CoTalks as the most active and which contributions have the potential to be developed through partnerships. The Lab Membership is attained when community members achieve a certain number of "points" that enables them to be invited to join in a lab discussion. This allows only the most active users among the community members who can provide thought-provoking and constructive brainstorming and ideas in accordance to the themes set for the labs.

In addition, non-members could also be invited to be part of the platform, according to their relevance, experience and potential contribution to each CoLab, considering off course the topic. The IRIS Planet team will manage their registration, to facilitate and accelerate the process.

It would be ideal to have in each lab a representative of each sector, but also it depends on the topic and expected outcome for each lab.

This is most private and exclusive area of the platform, only designed to the most mature social innovators.

6.2 Value Proposition

The Value Propositions Building Block describes the bundle of products and services that create value for our customer segments
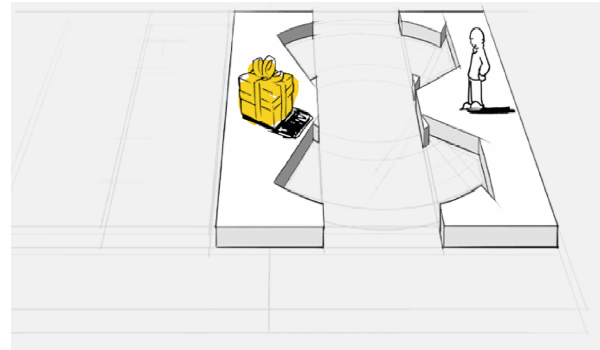
Source: Business Model Generation, 2009

IRIS Planet Online Platform aims to promote a large -scale social change and enables call to action to develop collaborative projects to increase the capacity of organizations and individuals to develop innovative solutions to social and environmental problems, through:

1. Enhancing public awareness of social innovation as well as providing visibility to actors and activities
2. Enabling free interaction among actors both organizations and individuals interested in social innovation
3. Allowing and promoting coordination and collaboration through partnerships to engage in collective actions
4. Promoting innovation and the development of new solutions to social needs (institutionalizing changes and allowing initiatives to be replicated and scaled)

This is the first prototype proposition for the platform.

1. In order to **enhance public awareness of the sector, its actions and activities** the platform will include an **Interactive Map** is a tool for identification and visibility. It provides information of who, what and where are the main initiatives (individual and collective) about social innovation. As the map requires the collaboration from social innovators to upload their information (of their projects), it will be an instrument to give visibility and dissemination of the sector in general and the initiatives in particular, and will be a dynamic instrument for the process of social innovation. Currently, there is no kind of resource or tool available in the web; ours will be the first one.

   In addition, the platform offers a **CoLibrary** promotes knowledge sharing and exchange of user-generated content, under the principles co-creation & collaboration, as a basis to nourish

dynamically the whole range of resources. Through the integration and organization of different sources of information and knowledge on social innovation, it provides a clear guideline about the extensive literature on the topic. This is fundamental step to enrich, from a local and practical perspective, the key knowledge need (best practices, lesson learned, and scalability of successful models / experiences) that strengthens a first step for development of this "nascent" sector. Any person could access freely to this tool.

2. In order to **enable free interaction among actors** both organizations and individuals, the platform will have **CoTalks**. This is an open space in which any member, registered in the platform, could be part of an experience of dialoguing, knowing, and sharing in cross sector collaboration. Concerns, ideas, solutions, etc., in the field of social innovation are vey welcome. Its value also relies in the use of this tool as an identifier and catalyst of relevant issues to be strategically developed in the Labs

3. In the aim of **allowing and promoting coordination and collaboration through partnerships** to engaged in collective actions, what makes us unique is the possibility to create a cross-sector (intra and inter) network between the different actors of the social innovation ecosystem, in which partnering is promote in such a way that it could create innovation. Moreover, it offers services that support the different stages on SI and promotes the emergence of innovation through collective intelligence. In this sense, IRIS Planet proposes **online social innovative laboratories, (CoLabs)**.

The value of CoLabs transcends the pure dialogue and exchange of ideas, knowledge and experiences. The Labs promotes the development of collective actions under the same purpose, across different actors. It further key identified actors (invited actors as Lab Members) to abandon their individual agendas in favour of a collective and innovative approach for addressing social problems (under specific projects).

In that order, the CoLabs will be managed under common strategic agendas, shared measurement systems, constant communication, and mutually reinforced activities among participants, with the support of expertise moderation. The CoLabs will be guide under creative and pertinent methodologies that enhance and promote social innovation among participants.

Table 3: Benefits of partnering in Social Innovation

Multi-sectorial alliances (Inter & Intra sectorial)	- Avoid duplicity: save resources and optimize impacts - Increase resources (financial and technical), knowing that they are limited - Maximization of resources: efficient use and diversification
Value creation and competitiveness	- Cooperative framework for solutions to unsolved social problems, through complementary skills by non-traditional agents - Building capacity, sharing experiences, promote new business strategies (models, markets, targets) - Facilitate innovation in the sense that this is a are creativity platforms that promotes creation of knowledge networks
Governance for sustainable development and social cohesion	- Finding and implementing appropriate and effective strategies for achieving innovative solutions for social concerns - Enhancing of the role of each actor in social change - Scaling the impact of social innovation initiatives with a long-term perspective, contributing to the sustainability of development processes.

4. In promoting innovation and the development of **new solutions to social needs**, the platform provides a vehicle for engagement with different stakeholders, to address social and environmental problems. Thus, all potential members and users coming from all sectors will get benefit from the platform. In general terms, it will increase the possibility to take into reality several ideas that at the moment are willing to be developed, enhance the impact of the projects and initiates, and will give visibility to the sector towards the community. It is the opportunity for anyone interest in social innovation to establish relations between passionate, committed and expert people.

a. Benefits for the Governments

By the use of the platform, any Government and policy-maker around the world could have a complete and comprehensive view of what is happening around social innovation in a national and international perspective. This will help to focus or address their initiatives or policies on the relevant or urgent issues, taking advantage of what have been done by other governments, its lessons learned or best practices.

In addition, through the Platform governments could identify and contact actors that they consider important for the development of partnerships regarding social innovation.

Also, they could access to projects /initiatives that maybe were unknown for them but with a high relevance for the public agenda. This represents an opportunity to improve the alignment between institutions under a common plans and objectives and to avoid isolated initiatives. As a consequence, the impact of programs (public and private) would be improved, as well as the sustainability and long-term existence.

Last but not least, due to the dialogue between the government and other actors, the transparency and credibility of the government could be enhanced.

b. Benefits for the Private Sector

For-profit businesses, which have built innovation strategies to address environmental and social problems, have shown more initiative in developing idea sourcing web portals for accelerating the innovation process than engaging with social innovation platforms (SIPs), which foster partnerships.

By harnessing innovation for the public good the private sector can manage risks, gain competitive advantage and/or enhance their reputation and stakeholder relationships while helping to solve complex social and environmental problems (Jenkins 2006)

A social collaborative on-line platform offers various powerful value propositions. This represents a major opportunity to find and develop new business models to attend the traditional excluded markets, the Bottom of the Pyramid for example. Thanks to the diverse network that the IRIS offers, companies could get benefit from the knowledge (local for example, that sometimes they can't access) and ideas or best practices spread in there.

Through the platform, the private sector could access to socially and environmentally progressive markets, (new ones) and for so, to develop novel business opportunities, off course sustainable and economically viable.

In addition, any company will maximize its positive exposure, visibility and transparency. When a business is more transparent this affects positively to the company's reputation, it boosts its credibility and helps to overcome the lack of trust that is a big obstacle in partnerships. More, if its visibility shows its commitments and actions towards social change and sustainable development.

This platform facilitates the process of researching. A company, which is seeking a strategy or model to practice social innovation, will find in this platform a source of inspiration to develop new ideas. In addition, members will have access to relevant information such as potential partners, projects implemented in specific geographical areas and fields.

Uncovering social innovation best practices and relevant evidence is key to stimulate and emulate new ideas. Participating actively in such a platform is a strategy for growing and spreading innovation practices that can result, for instance, in licensing and franchising.

Establishing contacts, building relationships and partnering skills are enhanced in a controlled and well-managed platform, which provides advise on how to proceed in the partnership process. By connecting people, ideas and resources, companies can merge them into successful business proposals and business cases in social innovation.

Regarding partnerships involving companies, IRIS Online Platform can give light to company's concerns about partnering with organizations from other sectors.

c. Benefits for Social enterprises and social entrepreneurs

A social enterprise comprises a diverse range of business ventures. Despite this type of business seeks being economically self-sustaining, depending on the type of structure, a social enterprise may find in this platform unique opportunities for finance and other forms of support from grants coming from the state or private capital.

But their benefit is not only limited to the finance. It also represents an opportunity to be integrated in markets (through inclusive business models) and to increase the scalability of their activity. The platform provides the necessary elements for connecting cross-sectors needs. In the same line, the collaboration between sectors could help to improve the business models of this sector, sometimes weak, and create new ways of addressing social problems in a more sustainable (including social, environmental and economical fundamental parts) in a long-term perspective. Collective intelligence could enhance and sustain this process.

Furthermore, social enterprise models or social entrepreneurs are active in a diverse range of sectors, from the environment, to communications technology, housing, and fair-trade. Hence, this platform offers them the opportunity to get in contact and partner with other sectors to share experiences or to get inspired for new business models.

d. Benefits for the third sector

To be part of the community of IRIS Planet represents for the third sector a huge opportunity to increase their perspective, and why not, to change their mind set. Through collaboration, sharing and partnering, these organizations could find alternatives ways to develop their activities that allows them to be also economically sustainable. Asking for funding is not always the solution.

Also, they will benefit by developing working partnerships with industry and/or the academic community and accessing highly skilled expertise and cutting-edge research and technologies.

In summary, the added value from Iris Planet Platform for the third sector relies in three main things. First, it could increase the scalability and impact of its programs and projects. Second, it could power the relationship between them and other sectors, such as the private, and develop strategic alliances, potentializing particular strengths. Third, to get new ways of funding and implementing their projects, for example, through partnerships.

e. Benefits for think-thanks

Some of the most important benefits that these actors could have are:

1. Dissemination of knowledge and also the opportunity to create it.

2. Access to information for study/research purposes.. i.e. from the crowds/members of the platform

3. Increase in reputation/credibility due to active participation in the SI platform and direct contact with other social innovators

4. Greater possibilities of networking with other think tanks around the globe in a professional but relaxed environment where ideas can be exchanged freely

5. Opportunities to extend their scope of action, for example for education (courses, programmes, etc.)

Table 4: Benefits of IRIS Planet for each sector

	CoLibrary	Interactive Map	CoTalk	CoLabs
General	Complete, comprehensive and organized information on SI Facilitates researching Knowledge sharing through generated -user content	Exposure and visibility Identification of potential partners	Promotes participation and dialogue of different actors Enhance collaboration Inspiration Networking Knowledge networks	Avoid duplicity of efforts Leveraging and maximizing resources Complementary strategic skills Potentialize the value of each sector/ actor Increase efficiency and effectiveness of resources and initiatives Increase impact Capacity building for participants institutions
Governments	Strength policies taking advantage of lessons learned from other governments Address policies to the most urgent issues	Track relevant actors for social innovation policies	Bring government closer to people Enhance transparency and credibility	Alignment of different initiatives under public objectives (current or future policies)
Private Sector	Best practices could inspire new ideas and focus companies' strategy Licensing and franchising by spreading SI practices	Enhance reputation	Improve stakeholder relationships Local and specific knowledge (ideas) to specific issues Crowd sourcing Identification/ brainstorming of new business models	Creation of new business models to attend exclude sectors Access to socially and environmentally progressive markets Risk management (shared risk through partnerships) Competitive advantage
Social Entrepreneurs		Connection with investors	Ideas to improve SE business models Through collaboration, create new ways of addressing social problems a long-term perspective Scalability of their projects	Integration and access in new markets (through inclusive business, for example) Scalability of their projects Access to high skilled expertise to strengthen their activities Funding
Third sector		Connection with donors	Increase perspective and mind set Crowd sourcing for alternatives ways	Funding Access to high skilled expertise to strengthen their

			to develop their activities that allows them to be also economically sustainable	activities
THINK-TANKS	Dissemination of knowledge Visibility of their research and services		New researches opportunities Networking with other think tanks around the globe in a professional	Opportunities to extend their services scope of action (education, besides research).

6.3 Channels

The Channels Building Block describes how IRIS Planet Online will communicate with and reaches its Customer Segments to deliver a Value Proposition

Source: Business Model Generation, 2009

Service-oriented platform based on an online channel, which offers unique characteristics for building a collaborative social innovation platform:

- Accessible. Allow people to have access to meaningful collaborative spaces and relevant data at a very low cost.
- Collaborative. Enables knowledge sharing to contribute to the development of knowledge-based social innovators.
- Self -sustainable. Creation and exchange of user-generated content. The users of the platform are empowered to make their best choices to produce the best outcome from it and show real progress.
- Easy usability. Participating in the platform does not require specialized skills nor training to produce content, just inspiring minds, innovation and social goals.
- Cross-cutting. Dissolving the boundaries and reaching actors from all sectors (public, private, third sector among others) and with different SI experience. The on-line platform, in addition, cuts across fields as diverse as energy, health and housing. This will carry social innovators into deeper levels of understanding and real dialogues.
- Social. Facilitates interaction, dialogue, alignment and supports replicability and scalability of successful models.
- Global. An Internet-based platform can transcend cultural and linguistic barriers. Highlighting the power of collective impact, this platform is capable of reaching a global audience towards social change

6.4 Customer Relationship

The Customer Relationships Building Block describes the types of relationships that IRIS Planet Online establishes with its customer segments
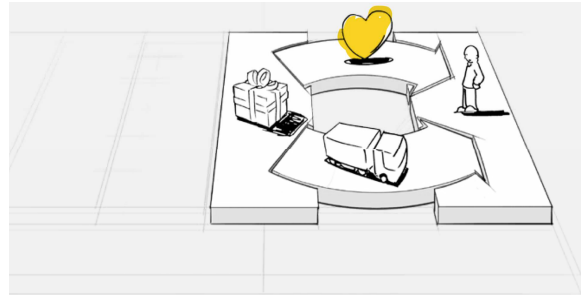
Customer relationships need to be established and maintained with each customer segment. Some attraction and retention strategies are needed to not only attract new users but to increase the loyalty of existing members of the platform.

Monthly newsletters

Users of the platform will receive monthly e-mail newsletters on the latest updates, most discussed topics, and announcements of upcoming events such as webinars and actual gatherings. The outcomes of the CoLabs (if any) could also be summarized and included in this newsletter. An optional format for the newsletter could be expressed through the form of an online magazine by using a free online service, scoop.it.

Social Media

Community members will be invited to follow IRIS Planet Online on social media sites such as Twitter, Facebook, youtube and LinkedIn to stay updated on the latest activities of the platform, news on social innovation, links to public articles published by members, call for proposals and competitions, and many more. All this information will be tweeted in real time and automatically linked to the status updates of IRIS Planet's fan page and its other social media profiles.

Competitions

Weekly or monthly competitions held online with simple but credible rewards could attract users to participate and "compete" with one another. The rewards could range from winning extra points, to getting featured on the homepage of the website, or having their victory announced and therefore their ideas and contribution during the competition are recognized by others. This again draws from all users' desire to attain online reputation and recognition.

In addition to this, every year, IRIS Planet will organize a large competition in collaboration with key partners. The projects will be presented at the Annual IRIS Conference.

Annual Conference

IRIS Planet will organize an annual conference to present the results of the Labs and foster live discussions among actors.

6.5 Revenue Streams

*The Revenue Streams Building Block represents the cash IRIS Planet Online generates from each Customer Segment*
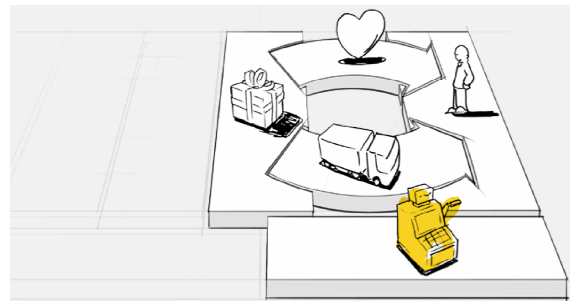
Source: Business Model Generation, 2009

A number of potential Revenue Streams were analyzed and discussed. The most common revenue streams for this kind of platforms are: membership fees and advertising. In this sense, the team compared the membership fees models applied in similar platforms and decided that, at this stage, membership should be free to attrack as many people and organizations as possible. The idea of using adds as a potential revenue source was excluded at this stage IRIS Planet is at the stage of a prototype and until it becomes a stable initiative, the main source of initial funding will come from the IRIS think tank that will allocate 20% of all the money earned through its Advisory and Academic activities to cover the costs of the platform.

At the same time, ongoing discussions are still taking place with the European Investment Bank and the European Commission to obtain further funding for the platform. Other potential sources of funding are being explored, such as crowdfunding.

6.6 Key Resources

The Key Resources Building Block describes the most important assets required to make our business model work
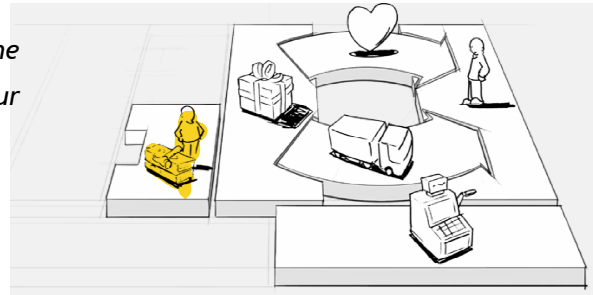
The main resources needed are related to Human Capital. At a first stage, and before obtaining the necessary funds to remunerate the team, all roles will be pursued by volunteers. As soon as the funding comes, they will be remunerated.

- Management team: experts and social innovators from different sectors already identified. It will include Board of Advisors that will give the strategic lines and a core executive team that will manage the day-to-day activities. Lab Moderator: Experts from different sectors and trained in partnerships
- Community Manager and External Relationships Manager: to give visibility Fundraising Expert.
- Web master: already hired who is working on the first prototype

Our responsibility and scope of commitment in this project encompasses background research on social innovation and other online platforms, as well as the conceptual development of IRIS Planet Online. Our group also worked on supporting the elaboration of the first design for the prototype.
Our responsibility and scope of commitment in this project encompasses background research on social innovation and other online platforms, as well as the conceptual development of IRIS Planet Online. Our group also worked on supporting the elaboration of the first design for the prototype.

6.7 Key activities

The Key Activities Building Block describes the most important things IRIS Planet Online must do to make its business model work
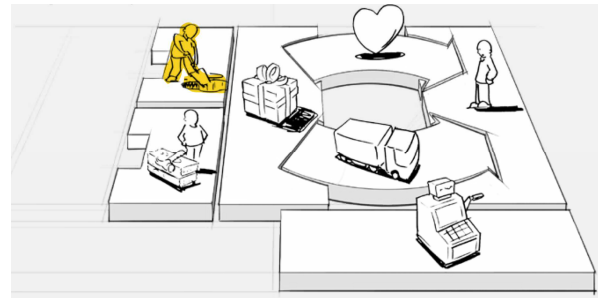
Source: Business Model Generation, 2009

The development of IRIS Planet Online includes different activity areas that support our core activity, the Labs for collaboration:

- **Interactive Map.** A geographical interactive map that shows the profile of every SI actor willing to open a profile in the platform and to share information about his or her initiatives or projects.

- **CoLibrary.** Thematic shelves that gather a set of guides, tools and resources available for any actor looking to start or advance in social innovation.

- **CoTalks.** Online forum that hosts the possibility for discussion and connect social innovators or individuals interested in different the topics.

- **CoLabs.** Activity that possesses major significance in our business proposal, considered as the core of the platform. Are moderated exclusive spaces for co-working and collaborative thinking, whose expected outcomes ranges from collaboration to solid partnerships that efficiently materialize social innovation.
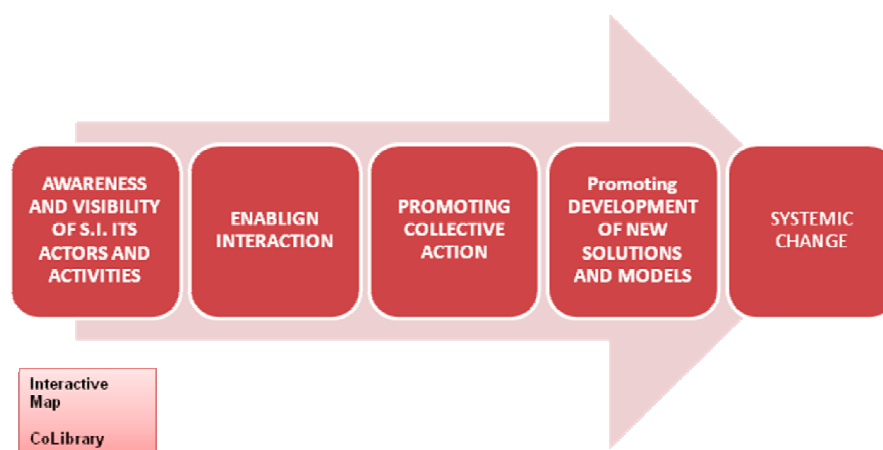
6.8 Key Partnerships

The Key Partnerships Building Block describes the network of suppliers and partners that make our business model work
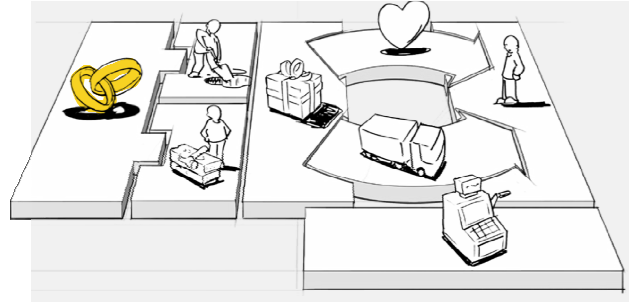
Source: Business Model Generation, 2009

IRIS Planet Online recognizes that some partners are essential to the pursuit of social innovation and for the project itself development and sustainability.

The process of co-creation and development of the prototype requires the involvement of several partners, beyond the final users, which will be the "owners" and promoters of this online proposal. These partners are segmented according to the type of collaboration that we expect to establish.

Potential investors of IRIS Planet Online:

- International governmental Institutions that promotes social Innovation, such as the European Commission and European Investment Bank

Strategic partnerships between similar platforms: which are source of knowledge and sometimes of members

It is important to highlight that there is no online platform that offers exactly the same that our proposal. Nevertheless, exist similar webs; most of them specialized in segments or services.

- Community of Practice of Partnership in the ESF in innovation
  http://partnership.esflive.eu/

- La Arenera
  http://www.laarenera.org/

Strategic partnerships between non-competitors: to feed complementary services and develop potential joint ventures

- Incubators institutions: such as the Hubs. For this first prototype we will focus just on the Hub Madrid and the potential Hub Bogota. The Hubs are the main source for identifying the staring ups of social entrepreneurs and the entire network around it. It is also a space of sharing and disseminating the platform. In Addition, Ashoka could be source of mature social innovators around the world.

- Private associations. Instead of a particular approach with private sector, could be more efficient to establish as partners the private associations in the private sector. There have been discussions with el Club de Empresas Innovadoras in Spain and other platforms that could enhance the interest of the private sector in social innovation.

- Think-thanks. They are an infinite source of quality knowledge, publications, case studies, etc. in social innovation to nourishes the platform. Also they are potential source of experts, to moderate the Labs.

6.9 Cost Structure

The Cost Structure describes all costs incurred to operate our business model
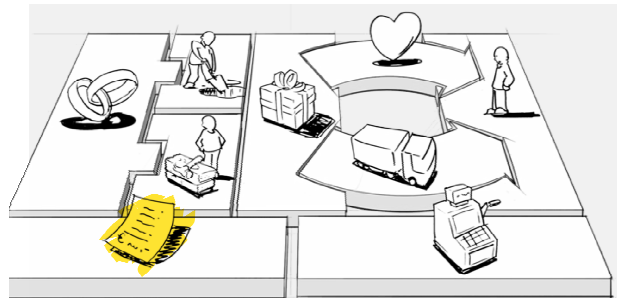
Source: Business Model Generation, 2009

Fixed cost: maintenance (technical) of the web page & web master salary. In further step it should include remuneration to management team, community manager, fundraising expert and moderators.

Variable cost: possible events and off-line activities

7. Strategic Action Plan and Goal Setting

Considering that Canvas Business Model does not include performance measurements nor goal setting, which are vital for business modelling, this section shows the project phases in an strategic action plan. These phases display the development of the processes involved from establishing the concept of the online platform, to pre-engaging potential users/members, all the way to the launching of the platform and future plans.

The project is developed through a one- year prototype time period, hence through prototyping; we aim to test the viability of this new service in a real life setting. It will help us checking for any problems that were unforeseen in the concept, definition and design process so they are corrected before the final version is operating.

This project has completed the first two stages of the following action plan, namely Concept stage and Definition stage and is currently in the Design stage.

Project Period Goal

Build the prototype for a vibrant online platform that elevates social innovation processes towards real cross cutting collaborative outcomes that heightens innovative solutions with long-term social and environmental impact.

Stages, objectives, activities and outcomes

1. **CONCEPT STAGE** - With the objective to evaluate the new service opportunity establishing the concept of the online platform prototype. Exploring the feasibility of building an online platform for SI.

Activities:
- Research on social innovation and other online platforms.
- Identification of actors in social innovation.
- Identification of gaps in social innovation.
- Co-creation sessions.
- Interviews with practitioners and experts.
- Review customer requirements.
- Define scale of the prototype.

- Description of concept and Unique Selling Proposition (USP).

Outcome: Prototype concept proposal

2. **DEFINITION STAGE -** With the objective to define the Project accurately and describe the rationale of how the platform creates, delivers, and captures value. It describes the platform's value proposition, infrastructure, customers, and finances. Through innovative Business model Canvas, namely:

1) Customer Segments
2) Value Proposition
3) Channels
4) Customer Relationships
5) Revenue Streams
6) Key resources
7) Key activities
8) Key partnerships
9) Cost structure

Outcome: Business model

3. **DESIGN STAGE** - with the objective to engage software developers and other IT professionals with this social platform that needs their tech help.

Activities:
- Meetings to decide on the technical elements, themes, and design for the online platform prototype
- Construction of the online platform prototype design
- Testing the technical details of the platform prototype

Outcome: Online platform prototype design.

4. **PLATFORM LAUNCH** - making it available online to start creating a big online community. At this stage the platform counts on an easily navigated online library gathering the most relevant resources in SI and a first pilot of the interactive map showing first ten members (engaged from previous interview stage).

Outcome:

Online platform. *www.irisplanet.org,* with the following elements

- CoLibrary
- Interactive Map pilot
- Member Profiles pilot

5. **PRE-ENGAGEMENT STAGE -** based on what the platform offers, developing a teaser campaign to attract potential users/members and convince them to want to sign up immediately in the platform. Inviting social innovators to become members of Iris Planet Online and launching the Interactive map, offering exclusive access to an innovative map.

Activities:

- Promote a registration form on the home page of the website.
- E-mail marketing to promote the registration facility in newsletter.
- Market the online platform to give visibility.
- Public invitation to join the platform at workshops and events
- Identify the innovators through call of proposals.
- Competition with panel of experts and rewards/prizes.

Outcome:

- Solid contact database
- Interactive Map
- Member Profiles

6. **LAUNCH AND PROMOTION OF COTALKS** – with the objective to attract members to participate and increase their contribution in the forums and motivate them to open forum groups which can cover a wide variety of topics related to SI.

Activities:

- Sending invitation e-mails to registered members highlighting cross-sector benefits of interaction.
- Suggestion of first topics of importance for SI.
- Hold an event to share experiences of SI from different sectors (upon identification of topics from the forum).

Outcome: Active forum

7. **LAUNCH OF COLABS** - once we count on a solid database of members which are feeding the map, and forums are actively operating.

Activities:
- Direct email to members to announce the opening of CoLabs
- Questionnaires to members to manage expectations.
- Select a relevant topic for the first CoLab pilot.
- Nominate expert and moderator.
- Communication strategy with nominated moderators.

Outcome: CoLabs (private section).

8. **MEASUREMENT AND EVALUATION STAGE** - evaluating based on metrics agreed upon at the beginning.

In an evaluation phase, once a lab reaches its final stage, the different participators will be asked for brief feedback on the other actors with which they have interacted in the lab, this assessment with all transparency will be forwarded to each actor to provide them the opportunity to improve their collaborative strategy. Other relevant things this stage will consider:

- Were our actions well planned?
- Did users understand the concept?
- What improvements can be made?
- Did we achieve stated key indicators?

Graph 7: Timeline of IRIS Planet Online
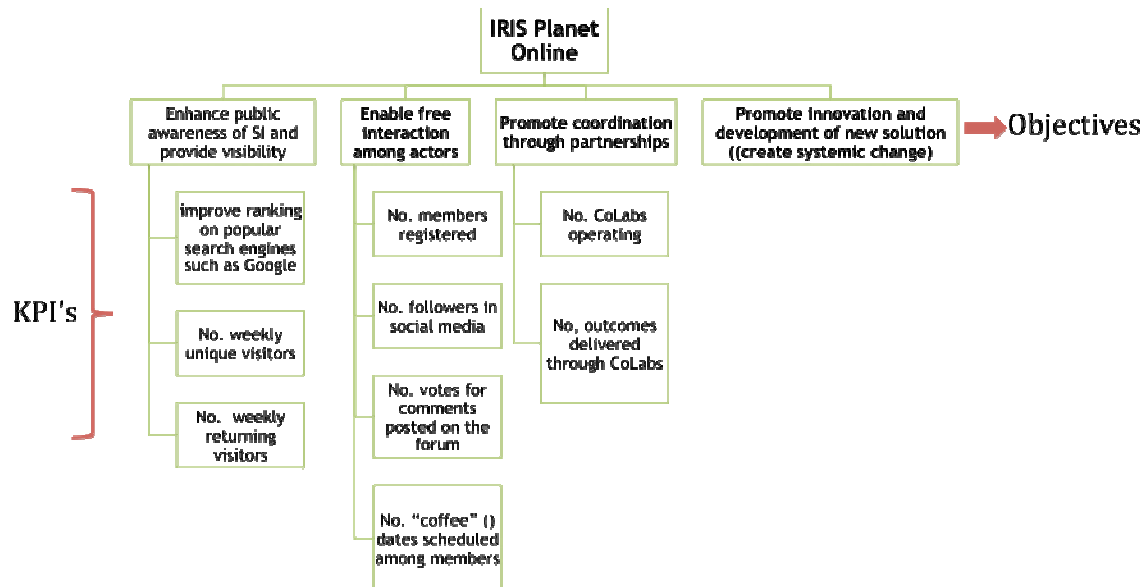
9. MONITORING STAGE - on-going phase that begins from the launch of the IRIS Planet Online, keeping track of the KPIs throughout the process of innovation.

The monitoring activity will be an on-going process, this will be based on the collection of information from the participants that will be polled on a monthly basis and in case they cancel their membership too. Analysing the information will allow us to take immediate action addressing possible issues or lack of resources within the platform and tracking the effectiveness and impact of the activities.

This monitoring phase will enable us to determine whether the resources we have gathered are sufficient and are being properly used and whether the platform's capacity is sufficient and appropriate to achieve the expected outcomes.

The findings of the monitoring process will be reported annually.

10. PLATFORM NEXT STEPS

⇒ Co-creation for an IRIS Planet manifesto
⇒ Customized advanced member Profiles

$\Rightarrow$ New requirements on the registration form to promote more interaction between members (for example, vote to the projects/ initiatives that interest the most)

$\Rightarrow$ Blog launch

$\Rightarrow$ Publishing and compilation of all the outcomes (innovations) of CoLabs under creative commons

$\Rightarrow$ CoLabs: offline gatherings and events – Prize for social innovators (one lab every year as the winner for social innovator), conferences, and physical support for partnerships

$\Rightarrow$ Potential and alternatives sources of funding for example charge a percentage of the projects that results thanks to the platform
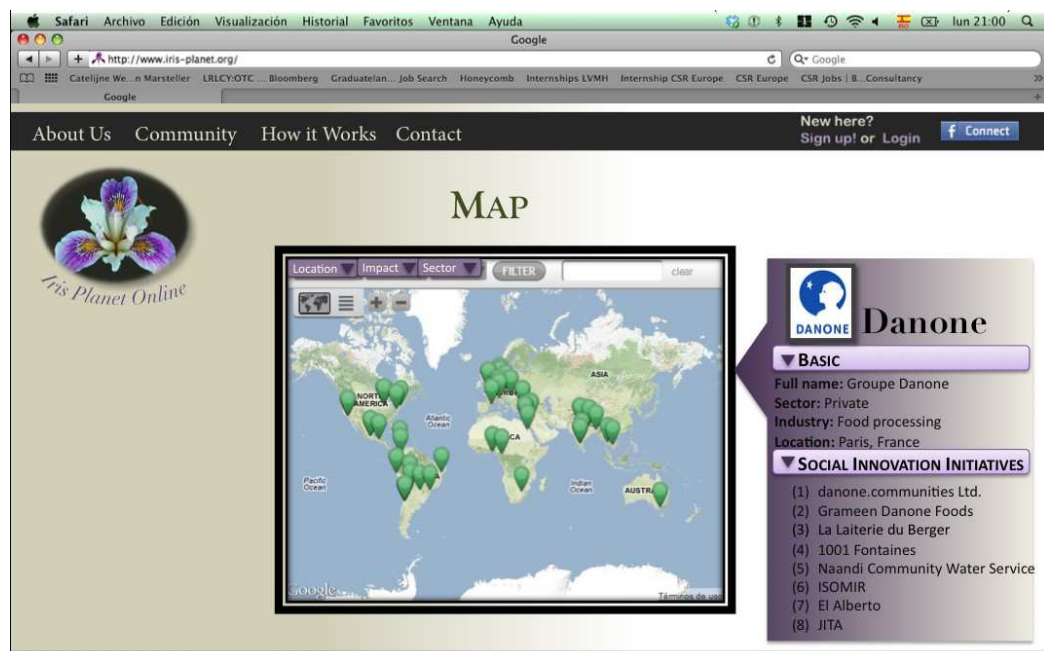
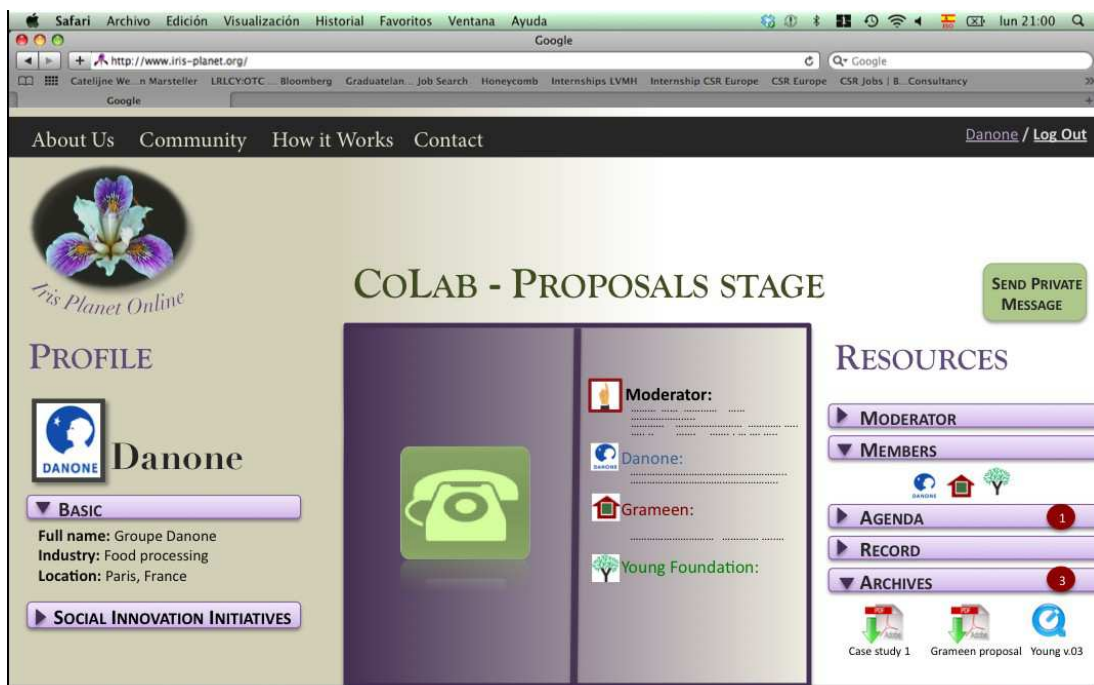# 8. A Glance at the Prototype

IRIS Planet Online Homepage

Interactive Map

CoLabs

9. Lessons Learned

Our group learned of several valuable lessons in each of the stages of development in this project, which are as follows:

(I) CONCEPT STAGE

Many types of innovation platforms

When we refer to social innovation platforms, one can find various online sites that leverage the emerging "network effect" by offering open online social space for innovation.

Firstly, some platforms focus on the design and creative process of ideas, i.e. Open IDEO. This type of platform stays in the concept and inspiration phase in the process to achieving inspiring social ideas. Secondly, there are other platforms that are devoted to the concept of "Open Innovation", through active search for new technologies and ideas outside of the firm. These corporate platforms for innovation reflect the company's efforts to encourage their own internal resources (employees) and external inputs to develop innovative ideas. i.e. The Dell Social Innovation Challenge, among its activities, they share and award proposed ideas submitted by young social innovators.

A third type of platform acts merely as informative, focused on research and publishing activities. In such type of online sites one cannot find high levels of collaboration nor partnering. Such is the case of Social Innovation Europe (SIE) which pretends to be a resource providing the latest information on European social innovation

This global scenario shows us that there is a lack of platforms that foster systemic change, real outcomes with social impact and that addresses until the last phases of social innovation. This makes our platform challenging and at the same time very innovative and valuable. At this stage is when we came to build a prototype for a vibrant online platform that elevates social innovation processes towards real cross cutting collaborative outcomes and heightens innovative solutions with long-term social and environmental impact.

Interviewing social innovation experts

We identified and approached expert practitioners in social innovation in order to gain feedback on the concept of IRIS Planet Online. We needed to attain insights from their own experiences in

managing, facilitating, or being a member of other online communities. What we learned in the process of conducting the interviews was that there exists different "circles" of contacts. This means that our closest contacts could inform their own contacts about IRIS Planet Online, and help to connect us to them and possibly schedule an interview.

In this regard, we also learned that it was important for us to be prepared and to reflect confidence as well as openness to learn when we go about informing our expert interviewees on the concept of the online platform. We observed that when the experts liked the concept or are interested to know more on its development in the near future, we have a higher possibility of engaging them to become our future members and, like a chain reaction, they would most likely invite their colleagues from the field of social innovation to join in the online community as well.

(II) DEFINITION STAGE

Business Model Canvas

Using methodologies and techniques that promote and support the processes of innovation in our own process for building the platform is something useful and coherent. However we should always be aware that some cannot fully serve to our model and in this case it is our role to complement them. This is the case of Business Model Canvas. This concept for developing a business model does not include some key elements for business modelling such as corporate structure and responsibility nor a representation of the main business goals, such as strategic business objectives, critical success factors and key performance indicators, which a holistic business model approach should always include.

Complementing this type of business model has been challenging at the same time enriching for our skills and knowledge on how to approach a business model. The challenge we encountered for Business Model Canvas was to create a concept which intends to be simple, relevant, and intuitively understandable, while not oversimplifying. When an organization or project approaches this model, like in our case, one should know the limitations of the model in order to efficiently complement it.

Sources of funding

We identified sources of funding and considered various ways of making IRIS Planet Online economically sustainable. However, it was challenging to think of creating revenue without resorting to charging our valuable members. Due to the linkage it has with IRIS Planet, we agreed that perhaps some portion of the funding received by the think-tank could possibly be channelled to

the online platform. Nevertheless, it would not be a steady and reliable stream of revenue. Hence, in the process of searching for possible sources of funding, our group was given the opportunity to be exposed to the financial dimensions of a business model.

We learned that even with a feasible concept and prototype, the online platform could not survive without having a well-planned strategy for revenue or funding. That said, through conducting research on various sources of funding, we learned of "crowd-funding", which have been practiced through websites such as Kickstarter.com. This gave us a new perspective on how a project like ours could get started, and reminds us of the importance of managing financial matters when creating our business model.

(III) DESIGN STAGE

Keeping it simple

The online media is an open space whose content sometimes overloads the online community, overlaps content and confuses. An online platform can easily commit the error to be too complicated to navigate through or to offer a difficult to understand concept. Building a user-friendly and functional platform at the same time to professional, and mostly when developing a prototype, is essential to ensure the understanding of the concept and thus the success of it. To ensure we were keeping it simple, we tried:

- o   not to grow too big too quickly.
- o   not to get too many people involved.

Technical know-how

In prototyping the platform, it was crucial to engage a web designer to assist in technically realising the concept we created. We learned how to explain our concept to the technical expert so that he could visualize the elements and mechanisms we wanted in the online platform. However, we also learned that since our concept is considered to be quite new and unique in its own way, as compared to other online communities, it was challenging to show the web designer what we meant as there was a lack of examples out there in the online world.

In addition, we learned that the web designer may also have limitations on his knowledge of the latest web designing methods and applications, hence it was important for our group to fully understand what can be done easily and what would take more time to create. In relation to this process, we also realised that in order to explain the vision of the concept we had in mind, it was

necessary for us to possess basic knowledge on how online communities generally function and the specific jargons used to describe the elements found in these online platforms (such as "forum", "threads", "groups", "objects", "public profile", etc.).

10. Conclusion & Way Forward

Through this project, our group was given an opportunity to take part in the process of developing the concept and prototype of an essential component of a think-tank – IRIS. More ideas and elements for IRIS Planet Online that serves to make this virtual "planet" even more dynamic shall continue to be developed in parallel to the establishment of the think tank. We are indeed eager to witness the launching of IRIS in the near future. It is hoped that with the introduction of IRIS Planet Online, valuable partnerships will be fostered between actors in social innovation, and effective collaboration will take place in order to produce innovative solutions that meet social needs as well as create positive impacts that lead to systemic change.

11. Bibliography

(n.d.). Retrieved from http://www.aravind.org/aboutus/genesis.aspx

Acumen Fund. (n.d.). *Home Page*. Retrieved june 1, 2012, from http://www.acumenfund.org

Aravind Eye Care System. (n.d.). *Genesis. The beginning*. Retrieved 05 21, 2012, from
http://www.aravind.org/aboutus/genesis.aspx

Ashely, C. (2010). *Accelerating Progress Towards the Millennium Development Goals through
Inclusive Business: Achieving Impact, Moving Towards Scale*. New York: UN.

Ashoka. (n.d.). Retrieved 04 25, 2012, from http://www.ashoka.org/visionmission

Australian Government. (2011). *Australian Innovation System Report*. Retrieved June 5, 2012, from
Executive Summary:
http://www.innovation.gov.au/Innovation/Policy/AustralianInnovationSystemReport/AISR2011/exe
cutive-summary/index.html

Baddache, F. (2008). *Procter & Gamble: Providing Safe Drinking Water to the Poor. GIM Case Study*.
New York: UNDP.

Bank for the Poor. Grameen Bank. (n.d.). Retrieved from www.grameen.com

Bauley, E. (2010, 11 30). *How cloud computing can save babies' lives in Kenya: HP teams up with
President Clinton*. Retrieved 06 2012, 02, from The official HP Corporate Blog:
http://h30507.www3.hp.com/t5/Data-Central/How-cloud-computing-can-save-babies-lives-in-
Kenya-HP-teams-up/ba-p/83631

Big Society Capital Home Page. (2012). Retrieved June 10, 2012, from Big Socety Capital :
http://www.bigsocietycapital.com/

Bill and Melinda Gates Foundation. (n.d.). Retrieved 06 20, 2012, from
http://www.gatesfoundation.org/about/Pages/foundation-fact-sheet.aspx

Bridges. (2009). *What is social innovation?* (C. B. Inc, Ed.) Retrieved May 21, 2012, from
Bridges.org.au: http://www.bridges.org.au/page7483/What-is-social-innovation.aspx

Brown, T. &. (2010). Desing thinking for Social Innovation. *Standford Social Innovation Review* .

Brown, T. (2012). *IDEO*. Retrieved May 17, 2012, from Our Approach: Design Thinking:
http://www.ideo.com/about/

Center for Social Innovation. (2012). *Social Innovation* . Retrieved 05 17, 2012, from
http://socialinnovation.ca/about/social-innovation

CGAP. (n.d.). *Microinsurnance Overview*. Retrieved May 17, 2012, from Microfinance Gateway:
http://www.microfinancegateway.org/p/site/m/template.rc/1.11.48248//

CSR Europe. (2010). HP Case Study: Early Infant Diagnosis.

Danone Communities. (n.d.). Retrieved 06 08, 2012, from
http://www.danonecommunities.com/en/node/565

de la Mata, G. (2011). *Innovation for Social Change. Definition of social innovation: What proposes the EU?* Retrieved May 18, 2012, from
http://guadalupedelamata.wordpress.com/2012/03/19/definition-of-social-innovation-what-proposes-the-eu/

Deccan Herald. (2008, 06 25). Hands that wave.

Deiglmeier, K. &. (2008). Rediscovering Social Innovation. *Standford Social Innovation Review , 6* (4).

EcoEntreprises Fund. Investing in Nature & Communities. (n.d.). *About us*. Retrieved June 1, 2012, from http://ecoenterprisesfund.com/

Econpreneunersit. (n.d.). Retrieved 06 15, 2012, from
http://ecopreneurist.com/2012/04/20/ashoka-fellows-bring-social-change-with-citizen-organization/ E

Estellés Arolas E., G. L. (2012). Towards an integrated crowdsourcing definition. *Journal of Information Science (in press* .

Europa. Press releases. (2011, 10 25). *Social Business Initiative - FAQ.* Retrieved 05 14, 2012, from http://europa.eu/rapid/pressReleasesAction.do?reference=MEMO/11/735&format=HTML&aged=0&language=en&guiLanguage=en

European Commission . (2012). *Industrial Innovation: Social innovation: What is Social Innovation?* Retrieved 05 20, 2012, from http://ec.europa.eu/enterprise/policies/innovation/policy/social-innovation/index_en.htm

European Union. (2011). *Empowering people, driving change. Social Innovation in the European Union*. BEPa. Bureau of European Policiy Advisers. Eurpean Commision . Luxembourg: Publications Office of the European Union,.

Express Health Care. (2010). *Sharpening India's Vision*. Retrieved 06 15, 2012, from http://www.expresshealthcare.in/201201/market02.shtml

Financial Access Initiative. (2009). *Half of the world is unbanked*. Research.

Financial Access Initiative. (2009). *Portfolios of the Poor: How the World's Poor Live on $2 a Day*. Princeton University Press,.

FORA. (n.d.). Retrieved 05 25, 2012, from http://www.foranet.dk/policy--research-en/innovation/new-forms-of-innovation.aspx

GameChangers 500. (n.d.). *Overview, About Us*. Retrieved 06 25, 2012, from http://gamechangers500.com/organizations/ashoka-innovators-for-the-public/

Garette, B. &. (2009). *Challenges in Marketing Socially Useful Goods to the Poor*. Ross School of Business. University of Michigan .

Goldsmith, S. (2010). *The Power of Social Innovation*. Harvard Kennedy School.

GRunDfoS lifelink . *Sustainable and transparent drinking water solution for the world's poorest.*

HP Global Social Innovation . (n.d.). *Overview*. Retrieved 06 02, 2012, from http://www8.hp.com/us/en/hp-information/social-innovation/social-responsibility.html

HP. (2010, 11 30). HP and Clinton Health Access Initiative Initiative Partner to Accelerate Early Infant Diagnosis of HIV in Kenya. Palo Alto, Calfornia.

HP. (n.d.). *Our partners and programmes*. Retrieved 06 15, 2012, from http://www.hp.com/hpinfo/socialinnovation/partners-programs.html

IDEO. (2009). *Human Centered Design Toolkit: A free innovation guide for social entreprises and NGO's worlwide*. Retrieved May 16, 2012, from http://www.ideo.com/work/human-centered-design-toolkit/

IFMR Trust. (n.d.). Retrieved from www.ifmr.con.in

J.P. Morgan. Global Research. (2010). *Impact Investments. An emerging asset class*. J.P Morgan, The Rockefeller Foundation and GIIN, Global Research.

Justmeans. (2012, May 21). *Hewlett Packard Wins Justmeans Social Innovation 2012 Award for Most Strategic Use of Philanthropic Funds*. Retrieved 05 31, 2012, from Justmeans. Business Better: http://www.justmeans.com/Hewlett-Packard-Wins-Justmeans-Social-Innovation-2012-Award-for-Most-Strategic-Use-of-Philanthropic-Funds/53941.html

KIVA. (n.d.). Retrieved June 1, 2012, from http://www.kiva.org

Kramer, J. K. (2011). Collective Impact. *Stanford Social Innovation Review* .

Martin, R. L. (2007). Social Entrepreneurship: The case for Definition. *Standford Social Innovation Review* .

McKinsey Health Systems and Services Practice. (2011). *Driving down the cost of high-quality care Lessons from the Aravind Eye Care System*. McKinsey & Company.

McKinsey&Company. (2012). *Social Innovation Documentary: Unleashing Innovation*. McKinsey&Company.

McKinsey&Company. (2012). *What Matters. Social Innovation: Can Fresh Thinking Solve the World's Most Intractable Problems*. McKinsey&Company.

Miller, D. &. (2008, Fall). Rediscovering Social Innovation. *Standford Social Innovation Review* , 6 (4).

Mulgan, G. &. (2007). *In and Out of Sync*. NESTA.

Mulgan, G. &. (2007). *Social innovation: what it is, why it matters and how it can be accelerated*. Oxford Business School & Skoll centre for social entrepreneurship. Bakingstoke Press. The Young Foundation.

Murray, C. &. (2010). Social Innovator Series: Ways to Design, Develop and Grow Social Innovation: Open Book of Social Innovation. Nesta & Young Foundation.

Olarte, V. (2012). La Arenera's Social Business Plan 2012-2017 (English). Retrieved 03 15, 2012, from http://www.slideshare.net/vladolarte/la-areneras-social-business-plan-20122017-english

Osterwalder, A. &.-c. (2009). *Business Model Generation*. (T. Clark, Ed.) Portland: Self-publication.

P&G Health Science Institute. (n.d.). Retrieved 05 25, 2012, from http://www.pghsi.com/pghsi/safewater/development.html

Rangan, K. (1993, 04 01). Aravind Eye Hosptial, Madurai, India: In service for sight. *Hardvard Business Review* .

Schwab Foundation for Social Entrepreneurship. (2012). *What is a Social Entrepreneur?* Schwab Foundation.

Sen, A. (1999). *Development as Freedom*. New York: Anchor Books.

Social Earth. (2012, May 22). *Award for Most Strategic Use of Philanthropic Funds*. Retrieved from http://www.socialearth.org/hewlett-packard-wins-justmeans-social-innovation-2012-award-for-most-strategic-use-of-philanthropic-funds

Social Innovation Exchange & The Young Foundation. (2010). *Study of Social Innovation*. European Union / The Young Foundation.

Social Innovator. (n.d.). Retrieved 06 10, 2012, from http://www.socialinnovator.info/ways-supporting-social-innovation/market-economy

Social Innovator. (n.d.). *Grameen-Danone partnering - Bangladesh Case Study*. Retrieved 06 10, 2012, from http://socialinnovator.info/ways-supporting-social-innovation/market-economy/social-business-partnerships/partnerships-betweeen/grameen-danone-partnership-b

Sundelin, A. (2009, 04 23). *The Business Model Database*. Retrieved 05 17, 2012, from http://tbmdb.blogspot.com.es/2009/04/aravind-uses-freemium-business-model.html

Tapscott, D. &. (2006). *Wikinomics: How Mass Collaboration Changes Everything*. New York: Penguin Group.

The Art of Hosting. (2012). Retrieved May 16, 2012, from Home Page. Welcome to the Art of Hosting: http://www.artofhosting.org/home/

The Danish Enterprise and Construction Authority. (2009). *Corporate Social Innovation Case Studies / Interface Floor- Fairwork*. The Danish Enterprise and Construction Authority.

The Economist. (2010, August 12). Social Innovation: Let's hear those ideas. *The Economist* .

The World Café. (n.d.). *World Café Design Principles*. Retrieved May 15, 2012, from http://www.theworldcafe.com/principles.html

Turner, C. (2008). *Proposal to standardise the definitions of third sector providers*. LSC.

UNICEF. (2008). *Child and Maternal Nutrition in Bangladesh*. Retrieved 05 17, 2012, from
http://www.unicef.org/bangladesh/Child_and_Maternal_Nutrition.pdf

Vousvouras, C. &. (2010). *Safe Water at the Base of teh Pyramid*. Aqua for All. 300in6 Initiative.

WBCSD. (2011). *Case study Grundfos Lifelink- Sustainable & transparent drinking water solutions
for the developing world*. Conches-Geneva: WBCSD.

WBCSD. (2011). *Case Study Procter & Gamble- Providing safe drinking water*. Retrieved 05 25, 2012,
from http://www.its.caltech.edu/~e105/readings/cases/png-pur.pdf

Wikipedia. (2010). *Collective Intelligence definition*. Retrieved July 10, 2012, from Wikipedia:
http://en.wikipedia.org/wiki/Collective_intelligence

Wikipedia. (2012). *Crowdsourcing*. Retrieved July 11, 2012, from Wikipedia:
http://en.wikipedia.org/wiki/Crowdsourcing

Wikipedia. (2012). *Social business*. Retrieved 06 02, 2012, from
http://en.wikipedia.org/wiki/Social_business

Wikipedia. (2012). *Social innovation definition*. Retrieved April 10, 2012, from Wikipedia:
http://en.wikipedia.org/wiki/Social_innovation

Women's World Banking. (n.d.). Retrieved from www.swwb.org

Yunus Centre. (2010). *Grameen Danone Foods Ltd*. Retrieved 06 12, 2012, from
http://muhammadyunus.org/images/stories/in_the_media/GDFL_BP_210510.pdf

Yunus Centre. (n.d.). *Social business*. Retrieved 06 05, 2021, from
http://www.muhammadyunus.org/Social-Business/social-business/