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**Social economy and entrepreneurship as present challenge for the future of
STP AOI**

*Plenary Session 6:
"The future"*

Author:

Juan Antonio Bertolin (juan.bertolin@espaitec.uji.es)
espaitec Science and Technology Park, Spain
www.espaitec.uji.es

Co-author(s)

Miguel Angel Gonzalez (mgonzalezp@uniminuto.edu)
Parque Cientifico de Innovación Social, Colombia

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ABSTRACT:

The objective of the paper, is analyzing the current needs of Social Entrepreneurs and how the STP/Aol should review their strategies to incorporate this set of entrepreneurs species that could generate more than 40% of jobs around the world. The paper will include on the one side the case of PCIS and its strategy and on the other, how espaietec Science and Technology Park of Universitat Jaume I, in Spain, has developed a program called **e'UniHub'Iddeas** that aims to foster university students to cope with societal challenges by means innovative solutions that will help to improve the wealth in the regions involved.

Social Entrepreneurship: Holy Grail for the economic development of the territories?

On 10th of September 2015, European Parliament published a resolution about social entrepreneurship and social innovation in combating unemployment. In such resolution, European Parliament defines social innovation to the development and implementation of new ideas, whether they be products, services or social organisation models, that are designed to meet new social, territorial and environmental demands and challenges, such as the ageing population, depopulation, balancing work and family life, managing diversity, tackling youth unemployment, the integration of those most excluded from the labour market, and combating climate change. On the other hand, social entrepreneurship or social and solidarity-based economy enterprises are companies that focus their business in getting impact on the society by means a set of social activities (that also could be profitable) but offering job opportunities especially for those most excluded from the labour market, for whom unemployment often turns into long-term unemployment. Indeed, the social entrepreneurship model often appeals to young people and gives them an opportunity to provide innovative responses to the current economic, social and environmental challenges and this approach does not mean to become third sector (non profit organisations or NGO's) but to develop specific business models that could impact on society structure improving its life style and wealth.

Although Social innovation and social entrepreneurship is becoming nowadays a very fashion concept, they are actually quite old.

Peter Drucker and Michael Young in '60s already mentioned the concept of Social Innovation, and even older Benjamin Franklin [2] introduce the case of solving regular problems for communities. Joseph Schumpeter, for example, 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.

And how that Social Innovation could be achieved? by means of Social Entrepreneurs, although not all the Social Entrepreneurs generate Social Innovation. Since Bill Drayton (8), founder of Ashoka, first coined the word "social entrepreneur", by the 1980s, the concept has expanded with great success throughout the planet.

Moreover, social entrepreneurship has not stopped evolving into a booming professional field, which now has a complete ecosystem of support that includes hundreds of thousands of professionals and organizations around the world.

There are innumerable definitions and approximations on both concepts, many of which are confusing and even contradictory to each other.

Although this concept is still unclear as there are several models considered as social entrepreneurship ranging from for-profit businesses to hybrid models combining charitable work with business activities, to non-profit charities, voluntary sector organizations and non-governmental organizations. The concept of "social entrepreneurship" is not a novel idea, but in the 2000s, it has become more popular among society and academic research, notably after the publication of "*The Rise of the Social Entrepreneur*" by Charles Leadbeater.

In *The Power of Unreasonable People*, John Elkington and Pamela Hartiga Elkington (2008) describe social entrepreneurs' business structures as falling under three different models, applicable in different situations and economic climates:

- Leveraged non-profit: This business model leverages financial and other resources in an innovative way to respond to social needs.
- Hybrid non-profit: This organizational structure can take a variety of forms, but is distinctive because the hybrid non-profit is willing to use profit from some activities to sustain its other operations which have a social or community purpose. Hybrid non-profits are often created to deal with government failures or market failures, as they generate revenue to sustain the operation without requiring loans, grants, and other forms of traditional funding.
- Social business venture: These models are set up as businesses that are designed to create change through social means. Social business ventures evolved through a lack of funding. Social entrepreneurs in this situation were forced to become for-profit ventures, because loans and equity financing are hard to get for social businesses.

Social entrepreneurs seek to transform societies at large, rather than transforming their profit margin, as classic entrepreneurs typically seek to do. Social entrepreneurs use a variety of resources to bring societies into a better state of well-being bringing new solutions that combine the best of the nonprofit, for-profit, and government sectors to make large-scale, lasting change. Social entrepreneurs – and the organizations they launch – apply innovative, often risk-taking approaches to create scalable solutions.

J Gregory Dees (2004) comments:

"Social entrepreneurship is often confused with the way income is generated for NGOs ... Social entrepreneurship has to do more with innovation and impact than with income"

From our point of view it is convenient to distinguish between two groups of definitions on social entrepreneurship

1.- Focus on social impact.

From this perspective, social entrepreneurship is any action that has social or environmental impact. In this way, they include specific actions, activism campaigns and social movements, the opening of associations and NGOs, etc.

2.- Focused on the actor who performs the economic activity: the social enterprise

The combination of doing business and doing good is what makes social enterprises one of the most exciting and growing sectors of our time.

According to the European Union (11):

A social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives.

According to Milton Friedman the goal of a traditional company is simply to maximize profits. However for a Social Press, the objective of its existence is the creation of value, both socially, as environmental and economic level.

The social enterprises do not renounce to get benefit, they simply do not put it at all costs to the variables of social and environmental impact. A social enterprise is very clear about its "social mission": it knows what impact it is trying to get in the world, who it tries to help and how it is going to do it.

A social enterprise is an organization that redefines the concept of business success. A company with a business model that solves problems and social needs, and which is evaluated not only by the economic result at the end of the year, but also by a balance between what is known as the "triple bottom line". A balance between its results or impact on the economic, social and environmental dimensions of the organization.

This last line is really the innovative trend that is more in the ascendant, that must be welcomed and encouraged in Science and Technology Parks.

The economic model based on the market has been fully confident in believing, that innovation, creating new products, and the creation of economic value, is also the source of welfare, based essentially on generating employment and taxes. Nevertheless, the market economy model has not been enough to solve a variety of social and public welfare problems. Here is where social innovation here has acquired a key role as a complement to the generation of economic value.

Thus, there is no wonder that social innovation, has been associated with the solution of various problems in the developed world, where the innovation environment works vibrantly, with several new social complex challenges, such as immigration, aging population and diversity. In the emerging and developing countries, social innovation is also quite important, since there are huge social imbalances, and that despite big economic efforts, poverty, and social problems persist.

Social innovation in these two contexts, can achieve a significant role in solving social problems, challenge that would require the action of the so called quadruple helix: government, universities, private companies and society. This interaction between so diverse stakeholders, would also require a positive environment for innovation, and science and technology parks and areas of innovation can bring great opportunities.

Social versus regular entrepreneurs: How much difference can be found?

As stated before “social entrepreneur” or “social entrepreneurship” have become very important terms, so for public institutions as for the whole society. It is probably because many traditional civil society organizations, such as non-profits, have begun to identify themselves as social enterprises (Trivedi, 2010) and to create community benefit with varying degrees of financial independence, innovation, and social transformation. These organizations have definitely acted as tractors to social entrepreneurs, those “individuals with innovative solutions to society’s most pressing social problems” further suggesting that “they are both visionaries and ultimate realists; concerned with the practical implementation of their vision above all else” (Abu-Saifan, 2012).

According to Mair and Noboa (2006) social entrepreneurship is “the innovative use of resource combinations to pursue opportunities aiming at the creation of organizations and or practices that yield and sustain social benefits”. Thus, these authors link social entrepreneurship to solve social problems.

In the same way, the Global Entrepreneurship Research Association (2017), defines social entrepreneurs as individuals or organizations that are engaged in “entrepreneurial activities with a social goal”. In a previous issue of the report, Bosma and Amoros (2013) had highlighted that social entrepreneurship is a process of activities that includes discovery, evaluation, and trailing of opportunities in pursuit of a social goal. These Opportunities must not join the creation of wealth for owners but link the necessity to support a social purpose yet remaining financially sustainable (Moss et al., 2010)

Trivedi (2010) takes a step forward and underlines that social entrepreneurs create and use economic profit as a means of solving social problems. Whereas Bacq and Janssen (2011) distinguish social entrepreneurs from profit-oriented entrepreneurs stating that a “social entrepreneur is a mission-driven individual who uses a set of entrepreneurial skills to deliver a social value to the less privileged.” In this line, Santos (2012), states that social entrepreneurs are economic agents who, because of their motivation, can create value without concern for profit but specifically targeting a disadvantaged population. In addition, this author, differences between commercial and social entrepreneurship by stating that the latter is determined to generate value for society.

Other distinguishing elements, as highlighted by Mandoyi et al. (2017), include the following items:

- Social entrepreneurs (SE) use a combination of characteristics that set them apart from other types of entrepreneurs.
- SE act within entrepreneurially oriented organizations that have a strong culture of innovation and openness.
- SE achieve their financial self-sufficiency by blending social and profit-oriented activities. By reducing their reliance on donations and government funding, they may increase the potential of expanding the delivery of proposed social value.

Social entrepreneurs play a key role in the society change. They are continuously adopting a mission to formulate and sustain social value, recognizing and chasing new opportunities to serve that mission, engaging in the process of steady innovation, adaption, and learning, and acting boldly without being limited by resources currently in hand (Sivanathanu and Bhise, 2013). Nevertheless, there is not a unique pattern for social entrepreneur. As Smith and Stevens (2010) state, there are different types of social entrepreneurs, depending on the scope of the activities they undertake. They characterise them as follows:

- Social bricoleurs: those who find and use opportunities as well as resources found in their local domains for the benefit of the local.
- Social engineers. They focus on large-scale, complex issues that are often beyond the capacity of a community to manage on its own. They identify systemic problems such as unemployment or entrenched poverty within a social system and then find ways to address them, usually by “fracturing existing and often dominant institutions and replacing them with more socially efficient ones” (Zahra et al., 2009).
- Social constructionists, a set of opportunity driven entrepreneurs, but not in the sense of a commercial ones. They identify opportunities, develop them to become successful, and then use them to resolve those social needs, which are ineffectively addressed by existing institutions.

In summary, as by Mandoyi et al. (2017), highlight, the “key motivation of social entrepreneurs is to take action against a community’s problem without the intention of profiting financially, that is, they prioritize more on serving the needs and wants of the community in a more ingenious way”. The main goal would be, therefore, to generate, to create social value. And financial sustainability (profit), would be a constraint.

On the other side, there are important differences between social entrepreneur and for-profit entrepreneurs that will be the starting point for the “Long Way Companion” provided by Science and Technology Parks during their business life-cycle.

The most important one is the elaboration of their business model. In case of Social Entrepreneur (SE) the social enterprise is potentially self-sustaining and all their profits are re-invested in the enterprise, something completely different to For-Profit entrepreneurs (FPE) however, SE struggle to solve the problems although they can easily in point at a one in front of FPE, that they are able to find an innovation solution although they are not able to assess whether they are actually solving any major problem.

SE requires some sort of profit in order to be sustainable towards the betterment of the community and it implies to act as a business entrepreneurs without leaving their main mission and vision focused in creating wealth to bring in social change. This steps is the most difficult for SE so specific training, coaching and mentoring is required for them.

Although both SE and FPE try to find gaps in market and create a new venture to serve this unserved market, aspects such as internationalization, understood as opening new abroad profit markets, are not so critical for SE even though they can provide support to other countries in some specific social challenge but with no intention of opening new opportunities abroad as it is the case for FPE.

From the financial perspective both, SE and FPE, are financial resources starving however, the source of those resources are quite different. Regular private investors are more focused on investing in FPE looking for future profits and, just in some specific situations, they act as philanthropists to support social enterprises. SE get more support from public grants to cope with their projects. Therefore, the needs and also the difficulties are in some way different and require different mindsets.

Another aspect that differs from SE to FPE is the motivation. SE are more resilient to crisis and to the lack of financial resources than FPE due to the fact that social challenges never end, and it is an enough incentive to still fight finding resources to implement the appropriate solutions.

With these perspectives SE and FPE will require different strategies to support their business models

Science and Technology Parks, new challenge?

But, due to the fact that there are some differences between regular entrepreneurs and social ones: how the Science and Technology Parks and Areas of Innovation are able to provide the resources needed by latter? STP and AoI, and mainly the first ones, have focused on fostering the creation of for-profit companies by entrepreneurs without paying attention to the society. Actually, the focus was "the client" and trying to find solutions for clients' problems (pains) but leaving aside if the impact could generate well-being in the community..

Few STP/AoI have focused their core business into supporting Social Enterprises. One example is Parque Científico de la Innovación Social (PCIS) from Colombia that recently has published a book "Innovación Social en Latinoamérica" that details how Social Innovation can be achieved in LATAM.

The denomination of the 'Social Innovation Science Park', which has been accepted for this initiative, leads to a discuss regarding the similarities and differences with traditional science and technology parks. Given the importance of social innovation, both in the developed and emerging world, this discussion deserves, rather than an academic exercise, a benchmarking review, which could allow expansion the concept of social innovation within the established structures of STP along the world.

Moreover, and focusing into Social Innovation another questions is raised: Should STP/AoI responsible of inoculate social sensitivity and ethical approach to their entrepreneurs and companies? Should STP/AoI become a reference to the rest of the innovation ecosystem in terms of Social Economy, that is to say another way to produce, undertake, manage and consume in the society?

Based on these ideas, and some knowledge transfer processes currently being carried out, the research team has identify that the expansion of the concept of social innovation within a STP, requires that the management team develop and implement specific strategies to solve at least one of the following issues:

1. The usual tension between an STP economic prosper internal environment, and the economic and social problems of the external context where the STP is located.
2. To support the request from firms located inside the STP, to enhance solutions that may be provided by the STP, related with Corporate Social Responsibility (CSR) issues, linked to legal commitment, generation / market protection, or the interest of the firms to be a good corporate citizen, demands that companies do not want to develop itself, since those are not found in their core business.
3. The development of the fourth component of the quadruple helix: university, business, state and society inside the STP. In this process, the Park requires to have an active role, which society demands it to be a good citizen and relevant agent.
4. The creation of new market opportunities, and so of new companies, derived from the changes in the society, with a new structure, more diverse, older, more technology intensive, and also with a greater social and environmental awareness. These opportunities clearly require a new understandings of society from the entrepreneurs, and even more, from the STP that incubates them.

5. The generation of new products, which may change the social structure, the ways of thinking, or the social customs. The design process of these products, requires a more comprehensive view of these products, which goes over the personal use, and includes aspects such as the effects of these in society.

Given the nature and logical design of the STP, its expansion to embrace the importance of social innovation, which can be developed as programs or projects inside the Park, should be able not only to generate social value for the stakeholders around the Science Park, but even more, it can also result in creating new options for projects, products, and economic value for companies and entrepreneurs located inside, and for the Park itself. According to this ideas, the social action role that society requires to science and technology parks, which can be expressed through social innovation, should not be an action departing from the core business, but rather, a concentration of companies and projects around the idea that creating economic value can be together with the generation of social value.

International experiences of Social Innovation in STP's:

- According to the book, 'Social Innovation in África', the STP in this continente have recently launched several incubation programs, especially aimed for the SE.
- Impact Incubator in Hong Kong...
- The Itaipú Science Park (Brasil), has a special program to support the development of social technologies and social innovations.

Case studies:

CASE STUDY 1: Social Science Park (PCIS) of UNIMINUTO University of Medellin (COLOMBIA)

The Social Innovation Science Park is an initiative carried out by 'Corporación Universitaria Minuto de Dios – UNIMINUTO', a Colombian university which has been recognized as 'Inclusive Business Innovation Model' in education by the G20. Although Social Innovation is a quite recent concept, the SISP team has proposed a definition, based on researchers such as Howaldt et. al (2012) , Phills et. al (2008) , and organizations like ECLAC (2010) , this has proposed a conceptual approach, that define this concept as following:

Social innovation refers to the pursuing, finding and implementing solutions which are novel, efficient, participatory and sustainable, to face problems that limit the achievement of better life conditions in a community. These problems include, but are not limited to, the usual problems related to poverty, and the new challenges related to issues such as climate change, water management, food security, the energy security among others, on the most vulnerable populations.

Based on this definition, and through alliances with other stakeholders, including the Government of

Cundinamarca and other research universities, the park has develop and implement a conceptual, strategic and management model, in order to support the development of social innovations through concrete projects.

In 2012, UNIMINUTO in alliance with the National Administrative Department of Science, Technology and Innovation of Colombia, develop a Feasibility Study for the SIPS, which produced the following conceptual model, based in five components:

- Observatory for Social Innovation.
- Knowledge Network.
- R&D Support Platform.
- Platform for Projects and Social Entrepreneurship.
- Social Appropriation of Knowledge.

The five components configure a systemic solution to strengthen Social Innovation capabilities, in an innovative scheme inside science parks context. Thus, the five components are not independent areas, but act coordinately to generate greater value to the initiatives involved in the SISP. This model has been operating since 2013, with very important results such as incubating more than 50 innovation and entrepreneurship projects, with more than USD12 million invested by several stakeholders.

The results of the Social Innovation Science Park MD described next, are organized by the components of the conceptual model.

Results from Observatory for Social Innovation: The Social Innovation Observatory, based on the idea of how to drive the 'Technological Watch' concept to a social innovation framework, has worked on designing and implementing methodologies, which has allowed the following products:·
 'Hilando': Social mapping project, which identified social innovation initiatives in 14 provinces in Colombia, developed jointly with Colombian National Agency to Overcome Extreme Poverty).·
 Social cartography of Cundinamarca, where more than 1.000 students from UNIMINUTO mapped the more than 2.000 problems faced their communities, as well as opportunities and initiatives to solve this issues in their own communities.Results from R&D Platform:

The R&D Platform for social innovation has become a space for researchers and institutions, where their research results may be translated into solutions to address social issues:

- **Urgent EVOKE.** SIPS has been working with World Bank in adapting and translating a social innovation program 'Urgent Evoke', an online 'serious game' designed to empower young people to work on world's social issues.
- **Smart Town - Talent and Innovation for the territory:** A joint project between three universities and Government of Cundinamarca, which takes nanotechnology, biotechnology and ICT materials, and adjust them to develop some capabilities in young people who are not able to get into higher education. The model developed benefited more than 700 young people from intermediate cities.
- **Water Resource Management.** About using ICT to generate better water consumption habits, which is a key issue for sustainability. The project began several years ago from a Master student thesis, and until today, about 2.000 kids have take part in it, with water consumption save rates over 15%.

esults from Platform form Projects and Social Entrepreneurship:

The following programs, have been incubated by the SISP, with the goal that thei help social entrepreneurs to generate social value, and also to become "social spinoffs" in the mid term:·
 STEM program, developed jointly between UNIMINUTO and Robomatter Inc. (Carnegie Mellon Spin Off) for teaching STEM and XXI Century competences using robotics in a curricular model, has benefited about 2.000 high school students, and aims to reach 10.000 students in the next years.

- **‘Community Green Business’, project which began as a joint research program between UNIMINUTO and ‘Andes University’, one of the most prestigious research universities in Colombia. The project team has designed several tools to promote innovation and social entrepreneurship in areas with high environmental sensibility. The project trained has enhance sustainability tools in more than 60 small business, has implemented a Center for Rural Technology, and currently is developing a technology transfer process from China for the bamboo sector in Colombia, which has high potential in posconflict areas.**

- **EmprendeVerde, a social commerce platform, that supports students and communities to get their products in the market, by supporting key aspects that help them to make their first sell. UNIMINUTO and its allies make some of their supplies through the program, buying about USD 400.000 in four years to about 40 small green business.**

Main Results from Social Appropriation of Knowledge:

- **Organizing (with several allies) academic events, where national and international experts discuss social innovation with local communities and entrepreneurs, with the participation of more than 5.000 people.**

- **Training more than 1.000 social leaders in Social Innovation programs, including innovation leadership training, human centered design and enhancing creativity and innovation in children and young .**

- **Hosting two ‘Start Up Weekends’ and two ‘24 Hours for Innovation’ activities in small cities, to encourage local entrepreneurs to discover social business opportunities.**

- **More than 25 publications have been released, including teaching materials for students and social entrepreneurs, stories and multimedia content for the communities which may appropriate knowledge.**

The results presented below show how in short time, a quite innovative concept such as the Social Innovation Science Park MD has been able to achieve important results in the areas where it is working. These results are the base to discuss who the relation between this Science Park and communities and territories has been developed.

CASE STUDY 2: Espaitec, Science and Technology Park of Universitat Jaume I of Castellon (SPAIN)

ESPAITEC is the scientific, technological and business park of Jaume I University in Castellón, Spain managed by Fundació General de la Universitat Jaume I (FUGEN).

ESPAITEC was set up in 2007 for the purpose of offering quantitative and recognised contribution to both socio-economic development in the province of Castellón and the diversification of its industrial fabric.

Emerges as an initiative based on the intense connection of the Universitat Jaume I in the industrial fabric and the growing demand for support services for enterprise development.

ESPAITEC aims to create a reference environment in Castellón which hosts, supports, encourages and helps innovative business initiatives to grow, and which facilitates active technology transfer in the University.

To go about this, they are working in a network with the Spanish Association of Science and Technology Parks (APTE), we are an International Association of Scientific Parks (IASP) member, a European Network of Living Labs (ENoLL) member and an important agent in promoting innovation and enterprise in the province of Castellón.

The existence of various structures of technological cooperation reflects the high and increasing activity in collaboration with the industrial and business environment.

ESPAITEC is one of the main Innovation Global Ecosystem agents in Castellon province establishing all the necessary links with industry and institutions in the territory. Moreover, ESPAITEC has launched recently an international framework "Bridge of Innovation" or e'innobridge that will facilitate the exchange of best practices and inter-collaboration projects among Science & Technology Parks worldwide and their companies (located physically or virtually).

Currently FUGEN is supporting around 50 SMEs settle in ESPAITEC (under different level of life cycle) that generates more than 300 highly qualified jobs including its own staff members and those of other parties. The support is focused on add-value services such as financial resources, networking, project partnerships, fostering knowledge transfer S2B (Science to Business), etc.

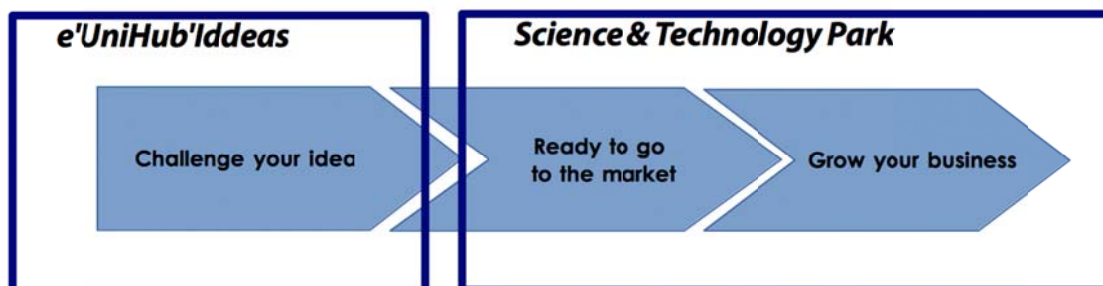
Apart from its new infrastructures located in a single enclave based on knowledge, some of the actions it performs are highlighted below:

- supporting talent and entrepreneurship
- accompanying and driving business growth
- specialised innovation support services
- connections with the global innovation system
- offering support and soft landing for internationalisation
- territorial integration

Basically, ESPAITEC is a Science and Technology Park which aims to generate wealth, jobs and well-being by creating an economic and business fabric model that goes beyond former models.

e'UniHub'Iddeas (<http://www.espaitec.uji.es/eunihub>) is a powerful mechanism launched by Fundació General de la Universitat Jaume I based on **espaitec Science and Technology Park and its LivingLab (e'LivingLab)** based on **Quadruple Helix paradigm** to :

- **to set up a framework to help university students** to reinforce their entrepreneur spirit by providing a deal of tools based on advanced training activities to facilitate the successful running of their business initiatives, supported by a given group of innovation ecosystem agents; e.g. academic, business experts, mentors, and the Town Councils of each municipality where students come from.
- **train, coach and mentor** new social entrepreneurs (coming from university community) supporting the pre-incubation process in a Science and Technology Park, with the support of the University, high-profile business management experts, administration experts that lead with societal challenges, in a systematic way and following a specific methodology to ensure the repeatable and reusability of the process. All the initiatives launched by social entrepreneurs will be supported by **e'LivingLab of espaitec (methodologies, fablabs,...)**



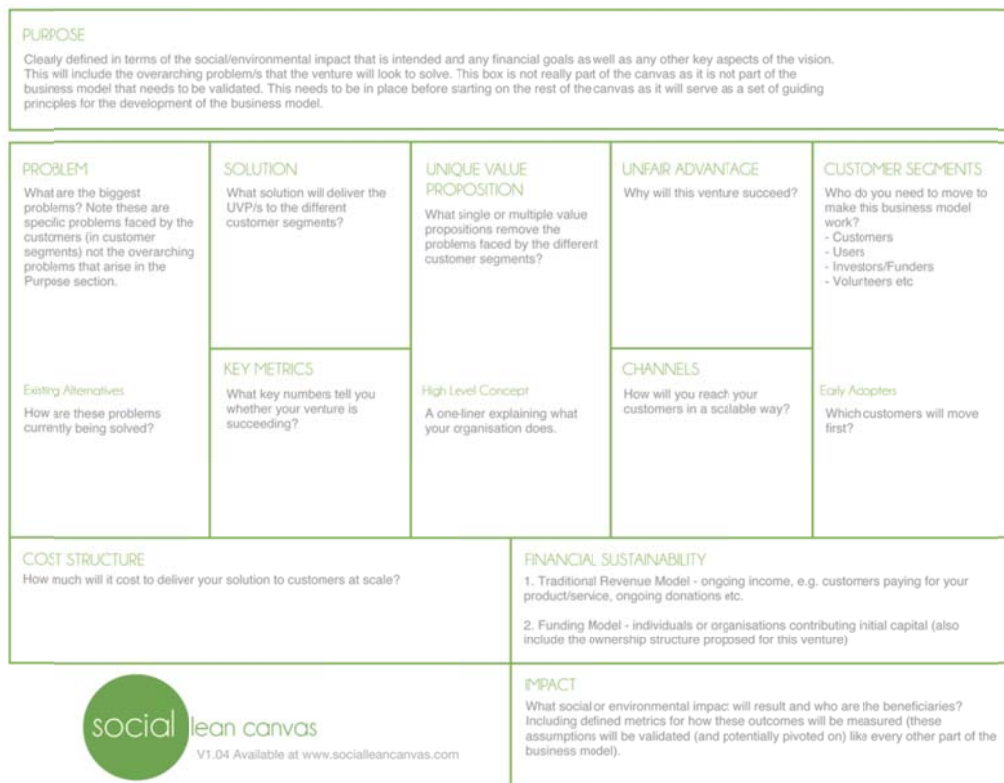
e'UniHub'Ideas combines a trinomial interaction, “training+coaching+mentoring” (TCM), designed among the main QH agents, where

- **Formal “Training”**, provided by experts that covers business management skills based on the main social entrepreneurship tools and an adapted version of Startup Maturity Model (SMM) for social enterprises (Machado,Negre & Bertolin 2016) when aspects as impact and purpose of the social enterprise is required and adjusted to Social Canvas proposed by Yeoman and Moskowitz.

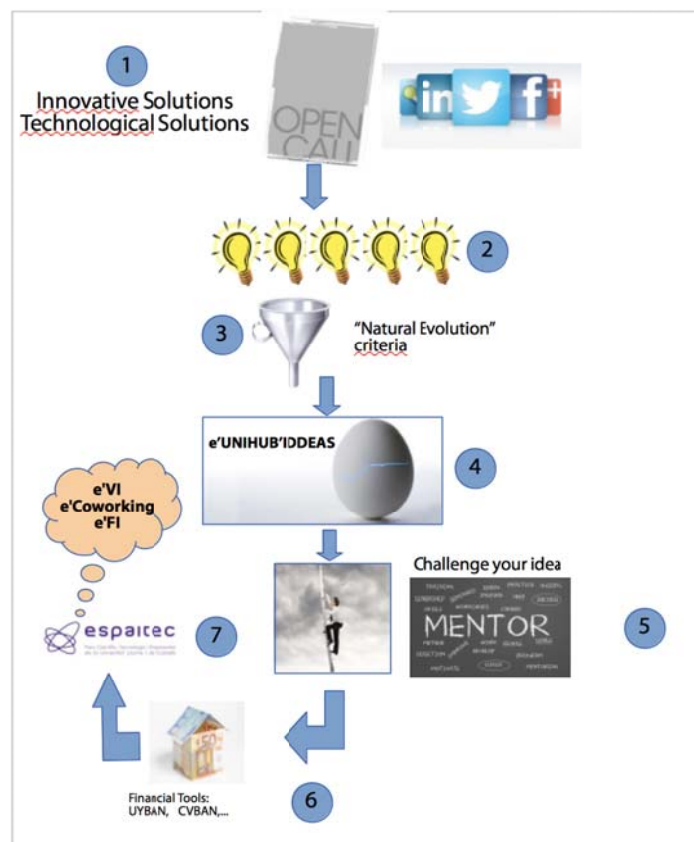
It is an adaptation of Ash Maurya’s Lean Canvas (leancanvas.com) which he in turn adapted from Alexander Osterwalder’s Business Model Canvas (businessmodelgeneration.com) (and is likewise licensed under the Creative Commons Attribution-Share Alike 3.0 Un-ported License). Both of these tools are extremely useful for helping companies understand and innovate their business models. However, Yeoman and Moskowitz found that they miss some key components that are required to help make a social enterprise business model make sense.

The Social Lean Canvas augments these tools for the Lean Startup Social Enterprise including Impact and Purpose as two main elements to deal with the Social Business Model.

THE CANVAS



- **“Coaching”**, provided by STP management professionals with the support of external experts in different business knowledge areas (financial, human resources, commercial, marketing, etc.) plus experts from government in Societal challenges that will introduce to entrepreneurs about the main mechanisms used by Public Administration to support them. Those experts are businesspeople drawn from successful start-ups and SMEs in different industrial sectors who will provide their own experience in their companies’ own growth process.
- **“Mentoring”**, provided by high qualified Senior Executives, retired from their main jobs, but with ample experience in business management and Public Administrations (local governments), who will bring together aspects of training, and labour market integration, by promoting and facilitating self-employment and entrepreneurship in the University Community, and policy making by Public Administrations’ active implication. Mentoring process implies a “Long Way Companion” by the Senior Executives where on a daily-basis will keep contact with the startup details, issues and other matters that could affect the performance of the process.



The main expected results are:

- Developing partnerships between education and business agents to reduce failure in entrepreneurship, and focused in social entrepreneurship mindset based on Co-creation philosophy developed in **e'LivingLab**
- Facilitating the validation of non-formal and informal learning, and their permeability with formal education pathways
- Fostering the assessment of transversal skills for business creation to ensure entrepreneurs' business management capabilities
- Promoting the take-up of practical entrepreneurial experiences in education, training and youth work

Basically, the aforementioned impact is not easy to measure. Nevertheless, it is expected to consider a set of **Key Performance Indicators** that will help envisage how the programme develops:

- Number of students participating in the **e'UniHub'Ideas**
- Number of social start-ups created in each edition and incubated in **e'LivingLab**
- Number of social start-ups that successfully pass the "Death Valley" (3 years)
- Quality of the profiles of the new young entrepreneurs who will create social startups in the **e'UniHub'Ideas** thanks to the TCM Methodology

The Critical Success Factors (CSFs) of the **e'UniHub'Ideas** are the following:

- Increase the number of students encouraged to participate in the **e'UniHub'Ideas**
- Increase the number of start-ups that pass "Death Valley" after 3 years

Specifically, the **e'UniHub'Ideas** is expected to:

- help Universities' Entrepreneurship departments to design efficient training plans and added value to young entrepreneurs
- motivate students to identify innovative solutions to societal challenges with the support of Quadruple Helix elements.
- determine how coaching plans can be designed and be supported by experts in different knowledge areas, who will provide expertise and updated samples to young entrepreneurs, and always in relation with the training plans provided by Universities' Entrepreneurship departments
- establish a roadmap led by senior (retired) executives who, fully connected with training and coaching plans, will be able to support, monitor and provide advice to young entrepreneurs' projects as the main point of contact for all their needs

The requirements for participation in the **e'UniHub'Iddeas** program are:

- Student from University (degree, postgraduate or PhD)
- Idea not formalised as current business yet
- Technological and innovative scope: under this heading companies that have a technological component, either developing products or using technology to provide design services or products are considered.
- Ambition of entrepreneurs. Commitment and involvement in the project.
- Solution provided has to focus its design and implementation in societal challenges identified.



<http://espaitec.uji.es/eunihub/>

Conclusions

Social Enterprises started up by Social entrepreneurs (either generating Social Innovation or not) are becoming one of the most important resources for our society in terms of job creation and increasing wealth in the community focused in triple impact model: social, economic and environment by solving the main societal challenges.

Nevertheless, Science Technology Parks and Areas of Innovation require to pay more attention to this new paradigm in which resilience in front of complex economic situations and motivation are the two more solid pillars that support this sort of entrepreneurship.

STP/Aol are taking an important role in the Global Innovation Ecosystem but also it requires to include not only support to high technology for-profit business initiatives but to **Social return on investment (SROI)** strategies in which Social Enterprises based their business model.

Universities are one of the most powerful source of social entrepreneurs in front of the myriads of societal challenges, and a great deal of Science and Technology Parks and Areas of Innovation have a strong link with Universities so it is the best combination to foster the creation of new social startup.

More and more, Social Balance should become part of STP/Aol Balance Sheets together with triple sort of impacts being part of Innovation Strategy of them. The change of current paradigm is not complex but require some sort of training and coaching to the STP/Aol organisation, at all the levels, in order to facilitate the appropriate support to these new social business initiatives.

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