

WG4 | REJIES - COST Co-organized PhD Seminar

Workshop Proceedings



REJIES – COST co-organized PhD Seminar

“Advances in social economy and social enterprise research:
keys from an international perspective”

University of Seville (Spain) April 4 – April 5 2019

In line with the activities mentioned in the official description of the EMPOWER-SE COST Action (see [Memorandum of Understanding](#)), the results emerging from the Action will be shared with relevant stakeholders as a way to expand the knowledge generated.

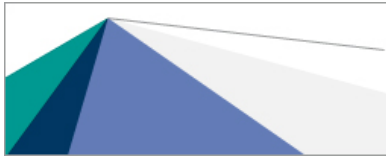
In this context, [Proceedings](#) aim at contributing to such commitment about dissemination and communication. In the Proceedings, stakeholders can find the different contributions presented during the various COST Research Workshops and Seminars.

The Proceedings documents follow a similar structure. After describing the scope of each event, researchers' abstracts presented during the event are included. Abstracts have been ordered by alphabetic order beginning with the plenary sessions. A link to the original call of the activity is also included at the beginning of the proceedings.

The REJIES – COST co-organized PhD Seminar "Advances in social economy and social enterprise research: keys from an international perspective" organized in University of Seville (April 4 and 5, 2019). The activities for this REJIES - COST International PhD Seminar consisted of round tables with professionals from the social economy and social enterprises with an international perspective; seminars on methodology; and parallel sessions (oral communications and posters) in order to receive feedback from PhD students who also work in the area, as well as from senior researchers.

According to the [call](#) and [program](#), the scientific contributions presented at this conference are listed according to the format in which they were presented, namely:

- 1. Plenary sessions**
- 2. Methodological workshops**
- 3. Oral presentations**
- 4. Posters**



1. Plenary sessions

OPENING SESSION: “SOCIAL ECONOMY AND ECONOMIC DEVELOPMENT”

Social economy and economic development

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Mozas posed two questions to the audience that served as an introduction to the debate: Why is social economy important in territorial development?, and How do the Sustainable Development Objectives link to the Social Economy? To answer them, Mozas referred to the use of endogenous resources in the territory used as raw material by social economy entities, proposing a Bottom-Up development policy. In this sense, the form of governance and action of the entities of Social Economy, opposite to other organizational models, clearly support the Objectives of Sustainable Development proclaimed by the UN in 2016, being therefore a driving force for its real achievement.

Social economy and local development. The case of Seville: a city with social and emotional intelligence

Pino, David david.pino@aytoempleo.sevilla.org Seville City Council

Pino, on the other hand, focused on local development. The social economy is particularly relevant in the case of Andalusia, where there are cooperatives in the 80% of the municipalities, and the largest company is a cooperative in the 60% of them. The Social Economy entities attend to different key components in local development, above all, in their commitment to social innovation, to which they add the concept of "territory" and their focus on it. In the case of Seville, the different policies and actions are included in the Social Innovation Plan for Employment (available in <https://www.sevilla.org/servicios/empleo/innovacion-social/pdf-innovacion-social-4-10-17.pdf>). Pino challenged the researchers present at the session to study the indicators for assessment and impact that allow the achievement of the proposed policies to be evaluated, introducing new elements linked to social development and general welfare.

CLOSING PLENARY SESSION: “OPPORTUNITIES FOR SOCIAL ECONOMY AND SOCIAL ENTERPRISE RESEARCH FROM AN INTERNATIONAL PERSPECTIVE: CHALLENGES, GAPS AND PROJECTS”

Sex and love in research on social economy

Barco, Samuel sambarco@gmail.com Soiko cooperative

The relationship between research and social economy, or between researchers and social entrepreneurs can be seen as a complex one. It can lead to deception due to high expectations or to tension due to incompatible egos. Our proposal is that in order to avoid the feeling of being used we need to develop empathy. But empathy also requires embracing our inner complexity. Social Enterprises are not the only



hybrids in here, also Social Economy representative organisations and Social Economy Researchers need to accept that purity is just an assumption with no real base. Thus, the same way that representative bodies are advocacy players and services providers, so researchers need to consider their role as activists or consultants. Moreover, Social Economy organisations cannot merely be the object of research, they need to be considered also subjects and sometimes lead actors in research. This also requires a capacity to communicate and to be able to carry out common actions, if feasible going beyond the lifetime of projects. Finally, there is a need for both to seriously consider that if this is going to last, we need to share much more than some great moments, we need to share our goals but also part of our assets...

Opportunities for social economy and social enterprise research from an international perspective: challenges, gaps and projects

Rocio Nogales rocio.nogales@emes.net EMES International Research Network

When reflecting on the gaps and challenges facing international research on social enterprises and social and solidarity economy (SEs), we need to take into account the context where this research occurs. According to Castells, the 2008 financial crisis brought about a four-layer economy composed of a revamped informational capitalist economy; a public and semi-public sector in crisis; a survival-oriented economy including low productivity and low-skill jobs but where a value-based economy concerned with the "meaning of life" is taking shape. Scholars like Fraser, Pestoff or Morin offer different scenarios where the role of public administrations, the private sector and civil society varies. In this context, new types of institutional arrangements that are citizen-based are emerging although they have long-standing historical roots. This upsurge of experiences cuts across crucial fields with a renovated transformative aim and many of them address transition issues. Research initiatives conducted by EMES aimed at modelling SEs (ICSEM), quantifying and visibilizing (EU Mapping Project), nurturing the next generation of SE scholars (Empower-SE COST Action) and connecting SEs to wider societal phenomena like local social innovation systems (WILCO) were presented and briefly discussed in this closing plenary session. Lastly, a number of challenges-as well as proposals to address them-were also introduced, namely taking stock of previous research and cross disciplinary borders; influencing EU and national research agendas and daring to create them; maintaining an appropriate level of collaboration overtime; legitimizing research-action while developing fundamental research aiming at knowledge transfer and evidence-based policy making; and fostering a community of "research translators" to create engaging narratives and connect with representatives from the field and public administrations

2. Methodological workshops

Econometric regressions

José Camuñez, and Lola Pérez Hidalgo Universidad de Sevilla

Using the SPSS and Gretl as computer supports, we will show how to estimate linear models working with a sample of transversal data. We will make direct approaches based on the variables and log-log estimates for models with constant elasticity. The outputs offered by both programs will be analyzed: Standard and statistical errors associated to the slopes, global adjustment measures, individual and global significance, analysis of graphical and analytical residuals. As a particular case, dummy variables as explanatory variables, both individually and associated with other explanatory variables. Interpretation of the results of the estimates for this context.

Interpretation of the results of the estimates for this context. We will study how to solve the problem of collinearity between explanatory variables. For this we will comment on the detection techniques offered by these programs: condition index and variance inflation factor (VIF). Solutions to collinearity. A second problem that we will address is that of heteroskedasticity: how to detect it and how to estimate the model in that context. The contrasts that we will analyze for the detection will be that of White, that of Breusch and Pagan, and the Koenker. We will estimate in this context using weighted least squares (CCM). We will approach two ways of constructing the weights.

Ethnography as a methodology for studying social and solidarity economy organizations

Michela Giovannini University of Coimbra

This workshop is going to present two studies in Latin America where ethnographic methods have been employed. The main aim of the workshop is to present strength and challenges of an ethnographic approach when studying social and solidarity economy organizations, based on two actual research experiences in contexts of social marginalization.

The first case is based on the analysis of a solidarity economy initiative in a rural context, characterized by a strong indigenous component, in the Mexican state of Querétaro. The study is devoted to show how solidarity economy organizations are an effective vehicle for an indigenous self-determined process of development. More specifically, solidarity economy appears able to sustain buen vivir, an indigenous conception of well-being that, overcoming the mainstream Western conception of development based mainly on economic growth, emphasizes the importance of indigenous culture, the natural environment, and collective well-being. The results highlight the potential of solidarity economy arrangements in sustaining alternatives to development and the fundamental role of education in supporting the recovery of local culture, which constitutes the basis upon which solidarity economy projects can be implemented.

The second case deals with organized recyclers operating in the urban context of Santiago de Chile. The focus is on Inclusive recycling, the inspiring slogan of a project relying on a cross-sector (public–private–civil society) partnership implemented in various countries of Latin America with the objective to improve the socioeconomic conditions of recyclers. The research is devoted to understand how inclusive recycling is, by assessing how organized recyclers perceive the goals, the process, and the outcomes of this project.

Keys for a successful publication

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Ruth Simsa has long-term experience as editor-in-chief of the journal VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations. Related to this, she has also participated in four editor's sessions, where 4-6 editors of other journals gave orientation on the question of how to publish and discussed their strategies with scholars.

Based on this ground, she presented her experiences and gave insights regarding the following questions:

- Recommendations regarding the focus, the topics, the argumentation of a paper
- What to learn from usual reasons for rejects
- Strategies of selecting the journal
- Background information on the usual process of publishing (how to submit, who decides what in the process, how long does it usually take...)
- How to deal with recommendations to revise the paper
- How to deal with rejects

After the presentation, the topic will be discussed and questions will be answered.



2. Oral presentations

Ecosistemas locales de economía social y solidaria. Una herramienta para un desarrollo humano sostenible

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Se analizará la dimensión transformadora y sostenible de los circuitos económicos locales alternativos en el País Vasco, así como sus características económicas y sociales, para presentar recomendaciones para un modelo económico alternativo, que lleve a un desarrollo humano local, sostenible, transformador e innovador.

La ESS, viene mostrando su viabilidad, resiliencia, y demuestra un crecimiento sostenido tanto a nivel cuantitativo como cualitativo. El movimiento es cada vez más rico y dinámico como se observa en el creciente número y sectores de actuación en que se desenvuelve. Es necesario investigar sobre las relaciones en red que vertebran a los agentes que componen el ecosistema (Empresas Sociales, entidades públicas, privadas, tercer sector etc.)

Existe un notable desarrollo científico sobre este tema, pero es necesario seguir profundizando sobre él, para poder aportar conocimiento científico sobre su interés y viabilidad como alternativa socioeconómica

En la tesis doctoral en proceso plantean los siguientes objetivos:

1. Definir el circuito económico en relación con los agentes que lo componen, que características

tienen y cuales comparten, cómo se interrelacionan, qué circuitos lo vertebran. 2. Identificar los elementos que favorecen un desarrollo humano sostenible y transformador y su papel en la economía social y solidaria en general, y en particular, en la CAPV.

Resultados:

1. Una vez definidos, analizar las potencialidades de los circuitos, los retos y las dificultades para el desarrollo de una ESS para un desarrollo humano sostenible en la CAPV 2. Elaborar recomendaciones e indicadores para el desarrollo de la ESS y transformadora en la CAPV.

Metodología: Cualitativa, contemplándose 3 fases

1. Marco teórico y estado de la cuestión 2. Trabajo de campo en la CAPV, en Ecuador y Colombia. 3. Informes parciales e informe final de la tesis.

Social Well-being in Work Integration Social Enterprises

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The purpose of this research is to explore what enable social well-being in social enterprises and what impact it has on workers in a case study of an eminent Spanish WISE (work integration social enterprises). Starting from the premise that social enterprises, can interfere in well-being (Roy, Donaldson,



Baker & Kerr, 2014; Giovanni, 2015; Munoz, Farmer, Winterton & Barraket, 2015) and that social enterprises are oriented toward social goals (Borzaga and Defourny, 2001, Dees, 1998) this study will serve to explore five dimensions of social well-being (Keyes, 1998). First part of the study will use qualitative interviews with nominated members of WISEs so can understand what enable the social well-being in this context. In due to understand social dimension of well-being in an organizational context this study uses Occupational Social Well-being Inventory (OSWI) to obtain quantitative data from WISE workers.

Keywords: social enterprises, social well-being, WISE, occupational well-being

Social enterprise as a site of tension and contestation: 'Mission drift' pressures and repositioning strategies in Mondragon

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In this paper I conceptualise the social enterprise (SE) as a site of continuous tension and contestation. Much of the prior research tends to place SEs along a continuum ranging from a purely social pole to a purely commercial one. This single-dimensional spectrum framework considers that the social and commercial dimensions are independent and involve a zero-sum relation. Accordingly, this approach depicts SEs as hybrid organisations that simultaneously embrace competing social welfare and commercial logics, which results in social-business tensions that these organisations are expected to balance and resolve. By contrast, I acknowledge the multidimensional nature of SE by introducing the political dimension of SE to understand how tensions across economic, social and governance domains are intertwined and how they can be reconciled. This is illustrated by exploring, on the one hand, how multinational growth can trigger different tensions in SEs that lead them to drift away from their social purposes and participatory functioning, and, on the other, how these organisations can reverse such tendencies and re-align the social, economic and governance dimensions. I draw on qualitative research (in-depth interviews, archival data, and non-participant observation) conducted in two Mondragon's multinational co-operatives, in which social purposes and participatory practices lost momentum due to international expansion and global competition, but which have designed various strategies to tackle these problems and revitalize the cooperative life. The findings reveal the critical role that participatory governance can play in aligning social welfare and market goals and demands.

Triggering Institutional Change for Social Economy: A mixed methods research

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Social enterprises are organisations that attempt to reconcile the private and public sectors, by giving birth to hybrid projects (Wallace, 1999; Johnson, 2000) that combine the creation of both economic and social value (Alter, 2004). The permeability of the traditional boundaries though raise new ethical dimensions and develop more nuanced but also challenged dynamics (Dennis and Choony, 2015). For a social economy sector that balances between public and private, the role of political institutions remains often controversial and widely unexplored. The present research tries to engage to this phenomenon by drawing elements from sociological institutionalism and approaching institutions holistically, as entailing 'regulative', 'normative', and 'cultural-cognitive' pillars (Scott, 2014). The research question that has been addressed is how political institutions can trigger a social economy alternative. Thus, the aim of the present research has been to explain the development of social economy as an institutional, socio-political phenomenon and to illustrate potentialities for the sector. A field research was conducted in the Austrian NUTS3 region of Mühlviertel. The research has followed a mixed methods plan (Creswell, 2015), resembling the design of a Nested Analysis as theorized by Lieberman (2005). The research results indicate a very comprehensive and successful institutional framework, with high levels of cohesion, mobility and embeddedness. Nonetheless, this success entails two counterbalancing effects: sustaining a successful status quo and promoting alternative practices and initiatives. The status quo seems often to prevail, resulting to a practice-conservatism and highlighting the fact that failure is often the catalyst of change.

La innovación social; un concepto polimorfo.

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El presente trabajo profundiza en el análisis de la innovación social. El objetivo principal de este artículo es mostrar que la innovación social no es un término difuso sino un fenómeno polimorfo. Para ello se ha diseñado una metodología principalmente cualitativa a través de la revisión de la literatura y el análisis de casos de prácticas socialmente innovadoras. Concretamente, nosotros hemos estudiado en profundidad las diferentes y más relevantes definiciones dadas hasta la actualidad sobre el término innovación social, analizando posteriormente cuatro reconocidas iniciativas socialmente innovadoras que son muy diferentes entre sí. Para el estudio de casos hemos realizado entrevistas a todos los responsables de las iniciativas seleccionadas. Esto ha permitido precisar que la innovación social no es un concepto de moda, multiusos y sin un valor real, sino un concepto lleno de matices, detalles y transversalidad. Este trabajo avanza en el estado del arte en el ámbito de la innovación social ya que defiende la existencia de diferentes tipos de ésta, superando la dicotomía entre aquellos que entienden la innovación social desde un punto de

vista subsidiario y social, y aquellos que lo hacen desde una perspectiva empresarial. Se concluye así que el debate en torno a qué es la innovación social no debe conllevar la aceptación de la existencia de diferentes ramas de pensamiento, sino al reconocimiento de la innovación social como un concepto general con diferentes tipos de prácticas que conviven bajo el paraguas de ésta.

Palabras Clave: innovación social; tercer sector; sector público; análisis cualitativo; economía social

Social Cooperatives in Spain: The characterization of a radical form of social enterprise

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The goal of the paper is to explain the development of the Social Initiative Cooperatives (SIC) in Spain, to characterize the organizational profile and to define their external environment. The methodology was based on a self-administered survey to active SIC in Spain (442 organizations), obtaining 85 responses (19.2% of response rate). The questionnaire includes items about the process of entrepreneurship leading to the SIC creation, the type of social mission, products and services distributed, the organizational innovations, the governance structure, the stakeholder's engagement, the staff composition, the human resources practices, the financial structure and the ICTs level of implementation.

Results show that Spanish SIC clearly fit to ideal dimensions and criteria of social enterprises accepted in Europe (Pestoff and Hulgard, 2016). In the economic dimension, Spanish SIC bear a substantial level of economic risk and they have a significant part of non-remunerated work. Regarding the social dimension, Spanish SICs pursue explicit objectives to benefit the community and constrain the profit distribution among their members. Finally, in respect of governance dimension, Spanish SICs have a high degree of autonomy, the decision-making power within these organizations is not based on capital ownership and they have a broad participatory nature.

A rights-based approach to social entrepreneurship: a case study from Bangladesh

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Recent years have witnessed the emergence of a broad range of inspiring examples of social entrepreneurship in developing countries that are successfully addressing social issues with important implications for the realisation of human rights, particularly for the most deprived communities of the world. However, in this field of research, rights-based language has been surprisingly absent, despite



the fact that human rights discourses and rights-based approaches have permeated many of the fields of activity in which social entrepreneurship initiatives operate.

This paper explores an understudied dimension of social entrepreneurship, namely the intersection between social entrepreneurship and human rights in the context of developing countries. The findings from fieldwork conducted in Bangladesh analysing the experience of a local social enterprise suggest that social entrepreneurship has the potential to contribute to the realisation of human rights by promoting social change at different levels. The discussion of the findings illustrates the advantages of applying a rights-based approach to social entrepreneurship and how this approach can strengthen their overall impact. The final section provides a rationale for applying the rights-based approach to social enterprises and discusses the added-value of this approach for attaining transformative change.

Andalusian social enterprises in the elderly sector

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Along last decades, European countries have been experiencing an aging of their populations. This situation constitutes a challenge for economic systems and societies in general because elderly people represents a vulnerable group that increasingly needs support services. The region of Andalusia (Spain), the biggest Spanish region in terms of population, is not an exception. Thus, in last thirty years, its aging index has grown from 40,82% to 98,58% and the proportion of people elder than 64 from 10,9% to 16,9%. In this context, it is not strange that a variety of services and organizations have flourished in both public and private sector in order to covering the needs that the aging process requires, especially after the approval for the central government of the "Ley de Dependencia" (Law of Dependent Population). Among these new initiatives, senior centers highlight, as they offer a place to be in or even to live in accompanied by stimulation activities and health care services.

This research tries to analyze these social enterprises focused on senior centers in Andalusia with the aim of identifying different models and typologies among them. This will let us detect the possible differences that it may exist and how it affects to their service provision.

Regarding the methodology, we will carry out a survey directed to the Andalusian senior centers collected in the regional government database. We will use a questionnaire based on that developed by ICSEM-Project, including questions referred to the social mission, governance and economic aspects of the social enterprises.

Concerning the expected results, a first approach to the target lead us to consider at least three different models: one related to entities belonging to public sector, one composed by private entities from the third sector, and one composed by private

entities with the aim of profit maximization. This panorama implies different ways of developing their activity and, consequently, it affects to the level of social value creation.

Cooperativa de gestión cultural como herramienta de desarrollo territorial. Metodología para el diagnóstico territorial.

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El desarrollo de un territorio actualmente prospera en diferentes dimensiones: económica, social, cultural y medioambiental. La Economía Social contribuye de forma notable al crecimiento de un territorio a través de las diferentes dimensiones de desarrollo pero también constituye un potente motor para promover y difundir redes y para ejecutar e impulsar procesos de innovación. Aprovechar el patrimonio cultural y natural local como recurso económico endógeno y fijarlo como eje central de la actividad económica de un proyecto empresarial promovido por agentes locales, supone no sólo un impulso para el desarrollo económico local, sino que también potencia el desarrollo social, cultural y medioambiental del territorio.

En el siguiente trabajo, en primer lugar, se presenta una revisión teórica introductoria que justifica cómo el patrimonio cultural y natural gestionado a través de la economía social contribuye al desarrollo de un territorio y, en segundo lugar, se describe la metodología utilizada para el diagnóstico de un territorio con el fin de justificar la figura de la cooperativa de gestión cultural como herramienta de desarrollo territorial.

Palabras clave: economía social, cooperativa, desarrollo territorial, gestión cultural, diagnóstico territorial, metodología.

The emergence of social incubators, insights from the Moroccan context

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The recent development of social enterprises worldwide led to the emergence of dedicated support structures for these ventures known as social incubators. The academic literature on this new phenomenon - Social incubation -is still lacking (Casasnovas & Bruno, 2013).

In Morocco, the ecosystem supporting social enterprises is evolving gradually, two social incubators emerged in 2015 in order to support new social entrepreneurs.

Our paper thus aims to understand the role of social incubators especially in the context of an emerging social entrepreneurial ecosystem. We will do so through investigating the practices of two social incubators in Morocco.

Our research relies on a qualitative approach using a methodological triangulation through the combination of observant participation, semi-structured interviews and an analysis of the internal documents of the two social incubators.



The study results affirm that beyond the four missions (Bakkali et al, 2010) expected from any entrepreneurial support structure (the mobilization of resources, the transmission of knowledge, the legitimization of the project and insertion into networks), the social incubator has three additional missions related to its focus on social entrepreneurship:

Raising awareness among different stakeholders about the importance of social entrepreneurship

Ensuring the balance between the social mission and its economic profitability in order to avoid the mission drift of social entrepreneurs

Supporting the commercialization of social enterprise products in order to validate its business model

Keywords: social incubators, social entrepreneurial ecosystem, support structure

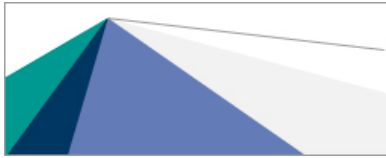
How to create and maintain a social enterprise – the personal stories of social entrepreneurs

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In my PhD dissertation (Kiss 2018), I examine the conceptual background of social enterprises in Hungary, the history of their emergence and institutionalization, and the present characteristics of the field. The research thus contributes to the understanding of the development of the social enterprise sector in Hungary.

I base my analysis on new institutionalist theoretical framework. According to the theory of institutional isomorphism (DiMaggio and Powell 1983), the development of an organizational field involves the appearance of various isomorphic pressures, which result in the homogenization of the actors already inside the field as well as the actors newly entering the field (institutional isomorphism). In Hungary, different organizations consider themselves social enterprises with various social goals, entrepreneurial activities, legal forms, revenue structures, innovation potential and management models. However, their functioning is increasingly similar as the organizational field becomes more institutionalized.

The methods of the research are document analysis and semi-structured interviews conducted between 2015 and 2017 with 24 experts and 20 leaders of social enterprises based on a maximum variation sampling process. In the upcoming presentation, I am planning to show the findings of the interviews with the social entrepreneurs, which reveal the experiences of the social enterprises navigating in the developing institutional environment. I examine the motivations, influences, organizational changes and mechanisms of institutional isomorphism involved in the creation and maintenance of social enterprises, which lead to the present structure of the field.



Business modeling of the Hungarian social enterprises in healthcare service

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Currently, the social sector is at an early stage of development and has many shortcomings. The most important shortcomings are: there is no unified legal definition of the nature of social enterprises, financing problems, lack of access to new markets, weaknesses in policy development, lack of capacity expansion, lack of adequate business skills of entrepreneurs, the problem of internationalization, a rudimentary form of social impact.

My defined research area is social enterprises in Hungarian providing healthcare services for people with mental or physical diseases. During my research, I am curious about the success of the business acceleration initiatives of the recent years in Hungary. What factors have made it possible to develop social enterprises and what types of shortcomings they are facing today. In addition, what are those kinds of business models and strategies which provide for social enterprises to operate on a sustainable business way.

By applying qualitative research method, an in-depth understanding of the topic is made possible via interviews. The researcher collects information about the experiences of the interviewees in the research field. The target group of the interviews are social entrepreneurs and business mentors. As expected results social business models will be explored, shortcomings and the needs of social entrepreneurs will be defined, the impact of previous accelerator programs will be defined, and insight into the strategic thinking of social entrepreneurs will be provided.

La participación integral de las personas trabajadoras en las organizaciones que cuentan con dificultades de relevo generacional

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La presente investigación recoge los aprendizajes surgidos dentro de un proceso de relevo generacional hacia modelos participativos en una organización de Gipuzkoa. En el caso de relevo, una de las alternativas que se le presenta a la organización es ofrecer la propiedad a las propias personas trabajadoras de la misma, manteniendo su forma jurídica, o transformándose en una sociedad laboral o sociedad cooperativa y aprovechar este momento para avanzar hacia un modelo de gestión participativo. Una gran mayoría de estudios tratan de recoger las claves de los procesos de relevo generacional y los factores que llevan al éxito de estos (Cadieux, 2007; Dyck, Mauws, Starke, y Mischke, 2002; Filser, Kraus y Märk, 2013; Handler, 1990; 1992; 1994; Le Breton-Miller, Miller y Steier, 2004; Miller, Steier y Le Breton-Miller, 2003; Morris, Williams, Allen, y Avila, 1996; 1997; Sharma et al., 2001; 2003; Stavrou, Kleanthous y Anastasiou., 2005; Steier y Miller, 2010). Pero esta investigación pretende contribuir



al campo académico mediante la aportación de un estudio longitudinal e integral desde una aproximación psicosocial donde se analice la influencia y la evolución que tienen los diferentes factores que irán apareciendo en el proceso de sucesión, siempre teniendo presentes las percepciones de los diferentes stakeholders.

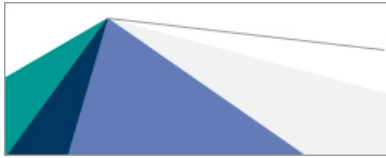
Se ha utilizado un diseño cualitativo de investigación. Dadas las carencias observadas del análisis del marco teórico sobre procesos de sucesión, se ha decidido llevar a cabo un estudio de caso único de una organización empresarial de Gipuzkoa que se encuentra viviendo un proceso de sucesión, tanto en gestión como en propiedad. A través de la observación participante completa, se ha tenido la oportunidad de vivir, muy de cerca, el proceso de sucesión en la misma.

Aunque cada proceso de sucesión es único y particular, el contexto económico en el que se inicia la sucesión es importante ya que va a condicionar el resto de los factores que la literatura identifica como determinantes en la misma. La planificación del proceso, que los distintos stakeholders, incluidos las personas trabajadoras, participen de manera activa en el mismo, el adecuado ajuste de roles entre la persona fundadora/CEO y la sucesora, así como la elección del rol a adquirir por las mismas y la cultura de la organización han sido algunos de los factores que han surgido de manera clara en el proceso de sucesión analizado.

The income structure for non-profit organizations: The social enterprise approach

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Non-profit organizations, as social enterprises, are hybrid organizations in which economic performance is a tool to achieve social performance, social aims being priority over economic aims (Salamon & Sokolowski, 2016; Defourny et al, 2016; López-Arceiz et al, 2017; Defourny & Nyssens, 2017; Mason & Moran, 2018). These entities implement strategies aimed at social objectives without undermining their financial sustainability (Chad, 2014; Bellostas et al., 2016). They are considered useful conduits for innovative social enterprises to flourish, considering their social mission, economic infrastructure, and singular management system (Fitzgerald & Shepherd, 2018, p. 475). In relation to the income structure, Bull (2018, p.597) highlights that social enterprises must be financially viable and continuous in their operations, meaning they strive for social and economic sustainability. Then, these entities tend to diversify their income sources (Aikon, 2006, p. 262), the adoption of this model being a possible solution for nonprofit organizations in economic crisis period (López-Arceiz et al, 2016). However, although some papers mention the term social enterprise, consider their samples composed by these entities and evidence a tendency for diversification, they do not analyse the impact of specific aspects related to the social enterprise model in an integrated way. Therefore, the aim of this manuscript is to study the interaction between social enterprise model and income structure, especially in the case of nonprofit organizations. Considering a sample composed by 170 Aragonese nonprofits, we show that income concentration can



reveal itself as a more stable financial strategy due to their singular structure and characteristics.

Keywords: Social enterprise, nonprofit organization, income structure.

Indigenous-Hybrid SSE Organisations in Colombia: A Multi-Level Analysis within The Buen Vivir Model

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There has been a recent increase in the number of publications about the indigenous philosophy of Buen Vivir (BV) as an alternative paradigm to mainstream development theory. However, there is a dearth of theoretically grounded empirical research that interrogates the impact of BV as an alternative development model within the social and solidarity economy (SSE) in Latin America. Therefore, this paper aims to address this research gap by illustrating the development of indigenous community based organisations (ICOs) that are located within the SSE in Colombia, examining to what extent their experiences embody key tenets of the BV model. By drawing upon insights from post-development (BV) and postcolonial theories (Bhabha's mimicry and hybridity), this paper develops and critically explores a multi-level model for understanding the development of ICOs in Colombia, considering the micro, meso and macro levels.

Using participatory video research, this paper draws upon evidence from a multiple case study research with five indigenous communities (Curripaco, Puinave, Yanacona, Misak and Wayuu) in three geographic regions (the Amazons, Cauca and Guajira). The paper uses the following types of data collection: secondary data sources, video focus groups, video semi-structured interviews, observations and fieldnotes. The analysis of the multiple case study using NVivo, discovers that ICOs operate as hybrid organisations that are influenced by their indigenous cultural practices, as well as the dominant Western forms legitimised by the SSE norms (mimicry). Overall, this paper reveals that the ICOs' experiences are consistent with the values and pillars that embody the key tenets of the BV model. The findings demonstrate that the current policy discourse provides little scope for engagement for ICOs in Colombia, even though evidence shows their contribution to the national economy. In doing so, this paper offers an opportunity for policy makers to rethink and re-evaluate the existing policies in relation to indigenous communities and the SSE sector, to provide a pathway consistent with some elements of the BV model to contribute to the national development plan.

Key words: Buen Vivir; indigenous community-based organisations; social and solidarity economy; post-development; post-colonial; hybridisation.

Socio-economic impact of social innovation in regional development

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Defined as a novel solution to a social problem that is more effective, efficient, sustainable (Phills et al, 2008), social innovation holds an important role in developing [innovative] solutions and new forms of organisation and interactions to tackle social issues. However, the field of social innovation is still an uncodified field without a common set of theoretical underpinnings, datasets, or proven causal relationships (Howaldt & Schwarz, 2010; Franz et al., 2012). This leads to the fact that social innovation studies lack a clear perspective on how to measure the successful implementation of social innovation (BEPA, 2013; Moualert et al, 2005). Answering the research question on how social innovation influence the regional development, this research aims to give an overview of the theoretical framework for the concept of social innovation. Building on this overview, the research further explores the relationship between social innovation and regional development and the impact that social innovation might have on regional development. Following this, some ideas on how the impact of social innovation in the regional development can be measured will be given. Based on sequential exploratory design, the study aims to analyse the potential impact of social innovation in two cases under study- Portuguese region Baixo Alentejo and Austria region Muehlviertel.

Key words: social innovation, regional development, impact of social innovation, social change

La reducción legal de la base social cooperativa. Análisis de la tendencia legislativa en las sociedades cooperativas de primer grado: el caso andaluz y extremeño

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Existe una reciente tendencia normativa que afecta a la definición legal de cooperativa. En concreto, se observan múltiples normas donde se está replanteando cuál ha de ser la participación del capital y cuál debe ser el número mínimo de socios en relación a la actividad societaria. Esta cuestión afecta a los principios y valores esenciales, tradicionales y definitorios del cooperativismo, así como a su gobernanza. Analizaremos en la presente comunicación las más recientes tendencias legislativas aplicadas al caso andaluz y extremeño. Y abordaremos el desarrollo de este aspecto legal desde una perspectiva histórico-jurídica que nos permita analizar el fenómeno de huida de los proyectos de agrupación colectiva y la regulación de sociedades mixtas de capital y de personas, lo que afecta a la naturaleza jurídica del fenómeno cooperativo.

PALABRAS CLAVE: socios, agrupación colectiva, ley de cooperativas, suscripción de capital, naturaleza jurídica de las cooperativas.

El emprendimiento cooperativo de las mujeres en Galicia y su contribución a la consecución de los ODS

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En este trabajo se plantea la Economía Social y Solidaria como una herramienta en la que apoyarse para la consecución en de los Objetivos para el Desarrollo Sostenible (ODS). En concreto su capacidad para facilitar el desarrollo profesional y vital de las mujeres, contribuyendo a su empoderamiento y a la reducción de la desigualdad (ODS 5) a la vez que facilita la generación de actividad económica que repercuta en la mejora del equilibrio territorial (ODS 10).

En particular, este estudio pretende comprobar si el modelo cooperativo, en la práctica, cumple con la función que subyace a su planteamiento teórico, como fórmula societaria que favorece la igualdad. En concreto, se pretende identificar los factores que pueden determinar la decisión de la mujer para inclinarse por el modelo cooperativo como fórmula de emprendimiento, para constatar si estos factores responden a la idiosincrasia de los principios cooperativos. Conocer las razones que llevan a las mujeres a emprender bajo fórmulas de economía social y solidaria ayudará a mejorar y crear ecosistemas que favorezcan este tipo de organizaciones. Por otra parte, se puede influir en estas motivaciones y, a través de la difusión y formación, trasladarlas a potenciales interesadas para incrementar el número de mujeres emprendedoras empleando este modelo empresarial.

Para la elaboración de este trabajo, se lleva a cabo un estudio entre mujeres gallegas que accedieron a la condición de socia en una cooperativa entre los años 2010 y 2018. La elección de la muestra viene determinada por el buen comportamiento que el emprendimiento cooperativo femenino ha presentado en Galicia en los últimos años, especialmente en el cooperativismo de trabajo, donde los porcentajes de mujeres superan la participación femenina en el emprendimiento general entre los años 2008 y 2014 (Olveira, 2016).

Los resultados de este trabajo sugieren que las mujeres encuentran en la economía social, y concretamente en las cooperativas, una fórmula societaria que se adecúa especialmente a sus principios y valores, presentando un sistema de organización del trabajo particularmente amigable. Por tanto, el fomento de este tipo de estructuras puede favorecer el desarrollo de una vía de desarrollo profesional y vital para las mujeres, contribuyendo al empoderamiento de las mujeres y en la reducción la desigualdad (ODS 5) a la vez que facilitando la generación de actividad económica que repercuta en la mejora del equilibrio territorial (ODS 10).

Palabras clave: Igualdad, cooperativas, emprendimiento, equidad, emprendimiento femenino.

A Micro-Institutionalist Perspective on Social Innovation

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Using a micro-institutionalist perspective, I shed light on social innovation by exploring how a team of frontline actors from the public, non-profit and social enterprise sectors, work to challenge legitimated ways of working and construct new practices in their field. Through repeated observations of the teams' everyday interactions over five months, I present what actors actually 'do' that results in the processes identified, a view that is rare in the institutional literature. Specifically, actors use discursive frames and framing tactics in their everyday talk to legitimize or delegitimize who has jurisdiction to engage in specific activities or practices in their field. Here actors routinely and repeatedly draw on rational, normative and experiential resources available in the field, to create and justify their frames in an effort to support boundary expansion (transformation) or contraction (maintenance). Such processes are highly contested and messy as actors inside and outside of the team challenge and undermine each other's efforts regularly and persistently over time. It appears that the field position of the actors (in terms of proximity to the team) is more important than actor status. The frequent social interactions of team members over time, results in their talk having significant credibility within the group over that presented by outsiders, regardless of their status. Crucially, pilot team meetings provided the ongoing safe space where innovators could mobilise and subsequently challenge dominant practices allowing the team to maintain momentum of the innovation by developing social bonds and commitment to the practice.

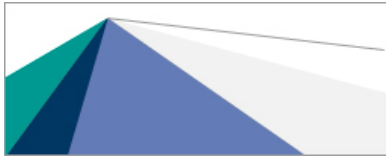
Acceleration of social innovative initiatives: How interactions affect the entrepreneurial process?

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Acceleration programs also called as the new generation of incubation programs (Pauwels et al, 2016) has recently triggered sustainable echoes in different research fields, specifically in entrepreneurship. However, few studies have discussed the interactions between the incubatees, the intra-support, and exchange of knowledge (Casasnovas & Bruno, 2013; Nicolopoulou et al, 2017; Pandey et al, 2017). Our research focus in the influence an acceleration program in the specificities of the entrepreneurial journey of social entrepreneurs.

Effectuation Theory is regularly used in entrepreneurial literature to understand the uncertain path that surrounds the creation of enterprises (Sarasvathy, 2001). Effectuation assumes that the entrepreneurial opportunity emerges from the interactions with the different stakeholders that engage in the creation of the enterprise (Read et al, 2009) and thus, it is in constant change and experimentation as new information appears. The present research intend to use this theoretical lens to analyze the decision-making process of social entrepreneurs moving from idea to action embedded in an acceleration program.

This study takes place in an in-depth case study of a French support program, in which the social entrepreneurs and staff members were interviewed, before and



after the program. Scrutinizing the dynamics of the internal ecosystem, a special focus is given to the interactions among social entrepreneurs, ex-participants of the incubation program (alumni), mentors and managers.

Enhancing the academic and practical discussions on how to build strong social initiatives and sketches out the potentialities in fostering more robust social enterprises. Our research is at the first data analyses stage where several learnings draw our next steps.

The “entrepreneur ecosystem” and social and solidarity economy (sse): necessary connections

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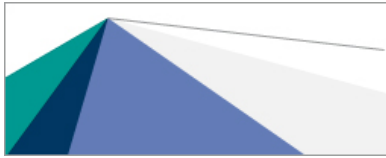
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Currently, the SSE is a phenomenon that has gained increasing economic, social and political visibility. However, some experiences are marked by challenges associated to the modus operandi that make its continuity or advances impossible or difficult, in many cases. These challenges have a structural nature and include economic, financial, legal and accounting aspects, besides access to market, to new technologies and labor qualification. From this perspective, we should understand the sustainability of SSE´s organizations as their capacity to create feasible conditions of operation, and to continue functioning in the medium and long terms, which involves internal and external aspects. This requires a set of actions, such as economic and financial self-sufficiency, capacity of investment, productive increase, permanent education and qualification, preservation of strategic partners, use of clean and new technologies, etc. This is the relevance of building and strengthening the “entrepreneurial ecosystem” for SSE: a community within a region of interdependent actors with diverse roles that interact, determining the performance of the ecosystem and eventually the entire economy of a region. It can have a favorable impact on the territory and, when maintain co-evolution over some time, can attract new actors who bring more dynamics to the ecosystem. In this perspective, this work will aim to: a) discuss the concept of entrepreneurial ecosystem for ESS; b) present some practical cases at international level, with emphasis on the Brazilian case and c) list some current challenges. Methodologically, the study will be carried out based on bibliographic review and case studies.

What causes social enterprises to fail? – An integrative framework

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Most authors focus their theoretical assumptions and empirical evidence about social enterprises on the successful cases (Dacin, Dacin, & Matear, 2010), from an idealistic and optimistic perspective (Scott & Teasdale, 2012). Until now, just a few studies have scrutinised the failure of these organisations. Yet the exploration of failed cases provides valuable and rich information regarding organisational



practices and performance. Therefore, practitioners and academics must look at failure as one of the possible outcomes of operating within complex organisational and environmental contexts.

By adopting a qualitative approach, the current paper seeks to understand the causes that lead to the failure of social enterprises. The data that sustains this paper was collected in South Africa, through semi-structured interviews, documents and observations. The results show that organisational failure is characterised by multidimensionality, complexity and interconnectivity. This means, that failure of social enterprises has several causes, both internal and external to the organisations, which appeared very interrelated to one another. Moreover, by combining the results of the South African data with the existing literature on social enterprises and non-profit failure, it was possible to outline an integrative framework for organisational failure of social enterprises, which reflects the three main characteristics of the phenomenon.

The paper contributes to the enrichment of academic knowledge regarding the specificities of the causes of organisational failure. By also shedding light about what can go wrong, the paper intends to beneficiate the practitioners on the ground and call for the possibility of learning with the failed practices.

Modelo de gestión sostenible en empresas de Economía Social

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En las últimas décadas, nuestra sociedad ha experimentado grandes cambios sociales y económicos. El presente debate político y social considera que los actuales recursos naturales, sociales y financieros son insuficientes para satisfacer a la población, así como el intenso estilo de vida de los países industrializados que afecta considerablemente al agotamiento de dichos recursos.

El objetivo de este trabajo es analizar la posible relación positiva existente entre las entidades de Economía Social y la Sostenibilidad. Nos cuestionamos si son los principios y valores que marcan la creación o fundación de este tipo de entidades las que las hacen más sostenibles, o si esa relación está mediada por las diferentes prácticas de Recursos Humanos que aplican. Nuestra investigación se desarrolla en el denominado Tercer Sector, aquel que aglutina todas aquellas entidades catalogadas como de Economía Social. Valores como la participación, el compromiso, la transparencia y la sostenibilidad entre otros, les confieren un marcado carácter solidario, en la búsqueda de un beneficio común, y una constante mejora de la sociedad.

La metodología empleada ha sido la siguiente. Hemos recurrido al informe "Empresas relevantes de la Economía Social 2016-2017" elaborado a principios de 2018 por la Confederación Empresarial Española de Economía Social (CEPES). El cual recoge datos de 848 entidades de economía social, clasificadas por su forma jurídica y ordenadas de mayor a menor facturación económica. Aplicando un análisis



cuantitativo determinamos los valores más presentes en las entidades sociales. Hemos consultado los datos de cada una de las organizaciones, bien a través de su web corporativa, vía mail o finalmente mediante llamada telefónica, recabando información de cuáles son los valores que rigen a cada entidad, obteniendo como resultado nueve valores, que hemos destacado por su frecuencia y coherencia con los principios de sostenibilidad.

Planteamos como línea futura de investigación el papel de las Relaciones de Empleo en las entidades de Economía Social. Consideramos que estas pueden incidir positiva y significativamente en la consecución de la sostenibilidad en las empresas de Economía Social. Nos planteamos también si existen dentro de las entidades de Economía Social prácticas de gestión de RRHH específicas con un especial impacto sobre su sostenibilidad.

Donation-based crowdfunding for charitable causes via digital platforms: campaign factors explaining their success

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This research explores the extent to which campaign factors may influence the success of donation-based crowdfunding (DCF) campaigns promoted by Social Economy Organizations (SEOs) through digital platforms. Firstly, campaign factors determining the success of online fundraising campaigns for charitable causes are identified from previous literature. Secondly, a set of hypotheses linking these factors to DCF campaigns is proposed. Thirdly, their explanatory capacity is measured through quantitative analysis based on a database of 360 campaigns fostered by small, medium and large-size nonprofits via Microdonaciones - an external, specialist, national and all-or-nothing donation-based crowdfunding digital platform launched by Fundación Hazloposible in Spain -, for the period between 2012 and 2017. Logistic regression analysis is used to test the hypotheses proposed. Results confirm the high explanatory capacity of determinants related to the information voluntarily provided by the promoters organizations and the spreadability of the campaign. However, factors related to the length of the textual information in the disclosure, and to the campaign imagery do not influence their success. This research suggests that the success of campaigns is closely related to guaranteeing the accessibility, sharing and updating of transparent information of those campaign details that potential donors deem relevant, positively impacting the promoters reputation and their possibilities for sustainable growth. Implications of this research emerge from managerial and technical design perspectives not only for SEOs, but also for social enterprises and hybrid organizations, to effectively design DCF campaigns in social media and networks environments.

Diagnóstico de situación de la Empresa Social en España

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La Empresa Social es una realidad socioeconómica de popularidad significativa y ascendente en los últimos tiempos de crisis. Sin duda, Europa cuenta con una desarrollada experiencia en torno a la Empresa Social como modelo organizacional que hunde sus raíces en la Economía Social y el Tercer Sector. La academia aborda la variedad de condiciones de aparición y consolidación de la Empresa Social en disímiles contextos, la diversidad de modelos organizacionales existentes, la evolución y los factores socioculturales para su progreso. Si bien en el escenario nacional la tendencia se inclina a un tratamiento conceptual en detrimento del tratamiento empírico. Reconocido ello, este artículo tiene como objetivo identificar el estado presente del tejido empresarial social de España, así como detallar el perfil de la Empresa Social activa. En esta identificación se plantea una investigación inductiva en la que para establecer el marco teórico se realiza una búsqueda de los textos afines en diferentes bases de datos y fuentes documentales. Junto a efectuar un análisis cuantitativo, también a partir de fuentes secundarias, en particular, de directorios públicos de Empresas Sociales localizables en España. Ciertamente, se elabora una base de datos-directorio propio con variables comunes (tamaño, año de constitución, región, género) sobre las características de las empresas. Obtenidos los datos, se tratan en SPSS, en un análisis estadístico descriptivo e inferencial. Se determinan varias características que confieren a las Empresas Sociales de España.

Palabras clave: Empresa Social, Tercer Sector, Economía Social, España.

Alternative food networks as social innovations in Hungary – types and motivational factors of joining

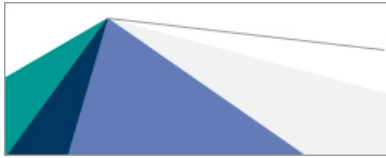
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The different types of alternative food-networks (AFNs) challenge and provide an alternative to the conventional industrial mode of food supply by enabling redefined linkages between actors, and re-localising food production usually in ecologically sustainable way (Renting et al., 2002). Therefore, AFNs are considered as a significant part of the social and solidarity economy (SSE) and constitute a socially innovative transformative potential towards an ecologically sustainable and solidarity-based food system. Furthermore, many specific examples of AFNs can be considered as

social enterprises. AFN initiatives are now reported in many countries across Europe, as well as in other parts of the world (Renting et al. 2012). Hungary is no exception either, though the alternative food movement is still at an early stage (Benedek - Balázs 2016).

The aim of the current study is to identify the different types of AFNs in Hungary and deepen the understanding about the personal experience of participants of AFNs by revealing their motivation related to their participation. The paper presents an empirical research carried out among members of different AFNs located in Hungary. Based on the analysis of qualitative interviews, results show the diverse



types of AFNs in Hungary including farmers' market, zero waste stores, box schemes, community supported agriculture and community gardens. The main motivational factors are identified related to the different types of AFNs, such as the quality and safety of the food, the support of local producers and sustainable production and being close to nature. Our findings will also be compared with insights and results from relevant international research reported in the extant literature (Zoll et al., 2018), (Feagan Morris).

Keywords: alternative food networks, social innovation, motivation

¿Cómo evaluar la utilidad social de una organización?

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Durante los últimos diez años, ha habido una gran cantidad de encuestas, informes, artículos, análisis y guías sobre la evaluación del "impacto social" o "utilidad". social ". Estos documentos abordan, en particular, la cuestión de los "valores creados" por los actores de la economía social y solidaria (EES) bajo diferentes enfoques. Su objetivo es ayudar a los actores a estar entre los temas de la evaluación y guiar las estructuras que desean (o deben) evaluarse a sí mismos en la elección de los métodos apropiados. Sin embargo, estudios recientes muestra que los actores de la economía social y solidaria perciben los métodos cualitativos como más apropiados para estudiar la complejidad del proceso de creación de los valores del sector. para ayudar a las estructuras de la economía social a entender los retos de la evaluación de su utilidad social y contribuir a la reflexión académica sobre el concepto de utilidad social. ¿HAY QUE CONSTRUIR OTRO MÉTODO COMPLEMENTARIO A OTROS MÉTODOS EXISTENTES SIN PERDER SU FIABILIDAD CIENTÍFICA?

Es esencialmente el enfoque colectivo-participativo que se refleja en términos metodológicos: la participación, el pluralismo y la co-construcción de conocimientos entre científicos, expertos y ciudadanos. En este sentido, la evaluación de la utilidad social es una forma de acción colectiva: reúne y analiza actores que nunca están juntos porque pertenecen a ocupaciones, estructuras o sectores sociales muy diferentes, mueve las representaciones de cada uno, revela y crea nuevas formas de interdependencia entre ellos.

Palabras clave: ESS, organización, utilidad social, enfoque socio-antropológico, colectivo-particip

ativo

Social impact assessment - is it a possible challenge for social enterprises?

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Scientific literature and EU-level guidance documents emphasize that social enterprises must make a positive social impact on society when addressing social problems. Social enterprises from government, society, and financiers are under increasing pressure to demonstrate their social impact. To do this, social enterprises need to implement social impact assessments in their organizations.

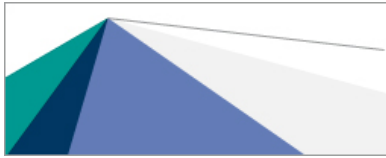
It is noteworthy that there are many different methods and tools for impact assessment, which often make it unclear to social enterprise managers what is best for their enterprise. Also, many social impact assessment methodologies are complex enough and require specific competencies, time and other extra costs. However, social impact assessment is a very important process, as it helps to build trust in these organizations by the public, state institutions and investors, to ensure the transparency of their activities and to meet their goals.

Social enterprises are a new phenomenon in the Baltic States, so it is important to clarify the attitude of the leaders of the organization to the social impact assessment and what practices they use in their organizations.

Aim of the research: to explore the existing practice of social impact assessment of social enterprises in Baltic states.

Methods of research: study of literature, 20 semi-structured interviews with work integration social enterprise managers in Baltic states.

Results of the research: research about an existing practice of social impact assessment among social enterprises and based on these findings, recommendations for implementation of social impact assessment.



3. Posters

Qualitative analysis of the effect on satisfaction of the work area practices: a case study from MONDRAGON

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Many scholars have found that companies in which employees participate substantially in capital ownership tend to perform better than conventionally-owned companies or improve their performance after shared ownership is introduced. These include worker cooperative companies.

Investigators have also researched social and psychological issues in firms with broadly shared ownership, issues such as satisfaction, commitment, motivation and the like. In general, these companies also tend to generate more positive psychosocial effects than those that don't share ownership widely among employees or after their conversion from conventional to employee ownership. (Hockertin and Harenstam, 2006; Kim, Han, Blasi, Kruse, 2015; Kruse, 2002; Long, 1978, 1980; McQuaid et al., 2012; Poutsma, Eert and Ligthart, 2015; Reeves, 2007; Van Dyne and Pierce, 1993; Wilson and Peele, 1991).

Indeed, one of the most common findings in the literature concerns the Instrumental Model, that is, the importance of information-sharing and participation for predicting positive perceptions by employee owners of ownership, positive psychosocial outcomes in the firm and performance advantages for firms with shared ownership over those that are conventionally-owned.

The co-operative model is theoretically, the more appropriate context for being participative as the member participates in the property, in the results and, theoretically, they should participate in decision making in different levels: task discretion, organizational participation and strategic participation.

In that sense, we consider that practices related with such levels are key aspects to explain employee satisfaction.

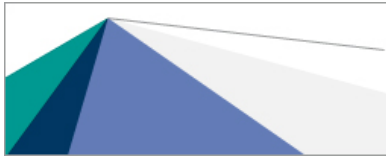
The analysis of this study based on qualitative research has been carried out at a worker's co-operative of the MONDRAGON CORPORATION. With the dataset obtained, we will try to measure which of the factors are the most important ones to explain the perceptions of the employees (members or not) about the satisfaction.

Emprendimiento-Intraemprendimiento-Emprendimiento ¿Es posible cerrar el círculo?

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Distintos actores públicos implicados en el fomento de la actividad emprendedora desarrollan acciones encaminadas a incentivar la puesta en marcha de iniciativas



empresariales. Éstas tienen como principales objetivos (1) incrementar la económica de los territorios y (2) la mejora de las tasas de empleo de éstos.

En los últimos años, de manera paralela, ha tenido lugar un aumento en el interés por parte de la comunidad investigadora por las acciones de carácter emprendedor surgidas y desarrolladas dentro de las organizaciones. Este fenómeno es conocido con carácter general como intraemprendimiento o emprendimiento corporativo (IE) (EC).

A pesar de la reciente expansión de estas realidades no existe consenso en la literatura relacionada sobre si la participación en éstas, influye de manera directa en la intención emprendedora de sus miembros. Mientras que algunos autores manifiestan que las acciones de IE y/o EC ponen el foco en la identificación de oportunidades que serán explotadas por la propia empresa. Otros, consideran que éstas deben desembocar en la puesta en marcha de nuevas empresas por parte de su personal.

En este trabajo se realizará un análisis empírico a través de cuestionario a emprendedores y personal empleado de iniciativas emprendedoras con más de dos años de antigüedad y que desarrollan acciones de IE o EC (el modelo seguido está siendo definido en la actualidad). El objetivo es determinar si éstas redundan en una mejora de la capacidad emprendedora de su personal aumentando la posibilidad de convertirse en emprendedores fuera de las organizaciones de las que son miembros.

Keywords: emprendimiento, intraemprendimiento, emprendimiento corporativo, intención emprendedora.

La Economía Social en los presupuestos participativos, un instrumento democrático e inclusivo

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El estado tiene la obligación de dar solución a las necesidades de las personas, deben tener presente la participación ciudadana en las políticas públicas.

El objetivo general del trabajo es el analizar la importancia que da la ciudadanía a la Economía Social partiendo de los presupuestos participativos como la figura de intervención de la ciudadanía en la elaboración de las políticas públicas sociales.

Como hipótesis se plantea que el Ecuador existe una ley de Economía Social puesta en marcha por un partido apoyado por gran parte de la ciudadanía.

Existen muchas entidades de ES que son iniciativas ciudadanas, pues se fomenta a la ES a través de los presupuestos participativos, de esta forma la ciudadanía destina recursos a proyectos vinculados con la ES.

Metodología

Inicialmente se realizará un análisis documental, con la información obtenida de fuentes secundarias se hace un análisis cualitativo, para determinar las etapas y los partícipes en el proceso de formulación y ejecución.

Se analizará los presupuestos participativos de las ciudades referentes del Ecuador para determinar las políticas Soft y Hard.

Conclusiones

El gobierno incentivo a organizaciones de la ES, el problema radica cuando la ciudadanía, no presenta planes o proyectos, es el Gobierno quien busca involucrar a este sector dentro del presupuesto participativo, pues está presente en los proyectos del presupuesto participativo gracias a las medidas tomadas por el estado, a través de la Contratación pública

Los diferentes enfoques permiten a estas asambleas de participación, promover proyectos donde la ES actúa como interlocutor social.

La banca ética en España: ¿existe una identidad organizacional que la distinga de la banca convencional?

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La presente investigación tiene por objeto delimitar el concepto de banca ética en base a la literatura existente y, de acuerdo con las características detectadas que sean propias de estas entidades, identificar los modelos de banca ética que existen en España.

Para ello, se va a realizar una revisión de la literatura existente que ayude a esclarecer las diferencias entre banca ética, banca social, banca sostenible, banca verde y banca islámica. Una vez que se tengan claras las diferencias y los rasgos que caracterizan a las entidades de banca ética, nos detendremos en analizar dichas características en las distintas experiencias de banca ética que existen en el país, para así identificar los distintos modelos existentes.

Basándonos en las características definidas en el apartado anterior, los resultados que se esperan obtener se pueden agrupar en dos grandes conclusiones:

1) las características que definen a estas entidades son la financiación de proyectos que sean a) económicamente viables y b) que generen un impacto social. Sin embargo, hay dos características adicionales que definen los distintos modelos que esperamos encontrar en la realidad de la banca ética y que son: c) el reconocimiento institucional, y d) el proceso de creación de la entidad.

Y 2) En base a estas características, se espera concluir que existen 3 modelos de banca ética en España: a) un modelo materializado en Triodos Bank, el cual goza de un reconocimiento institucional y surgió como una iniciativa empresarial más

aprovechando una oportunidad de negocio, b) otro modelo materializado en FIARE, el cual surgió a partir de un movimiento activista de transformación social sin reconocimiento institucional y se fusionó con Banca Ética Popular para conseguir dicho reconocimiento, lo cual implica un aumento de clientes por la confianza que genera estar al amparo de la ley, pero también cierta pérdida de su potencial en la generación de impacto social; y c) un último modelo materializado en Coop57, el cual también surge desde "abajo" y se mantiene sin el reconocimiento institucional con el objetivo de mantener esa independencia de generación de valor social, a pesar de limitar así sus clientes y su impacto económico por la falta de confianza que genera operar al margen del sistema.