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**Social Innovation in Territorial Context:
Case study of Skane region**

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Abstract: Social Innovation (SI) is a highly relevant concept in the modern world. The concept responds to complex societal challenges and provides innovative solutions to unmet social needs. This study is drawing upon SI theories that emphasize importance of territory, mainly from socio-political perspective, for SI. Based on interviews with seven stakeholders working with SI in the public sector, NGOs, academia and supporting agencies, this study aims to illustrate what role played the region and territory in the case of region Skane and what aspects promoted SI. Furthermore, the thesis investigates intensity and structures of linkages between different actors and potential barriers for SI.

Key words: Social Innovation, Skane region, Barriers, Linkages, Governance, and Institutions

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Chapter 1: Introduction

1.1. Background to the study

Continual changes in the world have resulted in countless challenges current society faces, such as environmental devastation; extreme poverty and inequality; low quality of life; or poor health conditions to name a few. Social inclusion and inequalities are becoming more intense than ever before. In addition, contemporary societal challenges are complex and they are a result of various different fields and areas interacting between each other. As the European Commission (n.d.) points out these challenges and problems do not seem to have a suitable solution despite much attention centered towards them. However, these problems require immediate action (Mulgan, 2006; VINNOVA, 2012; EU Framework Programme for Innovation and Research, 2014).

One of the recent trends is emergence of social innovation (SI) together with social entrepreneurship, social investment and social economy. These concepts have not only experienced a noteworthy recognition among policy makers, and researchers, but also in the public and private sector and among citizens. Recently, new ways of thinking are appreciated and encouraged as a potential for solving these societal challenges. Policy makers promote the concept of social innovation as a new tool to reach global goals and address the societal challenges. The European Union (EU) identifies the importance of SI and expects this type of innovation to create economic and social value in addressing the societal needs. Social innovations represent an instrument to create new opportunities by answering these complex challenges in innovative ways (European Commission, 2012). SI develops as new ways of creating and implementing ideas to address unmet social needs and create social relations, that are not of an interest of market economy or other forces (Moulaert, 2013).

A common feature of the societal challenges is their global character. High unemployment rates, climate change, or social exclusion occur in most areas of the world. However, when implementing the SI projects, the initiatives remain regionally specific. The importance of a region for implementing SI is concurrently a significant focus of the SI research. The regional specifics, consisting of the intensity and form of collaboration of the different actors in the region, approach to

SI, socio-political context of SI or institutions, may result in fostering SI or alternatively can act as a barrier for new initiatives. The theory of SI highlights the region specific characteristics with its complex governance and relations, as essential for the SI process. The implementation of SI will be dependent on the collaboration of actors from the region, represented by the public and private sector, NGOs, and universities but often also citizens. Furthermore, a policy can act as supporter or barrier for SI, together with soft institutions such as culture, norms, values and regulations (Van Dyck, 2013). This is a mutual process and the SI will reversely influence the region, institutions and contribute to the development. The current world is facing many challenges; we are unquestionably living in a very dynamic environment that is confronted by new trends. The European Commission (2012) sees these trends as not only challenges but also opportunities. At the same time these challenges can be addressed by appropriate initiatives such as SI and create further economic and social value.

1.2. Research aim and purpose of the thesis

The aim of this thesis is to illustrate the importance of region and territory for implementing of SI. This is demonstrated through a case study analyzing region Skane. Regional importance will be mainly demonstrated in terms of socio-political context. The case study is based on interviews with diverse representants of SI in different sectors from the region and secondary sources about the region. The case will be compared with the theoretical underpinnings from previous research regarding SI in terms of territory, governance, region and institutions.

The main focus of this thesis is to answer what role does the region and territory (mainly from a socio-political perspective) play in the development and implementation of SI, how does the region foster SI and what has contributed to the regional success in terms of SI. Furthermore, this thesis will explore a place for future improvements and barriers for SI. Therefore this thesis aims to investigate the potential and the motivation for SI in the Skane region, and the actual SI in the region, implementing SI, governance of SI its linkage with the policy and regional strategy, linkages among different actors within SI and the impact of SI. Furthermore this thesis is looks at SI in the region from the perspective of the public and private sector, universities and NGOs and attempts to identify future challenges, barriers and advantages of the region.

This leads to the research question:

RQ: What was the role of the region and territory (mainly from socio political perspective) in development and implementing of SI in the Skane region and what aspects of the territory fostered the SI in regions?

Region Skane has been chosen due to its focus on innovation, attempt to address the social problems and decentralized structure. As the regional and city units participate on the process of social innovation and there is a large and diverse number of actors involved on the SI process. This thesis aims to address some theoretical issues with an analysis of the region including the multilevel governance and linkages between different actors, the role of institutions, the impact of policies on SI and the impact of SI on policy making (OECD, 2012; Open Skane 2020).

The data for the analysis of the region will be gathered from both primary and secondary sources. In depth interviews will be conducted with representants of regional and city public sector, NGOs, Academia, and knowledge platform linking the actors. The secondary sources will be analyzed from regional reports and publications including OECD Territorial Review and Skane regional strategy. A limitation in the area of study represents the rather fragmented research of SI with lack of conceptual clarity. Therefore the literature framework is mainly based on the International Handbook of Social Innovation (Moulaert, 2013).

1.3. Outline of the thesis

The thesis consists of 5 chapters. Chapter 1 presents the aims that discuss the relevance of the topic of Social Innovation, identifies the research aims, purpose and questions and discusses the thesis outline. Chapter 2 explains and defines the concept of SI. This chapter presents the arguments found in the previous research regarding SI, the territorial dependent character of SI, and multilevel governance in SI. Furthermore the chapter discusses the methods and research within the SI field, and explains RESIDUAL index that evaluates SI performance on the regional level. Chapter 3 outlines the methodology, aims to motivate chosen methods for the thesis and discusses the methodology within SI field. Moreover the chapter explains the data collection and sample selection. Chapter 4 provides the empirical results. This chapter analyses the performance of the region in terms of motivation and potentials for SI, linkages between actors, regional and institutional role and further impact and barriers. Finally, chapter 5 concludes the thesis and presents the recommendations aimed at providing the main results and link them to relevant theoretical background.

CHAPTER 2: LITERATURE REVIEW

This chapter aims to discuss the previous research regarding social innovation (SI), define the term of SI, address the role of a region and a territory within the concept of SI, analyze multilevel governance in terms of SI, show the linkage between SI and development, and provide an overview of a framework to quantify SI on a regional level according to RESIDUAL index.

2.1. Defining Social Innovation, key concepts and SI as a research subject

The concept of Social Innovations (SI) has recently become very widespread among researchers and policy makers. Numerous reasons can explain increased attention towards SI, including the increased importance of life quality among a population and the consideration for unsatisfactory social needs. Primarily, social innovations are directly linked to a change in the world. This concept responds to social and economic change (Moulaert, MacCallum & Mehmood, 2013; Augustinsson, 2011; MacCallum, Moulaert & Hillier, 2009). Fostering SI appears to be an accepted way to respond to societal challenges and therefore this concept has been acknowledged by European Union as an effective tool for development. The research plays a fundamental role in the development of SI and thus in particular action research within the field, contributes to creating a change (Moulaert, 2013; Van Dyck, 2013). Consequently, EU funded research, focused on SI, has grown mainly in terms of SI policy, its impact and effectiveness (EU Social Innovation & Civic Engagement, 2014).

However defining Social Innovation is limited. This is due to the uncertainty among present research, lack of unifying of SI theories together and mainstream simplifying of the concept. For the purpose of the thesis the term innovation will be defined (Moulaert, et al., 2013; Augustinsson, 2011). According to the Oxford Handbook of Innovation (Faberberg, 2006), innovations in general can be defined by distinguishing from inventions. Inventions, or a certain creation of a new process or product must be commercialized to perform as an innovation. Schumpeter (seen in Fagerberg, 2006) provides one of most generally acceptable definitions. He claims that innovations are a factor that drives economic development and defines them as “new combinations of existing resources” (seen in Faberberg, 2006, p. 4).

In addition Rosenberg (2004) in the OECD research emphasizes the fundamental role of innovations for development and claims technological innovations can be in many cases seen as the main driver encouraging economic growth. Furthermore, the OECD (2012) highlights the role of innovation for economic development, although this is not defined as SI. Different types of innovations have the potential to contribute to the economic growth and create new opportunities in developing countries (OECD, 2012). Similarly to SI, the challenge driven innovations aim to create a solution to the major societal challenges. Preceding attempts to address the challenges through sector and field specific initiatives did not appear to be sufficient; therefore, the challenge driven innovation emergence represents an alternative to address these societal challenges in new and complex ways, by collaboration between different sectors and areas (VINNOVA, 2013).

The Guide to Social Innovation (European Commission, 2013) defines SI as new responses to social demands or needs, and the European Commission (EC) emphasizes the impact of SI on social relations. The term *new responses* could be identified as innovations in the understanding of Schumpeter (seen in Fageberg, et al., 2006), and therefore is new combinations of already existing resources. SI, however, differ from innovations in traditional sense. The difference between these two concepts is, the SI must tackle certain needs that are not encountered in the society or among a certain group. This is reflected by a variety of definitions. For example, Moulaert (2013) in the International Handbook of SI connects social innovation with the needs in a society that are not met and will be achieved through SI. Further, he understands SI as a driver for improvement of social relations and empowerment. Moreover, Jose Manuelo Barosso in his speech in 2011 (Van Dyck & Van den Broeck, 2013) emphasized the unmet social needs that are objects of addressing the SI. These needs or challenges in a society are represented by varying substantial problems, with a high level of diversity. To provide a clearer picture of the problems and needs, the Guide of Social Innovation (European Commission, 2013) categorizes six general EU related areas of trends to which SI should respond. These trends include demography; environmental trends; new community trends (diversity and digital society); poverty related trends, health related trends and well being; and lastly, the trend of ethical goods and services. The EC (2013) also defines 4 central steps to successful SI process. These consist of: recognizing the need, evolving a new solution, assessing the value and effectiveness, and evaluating this solution. Moulaert (2013) highlights social relations, as the core of the SI concept, whereas its transformation is understood, as a response to these unmet social needs (Moulaert, et al., 2013; Mulgan, 2007).

To understand SI, the European Commission (2014) follows the definition by the Open Book of Social Innovation, which explains SI as: “new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations” (Murray, Caulier, Grice, & Mulgan, 2010). All of these definitions highlight three essential aspects; the innovative side of SI, the unmet social needs that SI address, and the social relations that are created through SI (Mulgan, 2007). To show a successful example, microcredit open universities and fair trade movement are frequently mentioned (MacCallum, et al., 2009). Social relations play a central role in concept of SI, while they occur on both the macro and micro level (MacCallum, et al., 2009; Mulgan, 2007).

Although there is evidence of SI in the past for example, in the form of social transformation, MacCallum (2009) claims defining the term SI has been acknowledged in the late 60s. In reality, a high level of diversity has always characterized different SI initiatives and projects. They had varied goals and impacts, and very often these initiatives resulted in societal changes and social transformations (Mulgan, 2006). Yet the concept has been encountered by many different perspectives and from the research perspective SI belong under a large variety of disciplines, ranging from economics, managerial and organizational studies, to geography and social sciences. Currently, business administration noticeably concentrates on the social innovation through corporate social responsibility and societal firm transformation (MacCallum, et al., 2009; Mulgan, 2006).

Moreover, SI is very frequently related and incorrectly substituted with other concepts, including social entrepreneurship, corporate social responsibility or social economy (MacCallum, et al., 2009, Mulgan, 2006, Mulgan, 2007). Until lately, the theory of SI was very inexplicit and entirely missed foundation (Oosterlynk, 2013). The concept of SI still suffers from its large complexity with the consequence of functioning as a too broad a concept, while the concept has been undertaken by too many various areas of expertise (MacCallum, et al., 2009, Mulgan, 2006). Benneworth (2015) points out problems encountering both SI research and practice. SI as well as the unmet social needs they are addressing receive notable attention of policy makers. According to (Benneworth, 2015) this attention unconstructively results in transforming SI into a buzzword and creating misinterpretations about the real understanding of the term. Consequently, as Benneworth (2015) points out SI concept becomes rather disordered and simultaneously the conceptual confusion is maintained due to overlapping definition coming different disciplines in both rather narrow or broad interpreting and understanding of SI.

SI can emerge between a variety of actors, very often as a combination of diverse resources. Augustinsson (2011) in ABC for Social Innovation states the most successful SI are implemented by cross sectional collaboration with a high diversity of actors and resources. Furthermore, the European Commission (2013) promotes collaboration across various sectors in order to produce complex solutions. SI theories often attempt to discover the motives that drive SI. Frequently the theories emphasize a person, usually social entrepreneur; however Mulgan (2006) claims there are two ways to analyze the motivation for SI. First, the theories focus on the person of the innovator and see him/her as a heroic individual and core of the SI, or second the entrepreneurs are just seen as transferors of the ideas and the change is seen as an important factor. In the second case, the product of SI is rather important and commonly the role of individual is undervalued. Also, SI is often driven as an outcome of collective attempt (Mulgan, 2006).

Moreover, SI must be understood in its political, social and cultural context that is adjusted territorially. Political background together with institutions often plays an essential role. Therefore, social change must be translated into the context mainly in terms of a socio-political context. As Van Dyck et al. (2013) states conditions for a successful SI are also stimulated by infrastructure that can act as finance and information as well as openness, open mindedness in the society, flexibility or policy support.

2.2. Social innovation in territorial context and development

2.2.1 Region and RI policy

Regional development as a driver of national and regional competitiveness encourages the concept of regional innovation. However, looking at the regional innovations, one must keep in mind the heterogeneity between different regions. Regional innovation policies can be understood as a tool for increasing competitiveness of a region, and should be adapted to the specific needs of the region while innovation can be implemented as a tool for improving regional performance. Trippel and Todtling (2005) emphasize the importance of region specific features to distinguish between different regions, tackle their limitations and barriers and consequently adopt the appropriate regional strategy. Regional innovation system can be described as a social processes that encourage

development of open relations and networks between different organizations and further foster knowledge transfer (Trippel & Todtling, 2005).

2.2.2 SI in regional context

Van Dyck and Van den Broeck (2013) argue that SI should be understood as a territorialized process and concurrently its research is fundamentally territorially dependent. Territory is considered to be in the center of SI theories. Networking and collaborating between different actors is essential for SI, however, the way of enhancing development through networks is somewhat unexplored in the research. Moreover, another driver of SI is collective dynamics. Augustinsson (2011) supports these statements and accentuates encouragement of more cross sectional SI networks.

Looking at SI in management studies, *environment* plays a fundamental role in SI. This environment can also be understood as the external forces including a territory and has the potential to use more resources to stimulate and realize SI in the region (Van Dyck, 2013). However, Mulgan (2006) criticizes this management approach for being too standard and not taking different setting into consideration. Mulgan (2006) sees the importance of a territory in SI as a *field of action* and accordingly he connects SI with regional policies and the local knowledge. On the other hand, looking at SI as a rather analytical concept, Van Dyck et al. (2013) emphasize that although SI occurred and is desired globally regardless of the territorial context, the impact and process of a specific SI is closely linked to a region. Implementing SI on a local level can also be linked to its culture and the process of implementation should address the specific needs that can have locally dependent characteristics. Therefore, although the societal challenges can happen on a global level, these challenges can be solved locally. Climate change can serve as a typical example of this, despite the problem being global and representing a challenge for the entire world, the solutions may be connected to the local area and its institutions, as they may include cities reorganization, national policies on a regional level or reducing carbon emissions through housing (Moulaert, et al., 2013, Mulgan, 2006).

According to the European Commission (2013) a regional level is defined as suitable for undertaking social needs. However, the diversity among different member states of the EU represents a challenge and could potentially harm successful implementation the ideas between regional levels. Van Dyck et al. (2013) assume that the relation between territory and SI can explore

the relation between region and development. According to Van Dyck et al., the territorial process plays a role within the development and the economically focused theories of SI, which understand SI as a way of improving education, health care, environment or other unmet needs, with economic growth. The theories supporting the importance of territory state that SI can foster and drive regional growth. Additionally, the implementation, impact and support of SI is region specific. Furthermore, the targeted disadvantaged communities may be region specific. Spatial development then is attracting mobile resources while having resources inside the region (Moulaert, et al., 2013; Van Dyck, et al., 2013; Mulgan, 2006). A region creates the social conditions that are related to social relations, needs, institutions and learning capacity. However, not only these internal resources, but also exogenous forces are usually claimed to be region specific. As pointed out by Van Dyck et al. (2013) when looking at SI from the territorial perspective, one very crucial aspect is to highlight the agents and institutions, as they determine and affect the local specific character of SI. It appears, therefore, that copying or transferring a model from one socio-political concept to another would face too many barriers (Van Dyck, et al., 2013).

2.3 Multilevel governance

In recent years, the European governance experienced various changes, in particular the structures that fundamentally transformed created complex structures for policy making. This resulted in numerous positive effects including opening the policy up for simplified collaboration with a broader variety of actors including the society. As Miguel, Cabeza and Anglada (2013) point out the governance transformation formed the multi level governance concept. This concept is characterized by distributing power to more levels of government, as well as creating new alternative policy partnerships. Furthermore, the characteristics of SI initiatives may impact the environment and create new actors, as well as affect the decision-making. By this, SI can have an impact on multilevel governance process. Therefore, SI can also provide a framework for addressing the problems of social groups rather than addressing individuals (Miguel, Cabeza, & Anglada, 2013).

On the other hand, the opposite process can be observed. Multilevel governance process may affect SI implementing, predominantly through centralization of decision-making, tradition and orientation of the state. Both private and public actors have their ways to encourage innovation and one of them is to stimulate the participation and collaboration aiming to support SI projects. Citizens hold an influential role within this process; they are represented by civil society

organizations that have the power to influence the process of implementing SI. SI implementation is achieved through process in which the public and private actors cooperate together with a societal organization (Miguel, et al., 2013).

Policy is an important aspect and it affects the way of the involvement of different actors as well as the process of implementing SI. The influence can come reversely as well. Governance can also provide a framework for SI, which can be supported by government schemes while the influence can also appear from a specific policy in certain areas such as labor market, education or housing. Through institutions and regulations, these policies or governments have opportunities to influence the implementation of SI. In addition, the implemented SI can also impact policy and government. This can primarily happen through broadening the openness of policies or institutions, bringing transparency or changing the power distribution (Miguel, et al., 2013; Moulaert, 2013).

Governance is not only created by policy decisions, it is a complex mechanism, which is dependent on power relations and diverse interests between different social groups. According to Miguel et al. (2013) within the cities and regions, citizens and institutions interact between each other and both sides can influence the other in a different way. A frequently appearing trend, especially in welfare states, involves citizens as one actor in the policymaking process, however, the extent to which they can decide or choose differs. Implementing and creating SI is dependent on many factors. According to Miguel et al. (2013) these factors include the multi governance structure, the role and decisive power of the non-governmental actors, the de-centralization process and the power or role of regional bodies. Decentralization, however, enables non-governmental actors such as the private sector or non-profit sector to take part and engage in the strategic decisions. Different actors in a city or a region usually have a dynamic connection where all of them have different interests. The specifics of collaboration differ; however, the objective in the EU is leading to decentralization and openness of different actors. Not only policy and hard institutions are represented as multilevel governance, but also cultural differences, traditions, and others. A state or a region therefore has an essential role in the SI process (Miguel, M.P, et al., 2013, Moulaert, et al., 2013). On the other hand, this governance can act as a barrier for the SI. In the public service, organizational structures may be represented by a high level of bureaucracy, as well as a negative attitude towards risk and ambiguity, hence this may limit SI implementation (Miguel, et al.,2013, Young Foundation, 2013).

Additionally, when implementing SI into a region, it is always important to find a balance between institutionalization and keeping a critical perspective on the public sector that is often completing

the innovation. Dynamic relations between different actors are important but also internal dynamics of each actor on an organizational level is crucial, and can then lead to transparency and openness. The involvement of different actors on policymaking process can bring many outcomes. Besides increasing democracy and transparency it can also result in some concrete suggestions or identifying needs. Lobbying is a frequently used method to encourage the interests of different actors (Miguel, et al., 2013; Moulaert, 2013).

2.4. Social innovation research, RESIDEX index

SI research plays an important role and enables to understand SI, while simultaneously provides a base for SI analysis. Hamdouch (2013) emphasizes the role of SI research to reflect the real *social world*. The evidence should be interpreted through relations among different stakeholders, societal changes, or SI strategy building and experience. However, alongside, another critical role of SI research arises, and thus how the reality should be constructed and interpreted by the research.

RESIDEX index presented by the Basque Innovation Agency (2014) is a pilot project of EU, which endeavors to provide comparative analysis of SI on a regional level. In the case of RESIDEX, the SI is evaluated by identifying specific indicators on a regional level that quantify SI performance. However, due to the lack of data, and difficulties within comparative potential, the comparative analysis was not provided yet. However, the project identifies certain specific indicators to evaluate regional SI (Basque Innovation Agency, 2014). The index attempts to discover the *absorptive capacity of knowledge* for SI on both organizational and regional level, which comprises of potential and realized capability of social innovations. The potential capacity mainly reflects the potential of knowledge generations, intensity of linkages, socialization of knowledge and information, or ability to implement new projects. On the other hand, the realized capacity reflects the specifics of already implemented projects, including the needs and competencies the innovations they are addressed to, the diversity in networks and partners, the heterogeneity of projects and ideas, and evaluation and monitoring of the SI. Further, this index measures the impact of social projects, the sectors of the impact, the diversity among targeted and impacted population, and the diversity within the learning processes. Lastly, the index observes the governance of SI within the region. This reflects how intense the involvement of the targeted population is, diversity of collaborating partners, and the sustainability of the project, thus whether its impact will also have some complementary impact. Within the framework, four different types of institutions that transfer SI

into practice are identified, containing businesses, NGOs, technology centers and universities (Basque Innovation Agency, 2014).

The index defines an indicator for each subcategory within Potential/Realized knowledge acquisition and evaluates them on the scale. After this, the index combines two different indexes, social orientation and potential capacity for innovation, which reflect capacity for knowledge, learning, socialization, development and association for each SI agent and for the whole region.

RESIDUAL brings suggestions for SI evaluation. Some of these suggestions will be presented in the case study of Skane region, including the potential capacity, therefore resources for knowledge process, information and knowledge about SI among organization, external relations between different actors, mainly public and private sector, NGOs and academia. Furthermore RESIDUAL suggests looking at the impact of SI, at how the impact is affecting not only the targeted population but also broader variety of population and how diverse this affected population is. The effect can prepare infrastructure for future SI and development T (Basque Innovation Agency, 2013).

Chapter 3: Methodology

This chapter aims to provide an overview of selected methodology to address the research question, aims and motivations. Moreover, the chapter motivates the selection of the different stakeholders within SI in the Skane region for the method of semi-structured interviews. Furthermore the chapter discusses the research design and limitations. The choice of selected methods for the thesis resulted of availability and appropriateness of methods for the specific topic. The thesis uses both primary and secondary data collected from interviews and documents. The thesis aims to answer the research questions with using qualitative methods, case study and analysis.

3.1. Research Approach

Hamdouch (2013) categorizes three important aspects of SI research including first of all; where collecting the appropriate data, secondly; what specific data to use and thirdly; what is the role of researchers in SI process. The data can be both quantitative and qualitative, and the methods to gather them usually contain databases, case studies, analysis, interactive fieldwork and others. A possible limitation that frequently occurs in SI research is the non-neutral position of the actors representing SI. In addition, an important question is, what will be the usage of the research, and if it may have further affect on SI initiatives or policies. Furthermore the researcher needs to consider if the research reflects upon the existing reality or is he/she changing and influencing the SI reality through the research (Hamdouch, 2013).

In order to answer the research question and aims of the thesis, the thesis provides a case study of region Skane. This case study has an ambition to address the territorial and regional dimension; analyze the linkages and dynamics between different actors and their role; and observe how policy and institutions interacted. Quantitative methods in the area of SI are rather limited due to data availability. Furthermore it appears that methods for quantifying SI are quite underdeveloped. Konstantos, Siatitsa and Vaiou (2013) recommend the qualitative approach in SI research, as the qualitative methods enable to fully explore and analyze the nature and characteristics of SI. Furthermore they state studies in the field of SI can benefit out of interactive research. The thesis benefits from the in depth interviews by gaining detailed information, and more comprehensive picture on SI from perspective of different stakeholders. On the other hand, the limit of conducting primary data, through interviews, as a main source of data, is the limited sample of participants and their non-objective position. Moreover their responses may be biased due to their personal interest

or other reason. This group of interviewed stakeholders is helping to explore the micro dimension of the case study (Boyce, Neale, 2006). However the choice of participants and questions attempted to understand the SI process within the whole region. As was previously discussed in the second chapter, SI is facing some problems with conceptual clarity and therefore understanding of the concept among different actors may be somewhat different.

3.2. Data collection

7 semi structured in depth interviews were conducted with stakeholders representing different sectors of SI, mainly working in public sector, academia and NGOs. The interviewed people consisted of *Shkelquim Ismiaili*; Project leader of LU Social Innovation center, *Charlotte Ahlgren Moritz*; dean of Malmo University and Chair for Social Innovation Sweden, *Tommy Aspegren*; Strategist at division of public health, social sustainability unit at urban planning department, Region Skane, responsible for Social Investment Fund Skane, *Bjarne Stenquist*; R&D and sustainability unit of City office, Malmo, *Elisabeth Bengtsson*; Director of Public Health at Department at Urban Health in Region Skane, *Christoph Lukkerz*; representing NÄTVERKET – Social economy network in Skane, and Coompanion, network for NGOs, and Hanna Sigsjö; Project Leader for Forum for Social Innovation in Sweden.

The selection of the interviewed people projected to understand SI in the region from different perspectives. The aim was to meet stakeholders with different approaches and experience in the field of SI. Absence of a person from business sector may be seen as a limitation, however, the thesis aimed to discuss SI directly with actors within the field of SI. In private sector SI is frequently overlapping with corporate social responsibility (CSR). However, the interviewees working in other than private sector described their experience with cross-sectorial collaboration and dynamics. The participants discussed their experience with Forum for Social Innovation Sweden, platform for SI among research, public and private sector and NGOs; social investment fund; social innovation in the public health and creation of regional innovation strategy; social innovation from perspective of a city unit; and social innovation from perspective of university organization; Lund University Social Innovation Centre. NGOs perspective was discussed with Christoph Lukkerz from NÄTVERKET that connects different NGOs with social innovation focus.

The interview consisted of semi-structured, open questions, which created discussion among different aspect of regional potential, governance, implementation of SI and its further impact. The

questions are enclosed in Appendix 1. As Konstantos, Siatitsa and Vaiou (2013) suggest, the interview consisted of a set of questions based on previous research and theory. To understand the dynamics in the collaboration among different actors, the interviewees were asked about the diversity and intensity of these collaborations. As Forum for Social Innovation Sweden appears to be an important actor in these collaboration, discussion was also centered on this organization and its impact on linkages between different actors. Role of institutions and a policy was explored through discussion about how regulations, norms and values create support or alternatively barriers for SI. A following question explored how a policy influences SI, and in reverse, if SI affects the policy as well. Further questions were centered on motivations, impact of SI, evaluation and monitoring of SI, and other factors.

Furthermore, secondary sources were used for the case study of region Skane. These secondary data supported to illustrate the overall picture of the region, and explore its challenges, development and potential. Most importantly, the OECD Territorial Review and Open Region Skane publication for regional strategy were used.

3.3. Data analysis and research design

To analyze the data, the case study of region Skane was framed in a structure that corresponds to the literature framework and highlights the most important characteristics of SI within the region. Primarily, the case study provides an overlook of the region, the challenges it is facing, and the SI initiatives. The case study addresses motivations of SI, the territorial context, multilevel governance and barriers within the region. RESIDEX index provides a comprehensive overlook of indicators and criteria that specify the performance of a region in terms of SI. Although this index is applied as a quantitative base for further measurements, it reflects important and relevant aspects of social innovation potential and impact in the territorial context (Basque Innovation Agency, 2014). Therefore some relevant indicators and categories will provide framework to understand the development of SI in the region. The indicators used in a case study of Skane region included knowledge acquisition and knowledge capacity; diversity among different projects; impact of social innovation and further impact on not only targeted population as well as interplay between a variety of actors; as well as monitoring and evaluating of SI. These indicators have been chosen based on their accessibility during interviews, relevance to the other previous research.

Chapter 4: Results: Case study of region Skane

This chapter analyzes the territorial performance and specifics of SI on the regional level based on the case of Skane region. The case study illustrates and analyzes what are the region specific characteristics, the regional strategy, and potential for SI, position of different actors and intensity of collaboration between them, and motivation behind the SI projects. Additionally the governance and implementation aspect is described and further focus on the barriers to implement SI ; institutions and policy of the region and their connections to SI are presented. Finally the knowledge within the process of SI impact of the projects and the further regional potential are explored. Health and immigration as the main area of focus in the region will be slightly more mentioned. To illustrate concrete examples of SI, some of recent initiatives are mentioned.

4.1. Overall picture of Region Skane

The favorable geographical location of southern Swedish Region Skane together with its proximity to Copenhagen contributes to creation of numerous opportunities for international cooperation, openness and economic prospects. Skane region is often described as a vibrant and dynamic region with a significant share of young population. (OCD, 2012; Open Skane 2020). Although Skane belongs to the most innovative regions in OECD (OECD, 2012), this innovation performance is challenged by many trends, in particular the unemployment figures. The favorable innovative performance is an outcome of the knowledge transfer and educational opportunities within region. Two large universities in the region generate a significant proportion of students and graduates and thus stimulate knowledge transfer and promote innovation. Additionally, the promising innovation performance of the region was also identified by OECD review (2012), which title the region as the knowledge and technology hub. In addition very high R&D expenditure figures beyond the Swedish average reflect good innovation performance in Skane (OECD, 2012). Furthermore, a high intensity of collaboration and knowledge exchange within the Oresund regions fosters the regional innovation performance even more.

The Skane region has a relatively high level of autonomy due to Swedish multi-level governance approach. Skane region is represented by regional council, which is responsible for regional development, including health services, hospitals, secondary education, public transportation, infrastructure planning and others. The regional level is divided into 33 municipalities with their

own responsibilities. A center of population and economic growth is the southwest area around Malmo, Lund and Helsingborg (OECD, 2012 ; Open Skane 2020, 2014).

4.1.1. Challenges in region Skane

Regional strategy Open Skane 2030 recognized and identified main challenges of the region. These challenges correspond to the OECD Territorial Review from 2008 and other regional publications.

The population in the region is very diverse and maintains a high number of immigrants.

Although this is perceived as a great advantage and opportunity for development or creativity, the employment is not equally distributed among people regarding their origin. The unemployment data show a high difference in entering the labor market between the inhabitants born in Sweden and outside of Sweden. Additionally, the unemployment is particularly lower in the case of young people. Further, Skane needs to solve intolerance and xenophobia, which is more intense in Skane compared to the rest of Sweden. Public health is another problem that should be solved. Despite a high general level of health quality, there is a large health inequality between groups with different socio-economic characteristics including income, education or employment. Despite a large percentage of highly educated inhabitants in Skane, there are also a high proportion of children completing only compulsory education. Skane has a polycentric urban structure, not typical for Sweden, which results in easy accessibility. Further challenges include international approachability and global openness, or environmental challenges (Region Skane, 2014). Challenges such as unemployment, unequal health or immigration and social inclusion can be answered by social innovation. The global character of these regional challenges is obvious, however the solutions are provided on local level.

4.1.2. Regional strategy

SI is a popular subject in Sweden and the amount of SI initiatives and projects is increasing. Although, there is not an agreed formal strategy regarding social innovation or sustainability on the national level, the national innovation policy highlights the importance of SI and recommends further knowledge and awareness increase about SI (Hansson, Bjork, Lundborg, Olofsson, 2014). The European Union provides an important support for SI strategies; the EU recognizes the potential for SI, while SI may be a solution for diverse areas of focus, ranging from social economy/ social inclusion to incubators. Further the EU recognizes the benefit of SI, as a tool to create economic and social benefits. The European Commission encourages SI and SI research, and assists

as a resource for funding. The most important funds for regional initiatives represent European Social Fund, Regional Development Fund and Structural Fund (European Commission, 2013) SI is additionally included in Europe 2020 social cohesion policy.

Region Skane has implemented a variety of formal strategic actions including International regional strategy, Region Skane business development platform, etc. For the purpose of the thesis, the most relevant and thus described and analyzed will be the regional strategy The Open Skane 2030. This is a comprehensive plan announced in 2010 that developed through negotiations between many different parties representing the region.

The region has many targets, including being open, and benefit from this openness towards different people, opportunities, sectors and countries. Therefore, the aim is to develop an innovative and competitive region through openness, diversity and equality. As Van Dyck (2013) emphasized, soft institutions can often impact SI, and openness or attitude can provide infrastructure for successful implementation of SI. Skane region is promoting certain values and attitude to stimulate diversity and openness and therefore create infrastructure that could support SI.

The development goals of the region are high life quality with equal and beneficial conditions, education encouragement, innovation and entrepreneurship. Open Skane aims to become sustainably growing region, globally open and connected with other regions. The region wants to be a meeting point for innovative and creative people, and at the same time encourage entrepreneurship and strong education. Skane has a strategic goal to use its polycentric urban structure as an advantage, develop cooperation among the region, and become environmentally sustainable and accessible. The Open Innovation Skane 2030 highlights importance of social innovation and social entrepreneurship for development of the region (Open Skane 2030, 2014).

4.2. Social innovations in Skane

Skane region is experiencing a high number of projects that address unmet social needs in innovative ways. Malmo, as the biggest city in the region, appears to be the center of these initiatives while a majority of them is focused on the labor market and unemployment, public health and environment. A prominent role within SI in Skane plays Forum for Social Innovation Sweden, a national platform for Social Innovation. Forum for Social Innovation Sweden promotes SI in

Sweden, encourages collaboration between academia, public sector and private sector, and NGOs, raises awareness about SI, and provides publications and recommendations.

One of the obvious advantages of the region is identifying the importance of SI by regional organizations and a quite intense collaboration between different sectors. A lot regional support for SI comes from the strong public sector including Region office, City office, or Malmo Commission. Region Skane is seen as a very innovative region and even was the first Swedish region, that presented formal cooperation between non profit sector and the regional authorities and introduced Social investment Fund.

4.2.1. Concrete examples of SI initiatives

To provide the reader with a more concrete illustration of SI, the study demonstrates some examples of SI implemented in the region. LU Social Innovation center (LUSIC) is a university-based organization that mainly focuses on projects in the area of community development and academic research. Currently LUSIC is implementing a project which attempts to tackle the problem of youth unemployment through new ways and provide innovative solutions. Furthermore LUSIC provides European Social Innovation Business Forum, SI events aimed at raising awareness among the SI topic. Forum for Social Innovation Sweden is collaborating on implementing a high variety of different project. One of recent projects is CO-LABS, implemented in Skane region, SI initiative in the area of design. The lab represents support function and learning transfer and encourages integration of innovation.

These initiatives and projects are very diverse and represent different areas of focus and different sectors. However, essentially, they address the unmet social needs present in the region. Therefore labor market and unemployment projects belong to the most frequent areas of interest. A very high focus is also on the health area, mainly from the public sector.

Solving unemployment is one of the most critical needs of the region, where unemployment figures are below the Swedish average. Unemployment is a common global problem happening in a high number of various regions, however the problem will be addressed locally in region of Skane with regards to its specifics. Solving unemployment through SI can represent looking at the problem from different perspectives and solving it by different innovative ways. Yalla Trappan project,

financed by Social Innovation Fund, is an initiative for work integration of immigrant woman from disadvantaged backgrounds and without working experience. Moreover, other initiative represented career fair of entertainment industries. Health is another crucial challenge addressed by SI in the region. The health and its equal distribution is a focus of the public authorities. Unequal health has also been answered through social investment fund, aimed at health improvement of children.

4.2.2 Motivation for social innovation

Impulse for different SI projects in Skane region often came on individual level. Individuals that could see and understand the problems identified innovative solutions. These personalities were often driven by passion and influenced by their personal stories. Otherwise, sometimes, the projects were decided on organizational level. Then, political and collective decisions have important role. However, engaged individuals and professionals often encourage the ideas that are finally implemented on an organizational level.

The plans and projects implemented by the city of Malmo were often more formalized and organized. Furthermore, often the projects were driven by the identified needs that required suitable solution.

4.3. Knowledge Acquisition and monitoring of SI

Region Skane benefits of the presence of two universities with a high engagement on the SI topic. Malmo University formed Forum for SI Sweden and maintained its closed collaboration with the public sector. Many interviewed however felt lack of knowledge and in many cases identified the need for creating and developing more knowledge about SI. This is agreed by Hansson (2014) that highlights knowledge development, as one of essential condition for development of SI in Sweden. Knowledge development includes knowledge awareness about SI, and also knowledge development related to methodological, theoretical and empirical level. This include not only knowledge awareness among the citizens and stakeholders, but also knowledge about evaluating the impact and financing methods, (Hansson, et al. 2014)

Moreover from the perspective of some NGOs, there is a barrier in using the information from the publications that are mainly wrote in a very academic language, and not useful for non-academic readers, but eventually may benefit from the information.

Forum for Social Innovation in Sweden considerably contributes to sharing knowledge about SI. Recently many initiatives involve events organizing, including conferences, workshops, or seminars where the problem of SI is discussed among a large share of population..

Franz, Hochgerner and Howaldt (2012) argue that measuring SI is principally problematic from the nature of SI, as both these innovations and their effects are often immaterial and invisible. However to evaluate the effects, measuring SI has a crucial role for its further development. Currently, the monitoring and evaluating of SI projects is in early start, but underdeveloped. There are initiatives from Malmo University, both from research and practical perspectives. An example is Social Investment Fund that is evaluated by Malmo University. Besides, Forum For SI Sweden is working on alternative way for measuring the impact of SI. Malmo city uses mainly internal evaluations for SI projects; this, however, encounters barriers to have an objective feedback. On the other hand, more individual actors, such as NGOs usually lack resources and knowledge to practice the monitoring and evaluating. Furthermore, insufficient monitoring and evolution can also act as barriers for promotion and implementation of SI in the region (more in section 4.6.).

4.4. The actors of SI, their collaboration

The region stimulations cross sectional collaboration between diverse actors, as well as engagement of citizens to collaborate on the SI development. The stakeholders interviewed in the study see this cross-sectorial collaboration as highly valuable and important. This cross-sectorial collaboration can result in many opportunities and strengths. Different sectors can address the social needs in different ways.

Hansson (2014) divides between three different types of actors. The mutual relation between these actors drives successful implementation of SI. Therefore, these actors and relations between them create the ecosystem for SI in Sweden. The first group represented by researchers, academia and support organizations for social entrepreneurs act as supply for SI. Public bodies and private companies that encourage SI for their interest represent the demand side. The third group has an active role in the process of SI and links these two actors together; they act as intermediaries and their role is to connect supply and demand for SI. Accurately, these intermediaries are the group that receives much attention recently.

The regional bodies actively promote collaboration among different stakeholders and emphasize the importance of the private sector and large companies with substantial resources on SI. However within the private sector, different types of enterprises should be encouraged to participate on SI process. This could drive implementation of different projects in various areas of focus (OECD, 2012).

According to the interviews, the collaboration between different actors is quite intense. A particularly intense collaboration occurs between the public sector, mainly concentrated in Malmö, and Malmo University. The University focuses much attention towards social innovation and provides recommendations and evaluations for the public sector. In the case of LUSIC, naturally, the Lund University played a big role and collaborated with LUSIC on many projects.

Forum for Social Innovation Sweden played an important role as a virtual meeting point for different sectors. Furthermore, the platform provided recommendations and increased the knowledge awareness. While its collaboration with public and private sector is quite developed, they have different character. SI in companies are predominantly implemented as CSR which is also one of the core focus for Forum for SI Sweden.

NGOs play a vital role on the process of SI. They reach to citizens; therefore their collaboration is essential. The organization Coompanion is an NGO that supports regional development, and Coompanion act as network for many different NGOs in the region. Furthermore, Coompanion acts as an advocate for NGOs and lobby with the regional authorities. The NGOs in Skane are very diverse and fragmented; therefore advocating their interests is very beneficial. Coompanion also defines a Penta helix framework, for expressing the actors, which are mutually interlinked and influenced through SI. These actors consist of citizens and social entrepreneurs, civil society, academia, private sector and public sector. Civil society, social entrepreneurs and citizens represent new actors that have been added to the framework. This correspond to the multilevel governance concept and changes in the European structures. Involving new actors, especially citizens, on the governance process was demonstrated in region Skane as well. The regional strategy dialogues, for instance, engaged many representants from different areas from all five actors group of Penta helix framework. Christoph Lukkerz from NÄTVERKET – Idéburen sektor Skåne (The Social Economy Network Skåne) emphasizes the different roles of diverse actors. He sees a big quality improvement in the collaborations between different sectors in implementing a strategy for SI. “There is a vision and openness to involve many different level actors in its realization.” He says.

An example of effective collaboration between varieties of actors is the project of Malmo State Innovation Platform South East. This project is centered on the big housing estates, and addresses social, economic and environmental challenges. This project included collaboration of Malmo city sustainability unit, various NGOs, many companies engaged on the project including PwC, Ideon but also small businesses, and both Malmo and Lund University.

4.5. Role of institutions and policy

Institutions and policies perform on the process of SI. They can both support or, alternatively, restrict the implementation process.

Very strong structures in government; regional authorities or universities may create barriers for SI, particularly, if there is lack of communication and cooperation between different departments. On the other hand, formal institutions and cooperating may create many positive effects, for example a financial support. Some of the financial sources included European Structural Fund, European Social Fund (distributed in Sweden) or VINNOVA (national level). In the public sector, the budget law is creating barriers for implementing SI project due to its short-term character. Furthermore, difficult collaboration among sectors due to power struggles or differences may discourage SI.

Region Skane addresses its main goals and priorities in its regional strategy, which aims to stimulate SI in the region. Additionally, the regional bodies drove many social initiatives. Special aspect of the regional policy is its community approach and collective creation. The regional policy and regional strategy was created with a very inclusive approach, and many actors were involved, including citizens. This is a very relevant example of the citizens involvement on the governance in the region.

From the city unit perspective, the regional innovation policy and region influence was rather less important, as more dominant were Forum for Social Innovation Sweden and universities.

The policy focus in region Skane acknowledges the importance of innovations. Therefore the innovation policy has a key role for regional development. Regional innovation policy and regional authorities encouraged innovations to enhance regional development and strengthen the assets of the region. The innovation policy in the region benefits out of its strategy and formalized structure with well organized infrastructure for information sharing (OECD, 2012). Regional strategy selects main objectives for the region. One objective is expanding the understanding of innovation above

the traditional perception, and promoting SI among a large number of citizens. Furthermore, the innovation culture together with positive attitude towards innovations should be supported (OECD, 2012).

4.6. Impact of SI

Most of the initiatives and projects are rather recent and therefore observing the impact they have is rather difficult. Residual Index advises not only look at the impact the projects has on the targeted population, but also observe the larger effects it has on society. This was a case of many SI projects implemented in Skane region. Looking at Social Investment Fund, one of the funded projects was Yalla Trappan. Primarily, the project was aimed at immigrant woman from disadvantaged backgrounds without working experience, that would not be able to succeed on the labor market. However, the project further affected the children, by the financial resources increase and also by presenting their mothers as role models, which contributed, to the society. expected.

4.7 Barriers towards SI

Hougaard (2014) argues that SI are usually context specific, and understanding the barriers for example in one socio-political context could lead to a successful promotion and further implementation of SI in the region. Hougaard (2014) divides between the formal and the informal SI and further between those linked to a society or to an individual.

Formal barriers linked to a society are primarily regulations and laws and can be altered by policy makers. In the case of Skane region one of most restraining formal barrier linked a society was a one-year budget policy present in the public sector. This was a factor that discouraged the implementation of more complex and extensive projects and hindered some successful projects implementation. Hougaard (2014) also mention public sector in Denmark is organized in silos which make the collaboration and commutation more difficult. This fact was encountered during the interviews as well. To implement a successful project in Skane region, these silos were frequently required to collaborate which resulted in additional barrier to SI implementation.

Informal barriers related to society are mainly characterized as obstacles related to organizational culture. Organizational culture was a substantial barrier in the Skane region, in particular in the case of the public sector. Underlying structures require fundamental changes in order to be more positive

towards innovations. However the changes may be aimed at innovation support and therefore create further opportunities. Barriers to SI development on organizational level can act in the form of a power struggle, a resistance to new changes, or different interests of the actors. The region Skane is a very large complex organization and therefore requires a high level of bureaucracy. Public management organizations often use old-fashioned management practices and structures that may be unfavorable towards innovations. On the other hand, it appears that the region largely stimulates innovative and creative thinking, as well as positive attitude to changes among the citizens. This may result in positive long-term changes on both individual and organizational level with creating better infrastructure for implementing SI.

Furthermore, another informal barrier linked to a society is the lack of measurement instruments for evaluating SI. Lack of measurement tools is a barrier for social innovator, which may not be able to define the current or predict the future economic value of the SI. However Forum for SI Sweden acknowledged this barrier, and currently one of the focus areas of their research is also developing new ways of financial evaluation of SI.

Informal barriers related to the individual can be explained as lack of trust, or risk adversity. It appears that the positive attitude towards change and risk in Skane region is largely encouraged towards the citizens. In the end, formal barriers linked to an individual mainly respond to the person of social innovator. SI can suffer from lack of competence of the innovator even despite his passion and ambitions for driving the project. Region Skane however offers opportunities to gain knowledge about SI within course or academia as well as gain expertise from support development agencies such as Coompanion, LUSIC or from the public sector.

Chapter 5: Conclusions and recommendations

This chapter aims to conclude and discuss the results of the case study and link them to the previous research.

It appears that SI in the Skane region is emerging and the knowledge about the concept has developed over recent years. However, the SI topic needs further knowledge awareness increase. Confirmed by Hanssen (2014), increased awareness about SI will be essential in future development of SI. Moreover, the lack of conceptual clarity is a major barrier not only in addressing SI through research, but also in identifying the concept among different stakeholders in a region or community. A too inexplicit understanding of the concept may eventually lead to difficult communication and collaboration. Many of the interviewees encountered difficulties with categorizing the concept among different groups, and repeatedly experienced obstacles with identifying the concept.

Furthermore, confirming the SI theory, the socio-political context appears to play a significant role in forming SI projects. Most of the interviewees reflected that the external forces and the environment affected the creation and development of SI to a high extent. For instance, the multilevel governance in the region involved a large variety of different actors including citizens. This provided an example of involving the citizens on collaboration, and including them in the process of forming the regional strategy Open Skane 2030. As Miguel, et al. (2013) argues this involvement of citizens may result in numerous benefits for the region; especially, in the SI process and collaboration (Miguel, M.P, et al. 2013).

In addition, the region is showing an intense collaboration between different actors, which have contributed to favorable conditions for SI in the region. This collaboration requires time and involves stakeholders with different interest and backgrounds that deepen the difficulties in effective communication and partnerships. It appears that the collaboration between research, academia, and other sectors are quite strong. Research in SI provides guidance for many organizations both in private and public sectors and implementing and developing SI. Furthermore, the collaboration of academic research and the public sector on SI projects aim to improve monitoring and evaluating SI, which has not yet been fully developed. However, two universities in the region show great potential for further SI development. Despite linkages between various actors playing a vital role within SI, while internal dynamics of these actors appears to be very important.

Corresponding to the theory of SI (Murray, et al. 2010) internal dynamics represent many barriers in the region, particularly, in the case of the public sector, including organizational barriers or different interests within the organization.

Therefore, SI aims to answer global societal problems, as too, was the case of region Skane. However, the solutions seem to be clearly corresponding to local problems. Van Dyck (2013) claims that regional or socio-economic environment creates infrastructure for SI through variety of instruments. In the case of region Skane, the infrastructure fostering SI contains formal instruments such as regional strategy or supporting agencies. Furthermore, informal instruments stimulate encouragement of openness, mindset, and/or diversity in the region. This infrastructure aims to foster the diversity or creativity of the region and thus supporting development of SI.

Moreover, the young and diverse population in Skane and especially in Malmo is seen as an opportunity. Similarly, knowledge and education represent high potential for development of SI. In addition, most of the interviewed reflected favorable trend towards change in the environment in the region due to the attractiveness of SI. There has been a movement and change in recent years within SI that has become a focus point of discussion, which has implemented various projects. Many people used to be reluctant as there was a lower awareness and understanding of the term "SI". Nonetheless, in recently times many people are now familiar with the term. However, the interpretation and branding of the project is very important. For example, often a project that could be identified as SI, is implemented, however is it sometimes interpreted and defined differently.

In conclusion, the social welfare state creates a unique environment in Sweden. This socio-political aspect needs to be considered when looking at SI emergence. According to many interviewees, the social welfare state is not addressing today's problems and challenges such as social inclusion, and therefore more focus is centered to social innovation. There is a high demand for developing the area of social innovation together with social investment and entrepreneurship.

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APPENDIX : Interview questions template

The interview consisted of open semi structured questions that provided opportunity for the interviewees to discuss their experience with SI in the region. The question were repeatedly altered according to the experience of the concrete interviewee

1. From your position/ experience (e.g. as a Chair for Forum for Social Innovation Sweden would you evaluate that the social innovations in Skane are on sufficient level (maybe compared to other Swedish regions)?
2. Looking at the Social Innovation projects implemented in the region, what do you consider as most important motivation (is social entrepreneur important, is it more collective attempt for SI) ?
3. Looking at the collaboration of businesses, NGOs, universities and technology centers who do you consider as important player? How high is the diversity of collaboration between these partners for a social innovation project normally? How intense is the collaboration?
4. How important role does Forum for Social Innovation Sweden plays in the process of implementing social innovation?
5. Have you experienced SI being strongly influenced by regional innovation policy (or alternatively other policy)? Does this work the opposite way, thus is the policy affected by social innovations (opened up or more transparency)
6. Do you see regulations, norms and values creating support and alternatively barriers for implementing the SI?
7. Could you see any other barriers for SI in the region?
8. In your experience how high is the diversity in different projects regarding the area of focus? How were the SI distributed among sectors?
9. How would you evaluate the access to knowledge for social innovators?
10. How developed is the possibility for evaluating, and monitoring SI in the region from your experience?
11. How is the outcome distributed among the population normally, does the affect reach a large number of population?
12. Could you see any limitations, improvements opportunities for the region? Or major advantages on the other hand?