

# Critical success factors of social innovation management: a case study.

## *The Development of a Youth Unemployment Policy*

ISIRC

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# Overview

- Context
- Research question
- Case study
- Method
- Results
- Discussion
- Implications

# Context

- Increasingly complex and interconnected social challenges
- Demand for innovative arrangements
- Many innovations are not successful
- Ineffective management
- Insight in process is needed
- The entire process is rarely studied

# Research question

1. Which phases of the innovation-development process can be distinguished and in which order?
2. Which critical success factors can be observed?

# Case study

## NAME

Work Experience Grant (Dutch: Startersbeurs)

## GOAL

Improve the labor market position of unemployed youth

## CHARACTERISTICS

- Traineeship at a firm of choice (match education)
- Contract for maximum six months (32 h/ week)
- Standard compensation (€500/ month)
- Optional budget for training (€100/month )

## ENROLLMENT

- Age: 18-26
- Not in education
- Not receiving social benefits
- Employed for a max. 12h/week

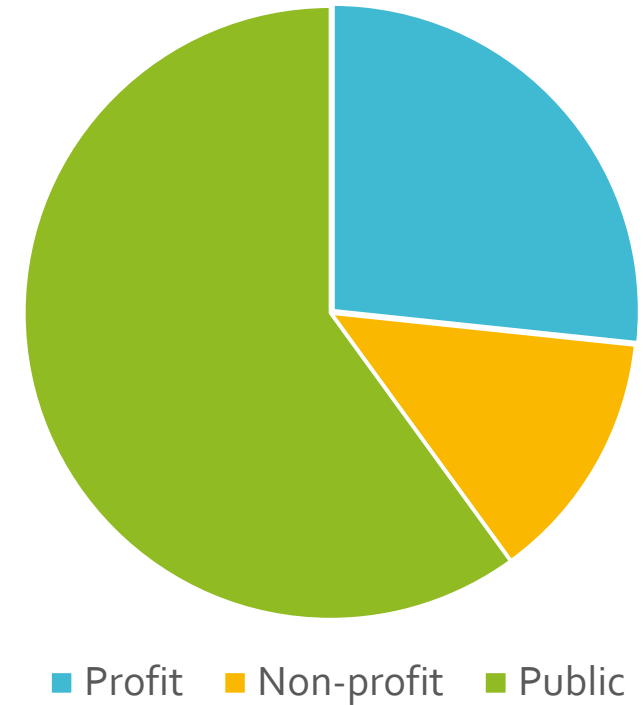
# Method

## Semi-structured interviews

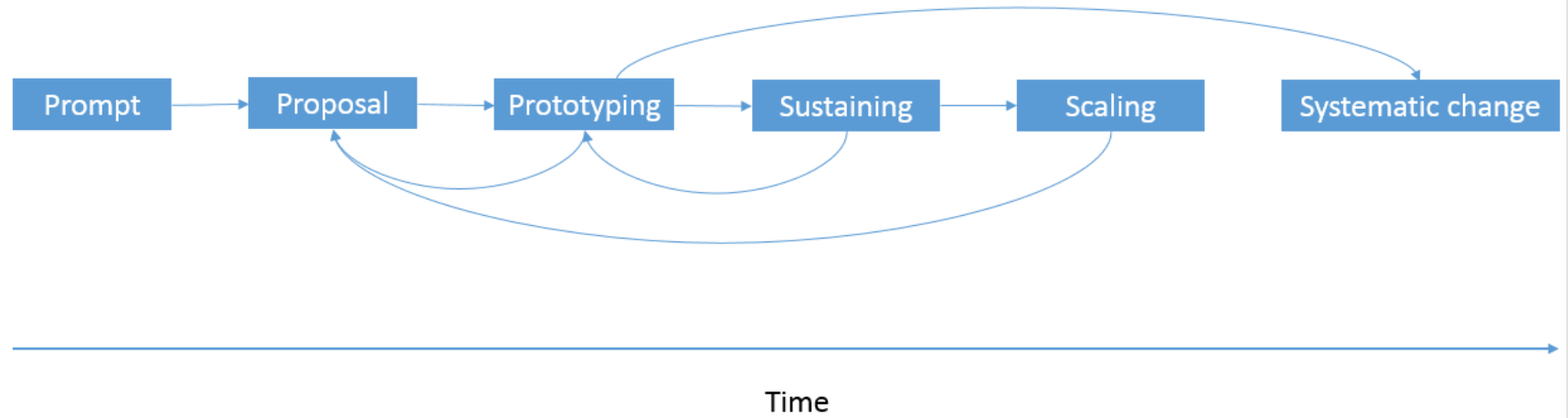
- Characteristics
- Network
- Process
- Evaluation
  - social innovation
  - network innovation

N=15

Organisation type



# Results: process



# Results: evaluation

## Social impact\*

- Meets customer's needs
- Effectiveness
- Impact

## Economic sustainability\*

Not intended to be sustainable, but different finance options

## Type of innovation\*

Incremental

## Scalability and replicability\*

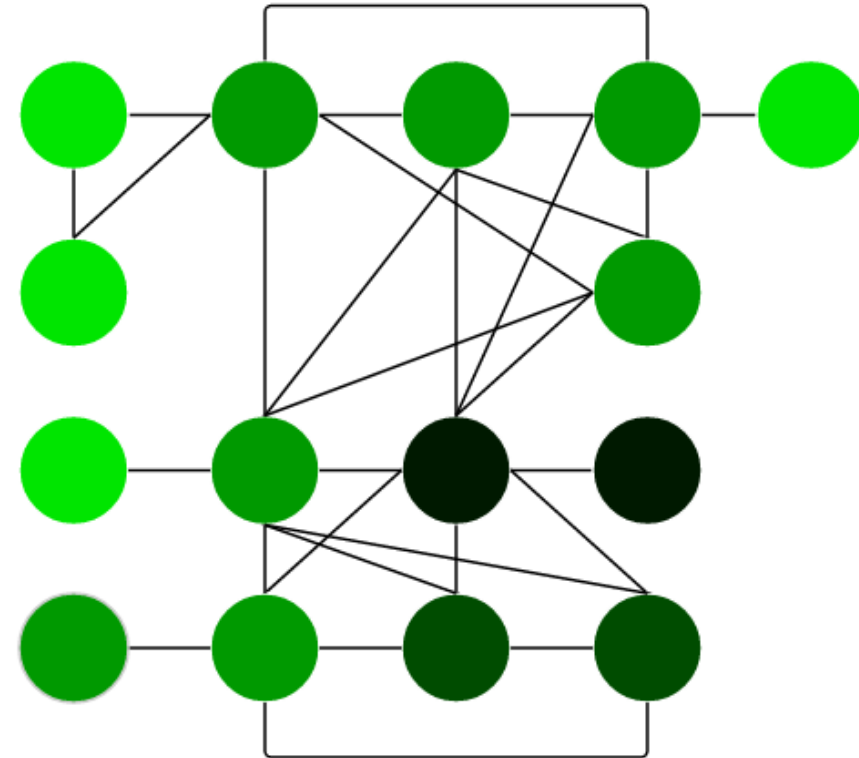
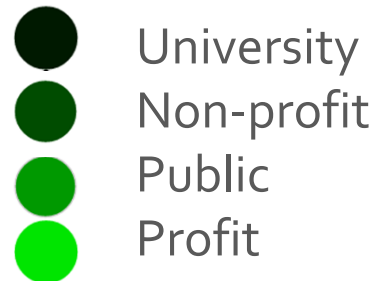
- Critical mass achieved
- No system transformation (yet?)
- Applicable into different environments
- Social capital (next)



# Results: evaluation

## Cross-sectoral collaboration\*

- Rich ecosystem of multi-stakeholder relationships
- New types of cooperation
- Traditional boundaries are crossed
- Involvement of end-users
- Management

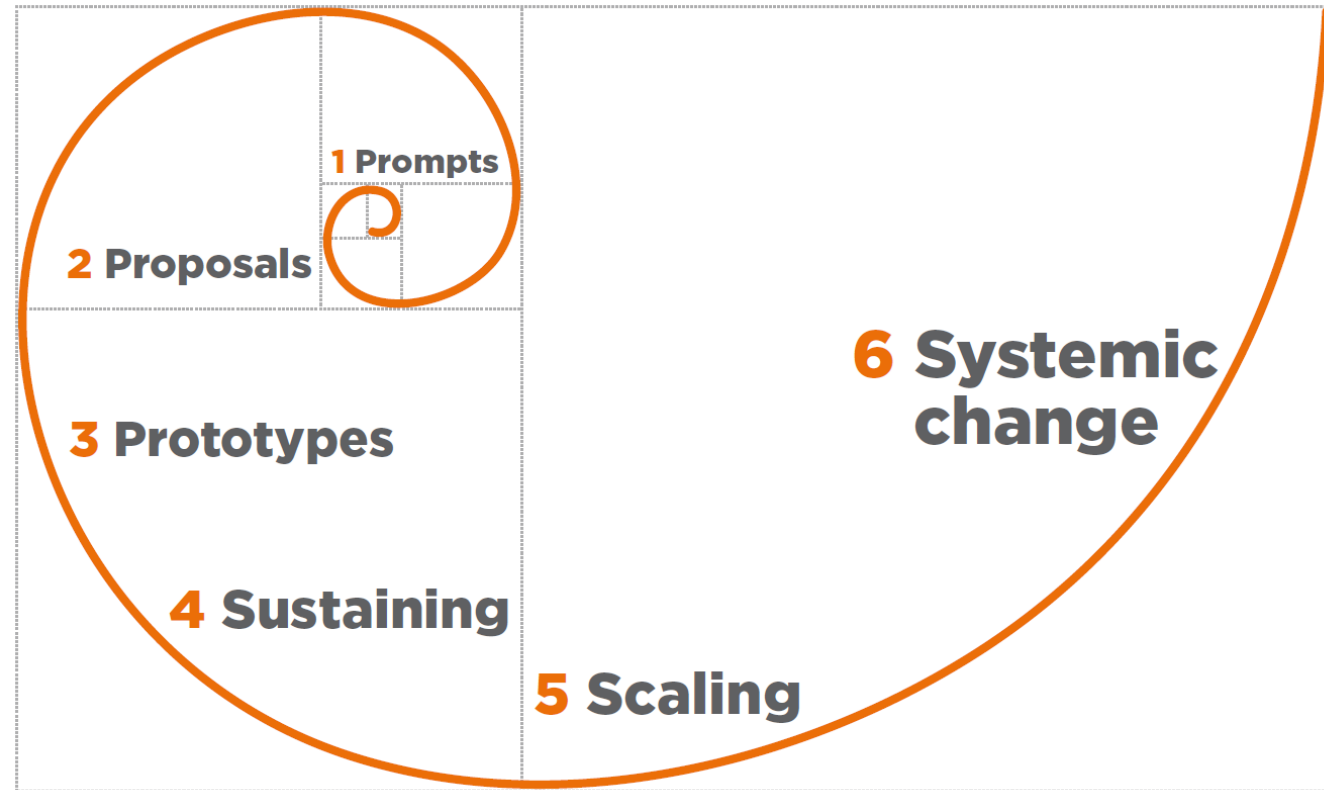


# Results: evaluation

- Commitment** Members are committed to the project, not the network
- Trust**
- Team built upon good working relationships
  - In general mutual trust
- Ability**
- Interdisciplinary team
  - Mix of technological and marketing skills.
  - Every team member had its own role (and competencies)
  - Exchange between members free of charge
- Dependency**
- Importance of collective rather than a single actor
  - “Product champion”
- Compatibility**
- Consensus regarding goals, etc. on the level of actors
  - Differences between organizations
  - Cultural resistance

# Conclusion

- Re-occurrence of stages: cyclic process
- Simultaneous occurrence of stages
- Stages not evenly important



# Conclusion

## Critical success factor

Social impact	+
Economic sustainability	0
Type of innovation	+
Scalability & replicability	+
Cross-sectoral collaboration	+
Commitment	+
Ability	+
Dependency	+
Trust	0
Compatibility	0

+ = Present  
o = Neutral  
- = Absent

# Limitations & Future research

- Single case vs. multiple cases
- Retrospective vs. prospective study
- Respondents were personally involved
- Additional success factors:
  - Market related (e.g. alternatives)
  - Timing
  - Relevant actors (e.g. end-users)

# Implications

- Address trust issues
- Make early arrangements (e.g. quality management, accountability)
- Product champion vs. Shared responsibility
- Appointment of a project manager
- Appointment of a devil's advocate
- Quickly moving into practice

Questions?

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