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THE SOCIAL INNOVATIONS: FROM NON-STANDARD IDEAS TO NON-STANDARD MECHANISM

СОЦІАЛЬНІ ІННОВАЦІЇ: ВІД НЕСТАНДАРТНОЇ ІДЕЇ ДО НЕСТАНДАРТНОГО МЕХАНІЗМУ

This article summarizes the theoretical and applied aspects of the emergence and development of social innovation. The purpose of the study is to identify the factors that influence the development and dissemination of social innovations and specify the mechanism of their occurrence and achieve appropriate effects that are of value to specific groups of stakeholders. The object of the research is the process of creating social innovations, as it generates a scientific problem of identifying the mechanism of the emergence of social innovations with the further pursuit of scientific research in the direction of prediction of social problems and the application of innovative approaches to solving them. The methodological basis of the research is the theory of social evolution and the new social economy. The research was conducted in the following sequence: accumulation of the knowledge base on the subject of research, covering the theory, methodology, practical cases, etc.; holding a round table on social responsibility writing, where a questionnaire was conducted among specialists (2017); discussion of the results of the questionnaire at the seminars on the discipline "Social Responsibility"; generalization of the obtained results by processing the questionnaire, creating a map of the value of social innovation and developing a mechanism for their emergence. The article provides a literature review of the definition of social innovation by various scientists. Being at the intersection of two global phenomena - social relations and innovation, social innovations have accumulated characteristics that detail the value aspects and that can be identified as the ultimate goal of the innovation process. The article presents that the results of research the influence of factors on the process of development of social innovation was distributed as follows: environmental - 21.41%; cultural - 21,21; political-18.21; economic-14.91; social-14.55; legal-9.61. Was developed the map of values of social innovation that is a combination of challenges (problems) that act as a trigger to find the optimal solution and obtain certain values for society. Identifying the value of social innovation is an important step in the process of creating it. This value arises in response to the challenges of the internal and external environment and forms the consumer value of social innovation.

Keywords: challenges; innovation process; social innovation; social economy; value.

У статті узагальнено теоретичні та прикладні аспекти виникнення та розвитку соціальних інновацій. Метою дослідження є виявлення факторів, що впливають на розвиток та розповсюдження соціальних інновацій, та конкретизація механізму їх виникнення і досягнення відповідних ефектів, які мають значення для конкретних груп зацікавлених сторін. Об'єктом дослідження є процес створення соціальних інновацій, оскільки він породжує наукову проблему виявлення механізму виникнення соціальних інновацій з подальшим проведенням наукових досліджень у напрямку прогнозування соціальних проблем та застосування інноваційних підходів до їх вирішення. Методологічною основою дослідження є теорія соціальної еволюції та нової соціальної економіки. Дослідження проводилось у такій послідовності: накопичення бази знань з предмета дослідження, що охоплює теорію, методологію, практичні аспекти тощо; проведення круглого столу з тематики соціальної відповідальності, де було проведено анкетування серед фахівців (2017); обговорення результатів анкетування на семінарах з дисципліни «Соціальна відповідальність»; узагальнення отриманих результатів шляхом обробки анкет, створення карти цінності соціальних інновацій та розробки механізму їх виникнення. У статті подано огляд літератури щодо визначення соціальних інновацій різними вченими. Перебуваючи на перетині двох глобальних явищ - соціальних відносин та інновацій, соціальні інновації накопичили характеристики, що деталізують ціннісні аспекти і які можна визначити як кінцеву мету інноваційного процесу. У статті представлено, що за результатами дослідження вплив факторів на процес розвитку соціальних інновацій розподілено так: екологічні - 21,41%; культурні - 21,21; політична-18,21; економічні-14,91; соц.-14,55; юридичний-9,61. Була розроблена карта цінностей соціальних інновацій, що представляє собою сукупність викликів (проблем), які виступають тригером для пошуку оптимального рішення та отримання певних цінностей для суспільства. Визначення цінності соціальної інновації є важливим кроком у процесі її створення. Ця цінність виникає у відповідь на виклики внутрішнього та зовнішнього середовища та формує споживчу цінність соціальних інновацій.

Ключові слова: виклики; інноваційний процес; соціальні інновації; соціальна економіка; цінність.

Introduction. The surge in interest in social innovation is related to the aspirations of business circles and society as a whole to sustainable development. Business, government, community have gone beyond the standard processes and are ready to apply non-standard approaches to the implementation of projects aimed at meeting the needs of society.

In countries with emerging economies, official state institutions that for one reason or another cannot fully realize the social function complement social innovations. Incomplete regulation of the economy prompts to focus community efforts on topical issues using the mechanism of social innovation.

The issue of social innovation is often a key point in the research of scientists in different countries. The main difference between social innovations and other types of social transformations is the goal of a better meeting change or responding to challenges than is possible based on

traditional approaches [9]. Thus the social orientation of innovation depends on the level of satisfaction of the needs of society and its readiness for change. Phills, Deiglmeier and Miller [18] believe that the importance of social innovation lies in social change because it seeks a new solution to a social problem that is more effective than previous ones and meets the needs of society rather than individuals. An integrative theory of socio-technical innovation considers social innovation not only as a prerequisite but also as a side effect or consequence of technological innovation, designed to complement and improve the policy of RTD (Research and Technology Development) [19].

Social innovations are also studied by groups of scientists such as Biggs R., Westley F. R., Carpenter S. R. [4]; Bulut C., Eren H., Halac D.S. [5]; Howaldt J., Schwarz M. [11]; Mulgan G., Tucker S., Ali R., Sanders B. [15]; Murray R., Caulier-Grice J., Mulgan G. [6; 16]; Franz H.W., Hochgerner J., Howaldt J. [13].

Taking into account the implementation of the principles of the social economy into real strategies for the development of countries and companies, it is worth investigating in more detail the development of social innovation.

Setting objectives. The purpose of the study is to identify the factors that influence the development and dissemination of social innovations and specify the mechanism of their occurrence and achieve appropriate effects that are of value to specific groups of stakeholders. To achieve this goal should solve the following tasks: to carry out a literary review of the concept of social innovation; identify and group the factors influencing the emergence of social innovations; to develop a map of values of social innovations; to develop the mechanism of occurrence of social innovation.

Methodology. The work of foreign and domestic scientists on the development of social innovations, scientific reports and survey results are the basis of the study. The theory of social evolution and the new social economy that involve appropriate changes in the organization and structure of society, culture and social behaviour are the basis of the study. In this context, social innovation can play the role of a driving force that, under the influence of various factors carries out qualitative and quantitative transformations in different areas in order to balance the interests of different social groups.

To identify the factors that are the catalysts of social innovation in Ukraine was conducted to study the influence of various factors on the emergence of ideas and the creation of social innovation. The survey was conducted within the framework of the round table on "Social Responsibility for Business: Strategies and Priorities", which took place on November 16, 2016 at the National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute". 18 experts answered the 17 questions and assessed the

degree of significance of the factors by assigning their rank number. To assess the consistency of expert conclusions, we have used the coherence coefficient (for cases where there are corresponding ranks) and received an average level of consensus at 70%. To evaluate the significance of the concordance coefficient the Pearson consistency criterion was calculated; 201,92. Calculations χ^2 are comparable to tabular values for the number of degrees of freedom $K = n-1 = 18-1 = 17$ and at a given level of significance $\alpha = 0.05$. Since χ^2 is a calculated $201.92 \geq \text{tabular} (27.58711)$, then $W = 0.7$ is not random, and therefore the results can be used in further studies. Indicators of the weighting of the considered parameters were obtained on the basis of the sum of ranks. The survey matrix was transformed into a matrix of transformed ranks based on the formula $s_{ij} = x_{\max} - x_{ij}$, where $x_{\max} = 5$.

To evaluate the obtained data, a table was compiled, where the factors influencing the emergence of innovations are grouped by certain characteristics. Statistical methods were used to process the data. Mapping made it possible to link social challenges with innovations by selecting and comparing them and to develop a map of the values of social innovations. The use of methods of induction and deduction allowed to identify the nature and specificity of social innovations, to develop a mechanism for their emergence, to generalize and develop theoretical positions on the importance of social innovations in society.

Research results. Scientific thought has produced a lot of ideas, hypotheses, and research on the essence of social innovation. In order to review the literature, we selected research studies that examine the essence of social innovation, different approaches to their classification and the processes of their creation. It is precisely this information that is of scientific interest within our research.

The authors argue that technological and social innovations are closely linked and can be of value only in interaction [8]. The research team identifies the following important elements of socially oriented innovations: systematic and social; inability to identify as technological and organizational innovations; limited impact on innovation through the planning and management system; there is a risk of uncertainty, etc.

Bulut, Eren and Halac [5] think, that often technological innovations are triggered by social innovations. Turning to the issue of creating social innovation, I want to draw attention to the stages of the process of social innovation proposed by Murray, Caulier-Grice, and Mulgan [16]. This approach was taken as a basis in the TEPSIE (The theoretical, empirical and policy foundations for building social innovation in Europe) report [7]: prompts; proposals; prototyping; sustaining; scaling; systemic change.

Biggs, Westley and Carpenter [4] identify two main stages in the process of creating social innovation: Bricolage, which covers the emergence

of ideas, their integration with real conditions and the development of innovation; Infection: perception and spread of innovation and its improvement.

The scheme of growth and replication of social innovation was proposed by Mulgan, Tucker, Ali and Sanders [15]. It differs in terms of simplicity, accessibility and reflects real approaches to the development of enterprise-level social innovation, especially in the context of resource constraints and lack of research infrastructure. Bason [2] proposes to involve citizens in the creation and implementation of innovations in the public sector, using ethnography and design. The mapping method proposed by Bason was adapted by Davies, Simon, Patrick and Norman [6], which performed studies under the TEPsIE program. The authors believe that engaging citizens is part of the innovation process and can be used at its initial stages. With the help of mapping, innovators have the opportunity to understand the needs of citizens [7].

At the same time, there are no detailed research of the factors influencing the emergence of social innovations in Ukraine, which today is the place of global challenges in various spheres of economic relations, and thus an indicative location for the study of social innovation. In most cases, researchers do not specify the specifics of social innovation and the mechanism of their occurrence.

According to the research, in the process of transition from industrial society to knowledge economy based on innovative development, there is a change in the correlation between technological and social innovations in the direction of increasing the value of social innovation [11], [20].

Unlike technical and technological innovations, the application of social innovation is much wider. Broad masses are involved in their creation and implementation without special training.

Martinelli [12] believes that to understand the essence of social innovations it is necessary to specify their results. The author singles out such characteristics of social innovations as the satisfaction of completely ignored needs, the development of opportunities for stakeholders and the promotion of qualitative transformations of social relations.

We can add this list: it is a community of people; it stimulates controls and inspires local power; it forms new mechanisms for mobilizing resources; it expands the list and filling state functions. Thus, for launching social innovations, a problem needs to be solved in a non-standard way and should be the result of a combination of actions initiated for obtaining public values.

Of course, a new social economy can give a significant impulse to the development of social innovation. However, as practice shows, social innovation appears when a society begins to partially fulfil the functions of the state. It did not happen today or yesterday. It is worth mentioning the social settlement of Fugerey in Ausburg or Hanenko lucrative home in Kyiv.

In the first case, housing was provided to low-income citizens (the project has been functioning since the first half of the XVI century and is an example of the oldest social housing). In the second case, we see the innovation in the form of a source of funding for the museum. Ukraine is a vivid example of such a situation. Many social demands remain unsatisfied due to the chronic state budget deficit. Another powerful driver for the emergence of social innovation in the country is the annexation of the Crimea and confrontation in the Donbass.

The most important innovation, which was supported by the Ukrainian Social Investment Fund, is the mechanism of creating social services based on needs and demand, and not on the basis of "top" instructions [3].

Here we have an absolutely new innovative development model that differs from classical schemes with their fundamental part, research infrastructure and a long period of commercialization.

Although Ukraine chose the market model of development, there are many problems caused by monopolization of many spheres of economic activity, low level of government regulation efficiency. The economic model of Ukraine is often identified as a state oligarchic, transitive, overtaking, and so on. However, with all the troubles, a real economic model in Ukraine is also capable of generating social innovation.

The results of the survey to identify factors affecting the emergence of social innovations were grouped (economic, social, cultural, environmental, political, legal) to understand the values of society and the pressing issues that occurred at the time of the survey (Table 1). According to the results of the questionnaire and statistical processing of the received information, the influence of factors on the process of development of social innovation was distributed as follows: environmental - 21.41%; cultural - 21,21; political-18.21; economic-14.91; social-14.55; legal-9.61.

Changing the paradigm changes the level of relevance of social problems. In each specific time interval, the factors generated by the degree of society's dissatisfaction in solving problems by the existing official institutions will be the first place. Thus, our study once again confirms the conclusion of Howaldt and Schwarz that social innovations can not only be analysed but also broken down taking into account the specifics of social relations and focusing on social practice [11].

Table 1 – Factors affecting the emergence of social innovation in Ukraine

Group	Factor	Σ	Weight λ
Ecological	Environmental Protection	61	0.07457
	Waste utilization	58	0.07090
	Problems of big cities	56	0.06846
	Total for group	175	0.21393
Cultural	Communications	60	0.07335
	Civic activity	57	0.06968
	Enlightenment	57	0.06968
	Total for group	174	0.21271
Political	Annexation of the territories of Ukraine	65	0.07946
	Military actions in the east of the country	65	0.07946
	Trade sanctions	19	0.02323
	Total for group	149	0.18215
Economic	Falling welfare of the population	48	0.05868
	Deficiency of state and local budgets	44	0.05379
	Reducing entrepreneurial activity	20	0.02445
	Rising prices	10	0.01222
	Total for group	122	0.14914
Social	Unemployment	57	0.06968
	Reducing the list of free medical services	53	0.06479
	Increasing the retirement age	9	0.01100
	Total for group	119	0.14547
Legal	Failure to comply with legislation	53	0.06479
	Corruption	26	0.03178
	Total for group	79	0.09657
	Total	818	1

Source: The survey was conducted in November 2017

Social challenges in the form of problems and difficulties can become a driver for initiating social innovation aimed at solving it. If we include the experience of Ukraine, which develops in a political and economic crisis, then the most relevant areas for the development of social innovation are the problem of refugees; zone of military operations (of Donetsk and Lugansk regions); reforming medicine, education, and retirement insurance. As soon as there are gaps in the system of public administration, there is a wave of social innovation that seeks to complete, restore, modernize the outdated or imperfect function of public administration at all levels.

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social innovation that seeks to complete, restore, modernize the outdated or imperfect function of public administration at all levels.

We can note the duality of the concept of social innovation. On the one hand, it is an intangible resource in the form of an idea. The owner or carrier of this idea can be an individual, community, enterprise. On the other hand, in the process of implementation, this idea acquires or can acquire material assets (devices, equipment) or intellectual property (software for people with special needs, creating models of climate change, etc.).

Social innovation from idea to value creation for society passes various stages of transformation, involving various kinds of resources. These can be both tangible and intangible assets. Such material assets generating social innovations can become sympathy, manners, ordinances, policy, culture, etc.

Based on Adams' idea of the comprehensiveness of the innovation process, which is based on the innovation idea or problem [1], it can be assumed that these challenges are the basis for creating social innovation. Based on our research and achievements of researchers of this topic on the essence and forms of innovation, we have developed the map of values of social innovation that is a combination of challenges (problems) that act as a trigger to find the optimal solution and obtain certain values for society (Table 2).

Social innovations are linked to life priorities, interests and preferences of individuals or social groups and contribute to changing their values and priorities. A corresponding transformation of an innovation-oriented society is preceded by a series of discussions at different levels and importance on the challenges of society that drive the emergence of social innovation. Therefore, when developing a social innovation value map, a number of such challenges have been taken into account. In order to summarize the typical challenges and responses to social innovation, we have used Atlas of Social Innovation [10], [9]. The Atlas of Social Innovations summarizes the existing approaches to the development of social innovations in terms of regions and stakeholders.

The map allows to track the links between causes and effects and to specify the research of individual social innovation groups. Mapping inventory allows you to predict social challenges and warn them based on past practices.

Table 2 – Map of the values of social innovation

Challenges	Innovations									
	juridical	cultural	political	analytical	ideological	ecological	ethical	technical	organizational	economic
The contradictions between developed and developing countries			N		Q	S	E			I
The influence of TNCs		H			R					J
The intensification of international competition		H	N					F		W
The activation of international capital flows	L			A					P	J
Transparency of business information				A	Q		D		P	
Increased demand for resources				A		S		F		
Changing climatic conditions					T	S		F		
The growth in population					A	S	E			
Pollution of the environment						S		F		
The growth of social inequality in developed countries			G				E		P	W
The growth of disproportion in population incomes		M								
Reducing social protection mechanisms	P		G		R					I
The crisis of pension systems and health insurance	P	M					E		P	

Legend: Legal services L; Social protection P; Preservation of history, culture, traditions H; Minimizing conflicts M; Consolidating national idea N; Effectiveness of action of social groups G; A new way to solve a public problem A; Response to social, political and environmental problems R; Qualitative social changes Q; Minimizing the risk T; Safe Environment S; Development of corporate culture D; Minimizing consumption of resources F; Improvement of income distribution I; Job creation J; Improving working and living conditions W; Legitimation of specific manifestations of human existence E; Principles, rules and processes designed to meet the needs of team members P

Source: Developed by the author on the basis of his own worldviews and on the basis of publications: [14]; [17]; [21]

The emergence and development of social innovation to some extent depends on the policy of stakeholders at different levels of management of economic systems. In our opinion, any policy depends on the leader shaping the ideology. However, this does not mean that transition economies need to wait until the government finally proclaims the necessary direction of development and adopts appropriate plans.

The dialogue between the interested groups takes place at different levels. The ultimate usefulness of innovation and social innovation is the common result that shapes their dual nature (Figure 1).

Let's consider just such a variant when there is a social request for solving a public problem in the absence of adequate resources. The process begins with empathy, thinking, which aims to produce the idea. Researchers have no unanimous opinion about the process of creating social innovation. In the scientific literature, you can find information about 4, 6 or more stages of this process.

The spontaneous nature of social innovation encourages the involvement of citizens who are not official researchers, designers, managers, etc. However, they are well aware of the problem is taken care of. The established interaction between the ideologues of innovations and the owners of resources should grow into an informal institute of innovative interaction of social groups.

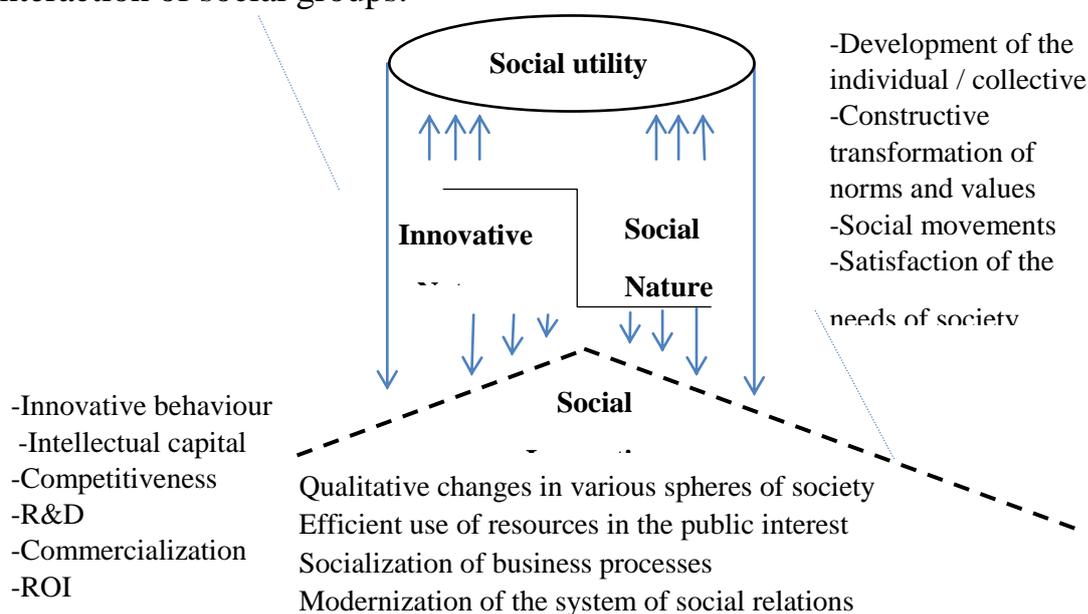


Figure 1 – Dual nature of social innovations

Source: Developed by the authors

The process of creating social innovations can be both simple and complex that can includes fundamental and applied research, fundraising, commercialization and return on investment. But it can be simple, when it is enough to rally people, introduce a new rule, prepare a new corporate document, change the rule of law, etc.

Designing the process of creating social innovations can occur spontaneously, in parallel with the emergence of an idea, or require lengthy preparation and agreement. It is the simplicity and lack of the need for fundamental research, as well as the sufficiency of social effectiveness, distinguishes social innovations from innovation. In each particular case, there are many ways to solve problems with non-standard ideas, minimal budget, and simple processes that do not require additional training.

The mechanism of the emergence of social innovation is manifested in a specific environment that requires the solution of urgent problems. And this environment forms the demand for innovation and acts as its driving force (Figure 2).

The dual nature of social innovation imprints on the whole set of processes performed by profile actors to achieve the goal of ultimate utility. It is sometimes difficult to understand the level of socialization of innovation. This is objective, the since any innovative product is aimed at the consumer, and therefore is social.

The comparison of the individual characteristics of the innovative and social components of social innovation confirms this thesis. In our opinion, the distinction between innovation and social innovation lies in their value for the most vulnerable categories of citizens. Availability innovation to every possible if the special mechanism of delivery to the end user and this mechanism is an integral component of social innovation.

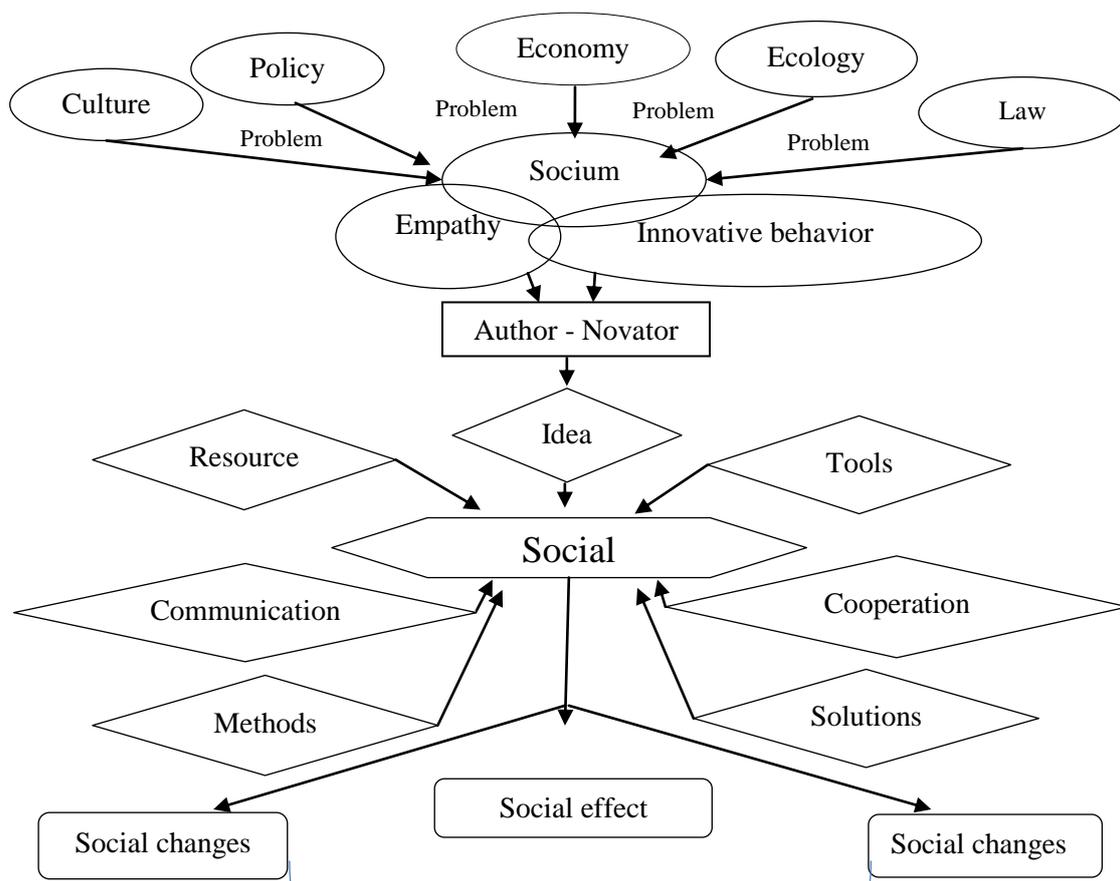


Figure 2 – The mechanism of occurrence of social innovation

Source: Developed by the authors

Since social innovation is a reflection of the ideas of society in overcoming the challenges created in various spheres of life and aimed at satisfying the public interest, the approaches to the development and implementation of social innovations have their own specifics. In some cases, the processes of social innovation are identical to those used to create innovations as such. At the same time, in many cases, authors of social innovations do not have the appropriate resources and skills to implement ideas.

Figure 2 was formed on the basis of observations of community / society responses to social challenges. The cases were taken from official sources of relevant portals - the National Centre for Public Information and Expertise (<https://www.gurt.org.ua/specialtopics/>) and the Centre for Social Leadership (<http://www.socialbusiness.com.ua/projects>). A comprehensive study of the characteristics of the implementation of social projects by public organizations provided an opportunity to develop a mechanism for creating social innovations. The development of such a mechanism has considered various problems - cultural, environmental, political, economic, etc. The ideological approach plays an important role as it affects the process of accumulation and use of available resources and tools to overcome the challenges.

The idea of social innovation arises in the presence of three basic conditions: a problem that needs to be addressed; empathy; innovative behaviour. These conditions give rise to the author of innovation - a person or group of persons-innovators who are experiencing the problem, empathize with it, see the way to overcome the solution of the problem and are ready to sacrifice their resources (knowledge, time, finances) for its solution.

Conclusions. An overview of various theoretical and methodological approaches to the study of the phenomenon of social innovation in the dynamics provided the opportunity to identify the general and unique characteristics of this phenomenon. Being at the intersection of two global phenomena - social relations and innovation, social innovations have accumulated characteristics that detail the value aspects and that can be identified as the ultimate goal of the innovation process. The peculiarity of creating social innovations can involve the public in this process and be limited by its separate stages.

We stand in the positions that the process of creating social innovations is initiated by an individual or community and is aimed at correcting the social functions of the government and regional authorities. The dependence of social innovations on the ideology of society requires balanced political decisions at all levels of government. In the process of creating social

innovations, there are contradictions that can also trigger the emergence of new social innovations aimed at eliminating them.

Identifying the value of social innovation is an important step in the process of creating it. This value arises in response to the challenges of the internal and external environment and forms the consumer value of social innovation. The transformation of the value of social innovation is directed from the idea to its materialization. At the same time, the authors of such innovations implement them in favour of other members of society, without the aim of making a profit.

The issue of developing the mechanism of social innovation has been further developed thanks to the theoretical and scientific and practical experience of leading scientists and authors of this study. The collected and analysed real cases and expert polls allowed not only to formulate a list of basic factors that play the role of a trigger in the emergence of social innovations but also to focus on their dual nature, that helps to react to challenges of different nature. This reaction is the base of the mechanism of occurrence of social innovation and the stakeholder effort coordinator.

Product and management innovations have a special effect on the field of social relations. The emergence of new forms of financing and strengthening the positions of the concept of responsible investment requires further research in this direction.

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