

# Current trends in social innovation research: social capital, corporate social responsibility, impact measurement

Carmen Păunescu

*The Bucharest University of Economic Studies, Romania*

**Abstract:** The paper highlights the most popular topics in social innovation research identified in the scientific literature, trying to emphasize the dimensions of the concept and its links with adjacent notions. The paper quantifies the frequency with which social innovation is addressed in the literature and then critically analyses its most debated aspects. The research is based on a literature review of the articles indexed in Thomson Reuters ISI Web of Knowledge during the period 1966-2014. Social innovation as a field of research is rather new but in the last ten years it has gained an amazing popularity among scholars, particularly with respect to pressing social issues like poor education, poverty, hunger, illness or social injustice. It is obvious why this field is more present in research, as social problems that affect a large number of populations are significant and their impact could be scaled and measured appropriately. The paper is meant to help academics and research scholars advance research in the social innovation field, by building on existing streams of research presented in the current paper, which need further investigation. As such, the findings of the paper will have a theoretical applicability and implication in what regards the understanding of the concept of social innovation, as well as its content and links with other related terms.

**Keywords:** social innovation, social capital, social networks, corporate social responsibility, social entrepreneurship, social measurement of innovation.

Please cite this article as following: Păunescu, C. (2014), "Current trends in social innovation research: social capital, corporate social responsibility, impact measurement", *Management & Marketing. Challenges for the Knowledge Society*, Vol. 9, No. 2, pp. 105-118.

## Introduction

Today we talk about social innovation in a variety of contexts and contents and its mentioning incites the imagination of a vast number of social actors because of its staggering array of applicability. The term seems to be highly popular on the internet, where its complexity raised by the numerous elements involved (social problem addressed, target group associated, social capital involved, social value created, timeframe of the impact, expected outcomes, ethical perspective as well as the economic and cultural dimensions) offers the premises for interesting debates. All these elements combined lead to a complex but unclear definition of social innovation, as there is no common view upon it.

We can acknowledge that the need for social innovation comes as a result of recognizing a gap between the current reality and the desired reality within one societal group or the society as a whole. As such, social innovation comes as a response to crises of "government failure", "market failure" and "voluntary failure" that are inherent to all societies. For an innovation to be considered social innovation it should demonstrate that it is grounded in a social mission and that it generates social value realized through social change. Most social innovations distinguish themselves by virtue of their orientation towards social mission and goals.

Social innovations can, therefore, be regarded as new solutions to the needs of people, which have not been fulfilled by the existing market players or governmental bodies, which increase their life standards and welfare. They involve entering a societal group and establishing a collaborative relationship with its members to create a social vision and to formulate specific measures for acting upon it and solving social problems. In this regard, social innovators act as the change agents of society, seizing opportunities others miss, improving systems, introducing new approaches, and creating solutions to regenerate society.

A social innovation can either approach a social problem that asks for an incremental change for a certain group of people (for example, discrimination in the business environment) or addresses a deep structural problem, that requires a radical change and affects a large number of people, having a scale impact (for example, unemployment or poverty). Therefore, in the social innovation process there are multiple players involved with different but complementary roles: civil society (customers, individuals, NGOs, associations, charities, etc.), government, public administration, enterprises, research institutes and universities.

Generally speaking, social innovation comes as a new form of innovation meant to solve social and economic problems and generate social change. However, as a new thing, it also faces many obstacles, like deviation of the mission, fierce competition, limited pool of resources, lack of support from the government, and so on. In this context, the present paper is focused on highlighting the most explored topics on social innovation found in the scientific literature, precisely articles and papers indexed in Thomson Reuters ISI Web of Knowledge, trying to emphasize in the coming sections the dimensions of the concept and its links with other related terms.

### **Research outline**

The research method employed was scientific literature review performed in Thomson Reuters ISI Web of Knowledge, as this database is widely recognized as the most reliable one, from a scientific point of view, for research scholars and academics. The scientific literature analysis was conducted in order to identify and delimitate the key topics and debates on social innovation generated by individuals, groups of people, organizations or society as a

whole. In order to identify the most relevant articles on social innovation, the search was conducted within the title field for all journal articles published between the years 1966-2014 (April). The abstracts of all these articles were fully examined and sequences of keywords and logical operations were determined to ensure coherence and comparability of the information retrieved and relevance to the topic. Based on the information extracted from the titles and abstracts, a list of keywords has been created, taking also into consideration the frequency with which these terms were approached in the analyzed articles: "social innovation", "social capital/ networks", "innovation performance", "corporate social responsibility", "social entrepreneurship", "social measurement of innovation". The full content of the papers was examined, randomly, only to get a better understanding of the social innovation-related issue being addressed in the paper and the corresponding results obtained. The paper is not intended to present a content analysis of the selected articles, but rather to highlight the key issues on social innovation brought into discussion in the scientific literature. Therefore, the paper is meant to help academics and research scholars advance research in the above-mentioned field by building on existing streams of research presented in the current paper, which will need further investigation.

The research conducted revealed that social innovation as a field of research has gained great interest from the scholars if we look at a snapshot of the last twenty years, thus transforming this field from a marketing and social media one, into a standalone area of investigation (see Table 1). As it can be observed, the number of articles that approached social innovation as main field of study ("social innovation" in the title of the article), grew constantly within the last two decades, reaching almost ten times more genuine research activity than in 1994. The most important years for this development were the last ten, when we see a boom in the social innovation domain.

**Table 1.** Web of Science returns on "social innovation"

Web of Science (results from All Databases)	All years (1966-2014)	Last 20 years (1994-2014)	Last 15 years (1999-2014)	Last 10 years (2004-2014)	Last 5 years (2009-2014)
"Social innovation" in Title	824	799	755	665	455
"Social innovator" in Title	11	11	10	9	6
"Social value creation" in Title	34	33	32	31	28
"Social value measure" in Title	33	33	29	27	20
"Social added value" in Title	29	29	28	24	15
"Social entrepreneurship" in Title	308	302	292	274	198
"Social entrepreneur" in Title	206	201	185	159	108

This particular interest of the research scholars in social innovation can be correlated with the fact that the last ten years worldwide implied an incredible advancement in technology, internet and communications, thus speeding up the way information reaches people. Also, individuals and communities became more and more aware of societal issues that surround

us everywhere and of the need to find a rapid solution to surpass them. Moreover, since 2008, the economic crisis revealed not only the inability of the markets and governments to properly cope with the realities of today, but also the inefficiencies of the system and persistence of social issues in many countries. Because of the crisis, many of these problems surfaced or deepened, asking for an urgent solution. Social innovation is considered to be a proper solution and this can be one of the most important reasons for the way in which it has gained the interest of researchers. However, scientific research is not enough for solving social problems; research must be translated into practical and scalable solutions, which are sustained by the government.

From another perspective, we were interested in comparing the popularity of the social innovation term relative to social entrepreneurship (see Table 1), amongst research scholars (this latter term is taken into consideration here as a sustainable solution for social innovation implementation). An analysis of the last 15 years (following the same search criterion: "social entrepreneurship" in the title of the article) proves that the social innovation term has actively been part of the research field, surpassing the social entrepreneurship term (see Table 2 and Table 3). In both cases, the most prolific year for research outputs on social innovation or social entrepreneurship was 2012.

**Table 2.** *Web of Science returns on "social innovation" and average frequency per month*

Web of Science (results from All Databases)	"Social innovation" in Title	Average frequency per month
2014 (up to April)	12	3,00
2013	99	8,25
2012	104	8,67
2011	99	8,25
2010	88	7,33
2009	53	4,42
2008	66	5,50
2007	61	5,08
2006	32	2,67
2005	21	1,75
2004	30	2,50
2003	24	2,00
2002	23	1,92
2001	19	1,58
2000	12	1,00
1999	12	1,00

**Table 3.** *Web of Science returns on "social entrepreneurship" and average frequency per month*

Web of Science (results from All Databases)	"Social entrepreneurship" in Title	Average frequency per month	"Social entrepreneur" in Title	Average frequency per month
2014 (up to April)	6	1,50	1	0,25
2013	36	3,00	21	1,75
2012	59	4,92	31	2,58
2011	28	2,33	22	1,83
2010	42	3,50	13	1,08
2009	27	2,25	20	1,67
2008	15	1,25	11	0,92
2007	22	1,83	14	1,17
2006	27	2,25	14	1,17
2005	8	0,67	7	0,58
2004	4	0,33	5	0,42
2003	6	0,50	6	0,50
2002	5	0,42	10	0,83
2001	3	0,25	3	0,25
2000	2	0,17	4	0,33
1999	2	0,17	3	0,25

This can be explained by the fact that social innovation as a field of study is connected not only to the social problems perceived by the populations, but to the already researched fields of innovation, other than social. However, as mentioned initially, the field gained high interest in the later years, alongside with many other concepts that developed with it, like: social value creation, social value measure, social added value, social entrepreneurship, and social responsibility.

Even if the primary goal of this paper is to highlight the way in which social innovation is presented in the articles indexed by Thomson Reuters ISI Web of Knowledge, we acknowledge the large popularity of the term amongst actors from outside the academia and its extensive applicability in many domains of activity. Therefore, several frameworks and contents of social innovation (which were not extracted from the scientific literature reviewed) have been brought into discussion, with the purpose of gaining a better understanding of the concept and the other associated terms.

### **Social innovation frameworks**

Social innovation's primary goal is to create social change and regenerate society. Social innovations are critically driven by a social mission and goal, and the value they create is necessarily shared value (economic and social) between all participants involved. The actual social context has influenced the way innovation is perceived, not only as a tool and source of economic growth and competitiveness, but also as a potential tool for achieving social goals and social cohesion in society (Lubelcová, 2012). Social rather than economic

concerns are the main driver in the development and implementation of new ideas about solving problems and improving life standards.

The European Commission (2013) defines social innovation as “the development and implementation of new ideas (products, services and models) to meet social needs and create new social relationships or collaborations”. In this regard, it is expected that social innovation will give “new responses to pressing social demands, which affect the process of social interactions” (European Commission, 2013). Social innovation is meant to improving social conditions in general, and human quality of life and well-being in particular. To fulfill this goal, social innovations rely on the creativity, awareness and commitment of all citizens, civil society organizations, local communities, businesses and public servants together. These individuals and structures act as innovators, with a clear goal of creating social value, by offering simpler, cheaper, good-enough solutions aimed at underserved groups or not served at all, and by bringing in resources in ways that initially were unattractive.

Social innovation is present in a whole range of policy initiatives of the European Commission: the European platform against poverty and social exclusion ([ec.europa.eu/social](http://ec.europa.eu/social)), the Innovation Union ([ec.europa.eu/research/innovation-union](http://ec.europa.eu/research/innovation-union)), the Social Business Initiative ([ec.europa.eu/internal\\_market/social\\_business](http://ec.europa.eu/internal_market/social_business)), the Employment and Social Investment packages ([ec.europa.eu/social](http://ec.europa.eu/social)), the Digital Agenda ([ec.europa.eu/digital-agenda](http://ec.europa.eu/digital-agenda)), the Innovation Partnership for Active and Healthy Ageing ([ec.europa.eu/research/innovation-union](http://ec.europa.eu/research/innovation-union)), and the Cohesion Policy ([ec.europa.eu/regional\\_policy](http://ec.europa.eu/regional_policy)). But in spite of all these European initiatives in the current scientific literature researched there is no definite consensus about the term ‘social innovation’ (Table 4).

**Table 4.** *Social innovation frameworks*

Author(s)	Social innovation definitions
Cajaiba-Santana (2014)	Social innovations are innovations that act as a driver of social change.
Grimm et al. (2013)	Social innovation makes societies more sustainable and cohesive through inclusive practices, coproduction and pro-active grassroots initiatives.
Maclean et al. (2013)	Social innovation/innovator plays an important role in regenerating communities, through community engagement and self-organization.
Lopez Cerezo and Gonzalez (2013)	Any innovation should always be a kind of social innovation. This constitutes a label that includes very diverse types of practices that generate social change.
Lubelcová (2012)	Social innovation is a source of social change and modernization of society. Innovation is not only a tool and source of economic productivity and competitiveness, but also a potential tool for achieving social goals and social cohesion in society.
Dawson and Daniel (2010)	Social innovations are the main driver in the development and application of new ideas to solving problems, improving social conditions and improving the well-being of people in society.
Tanimoto (2010)	Social innovation is a result not only of the entrepreneurs and producers creativity alone, but of the various related stakeholders as well as customers and users. The social entrepreneur identifies social problems, gets ideas and resources, and creates social innovation in collaboration with related stakeholders.

Author(s)	Social innovation definitions
Fedotova (2010)	Social innovation is seen as the result of creative activity, the use of which leads to solution of the problems. Social innovation is a deliberately organized innovation that is introducing the changes that were meant to be introduced.
Echeverria (2008)	Social innovations are innovations oriented to processes, goods, organization and marketing (Oslo Manual, 2005) that are accepted by the society and used for a social purpose.
He and Qiao (2008)	Social innovation means inventing new approaches and advancing sustainable solutions to create social value. This can be achieved by exploring novel business models and developing innovative technical solutions.

### Social capital and its link with innovation performance

In spite of its novelty in the economic field, social capital has quickly gained its share of interest among scholars, almost with the same speed that social networks gained a significant popularity among beneficiaries. In the literature, social capital is defined as a sum of assets associated with one's social networks, as long as these assets are connected through common set of values and norms towards the individuals, organizations, stakeholders and ultimately the society as a whole (Păunescu and Badea, 2013).

Social capital starts with each individual and their personal equity, given by their social status and social recognition, as well as the principles and values that guide them; it continues with the capability of individuals to extend mutual beneficial relationships with others (e.g., peers, partners, customers, stakeholders), so they can benefit of what the others in their network possess and leverage the network members' know-how. Having the right network and continuously updating it, helps individuals manage critical and complex situations which will contribute to an increased performance of the innovation (see Table 5).

**Table 5.** Possible links between social capital and innovation performance

Author(s)	Findings in the literature
Bhatt and Allinay (2013)	A greater engagement of investors, customers, beneficiaries and other stakeholders throughout the social innovation process can help in the successful initiation, development and scaling of a social innovation (e.g., access more financial resources, reduce marketing and customer-related costs, etc.).
Grützmann et al. (2013)	There are positive correlations between the social dimension of innovativeness and information search in networks. The use of social networking information leads to innovative consumer behavior and influences his/her decision to purchase new products.
Huggins et al. (2012)	The innovation performance of companies is significantly related to investments in network capital in dynamically configured inter-organizational knowledge alliances (where the inter-organizational networks act as facilitators of knowledge flow and innovation).
Chiu and Lee (2012)	The locus of innovation lies in the structure of a firm's external collaboration network as well as internal capabilities to exploit the network externalities.

Author(s)	Findings in the literature
Jamali et al. (2011)	The investment in social capital (regarded as an umbrella concept for social networks, strategic partnerships and alliances) explains the differential success and performance of social alliances in terms of innovation and value creation.
Maurer et al. (2011)	Knowledge transfer (conceptualized as the mobilization, assimilation, and use of knowledge resources) mediates between organization members' intra-organizational social capital and organizational performance outcomes of growth and innovation performance.
Doh and Acs (2010)	There is a positive relationship between social capital, measured through generalized and institutional trust, associational activities and civic norms, and organization innovation.
Zhang, H.; Wei, X.; Kang, K. (2010)	The investments in social capital (measured through organizational trust, organizational commitment, shared vision, connection strength, and network density) are positively associated with inter-firm knowledge transfer. At the same time, inter-firm knowledge transfer is positively associated with innovation performance.

Social capital is considered the facilitator of knowledge search and knowledge sharing activities, which are considered of major importance to innovation performance and outcomes (Huggins et al., 2012). Moreover, social capital at the organizational level has a significant influence on both knowledge acquisition and innovation. Social capital provides the infrastructure on top of which a social innovator or a social entrepreneur can build a solid structure of local communities, companies, international agencies and states all working together to maintain trust and a constant flow of knowledge with the view to solve a social problem (Găucă and Hadad, 2013).

Top companies have started to encourage the creation of social capital within to enhance the ability of an individual to manage diverse and complex social relationships with the purpose to leverage the organizational performance at its maximum as this effort does not necessarily require a significant monetary investment, but rather introspection into the basic principles and values of the company. The investments in social capital, which are not necessarily financial investments, explain the success and performance of top companies in term of innovation and contribution to value creation. Social capital is not part of the company balance sheet, but its deficit or poor management will definitely lead to the bankruptcy of those long term relationships and partnerships, considered as the foundation and future of the company.

### **Corporate social responsibility and social innovation**

The concept of social responsibility is becoming more and more frequently used by companies which are willing to gain the trust of and collaborate more closely with the market. The companies that are successfully conducting their business in a socially responsible manner have understood how much importance it is given nowadays to this kind of behavior and how much it contributes to the process of innovation and direct value creation.

According to the European Commission (2011), corporate social responsibility (CSR) is “a concept whereby companies integrate social and environmental objectives in their operational processes and in the interaction with stakeholders, in a voluntary manner”. Therefore, corporate social responsibility implies that companies have organizational and collective responsibility beyond legal requirements. This type of responsibility can be described using the triple bottom line of sustainability that has social, environmental and economic dimensions (Weisenfeld, 2012).

Nowadays companies and governments are not doing enough to tackle issues such as: poor education, social justices, unemployment, poverty and climate change. CSR can be conceived as an interface between companies and society, which may play the role of a business innovator to transfer humanistic and cultural values from the macro-level and transform them into part of corporate culture at the micro-level (Carrasco-Monteagudo and Buendia-Martinez, 2013). Companies pursue corporate social responsibility and environmental management activities in the hope that this will foster innovation in their organization, and will improve corporate social performance.

It is recognized that the value of an innovation process lies in the capacity to address societal and social issues (rather than those purely economic). Therefore, participative actions and collaborative efforts of all private, public, and third sectors, as well as civil society’ empowerment, are considered crucial aspects of stimulating social innovation. The key debates in the Thomson Reuters ISI Web of Knowledge literature on this subject emphasize such situations (Table 6).

**Table 6.** *Corporate social responsibility and social innovation*

Author(s)	Key debates in the literature
Rexhepi et al. (2013)	Social challenges, such as social injustices, poverty and climate change, are to be regarded as opportunities for innovation, rather than risks to be alleviated. Improvements in corporate social responsibility are seen as corporate social innovation, which will refer to a product innovation with a social purpose, on low-income market.
Weisenfeld (2012)	Corporate social responsibility implies that companies have collective responsibility beyond legal requirements, described along the triple bottom line of sustainability (social, environmental and economic dimensions).
Ubius and Alas (2012)	Corporate social responsibility predicts the innovation climate but it depends on the employees’ gender (higher among women and lower among men), age (higher among younger group and lower among middle aged and older groups) and education level (higher among respondents with a high level of education).
Gallego-Alvarez et al. (2011)	Companies do not implement innovations linked to topics of sustainability; at the same time, an incompatibility exists between investment in R&D and the encouragement of corporate sustainable behavior.
Wagner (2010)	Social innovation is sustained through various policy instruments, with the intention to reconcile corporate sustainability aspects (sustainable development) with profitability and competitiveness. Wagner (2010) demonstrates that innovation with high social benefits links with corporate social performance in family-based companies.

### Social measurement of innovation

Measuring the social impact and change that companies have upon their stakeholders is a relatively new topic, under an emerging interest from social media and research scholars. Although innovations tend to be only assessed from an economic point of view, they provide other forms of value that is: social, cultural, political, environmental, and moral (Echeverria, 2013).

Social network analysis introduces an important tool for studying the forms and diffusion of innovations, by looking at the main mechanisms involved in the diffusion of innovation in a social network. Chiu and Lee (2012) suggest that “the locus of innovation lies in the structure of a company's external collaboration network as well as internal capabilities to exploit the network externalities”.

The ability to innovate of high growth companies is mainly dependent on the human capital of the company's entrepreneurs. Three key components, including entrepreneur, knowledge and network, are widely recognized as common and important elements of the innovation. Therefore, the social measure of innovation should be searched for in the entrepreneur's human capital, company knowledge and its social networks.

In the case of social enterprises, the benefits of measuring the social value and change created within their target communities are various: building their image and reputation, easing access to multiple funding opportunities, ensuring an efficient and effective allocation of resources, and even motivating and leading staff towards achieving tangible measurable goals.

Companies that don't primarily seek to create social value, but do so in the process of achieving their goals, are usually evaluated based on their economic performance. For those companies, social value is often equaled with the economic value created. Nonetheless, they are still affected through the social impact they create, from at least the following perspectives: CSR engagement and, hence, company reputation, social media and stakeholder relationships, etc. (Becker-Olsen et al., 2006).

Nevertheless, a stable, accurate measurement of social innovation is not possible, nor generally accepted. The debates found in the Thomson Reuters ISI Web of Knowledge literature sustain this affirmation (Table 7).

**Table 7.** Potential social measures of innovation

Author(s)	Literature debates and findings
Echeverria (2013)	Innovations provide different forms of value: economic, social, cultural, political, environmental, moral. These forms of innovation are to be evaluated in all phases of the innovation process and have to take into account different players involved in it.
Tsai et al. (2013)	Innovation performance is indirectly affected by buyer-seller social capital via the commitment to innovation (shared norms, trust) and customer knowledge development.
Rass et al. (2013)	Social capital (understood as structure and content of social relations) plays a mediator role between the implementation of open innovation instruments and company performance. The implementation of open innovation instruments strengthens an organization's social capital, which is, in turn, positively related to company performance.

Author(s)	Literature debates and findings
Padgett and Moura-Leite (2012)	The degree to which social innovation impacts financial performance of the company is correlated with the involvement level of governmental and non-governmental institutions to create incentives for companies to implement innovative activities that produce social benefits. Padgett and Moura-Leite (2012) demonstrate that there is a negative and significant effect between innovation with high social benefit and financial performance.
Maurer et al. (2011)	Knowledge transfer (conceptualized as the mobilization, assimilation, and use of knowledge resources) mediates between organization members' intra-organizational social capital and organizational performance outcomes of growth and innovation performance.
Link and Siegel (2009)	To evaluate the societal benefits of technology transfer and determine the economic gains associated with this activity two key metrics can be used, namely social rates of return (to university-based inventions) and benefit-to-cost ratios characteristic of specific new technologies.
Pavelin and Porter (2008)	Innovation determines the relationship between corporate strategy and social issues, in terms of, for example, the probability that the innovation brings reduced environmental impacts and/or improved health and safety, and the strength of this effect.
Hull and Rothenberg (2008)	Corporate social performance can enhance financial performance by allowing the company to differentiate, and this effect may be moderated both by innovation, which also drives firm differentiation, and the level of differentiation in the industry.

**Conclusions**

The paper highlights the current topics and debates on social innovation identified in the Thomson Reuters ISI Web of Knowledge literature from the last ten years. These research topics were grouped - based on the sequences of keywords and by using logical operations to ensure coherence and comparability of the information retrieved and relevance to the topic - into four categories: social innovation frameworks, social capital and its link with innovation performance, corporate social responsibility and its link with social innovation, and social measurement of innovation. Based on the research findings highlighted in the paper, we conclude that there is no definite consensus about the content and use of the term 'social innovation'. Also, investments in social capital will increase innovation performance, while corporate social responsibility actions will stimulate corporate social innovation. Furthermore, a stable, accurate measurement of social innovation is neither possible, nor accepted.

The paper is not intended to present a content analysis of the reviewed literature (and this can be regarded as a research limit), but rather to highlight the key issues of social innovation brought into discussion in the scientific literature. The findings of the paper have a theoretical applicability and implications in what regards the understanding of the concept of social innovation, as well as its content and connection to other related terms. Social innovation is for sure a field of investigation that will attract constant attention and further research will broaden the current understanding of the concept as well as shape its limitations. This paper is one of the contributors to this field.

**References**

- Becker-Olsen, K.L., Cudmore, B.A. and Bill, R.P. (2006), "The impact of perceived corporate social responsibility on consumer behavior", *Journal of Business Research*, Vol. 59, pp. 46-53.
- Bhatt, P. and Altinay, L. (2013), "How social capital is leveraged in social innovations under resource constraints?", *Management Decision*, Vol. 51, No. 9, pp. 1772-1792.
- Cajaiba-Santana, G. (2014), "Social innovation: Moving the field forward. A conceptual framework", *Technological Forecasting and Social Change*, Vol. 82, pp. 42-51.
- Carrasco-Monteaigudo, I. and Buendia-Martinez, I. (2013), "Corporate social responsibility: a crossroad between changing values, innovation and internationalisation", *European Journal of International Management*, Vol. 7, No. 3, Special Issue, pp. 295-314.
- Chiu, Y.T.H. and Lee, T.L. (2012), "Structural embeddedness and innovation performance: Capitalizing on social brokerage in high-tech clusters", *Innovation-Management Policy & Practice*, Vol. 14, No. 3, pp. 337-348.
- Dawson, P. and Daniel, L. (2010), "Understanding social innovation: a provisional framework", *International Journal of Technology Management*, Vol. 51, No. 1, Special Issue, pp. 9-21.
- Doh, S. and Acs, Z.J. (2010), "Innovation and social capital: A cross-country investigation", *Industry and Innovation*, Vol. 17, No. 3, pp. 241-262.
- Echeverria, J. (2013), "Evaluating the innovations and their social diffusion", *Isegoria*, No. 48, pp. 173-183.
- Echeverria, J. (2008), "The Oslo manual and the social innovation", *Arbor-Ciencia Pensamiento y Cultura*, Vol. 184, No. 732, pp. 609-618.
- European Commission (2013), Guide to social innovation, available at: [http://ec.europa.eu/regional\\_policy/sources/docgener/presenta/social\\_innovation/social\\_innovation\\_2013.pdf](http://ec.europa.eu/regional_policy/sources/docgener/presenta/social_innovation/social_innovation_2013.pdf) (accessed April 12, 2014).
- European Commission (2011), A renewed EU strategy 2011-14 for Corporate Social Responsibility, available at: [http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/new-csr/act\\_en.pdf](http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/new-csr/act_en.pdf) (accessed April 11, 2014)
- Fedotova, V.G. (2010), "Social innovations as the basis of society modernization process", *Voprosy Filosofii*, No. 10, pp. 3-16.
- Gallego-Alvarez, I., Manuel Prado-Lorenzo, J. and Garcia-Sanchez, I.M. (2011), "Corporate social responsibility and innovation: a resource-based theory", *Management Decision*, Vol. 49, No. 9-10, pp. 1709-1727.
- Găucă, O. and Hadad, S. (2013), "Does civil society create social entrepreneurs?", *Annals of the University of Oradea, Economic Sciences*, Vol. 22, No. 1, pp. 650-658.
- Grimm, R., Fox, C., Baines, S. and Albertson, K. (2013), "Social innovation, an answer to contemporary societal challenges? Locating the concept in theory and practice", *Innovation – the European Journal of Social Science Research*, Vol. 26, No. 4, pp. 436-455.
- Grützmann, A., Felício Macedo, F.M. and Zambalde, A.L. (2013), "Knowledge management and innovation: The role of virtual social networks in innovative consumer behavior", *Journal of technology management & innovation*, Vol. 8, pp. 73-73.
- He, A.J. and Qiao, L. (2008), "Innovation and social entrepreneurship", in: *Proceedings of Academy of Innovation and Entrepreneurship*, 27-29 March 2008, Tsinghua University, Beijing, China, pp. 164-166.

- Holmes, S. and Smart, P. (2009), "Exploring open innovation practice in firm-nonprofit engagements: a corporate social responsibility perspective", *R&D Management*, Vol. 39, No. 4, pp. 394-409.
- Huggins, R., Johnston, A. and Thompson, P. (2012), "Network capital, social capital and knowledge flow: How the nature of inter-organizational networks impacts on innovation", *Industry and Innovation*, Vol. 19, No. 3, Special Issue, pp. 203-232.
- Hull, C.E. and Rothenberg, S. (2008), "Firm performance: The interactions of corporate social performance with innovation and industry differentiation", *Strategic Management Journal*, Vol. 29, No. 7, pp. 781-789.
- Jamali, D., Yianni, M. and Abdallah, H. (2011), "Strategic partnerships, social capital and innovation: accounting for social alliance innovation", *Business Ethics-A European Review*, Vol. 20, No. 4, pp. 375-391.
- Link, A.N. and Siegel, D.S. (2009), "Evaluating the social returns to innovation: an application to university technology transfer": in Libecap, G.D. (Ed.), *Advances in the Study of Entrepreneurship Innovation and Economic Growth*, Vol. 19, pp. 171-187.
- Lopez Cerezo, J.A. and Gonzalez, M.I. (2013), "Social crossroads of innovation", *Isegoria*, No. 48, pp. 11-24.
- Lubelcová, G. (2012), "Social innovations in the context of modernization", *Sociologia*, Vol. 44, No. 3, pp. 291-313.
- Maclean, M., Harvey, C., Gordon, J. (2013), "Social innovation, social entrepreneurship and the practice of contemporary entrepreneurial philanthropy", *International Small Business Journal*, Vol. 31, No. 7, pp. 747-763.
- Maurer, I., Bartsch, V. and Ebers, M. (2011), "The value of intra-organizational social capital: How it fosters knowledge transfer, innovation performance, and growth", *Organization Studies*, Vol. 32, No. 2, pp. 157-185.
- OECD and Eurostat, (2005), Oslo Manual, available at: [http://epp.eurostat.ec.europa.eu/cache/ITY\\_PUBLIC/OSLO/EN/OSLO-EN.PDF](http://epp.eurostat.ec.europa.eu/cache/ITY_PUBLIC/OSLO/EN/OSLO-EN.PDF) (accessed April 12, 2014).
- Padgett, R.C. and Moura-Leite, R.C. (2012), "Innovation with high social benefits and corporate financial performance", *Journal of technology management & innovation*, Vol. 7, No. 4, pp. 59-69.
- Pavelin, S. and Porter, L.A. (2008), "The corporate social performance content of innovation in the UK", *Journal of Business Ethics*, Vol. 80, No. 4, pp. 711-725.
- Păunescu, C. and Badea, R. (2013), "Examining the social capital content and structure in the pre-start-up planning", in: *Proceedings of International Conference Emerging Markets Queries in Finance and Business, 23-24 October 2013, Târgu Mureș, Romania*, p. 8.
- Rass, M., Dumbach, M., Danzinger, F., Bullinger, A.C. and Moeslein, K.M. (2013), "Open innovation and firm performance: The mediating role of social capital," *Creativity and Innovation Management*, Vol. 22, No. 2, pp. 177-194.
- Rexhepi, G., Kurtishi, S. and Bexheti, G. (2013), "Corporate social responsibility (CSR) and innovation - The drivers of business growth?", *Procedia: Social and Behavioral Sciences*, Vol. 75, pp. 532-541.
- Tanimoto, K. (2010), "The process of social innovation: multi-stakeholders perspective", in: *Proceedings of the 5th European Conference on Innovation and Entrepreneurship*, September 2010, Natl & Kapodistrian University of Athens, Athens, Greece, pp. 594-601.
- Tsai, Y.H., Joe, S.W., Ding, C.G. and Lin, C.P. (2013), "Modeling technological innovation performance and its determinants: An aspect of buyer-seller social capital", *Technological Forecasting and Social Change*, Vol. 80, No. 6, pp. 1211-1221.

- Ubius, U. and Alas, R. (2012), "The impact of corporate social responsibility on the innovation climate", *Inzinerine Ekonomika-Engineering Economics*, Vol. 23, No. 3, pp. 310-318.
- Wagner, M. (2010), "Corporate social performance and innovation with high social benefits: A quantitative analysis", *Journal of Business Ethics*, Vol. 94, No. 4, pp. 581-594.
- Weisenfeld, U. (2012), "Corporate social responsibility in innovation: Insights from two cases of Syngenta's activities in genetically modified organisms", *Creativity and Innovation Management*, Vol. 21, No. 2, pp. 199-211.
- Zhang, H., Wei, X. and Kang, K. (2010), "A study of the effects of social capital on inter-firm knowledge transfer and innovation performance", in: *Proceedings of the 2010 International Conference on Information Technology and Scientific Management*, 20-21 December 2010, Tianjin Polytechn University, Tianjin, China, pp. 819-823.