



#### **Danish Case-Studies Report**

Case study report. Case studies WP6: Denmark. [E-bro, Mind your own Business, Grennesminde, Cycling without Age, ByBi] Fuglsang, Lars; Hansen, Anne Vorre; Scupola, Ada

Published in:

Empirical approach to value co-creation in public services: structural transformations

Publication date: 2019

**Document Version** Publisher's PDF, also known as Version of record

#### Citation for published version (APA):

Fuglsang, L., Hansen, A. V., & Scupola, A. (2019). Danish Case-Studies Report: Case study report. Case studies WP6: Denmark. [E-bro, Mind your own Business, Grennesminde, Cycling without Age, ByBi]. In Empirical approach to value co-creation in public services: structural transformations: EU-H2020 Co-VAL, Deliverable 6.1 (pp. 197-285). European Commission.

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# 7 Danish Case-Studies Report



# H2020-SC6-CULT-COOP-2016-2017 CULT-COOP-11-2016-2017

## Co-VAL [770356] "Understanding value co-creation in public services for transforming European public administrations"



# **PSINSI Danish case studies**

Project Reference No	Co-VAL [770356]	
Workpackage	WP6 Structural transformations: public-private innovation networks and social innovation in public services	
Dissemination Level	Pu = Public	
Date	20-06-2019	
Author(s)	Lars Fuglsang, Roskilde University Anne Vorre Hansen, Roskilde University Ada Scupola, Roskilde University	
Document description	This document includes a collection of five Danish case-studies on PSINSI's (Public Service Innovation Network for Social Innovation)	



# Case study report

### **Case studies WP6: Denmark**

Conducted by Postdoc Anne Vorre Hansen, Professor Lars Fuglsang and Associate Professor Ada Scupola, September 2018 – June 2019







**MIND YOUR OWN BUSINESS** 





#### **Executive Summary**

All five cases from Denmark are examples of social innovation emerging in the **interplay between the public sector and the third sector and/or civil society.** Yet, the cases of social innovation are not initiated or "owned" by the public sector itself, but are highly dependent on and situated within a network of cross-sector collaboration - as such they are **examples of bottom-up social innovation** and not examples of specific innovation processes per se.

All cases emphasize that there are certain **complex/wicked social problems**, which are not addressed properly by the public sector/the state, which is why they are driven by a certain **inherent systems critique** while at the same time collaborating closely with and being dependent on the public sector.

The cases are concerned with **systemic change:** either through the means of physical movement (a bike ride), figuratively as getting somebody from a to b (becoming readier for the labour market), the application of honey production as both a concrete activity and a metaphor for new ways of production, the creation of new stories/understandings based on partnerships models and IT innovation as change maker. But still it seems that, the more the case organisation is dependent on collaborating with the public sector, the **less transformational potential**.

The cases are based on ideas of the **dynamics of change**; that if you are able to make a change at an individual level you also set the ground for making a cultural change that can lead to societal or institutional changes at a collective level. Hence, in all cases the following aspects are in focus: reciprocity, relationalities and temporality. This implicates a **processual perspective on innovation**, not understood as a specific method or model for innovation, but merely as an approach to explore and develop the overall objective of change.

Most cases experience **challenges with financial sustainability and legitimacy regarding social impact.** So, even though the cases experience a high degree of positive feedback and interest nationally as well as internationally, they are 'caught' in the current quantative measuring paradigm of the public sector and the strategic funds.

Some case organisations feel a **pressure to tap into the 'utopean' rhetoric of social innovation** - which is not necessarily helpful to the organizations, since this may take **focus away from both the changes on micro level and other kinds of potentials for change**, e.g. the potential of expanding solutions to conventional business, public sector services or scaling up nationally or internationally.



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### 1. Setting of empirical studies: Denmark

The five case studies from Denmark are all examples of social innovation emerging in the interplay between the public sector and the third sector and/or civil society. The examples of social innovation are therefore not necessarily initiated or "owned" by the public sector itself, but are highly dependent on and situated within a network of cross-sector collaboration. The main research method applied is in-depth interviews with representatives from both the case organizations and the public sector. The interview guide was developed in accordance with the central themes of WP6 and was subsequently refined and revised based on initial meetings with key informants. Relevant documents from each organization have been analysed as supplementary data. The cases are, despite different foci and weighing, somehow concerned with systemic change; framed either through the means of physical movement (a bike ride), figuratively as getting somebody from a to b (becoming readier for the labour market), the application of honey production as both a concrete activity and a metaphor for new ways of production, the creation of new stories/understandings based on partnerships models and IT innovation as change maker. As such there is a double-move going on based on the belief that if you are able to make a change at an individual level you also set the ground for making a cultural change that can lead to societal or institutional changes at a collective level. Hence, across the cases there is something about making a move/to move somebody at stake; implicating that relationship-building and trust developed over time are key in understanding innovation processes. Moreover, when looking at the cases as networks and players in a broader innovation system, it becomes crucial to understand the interaction that takes place; that actors at different times provide input to each other and at other times receive input.

To sum up, the following aspects seem to prevail: reciprocity, relationalities and temporality. This furthermore implicates a processual perspective on innovation, not understood as a specific method or model for innovation, but merely as an approach to explore and develop an overall objective of change. Each sub-report is structured as follows; firstly, the case, and the arguments for choosing the case, are accounted for alongside the main findings regarding specific conditions for the case to emerge and develop. Subsequently, the narrative of the case is presented to set the scene for the analysis of the five key dimensions of WP6. Finally, the case findings and the analysis are discussed and main points to pay attention to are identified.





#### 2. Case study 1: Cycling Without Age

#### 2.1. The case in a nutshell

This sub-report is based on the case "Cycling Without Age" (CWA). Cycling Without Age is, by its founders and employees, mainly perceived a movement that is nevertheless based on a number of legal and organizational units as foundation for the movement to operate, collaborate, apply for funding and hire employees. The movement started in 2012, but was not formally and legally established before 2015. The main idea is that elderly people living in care centres or elderly people offered home care are given the opportunity to get a bike ride in a trishaw. The trip involves, what is referred to as the three P's: pilots, passengers and personnel. The pilot (driver) is either a volunteer or an employee from the care centre or home care, the passenger is the elderly person and personnel refer to the employees and/or administration at the care centre/home care. The main objective of Cycling Without Age is presented as giving the elderly *the right to wind in the hair* by ensuring mobility and active partaking in society. The movement is based on the following five guiding principles:

**Generosity:** Generosity permeates every single activity in Cycling Without Age and works its magic at many different levels.

**Slowness:** Slowness allows you to sense the environment, be present in the moment and it allows people you meet along the way to be curious about Cycling Without Age.

**Storytelling:** We tell stories, we listen to stories of the elderly people on the bike and we also document these stories when we share them via word of mouth or on social media.

**Relationships:** We create a multitude of new relationships across any border in our society. **Without Age:** We let people age in a positive context - fully aware of the opportunities that lie ahead when interacting with their local community.

(CWA Brand Book)

The principles are understood as a shared value frame for the people engaged in the movement, which is now operating worldwide; in 2015 began an internationalization strategy and today (2018) CWA is represented in 40 countries based in more than 1200 chapter locations.

"Cycling Without Age" is an exemplary case in the sense that the social initiative is perceived as a success; both regarding the overall idea and the rapid expansion nationally and internationally. The case is often referred to in the field of social entrepreneurship and due to a strategic focus on communication the movement has been widely exposed in Danish and foreign media. As an example of *successful* social innovation, it is therefore relevant to better understand the preceding conditions for the innovation to happen and become sustainable, herein identifying the main



actors and exposing the institutional factors (understood broadly). As such the case might be significant as inspiration to future similar initiatives.

Based on interviews with managers from the organization and public managers from the elderly care domain the key findings are:

- **Timing**: the idea that local volunteers could give elderly people from care centres a bicycling ride came at a time where the critique of New Public Management emerged/was at its high point and there was an increased focus on New Public Governance in the public sector. As such the initiative was aligned with a certain value framework also reflected in society at large.
- **Financial grounding**: the founders and key persons in the establishment of the foundation started as volunteers having full time jobs. As such the burning platform was not economy per se, but rather the dream of making the foundation a primary work place.
- **Releasing of resources**: the four key actors in the development of the movement have to a large extent based their contribution to the organization on their ability to apply their professional competences, personal motivations and former experiences in this new context.
- **Strategic communication**: from the very beginning the movement has strategically used SoMe, word of mouth and storytelling as tools to mobilize both public sector actors and volunteers. Also, there is an explicit awareness on wording and conceptual usage.
- **Networking**: from the outset the founders have been activating both their professional and personal network alongside encouraging other actors involved to do so.
- **Methods focus/focus on methods**: the organization is concerned with discursively constructing and continuously developing the bicycle ride as a method to embrace "all that which happens around the ride itself". In this manner the ride is both perceived a concrete activity and a way to make systemic change.
- Locality: the success of CWA is dependent on the local context, i.e. that local people are engaged and that they due to local knowledge are able to activate the immediate environment, be that other individuals or companies and institutions.
- **Openness**: to CWA is has been important to stress that they offer a platform for innovation and experimentation. Thus, they have tried to avoid excessive rules and to institutionalize the foundation in a way that decreases the room to manoeuvre for the members.

Besides these overall conditions there are two aspects that have been crucial in realizing the social initiative. Firstly, the idea became widespread without being evidence-based – this has not been a concern from the perspective of the municipalities, since the decision of engaging in the movement seem to have been mainly political. Therefore, the current urge to measure and show the impact of CWA has emerged within the organisation itself as a way to consolidate the movement as a legitimate voice in the discussion of elderly care and welfare. Secondly, the success is highly dependent on fiery souls, not only across Denmark but also internationally. A note in this regard is the foundation perceives fiery souls are as important kick-starters, but that they cannot necessarily ensure the development of a sustainable network and in formalizing of the initiative.





#### 2.2. Data material

The case study is based on in-depth interviews with main informants from Cycling Without Age and public sector managers alongside document studies. In recruiting for interviews with managers at care centers/home care a variety in large municipality/small municipality and best cases/challenged cases was emphasized. This was agreed upon in collaboration with the case organization. A delimitation in the study is that only stakeholder/collaborators from a Danish context has been interviewed and hence the main findings are related to a specific country/local chapter, namely Denmark. Besides using the websites of CWA, YouTube videos and TEDx Talk as information sources, two documents have been analyzed – an evaluation report and a Brand Book. The data material is the foundation for the whole report, but quotes and excerpts are mainly used in the analysis of the five key dimensions.

#### Interviewees:

Strategic management (CWA)	Public Managers
Founder of CWA and Change Maker	Rehabilitation Manager, Elderly Care Center, Municipality at Funen
Change Maker at CWA	Coordinator of Voluntary Work, Municipality at Zealand
Change Maker at CWA	Head of Elderly Care Center, Municipality at Funen

#### Documents:

Type of document	Source
External evaluation: "Wind in the hair gives life quality – and positive numbers at the bottom line"	AskovFonden & CUA
Brand Book	CWA

#### 2.3. Cycling Without Age: The narrative

In the following the story of Cycling Without Age will be presented. The narrative is structured around each year of the movement's history and herein crucial and/or defining moments. But to understand how the idea of taking elderly for bike rides emerged, a short account of the pre-story will be exposed.

The founder of Cycling Without Age, worked as partner in the consultancy business, which focused on leadership, openness and transparency in the solutions that they developed to clients.



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Moreover, he was, together with a close colleague, concerned with the question of how to create social effects in the world. This was reflected in a specific approach to leadership, referred to as *'purpose makers'*, by which they wanted to embrace and push forward a focus on overall societal challenges that reach beyond the companies themselves. In the same vein, and in addition to this, they were captivated by *'Random Acts of Kindness'* as both a phenomenon and an attitude to being in the world. Thus, they continuously challenged each other in doing good deeds to explore what happens when you do so, how people respond and what it does to you as human being. An experience, which the founder still encounters, is to be met by scepticism either based on a here-and-now response related to the situation or by a more profound frame of reference/paradigm grounded in a quid pro quo logic. In sum, the founder was on beforehand working in-depth with ways to bridge business and ethical/societal concerns.

#### 2012: The emergence of an idea

When reflecting upon how the idea of Cycling Without Age emerged in the fall 2012, the founder states: *"I actually think that the first trip came as a spontaneous idea"*. When cycling to work, he had for a while seen an elderly man sitting outside a nearby care center, seemingly enjoying fresh air. He began wondering if the man would enjoy a bike ride, and ended asking the manager of the care center if he could make that offer. The request was met positively and the founder begins to cycle with the man on a (by himself) rented bike. Since he could see the positive effects of the bicycle ride, after some weeks he asked if the care center would be able to invest in a trishaw. Since they were reluctant to fund it themselves, he made contact to one of his friends who was a politician in Copenhagen Municipality. The founder formulated a short text about the bike trips and added pictures of him and the elderly on the bike. The politician forwarded the request, which circulated in the system for some weeks before finally ending at the desk of a civil society consultant. To the consultant the initiative was a good example of active citizenship and since she already had the role of bridging between the municipality and civil society, she immediately reacted. Hence, by the end of 2012 the civil society consultant ordered five trishaws.

*Reflections*: the idea of taking elderly people for bike rides is on the one hand depicted by chance based on the encounter between two men at a specific moment in time; one sitting on a bench and one riding his bike to work. The pre-story is that one of the men is concerned with good deeds, with societal challenges and with biking, whereas the other is missing mobility. On the other hand, it is also a story of timing, since the idea is addressing an emerging political agenda about opening up towards civil society. The key words hence become: personal motivation, personal network and the possibility to engage relevant actors at the right time.

#### 2013: Year of experiments

In March 2013 the five bicycles arrive and subsequently they are distributed to five different care centers in Copenhagen Municipality. In the meantime, from ordering to receiving trishaws, the founder has already invited employees to test trips and taught them to drive the bikes. In parallel he furthermore arranges a joint trip to recruit volunteers for four new care centers. They send out a press release, and in April the first joint trip is organized. A trishaw from each of the five participating care centers arrives at Gunnar Nu Hansens Plads (a central spot in Copenhagen) and



they do a joint trip from there. There are approximately five to six volunteers from each care center present and Claus Meyer (a well-known food entrepreneur and friend of the founder) has donated cinnamon rolls and coffee. The event gets a lot of media attention; a Danish TV station shows up and a BBC radio journalist (who lives in DK) do an interview. Since the founder already calls the movement 'Cykling Uden Alder' (in Danish) he spontaneously makes a direct translation to the radio journalist and the label Cycling Without Age is a reality.

Moreover, the founder continuously organizes joint events to gather the people who have come along and to create awareness that can attract new ones – e.g. info evenings at cafés. Also, at a very early stage the founder creates a FaceBook Group that acts as infrastructure for organizing bike rides and for knowledge sharing. Those in the group who would like to join (as pilots) could embark by listing their name, contact info, information about in which area they would like to offer bike rides and how much time/many. In this manner, the employees from the nursing centers could plan arrangements directly with the volunteers themselves. The founder emphasized from the beginning that it was very important to report back experiences, do's and don'ts, and pictures. To the founder it was imperative that the movement was centred on experiments and experimenting based on the idea of co-responsibility and involvement. This was understood as being in opposition to creating "project plans", which is why the founder was very careful not to use project language. His main concern was that the movement too early became trapped in certain attitudes and ideas about what it would end up becoming.

In the fall, as the positive experiences began to gather, the civil society consultant re-entered the scene. She arranged a meeting with the administration and managed to obtain funding for another 26 cycles. When all the respective care centers accepted the offer, the municipality asked the founder if he would be a part of implementing the initiative - he therefore obtained a contract as external consultant.

*Reflections:* In opposition to the first year being characterized by chance, the second year is depicted by a strategic focus on dissemination through storytelling and the use of media platforms. This has been crucial in the transition from being an isolated good initiative to becoming a municipal service offer with political endorsement. Also, the idea of on-going interaction between joint activities and the individual tours has contributed to framing the initiative as something that reached beyond subjective experiences and relationship-building.

#### 2014: Roll-out

The founder is now employed as an external consultant in The Municipality of Copenhagen with a focus on rolling out Cycling Without Age. In May he gives a presentation at the National Association for Municipalities in Denmark and subsequently makes a five-minute presentation at a meeting (where all decision-makers were present). Both presentations are centred around the story of the elderly man that the founder took for the first bike ride. The result is that Cycling Without Age becomes barraged with phone calls - and consequently a huge number of municipalities wants to join the movement. In September/October the founder makes a TEDx Talk via TEDx CPH. The talk leads to inquiries from all over the world and Cycling Without Age starts



working on an international program. As TEDx Talks are mostly communicated in Anglo-Saxon countries, CWA primarily start addressing these countries. Also, they are aware that TEDx Talks are to some degree watched by the "*right*" people, focusing on social innovation or social initiatives.

*Reflections*: Since the founder quite fast became financially secured to go full time on the initiative, he was able to roll-out the national and international vision, which he had from the beginning. Another aspect in the rapid growth seems to be related to the starting point of the movement; that everyone should and could be co-creators of what Cycling Without Age might become. The founder points out that the secretariat does not know, by first hand, all the different contexts that are part of Cycling Without Age – thus making it important to let the good ideas arise from local resources. This seems to have been beneficial regarding an openness towards possible avenues to pursue.

#### 2015: Formation

The civil society consultant first takes three months leave from Copenhagen Municipality and eventually she starts working full time at Cycling Without Age. At the same time the affiliate program begins. Moreover, based on a documentary about a long joint trip to Norway a crowdfunding campaign is launched. It makes it possible to secure the financing of eight trishaws and eight new chapters around the world. Moreover, two key persons are now working as volunteers in the movement. Due to their engagement and competencies, they together with the founder and the former civil society consultant, which is now a co-founder, make a 'musketeer oath'; if a large grant is realized they will be the first full-time employees. This process of formation influences the urge for the movement to establish as a legal entity - despite having tried to avoid becoming formalized too early. At this time, it became clear that the time was now ripe to move from being "a movement for a good purpose belonging to the people" to a foundation that had the ability to ensure stable funding and as the founder remarks: "to become someone to be addressed legally". Therefore, it also became important to get an insight into how the big funds work and what logic they are based upon. Due to their vast amount of dissemination activities Cycling Without Age was contacted by a lawyer from a law firm, who would like to give pro bono support. Fortunately, the company was specialized in associations, and based on their recommendation, Cycling Without Age was established as a voluntary association.

*Reflections:* The development towards a more sustainable organizing depended on legal justification – both as a foundation for financial stability and for becoming a formalized partner. This might be related to the explicit wish for growth and diffusion. As such, having the drive for upscaling from the very beginning influenced the choices regarding forming and framing the movement itself.

#### 2016: Refinement

The four musketeers are now all employed in CWA; the founder and co-founder focusing on internationalization and the project managers, referred to as change makers, focusing on the national track. The Danish association now has more municipal members, and CWA therefore apply for the rights to the logo and name. This is pushed forward by the success of the idea and



because some municipalities employ the initiative without being members of the association. Up until today this is still the case and it remains an on-going internal discussion if and which countermeasures should be activated. Notwithstanding this situation the association itself needs to be able to justify the advantages of a membership, leading to a more structured process towards methods development and quality assurance. Meanwhile, the international department becomes an independent association, even though it for a long time stayed unfinanced. The challenge of the international trajectory was that CWA came from a Danish context that primarily co-operated with public actors, while elderly care and care internationally in many places are more dependent on external / private actors and private donations. Hence the movement needs different platforms nationally and internationally. As of today, the two associations Cycling Without Age (CWA) and Cykling Uden Alder (CUA) are two independent entities sharing the same secretariat.

*Reflections:* when upscaling nationally and internationally there seems to be a dual process at stake; while becoming more formalized nationally to ensure that the association do not become a platform for everything and hence might fall in the trap of becoming nothing, the internationalization process highlights that these formal structures are not necessarily applicable in non-Danish settings. Especially the funding structure of the care domain varies and different actors play key roles.

#### 2017: Bright spots and change agents

Now that the two entities, CWA and CUA, are established the focus on storytelling again comes to the fore. The BBC is making a small YouTube video from Scotland that shows how Fraser (a twenty-year old medicine student) as part of Cycling Without Age takes elderly for bike rides. The video went viral and the association experienced a growth of 40%. There have been and still are other minor videos, but basically there is a continuous focus on documenting the good stories. The founder is now engaged with the notion of "*bright spots*", i.e. to have a strategic focus on what works well based on the assumptions that good stories can inspire both new actors and those who experience problems. In the same vein the association focuses on how these stories of bright spots are communicated to the local contexts. Especially in the context of the municipalities there is an awareness on how the employees, both within the administration and at care center/home care, perceive Cycling Without Age as initiative and mindset. They all represent different logics depending on which part of the administration CWA is positioned in or the kind of workplace cultures pushed forward by management. Thus, in communication Cycling Without Age stresses the role of the employees as change agents, that is, someone who pushes forward a new agenda within elderly care.

*Reflections:* as the movement develops and the focus on describing what Cycling Without Age is – as something more than the bike ride itself – it seems as the language usage becomes even more important. To introduce the notion of bright spots and change agent in this specific context reflects both a certain understanding of what motivates people and an underlying wish (that might by this time has emerged more clearly to the key actors of CWA) to create systemic change.



#### 2018: Time to social impact

There is now a main focus on what Cycling Without Age is and herein what the movement is supposed to support. The shared belief in the association is that the spread of CWA is a means to achieve social impact. Thus, there is a slight dislocation of focus; from the 'thing' than goes on between pilots and elderly during the bike ride, to the volunteer's time from deciding to do something until he/she engages in the first ride. This time slot is by the founder conceptualized as: "time to social impact". The urge is to minimize this time to social impact, among other things, by the use of bright spots stories. Despite this recent focus and the openness towards local translation and negotiation of what CWA is about, there is an awareness in the association, that Cycling Without Age does not become a frame for everything: "we shall not loose ourselves - so we need to maintain that it's the bike and that specific experience that's central to Cycling Without Age".

*Reflections:* now there is time for doing conceptual work and developing a lingo to describe the roles, activities and objectives of Cycling Without Age in a clearer manner, integrating and embracing the gathered experiences. Thus, the focus broadens and perspectives on the crucial moments in the whole process inherent in CWA are looked into in order to refine and reduce decision-making processes of the volunteers. As part of the fast development, from the emergence of an idea in 2012 to a worldwide set -up in 2018, there is, besides the in-depth focus, also a distinct focus on remembering the overall vision and its main components.

#### A summative note

The above timeline has sought to embrace that CWA as a movement has concurrently developed along two paths; the national and the international one. But to clarify, Denmark is in regards to the overall movement a local chapter in the same sense as other local chapters. But the development in Denmark has been a way and source of inspiration to continuously clarify and develop the autonomy of all chapters, herein distribution of roles and design of cooperative agreements. To exemplify, the newly elected board in DK has agreed upon the following focus areas as vital in the development of the association: on-going support of bottom-up processes and development of local communities, economic sustainability and communication. This knowledge and the experiences from the Danish context are disseminated internationally through networks, Summits, joint long-trips and via diverse communication of the movement internationally.

#### 2.4. The context

Cycling Without Age is a movement organized as two main separate organizations: the association Cykling Uden Alder (CUA), with a large number of local divisions in DK, and the umbrella association Cycling Without Age (CWA), that encompasses national divisions in Sweden, Norway, Scotland, USA, France, Switzerland, Singapore, Ireland and UK. The organizations share the same office space with approximately 12 full time employees, but offers and relies on different funding and employment opportunities. The organizations are project organizations based on external



funding, as the membership income from Denmark only secures one full-time employee. For the movement to realize its mission it depends on collaboration with key actors within elderly care (be that municipalities and care centres as in DK or private organization as is more common internationally) and on the ability to mobilize volunteers and engage with trishaw producers as sub-contractors.

Despite being dependent on this formal network of actors, there are some internal and external aspects influencing what is possible to do within the framework of CWA. Firstly, in Denmark the elderly people, who are referred to elderly care centres, are either physically or mentally weak and hence a large number of the residents suffer from dementia. Thus, the elderly people have different preconditions for partaking and the employees emphasize that the bike ride is not an offer suited to all elderly people.

Another point relates to the choice of bicycle; the use of trishaws where the passengers are seated in front. This is a deliberate choice since the elderly have a better view and because it creates a more intimate space between passengers and pilots - both during driving and when the pilot bends forward and speaks with the passengers. The idea is that this specific sort of bicycle supports a sense of community.

Regarding the overall objective/vision there is, despite the formalization, still a focus on inviting people into the development of the movement – which is seen as a dynamic entity that is continuously being created and co-created by those who use the platform. This will be further exposed in the following.

#### 2.5. The main objective

From the perspective of CWA, the main objective is dual; to create value at both a subjective and a systemic level. At the subjective level, the elderly people are in focus: "We see ourselves as a tool to make people who normally do not have a voice in society heard. And this is based on the intimacy created by cycling – in this manner they are 'talked' back into society", manager CWA. Hence CWA seeks to support that the elderly through relationship building and bike rides stay mobile and part of society. At a systemic level the main objective is to make positive changes within the domain of elderly care and to reduce loneliness among the elderly – which is also a strategic focus in Danish elderly care, due to the negative consequences of loneliness to both individuals and society. As a manager reflects: "We have made the care centres into silos with offers such as e.g. hair dresser and gymnastics, so the elderly does not need to leave the center. Therefore, we would like to take part in the debate about elderly care – at the concrete level with the pilots, but also at a more overall structural level". In this manner, the guiding principle of Slowness is not only related to the bicycle trips but also to the development of an alternative governance paradigm in opposition to a pure growth logic.



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From the perspective of the public managers the objective of CWA is mainly related to the elderly; that they get the opportunity to get out of the fixed physical surroundings of the care center or their home. An aspect and experience the public managers associate with increased quality of life. But the public managers also mention that it has value to the employees that they are actually able to offer trips and experiences outside of the normal context. As such, value is perceived an inter-subjective value created in the interplay between the elderly people and the employees and less a systemic value targeting the elderly care sector as a whole.

#### 2.6. The five key dimensions

#### 2.6.1. Types/Process of Innovation

From the perspective of CWA there seems to be three main components related to innovation: conceptual, systemic and open innovation.

- 1. Conceptual innovation is reflected in the way wording is explicitly used as a tool to make change and development. Firstly, the notion of the three P's: passenger, pilot and personnel are ways to give the people involved new roles. A manager also emphasizes that they are reluctant to apply the term citizen since they prefer to refer to the elderly people by their names. Other key words are; platforms, meeting places and invitations. As a manager tells: "You are invited into the organization and you are invited to a bike trip this opens for a new kind of relationships that are more equal".
- 2. Systemic innovation relates to the above, since CWA believes that the introduction of new wordings and activities influence the work culture at the care centers/home care and the societal understanding and approach to elderly care; "*Trip by trip we change the world*". This is also reflected in the notion of pilots as *change agents* and the collaboration as *communities of practice*.
- 3. Open innovation is at the centre of CWA. From the outset the focus has been on inviting people into the movement as co-creators, while also having a strategic focus on the objective: "We are concerned with how to make people copy what we do, otherwise it will not sustain. But in lies in our DNA that it shall not be top-down driven because we need a space for innovation. Hence, we talk a lot about the balance between this room for innovation and the knowledge building we need, to make it methodologically and professionally anchored", CWA manager.

From the perspective of the public managers, there are different perceptions about what sort of innovation CWA represents. Some of the public sector managers regard it as an eye opener in relation to what they can do with the elderly – this is in line with some of the findings in the external evaluation made by AskovFonden. In this manner CWA can be understood as process innovation since it supports new forms of organizing both internally at the care center and externally by the involvement of volunteers and the immediate environment; *"It (CWA) somehow forces the public sector and civil society to enter each other's domains and to explore and understand what kind of logics are at stake respectively"*, a public manager reflects. Others already have the platform for such collaboration and hence experience CWA merely as a fine offer among other likely offers, such as memory-dancing and collaboration with schools and kindergartens. Thus, they are more reluctant to refer to the initiative as innovation.



#### 2.6.2. Type of Innovation Networks

The representatives of CWA see Cycling Without Age as a movement, and hence something that reaches beyond the organization itself. The five leading principles constitute the value framework that members and affiliates need to buy into: *"Everyone must signify that they believe in our dream and our principles"*, whereas the organization is mainly seen as a central platform on which people are invited to experiment and innovate.

Returning to the narrative of CWA the movement in itself can be seen as spontaneously emerging network based on some specific contextual conditions. But it is also an example of bottom-up innovation initiated by a social entrepreneur with certain competences and a relevant personal network. Today the CWA foundation has developed into a planned network that seem to trigger top-down innovation in the public sector based on political/strategic decision-making processes, but which internally, regarding the concept and the way the activities are perceived and developed, rely on releasing of resources among members and volunteers. As a manager states: *"we want co-creators and not just employees"*.

#### 2.6.3. Drivers/Barriers

The CWA managers sometimes find it hard to translate the objective of the movement into something concrete and useful for the political/administrative systems to push it forward. This is furthermore related to an experience of being understood in a certain framework of large volunteer-based organizations that offer activities for free such as 'visit-dogs', 'visitors' and 'visit-babies'. To CWA these offers are based on an instrumental in-and-out thinking that does not take the long-term perspective on relationship- and community building into account.

The public managers stress that fiery souls are key when it comes to implementing an initiative such as CUA - either positioned in the administration or within elderly care. A public manager states: *"It is important to be engaged and to mobilize some coordinators since there must be someone to take the lead, otherwise it cannot be realized – you know, somebody who thinks: this is rewarding to the citizens, let's do it!!"*. Also, some emphasize that they to a large extent has applied an used the material, herein videos and stories, offered by CWA to spread the word and gain support to the initiative. Hence, most informants mention that managerial support is crucial. The public managers give examples of places where the managers are keen on CWA and create a positive narrative about the initiative, whereas others are not engaged and hence it becomes difficult for the employees to mobilize a drive. This is furthermore related to another key barrier, namely that the domain of elderly care is in Denmark characterized by scarce resources. Most managers comment on the time aspect, and that it is a challenge in a work day depicted by time pressure to make the employees "*play along*". This is supported by the CWA managers – that the attitude from the managerial level is essential, since CWA do not have authorization to engage the employees, they can only try to engage volunteers.



The public managers mention the booking system offered by CWA as a driver as well as a barrier to the initiative. In one context it has been an easy platform to apply that have helped implementing the initiative. But to others the platform is either too complex or too hard to customize to a rural context: "It was like they (CWA) only offered a full package, a fixed system, which was hard to fit in with our local context", a public manager tells. Another states: "It was quite an ingenious booking system, which was not realistic for us to apply – we coordinate in an old school manner with a calendar".

In the same vein, data exposes barriers regarding the operation of CWA. The public managers tell how they are left alone with the initiative after the implementation phase. And this experience is both related to the awareness from the municipality and from the CWA secretariat. It is the responsibility of the care center/home care to maintain the trishaws and they are not granted any funding for repairing or buying new bicycles if they are damaged – a matter that came as a surprise to the public managers after the start-up phase. Also, they have experienced a lack of follow-up from the CUA secretariat after the initiative is up and running: "*In my experience, when we finally entered as members we were left to our own devices and had a hard time to get to speak to the organization*", a public manager tells. The implication is that the actors do not seem especially attached to the organization and as part of something bigger than the initiative itself. Thus, for the initiative to become sustainable it is crucial that the care centers need to buy into the idea - otherwise it cannot persist.

#### 2.6.4. Institutional factors

Basically, the social initiative does not clash with existing legal frameworks, but as mentioned there was a policy push from the political level within the municipalities. In the interviews with public managers it became clear that CWA entered the scene at a time where a new political agenda of openness towards civil society and actors outside the public domain had emerged. E.g. some municipalities had been hiring people to work specifically as bridge-builders between the public and the third sector. This move was also related to a reality of on-going cost-savings and decrease in resources, both within elderly care and in the public administration in general: "*I think the CWA was introduced at a time where the pressure was so hard within elderly care that is was possible to realize. If it had been years before, when there was more money it probably would already have been part of the service offering"* a public manager reflects. Thus, political awareness can be seen as a kick-starter – as in the included municipalities where the implementation of CWA was based on political decisions and not a bottom-up wish from the care centers/home care.

For some years in Denmark, a social voucher has been offered to the elderly to give them the opportunity to (sometimes) decide which sort of public service they would like to receive – e.g. if they prefer a bath over cleaning. This arrangement seems to have made a platform for CWA to spread. Also, the work with rehabilitation within elderly care meant that many care centres already used side-by-side bicycles, so, bike rides for elderly were not new per se, it was only the objective that changed: from a focus on rehabilitation to a focus on life joy. A related factor relative to the long trips is that the elderly has to pay approx. 420 Euros themselves. An instalment



agreement is offered to the elderly people, who cannot afford to pay, but still this might influence to whom the bike ride is a possibility. Another economic issue at an organizational level is that the municipalities which are members of CWA, are able to save 17 % in foundation tax if they apply for funding through CWA. None of the public manager mentioned this, but from the perspective of CWA this circumstance is seen as a supportive tool.

At the international level some other issues have arisen; in Sweden there has been a discussion about how much CWA need to know about the pilots e.g. regarding age and criminal record. But these are new concerns since it has not previously been discussed or pushed forward by the key actors in Denmark.

#### 2.6.5. Impacts

The public managers tell that they are generally measured in accordance to specific quality criteria, but that CWA does not fall within a measurement paradigm. Instead they see the impact as a general enhancement of the joy of life among the elderly: *"their cheeks and eyes glow, they smile and laugh and perhaps they can recall it afterwards, otherwise it is just enjoyment in the moment"*, a public manager says. Thus, to the employees what counts is that they can see that the elderly enjoys the ride, which is why this also becomes part of choosing elderly people for the trip. A manager states: *"most elderly people with dementia would become over-stimulated by such a trip, so it is not a good thing to everybody and therefore we do not ask the elderly person if we know it will not become a success"*. Despite differing perceptions of whether the bike trip is beneficial or not to elderly with dementia, at a more structural level another mentioned impact is an increased knowledge of dementia in the local environment; a public manager explains how they have used this visibility strategically to raise political awareness on their domain. This is in line with a statement from one of CWA managers, that to CWA it is not only interesting to scale up regarding membership but rather it is important to *"scale up the value created"*.

To CWA the increased focus on evaluation is also a way to ensure that CWA is not mainly understood as 'an activity box' only driven and decided upon by the employees. Thus, evaluation can be used to stress and pinpoint the value of the bike ride as a method encompassing the concrete activity based on the philosophy: "Nothing about them (the elderly) without them". The urge to evaluate is furthermore related to the development of long trips, that due to their relatively high price needs more justification, and to CWA as a membership-based organization. These two aspects make it important that the organization is not perceived as a "crowd of hippies" a CWA manager states. Hence the need for legitimacy becomes a trigger for increased professionalization and herein strategic collaborations with e.g. AskovFonden and academia. To exemplify, CWA uses research to better understand what they are doing; a manager tells: "we have more male pilots than female volunteers and now we know from research that males are motivated by autonomy, fresh air and flexibility. So, by having an interplay with research, and in this context male and dignity research, we can better argue for the things we do".



As is clear, the notion of evidence and impact is to understood broadly in the context of CWA. Evidence is only a subset of the evaluation practices of the foundation. As Ole Kassow states: "we mostly evaluate via narratives from relatives, pilots and passengers, besides documentation in the form of articles. And of course, this is also an essential approach – the ones who make the decisions in the large foundations are also people...". Therefore, the challenge regarding evaluation is not solely related to activities and the bike rides, but rather to the overall aim of the movement regarding systemic change. The managers acknowledge that it is hard to detect a change in culture/a cultural transformation and that this will be a focus prospectively.

#### 2.7. Unexpected results of the study

The CWA foundation seems keen to engage in collaborations with organizations and companies that are not necessarily part of realizing the service itself. To exemplify, they have started a number of strategic collaborations to push the movement forward e.g. AirBnB, Goodwings, GSK and Zendesk and moreover, as part of choosing foci areas, CWA seeks to address the UN Sustainable Developments Goals. As such, commercial platforms are used to spread the word and to increase the number of pilots. A condition for these collaborations is an openness towards adapting the service, e.g. by downplaying the longitudinal aspects of relationship building between the pilots and the elderly people and instead introduce it as a one-time experience together as e.g. tourist and elderly person, alongside a willingness to engage in strategic collaborations to reach a wider audience.

Another unexpected result of the study, not framed by the five dimensions, are boundary issues. The pilots are encompassed by both volunteers, employees and employees as volunteers in their spare time, so there seems to be fluid boundaries between the roles associated with the social initiatives. And especially the differing roles of employees as either pilots as part of their work tasks or as volunteers might be interesting to further unfold; do they perceive the initiative differently in different contexts? And how to conceptualize the bike ride as both a work task and a volunteer task? Or something more personal/subjective? This leads to yet another interesting finding of the research, namely that at the care centres/home care involved, relatives are almost absent as pilots. There is no clear reason for this and the public managers do not seem to be concerned with the issue. Hence, there might be an overlooked potential in engaging the relatives as pilots or to better understand if the reluctance, if any, is related to becoming a volunteer. Thus, there might be some demarcations at stake to be further explored.



### 2.8. Discussion

The case of CWA is interesting due to the high degree of positivity that surrounds the movement. The initiative and the foundation do not seem to meet a lot of resistance concerning the cause per se; to ensure that elderly stay mobile and part of society. Thus, it seems that if the cause is perceived highly legitimate the room to manoeuvre increases. Externally, since it becomes easier to engage in strategic collaborations and to recruit volunteers, and internally because the organization, based on trust in their own raison d'être and main objective, becomes flexible in regards to development and organizing as long as the main objective stays the same. Another key aspect is how the innovation is positioned in the eco-system of public elderly care services. CWA is mainly an add-on to formal elderly care, since the foundation does not overtake tasks or roles of the public sector. In this manner they are not subject to competition regarding resources and legitimacy, making it less problematic for the municipalities to engage in collaboration. Also, if the initiative should come to an end it would not change processes or ways of organizing within the sector.

A related aspect that need consideration is that the positivity linked to CWA might end up overshadowing other relevant and giving initiatives going on in the elderly care sector. Especially since it is not clear from the stories of CWA that the bike ride is not suitable for everybody. The one-sided exposure of the bike rides as highly valuable to all actors engaged, might give a picture of solely happy elderly people and unproblematic collaboration between the public sector and civil society. And since there are in fact elderly that are too weak to join, awareness of this group of people might be lost. Moreover, it is not clear how the CWA activities support the pronounced aim of systemic change and herein how the movement understands the concept of active citizenship. Hence, it might be rewarding to make room for supplementing stories to the social initiative and for possible initiatives within elderly care; stories that grasp the challenges and stories that clarifies how CWA is one out of several ways to reach the goal: ensuring that elderly people stay active citizens and that the domain of elderly care stays curious and innovative.



### 2.9. Appendixes 1-2: Document study

**1. External evaluation:** "Wind in the hair gives life quality – and positive numbers at the bottom line", AskovFonden (the Askov Foundation)

Type of document	External evaluation conducted by AskovFonden, a non-profit company focusing on documentation, impact and follow-up of social efforts. The evaluation of CUA is based on a specific evaluation method developed by AskovFonden labelled the Assessment and Intervention Model (AIM). The AIM model investigates key focus areas to the target group before, under and after an activity.
	In the case of CUA the perspectives of employees, pilots and elderly people on both short bike rides (approx. three hours) and long-trips (with sleep-overs) are integrated in the evaluation. The main objective is to obtain in-depth insights regarding the three target groups and secondly to be able to detect social change.
Key terms applied	Life quality, Learning process, CUA as "something bigger than yourself", relationships, motivation, well-being.
Perception of value/objective	To CUA value is both seen as the right to get "wind in the hair" and to get the ability to stay an active citizen. CUA is perceived a specific perspective on movement/motion and life in general that puts emphasis on meetings between people as a source of wellbeing. Moreover, the bike trip is itself seen as a possibility to create awareness on the movement in the municipalities. To the employees the perception of value is dualistic; that seeing the elderly enjoying the trip and increasing their mental and physical ability leads to increased courage to try out other initiatives in the daily life at the care center. To the elderly people the value relates to variation (in a perhaps a quite predictable/monotone everyday life), a platform for deep conversations and to get more energy in general leading to an urge to be more active in general. To the volunteers the value relates to the experience of increasing other people's wellbeing and to the potential friendships that emerge. Across volunteers, employees and passengers the main value is related to relationship building – both among employees, among the elderly and across the three target groups.
Main actors referred to	Pilots – refers primarily to volunteers. Employees – refers to coordinators (either at care center or municipality) and employees acting as pilots. Passengers – the elderly CUA – referred to as sparring partners being supportive regarding planning and realization.
Understanding of co-creation	Co-creation is related to both planning and being part of the bike trip. As such it is both the format of the experience that is created among key actors and the activity itself. There is also a notion of 'co-realization', i.e. that the actors become aware of each other's resources and that this realization reaches beyond the activity.
Measurement criteria/success factor (if referred to)	According to CUA the movement is about using bike rides to integrate a pedagogical and social complexity – but this is not further elaborated upon. The association acknowledge that this need to be further explored.



#### Reflections (Include any relevant thoughts/reflections on the document):

The evaluation report is highly depicted by positivity.

Despite the title being about both quality of life and a positive bottom line, the latter is not addressed in the evaluation. The evaluation mixes/does not distinguish between short and long trips and it therefore becomes a bit blurred what the findings refer back to. Also, the time perspective (before, during, after) is hard to see in the presented results, hence making it difficult to evaluate the social change objective.

#### 2. Brand Book - CWA

Type of document	Book on the organisational culture targeting new and existing pilots and collaborators within CWA. The messages of the book are structured around the following chapters: who we are, how we look, how we talk, best practice and social media. As such the book reflects the focus on storytelling in the movement and a desire to distribute shared guidelines.	
Key terms applied	Identity, community, citizenship, ambassadors, "content is king", storytelling, honesty, authenticity, joy, lightweight	
Perception of value/objective	Value is related to giving elderly a better life, based on the possibility to become more mobile, avoid isolation and stay an active part of society. In line with this, the story is that the idea behind CWA is simple but that the effects are more profound and ground-breaking – making the world a better place.	
Main actors referred to	The elderly Nursing homes Volunteers	
Understanding of co-creation	Co-creation is linked to the establishment of relationships between the people involved. Also, it is emphasized that CWA is about how people <i>do</i> CWA and that in application of the CWA designs you both make a statement about the organization and your own affiliation with the movement. As such it is not only the value of the bike ride that is co-created but also the engagement in the CWA community.	
Measurement criteria/success factor (if referred to)	<ol> <li>The main success criteria are:</li> <li>To make all people in the community communicate the vision in a clear and strong manner alongside creating a sense of belonging.</li> <li>Through pictures to give an honest account of what goes on during the bike ride.</li> <li>That the identity exposed through the design manual is shared and followed by all people engaged in the movement to ensure consistency.</li> </ol>	



Reflections (Include any relevant thoughts/reflections on the document):

The tone of the Brand Book is familiar and the target group is addressed in direct form.

The brand book only refers to nursing homes, and do not address home care or other platforms for elderly care. The guidelines are specific and all choices (colour, font, size, use of photography) are accounted for – giving a professional impression. But it is also so detailed that there seems to be little room for contextual/local interpretation – nevertheless, if there is a wish for tailormade solutions CWA encourages that local actors ask for help/guidance.





### 3. Case study 2: Grennessminde

#### 3.1. The case in a nutshell

Grennessminde is a foundation based on trust ownership, with a declared social economic focus. At the outset the foundation is targeting (mainly) young people with special needs through education, job training and residential accommodation. Around this main aim the foundation runs a number of social enterprises, initiates leisure activities and are engaged in diverse collaborations across sectors. Moreover, Grennessminde has, based on external funds, bought Copenhagen Dome (a domed large building) occupied by the Research Centre for Social Economy. As such Grennessminde house and is associated with the national debate on social economy in Denmark.

Despite the widely used narrative of social economy, the foundation mainly relies on income as subcontractors to the public sector, offering education within the 'special planned youth education programme' (Særligt Tilrettelagt Uddannelse) - in the following referred to as STU. STU is a youth education programme lasting three years targeting youngsters that are either mentally disabled or have special needs, which make them unable to accomplish other youth education programs. The education is not a formal education, but an education aiming to make the youngsters ready for the job market (on their own terms) and to become more independent in general.

Across these different activities and operational units, the overall vision and mission (own translation) of Grennessminde are:

#### Vision

We work to ensure an inclusive community and labor market, where everyone has the opportunity to participate.

#### Mission

Grennessminde is a growth-focused social enterprise. We support, host, educate and qualify young people with special needs to take active part in and contribute to society in collaboration with the rest of the labor market. (http://gminde.dk/om/vores-mission-og-vision/)

Grennessminde is an extreme case in the sense that the structure of the foundation and the way they integrate the offers of social enterprises and public services activate both a number of different actors and underlying logics within a shared frame. As such the case pinpoints some key implications of public legislation and emerging discourses in social innovation initiatives, and hence it can be a trigger for a more profound discussion of legitimacy and ownership in the collaboration between the third and the private sector. Therefore, it becomes relevant to better understand how Grennessminde operates and understand their role as an actor within the wider



network of social initiatives. Based on four interviews with managers from the organization and one interview with a public employee from a municipality the key findings are:

Public

- **Network:** From the very beginning the establishment of the foundation relied on certain competences and resources; fiery souls with a legitimate voice and a political network.
- **Legislation:** New legislation, and herein quality assurance, has been a crucial trigger for developing and qualifying both methods and processes at Grennessminde.
- An active executive committee: The executive committee has played an important role in the position of Grennessminde within the field of social entrepreneurship in Denmark. When the focus on social economy emerged, they were keen to adopt and actively work with the main philosophy behind.
- Method development and consistency: As part of an overall professionalisation and alignment the foundation chose to work with, within the public sector, an acknowledged and widespread social pedagogical method targeting mentally disabled adults (KRAP). All employees working with STU have been trained in the method, which also seem to be a competitive resource when Grennessminde is under inspection.
- **Business orientation**: It has been a deliberate choice to hire an experienced CEO with a clear focus on business development, since the foundation was economic challenged and there was a need for moving towards a more sustainable business.
- **Change management**: the development of the foundation is based on an acknowledged need for cultural change that the employees should be part of a change management process to change both their self-perception regrading competences and hence the understanding of the foundation.
- **Strategic focus on narratives**: Due to the complexity of Grennessminde, both organizational and stakeholder-wise, the management apply different (but still supplementing) narratives in accordance with the audience they wish to target.

Besides these overall findings regarding the way Grennessminde operates in the field of social economy and innovation two aspects are worth elaborating upon. Since Grennessminde has a quite long history and as such is not a new social initiative, the process towards the current state of the foundation is highly interlinked with a change process in the work culture among the staff of employees. The employees have gone through a shift from a practice, based on tacit knowledge relying pedagogically on the quality of craftmanship, to a practice of being able to describe and talk about the underlying pedagogical rationales. Moreover, the basic understanding of what Grennessminde is, and herein what Grennessminde is the answer to, is based on the antecedents of being a supplementary education for youngsters on the edge of the labour market. This might explain their take on social enterprises and social innovation, that seems to be mainly related to Work Integration Social Enterprise (WISE), which is merely a specific approach among a wider understanding of what social enterpreneurship encompasses.

#### 3.2. Data material



The case study is based on in-depth interviews with main informants from Grennessminde and a public sector employee alongside document studies. Moreover, data from an initial meeting with the Head of Education) and the Commercial Manager has been integrated in the report. In recruiting for the interview with public staff, the main focus was on the role as municipal education advisor - to get an additional perspective on Grennessminde as subcontractor. This was agreed upon in collaboration with the case organization. Besides using the websites of Grennessminde and historical documents from the time of establishing the foundation as information source, two documents have been analysed; an inspection report and a branding booklet. The data material is the foundation for the whole report, but quotes and excerpts are mainly used in the analysis of the five key dimensions. To ensure anonymity quotes from the public sector informant are not integrated, but insights from the interview have been part of the overall analysis.

Interviews:

Managers Grennessminde	Public Staff
CEO	Education Advisor, Albertslund Municipality
Head of Education	
Head of Operations	
Head of DOME	

Documents:

Type of document	Source
Branding Booklet	Grennessminde
Inspection report – based on notified supervision	Høje Taastrup Municipality

#### 3.3. Grennessminde: the narrative

To better understand the main developments relative to social innovation a pre-story of the establishment of Grennesminde will be given. Back in 1958 Mrs. Inger Agnete Grenness wrote to the Social Minister at that time, the Social Democrat Julius Bomholt, about the importance of creating workshop places for "retards". In the letter she acknowledges the interest in this domain by the minister, refers to statistics and encourage that minor schools are founded to target the group of young people, that are too well-functioning to operate under the existing laws but still too ill-functioning to "deal with being in competition with normally gifted". Mrs. Grenness had a mentally ill sister herself and was as such personally concerned with the lack of educational offers to this specific group of young citizens. Without knowing what the specific answer was, if any, Mrs. Grenness pushed and tapped into to an existing agenda since there seemed to already be a political focus on the area of mentally disabled youngsters.



In 1969 The National Association for Support of Mentally Disabled was founded by Mrs. Grenness and her husband, and in 1974 Member of Parliament K. Helveg Petersen (later minister) began as chairman – a position he remained until 1992. Out of, but still on the basis of, the association, The Self-governing Institution Grennessminde organise their founding general meeting in March 1977 and the first production school begins more or less concurrently to operate. At this time the main venue was in Birkerød (another village close to Copenhagen), but later based on own assets, funding and donations four Grennessminde-schools opened. From the very beginning the production schools were to be seen as platforms for education of mentally disabled based on both practice and theory, but with a main emphasis on the former. In this manner the education was from the outset practice -oriented and closely related to craftmanship having future job opportunities as focal point. As of today, only one Grennessminde school exists; the one in Taastrup subject for this case analysis. In sum, Grennessminde is based on the initiative of a fiery soul with a personal commitment, resources, access to a relevant network and herein existing competences regarding manual work.

#### 2007: Legislation as game changer I

In 2007 legislation indicated that young disabled citizens should be entitled to a special planned youth education programme, i.e. the STU education. Up until then Grennessminde had only been offering job training and job capacity assessments, but to the same target group as in the STU. Hence the introduction of the STU was not radically different, but became a possibility to frame the existing practices and approaches in a new manner, with a specific focus on education. As a manager states: "We already had a delicious dish of mixed fruits that we could take away - and then create a STU structure around". But still the vast number of employees and managers were anxious about the implications for the foundation and what the change in focus might implicate.

*Reflections:* It is possible to see the change in legislation and herein the emergence of the STU as a crucial game changer regarding Grennessminde as organisation and foundation. The education was not from the outset perceived a positive change/opportunity, but the main concerns were related to the change of practice at Grennessminde and not to the overall aim and purpose of the STU per se – which main philosophy was in line with that of Grennessminde and hence easy adoptable.

#### 2007-2011: Adaptation process and the rise of social economy

When becoming a subcontractor offering the STU was realised, the implications to the organization started to emerge. One huge change was that contracts did not need to be renegotiated every 13 weeks, since the STU operates as a three years educational course. Another was, that the workshop leaders, such as robbers and smiths, should now document their educational work and make action plans for the young people. In the beginning this was a hard task to realise, since their experience rested upon educational and methodological pride related to the existing practice. The current Head of education, had since 2005 worked as substitute and caretaker, but as part of a new management structure and the recruitment of a new CEO, he became responsible for documentation, method development and quality assurance. The Head of Education also engaged external consultants but is was not before the establishment of a team



that was responsible for all documentation that the new practices based on evaluation templates were implemented. This is understood as "epochal to Grennessminde", and is in this manner mirroring a general re-vitalization of Grennessminde. The implication was a much more stable economic foundation. Another aspect regarding re-vitalization was the rise of the social economy agenda in society, which the board was highly concerned with and hence pressed for Grennessminde to become a registered social enterprise. The ideology behind social economy is in the perspective of Grennessminde already part of their DNA, but the political agenda legitimised this mindset and the CEO actively applied the narrative of social economy and the formal registration to push forward the development of Grennessminde.

*Reflections:* To change the service offering to the public sector has in the case of Grennessminde triggered a process of adaptation and qualification of existing practices into new ones. What is interesting is that this process also relied upon a change in organizational set-up, since new competences were needed - and that the political agenda on social economy simultaneously opened up for recruiting a more business-oriented CEO. As such the concurrent adaptation processes towards refinement of the STU and towards becoming a social enterprise might also be seen as an internal realization process trigged by exogenous factors.

#### 2011-2015: Pedagogical consolidation and the becoming of a social entrepreneurial actor

An internal pedagogical guidance team (PVT) is established to ensure educational and pedagogical consolidation. It consists today of a team of five, with either a teaching or a social worker background. In addition, a large investment is made when everyone at Grennessminde, employed in the STU program, is retrained in the basic KRAP method (cognitive, resource focused, appreciative pedagogy). This provides a more formalized professionalism and internal education structure besides a shared approach and terminology. The managerial level is also educated in KRAP and some continue to educate themselves in the method.

Reflections: Grennessminde seem to have been able to balance the process of professionalism and the main competences of the work force; craftmanship. A main point is that the activities and the crafts trained in the workshops have not profoundly changed, it is merely the organizational structure and the ability to talk about what is going on that have been developed – both due to the internalization of an existing pedagogical method and the establishment of a team that ensure the pedagogical red thread across workshops. This is moreover mirrored in the existing story of Grennessminde, where the emphasis is not only on the pedagogical approach and philosophy but especially on the notion of Grennessminde as relying on the "the work of the hand", or simply put, manual work. A story also supported in the branding of the social enterprises.

#### 2015: Legislation as game changer II

The legislation regarding the STU is refined and the state comes with a new draft for a comprehensive documentation plan for all STU sub-contractors (nationwide statutory education documentation). This is by Grennessminde received positively, since it implicates that the documentation becomes nationally aligned, which as such facilitates cooperation with the municipalities.



*Reflections*: The thorough work with creating shared pedagogical guidelines becomes not only a benefit to the organization internally but also externally since Grennessminde was ready for the even more detailed documentation requirements. In this manner legislation can again be perceived a game changer, due to easier access to the public sector as customer and hence ensured robustness.

#### 2018: From push to pull – and an emerging burning platform...

Due to the professional approach to the STU, based on the long-term experience and knowledge building, Grennessminde now record an interest from the municipalities to put that experience in to play in new service offerings. Some municipalities have made contact and want Grennessminde to develop service offering targeting youngsters "that have fallen between two stools" and hence are outside the framework of STU. This is perceived positive and the organization embraces that new opportunities arise. On the other hand, Grennessminde also see the emergence of a potential burning platform; that some municipalities are now beginning to develop their own STU offerings, despite the potential double role of both being the ones who refer the youngster to the education and the ones who also makes the offer. The now well-developed social enterprise part of Grennessminde is perceived a way to respond to this potential challenge, even though it is acknowledged that the social enterprises are still not able to be viable alternative to the income earned by the STU.

*Reflections*: Grennessminde seems to have developed into an organisation that are able to adapt and to react upon emerging opportunities and challenges. As opposed to the more reluctant position in 2007 when STU was first introduced, the changes they have been going through have also made Grennessminde more focused on having a strategic approach to the future – that while keeping their main aim and mission might be outlived and enacted on different platforms or in new set-ups.

#### 3.4. The main objective

The overall aim of Grennessminde is across interviewed managers to create a meaningful life for young people with special needs. To be part of the job market is perceived key in this regard, which is why Grennessminde supports their development of social and collegial skills. Hence the value lies in the experience of the youngsters as being important relative to colleagues and their job function. An aspect, which lead to another understanding of Grennessminde; that the feeling of importance is transferred to other circumstances and to society at large. Therefore, it becomes a point in itself that the youngsters are not only playing or pretending how to work – as a manager reflects regarding the workshops and the social enterprises:" *They actually produce something, they do it in reality and they can see they are part of the business and of earning money. So, the work community is highly effectual*".



From a societal perspective it is furthermore stressed that the focus on growth has led to a situation where some job functions are difficult to occupy, since they have become "worthless". Hence Grennessminde addresses a societal need for a flexible work force that can fulfill tasks not in general desired.

#### 3.5. The context

As mentioned in the introduction Grennessminde is both a foundation focusing on education and residence besides being a platform for social enterprises. The foundation is mainly based on funding and income from being a subcontractor to the public sector, by offering the STU, whereas the eight social enterprises works under the umbrella of a private limited company called Casa Rosso Aps. Lastly the Copenhagen DOME has an independent company registration number. Thus, Grennessminde is based on three main pillars having an executive committee affiliated to each: one for the educational part, one for the residence part and one for the private part. The key committee members are represented across committees. The management of Grennessminde consists of eight managers besides the CEO and a secretariat of five employees. At this moment (October 2018), 90 youngsters are affiliated to Grennessminde: 40 as part of the STU, 30 in job capacity assessment, 15 in job training, 6 in what is referred to as "the Copenhagen offer" and 4 that fall between two stools. To ensure the voice of the youngsters in decision-making processes a student and resident council acts as platform for democratic engagement in the development of Grennessminde.

The STU education is mainly outlived in and around Grennessminde in Taastrup. The venue consists of eight sheltered workshops; the New Kitchen, the Organic Bakery, the Organic Garden Center, the Greenhouse, the Forge, the Keeping of Animals, the Carpenter Workshop and the Green Service. All workshops offer or sell products or services to private customers or the private market – either at the venue or as catering/external supply.

Externally legislation plays a role both regarding the STU, based in the Ministry of Education, and relative to being registred as a social enterprise (RSV), managed by the Danish Business Authority. Also, Grennessminde is dependent on close collaboration with municipalities and the private sector in different phases of the STU education or as autonomous businesses such as café and catering with own customers. Internally the foundation is idealistically organized in transparent divisions, but it seems that the story and the perception of Grennessminde is a bit blurred and that many narratives of the organisation flourish among the managers – putting emphasis on the story that relate the most to their own focus area. The implication is that it seems hard to both insiders and outsiders to grasp and explain what Grennessminde is and will become in the future.

To summarize, Grennessminde operates across the boundaries of the private, the public and the third sector, and is therefore highly depicted by being a hybrid organization navigating in a domain of different logics and practices.



#### 3.6. The five key dimensions

#### 3.6.1. Types/Process of Innovation

From an innovation perspective it is possible to frame or identify three types of innovation approaches; product/services, organisational and systemic.

As earlier mentioned Grennessminde changed their public sector service offering due to a change in legislation, but also the development of social enterprises can be seen as a way to both create new products and solutions across sectors. In this manner the main service of Grennessminde is to build bridge between a variety of actors – or as a manager states:" we continuously seek to develop our offerings and I believe that there will always be a need to bridge the public and the private sector, and moreover there does not seem to be a decrease in the group of people we are working with...".

From an organizational perspective the move from a looser pedagogical framework based on 'constructivist learning' that all employees could act within, to a declared mission resting on method descriptions and shared tools ensured a systematic and aligned approach to the young people. The main implication is that the relations become less fragile, since the relational aspect are related to the way/practice of Grennessminde and not only to the interpersonal relationships. As such the pedagogical structure become the guiding principle and thus development is also about meaning-making and terminology. As a manager elaborates:" *We try to close the bullshit drawer and by that open for a shared approach and subject knowledge to the domain. We strive for conceptual clarity and for professionalism*".

These organizational changes have also been put into play at a more systemic level. It has been a focus point to become partners with the municipalities in the "welfare industry" and to make the municipalities approach Grennessminde as such, and not merely as a subcontractor. To realize this, the organization also had to become "an organization that the municipalities can <u>think of</u> as partners", a manager stress. Hence, they have started to invite the public sector to think with them concerning overall challenges.

As has become clear, the different types of innovation are of course deeply interwoven, making the interplay perhaps the most crucial innovation aspect.

#### 3.6.2. Type of Innovation Networks

Grennessminde is part of a wide cross-sectorial network. The actors seem to be quite the same since the establishment of the foundation, but their roles and ways of operating have changed along the development of Grennessminde. In short, the main actors of today are:



- The state, since it is important to Grennessminde that e.g. the STU stay national and not municipal due to uniformity).
- The private market; Grennessminde is dependent on external collaboration and work placements.
- The municipalities and more precisely the job centers, the education advisors and councils of referral and assessment.
- The young people and their close relatives and individual supervisors.
- The other STU actors with which Grennessminde shares experiences and knowledge.

The decision-making power of Grennessminde is dependent on the role they play as either subcontractors or partners and whether they address the public, the private or the third sector. An additional note here is the key role that the private market has been and still is playing. Internships and close collaboration with the local companies have led to a current network consisting of approximately 150 companies, that also taps into the objective of Grennessminde: *"the ones in our network also has a social heart!"* as manager tells. This long-term collaboration was also part of the strategic development of Grennessminde. As a manager states: *"The close collaboration with the business community was our force, and in this manner the private sector network and our ability to engage in partnerships became our key competitive parameters".* 

#### 3.6.3. Drivers/Barriers

The managers of Grennessminde identify both internal and external drivers. Internally they emphasize the importance of having a shared language and vision based on strong professionalism and a transparent structure. But also, that the top-management is responsive and have the courage to pursue new ideas and methods. Externally clear expectations from the municipalities, transparency in the referral and assessment process and trust from stakeholders and partners are considered key. Moreover, but mostly related to the collaboration with the public sector, peace to work is a preference – or as a manager states:" *We need them to trust in us so they do not breathe down own neck. The inspections are actually beneficial to us, since we are in control and they clear away the ones who are not*". Both internally and externally there are across all informants a focus on relations and relationship building as foundation for operating in a domain focusing on people with special needs.

Also, the identified barriers are either internal or external. Internally the main issue is not knowing the admission numbers each summer, e.g. the specifications should be around 55 students, but it varies a lot and it has implications to the number of employees needed, a manager tells: *"before summer holidays everybody walks around with a stomach ache..."*. As such resource management is perceived hard, also since the municipalities are reluctant towards general agreements.

Externally mis-communication between Grennessminde and the municipalities is stressed. This has two sides to it. Firstly, it is about the direct communication with the employees at the municipality, where the experience sometimes is that the employees administer the legislation and the collaboration in a subjective manner: "It is not only legislation that sets the frame, it is to a large degree the way it is administrated by the employees. At Grennessminde there are mental



resources and room in the heart, and this is what the citizens would like to meet, while the view of humanity is different in the municipality", a manager tells. But despite these experiences, which are not highly widespread, the employees at Grennessminde reckon that it also has to do with navigating in diverse realities with different quality parameters. Secondly, this aspect of clashing logics is also mirrored in structural settings, where it becomes hard to operate and change practices due to municipal silos and silo thinking. This can e.g. be between different administrative bodies or between different groups of professionals. Again, the barrier is partly linked to the working culture of the municipalities: "It would be nice if the legislation supported a more holistic approach – there are a lot of silos in the municipality. But we sometimes discuss if it is the legislation that needs to be changed or if it is more important with a cultural change among the public employees", a manager reflects.

#### 3.6.4. Institutional factors

As earlier mentioned Grennessminde operates within legislation based in the Ministry of Education (STU) and the Danish Business Authority (RSV).

The STU legislation is a formal framework, and since Grennessminde to a large degree realizes the standards of the inspection, they see these formalized structures as a benefit to themselves as an organization being in competition to other subcontractors. The social enterprise registration (RSV) is rather perceived an asset regarding legitimacy in collaboration with the public sector and when applying for funding. As for now, there are no clear benefits of being registered, neither national nor municipal - besides the more blurred aspect of becoming a more legitimate partner.

Another factor that influences the room to maneuver for Grennessminde is the societal and political agenda – for better or for worse. As has become evident Grennessminde has been good at addressing the public and political opinion, both regarding offerings for mentally disabled youngsters and in regards to social economy. But they also now see a move towards downplaying social economy and making it a subtheme under the increased focus on the UN Sustainable Development Goals, which Grennessminde therefore need to link their own story and practice.



#### 3.6.5. Impacts

Despite being evaluated upon the measurement and quality criteria in the formalized inspections, the managers of Grennessminde furthermore distinguish between impact at a micro or macro level.

At a micro level the managers stress all the little success experiences during the everyday life at Grennessminde. To exemplify; that a young person starts enjoying to go to work in the morning or becomes able to tie shoelaces on his/her safety shoe – making it possible to partake at a work place. Also, a manager tells how Grennessminde celebrates the youngsters when they have completed the education by mirroring the High School traditions of graduation: "you know, it sometimes brings tears to the eyes of the municipal employees also!". At a macro level the success is also understood as two-fold. On the one hand it is to support or trigger a cultural change in the municipalities where the employees (as representatives of the system) meet the youngster with respect and in this manner open up the doors of the system. On the other hand, it is believed a success criterium to push and actively engage in the debate on social economy in Denmark.

An overall challenge regarding the understanding of success criteria and measurements is that, in Grennessminde's view, most municipalities focus on the degree of youngsters that have entered the job market – despite not being able to undertake ordinary jobs. A circumstance, which is especially in a long-term perspective hard to identify since it is illegal to keep civil registration numbers and hence Grennessminde cannot know, or show, how the young people are doing after e.g. a two years period. Therefore, Grennessminde urges the municipalities to make as specific measurement parameters as possible while the youngsters are at Grennessminde, e.g. to be able to do a bus ride alone and hence support that the youngsters become ready for the job market – whether as an employee a Grennessminde or at another work place. As a manager wraps up, the main two main success criteria of Grennesminde are: "to move the young people as far as possible taking their individual competences as point of departure and to move the fled of social economy as far as possible".

A similar challenge in this regard is that the existing impact measurement tools are not developed to social enterprises, at least not in the employment domain where there is a binary focus on in job/not in job. Thus, it is in the interest of Grennessminde to be part of developing measurement tools more aligned with the domain of social economy and employment. To exemplify, Grennessminde are currently looking into tools such as Payment by Results and together with Roskilde Municipality they are developing a measurement tool targeting efforts within the Law on Active Employment. An initiative, which is of great interest to (and followed by) their network of municipalities and social enterprises.



# 3.7. Unexpected results

Even though Grennessminde hosts the national Research Centre on Social Economy it seems like the specific focus on work integrated social enterprises within the framework of Grennessminde has come to permeate the debate that the centre wish to trigger. In this manner both Grennessminde itself and the Dome work on the basis of a narrow understanding of social economy and social enterprises mainly focusing on work integration as a key characteristic. This duality is also reflected in the discursively construction, that the philosophy of the STU and the social economy agenda was already part of the Grennessminde mind-set, even though it might be a post-rationalization reinforcing the new strategy.

# 3.8. Discussion

To understand the development of Grennessminde, as a special sort of social innovation, it needs to be recognised that both the societal and political agenda become important for the domain in which Grennessminde operates.

Firstly, changed legislation kick-starts a more systematic and structured approach to vulnerable youngsters at an already existing platform, that is, Grennessminde. One could say that a double movement is happening; the state identifies a problem and sets some guidelines, and by responding to this Grennessminde strengthens and quality assures its own organization and position. This process of refinement continually increases their own legitimacy in the education domain, and now 11 years after, the pursuit of development comes to the fore, that is, the insight and experience developed by being a subcontractor to the public makes it possible to develop Grennessminde itself/their business. Secondly, the agenda of social economy has made room for pushing the practices and the ideology of Grennessminde – especially the certain Danish approach to the domain, that focuses mainly on WISE. The concurrent development of the STU and the social enterprises have in this manner fed into and leaned on each other, despite the application of slightly differing narratives to different stakeholders.

Lastly, and in relation to the vision and the mission of Grennessminde, there is an implicit assumption that if the youngsters are part of the job market, they are also more integrated in society at large. An understanding that reflects the political agenda on both education to young disabled people and social economy support structures, and hence is highly legitimate. But it is not really clear how this link is made and how, if at all, it is possible to see and/or measure. Hence, what is left out is a discussion of other entrances to society than the job market, which becomes kind of a panacea to citizenship. Herein lies a potential future debate on the role of social economy/social enterprises in social innovation for societal challenges – as in this case, service offerings for young people that are on the edge of the not only the labour market, but on society. As a verse in a song for Grennessminde's 10-year anniversary goes: "we learn here to trust that we can all contribute with something. Well, this school adds heart to intellect".





#### 3.9. Appendixes 1-2: Document study

1. **Branding Booklet:** "At Grennesminde we work for work communities that contribute to growth and development for the individual", Grennesminde

Type of document	The branding booklet is an introduction to the main objectives and history of Grennesminde, besides the different activities addressing both youngsters and potential clients/stakeholders. The tagline of Grennesminde is 'Everybody has the right to a colleague 'and this is unfolded by short stories of the employees alongside pictures of the youngsters and the surroundings. Also, it is clear that the booklet seeks to target visitors not perceived as stakeholders, by stressing on-going events such as The Grennesminde Run, Family-days and		
	Christmas bazaar.		
Key terms applied	The labour market, partnerships, participation, personal development, well-being, appreciation, green environment, social enterprise, professionalism, organics.		
Perception of value/objective	To Grennesminde the value of their activities is dual; for the youngsters to obtain the ability to be part of the job market and hence part of society at large, and for the visitors and customer to support this overall aim by economic support. The role of Grennesminde is as such as a 'bridge-builder' both between the youngsters and the job market/society and between civil society, the public and the private sector. Moreover, the weight is on personal relations and the to present the youngsters as		
	individuals and not as a specific group of citizens. The objective of creating mental wellbeing is connected to and mirrored in the emphasis on and cultivation of organic products.		
Main actors referred to	Youngsters – refers primarily to young people that are part of the STU or uses the residential accommodation of Grennesminde. Employees – refers to all levels of employees at Grennesminde. Visitors – the people that visit or takes in part in events at Grennesminde (they are not referred to as customers). Private customers – companies that buy the offerings and products from Grennesminde.		
Understanding of co-creation	Co-creation is not explicitly addressed but the underlying rationale of Grennesminde is that the collaboration between youngsters, Grennesminde's employees and the employees at the work placements create relationships that support the development of the youngsters. And especially stories of work placements leading to real work opportunities are stressed – since they are based on sustainable relations.		
Measurement criteria/success factor (if referred to)	The history and experience of Grennesminde are emphasised as positive criteria and as legitimization of the foundation. A success criterion is that the youngsters become part of the labour market – there are no quantitative data available, but stories of youngster getting a job, both inside and outside Grennesminde are presented.		



A more implicit measurement criterion is that Grennesminde is a registered social
enterprise implicating that they have to fulfil certain criteria put forward by the
Danish Business Authority.

Reflections (Include any relevant thoughts/reflections on the document):

The branding booklet is looking professional and the main focus on pictures over text makes it easy assessable. This might be related to another interesting finding; that the green environment of Grennesminde seems to be a key actor as the surroundings themselves are perceived to influence the atmosphere and the room for possibilities in a positive manner. As such Grennesminde is not only what they do, it is also where they are/how they look.

#### 2. Inspection report: based on notified supervision, Høje-Taastrup Municipality

Type of document	Inspection report from a notified inspection made by BDO (state authorised accountant) on behalf of Høje-Taastrup Municipality - due to Grennesminde as STU sub-contractor. The inspection is based on quality measurement criteria (a specific model) inherent in legislation on social inspection. Nevertheless, it is stressed that the quality evaluation, dependent on service offering and target group, might contain other relevant factors than the ones specifically related to the evaluation model. The data that the inspections build upon is presented; chosen documents (herein different policies), observations and interviews with managers, employees and citizens. The inspection took place at Grennesminde in Taastrup.
Key terms applied	Quality assurance, criteria and indicators, service offering, target group, safe environment, citizens, relationships.
Perception of value/objective	In the overall evaluation, which is mainly positive, it is stressed how Grennesminde is a suitable offer for the specific target group due to the possibility to engage in social relationships and become part of a community. In a sentence this is backed up by a remark stating that the offer is highly appreciated by the citizens affiliated. Furthermore, it is perceived of value that there is a pedagogical red thread, both due to further training in the KRAP method and the high professional level of the employees and the management.
Main actors referred to	Citizens – the youngsters, that are part of STU. Management – the managerial level at Grennesminde. Employees – the employees at the sheltered workshops.
Understanding of co-creation	Cocreation is not emphasized as such, but it is stressed that the inclusion of the citizens in planning of daily activities and themes is positive. Moreover, the policies regarding sexual harassment and violence are also an illustration of how the citizens themselves are part of ensuring a safe and nice atmosphere.
Measurement criteria/success factor (if referred to)	The score model of the inspection is centred around the following criteria: education & employability, self-dependence & relations, target groups, methods & results, organization & management, competencies, physical surroundings. Out of six potential development areas, Grennesminde is only encouraged to work with two; both related to a documentation practice of



concrete and relevant goals targeting the individual citizen.

Reflections (Include any relevant thoughts/reflections on the document):

The inspection report consequently refers to the youngsters/users as citizens, which seems to be a term not widely used by Grennesminde.

There is no reference to social economy and the status of Grennesminde as, also, a registered social enterprise. Since the inspections is part of STU this is a main explanation, but nevertheless it underscores that there co-exist different narratives of Grennesminde.



# MIND YOUR OWN BUSINESS

# 4. Case study 3: Mind Your Own Business

### 4.1. The case in a nutshell

Since 2010 the organisation Mind Your Own Business (MYOB) has been organising and facilitating development projects for young boys, between the age of 13 and 19, from marginalised housing areas. The program is centred around entrepreneurship and in cooperation with voluntary venture pilots from civil society and business partners the young boys are given the opportunity to start their own micro-enterprise. The philosophy behind MYOB is that the program further develops the professional and social competencies of the young boys and thereby enables a stronger association to the educational system and the job market (Myob.dk, 17<sup>th</sup> of May 2019). As the CEO states: *"That is the vison; to develop young boys' educational competencies and their social relations, so they utilise some of the opportunities in society"*. Thus, the method of Mind Your Own Business and the model for collaboration rest on the following four principles: empowerment, usefulness to the community, personal development and collaboration with the business world. As the principles suggest, to be able to operate Mind Your Own Business relies on a well-developed network of volunteers, mentor companies, non-profit housing associations and public sector collaborators.

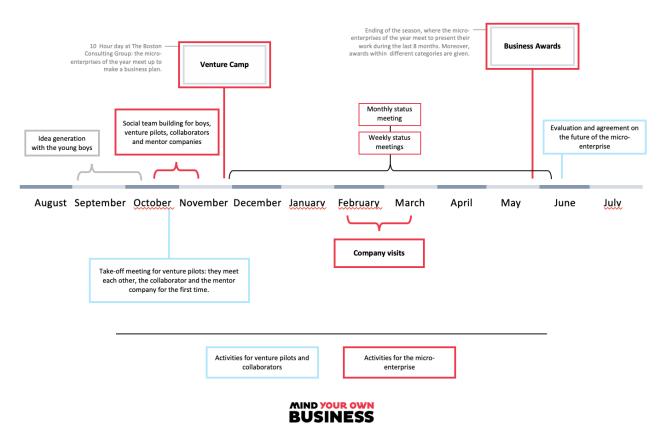
The organisation itself employs 12 employees, that mainly work as either project managers, project coordinators or project workers. MYOB consists of four elements; the initial MYOB Programme, where the micro-enterprises are started and developed, the MYOB Academy where some micro-enterprises can continue and further develop their business, the MYOB Career Network for all former participating boys, and lastly MYOB Greenland.

Each micro-enterprise is run by an established team of approximately 10-12 boys, 8-9 venture pilots, a business partner and contact persons from the engaged youth club or the non-profit housing department. Thus, almost 200 people are partaking in the program each year.

The process is illustrated in MYOB's annual cycle of work:



Mind Your Own Business



In recruiting for the Program, the main focus is on 'grey area' boys. This refers to boys that are not strongly diagnosed or strongly affiliated to gangs, but still are somehow isolated. The workers from the non-profit housing association play a vital role in this initial process, since they often know the boys and their backgrounds, and thus are able to screen to whom the program is most relevant. Another factor, that has changed over time and due to the success of the program, is that a vast number of boys now want to join and proactively ask to become participants. As of today, 513 boys have participated in the program leading to the establishment of 52 micro-enterprises across Denmark.

Also, the recruitment of volunteers, that is the venture pilots, is based on a screening process, where the venture pilots are interviewed at MYOB and subsequently fill in a competency scheme. The schemes are used to ensure a mixture of different profiles and to guarantee that the right people are engaged – since each year applicants are rejected. An informant explains: "We have a lot of experience in recruiting the right people, to ensure a successful experience for all parties. One of the most important things is e.g. to make sure, the applicant is willing to dedicate the time over the full eight months. That's one of the key elements of a success with regards to both business and relations along with business skills and patience." The same thorough approach is applied when starting collaborations with business partners; they need to both understand and buy in on the



ideas behind the program. Therefore, the experience relative to the mentor companies is that even though there might be branding for the businesses in collaborating and they do so as part of their CSR strategy, the focal point also to the business partners is to do something together with others.

MYOB itself does not create financial income, which is why they rely on external funding. The participating non-profit housings or the municipality pay the amount of 25.000 d.kr. (approx. 3.333 euro) which is then used as start-up capital for their particular micro-enterprises. The actual funding of MYOB is engaged in a strategic collaboration with three large funds in Denmark: TrygFonden funds the MYOB programme, Bikubenfonden funds the MYOB Academy and Tuborgfondet funds the recent opening of an office in Greenland.

The case of MYOB is chosen because it can be seen as an exemplary case in the sense that both the organisation and the program rely on cross-sectorial networks aiming at creating social value. As such MYOB illustrates key characteristics of networks of social innovation insofar actors from the private, the public and the third sector engage in collaboration targeting a social aim.

Based on two interviews with managers from the organization and one interview with an employee from a non-profit housing association, alongside diving into relevant documents, the key findings are:

- Professional resources: realizing the initiative relied on personal competences and resources; a fiery soul that had been working with the target group for years and by own profession and interest was qualified to address a specific societal challenge.
- An existing platform: the development of the program took place from Danish Refugee ٠ Council, which acted as platform for pilot-testing the idea and for developing the structure of the initiative. Thus, MYOB was not established as an independent institution before the whole program was in place and working.
- **Business orientation**: it was from the beginning a strategic and deliberate choice to focus on business development as a tool for personal development. This imply the application of business lingo and processes as a way to underscore the seriousness of the program to all actors involved.
- **Method consistency:** the program and the main actors of the program have basically been the same from the beginning. Thus, the strategic focus has been on refining and consolidating both the program and the organisation instead of trying to adapt the initiative to new contexts.
- **Professionalism:** the founder has explicitly emphasised and strived for professionalism in all aspects of the organisation, be that in the public image, the choice of business partners and the way the organisation is managed.
- Targeting CSR: the organisation does not specifically address the story of social economy but focuses rather on CSR in recruiting business partners. It is underscored how being part of MYOB is to engage in CSR at a local level, and that instead of simply donating money the business partners need put their know-how, skills and time at disposal for the micro companies.



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• Social change: MYOB is built on an urge to be a change-maker. Both regarding the selfperception of the target group, the perception of the target group from the outside and regarding the way initiatives targeting social challenges are organised.

#### 4.2. Data material

The case study is based on in-depth interviews with key informants from Mind Your Own Business and a Social Work Coordinator from the non-profit housing sector, alongside document studies. In recruiting for the interview with the Social Work Coordinator the main objective was to get an additional perspective on Mind Your Own Business as collaborator. This was agreed upon in cooperation with the case organization. Besides using the website of Mind Your Own Business three documents have been analysed; an external evaluation report and two internal working papers. The data material is the foundation for the whole report, but quotes and excerpts are mainly used in the analysis of the five key dimensions. To ensure anonymity quotes from the social work coordinator are not integrated, but insights from the interview have been part of the overall analysis.

Interviews:

Manag	ers MYOB				External Collaborators
CEO,	Mind	Your	Own	Business	Social Work Coordinator, 3B
Project	Manager,	Mind	Your Own	Business	

Documents:

Type of	document			Source
MYOB's	annual	cycle	of worl	Mind Your Own Business
Actor			Overviev	Mind Your Own Business
Evaluation Mind	n Report: Effe Your Ow		Evaluation o 2014-2017	f Als Research APS

#### 4.3. Mind Your Own Business: the narrative

### 2010-2016: Start-up/development phase

The CEO tells how the start of MYOB rested on two premises; that she saw a need to meet boys from marginalized housing areas in a new and not authoritative way based on a civil society logic, and an interest in the emergence of private companies being involved in creating welfare solutions. Therefore, she wanted to apply entrepreneurship as a means to give the boys the opportunity to create an identity, not solely depicted by marginalization, by creating something valued of their own. At an early stage TrygFonden was engaged to support the initiative that was then tried out in four youth clubs. The CEOs own professional background is as a social worker,



family counsellor and as authority person for placing children in care. She had been concerned with the non-constructive dynamics, the social control and the isolation that take place in certain non-profit housing areas and she knew the boys and the culture of their groupings by heart. She explains her main motivation in the following way: "there were times where I thought to myself 'we could have prevented this', I mean if it is a family with four boys and three of them were already placed in care... So, to me it became about prevention instead of being part of a system just waiting to sanction. That was my motivation".

At this point the CEO was employed at Danish Refugee Council, which became the platform for thinking in methodology and herein specifically which actors should be involved and who the specific target group should be. A lot of research was done to ensure that the idea mirrored a real need and that the key actors, which from the beginning were the young boys, non-profit housing associations, municipalities, private companies and civil society, found the initiative relevant - especially the young boys. The social workers from the housing departments turned out to be particular important since they act as link between the boys and MYOB, and later between the other engaged actors. And moreover, the MYOB program is aligned with existing initiatives commenced by the non-profit housing associations themselves, having the same strategic focus on facilitating complex challenges and solutions across public administrations and sectors.

Regarding the target group the challenge was to convince the boys, not only the ones engaged in the program, that this was not yet another activity where they were approached as passive recipients: "We were fighting to tell a story about this not being a club where you would get pizza and sodas, that it is a forum where you have to work, and where there are no money to gain". The CEO knew it was a general assumption that the boys could be solely motivated by money, but due to her insights she maintained that the main motivation for the young boys were to meet adults that actually wanted to inspire and share competencies with them. An experience shared with the professionals from the non-profit housing associations, that also stress the importance of being ambitious on behalf of the boys and meet them accordingly.

To engage the business partners the CEO underscores that it became an advantage that the program was funded and hence economically secured: "This is relational work, meaning that you have to talk to a lot of people who can visualise the idea that what they need to deliver is time. I think it is a good thing that I haven't asked people for money, because we were financially secured. Instead we could say: 'you need to give us some hours and expertise', which I think was of big value to the companies. They are used to being asked about money, but here it is 'I need you, I need your brains and your hands - is that possible?'".

#### 2016-2019: Consolidation phase

In 2016 MYOB became an independent organization and was no longer affiliated with Danish Refugee Council. As an informant stresses:" *The room of possibilities increased when we were no longer part of Danish Refugee Council's narrative and could begin to tell our own story – also, it is* 



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our specific story that the companies want to contribute to, and to the boys it makes more sense because they are not refugees".

To become independent, it was crucial for MYOB to receive big strategic grants reaching beyond a two-year period, which is why getting the large foundations to engage in co-funding is now basis for the activities of MYOB to continue. Another aspect of consolidating the organisation has been to develop programs around the main process. Most boys are now part of MYOBs career network, that aims to give the boys, despite the network itself, a professional identity as a 'MYOB alumni'. Moreover, the MYOB Academy was established in 2016. The academy is a follow-up program lasting for eight months structured around two development camps. Having participated in the MYOB program is a prerequisite for entering the academy, which specifically targets the boys that want to further develop their skills and their micro company. Another recent development is MYOB opening an office in Nuuk and hence offering the program in Greenland.

The overarching philosophy, across the existing activities of MYOB, is one of partnerships; all partners bring competences and ideas to the table and by that are able to transcend silo thinking and existing sectorial borders. In this manner the main role of MYOB is to pull everything together and to make the actors meet - which has over time become one of the main competences of the organisation. As an informant states: *"We almost never fall into existing boxes and hence we need to ensure specially designed solutions – which has become a competency of ours in itself"*. To the organization the experiences of running the program has therefore led to internal competency-building in areas that are not only related to the target group, but merely related to facilitating skills and know-how of running cross-sectorial initiatives. This aspect is understood to be the foundation for the growth of the organisation, and hence for scaling up in the future.

### 4.4. The main objective

To MYOB the overall aim of the program is personal development of the boys, based on the understanding that the competences they gain from participating can be transferred to other contexts and hence increase their social and professional abilities. As an informant from MYOB describes: "They experience that they are actually capable of getting ideas and engage in the program, so they go from being nervous about their own and their friends' competencies to, by the end of the program, stand in front of 200 people presenting their company – filled with self-esteem and as proud senders of something they have created themselves. That's huge! Later they account how they e.g. use their new skills in classes in public school, have started at a business school or basically just get better grades". In this manner it is the process and the learning of the boys which are the main success criteria, but also there is an awareness from MYOB that from the perspective of the boys, an important success criterium is related to the micro-enterprises – that the aspect of entrepreneurship is crucial for the boys to become engaged.



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### 4.5. **The context**

When looking into the internal and external environment at the time when MYOB was launched, and is now operating, the following main conditions seem important:

- There was, and still is, a statistical higher level of crime among young boys/men from families with a non-Danish ethnic background. Thus, the societal challenge to be addressed is widely acknowledged.
- A key focus in Danish integration policy has been to break the social inheritance of young boys from non-Danish ethnic families.
- In a Danish context there is an increased awareness on New Public Governance and cocreation of public services - leading to an urge to mobilize civil society. In this manner the system boundaries are becoming less strict giving room for initiatives not introduced and owned by the public sector.
- Regarding social entrepreneurship and social enterprises, the main focus in Denmark has been on work-integrated social enterprises, pushing forward the understanding that being part of a business also leads to greater inclusion in society in general.
- Entrepreneurship is understood as a core competency in Danish society.
- A nuanced understanding of CSR as not only a distant obligation, but also a local responsibility that makes CSR more preoccupying to the employees involved.

# 4.6. **The five key dimensions**

### 4.6.1. Types/Process of Innovation

Based on the data material three types of innovation have been identified: organisational, system and conceptual innovation.

First, MYOB triggers *Organisational innovation* in a dual sense. Internally the program relies on a form of organising where there is no specific owner of the process and hence decision-making is made jointly among the actors involved – MYOB employees are solely acting as facilitators. Externally MYOB have been able to get three large funds in Denmark to engage in a strategic collaboration. This is in opposition to former practices where the funds would emphasise their role as sole beneficiary and hence with an exclusive 'right' to the story of the projects they fund.

Second, there are traces of *System innovation* since MYOB pushes the formal collaborators to change their way of operating and to invent new modes that are aligned with the need of the micro-enterprises. MYOB has deliberately approached trade organizations and Head Quarters to make it easier for e.g. the local bank offices to find solutions. And by that they succeed in specially designed solutions based on a wish from the formal institutions to be flexible.



Lastly, MYOB can be understood as a *conceptual* innovation since the foundation on a business logic has opened for and legitimized a vocabulary characterised by professionalism, normally not associated with the young boys. In this sense the story of the target group changes from being not capable to being resourceful. And since, at least in a narrative understanding, stories condition action and behaviour the change potential is double since the environment's new perceptions triggers a different way of meeting the target group, which again loops back to the boys' self-perception and actions. In this manner the application of a new and broader terminology widens the ability to manoeuvre and act in new ways - to both the boys, the engaged actors in the program and to society at large.

### 4.6.2. Type of Innovation Networks

If MYOB is to be seen as an innovation network, it needs to be recognized that the whole idea is based on a planned network to function. As such the relationship building, and hence trust among actors, has been key in developing a functional network that over time can be seen as innovative cross-sectorial collaboration. As the CEO tells: *"I have had rejections from the former integration ministry who didn't believe in it, because they didn't believe the target group were capable of this. Therefore, I have been very happy that some funds have helped building this up, that they dared and were willing to take some risks in their donations saying 'this sounds interesting, but it also sounds difficult', because it is a difficult target group. It is a lot of actors who are collaborating, so it has been very hard work! It has required many cops of coffee, since this is built on networks, relations..."* 

Hence the formation of the network is intentional and structured accordingly. Regarding functioning the innovation network is bottom-up since it is founded on an entrepreneurial initiative and still relies heavily on releasing local resources. Nevertheless, the network was from the outset conditioned by having an existing and recognised platform to develop from and still it is dependent on MYOB as 'system integrator' in realisation of the MYOB programme.

### 4.6.3. Drivers/Barriers

A key driver seems to be the general interest in the program since the timing might have been part of the success; the program tapped into an existing societal agenda and hence it has been possible to mobilize new resources from a broad audience. The idea that young people take responsibility for themselves through a creative process that leads to a concrete outcome was something the big business partners would like to support. This is also reflected in the prizes and awards that MYOB has received from formal and acknowledged institutions. Also, regarding the volunteers an informant reflects upon how the program attracts new profiles: "We find new people all the time and I think that is why this is interesting for other profiles than the traditional volunteer profile. In this industry, the talk is that the typical volunteer profile is a young RUC student, a 23 years old woman etc. Here we have all kinds of different people. And we have managed to get people that are on the job market and who has families, the ones you normally don't get a hold on - business



directors, communication directors, stating: 'I always wanted to do volunteer work and here I can use my expertise".

Historically the main barriers are both related to the internal and the external environment of the program. Internally the boys are struggling with both low support and understanding form their families and with the acceptability from the other boys in their neighborhood. However, the latter is decreasing as more and more boys have been part of the program and hence the storytelling becomes more nuanced and supportive. As an informant accounts:" We have meet members from gangs asking 'what are you doing here?'. But the same people have come back eight months later and said; 'I can see my little brother or cousin has grown, that's great! If the same program existed when I was young, I would not have ended up here wearing a bulletproof vest needing protection 24 hours a day'''. Also, the families' acceptance raises as the program unfolds and they come to see that the boys are taken seriously and that they take the program seriously themselves.

Externally the main barrier has been, and seems to still prevail, an adult lack of confidence in the competences and abilities of the boys – leading to mistrust. Hence, a barrier is to change the 'outside' story of the boys – which in the specific collaboration seems paradoxical since the experience is that it is actually harder for the adults to engage in inclusive processes than it is for the boys. As an informant from MYOB remarks: "there are 6% of the boys who drop out, and 11% of the volunteers who drop out. It is just to say; it is not necessarily the boys who drop out". This is backed up by stating that the boys who drop out mainly do it due to massive personal challenges and not due to lack of engagement, whereas some of the volunteers basically did not really access whether they were ready for the commitment or not. Also, the level of professionalism from the public sector and non-profit housing actors can be a barrier, especially if the local actors pushes and reinforces the perception of the young boys as not capable to the volunteers.

### 4.6.4. Institutional factors

To run the programme itself involves no distinct legal issues, but is has been crucial that e.g. banks and strategic funds have been willing to bend existing practices to meet the specific needs and conditions of the program. Moreover, most boys are under the age of 18 and are therefore not entitled to own a company. Therefore, the micro-enterprises have a CVR number and are established as associations, where the boys can be members of the boards and as such feel and take ownership, even though they do not get access to a potential profit as individuals. MYOB has coupled up with some lawyers doing pro bono work to ensure everything is handled correctly, and that the boys are not having personal liability.

Besides the regulatory environment an important institutional factor in the creation of legitimacy and policy push is the awards that MYOB has been able to receive. In 2011 MYOB won the Ministry of Social Affairs' Integration reward, in 2013 MYOB received The Children's Aid Foundation prize called 'Little brother' and in 2015 MYOB obtained The Crown Prince Couple's Social Award. In this manner the acknowledgement from established and recognised formal



institutions have enabled the story of MYOB to spread nationally and hence reach beyond the actors engaged at a local level.

4.6.5. Impacts

In the following both insights from the conducted interviews and from an evaluation report made by Als Research will act as basis for looking into the impacts of MYOB. Als Research has been responsible for a combined process and effect evaluation of MYOB from 2010-2017, and as such the MYOB Program has been continuously evaluated and documented in a strategic important period of the organization's life time.

Als research has measured the self-perceived development of the boys and some of the key findings are that they find themselves more optimistic regarding their future possibilities, less in doubt about what to do after public school/youth education, have become better team-players and are involved in fewer conflict situations. In supplement the local collaborators have also made an assessment of each participator focusing on social and mental well-being of the young boys (Als research, 2017: 11) and together with the general perception among informant groups it e.g. shows that the boys are more self-confident, better at concentrating, have increased their vocabulary and that their mental wellbeing and function have increased (Als research, 2017: 15). Another key finding has to do with the local collaborators – the evaluation shows that they get a more positive view on the boys, herein their social background, future possibilities and potentials.

The informants from MYOB add to the formal evaluation by pinpointing how the venture pilots by participating in the program both build up their personal network, enhance their CV (at least the students) and engage in personal development – they get to experience housing areas that they normally do not visit and become wiser on the logics and everyday life of people different from themselves. Moreover, the experience is that the program also influences the participating business partners. The business partners report back that being part of MYOB is something that unites the company. As the employees engage themselves in the process, they get something to talk about during lunch and as such get together around a new topic. Moreover, the companies sharpen their ability to explain and present their own company, when they e.g. need to explain to a young boy what they do and what they contribute with.

In sum, it is revealed that the impact of the program happens at both an individual, collective and organisational level; besides the development of the boys the evaluation shows that all actors are influenced by partaking in the program. Either due to networking, culture changes within the mentor companies or as new understandings of the target group and hence of oneself. As an informant tells:" there was this employee from one of the mentor companies, that after the eight months work with the boys started weeping when he saw the boys receive their certificate at the final presentation – it is very touching to see the magic of these meetings between people who would not have met otherwise and then as a team and on equal terms have achieved something together".



#### 4.7. Unexpected results

The case study revealed some findings that are out of the scope of the five dimensions framework. First, that there is a willingness to bend existing rules and practices in the formal system to meet and address the need of the program. This often goes under the radar and as such emphasises that behind institutions, organisations and formal structures there are people; and when people meet people something happens. Thus, to understand innovation networks the inter-subjective practices at a micro-level might be further explored.

Second, the specific role of the public sector. As mentioned in the narrative of MYOB, it was from the beginning important not to apply authority and 'system' behavior, so this has also influenced the strategy of MYOB. Thus, becoming a third actor (sub-contractor to the public sector) was not suitable since it is of importance to the boys that the program is not public sector based. Moreover, the experience is that the public actors are the ones having most difficulties in understanding the philosophy of the program; that it is driven by the boys, the volunteers and the business partners in unison. Yet, public actors play a key role as practical enablers at a local level regarding access to venues and the boys through the youth club - and as professional back-up should the boys need it. Thus, from a MYOB perspective: "What is important is that the municipalities accept that they are stepping into something new, a change model, where they need to be involved, but where they should not control or manage. They have to accept this as it is and not perceive us as consultants doing everything – but instead see us as an organisation gathering some actors to leverage this program, so their municipality and housing area are taking to another place".

Hence, the distribution of roles and especially that the public sector plays a minor role, despite the fact that the programme addresses a huge societal challenge that has public awareness, is interesting from a public value perspective. It raises some critical questions regarding the role of public administration relative to legitimacy, authoritative power and hegemonic discourses, that might become barriers to initiatives that actually engages the wider public and more specifically civil society, for the public good.

Lastly, a somehow unexpected result is the degree of the success and that MYOB are not capable of scaling up at the moment. There are currently waiting lists for venture pilots, municipalities and housing associations and there is a huge business network backing up the activities of MYOB - but still the organisation can only do eight tracks each year. This has to do with the financial structure where the organisation itself does not generate an income and thus solely rely on external funding, making it difficult to take direct strategic decisions regarding scalability. Financial structures and configurations are already a focus in cross-sectorial collaborations, e.g. Payment by Result and Social Impact Bonds, which is why it seems a path to further pursue when looking at social innovation networks.



#### 4.8. Discussion

The case of MYOB reveals that it is possible to engage a lot of actors across sectors, if the story is 'strong enough'. Looking at the history of the organisation, MYOB seems to have built up such a story, and there seems to be very little resistance and questioning regarding the main aim and the approach to achieve this. On the one hand it suggests that the objective was from the beginning very clear and intuitively easy for collaborators to tap into, and on the other hand the positivity relative to the program seems to have been reinforced over time. Thus, the temporal aspect of building up experiences and relations that both support and add to the foundational premises becomes key in making the initiative sustainable. Nevertheless, there is a tension between being socially sustainable and economically sustainable; MYOB is still dependent on external funding and since the strategic funds by nature are mainly project focused, developing a financial strategic sustainable business model needs to be a main focus of the organisation in the upcoming years.

Another related aspect, that also ensures the consistency of the program and hence the narrative, is that to the organisation it is a strategic choice to stick to their specific target group; it is acknowledged that the in-depth knowledge about the young boys are not necessarily possible to transfer to e.g. young girls or other citizen groups that might could benefit from a likely initiative, but also it is a way to keep focus. Thus, it is instead interesting to discuss if the *organising* itself can be spread/transferred and if so, which infrastructure need to be in place for this to happen. The overarching success also pushes a need to better understand how initiatives such as MYOB can be supported so they can address the demand from society. Returning to the role of the public sector this might be a turning point. As it seems key that the program is positioned outside the public sector, more specifically the municipalities, it might be that the public sector at a policy level can have a crucial role in reinforcing and strengthening the conditions that enables cross-sectorial collaboration – without pushing public sector logics and authoritative practices into the initiatives themselves.





### 4. Case study 4: ByBi

5.1. The case in a nutshell

This report concerns the Danish association Bybi ('Citybee') located in the Sundholm neighbourhood in Copenhagen. Bybi was established in 2009 by the founder who today is the managing director of Bybi.

Bybi is, according to the managing director, founded on an urge to find a model of production that would contribute to a richer environment and inclusive communities. Finding a new model in the face of climate change and social transformation was seen as urgent. Honeybees and pollination seemed to offer both a model and a metaphor.

Bybi's approach is framed within the mindset of Donna Haraway (2016), emphasizing the interconnections across and between sectors, species, spaces and social communities. Through pollination and an essential relationship with people, honeybees make it easy to stimulate curiosity, cut across boundaries and challenge normal categories of consumption and production. This is seen as point of reference in the activities and in the organising of Bybi: to enable coproduction of honey. Co-production is understood in a broad sense, since it both encompasses human and non-human interaction and technology. As such bees, humans and plants become a multi-species team, connected by meaningful relationships. These relations, or in Haraway's term 'relationalities' are what Bybi is about.

Bybi rents beehives to public, private and social organizations in the city of Copenhagen. Thus, the beehives are placed around the city, on the rooftops of or near buildings of these organisations, and Bybi are in charge of processing and selling the honey produced by these rented beehives. The honey is often sold back to employees in these organizations. Bybi also conducts beekeeping and honey production courses in both the collaborating and other organisations, such as schools and non-profit housing organisations, and organise workshops and events at its location at Sundholm. All together there are 5 employees at Bybi of different backgrounds and several volunteers helping out with practical work (changing from 2-15 during the bee season). The association describes itself as working for enriching the environment and believing that everyone has something to contribute – making with – whatever their background (<u>http://bybi.dk/om\_bybi/</u>).





# Mød vores flittige bybi-team.

#### Figure 1: The Bybi team (from the website of Bybi)

The case study was selected because it represents a case of public and social innovation of general interest beyond the public sector (Desmarchelier et al. 2018). Bybi intends to enable meaningful relations that ensure and develop a better and more pleasurable environment alongside a sense of belonging. As such working with bees is both a concrete example of co-existing across species and a metaphor of organising based on both productivity and pleasure.

Bybi was selected within the range of WP6 selection criteria because it represents a case of a more radical example of social innovation, in the sense that the case both adds to environmental enrichment (bees and flowers in the Copenhagen city-environment) while also developing new forms of inclusive production and co-production which is founded on a systemic critique of existing practices and terminologies. As such the case of Bybi adds to the public sphere (Benington 2011) by providing societal value related to public and social spaces around beekeeping.

Honey is not "seen as a product in itself, but as an invitation to plant a flower, to see the environment in a new way, to connect the homeless person or the refugee from Syria with the buttered toast and honey that you might enjoy in your kitchen with your children" (Video 1, 10:02).

Some of the people who work at Bybi are at the edge of the labour market. However, they are not treated as people that need to be re-integrated into the labour market through work integration initiatives, since the ideology of Bybi, making kin and sympoieses, implies a rejection of systemic boundaries. The outset is that all people contribute to society, which is why Bybi aims to build an inclusive community of people with a shared vision of bees and honey production as a path to make the city richer environmentally and more inclusive socially. Beehives are pictured as sophisticated communities, based in principles of pleasure (sensing the nectar and the natural



environment). The community of bees has for thousands of years been intertwined with human society. The objective of Bybi is to change humans from passive consumers into active co-producers of a richer natural environment and a more inclusive society.

#### 5.2. Data material

We interviewed the founder and director of the company, one employee and two directors of a collaborating organization (see Appendix 1). We also studied a number of documents and websites (including videos) relevant for understanding Bybi as a PSINSI (see Appendix 2).

Interviews:

BYBI representatives	External collaborators
Founder and director, Bybi	Group interview with Director of Communcations and DC Manager, L'Oreal (partner to Bybi)
Employee at Bybi	

#### **Documents:**

Author/Type of Document	Title
Video 1	Happy Bees, Happy City, Happy Humans - Oliver Maxwell
Video 2	Oliver Maxwell, Pleasure, partnerships and productivity, Meaning 2016
Video 3	Low-Fi host profile - Bybi, the honey factory
Bybi and 3B	Biernes hus – Projektbeskrivelse
Bybi	Honning er noget vi laver sammen
Bybi	Firma bier er mere end sød historie
Vicky Lane	Plan bee
Webpage	Bybi website
Webpage	Aktivitetscenter Sundholm website
Webpage	Herbergcentret Sundholm
Webpage Byens netværk	Sundholm – når byen tager socialt ansvar
Webpage Vores omstilling	Вуbi
Webpage McKinsey Global Institute	What's now and next in analytics, AI and automation
Webpage CNN	New study suggests insect populations have declined by 75% over 3 decades



Webpage ipbes	Press Release: Pollinators Vital to Our Food Supply Under Threat
Webpage Retsinformation	Danish Act on Registered Social Enterprises



### 5.3. The context

Interviews and readings of documents revealed that the context of Bybi can be described in terms of 1) general landscape (i.e. macro) developments related to climate changes and changes of the labour market, 2) the regime contexts of social enterprise and Sundholm as activity centre and hostel for people at the edge of the labour market, and 3) a project context of various niche projects (cf. Geels 2004).

### 5.3.1. Landscape developments of climate change and the labour market

The important overall landscape development for Bybi is the world of insects, particularly the pollinators. Research speaks of a decrease in number of insects. In a German study the decline has been measured to be about 75 percent over three decades in certain areas in Germany (Hallmann et al 2017; <u>https://edition.cnn.com/2017/10/19/europe/insect-decline-germany/index.html</u>). The decline of insects has consequences for birds and other animals that live from insects as well as for the ecosystem as a whole. A study has estimated that 16 percent of bees and other pollinators that are decisive for food production and nutritional security are threatened with extinction (<u>https://www.ipbes.net/article/press-release-pollinators-vital-our-food-supply-under-threat</u>). The decline in insects including pollinators is mostly due to intensive agricultural practices and use of pesticides (ibid.) which reduce biodiversity. Thus, there is a need to develop biotops and habitats for bees and other pollinators. However, Bybi chooses not to approach this need only from an environmental point of view, but also as experiential value of making-with. The behaviour and sensation of bees is seen as a mirror for new forms of pleasurable partnership, production and coproduction which do not erode the world but enriches it in a sustainable way and beyond sustainability.

Another landscape context that Bybi relates to is ongoing changes of the labour market. Several reports (cf. e.g. <u>McKinsey 2017</u>) have foreseen the disappearance of many jobs, for example in the financial sector, education and transportation, as a result of robotics, machine learning and automatization. At the same time, new jobs will emerge, but they may have a different character than normally understood. They will require social intelligence, ability to understand the opportunities and limitations of robotics, as well as ability and willingness to define new directions by using creativity and human judgment. In Bybi's perspective this implies new forms of productive human relations in which people can contribute to society in new ways and at the same time develop a sense of belonging. New collaborative forms of co-production could be inspired by the world of the bees creating a more colourful world while producing honey in the city. This is seen as different from government policy often emphasizing how poor, sick or traumatised people can play a role by forcing them to work. Instead, as an entrepreneurial enterprise, Bybi wants to move people out of their silos and provide a new productive context for being together, interacting with the environment, contributing to society, and stressing pleasure.



#### 5.3.2. The regime context of social enterprise and the community of Sundholm

As an enterprise, Bybi belongs to a special Danish political-economic regime of being a social enterprise. Technically, Bybi is an association registered as a social enterprise (Bybi and 3B, 2019). Bybi also declares itself to be a social enterprise on its website and in much of the material available about the company on the Internet. However, Bybi also positions itself in opposition to and moving beyond this scheme.

The Danish Act on Registered Social Enterprises was passed in 2014. It stipulates certain criteria for being a registered social enterprise that Bybi must thus fulfil to remain a registered social enterprise: a registered social enterprise must have a social purpose, i.e. a social, employment-oriented, health-oriented, environmental or cultural purpose; it must be a commercial enterprise; it must be independent of the public sector; it must be inclusive and responsible in its way of operating; and it must have a social way of handling its profits. Registered social enterprises need continuously to demonstrate that they fulfil these criteria.

Bybi describes itself as follows on its website (April 11, 2019): Bybi is a social enterprise and association. Our financing comes from collaborations with companies (about 25%), sales of honey and other products (about 60%) and from projects we have in collaborations with schools, social housing and other social projects (about 15%). We receive no public support for operations and all our profits are reinvested in our social and environmental work.

However, conversations with the founder of Bybi revealed that the terminology of the social enterprise was not very meaningful since it easily becomes closed in on itself. Bybi has a broader vision beyond being a social enterprise via its emphasis on new forms of sympoietic circular production and co-production that clearly go much further than stressing categories of sustainability, social purpose and social ways of handling profits – these are not good enough to grasp the way we are living in the world. Bybi also states that it will be converted into a Fund in 2019: "the fund is organized as commercial production (Bybi APS) and events, experiences and partnerships (Bybi Co-production)" (Bybi and 3B 2019).





Figure 2: Bybi's location in Sundholm in Copenhagen

A second regime context is Sundholm. Bybi is located in Sundholm, a Copenhagen neighbourhood which also includes the activity centre Sundholm (see above), and the Herberg (hostel) centre Sundholm, a temporary accommodation for adult homeless citizens who have problems with dependence on alcohol and /or drugs, social adaptation, and psychological problems (https://www.kk.dk/institution/herbergscentret-sundholm). In addition, there are various companies, institutions, workshops and artist communities at Sundholm, and the neighbourhood contains general housing that houses citizens of different backgrounds. Throughout much of the 20th century, Sundholm was a self-sufficient workhouse institution with a hospital where the care system placed people who were dependent on poverty relief, or people who were convicted to forced labour because of begging, pimping, street prostitution, or the like.

In the period 2009-14, the City of Copenhagen carried out a 'regeneration' in the neighbourhood. "Regeneration is an effort that focuses on a specially selected, demarcated neighbourhood that has a wide range of issues and shortcomings. The purpose of the initiative is to start a new and positive development in the area both physically, socially, culturally and environmentally" (Regeneration, cited after Skibsted 2010). Regeneration involves local citizens in the process of initiating a development. The founder of Bybi describes Sundholm as a place where many different people come and mix together in new forms of communion and production. It is a living workshop – yet partly hidden away –for future forms of communication and production that will be necessary in the future.



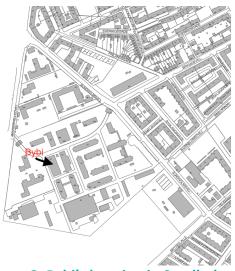


Figure 3: Bybi's location in Sundholm

Bybi has collaborated with the Sundholm activity centre which provides "an employment offer for socially vulnerable citizens who live in homelessness, in addiction and / or have mental problems and a reduced quality of life – material, social and existential" (https://acsu.kk.dk/Vores-beskæftigelsesopgave). Bybi was offered at space for its activities in exchange for taking care of two homeless people, and was at that time quoted for the following: "We involve former homeless, long-term unemployed and asylum seekers in the beekeeping and honey production. Our 'Honey Pushers' are former homeless people who sell honey at companies a la Hus Forbi [a street newspaper sold by homeless]" (http://voresomstilling.dk/projekt/bybi/97). However, this collaboration was stopped (cf. also below). In a new project called the House of the Bees, which is financed by Realdania (a Danish Philantropic organisation) (see also below), Bybi works with a Danish non-profit housing association (3B) and another social enterprise (Grennessminde) to establish a house which, among others, should "secure new employment opportunities for citizens on the edge of the labor market" (Bybi and 3B 2019). Bybi does not, however, receive funding from municipalities, foundations or others for activation, clarification or employment of socially vulnerable groups (ibid).

#### 5.3.3. Niche project contexts

Bybi is involved in several niche projects. One is the House of the Bees project (mentioned above) within a programme called 'Common Spaces' financed through a Danish philanthropic funding agency (Realdania), and a Danish self-owned institution within the Ministry of Culture (The Danish Foundation for Culture and Sports Facilities – Lokale og Anlægsfonden). The project is described as follows: "The House of the Bees is based on bees, flowers, honey and pollination, and becomes a new unique community and learning space in Copenhagen. The House of the Bees will boost a vulnerable and overlooked Copenhagen neighbourhood via a house that can anchor honey production, bees and flowers in our local community and local area. By involving local residents,



the House of the Bees will create new connections across the city's social strata, and help change the city's appearance, biodiversity and social cohesion." (Bybi and 3B, 2019).

Another project was called Honey Garden. The project ended in 2016. It was a collaboration between two non-profit housing associations (KAB, 3B), Danish Red Cross, Kofoed's School (a place where unemployed and socially vulnerable people can get support and the offer of an active everyday life), Activity Center Sundholm, and Hans Knudsens Institute (a self-owned institution that helps people with physical, mental and social problems in employment) (Bybi 2017). The project aimed to help "organizations and associations to establish an apiary, train new beekeepers and contribute to honey production within a social economy in Copenhagen." The project consisted among others of: "Professional teaching and guidance in beekeeping and honey production for up to 20 students; production of (up to 500 kg) honey for own consumption, gifts and local sales; link to a larger community of beekeepers and social economy honey producers in Copenhagen." The idea is also to support participants' self-confidence, competencies and network s and through production and sale of honey to finance the project. "The bees become a starting point for creating local flower beds and create an incentive for city dwellers in the area to meet at across age, social background and ethnicity" (Bybi 2017).

Both of these projects, along with others, are niche projects that aim to create new contacts between people, enrich the environment and establish product- and experience-based co-production of honey. Thereby they create new practices that can contribute to changes at the regime levels (social economy, Sundholm) as well as the landscape level (climate change, changes of labour market).

### 5.4. **The five dimensions**

The five key dimensions examined in the work package are types/process of innovation, type of innovation networks, drivers/barriers, institutional factors and impacts. Each will be described below.

# 5.4.1. Types/Process of Innovation

In the following we describe how the founder of Bybi explains the innovation, i.e. the new framework and radical new way of thinking he and his partners have developed around honey production. He uses the word co-production to describe the innovation, i.e. a new type of co-production which is inclusive, enriches the environment and turns consumers into co-producers. It is a critique of consumerism and an attempt to reorganise a capitalist form of production, so that growth equates to the enrichment of both human and non-human lives. This framework has emerged over the years and has been labelled 'honey is something we make together'. We conclude, in terms of WP6, that this is mainly an organisational innovation that organises



production in a new way: it blurs the boundary between production and consumption and suggests that neither is a "pure" category or function.

The founder speaks of a needed paradigm shift in terms of how all organizations and all life operate and organise themselves. A paradigm shift means a fundamental shift in the way we organise production in order to deal with problems of climate changes and the changes of the labour market as briefly outlined above. Referring to Haraway (2016, p. 136) the founder/CEO describes the paradigm as follows: "We must insist on lives lived and stories told for flourishing and abundance, in the teeth of rampaging destruction and impoverishment. We must cultivate the ability to re-imagine wealth, learn practical healing of bodies, minds and spaces and stitch together improbable collaborations."

In this context, people "are desperate of finding another way of being together and contribute to something that enriches the environment rather than destroys it". The issue is not consumers changing their behaviour but rather the "questions are around production about how we organize production, how we choose to organize our businesses and our production". Social economy and social enterprises are not seen as solutions to these problems. Social enterprises are special companies that operate in particular niche areas. The concept of 'circular economy' seems better suited to capture the idea. "Once you introduce a more circular system… you are beginning to work towards a completely different concept of ownership and agency in terms of how people interact around the production process and how it is also circulated".

However, it is not possible to think through what future organisations will look like exactly. Bybi becomes a way to enact a possible future.

"It is easier to act your way into new ways of thinking than to think your way into new ways of acting. The only thing that we can say for certain about how life will be in 20 or 30 years from now for our children and grandchildren is that it is not going to be anything like what we have now. But we can create structures now that will allow new systems to emerge. The absolute number one objective for the structures that we create today is that they are ones that should make sure that we are doing it in a way that is inclusive to involve diverse communities..." "...It involves ... people with different forms of ability and disability and gender and so on, and in ways that enrich rather than destroys the environment." In this context, "the job of a leader is not to design but to facilitate".

The innovation/development process is described as an uncertain enactment of certain principles leading to a new structure instead of "strategy before structure". Thus, the innovation is not a ready-made entity from the beginning but emerges and evolves over time. The founder has previously been working in organisations promoting social economy and social enterprises in developing countries, the UK and Denmark (such as the Danish Center for Social Economy), but was concerned with what he believed was a wrong emphasis on work integration and the lack of reflection on alternative paradigms of production. Consequently, he ran into disagreement with management in these organisations.



One day he stumbled over a place in Copenhagen with beehives and he intuitively became interested in the life of the bees. He noticed that there was a telephone number, so he called the beekeeper, eventually joined a course on beekeeping and started to think of beekeeping as a framework for enacting an alternative form of production with "bees being a bridge between nature and ourselves". He managed to get an agreement to use a place (an old laundry) at Sundholm for free and mobilised free help, such as legal advice, from 40-50 organisations. He also managed to find the first 5 businesses that agreed to try out beehives at the rooftops of their buildings which they paid for. Bybi received development money from a local development group to buy the first equipment.

During the first years a volunteer and a part time employed beekeeper helped him create the business. In exchange for having access to the space/shop floor at Sundholm, two homeless people from the local activity centre were engaged for the first couple of years. To deal on a daily basis with the homeless turned out as a difficult task, therefore a social pedagogue was hired to work with them. After some years, in 2014, Bybi started to rent the building hence beginning to work directly with the homeless and with other groups as well. No longer did they have a specific target group (through the local activity centre) but could work directly with people of different backgrounds that could contribute to realizing the overall ideas and principles of Bybi. Bybi does not categorise these people according to where they come from. Some have had employment issues, others have had mental health issues. "But what is important for us is that it is useful for the organisation". "They come here by themselves". Bybi then eventually started to talk about "honey is something we produce together".

19 beehive partners are today listed at the website (april 2019); video 3 (Appendix 2) explains that Bybi is responsible for more than 250 bee colonies all over the city of Copenhagen. In addition to producing honey from beehives on the rooftop or nearby area of organisations that rent the beehives from Bybi, Bybi facilitates events and tours and organize course for schools and nonprofit housing associations. Further, they trade their products. But rather than struggling to sell the products in supermarkets or special shops (there are some exceptions) they choose to sell the product directly to employees in the businesses that they collaborate with.

To conclude, in terms of *type of innovation*, Bybi is thus mainly an *organisational innovation* – the innovation being a new inclusive form of co-production based in certain principles. It may also be called a "*principle-based innovation*". It is also a *marketing innovation* that makes this new principle and structure visible through "honey is something we make together". The *process of innovation* is one of enactment of structure. The innovation is not readymade from the beginning. Incrementalistic and explorative steps have been taken that add up to a more radical innovation in relation to both traditional forms of beekeeping, social economy and industrial production.



#### Type of Innovation Networks

The network created through Bybi could be thought of as a network, or a community, centred around a public *function* (or *principle*) according to the WP6 framework (Demarchelier et al. 2018). By contrast, it is not based in public service as *sector*.

Bybi facilitates the creation of network or community relations between individuals within and across organisations. In terms of social network analysis, it would be a local network (Copenhagenbased), with both low and high density (not all participants know each other but some have dense relations), Bybi being a broker between some of the nodes in the network. The network is dynamically evolving through a continuous process of mobilising members (companies, employees, volunteers, customers). The network can also be described as a 'community' or an emerging institution driven by a social cause based in exchanges between people, and between people and nature:

"The direction we are going is creating institutions where we are changing people from being consumers to being co-producers". "How are you co-producer? Planting flowers. Being beekeeper yourself. Or where there is other kinds of knowledge and enthusiasm that people are selling to each other through us. If you are a beekeeper in Østerbro, and you are passionate about butterflies, then you can sell that knowledge in an experience for people here." "You are co-producing when you plant some flowers when you open the box [using seeds that come with the box], when you take the empty jar and you use it to store spices in, when you buy the honey because you are having an evening with your friends where you are going to make some funny cocktails out of liquid products and not sure how to do that. And you are also co-producing when you change your route to work and then you are cycling through the park and you are really enjoying the smell and the sound of the bees in their Mirabella tree and engaging with the environment in a different way. You are making a connection with honey, Arif from Syria who is making it, and that tree and your garden. One thing leads to another. You come visit the factory, you come to a workshop, you bring the children to taste it".

Bybi is seen as a network/community/institution for passionate people who share peculiar knowledge - knowledge which often inspires towards production and experiences:

"One of our former volunteers, he has been unemployed for 25 years, but he makes the most fantastic mjød (mead) at Christianshavn [neighbourhood in Copenhagen]. He was here for a few months, but he is coming back because he has shown us how to do it. We can pay him to do a talk where he will explain what he has been doing and give people a chance to taste it and show how it has been made. It could be a woman from Urbanplanen [a nearby non-profit area] who has a lot of ideas of how to make baklava with honey from the rooftops. ... all these peculiar artistic passions that people have outside the conventional work market, outside any conventional measurement of what growth should be. But have knowledge that they would like to share and people would like to learn about it. There is a sound artist working with microphones that you can put onto plants and listen to what plants are saying. There is this fluid moving through a plant that creates vibrations and sounds which are sets to insect when they land on it. A bee is flying through a flowerbed and landing on a plant and tasting it and seeing its colour and she is also listening to the health of the



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plant... and communicating with the vibrations from her wings causing it to produce juices and nectar that would not be there otherwise. So, there is this crossover between heart and science which is enormously important in terms of how we digest these crises around climate change and changes in the labour market. The emotional insecurity that people are feeling. That we address it in a cultural and artistic way."

We interviewed a world leading organisation within cosmetics, which has rented a beehive from Bybi and which is thus part of the Bybi-network as a co-producer. The company appears not to be involved in other activities of Bybi, thus it does not connect with other actors in the network, hence it is a weak tie. Nevertheless, it is in its own way highly engaged in the project and the community. The company sees Bybi as an element in its overall CSR strategy which is to create work places for people outside the labour market related to their supply chain, do something for the climate, and act for the right reasons (rather than as part of their PR strategy). The company also uses the beehives as occasions for their employees to experience something new and talk to each other in new ways beyond their daily relationships and across existing work teams. The organisation buys the honey produced by Bybi and gives it as a gift to its (the organisation's) employees.

In this way, while Bybi relies on certain principles, there is plenty of space for the network participants to interpret and take ownership for these principles. This particular organization, rather than seeing itself as renting beehives from Bybi and paying for a service, frames it as giving a contribution to Bybi so that for example the beekeeper can be employed on a full-time basis.

Bybi also collaborates with researchers, among others researchers in a project on multifunctional green spaces at the University of Copenhagen, collaboration with Malmø University, collaboration with the music department and the theology department of the University of Copenhagen, as well as biologist from the University of Copenhagen. These relationships appear to be bilateral network activities in the context of different side- or niche projects.

# 5.4.2. Drivers/Barriers

Asked about drivers and barriers the founder and CEO of Bybi said that this was a flat question leading to a flat answer. He said that the company is about looking at the world and see what goes on and to find a way to thrive in the world that is coming. Asked about funding he said that it is not difficult get funding if you have a good idea. However, the CEO acknowledges that there are some challenges related to communication, to communicate what the company is all about and that it takes time to communicate identity. He referred to the period of industrialisation where it took time to build identities around the new types of labour in factories and the labour market that emerged.

Another type of challenge is related to the ambitions of turning a factory on its head making space for consumers to act as co-producers:



"We have an employee in a flexjob [a flexjob is a job with flexible working hours supported by the state]. She has had a lot of problems in her life [we interviewed her and she confirmed this], but is super creative. She works a few days in the week where she goes out and sells [she has previously worked as a marketing director in a large textile company]. But she also loves making all these kinds of crazy things you can see hang everywhere that she has made. She does workshops, shows people how to make candles... The next step for us is to build a place that can accommodate this, so again if you start working in this way you also have to reconfigure what you consider a factory to be. Traditionally, a factory follows the structures... it is linear, you have raw materials coming in, you have products out, you have workers who are just workers, and consumers who are just consumers. Turn that on its head, when you start inviting your customers into participation, how do you physically organize that in a building? How do you connect it to the local community? That is what we are doing now, we are building a new building, a new center ...that will experiment with these ideas. Let us turn a factory upside down and see what happens!"

Thus, in terms of drivers and barriers, it seems as Bybi relies on 1) a very good idea which is easy to communicate and mobilise people around; it is basically a *principle or idea driven* process; 2) a production of honey which becomes a carrier of this idea, hence it is *production driven*; 3) a strong wish to thrive and engage people in enriching the environment in an inclusive way; hence it is *experience driven*; 4) mutual sharing of special craft knowledge, (honey, mead, candles) amongst people; hence it is *knowledge driven*; and 5) the strong wish of the founder to enact and make visible an emerging new form of production and co-production as well as his long term experiences of how to mobilise actors around an idea; hence it is *entrepreneur driven*.

### 5.4.3. Institutional factors

Institutional factors that have been important to the case includes:

1) The general vocabularies of climate change and changes of the labour market. The various scientific reports that have been written and the emerging agreement about these issues is the basic extra-subjective (institutional) context for Bybi that necessitates action.

2) Social economy and social enterprise that Bybi grows out of but diverges from. The founder has had many years of experiences working in the sector of social economy – which has become quite formalized in Denmark in terms of the Danish Act on Registered Social Enterprises. While he is critical towards this, because it does not provide a good answer to the above structural problems, he has a lot of experiences from this sector that helps him make the necessary contacts and mobilise actors around Byb's project.

3) Public organisations like Sundholm Activity Centre that provided a free space for Bybi in exchange for engaging two homeless people, but also other public organisations including schools that visit Bybi and non-profit housing associations, as well as self-owned institutions working with people at the edge of the labour market.

4) Funding agencies, for example funding for initial equipment and funding for the House of the Bees. It is argued by the founder of Bybi that there is access to funding if you have a good idea. The main issue is to communicate the idea in a concise way. However, bees and honey that



translates the wider idea of co-production into something concrete, appear easy to communicate and get funding for.

5) Beekepers society that Bybi has learned from. In Denmark, beekeepers are organised in Denmark's Beekeeper Association. It runs courses and provides materials on beekeeping as well as info on laws and regulations (<u>https://www.biavl.dk</u>). The existing infrastructure of beekeeping has been an important learning context for Bybi.

#### 5.4.4. Impacts

Bybi's influence can be described with regard to areas where Bybi has potential contributions. Below are four areas:

1) Creating opportunities for people to contribute to society. People with different backgrounds (for example, a beekeeper who is a refugee from Syria, a few homeless people, a person in a flexjob and a number of volunteers) find in Bybi a place where they can contribute to society by creating new connections between people in an inclusive way.

2) Improving the experience of the environment. Bybi helps improve the environment in the city through apiculture, planting flowers, teaching beekeeping and selling honey. People are encouraged to plant flowers to increase biodiversity and establish biotopes for bees. Bybi also arranges workshops where people can share different kinds of craft-based knowledge related to the experience of nature.

3) Helping organizations to carry out CSR strategies. Some organizations can see Bybi as an element of their CSR strategy. CSR can be targeted to the local area where the company is located as well as their employees. Beekeeping creates an atmosphere of joy and experiences across functional teams in the company, a sense of belonging and an approach towards climate change.

4) Turning the factory on its head. Bybi seeks to turn the concept of the factory upside down. Consumers are turned into to co-producers who use the factory for events and workshops. Bybi is an *institutional entrepreneur* who changes institutionalized notions of what a factory and its production is all about. It becomes a new public meeting place to replace other places where people have met (schools, churches, post offices, banks).



#### 5.5. **Unexpected results**

Bybi was established in 2009. Its first beehives were installed in five companies around 2010. Today it rents beehives to at least 19 public and organizations (according to its websites) and has more than 250 colonies all over the city of Copenhagen. It promotes a form of co-production which it labels "honey is something we make together". It trains people in public institutions and companies, non-profit housing associations and schools in beekeeping and conducts workshop and events where people share knowledge and experience nature.

There are particularly two unexpected results of the case study: firstly, the fact that Bybi, as a social innovation, is driven by principle or philosophy of co-production beyond social economy and sustainability. Bybi grows out of social economy, but is confronting a wider societal and public problem of transforming the labour market and enriching the environment. It argues that this goes far beyond the Danish system of social enterprises. Hence Bybi is more an institutional entrepreneur than a social entrepreneur aiming to reconfigure relationships between labour and pleasure, production and co-production, humans and non-humans and consumption and production.

The second unexpected result is the special mix of principles, uncertainties, structure and enactment that characterises the innovation process and the innovation network of Bybi. Honey production and the related services/experiences are seen as enacted structures of a wider philosophy of work and nature pointing towards an uncertain future. The innovation process is on the one hand quite structured based on thousands of years of practise of honey production. The principles of production are quite fixed. Further, the basic principles of Bybi are structured around finding a way to enrich the environment and a meaningful way to contribute to society, interconnecting people and nature. However, Bybi is also seen as highly process and practice based, acting its way through to new ways of thinking. How the new forms of production will look in the future is seen as highly uncertain. Being built around honey production means that there is a purpose and structure with certain routines that need to be repeated, however there are many emerging ideas for alternative forms of production that are picked up on the go, and networks and connections across humans and non-humans are continuously constructed and reconstructed.

Related to the above is also an unexpected result concerning how well communicated the message is and how well it can fit into both CSR strategies of public and private organisations and various kinds of curiosity and interests from the many visitors. Furthermore, Bybi speaks to many types of research driven innovation, such as research on green public spaces, research on music in unexpected ways making unexpected linkages between beekeeping to new perceptions of nature, work, research and collaboration.



#### 5.6. **Discussion**

Bybi can be seen as a public service innovation network of social innovation (PSINSI). It is public in the broad sense of creating public value and social value in a public space rather than being public sector based. Its innovation is an organisational innovation, i.e. an emerging system of co-production across sectors and across humans and non-humans. It constitutes a network in the sense of a community or an emerging institution. It is a social innovation due to the social value it aims to produce in terms of connecting people within a community and a sense of belonging and finding new ways of enriching the environment and contributing to society.

As described by the founder, Bybi is interestingly based on an experience of the insufficiency of social economy and social enterprise to deal with the big landscape problems of climate change and changes of the labour market. Bybi moves focus from social economy to co-production as the core organisational paradigm: from consumers to co-producers, from strategy to enactment of structure, from work integration to belonging to community and contributing to society.

The storyline is that the founder, after several years of working in the social economy, became unsatisfied with its limited scope, particular its focus on work integration. He discovered beekeeping as a form of production that could make the link to a wider philosophy of co-production and the environment. This idea was so good and that it was possible to raise funding, enroll companies, create curiosity and interest from many types of organisations, and develop a different style of working for people with various backgrounds in the years to come. The production of honey became a way to act the way into new ways of thinking about new forms of production and society.

The founder and CEO of the company is critical to Bybi, its network and community as the driver of these principles and ideas and finding ways of acting. He, and Bybi, could be interpreted as *institutional entrepreneur* rather than as a social entrepreneur operating through at least three iterative key processes (Wallin and Fuglsang 2017): 1) institutional sensemaking that creates an understanding of prevailing institutional arrangements and that constructs meaning for institutional change efforts; 2) theorization of change through linguistic device; and 3) modifications of institutions by building legitimacy and mobilizing external constituencies. A fourth key process could be added to the above, namely 4) "acting your way into new ways of thinking".

1) As described, Bybi contributes to the institutional sensemaking around notions like climate change and changes on the labour market thereby constructing a meaning for social change efforts beyond social economy and social enterprise.

2) Bybi theorizes a direction of change by making the link between bekeeping and new types of coproduction, sense of belonging, and contribution to society relying on certain broad principles of change towards enriching the environment and experiences of the environment.

3) Bybi communicates in a concise way the message of "honey is something we make together" and how it contributes to structural changes of the labour market and environmental changes



thereby achieving sufficient legitimacy to partner with public and private organisations around notions of CSR and get access to funding.

4) Bybi is acting itself into new ways of thinking, i.e. co-producing honey together is becoming a starting point for reflecting upon how life is going to be for our children and grandchildren.

In conclusion, by challenging social economy, social entrepreneurship and classical forms of production, and by enacting new structures through honey production, Bybi creates a new context and network-community for co-production across humans and non-humans.

A weakness of this network-community may be that it appears highly dependent on its founder. It relies to a great extent on one person. Furthermore, the issues that the company have with social entrepreneurship and social economy is difficult to communicate – the one partner we interviewed did not pay attention to this aspect but tended instead to emphasise Bybi's role for work integration. The emphasis on a radical new way of co-production between humans and non-humans speaks into important general discourses, especially about climate change, but may risk drowning in the context of many other initiatives of co-production in public services.

Yet Bybi describes a way of acting in a 'PSINSI'-way which has not been very visible in research. It is a public network type of acting which is not founded in the public sector but in a public principle/function and community for social innovation, yet beyond social enterprise and social economy. Understanding its way of operating seems crucial for future work on PSINSIs.

#### 5.7. Appendixes

Appendix 1: List of Interviews

Position	Date of Interview	Length of Interview
Oliver Maxwell, founder and director, Bybi	21.02.19	1:05
Anne Mette Storgård, flexjob'er at Bybi	21.02.19	1:01
Sonja Christensen and Theis Meier, L'Oreal, partner to Bybi	21.03.19	0:39

Appendix 2: List of Main Documents and Websites

Author/Type o	Title	Link	Accessed
Video 1	Happy Bees, Happy City, Happy Humans - Oliver Maxwell	https://arbejdsglaede.23vi deo.com/video/27533639 /happy-bees-happy-city- happy-humans-oliver	April 11 2019
Video 2	Oliver Maxwell, Pleasure,	https://www.youtube.com	April 2 2019



	I		1
	partnerships and	/watch?v=09ed4etc_aw_	
	productivity, Meaning		
	2016		
Video 3	Low-Fi host profile - Bybi,	https://www.youtube.com	April 2 2019
	the honey factory	/watch?v=R9q-LQdw2JQ	
Bybi and 3B	Biernes hus –	Personal communication	February 21 2019
	Projektbeskrivelse	by email	
Bybi	Honning er noget vi laver	Personal communication	February 21 2019
	sammen	by email	
Bybi	Firma bier er mere end	Personal communication	February 21 2019
	sød historie	by email	
Vicky Lane	Plan bee	<u>http://bybi.dk/wp-</u>	April 2 2019
		content/uploads/2017/02	
		/BI 052-058 Copenhagen-	
		<u>Bees.pdf</u>	
Webpage	Bybi website	https://bybi.dk	April 11 2019
Webpage	Aktivitetscenter Sundholm	https://acsu.kk.dk/Vores-	April 7 2019
	website	beskæftigelsesopgave	
Webpage	Herbergcentret Sundholm	https://www.kk.dk/institu	April 7 2019
		tion/herbergscentret-	
		sundholm	
Webpage Byens netværk	Sundholm – når byen	http://www.byensnetvaer	April 10 2019
	tager socialt ansvar	k.dk/da-	
	5	dk/arrangementer/2019/s	
		undholmnår-byen-	
		tager-socialt-ansvar.aspx	
Webpage Vores omstilling	Bybi	http://voresomstilling.dk/	April 7 2019
5		projekt/bybi/97	1
Webpage McKinsey Global	What's now and next in	https://www.mckinsey.co	April 9 2019
Institute	analytics, AI and	m/~/media/mckinsey/feat	
	automation	ured%20insights/Digital%2	
		0Disruption/Whats%20no	
		w%20and%20next%20in%	
		20analytics%20automatio	
		n/Final%20PDF/MGI-	
		Briefing-Note-Automation-	
		final.ashx	
Webpage CNN	New study suggests insect	https://edition.cnn.com/2	April 9 2019
Menhage CIMM	populations have declined	017/10/19/europe/insect-	
	by 75% over 3 decades	decline-	
	by 7570 over 5 decades	germany/index.html	
Wahaaa inhaa	Press Release: Pollinators	https://www.ipbes.net/art	April 8 2019
Webpage ipbes		icle/press-release-	Ahiii 0 2013
	Vital to Our Food Supply		
	Under Threat	pollinators-vital-our-food-	
Maharan Dat i f	Device Astron Daily	supply-under-threat	A
Webpage Retsinformation	Danish Act on Registered	https://www.retsinformati	April 15 2019
	Social Enterprises	on.dk/forms/r0710.aspx?i	
		<u>d=163865</u>	



Appendix 3: Participation in public network arrangement at Sundholm by Byens Netværk (not used directly as data)

http://www.byensnetvaerk.dk/da-dk/arrangementer/2019/sundholm---når-byen-tager-socialtansvar.aspx

Appendix 4: Other references

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# E-BRO

#### 6. Case study 5: E-Bro and JobIntra

#### 6.1. The case in a nutshell

This report is about the case company "E-bro" and "JobIntra", an IT solution developed by E-bro (https://www.jobintra.dk/om-e-bro/) and applied first by Jobcenter Brøndby (http://www.Brøndby.dk/borger/jobogledighed.aspx) in the context of the flexi-job scheme, which is an initiative within the Danish unemployment scheme. The case has been chosen because it is a special form of social innovation, a radical social IT innovation with several implications for innovation at organizational, process, service and network level. We can define JobIntra as a social innovation because JobIntra's aim is first to increase the number of available flexi- jobs and then to substantially reduce the time it takes to find a permanent flexi-job to potential candidates.

The main findings have to do with the innovative, "reverse" process of finding flexi-jobs to disabled citizens as well as the value that is generated through this process. JobIntra has given rise to an organizational innovation within Jobcenter Brøndby as well as it has innovated the way the multi-actor network around flexi-jobs operates by "reversing" the way the actors of the network collaborate and compete with each other in the process of finding a flexi-job to potential candidates affiliated with the job center. JobIntra has also innovated the provision of the flexi-job service.

The findings show that JobIntra by increasing competitions among the different actors has increased the number of flexi-jobs available at Jobcenter Brøndby and has contributed to place Brøndby Municipality as one of the Danish municipalities that has the lowest unemployment rates among flexi-jobs. Even though, as the director of the Job Center states in an article published on Jobcenter Brøndby web page, this result might as well "been helped by the good times" (http://www.Brøndby.dk/Borger/JobOgLedighed/Jobcenter.aspx).

The findings show that JobIntra as social innovation has contributed to generate several types of values. These values address different spheres of the society: the individual, the organizational and the socio-economic. Firstly, JobIntra has contributed to decrease unemployment among the flexi-jobs in Brøndby Municipality. Then, due to the way it functions, JobIntra has substantially decreased the amount of time that the employees in Jobcenter Brøndby use on each specific flexi-job, thus generating resources that can be used to take care of the most complicated cases or on other types of activities within the job center. Thirdly, by reducing the amount of time it takes to place a disabled unemployed on the job market, it has increased the satisfaction and decreased the frustrations of the citizens that for one reason or another fall into this category in the course



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	"	
of their life, thus contributing to incr	rease their "happiness". In this way	y, it has also contributed to
the economy and the society, be	cause by speeding up the proces	ss of finding jobs and by

decreasing the number of disabled unemployed, JobIntra decreases the amount of public subsidy

paid to the unemployed by saving public unemployment expenditures.

Public

#### 6.2. Data material

Interviews

Position	Date of Interview
E-bro Owner	January 2019
Brøndby Job Center Director	March 2019
Brøndby Job Center Flexi-Job Department Leader	March 2019
Brøndby Job Center Flexi-Job Department Leader	March 2019

#### Documents:

Author/Type of Document	Title
Deloitte (2018	Evaluering af reform af førtidspension og fleksjob: hovedrapport
E-Bro	KandidatBank-Effektiv Job Formidling
The Danish Agency of Labour Market and Recruitment	Reform af førtidspension og fleksjob Status september 2018
The Danish Agency of Labour Market and Recruitment	Fleksjob
The Danish Agency of Labour Market and Recruitment	Active labour market policy measures
Web site	E-bro
Web site	Brøndby Municipality
Website	The Danish Agency of Labour Market and Recruitment
WEB site	The Danish Agency of Labour Market and Recruitment
Web Site	Brøndby Job Center
Web Site	The National-Board of social-services

#### 6.3. The context

6.3.1. The Regulative Context-The Reform of the Disability Pension and Flexi-job Scheme



In 2102, the "Reform of the Disability Pension and Flexi-Job Scheme" was introduced by the government under the prime minister Helle Thorning Smith. According to The Danish Agency of Labour Market and Recruitment the "two-focused reform seeks to increase employment by restricting the access to disability pension and instead providing assistance to enter education through rehabilitation teams in the municipality, while ensuring that individuals with a lasting and significantly reduced working capacity enter the flexi-job scheme" (www.bm.dk). The main objective of this reform is to get as many people as possible into the labour market - preferably in non-subsidized employment. In addition, the reform establish that disability pensions are restricted for persons under the age of 40, and focus is shifted to invest resources in providing citizens with the necessary assistance to take an education and get employment rather than receiving a permanent disability pension.

The target demographic of the Reform of the Disability Pension and Flexi-Job Scheme are citizens "with a complex set of problems, for whom social-, employment- and health-related challenges create barriers to entering the labour market, and where the lack of an interdisciplinary initiative means that they are at risk of ending up on a permanent disability pension" (www.bm.dk). In order to reach this objective, the reform has established a new scheme: the interdisciplinary rehabilitation programme. This has implied the establishment of rehabilitation teams in each of the Danish municipalities, including representatives from the employment sector, the health sector (both at municipal and regional level), the social affairs sector, and the educational sector. This latter team from the education or training. The rehabilitation team has the responsibility to allocate the disabled citizens to an interdisciplinary rehabilitation programme, flexi-job, disability pension or other appropriate initiatives.

#### 6.3.2. The flexi-job scheme

One of the important initiatives of the reform that came into force the 1<sup>st</sup> of January 2013 is a revision of the flexi-job scheme. The flexi-job scheme targets people in any profession with permanently and significantly reduced ability to work. In many ways, a flexi-job is a normal employment, where tasks and working hours in the flexi-job are just adapted to what the individual flex-job employee can handle.

With the Disability Pension and Flexi-Job Scheme reform, the flexi-job grant scheme has been reorganized in such a way to help individuals who have a lasting and significantly reduced working capacity to enter the flexi-job scheme. These people included people that can only work a few hours per week (less than 10). In addition, the reform made the flexi-jobs as a starting point a temporary solution. This means that the municipality must evaluate and assess whether the person employed in a flexi- job is still qualified for flexi-job after the person has been employed in such a job for 4½ years. The rules on flexi-job time limited basis depend on whether the flexi-job employee is over 40 years. Under the flexi-job scheme, the municipality pays a subsidy for the salary that compensates for the reduced working capacity. The job center decides on the right to



flexi-job based on the recommendation from the rehabilitation team. Persons employed before 1 January 2013, continues in the flex job on the same terms as before. However, they must be recruited in accordance with the new rules if they start a new flex job.

A recent evaluation of this reform states that "The municipalities are working in line with the reform and its goals. The organisational framework which underpins the reform is thus in place, and all municipalities have set up rehabilitation teams. Furthermore, there appears to be a good level of cooperation between municipalities and the regional healthcare system with regards to health assessments and counselling in support of the work of the rehabilitation teams" (www.bm.dk).

#### 6.3.3. Brøndby Municipality and Job Center

Brøndby Municipality is part of the Capital Region of Denmark and has approx. 35,541 inhabitants distributed over an area of 20.85 km2.



Figure 1: Brøndby Municipality in Denmark- The Red Spot (Source: Brøndby Municipality web site)

The municipality consists of the three neighborhoods: Brøndbyøster, Brøndbyvester and Brøndby Strand. Brøndby Municipality is located next to Køge Bay and is surrounded by the neighboring municipalities of Vallensbæk, Albertslund, Glostrup, Rødovre and Hvidovre. In Brøndby, there are 6,000 owner-occupied dwellings, primarily detached houses and 10,000 public dwellings, primarily apartment buildings. Approximately 12 per cent of the municipality's areas are green areas.





## Figure 2: The three neighborhoods of Brøndby and surrounding neighboring municipalities (Source: Brøndby Municipality web site)

From a socio-economic point of view, Brøndby municipality has massive challenges: lowest education level in Denmark, highest number of immigrants, high unemployment level.

In Denmark, there are 94 Job centers. Citizens belong to the job center located in the municipality where they live. Job centers' most important task is to help citizens to find jobs when they become unemployed. Job centers operate under national and local political frameworks. Job Centers can take some own initiatives within these frameworks. Job Centers are public, municipal organizations with the purpose of implementing the employment lines set by the government. It is possible for job centers to cooperate with private individuals and companies, but there are limits to this as there are clear lines about what a private actor and public actors can as well as what they can do with data about the citizen.

Jobcenter Brøndby has in the last few years conducted a targeted effort to get the municipality's approximately 350 flexi-jobs into employment. Jobcenter Brøndby has four employees and has collaborated with a corresponding number of so-called external actors, which are recruitment agencies, to find flexi-jobs to disabled employees (http://www.Brøndby.dk/Borger/JobOgLedighed/Jobcenter.aspx).

### 6.4. The five keys dimensions

### 6.4.1. The development of JobIntra and establishment of E-bro

The Reform of the Disability Pension and Flexi-Job Scheme of 2012 had changed the rules of flexijob scheme and therefore Jacob, a "company consultant" working at Jobcenter Brøndby and his manager, with whom he has a good working relationship, in several conversations talked about: How can we handle this reform? The objective was both how to get more disabled citizens into work and how to do it faster. Jacob is educated as a professional designer, and then he has taken a



pedagogy education. Jacob is in charge of flexi-jobs and has a genuine interest and wish to get disabled citizens to work. The overall scenario is that the government establishes the employment laws that each municipality has to implement. Then there are the citizens that have the right to go to the job center to get help to find a job.

Job centers do not have a tradition of working directly with companies, but they collaborate with recruitment agencies, that are called "Other Actors" by the job centers. Jobcenter Brøndby collaborates with a number of "Other Actors", who in turn collaborate with a number of companies in order to find jobs to the candidates or change employment status. In 2019, Jobcenter Brøndby collaborates with six recruitment agencies. "Other Actors" are intermediary companies that operate in the local area; they should be able to work with the flexi-job citizens and especially they need to live up to Jobcenter Brøndby's values and contract. It is voluntary for citizens to come to the job center, use JobIntra and engage with the "Other Actors". If the "Other Actors" do not deliver the results specified in the contract then the contract will be terminated and they will be substitute with different companies. The Job Centers define the job, while the Other Actors find the right match by reaching out to companies. Flexi-jobs imply that most often a citizen is employed by a company for 10-12 hours a week in a permanent form of employment, but it can as well be more or less hours. The company pays the salary for the 10-12 hours per week, while the state pays the rest. What happens is that when people get sick, they lose their network and it becomes difficult to find a new job.

Jacob and his manager recognize that the flexi-job process and network is operating in an inefficient way. As a result, it takes too long time to get a flexi- job candidate into work. For example, in the first 13 weeks after a citizen came to Jobcenter Brøndby, nothing happened and in some cases, nothing happened maybe for another 13 weeks. So at least 6 months went by before doing something about it. After waiting for so long, a citizen was allocated to one "Other Actor" at a time, so there was no competition between the different "Other Actors" to get a citizen into work. Therefore, Jacob and his manager had made some strategic considerations concerning the allocation of several recruitment agencies to simultaneously find a flexi-job to a citizen. Jacob does not remember exactly who got the idea first. It involved a lot of discussions, reflections and co-creation.

The result was that Jacob started talking to one of his friends who is an IT expert and together they started conceptualizing an IT application that could solve this problem. The idea for E-bro started therefore in 2012 and in 2013 the IT solution, "JobIntra", was developed and E-bro company was founded with Jacob and his partner as co-founders.

It was an advantage that Jacob knew the job center organization, the citizens and their needs. In 2013, Jobcenter Brøndby convened the "Other Actors" who might be interested in JobIntra for a meeting. This approach was also new and an innovation both for the job center and the recruitment agencies. In fact, the "Other Actors" collaborating with the Jobcenter Brøndby had never met each other before and especially face to face. The process of implementing and using JobIntra had started and then JobIntra started to run.



In 2018, Jacob took leave from the Job Center to concentrate on E-bro and get the company established on the market. He and his partner are also further developing the JobIntra concept to other employment areas as for example newly educated graduates. This IT solution is called the "Candidate bank". Jacob, however, finds it difficult to get in touch with job centers because according to him "the public is not open to innovative ideas". As of January 2019, five job centers had adopted JobIntra in Denmark.

#### 6.4.2. E-Bro's concept and Business model

According to Jacob, the goals of E-bro are: 1) help society to improve for all citizens; 2) not to be capitalist; 3) ideology and politics to contribute to making the world a better place for all parties. He has seen how important a job is to people; how important it is for people to contribute to society; people "get stuck" if they have nothing to do; therefore, he would like to help them in the direction of finding employment.

The concept behind "E-bro" and JobIntra is simple: increasing competition and collaboration between the different actors involved in finding a job for a disabled citizen. According to Jacob, jobs are found at the individual employee level of the "Other Actor". Therefore, the personal network of each employee at the "Other Actors" is very important. In addition, JobIntra has enabled citizens needing a job and employees at the "Other Actors" to contact each other through the IT platform. The result has been that the number of flexi- jobs is increased, while unemployment is decreased. The time it takes to get a citizen into work has fallen from 6-12 months to almost nothing by using JobIntra. Jobcenter Brøndby has become one of the 5-10 best in Denmark after implementing Job-Intra.

E-bro offers IT support service around employment; and the basic model is that of "no cure-no pay model". The basic business model of E-bro is that E-bro develops the system, which they sell to job centers and "Other Actors"; there are establishment costs, then a unit price for each citizen inserted into the system is charged, which applies for six months. At the end of the six month, if the citizen does not get a job, then E-bro does not get the money and neither do the "Other Actors".

E-bro's business model is consistent with their philosophy of being a socially responsible company. E-bro wants to show that they have the main objective of putting citizens into work. As of 2019, with only two flex jobs into work per semester it would be economically advantageous for Job Centers to have JobIntra. This is because Job Centers can save expenses in relation to Other Actors and eventually decrease the number of employees or generating time and resources that can be used on other tasks.

As it is reported on E-bro web site (<u>https://www.jobintra.dk/om-e-bro/</u>): "It must be easier for vulnerable citizens to cooperate with the professionals. It is the philosophy behind the new



company E-BRO, which has developed a completely new platform to help with information sharing. There is too long a way for vulnerable citizens to find a job. In addition, there are too many systems, departments and people they have to go through, concludes Jacob Mikkelsen after meeting people on the edge of the labor market at his job at Jobcenter Brøndby for several years. Exposed citizens must easily find their way to work. Together with his partner Rune Andersen, he therefore started the social economy company E-BRO in 2012, and here the two have developed the brand-new platform JOBINTRA®, which makes it possible to work with the individual exposed interdisciplinary and across municipal departments and external actors. It's all about collaboration. "We have created an interaction platform that makes it possible to exchange information. The problem today is that there are many people around the individual who do not work together. It can be the job center, the child administration, a physiotherapist and, for example, an employer, each of whom works for 'the good cause'. Instead of acting individually, it is now possible to work together with the vulnerable towards common goals," says Jacob Mikkelsen. The idea for the new company had been smoldering for many years before Jacob Mikkelsen and Rune Andersen ventured out to start a business. It had become apparent to Jacob Mikkelsen that both the vulnerable citizens, the job center, external actors and employers could benefit from thinking more in networks.....Brøndby Municipality has tested the new interaction platform. The results from Brøndby municipality show:

- The model helps more vulnerable people to come to work and thereby get a higher income.
- JOBINTRA<sup>®</sup> has also helped fewer failed internships and faster employment.
- In short: Public expenditure has been reduced and the municipality's tax base has increased.

#### 6.4.3. Type of Innovation

There are several types of innovation involved in this case: product innovation, process innovation at network level, service provision innovation and organizational innovation. The first one is the radical, bottom-up, product innovation represented by JobIntra. According to Jacob and the other respondents at the Job Center, JobIntra is a unique product in the form of an IT solution that is unique on the market and it is the only one of this kind.

In addition, this IT solution has induced a process innovation in the network of actors concerned with finding a job to a flexi-job candidate. This process innovation can be called and described as a "reverse process" of finding a job. In fact, prior to JobIntra it was the Job Center to allocate a candidate to one and only one Other Actor at a time, who then tried to find a job to the candidate. With JobIntra, the company consultant at Jobcenter Brøndby inputs a candidate information into the IT system and then it is the Other Actors that simultaneously find flexi-jobs to the candidate. They can use the JobIntra to work around a citizen. Furthermore, the "Other Actors" can directly get in contact with the citizens, if necessary, thus improving substantially the communication among the different actors involved in finding a job. This speed up the process.



Consequently, this process innovation has also induced a service delivery innovation at the job center as the way of providing the flexi-job service to the citizens has slightly changed and improved, among others by allowing direct contact between the Other Actors and the citizen. The result has also been increased service quality. In addition, JobIntra has innovated the Job Center relationship with the Other Actors and the relationship among the different "Other Actors" that collaborate with Jobcenter Brøndby. In fact, due to JobIntra, the Job Center has started to arrange meetings with the Other Actors where they all have the opportunity to meet each other and exchange experiences.

The concept behind E-bro is simple: increasing simultaneously competition and collaboration between the different actors involved in finding a flexi-job for a given citizen. Therefore, JobIntra has also induced an organizational innovation in the way Job Center employees work around a flexi-job. The Job Center employees have less workload, which has been minimized in relation to find a flexi-job. They input the information in the IT system and then the citizen is accessed by the recruitment agencies who then overtake the work and do everything. In this way, JobIntra has released resources for the Job Center employees to do other tasks and/or to concentrate on the most complicated and demanding cases.

#### 6.4.4. Type of Innovation Networks

In this innovation, Jacob was the main driver and the center of the innovation network, together with his manager. Jacob got the idea from many sources and he says that it is also hard to establish exactly where ideas come from, but the most important ones for him were the discussion with his colleagues and especially his manager at the Job Center and one of his friends, who is an IT specialist and presently partner in E-bro. Therefore, E-bro is mainly the result of their own competencies and the focal network between him and his manager and connection to Jobcenter Brøndby on one side and his private network including the IT specialist, on the other side. Jacob saw a problem to be addressed. He understood which mechanisms were going on and described them to the IT developer to make the system. Therefore, in many ways it has been a bottom-up, closed process, based on and inspired by a number of satellite networks. In fact, Jacob also got inspiration from the network of people around the flexi job, including his colleagues and Other Actors.

However, all the actors in Jacobs' network that directly or indirectly have contributed to shape the idea are linked by formal kind of relationships and networks such as for example customersupplier relationships in case of the Other Actors, which are remunerated based on the result or manager-employee relationships in the case of Jacob and his manager. The most important links between the private and public in this innovation network are the collaboration between Jacob (representing the Job Center and therefore the public) and his IT partner (representing the private) as well as the relationship between Jacob and the Other Actors (also representing the private). To conclude there are a number of intertwined networks that have contributed to shape this innovation: networks between colleagues in Job Center and with the manager; network between



the job center and the Other Actors (recruitment agencies); Jacob's personal network outside the job. Nowadays, if the Other Actors or employees in the Job center get an idea they can go to E-bro to get it discussed. The citizen does not have any direct active role in this innovation process.

#### 6.4.5. Drivers

There are different drivers for JobIntra previous and future development. First, as described above, the major driver was an institutional and political factor: the "Reform of the Disability Pension and Flexi-job Scheme" introduced by the government under the prime minister Helle Thorning Smith in 2102. This reform set new conditions for the disabled in unemployment status that gave them the possibility to work just a few hours per week under the new law and get a state subsidy for the rest of the time instead of going for example on disability pension. Another major driver has been the keen interest that Jacob has in helping people with disabilities and helping them to get as good a life as possible by helping them finding a flexi-job as fast as possible. In addition, a major driver has been Jacob's and his manager ability to understand where the "bottle neck" was in the flexi-job system and both find a solution to speed up the process as well as find the external IT competencies to develop the system.

Concerning the future development of E-bro, a major driver is the aim to be economically viable as a company by the end of 2019. At the beginning of 2019, Jacob has taken leave of absence from Jobcenter Brøndby to further establish the company. He could use the money to hire another person, thus being two, to sell. They have applied for different funds but they have not been granted the money because funding institutions have difficulties to recognize E-bro as "a social economic company". This is in Jacob's eyes a paradox.

#### 6.4.6. Barriers

There are two major types of barriers in this public-private network: the barriers concerning Jobcenter Brøndby and the ones more strictly related to the company E-bro.

In the Job Center, the main barrier to adopt and innovate with JobIntra was mainly Jacob's double role as "company consultant" at the Job Center and simultaneously the founder and owner of the company providing the IT solution. Paradoxically, this barrier was also the fundamental advantage of JobIntra and the key to its success. In fact, Jacob's in-depth knowledge concerning the mechanisms around finding a flexi-job made the development of JobIntra to precisely address and solve the issues encountered at the Job Center with great satisfaction from all the actors involved. It was an advantage that Jacob knew the organization as well as the needs of the citizens.

Another main barrier at the Job Center was the integration of JobIntra into the existing IT system and solutions. In fact, Jobcenter Brøndby has a huge IT system and platform that is difficult to change.

Another minor barrier is the awareness of how to use the IT system and learn how to use it



properly, even though all the respondents said that it is relatively easy to use. Finally, there are some potential barriers to the use and success of JobIntra that are more of systemic nature. In fact, the success of JobIntra depends on whether there are good actors in the market, including for example good recruitment agencies to collaborate with as well as companies with the need and will to employee flexi-jobs. In many ways, finding a job is still person driven. However, being Brøndby Municipality located in greater Copenhagen area there are many players to choose from, which is an advantage.

E-bro instead faces other types of barriers, mainly related to the diffusion of the IT solution to other job centers in Denmark. Jacob mentions timing as an important barrier as the market might not yet be ready for such an innovation. E-bro self-sufficiency as well as the involvement in other activities that might take the focus away from JobIntra is another barrier.

The municipal ecosystem is another barrier. Such eco-system in fact requires that many people at different levels and different departments at the Job Center and the municipalities agree on a decision. These might include the job center employee, the job center leader, the administration, the municipal board. According to Jacob, another barrier is that very few times job centers meet and are challenged with new thinking coming from the external environment. Critical questions such as "How does it fit into the daily routines?" are missing in the public sector.

Finally, Jacob feels that they are "stuck in the middle". They provide an IT solution, which is a social innovation, developed with the purpose of benefiting a group of socially disadvantaged people (people with disabilities that prevent them from having a full-time job); however, some official bodies do not see them as a social economic company. For example, they have applied for different social economic funds, but they have not been granted the money on that basis. Therefore, they are left with a feeling of "*Where am I here? Our system is completely locked*".

#### 6.4.7. Impacts and Values

There are many dimensions in this: individual impact, organizational impact, socio-economic impact. The first and most important impact of JobIntra has been an increase in flexi-job employment in Brøndby municipality as well as a shorter time to get the job. This has implied better quality of life for flexi jobs. In addition, JobIntra has further contributed to individual values such as strengthened work identity, higher income and larger personal networks. Therefore, the citizens are happier and more satisfied with the job center and JobIntra. In addition, by getting more people in employment and faster, JobIntra has had socio-economic impacts both for Brøndby Municipality and the Danish Society at large.

Finally, at organizational level, it has created big satisfaction both at the "Other Actors" and at the Jobcenter Brøndby. For example, at Jobcenter Brøndby, the employees are more satisfied as they have some extra time that they can use on the most difficult cases or other activities. In addition, the "Other Actors" love to work with JobIntra: they have shifted the focus from competing for job centers to competing for flexi-jobs. It breaks with the tender way of thinking. With JobIntra, all



"Other Actors" with a contract with the job center can compete to find a job for a citizen, thus virtually enlarging the network of people working on each single flexi job. The Other Actors are so enthusiastic and satisfied with the IT solution that they recommend it to other job centers.

#### 6.5. **Unexpected results**

JobIntra has been used at Jobcenter Brøndby for a few years and the contract is renewed every 2 years. There are two main unexpected results in this Public-Service Innovation Network for social innovation. The first is the fact that the "bridge" between the public network of actors (The Job Center and Brøndby municipality) and the private network of actors (The Other Actors and the IT Community) is "one person": Jacob. Jacob has the double role of both acting on behalf of the public as employee at the Job Center as well as acting on behalf of the private sector as the founding entrepreneur of the start-up company "E-bro".

Another unexpected result is the different perceptions that different actors have of "E-bro". In fact, E-Bro has difficulty to be recognized as a "social economic company" by some funding bodies as for example some private foundations. On the other hand, E-bro was listed as a "socioeconomic" company by the National Board of Social Services (https://socialstyrelsen.dk/omos/about-the-national-board-of-social-services). According to their web site, The National Board of Social Services "works to obtain the best knowledge available of effective methods and practice within the field of social work, as well as communicating and distributing this knowledge to ensure its use in practice. This is done through comprehensive counseling of municipalities, the Danish Regions and individual citizens on questions related to social work and by supporting the municipalities when implementing social methods and practices" (https://socialstyrelsen.dk/omos/about-the-national-board-of-social-services).

#### 6.6. Discussion

JobIntra can be seen as a social innovation that at a single municipality level (Brøndby) has revolutionized the flexi job process, by reversing the process and putting much of the responsibility to find the job on the "Other Actors" or recruitment agencies. This has been achieved in two ways. First JobIntra has increased collaboration among the different parties involved in finding a flexi-job and then has increased competition among the different employment agencies with great benefits to the citizens, the municipality and the society as a whole. JobIntra has been co-created mainly by Jacob and his IT partner, on the base of numerous discussions with Jacob's manager and their experience concerning the flexi-job employment process. JobIntra has been very successful at Jobcenter Brøndby. Therefore, as Jacob says "cocreation can create miracles".

However according to Jacob, "the irony is that society also has many barriers; it is difficult to get in touch with other job centers". For example, Jacob has had many contacts with one municipality



(25 attempts), but they did not respond to the mail. It takes a lot of effort to get through the public eco-system. It has taken three years to establish the system at Jobcenter Brøndby.

This can be explained by the fact that JobIntra is born at operational level as a response to address and solve practical issues in the flexi-job process. It has made the process of finding a flexi-job more efficient with big advantages for the citizens, the job center, the municipality and the society.

However, the fact that the idea is born at operational level might be the biggest barrier for the diffusion of the IT solution to other job centers. In fact, it is very difficult for "E-bro" to get in contact with other job centers to present and eventually sell the solution. This is a barrier to JobIntra's wider adoption and use, thus restricting the potential benefits that it could bring to society. The distance between the operational level and the policy level makes it difficult to get policy people involved in spreading the IT solution to the other municipalities, involvement that could strongly benefit the disabled citizens entitled to flexi-jobs, the municipalities, the recruitment companies and the society.

Finally, the fact that some official bodies recognize E-bro as a "socio-economic company", while others do not, shows that the concept of "socio-economic company" is subject to different interpretations in the Danish Society.



## 6.7. Appendix

#### Appendix 1: List of Main Documents and Websites

Author/Type of Document	Title	Link	Accessed
Deloitte (2018)	Evaluering af reform af førtidspension og fleksjob: hovedrapport	https://bm.dk/media/6576/hovedrapport_foep_fleks-pdf.pdf	12.3.2019
E-Bro	KandidatBank- Effektiv Job Formidling	Document Provided By E-bro describing JobIntra	06-02-2019
The Danish Agency of Labour Market and Recruitment	Reform af førtidspension og fleksjob Status september 2018	https://bm.dk/media/6503/aftale_fop-pdf.pdf	12.3.2019
The Danish Agency of Labour Market and Recruitment	Fleksjob	https://star.dk/indsatser-og-ordninger/indsatser-ved-sygdom- nedslidning-mv/fleksjob/	13.3.2019
The Danish Agency of Labour Market and Recruitment	Active labour market policy measures	https://www.star.dk/en/active-labour-market-policy- measures/	13.3.2019
Web site	E-bro	https://www.jobintra.dk/om-e-bro/	11.3.2019
Web site	Brøndby Municipality	http://www.Brøndby.dk/Service/Nyheder/2018/11/Broendby- ligger-i-top-naar-det-handler-om-at-faa-fleksjobbere-i- arbejde.aspx	19.3.2019
Website	TheDanishAgency of LabourMarketandRecruitment	https://bm.dk	19.3.2019
WEB site	The Danish Agency of Labour Market and Recruitment	http://www.jobeast.dk/fleksjob/	19.3.2019
Web Site	Brøndby Job Center	http://www.Brøndby.dk/Borger/JobOgLedighed/Jobcenter.aspx	19.3.2019
Web Site	The National- Board of social- services	https://socialstyrelsen.dk/om-os/about-the-national-board-of- social-services	25.03.19



## 8 French case-studies report

