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## **Exploring Social Innovation in the Social Farm Organizations**

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**Abstract:** Social farming represents an innovative approach to join healthcare and social services with agricultural production activities. It can be considered as a relevant example to foster social entrepreneurship and social innovation practices oriented to local and sustainable development of rural areas. The paper aims to explore the contribution of social farm to the definition and implementation of social innovation practices. To address this issue, the paper presents and discusses a case study of social farming drawn from the Italian context. The paper contribute to a better understanding of social innovation in the social farming organizations and to a deeper evidence-based understanding of the role of social entrepreneurs in the development of practices focused on sustainable principles. The identification of best practice examples will be to evaluate the possible implementation in other areas that are particularly resistant to innovation.

**Keywords:** Social entrepreneurship; social innovation; social farm organizations; Italian context.

## **Introduction**

Currently Social farming has a growing attention. The second pillar of the CAP, Rural Development, recognizes the relevance of “social inclusion, poverty reduction and economic development in rural areas”, within the sixth priority of European Agricultural Fund for Rural Development. Social farming, which is as one of the possible dimensions of multifunctional agriculture, represents an innovative approach to join healthcare and social services with agricultural production activities. Specifically, among its different forms social farming can be considered as a relevant innovation to foster a more inclusive local and sustainable development of rural areas. The paper aims to explore the contribution of social farm to the development of social innovation practices. Moving from the basic idea that new approaches are needed to tackle major social issues “especially in the presence of the systematic retreat of the governments from the provision of public goods in the face of new political ideologies that stress citizens’ self-sufficiency and give primacy to market-driven models of welfare” (Nichols, 2006, p. 1), social economy, social entrepreneurship and social innovation are becoming emergent themes that are acquiring increasing interest from academics, policy makers and practitioners. They represent diverse ways of thinking and addressing social issues often overlooked by public/private organizations and chances to respond multiple social, economic and environmental crises. Social entrepreneurship can be considered as a form of entrepreneurship that aims mainly to generate innovative solutions to unsolved social problems, improving people’s lives by promoting social changes and contributing to social cohesion, employment and reduction of inequalities. Social enterprises are oriented to provide social value that is seen as the creation of benefits or reductions of costs for society (Phills et al., 2008; Zahra et al., 2009). Social innovation is becoming a new answer to social problems by “identifying and delivering new services that improve the quality of life of individuals and communities; identifying and implementing new labour market integration processes, new competencies, new jobs, and new forms of participation, as diverse elements that each contribute to improving the position of individuals in the workforce” (OECD, 2000). Although their increasing relevance, it is very scarce the empirical evidence focused on social entrepreneurship and social innovation in the social farming organizations in order to investigate their effective contribution to definition and implementation of efficacious practices. To fill this gap, the paper presents and discusses a case study of social farm drawn from the Italian context. The paper contribute to a better understanding of social innovation in the social farm organizations and to a deeper evidence-based understanding of the role of social entrepreneurs in the development of services and practices focused on sustainable principles. Additionally, the identification of best practice examples will be to evaluate the possible implementation in other areas that are particularly resistant to innovation.

The paper is structured as follows. After the introduction, the second section presents a theoretical background focused on social entrepreneurship and social innovation concepts. Thirdly, it presents and analytically structures a case study. In particular, the study uses the farming organization the *Terra del Sole Farm* to examine the role, activities and contribution of this organization in terms of definition and implementation of social innovation practices. Then, it discusses the results and considers practices can be generalized and adapted by others.

## **Theoretical background**

### ***Social Entrepreneurship***

Social entrepreneurship has become an interest of increasing research (Dees, 2012; Defourny and Nyssens, 2008; Haugh, 2007; Hockerts, 2006; Short et al., 2009; Zietlow, 2002). Zahra et al. (2008) consider four key factors that foster the globalization of social entrepreneurship. Specifically, these factors are related to global wealth disparity, movement of corporate social responsibility, market, institutional and state failures; and technological advances and shared responsibility. Jiao (2011) discusses two additional reasons why social entrepreneurship develops in the society. Firstly, social entrepreneurship can help non-profit organizations operate in an innovative way, employ business professional operations and marketing techniques to improve efficiency in products and services, and serve the community better. Secondly, the actual conditions foster for efficacious alliances between corporate and non-profit organizations and for suitable cooperation among different components in society to make steps toward a better life. Although the increasing relevance of this new phenomenon, diverse definitions of social entrepreneurship have been advanced by different domains (Christie and Honig, 2006; Nicholls, 2006; Certo and Miller, 2008; Thompson, 2008), focusing mainly on its specific mission (Dees, 2001), its multiple dimensions (Mort et al., 2003) and its complex operational processes or mechanisms (Chell, 2007; Robert and Woods, 2005).

Accordingly to Zahra et al. (2009, p. 522), social entrepreneurship “encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner”. Peredo and McLean (2006, p. 64) suggest a comprehensive definition: social entrepreneurship is exercised where some person (or group) (1) aims at creating social value, either exclusively or at least in some prominent way; (2) shows a capacity to recognize and take advantage of opportunities to create that value (‘envision’); (3) employs innovation, ranging from outright invention to adapting someone else’s novelty, in creating and/or distributing social value; (4) is willing to accept an above average degree of risk in creating and disseminating social value; and, (5) is unusually resourceful in being relatively undaunted by scarce assets in pursuing their social venture. In this sense, social entrepreneurship appears to be one of the most deliberate, and potentially most effective, ways for social innovation to provide innovative solutions to unsolved social problems. This means that social enterprises are oriented to serve the community’s interest (social, societal, and environmental objectives) and, consequently, aimed at improving people’s lives by promoting social changes. In this perspective, as Phills et al. (2008) noted, the objective of social entrepreneurs and social enterprises is mainly to create social value which entails the creation of benefits or reductions of costs for society – through efforts that address social needs and problems – in ways that go beyond the widely-held convictions of private gains and general benefits from market activity.

The process of social entrepreneurship is mainly linked to many antecedents such as the individual social entrepreneur, social and institutional environments (Jiao, 2011). From the individual level, the research has underlined “the key role of social entrepreneur, whose value will have impact on behavior” (Jiao, 2011, p. 134). From the social and institutional environmental factors, the research has highlighted their

relevant impact on the creation, development and implementation of social entrepreneurship (Handy and Ranade, 2002; Zietlow, 2002; Mort et al., 2003; Bornstein, 2004; Thompson and Doherty, 2006; Weerawardena and Mort, 2006). Specifically, these factors include public awareness about social entrepreneurship, governmental agencies' support, financial support from the foundation, and support of other non-profit organizations.

As discussed above, the current literature on social entrepreneurship agrees that social impact is the essential purpose for establishing a social venture in an innovative manner (Zietlow, 2001; Alvord et al., 2004; Bornstein, 2004; Godfrey, 2005; Hibbert et al., 2005; Austin et al., 2006). Specifically, the social entrepreneurship is considered as differing from other forms of entrepreneurship in the relatively higher priority given to promoting social value and development versus capturing economic value Mair and Marti' (2006).

### ***Social Innovation***

Social innovations have been principally examined through the concept of social entrepreneurship. This is because social innovation are intrinsically related to the entrepreneurial re-combinatory activities and processes of individuals who are strongly motivated to affect social changes. In fact, the social entrepreneurship studies are replete with interesting examples of social innovations. In general, these innovations transform the economic, social and political context for marginalized groups in society (Alvord, Brown and Christine 2004). However, the social innovations are quite diverse in nature (Datta, 2011). They involve a particular segment of society (usually a marginalized group), and all or part of the benefits of the innovation accrue to that same segment of the society (Tan et al., 2005). Caurlie-Grice et al., (2012) highlight that social innovation has been used to describe: 1) societal transformation; 2) a model of organizational management; 3) social entrepreneurship; 4) the development of new product, service and programmes; 5) a model of governance, empowerment and capacity building. Social innovation can be defined as "innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organisations whose primary purposes are social" (Mulgan, 2007, p. 8).

The OECD's LEED Programme (Local Economic and Employment Development), which contains a Forum on Social Innovations, has developed its own definition. The Forum defines social innovation as that which concerns: "conceptual, process or product change, organisational change and changes in financing, and can deal with new relationships with stakeholders and territories. 'Social innovation' seeks new answers to social problems by: identifying and delivering new services that improve the quality of life of individuals and communities; identifying and implementing new labour market integration processes, new competencies, new jobs, and new forms of participation, as diverse elements that each contribute to improving the position of individuals in the workforce". Although, the initiatives and activities of social innovation are generally encouraged by non-profit organizations and foundations, the European Commission (2012) affirms that social innovation can and must take place in all four sectors or as combination of them: (1) the non-profit sector; (2) the public sector (both in terms of policies and service models); (3) the private sector; and, (4) the informal sector. Accordingly to the literature review, Caurlier-Grice et al. (2012) underline some common features and core elements of

social innovation. The core elements appear necessary to define a social innovation, speaking to: novelty, where social innovation needs to be new in some way or applied in a new way; practical application, where social innovation has to address the implementation of a new idea financially sustainable in the medium- to long-term; meets a social need, considered as something that cause socially suffering when not met; effectiveness, implying that social innovation should be more effective by providing outcomes from existing solutions; enhancement of society’s capacity to act, fostering new roles and relationships, developing assets and capabilities and/or better use of assets and resources. The main common features of social innovation are: cross-sectoral; grassroots and bottom-up; pro-sumption and co-production; mutualism; better use of assets and resources; and development of capabilities; and open and collaborative.

As noted by Murray et al. (2010), the process of social innovation is characterized by six stages that take ideas from inception to impact (Table1). These six stages are not always sequential and there are feedback loops between them. They offer a suitable framework for thinking about the different support that innovators and innovations need in order to grow.

With these definitional elements in mind, the paper examines a case study that provides exploratory

insights into the main characteristics and activities through which a social farm organization can successfully define and develop social innovation involving well-defined segments of society (i.e., disadvantaged, marginalized or poor).

*Table.1 The six stages of social innovation processes*

<b>Stages</b>	<b>Characteristics</b>
Prompts, inspirations and diagnoses	It includes the factors which highlight the need for innovation (i.e., crisis, public spending cuts, poor performance, strategy), and involves diagnosing the problem and framing the question in such a way that the root causes of the problem will be faced. Framing the right question is halfway to finding the right solution.
Proposals and ideas	It contemplates the idea generation.
Prototyping and pilots	It is the stage where idea is tested in practice. The process of testing ideas is necessary in the social economy because it’s through iteration, and trial and error, that coalitions gather and conflicts are resolved.
Sustaining	It is the stage where idea becomes everyday in practice.
Scaling and diffusion	This stage includes a range of strategies for growing and spreading an innovation – from organisational growth, through licensing and franchising to federations and looser diffusion.
Systematic change	This stage involves the interaction of many elements: social movements, business models, laws and regulations, data and infrastructures, and entirely new ways of thinking and doing. It is necessary to create new conditions to make the innovations economically viable (i.e., new technologies, supply chains, institutional forms, skills, and regulatory and fiscal frameworks). Systemic innovation determines changes in the public sector, private sector and household sector, generally over long periods of time.

*Source: our elaboration from Murray et al. (2010).*

### **Research design**

To achieve the objectives, we choose an exploratory, data-rich research design (Yin, 2003; Eisenhardt and Graebner, 2007) aimed at providing useful exploration, description and interpretation of the specific phenomenon under investigation. The study used a single-case study approach because it permits to investigate “a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used” (Yin, 1994, p. 13). Although the case-study method does not aim to generalize study populations (statistical generalization), as other methods do (i.e., experimental approaches), it intends to generalize theories (analytical generalization; Yin, 2013).

In this paper, the *Terra del Sole Farm* was selected because it can be considered a ‘typical’ case (Miles and Huberman, 1994; Yin, 2003; Eisenhardt and Graebner, 2007) of a social farm organization.

### **Social farming: a case study**

The farm under discussion is the Solid Farm which is located in Sicily (Italy). It is a socially recognized farm at a regional and national level, which deals with the cultivation and breeding of cattle and that each year trains more than 30 disabled and disadvantaged people in collaboration with local authorities. In a few years, the farm has managed to take on dozens of people with disabilities, employing them in various fields and with different tasks (countryside, warehouse, secretarial, administration, transportation, call center, etc). The products are marketed, on the one hand through home delivery and on the other through Organized Distribution and Large Distributed Organization. The products obtained are sold and the profits are used to fund the project. Every year, the Farm hosts two classes (first and second year of training) of 15/20 disabled and disadvantaged people working in the field of agricultural training organized by local authorities. The farm has 150 hectares of land, but the initial dairy farm has proved to be problematic with respect to the idea of a social agriculture. For this reason, the farm has been focusing on horticultural crops, with a higher labor intensity and a short production cycle. In addition, a conversion to the organic production method was chosen. The main activity of the company is the training of children with disabilities ranging from mental and physical impairment (Bryant, and Garnham, 2014). Recently, the farm is trying to establish a stable catering and animal-assisted therapy activity, providing a residential facility for users and a museum village inside the farm to organize educational paths with schools (Lanfranchi *et al.*, 2015. Bernard *et al.*, 2014). A brake on the potential of this farm is not so much the economic aspect as the coexistence of the family business and of the cooperative on the same corporate structure which normally produces positive results, but sometimes is a source of confusion of roles and conflicts of interest in economic management, as well as the conservative attitude of the families, which hampers the users’ acquisition of autonomy (Sulemana and James, 2014). However, the entrepreneurial ability of this enterprise to interpret a difficult market like that of organic production and solidarity should be highlighted. The *Terra del Sole Farm* has registered a solid agricultural brand and has chosen to align its prices with those of non-organic products (Peters and Gregory, 2014. Pruteanu *et al.*, 2012). The main social innovations of this farm are: use of new logistic and distribution models; adoption of agricultural practices with particular attention to the exploitation of the

wood-wood chain; innovative packaging development for shelf- life; new technologies for water purification; efficient buildings that use clean energy and optimize biomass; use of systems for simulation and assessment of environmental and economic impacts.

### **Conclusion**

Social agriculture and social innovation in agriculture are still at this moment in Italy and in different EU countries an experimental and new field. For this reason, coordination efforts between the agencies responsible for the elaboration and emanation of legislation and the realities established on the territory are necessarily required. From a proactive point of view, it is necessary to use the funding from rural and regional development policies as well as those related to security and legality (Ozer, O. and H. Akca, 2013). Ultimately, the necessities are: a radical and profound redefinition of social policies by implementing the shift from insurance policies to welfare models that can represent the solution to the various and current issues. The main problems are: unemployment or job placement of low-contracted people, which would diminish the forms of welfarism that are burdened by society as a whole. Traditional systems, in fact, are going through a phase of profound crisis. From the analysis of the case study, it emerged that several factors are likely to affect the success of the multifunctional agricultural enterprise. If the breadth of the farm appears to be insignificant, the availability of premises for both production and training, socialization or residential purposes is important. Production orientation is also important. In fact, it is preferable that the activities carried out by the farm are at a high level of labor demand and with different tasks. Moreover, if the production cycle is short, the disabled person has the opportunity to better understand the ultimate purpose of his work. Finally, it is not superfluous to recall the social nature of these experiences not only for the goals they pursue, but also for the methods they adopt. They are experiences that are nourished by internal and external relationships with the subject that realizes them. There is therefore a need for an extension of both funding possibilities and contractual arrangements. This would increase their chances of affirmation, though only a strong relationship with the land would ensure survival and success (Lanfranchi *et al.*, 2017). The general perception is that social agriculture has positive effects on the beneficiaries both in terms of individual well-being and in terms of socio-occupational integration. In addition, this is an environmentally sustainable, low-impact production that brings a *quid pluris* in terms of quality of life and social conscience and is therefore closely linked to an idea of "ethical" production (Lanfranchi and Giannetto, 2014).

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