

Prof. Yanto CHANDRA

Associate Professor, Department of Applied Social Sciences, PolyU

Director, Centre for Social Policy and Social Entrepreneurship, PolyU



Yanto Chandra is Associate Professor at the Department of Applied Social Sciences, The Hong Kong Polytechnic University, and Director of the Centre for Social Policy and Social Entrepreneurship. He is the first professor of social innovation and social entrepreneurship in the Greater China Region and have published more than 30 peer-reviewed journal articles in the areas of entrepreneurship, social entrepreneurship, social innovation and cognate areas. His recent work have been published in *Public Management Review*, *Public Administration Review*, *American Review of Public Administration*, *World Development*, *VOLUNTAS*, *Journal of Business Venturing*, *Journal of International Business Studies*, among others.

Topic: Predictors of Social Innovation Performance

Social innovation (SI) has gained popularity as a policy instrument to tackle public problems from inequality, ageing to climate change crises. Despite the burgeoning interest in social innovation, there is a lack of empirical research that systematically examines the drivers of social innovation performance in tackling poverty and social exclusion. In this presentation, I will discuss the findings from a four-year research funded by the Hong Kong's SIEFUND to investigate *factors and processes that drive social innovation performance*.

Drawing on the literature on innovation, social capital and human capital, we conducted two studies using samples from two large social innovation tournaments. In Study 1, we employed a quantitative content analysis in which two expert raters evaluated 210 social innovation projects. In Study 2, we conducted a qualitative study of 31 social innovation projects to analyze the characteristics that distinguish them.

Overall, we found that social innovation performance is related to the commercial and social strategies employed, and the nature of the human capital and social capital of the social innovators. In particular, the business orientation—having income-generating social business model and diversified resource mix, founders' prior knowledge in business and partnerships with corporations — as well as applying creative and unusual social and commercial strategies in the product or services or delivery process are key features that distinguish the high performing from low performing social innovation projects. This study makes an important theoretical contribution to the factors that predict social innovation performance. It also offers practical and policy guidance for social innovators internationally and in Hong Kong.



蔡振榮博士

香港理工大學應用社會科學系副教授

香港理工大學社會政策及社會創業中心總監

蔡振榮為香港理工大學應用社會科學系副教授及社會政策及社會創業中心總監。為大中華地區的首位社會創新和社會創業的教授，並出版超過30篇有關創業、社會創業、社會創新等範圍的同儕審核文章。他近期的文章於 Public Management Review, Public Administration Review, American Review of Public Administration, World Development, VOLUNTAS, Journal of Business Venturing, Journal of International Business Studies 等期刊出版。

題目：社會創新表現的預測因素

社會創新逐漸成為應對不平等、老化、氣候變化等等的社會問題的政策工具。儘管大眾對社會創新的興趣迅速增長，我們仍然缺乏研究以評估社會創新項目表現，有效應對貧困和社會排斥方面的原因。在本演講中，我將討論一項由香港SIEFUND資助，為期四年的研究之結果，以探討推動社會創新成效的因素和過程。

我們借鑒有關創新，社會資本和人力資本的文獻，抽樣兩次大型社會創新比賽的參選項目進行兩次研究。在研究一中，兩位專家評估者使用內容分析法評估210個社會創新項目。在研究二中，我們抽樣31個社會創新項目進行了定性研究，分析各項目的特徵。

總體而言，我們發現社會創新表現與每項目所採用的商業和社會策略，以及社會創新者的人力資本和社會資本的性質有關。具體來說，區分高績效和低績效的社會創新項有兩個關鍵特徵：業務導向—即具有創收的社會業務模型和多樣化的資源，創辦人在業務方面的先驗知識以及與其他公司的合作夥伴關係；以及在產品、服務或交付中應用創新或與眾不同的社會和商業策略。這項研究對預測社會創新績效的因素作出了重要的理論貢獻，同時亦為國際社會和香港的社會創新者提供實用和政策上的指導。