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Open Social Innovation: Knowledge commons and the openness spectrum in Scottish social enterprise

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Open Social Innovation: Knowledge Commons and the Openness Spectrum in Scottish Social Enterprise

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1. Abstract

Open innovation is a term coined by Chesbrough (2003) to refer to porous organisational boundaries however critics have proposed their own models. Two academics have identified a disparity in how 'open' is being used in open innovation literature. Von Hippel (2010) notes that open can be used to refer to information commons (using open science and open source as examples) which is "open to all" or it can refer to organization permeability with a focus on "licensing protected intellectual property" as associated with Chesbrough's (2003) model (von Hippel, 2010, p.555). Von Hippel (2010) and Wikhamn (2013) are connecting a form of 'openness' with an information or knowledge commons.

The knowledge commons narrative suggests a collective approach to decision making (Cumbers, 2012), with a focus on allowing access to the knowledge through rules. These rules do not necessarily focus on monetary benefit (Ostrom & Hess, 2007) but can be governed by relationships of "mutualism and respect, social need and use value rather than exploitation, profit and exchange value" (Cumbers, 2012, p.127).

This suggests two possible approaches towards open innovation within social enterprise: a commons approach to managing innovation knowledge or a 'controlled' approach. These two approaches could be tied to the dual motivations embedded in social enterprise: the need to generate income, and the requirement to have social impact (Doherty et al., 2014). A 'controlled' approach could be used to generate income where as a commons approach could increase social impact through free sharing of information.

These concepts are explored through two qualitative case studies with Scottish social enterprises. The researcher undertook participant observation for a period of a year with both organisations. Observations were supplemented with interviews and a document review.

Initial findings from the two longitudinal case studies suggest diversity in the approaches used by the social enterprises studied; both within organisations and from comparing organisations. One organisation, fronted by a central social entrepreneur, uses a 'blended' approach to managing open innovation; using a commons approach to the more social aspects of the business but maintaining protection (through licensing) of other developments. The other organisation, which employs a more collective decision making approach, takes a more 'commons' approach to their social innovation knowledge. This paper contributes to the fields of knowledge commons, open innovation and social innovation by exploring the ways in which they are connected and proposing a framework for further study. The findings could have implications for policy and practice in that knowledge, built by communities could be seen as a public right, and how access is controlled is then of public interest.

2. Introduction

Open innovation is a term coined by Chesbrough (2003) to refer to the porous organisational boundaries used to transfer innovation knowledge between organisations. There is a well-developed literature on the uses of open innovation in the private sector, often focusing on large, technology based firms. Chesbrough & Di Minin (2013) have added to the theory of open innovation by introducing open social innovation, to allow theories of open innovation to be applied to social innovation. They define open social innovation as "the application of either inbound or outbound open innovation strategies, along with innovations in the associated business model of the organization, to social challenges" (Chesbrough & Di Minin, 2013, p.170) however, as yet, little has been published on open social innovation.

This paper argues that there are connections between open social innovation, and another well-established field of research, the knowledge commons. A well-established definition of a commons is "a resource shared by a group of people that is subject to social dilemmas" (Hess & Ostrom, 2007, p.3) and knowledge as "all useful ideas, information, and data in whatever form in which it is expressed or obtained" (Hess, 2012, p.14). This would suggest that a knowledge commons is any useful ideas, information or data, in any form, that is shared by a group of people and subject to social dilemmas. This perspective suggests that all knowledge within an organisation could be considered a knowledge commons. The social dilemma applied to the innovation knowledge commons within an organisation is whether or not the information should be shared, and if so, under what arrangements. This research aims to explore the connections between these theories using evidence from two in depth case studies of social enterprises in Scotland.

As social enterprises are asked to become more business-like (Dart, 2004), while simultaneously competition for funding increases, there is a renewed interest in diversifying incomes streams. This could be achieved by exploiting intellectual property within the social enterprise. There is an ethical question raised by putting up barriers to knowledge that communities helped to create. The knowledge created by communities could be considered a 'commons' - a resource to which all have a right to access (Wikhamn, 2013). Thus a social dilemma is created around exploiting (through enclosing) the innovation knowledge within a social enterprise to ensure the sustainability of the organisation, versus opening up innovation knowledge, for the common good, as it was made communally.

These concepts are explored in the following section which concludes with a proposed framework. This is followed by an overview of the methodology used to gather data on this phenomenon with subsequent sections discussing how these ideas work in practice, through the initial findings and discussion.

3. Literature Review

Opening up innovation information for commercial exploitation is associated with Chesbrough's (2003) model of open innovation. Chesbrough's (2003) model focuses on exchanges of innovation information through porous organisational boundaries, often facilitated by intellectual property rights and between two (or more) organisations which suggests a formal contractual approach. His theory proposes a continuum of open and closed innovation methods (see figure 1 & 2) (Chesbrough, 2003).

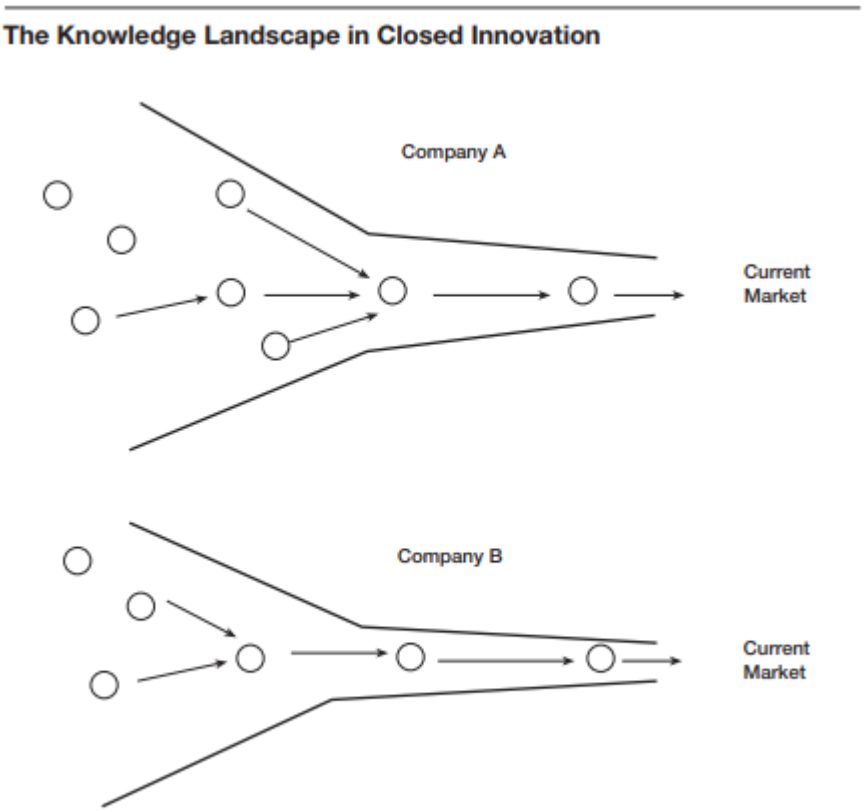

FIGURE 1 MODEL OF 'CLOSED' INNOVATION (CHESBROUGH, 2003, P.31)

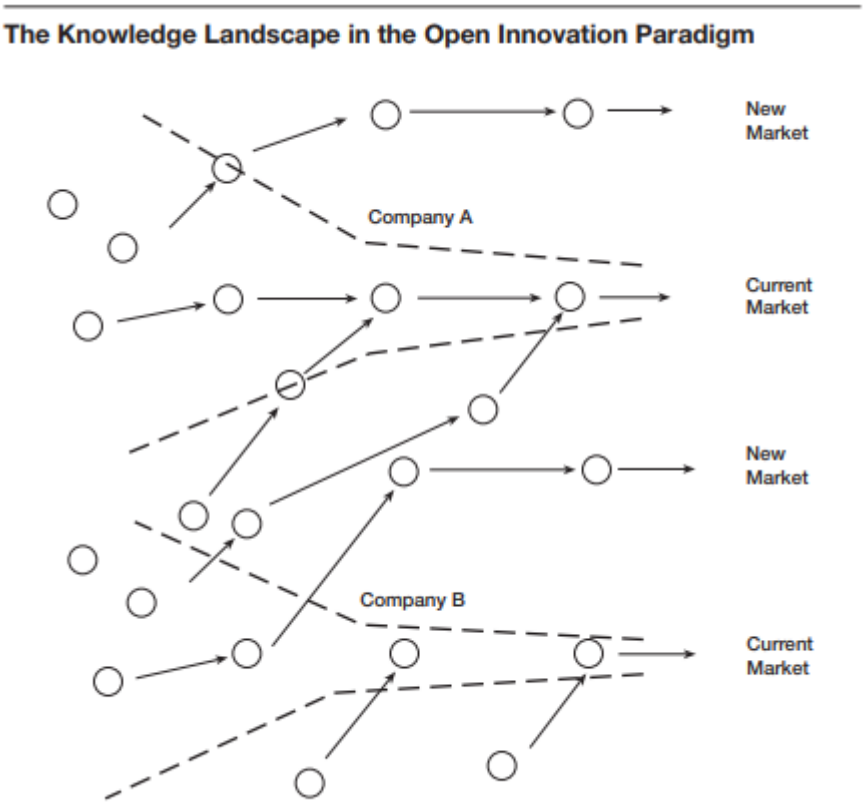

FIGURE 2 MODEL OF 'OPEN' INNOVATION (CHESBROUGH, 2003, P.44)

Figure 1 shows a 'closed' innovation system where innovations are explored, developed and taken to market in house (Chesbrough, 2003). Figure 2 shows an open innovation system which allows some innovations and ideas to either come into or leave an organisation (Chesbrough, 2003).

Chesbrough's (2003) open innovation has been accused of not being 'open' enough as it focuses on intellectual property rights and the exchange of innovation knowledge for a monetary benefit neglecting other forms of reward (such as reciprocity, knowledge in kind and increased trust) (Dahlander & Gunn, 2010; Wikhamn, 2013). Furthermore, Chesbrough's (2003) model applies to how knowledge passes between organisations, and does not encompass users or beneficiaries, who have been acknowledged as integral to the development of innovations (von Hippel, 1986).

Two academics have identified a disparity in how 'open' is being used in open innovation literature. Von Hippel (2010) notes that open can be used to refer to information commons (using open science and open source as examples) which is "open to all" or it can refer to organisation permeability with a focus on "licensing protected intellectual property" as associated with Chesbrough's (2003) model (von Hippel, 2010, p.555). Wikhamn (2013) builds on this distinction suggesting a spectrum of openness that ranges from 'libre' to 'control'. 'Libre' refers to a less restrictive model whereby knowledge is free to access and use (Wikhamn, 2013). 'Control', on the other hand, requires freedom to exclude and exchange (Wikhamn, 2013). 'Libre' therefore is a way of discussing open innovation that focuses more on the collective right of access to knowledge, rather than a ring fencing of knowledge as available to other organisations that can pay for it. Chesbrough's (2003) open innovation was founded on organisational trades of information, whereas other 'open' movements focus on community rights to access information. Different 'libre' and 'controlled' approaches can be taken depending on whether knowledge is tacit or explicit (Lam, 2000), this will be addressed in section 3.4. Von Hippel (2010) and by extension Wikhamn (2013) are connecting a form of 'openness' with an information or knowledge commons. Wikhamn (2013) presents a set of categories used in the literature to describe the perspectives of open as a 'libre' approach and the open as a 'controlled' approach which can be seen simplified in table 1. Although these categories are in Wikhamn (2013) being used to describe published literature in the field of open innovation, the three categories presented in table 1 could also be used to discuss the views of open innovation in practice.

TABLE 1 TWO PERSPECTIVES ON OPENNESS LINKED TO INNOVATION (ADAPTED FROM WIKHAMN (2013))

	Open as 'libre'	Open as 'controlled'
Description	Freedom to access/use	Freedom to exclude/exchange
Key assumption	Innovation is escalated through openness (libre)	Innovation is enhanced by control (e.g. Intellectual property rights)
View on knowledge	Knowledge is relational	Knowledge is transactional

The two perspectives presented in table 1 also apply to open social innovation and the ways it is viewed and used in social enterprise. The particular beliefs around social innovation and its uses have a relationship with how open innovation is used. This is explored further in the next section. Following a discussion of open social innovation and the paradigms of innovation, the subsequent sections take each of these categories described in table 1 to and explore how knowledge is used for innovation in third sector organisations.

3.1. Social Innovation Paradigms: Democratic/collective or Individualistic/Technocratic

Montgomery (2016) suggests that social innovation has two paradigms: the technocratic paradigm and the democratic paradigm. The technocratic paradigm is characterised by the rise of the heroic social entrepreneur who is the expert voice valued by the technocrats whereas the community

voice is equal to the expert in the democratic paradigm (Montgomery, 2016). The technocratic social innovation paradigm seeks empowerment but strips the political from areas of need whereas the democratic seeks to create empowerment through political power (Montgomery, 2016). The technocratic paradigm emphasises the market competition and sees the citizen as a consumer only whereas democratic movements sees needs as being able to be met outside the economic market (Montgomery, 2016). Montgomery (2016) notes that even those on the democratic paradigm side are able to be co-opted by technocratic social innovation movements, especially since the state supports private funding meaning that social innovations have to play by the competitive game. Couching social innovation in terms of private business are means by which social innovation is co-opted by the technocratic paradigm (Montgomery, 2016).

These paradigms could be connected to theories in commons management through the idea of democratic horizontal power distribution within an organisation as a collective approach to decision making. Commons authors have suggested that a collective approach to decision making is vital to management of the commons (Cumbers, 2012). Cumbers (2012) notes the commons approach as being based on "mutualism and respect, social need and use value rather than exploitation, profit and exchange value" (p.127). This view of the commons, would suggest that in a knowledge commons within the third sector there is a need to move away from the commodification of innovation knowledge or at least account for value beyond the monetary value. This then would suggest there is scope for an evaluation of the social value of innovation knowledge. In practice however, managing such a resource would be complex (Ridley-Duff & Bull, 2013). The collective approach to decision making can also be connected to the communitarian philosophy of managing social enterprise proposed by Ridley-Duff & Bull (2013) which represents common ownership or co-ownership of assets such as intellectual property.

The collective power and community knowledge discussed in Montgomery (2016) as elements of democratic social innovation suggest that it is aligned with a more 'libre' view of open innovation as users are given access to use, adapt and add to innovation knowledge. These distinctions are further discussed in the following section.

3.2.Description: Freedom to access/use - Freedom to exclude/exchange

Within the open as 'libre' and open as 'controlled' continuum, Wikhamn (2013) makes the distinction that in open as 'libre' approaches access to knowledge is a basic right, a common good, or a part of intellectual heritage. This aligns with describing knowledge as a commons where knowledge is a "resource shared by a group of people" (Hess & Ostrom, 2007, p.4). The 'libre' approach is described by Wikhamn (2013) as related not to 'free' as in without financial cost, but 'free' as in liberty. Therefore managing a knowledge commons using a 'libre' approach could employ mechanisms to protect it from risks to the commons such as "commodification or enclosure, pollution and degradation, and nonsustainability" (Hess & Ostrom, 2007, p.5). However, the levels of restriction and the motivations behind them are contested (Ghosh, 2007).

In terms of intellectual property rights associated with a 'libre' approach they are akin to open source or open science whereby user access is not inhibited by legal or technical barriers (Wikhamn, 2013). Users can build on existing knowledge adapting it, or improving it, which is aligned with von Hippel's (1986) ideas on user innovation. On the other hand, freedom to exclude and exchange describes an approach in which access to knowledge is restricted using traditional intellectual property rights such as patents, copyright and trade secrets (Wikhamn, 2013). Fundamental to 'controlled' open innovation is not that knowledge is kept secret, but that the flow of knowledge is managed through a set of formal rights, usually for financial reward (Chesbrough, 2003).

The distinction between whether knowledge should be available to access for anyone or be protected by legal or technical barriers is relevant to the dual motivations present in social enterprises: social impact and financial sustainability. Freedom to access could increase social impact quickly, where freedom to exclude could increase organisations' sustainability. Furthermore, often third sector organisations are seen as a means for public sector organisations to co-produce services with service users, in order for users to participate in coproduction, they must be able to build on the previous understanding and knowledge within the service.

This section has implied that open as ‘libre’ describes a freedom to access or use innovation knowledge, and that open as ‘controlled’ works on a basis of freedom to exclude or exchange (Wikhamn, 2013). The following section discusses the key assumptions behind the approaches to managing knowledge, with a focus on how these ideas relate to the dual bottom line.

3.3. Key Assumption: Innovation escalated through openness/ enhanced by control

'Libre' approaches suggest that openness escalates innovation whereas ‘controlled’ approaches suggest that innovation is enhanced by control (Wikhamn, 2013). Within this dichotomy, intellectual property rights can either be seen to promote or inhibit innovation. Ghosh (2007) describes three camps in relation to intellectual property rights and the creation of a knowledge commons: one views intellectual property as restricting the commons, another views intellectual property as facilitating the commons and another which sees intellectual property as irrelevant to the commons.

There is the contention that free information devalues that information as there is no financial reward for generating and sharing information (Ghosh, 2007). This according to Ghosh (2007) could be described as a "true tragedy of the commons" (Ghosh, 2007, p.210). On the other side is the idea that intellectual property allows a freedom to build on the knowledge of others (Ghosh, 2007; Wikhamn, 2013). Within academia, this is ameliorated by the doctrine of fair use; however, fair use does not cover use for a social purpose.

Within social innovation, there is an emphasis on scaling to achieve social change (Murray et al., 2010). Using any form of open innovation could be seen as a mechanism of diffusing social innovations to achieve a wider impact as it allows the innovation to be used by other organisations to achieve similar outcomes. However, ‘controlled’ and ‘libre’ open innovation might achieve this in different ways; intellectual property rights could become a source of income for social enterprises, and allow them to manage the way in which their innovation is used (for example, meaning that competitors cannot use that information to undermine the existing product or service). ‘Libre’ approaches may allow access to wider numbers, meaning an increased social impact, however, control over how the innovation is used is decreased (which could result in increased competition, or delivery of a lesser quality).

Although Ghosh (2007) identifies a third camp who see intellectual property as irrelevant to the commons, he notes that they emphasise the role of norms and customs in governing the commons. This relates to another mechanism of controlling access to information connected to whether knowledge is relational (as in an ongoing social process) which is covered in the next section.

3.4. View on Knowledge: Relational or Transactional

The relational and transactional continuum is associated with Rousseau’s (1995) psychological contracts. Rousseau (1995) proposes that at one end of the spectrum are transactional contracts which focus on monetisable, short-term exchanges. The relational, on the other hand, includes an open-ended relationship with considerable investments on both sides (Rousseau, 1995). In the context of open innovation, Kale & Singh (2009) suggest that relational management allows for more tacit knowledge to be shared and there is a notion that organisations working in a relational governance system may have a more ‘open’ partnership structure (Holmes & Smart, 2009).

Rousseau’s (1995) ideas about transactional and relational governance of contracts and specifically contracts governing instances of information exchange are interesting to look at in terms of how they connect to the dual bottom line of a social enterprise. In using open innovation to escalate social impact social enterprises can use elements of transactional or relational knowledge viewpoints. They can manage their knowledge exchanges on a transactional basis, where the primary outcome is income (with the secondary motivation being social impact) or they can use a relational viewpoint, where the primary outcome is increasing social impact by sharing learning. This latter option acknowledges the idea of knowledge as “dynamic, relational, and based on human action” and the dependence on situation and people (Popadiuk & Choo, 2006, p.307)

This dichotomy can apply to how knowledge is viewed as well as managed. Within the two approaches, there are two ways in which knowledge can be understood: one as a process of social interaction, whereby the boundaries of a "piece" of knowledge or understanding are unclear; and another where knowledge can be easily fixed and "packaged" which is necessary to create formal intellectual property rights such as patents (Wikhamn, 2013).

This dichotomy can be associated with tacit versus explicit knowledge. Tacit knowledge is understood as "experience, thinking and feelings in a specific context" formed of people's "mental models, maps, beliefs, paradigms and view points" as well as "know-how and skills that apply to a specific context" (Popadiuk & Choo, 2006, p.306). Lam (2000) argues that tacit knowledge has a "personal quality" that is difficult to transfer without the 'knowing subject' (Lam, 2000) whereas explicit knowledge can be codified and transferred and communicated (Lam, 2000). It can be represented in objects (such as words numbers, formulas, equipment, documents or models) (Popadiuk & Choo, 2006). The mechanisms for limiting access to tacit and explicit differ and there are limits to each mechanism of control. Tacit information relies on the 'knowing subject' (Lam, 2000), and therefore can be exclusionary if connection with the 'knowing subject' is not possible. Explicit information, through the use of technology, can be diffused easily, but has controls through intellectual property rights, and technological developments such as encryption.

Kale & Singh (2009) note that relational governance of partnerships are the preferred means of managing project that require exchange of tacit knowledge and information that is difficult to attach a monetary value to. Whether an organisation uses relational or transactional means of governing their knowledge could depend on whether they are seeking to monetise that knowledge, codify it, and marketise it. This could relate to the organisation's attitude towards hybridity and whether they seek to move towards a marketisised social enterprise model. In the following section hybridity within the third sector and social enterprise is discussed, noting how the different influences from state and market may have an effect on how open social enterprises are.

3.5.Hybridity: State and Market

Social enterprises are described as hybrid organisations which merge elements of the state and the market (Doherty et al., 2014). Discussing the wider third sector, Evers (1995) proposes that it is an intermediate area within the public space of civic society rather than a sector with clear boundaries. Evers notes that there is a "central axis of tension" present in the third sector between "the market economy, characterised by instrumental rationales and the public sphere, where solidaristic, social and democratic values can play a much more important role" (Evers, 1995, p.167). He notes that there are difficulties in drawing lines to separate economic and social rationales yet acknowledges the central tension for third sector organisations operating in the two sectors (Evers, 1995). Evers (1995) notes that hybrid organisations integrate these rationales which are usually separate. According to Evers (1995), hybrid organisations combine market and state rationales:

- "by relying simultaneously on market, state and community-based resources;
- by counterbalancing for-profit and a diversity of non-profit rationales;
- by integrating paid work with voluntary commitment; and
- by balancing individual motives for co-operation, which can range from ordinary wage orientations to solidaristic reasons." (Evers, 1995, p.172)

Pestoff (2014) argues that the increase in personalisation and coproduction within service delivery and commissioning in the public sector is impacting upon the ways in which third sector organisations deliver services. Third sector organisations with existing democratic structures find it easier to adapt to these new requirements from the public sector and therefore win more public sector contracts to deliver welfare services. Those with a less democratic structure move closer towards the market (Pestoff, 2014). Democratic structures integrate "key users" (von Hippel, 1986) into the decision making processes, this could be seen to impact on how innovation knowledge is managed. Collective decision making is a key part of the libre approach according to Wikhamn (2013) and Cumbers' (2012) ideas of commons. Democratic decision making processes would require access to innovation information, and the right to use that information to make decisions.

Social enterprises which move closer towards the market would be more likely to use models from the private sector such as Chesbrough's (2003) open innovation, to commodify and exploit the innovation knowledge for income.

3.6.Overall Framework

Combining the theories and concepts discussed above suggests a framework for the consideration of open social innovation looking in particular at the underlying beliefs and values which underpin approaches to sharing knowledge. The framework is presented in table 2.

TABLE 2 OPEN SOCIAL INNOVATION FRAMEWORK (AUTHORS' OWN, 2019)

	Open as 'libre'	Open as 'controlled'	Author(s) connected
Paradigms	Collective/ democratic • Community knowledge • Politicising • Horizontal power distribution	Individualistic/ technocratic • Expert knowledge • Depoliticising • Vertical power distribution	• Montgomery (2016)
Description	Freedom to access/use • Access to knowledge as a basic right/common good /intellectual heritage • Users can access, add to, or modify without legal or technical barriers	Freedom to exclude/exchange • Access to knowledge is proprietary, right to access is determined by controlling party • Knowledge flow is limited by legal and technical barriers	• Wikhamn (2013)
Key assumption	Innovation escalated through openness • Freedom to access and build on others' knowledge, increases knowledge and intellectual heritage • 'Standing on the shoulders of giants'	Innovation is enhanced by control (IP rights) • Control allows for (financial) reward for time and effort put into innovation process • Rewards increase likelihood of people investing in risky innovation process	• Wikhamn (2013) • Ghosh (2007)
View on knowledge	Knowledge is relational • Knowledge is interactive, it is an ongoing social process • This view requires knowledge to be controlled using other dimensions of control such as trust, relations, and legitimacy	Knowledge is transactional • Knowledge is packagable into fixed commodities which are in turn easily valued and traded on the market • Knowledge is controlled through intellectual property rights	• Wikhamn (2013) • Rousseau (1995)
Hybridity	Public sector side • Non-profit rationales • Stronger ties to public sector resources (e.g. public funding)	Market side • For profit rationales • Generating income through trading • Business models which use market resources and approaches (e.g. private loan finance)	• Evers (1995)

4. Methodology

A qualitative approach was necessary to uncover what is happening in the field (Saunders et al., 2012). The exploratory approach allowed flexibility in the research; as data was collected it influenced the direction of the study (Saunders et al., 2012). Extracting testable hypothesis from the scant literature available would prove challenging, therefore, a qualitative abductive approach was taken. This research is influenced by the philosophy that knowledge is based on individual perception and understanding, and that the social actors within an organisation influence the phenomena around them. Therefore a social constructivist and interprevist approach was taken.

Two qualitative case studies with Scottish social enterprises were undertaken from December 2017 to February 2019. The aim of the first case study organisation researched is to empower women and they are based in a deprived urban area of Scotland. The researcher is a board member with this organisation from October 2016 to present. The second case study organisation is a participatory arts organisation based in a semi-rural location where the researcher took on different voluntary roles within the organisation. Case studies allowed multiple data collection methods to be employed.

Voluntary roles within each organisation offered the opportunity to use a participant observation approach to gathering data (O'Connor & Baker, 2017). Being a participant observer allowed the researcher to observe instances of information exchange that may have been deemed to informal/insignificant to recount by interviewees, and also created an environment where the researcher could participate in exchanges of information.

Observations were supplemented with interviews and a review of relevant documentation. The researcher took a "one to many" approach to researching open innovation (Randhawa et al., 2016, p.766). Interviewees therefore included employees of partnering organisations, board members, staff within the organisation and beneficiaries/members. Interviews allowed the researcher to explore the motivations behind exchanges of information and the values that were interlinked with the approach to knowledge management. Documents related to observation sessions and strategic documents were analysed to provide further insight (Yin, 2018).

Case studies were analysed on a case by case basis first, before completing a cross case analysis (Yin, 2018). Within the case analysis, interview transcripts, observation field notes and documents were subjected to a thematic analysis. Thematic analysis followed Braun & Clarke's (2006) six stage process to thematic analysis which includes; transcription and familiarisation, initial code generation, creating themes, reviewing themes, defining and naming themes and reporting themes. The researcher took a systematic combining approach to the case studies as described by Dubois & Gadde (2002). This involved constant comparison between the empirical evidence in the case, and models presented by literature as the cases evolved, the relationship with existing frameworks developed too (Dubois & Gadde, 2002). Within this article this can be seen in the development and building on Wikhamn's (2013) table with other relevant theories, which is then added to as the empirical data suggests further relevant research streams.

In total 8 people were interviewed as a part of Case Study 1 and 7 people were interviewed as a part of Case Study 2. Each interview lasted between 25 minutes and 1 hour 20 minutes. There was a total of 34 fieldwork visits made across the two case studies. Activities in fieldwork visits ranged from strategic conversations in board meetings and away days, to more coal front activities at community events and groups. See tables 3 and 4 for a summary of data collected. Interviewee names have been changed to protect confidentiality.

TABLE 3 OB SERVATION SESSIONS WITH CASE STUDIES (AUTHORS' OWN, 2019)

	Case 1 Observation Sessions	Case 2 Observation Sessions
2016	2 board meetings	
2017	4 board meetings December – approval for research granted	
2018	3 board meetings 7 community events 1 conference attendance 2 staff meetings	February – initial meeting 3 staff meetings 4 community events 1 board meeting 1 CT meeting 1 project meeting 1 study visit 1 partner meeting 1 partner event 1 Annual General Meeting 1 staff event
2019	1 board meeting 1 Strategy committee meeting	1 community event 1 Community event about PhD

TABLE 4 INTERVIEWEES AND THEIR RELATIONSHIP TO CASES (AUTHORS' OWN, 2019)

Interviewee	Case Study	Relationship to case
1. Tracy	1	CEO & founder
2. Amanda	1	Chair of the board
3. Jennifer	1	Public sector partner
4. Aidan	1	Board member
5. Joyce	1	Public sector partner and self-employed facilitator
6. Michelle	1	Beneficiary
7. Margaret	1	Beneficiary
8. Emma	1	Third sector partner and self-employed facilitator
9. Carolyn	2	CT member
10. Caitlin	2	Staff member
11. Brian	2	Third sector partner
12. Jack	2	Spinout former chair
13. Tim	2	Chair of the board
14. Megan	2	CT member
15. Ruth	2	Research partner

5. Initial Findings

Conforming to a cross case analysis (Yin, 2018), the findings are presented case by case, before the comparison is presented in the discussion section. Following an overview of the organisation, evidence from the case study will be presented according to the proposed framework at table 2. The next section will introduce Case Study 1 followed by a discussion of findings by themes identified in the literature review.

5.1. Case Study 1

Case Study 1 is a women's empowerment organisation in an urban area of Scotland. The organisation has two products they sell alongside a range of services. See figure 1 for a description of products and services offered by Case Study 1. The researcher first engaged with the organisation through consultancy research work for the organisation in 2014. The following sections discuss Case Study 1 in relation to the framework presented in table 2.

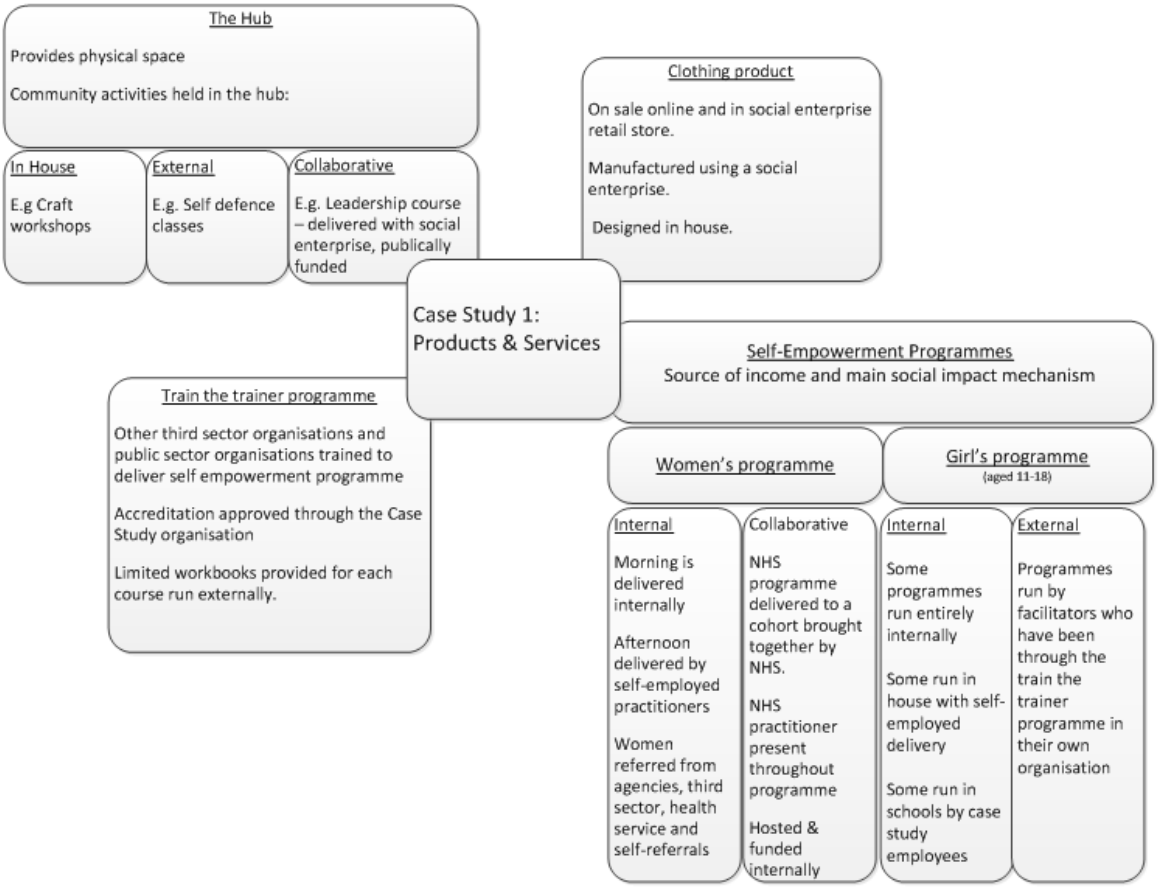

FIGURE 3 OVERVIEW OF PRODUCTS AND SERVICES OF CASE STUDY 1

5.1.1. Paradigms: Democratic/collective or Individualistic/Technocratic

Case Study 1 was founded in 2013, and is a Community Interest Company; this allowed the founder and CEO (Tracy) to be director on the board. The organisation was founded by a single social entrepreneur whose focus is women's empowerment.

The founder, Tracy, had experienced many of the issues that she wanted to support other women with. When discussing where ideas and information to start her business came from she noted that:

> I had worked in mental health […] so I had like 15 years' experience prior to that, so I used kind of a lot of my professional knowledge as well.
>
> And […] my own recovery journey of 10 years and 15 years of, you know, how do you live, after emotional abuse or physical abuse or whatever that may be […] how do I be able to, not self-neglect and become vulnerable enough to stand in the arena to ask for what I needed or what I wanted […]
>
> And that was kind of action based, and a lot of that theory came from me kind of testing that out and actually pushing myself to do it (Tracy)

Tracy combines her personal and professional knowledge with knowledge from the community and from other expert sources. The young women's programme has a workbook which has been in development since Tracy founded the organisation. According to Tracy it is built on many interactions with women and girls about what they need, and how best to communicate with them as well as graphic designers and an IP lawyer. As Tracy describes it:

> there were four generations of the workbook […] it went from, you know, 8 worksheets, to 30 pages to 72 pages, because the women and […] the girls were telling us […] this is the challenge we're facing around, you know, maybe body image, or mental health, or you know things like that (Tracy)

The founder in this organisation is seen as an "individual who's hugely inspiring and who […] drives the social enterprise" (Aidan), decisions are made through her, and the board is there to support her in her role. During the majority of the fieldwork period, there was 1 full time staff member (the CEO and founder) and 1 part time staff member (the community manager). See figure 2 for an overview of the organisational structure of case 1.

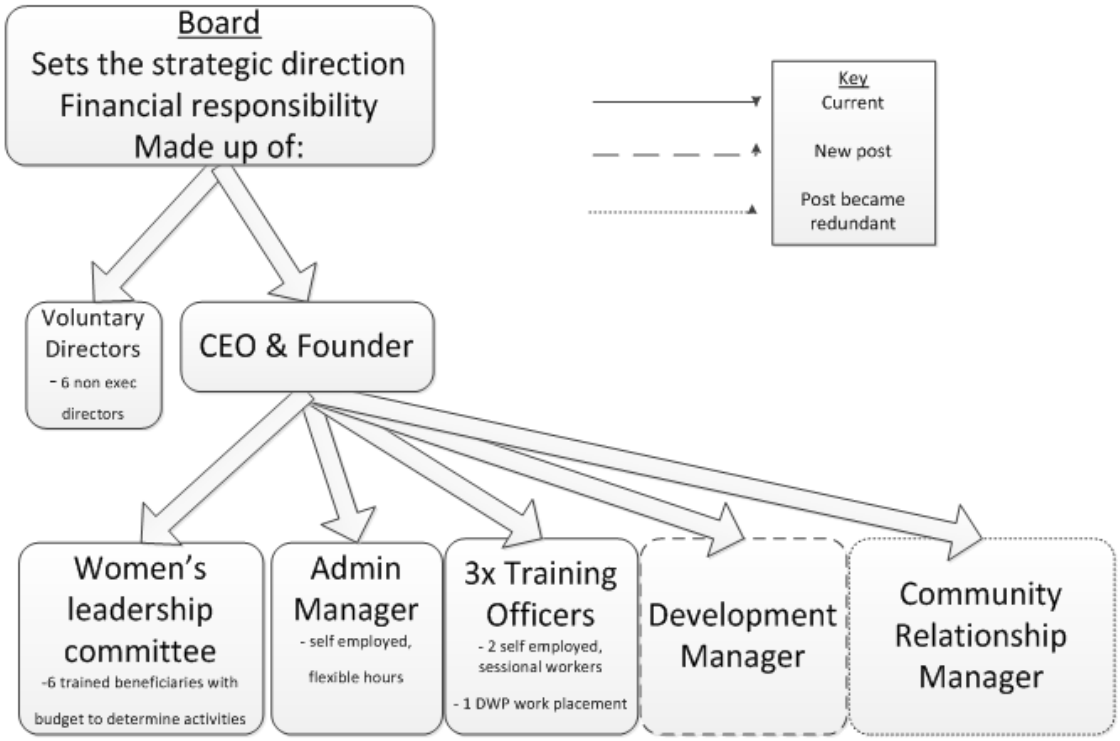

FIGURE 4 CASE STUDY 1 ORGANISATION STRUCTURE (AUTHORS' OWN ADAPTED FROM ORGANISATION'S BUSINESS PLAN)

As can be seen from figure 3, the organisation has a traditional hierarchical structure with the majority of the staff reporting to the CEO and founder (Tracy) who is also a representative on the board. Tracy describes the Women's Leadership Committee (see Figure 4) as the first steps in the women taking over the community hub and running it as their own. These women have achieved an Institute Leadership and Management (I.L.M.) leadership qualification which was delivered in Case Study 1's premises, but facilitated by another social enterprise with expertise in social enterprise leadership. The importance of giving women voice and choice runs as a central value in the organisation, throughout the literature, and the discussions with staff and the board. The organisation can be seen to be growing with a core cohort of the women who are engaging long term with the organisation. This is an aspect of the service that was particularly important to the beneficiaries interviewed. They compared their experience with other services that just wanted to say "goodbye" (Michelle, a beneficiary) after a set period and would not support them afterward. Margaret, another beneficiary, noted that the organisation was constantly finding interesting opportunities for them. This lead to the case organisation offering a committee of the women who had completed the I.L.M. accredited programme a small budget to run their own events.

This approach fits with the organisation's core vision which is:

> a lead service in providing self development programmes to both Women and Girls who have poor Self Care and low Self Esteem issues. A Programme designed to teach techniques and personal development skills that enables growth and wellbeing as a foundation for well living. (Business Plan 2016-2018)

As this vision suggests, the organisation is focused on self-empowerment for women rather than direct politicising to challenge current systemic inequality however, the beneficiaries are not seen as a consumer. Language describing them as such is disapproved of by board members and Tracy; for example referring to women as numbers through the door is not supported. In summary, the organisation is more aligned with the technocratic paradigm of social innovation. The organisation valued expert knowledge alongside considerable input from the community of interest it worked with. However elements of the technocratic paradigm are undermined by the leadership committee and the possible power they will have to disrupt the vertical power distribution currently in place. At the time of data collection decisions were being filtered through the CEO. The organisation focuses on self-empowerment and making changes in the women's individual lives, rather than actively encouraging political actions.

5.1.2. Description: freedom to access/use or freedom to exclude

Case Study 1 employs a mixed view of whether innovation should be free to access or whether they should have the freedom to exclude. The distinction for Tracy seems to be around freedom to access for users and beneficiaries, versus freedom to exclude from other organisations.

When discussing the attitudes towards intellectual property within the third sector, Tracy notes that "that intellectual property is not respected" by other third sector organisations and that there is an expectation from some organisations that you will share for free because "'Well we're all in it together'" (Tracy). The chair of the board, Amanda, shares this point of view saying:

> You can have a collaborative business model, but still retain protection over your intellectual assets, intellectual property because that's where, the sustainable business model comes from. If you just open up your doors and say, free to all, come in, we'll share all our knowledge, that's not a sustainable business model. More social enterprises need to be, more aware and more akin to [Case Study 1] and I think [Tracy] is good at doing that (Amanda)

The freedom to exclude elements of how Case Study 1 manage open innovation is closely tied to the entrepreneurial spirit of the founder, who describes how from the start, the business (or Tracy herself, as the CEO and founder of the business) has not been afraid to take risks in ways that 'traditional' third sector organisations might not have. When discussing this she mentions in particular taking on loan financing and how this means she must protect her intellectual assets. Tracy has also been described by other interviewees (from within the case study organisation) as a savvy business person who balances the social outcomes with the financial sustainability of the

organisation. Tracy was willing to share information and learning with other third sector organisations, but that she feels that a fee must be paid to compensate for her time and work.

However, although Case Study 1 uses a freedom to exclude approach towards sharing innovation information with other organisations, when it comes to sharing innovation knowledge with beneficiaries, Tracy actively nurtures beneficiaries with the aim that they will eventually be able to take over the hub, or establish similar resources in their area. Depending on the type of relationship (organisation or beneficiary) the organisation will take a 'controlled' or 'libre' approach to gaining access. This then cannot be said to be freedom to access/use for all. However, within the 'libre' approach, protections to maintain the knowledge commons are present; in this way the approach taken with other organisations could be said to be protecting the commons from over exploitation (e.g. setting up in competition with the original organisation).

5.1.3. Key assumption: Escalated through openness/enhanced by control

Case Study 1 takes a mixed view of whether knowledge is escalated through openness or enhanced by control. Taking the example of the young women's programme, which is seen by the organisation as a key means of income generation, as well as delivering on social outcomes, it can be seen that the approach to managing this is to retain control, using non-traditional (IP) mechanisms. This programme is sold into secondary schools in the city; it also forms the basis of the train the trainer programme whereby other similar organisations can pay to have a youth worker trained to deliver the programme to their beneficiaries.

This is an ongoing relationship, where each time the trained youth worker intends on delivering the programme, they return to the Case Study organisation to purchase workbooks. The girls programme is also Award Scheme Development and Accreditation Network (A.S.D.A.N.) accredited, which forms another mechanism of control for Case Study 1. This plan for the train the trainer programme has worked currently for a number of third sector organisations, as well as a couple of public sector organisations. Despite the intention being that the interested organisation would pay a fee for the training programme, one of the people interviewed who had been through the training programme, did so without a fee, as her (public sector) organisation did not see it as beneficial to her role.

The Case Study organisation will lose one of the control mechanisms for delivery of the young women's programme. Previously, workbooks were only available to buy through the train the trainer programme. It was decided open sales of the workbook to the general public. This means that those who have been put through the train the trainer programme are able to buy workbooks elsewhere instead of returning to the organisation. Tracy described how this caused her anxiety as she found it difficult to release control over how the workbook was used. However, other organisations using the workbook and using it to supplement their own programme was not mentioned as a concern by anyone in the organisation. This might be down to the partnerships between the Case Study organisation and the trained organisations as based on trust; so utilising a relational governance over the partnership. However, this loss of control also means that other organisations that have not been trained can access the workbook.

Case Study 1 has intentions to replicate their hub model throughout Scotland. This would involve the creation of an operations manual and an ongoing relationship with Tracy to develop new hubs. This has yet to come into fruition; however, it is an outcome in a recent Scottish Government funding agreement. Case Study 1 has been approached by a number of people looking to set up similar projects in the same city. Tracy discussed that it was important to her that the approach to the service was captured, that they would not necessarily be communicating a branding message, or telling the new organisations line by line how to run a service. She focused on communicating how the atmosphere should be, and communicating core values to the new organisations. Conversations around developing the operations manual focused around maintaining control over that process through a contractual agreement. Tracy wanted to maintain a level of control over other groups using the operations manual to replicate the model because she had learned so much through the process. She noted that it would not necessarily appear like a traditional franchise, as she would mentor them through the development, but the branding, naming and a lot of the business practice would be context specific. Tracy noted that she wanted the women

involved in replicating the model to allow it to develop according to the context and interests of the women involved and in this way they would build on the model.

Aidan, a board member, notes that he believes that Tracy had a set number of replicated hubs in mind, which bring income into the organisation "whereas, the other resources, if they basically penetrate the whole of the education system and make change happen, then, that is fine, as long as she is sustainable" (Aidan). These "other resource" are likely to be learning materials developed for the work conducted in schools with young women, such as the current workbook which although are not exchanged for free, represent a shift away from the level of 'control' the organisation has over the way the resource is used.

The examples given above suggest that the organisation sees knowledge as a means of generating income, and Tracy discusses wanting to share her knowledge with others, but for a fee, to reward the time and effort involved in developing them. This can be seen in the quote below:

> I don't spend time with those organisations, having conversations about, how I got what I've got, unless they're willing to pay for that time, that benefits the project and the women that we work with. So yeah, I'm much more guarded, much more safe about it, because, I see the value in it, and the fact that we have, responsibilities to ensure that our business is still here. (Tracy)

In essence, the beneficiaries and possible replication by women in other communities through replication of the model are encouraged to take ownership and make changes to escalate the social impact the organisation has. However, sharing knowledge with other organisations (whether third sector or not), intellectual property is viewed as something to be protected, and which should be exchanged as a means of generating income.

5.1.4. View on knowledge: Relational/Transactional

Case Study 1 inherently sees knowledge as packagable, and that it can be codified and sold for a price. This is evident in the plan to develop the operations manual which will be used to set up other empowerment hubs. However, in practice, there are many examples of knowledge as a social process, particularly when Tracy discusses the development of the workbook used in the young women's programme where Tracy describes a collaborative approach to making the workbook.

Where money is exchanged for information, there are times where mechanisms of trust and relations are also included than a purely transactional approach. There are relationships which are long term, open ended elements and include both written and unwritten agreements. For example, with an organisation who have paid for four of their staff to be able to deliver the young women's programme, Tracy describes that the organisation "built up relationships" (Tracy) and

> It's an ongoing relationship, and it's an ongoing fee and they've got a duty to make sure that they keep it up to date and they work on it (Tracy)

There are other purely transactional instances such as one off speaking engagements which are purely seen as a means of generating income. Knowledge is seen as packagable, but exchanges are undertaken in a mixture of relational and transactional partnership models.

5.1.5. Hybridity: State and Market

Tracy is reluctant to be reliant on grant funding. For a period of 3 years the organisation funded the self-empowerment programme grants. This was seen as a means of developing than escalating the programme. The funded programme was seen as a means of proving the model and being able to gather evidence to talk about impact. Ideally Tracy describes the business as being "70/30" (Tracy): looking for 70% of the income to be generated and 30% to come from funding. The chair of the board, Amanda, echoes this 'business mindset':

> if you wouldn't do it in the day to day business market, then why would you do it in the social enterprise, because at the end of the day, the social cause is there, but you are a business. (Amanda)

Another board member, Aidan describes Tracy as “business minded”. This manifests in the sources of funding that Case Study 1 has been comfortable accessing. The organisation had private investment from 3 individuals and loan financing from different sources.

Despite the “business minded” (Aidan) focus of Tracy, ultimately the women and girls the organisation sets out to help are her driving force. Tracy discusses generating this income as a means to serve the women and girls she works with. Tracy understands the monetary value of the knowledge she is developing in the organisation, and although she uses control mechanisms to protect that, she sees the protection as part of creating social value for the beneficiaries she works with.

Aidan noted that:

> [Tracy’s] main driver is actually that she makes cultural change within Scotland and changes things for the benefit of women and girls within Scotland. And she is business minded and will make sure she protects her, own interests and make sure that her own organisation is sustainable (Aidan)

Aidan also recognised that the founder had a distinct idea of what information would be kept to protect the sustainability of the organisation, and what would be used to create systematic changes.

The organisation rarely relies on voluntary time; there were occasionally one-off events where the beneficiaries of the organisation donated their time. The reluctance of the organisation to use volunteer time can be seen in the reaction of the CEO when the researcher offered increased voluntary time, in return for access to the organisation for research purposes. Tracy wanted to keep voluntary time to board duties, rather than operational matters, possibly through a belief that those roles should be financially rewarded.

The organisation has a strong social motivation; however, they employ market techniques to achieve their social outcomes. The use of private finance, and emphasis on moving away from grant funding towards more income generation has encouraged a use of market mechanisms and this in turn, directly impacted on the ways in which knowledge was exchanged. Table 5 summarises the key points from the data presented in case 1.

TABLE 5 SUMMARY OF CASE 1 (AUTHORS' OWN, 2019)

	Open as 'libre'	Open as 'controlled'	Case study 1
Paradigms	Collective/ democratic • Community knowledge • Politicising • Horizontal power distribution	Individualistic/ technocratic • Expert knowledge • Depoliticising • Vertical power distribution	• Community knowledge in Case Study 1 is valued • Expert knowledge is used alongside community knowledge • At the moment, the organisation has a vertical power structure. The ambition is towards making the organisation more democratic, through nurturing the leadership committee to make decisions. • The organisation is focused on empowerment, which has an element of politicisation, but the focus is often on taking control of their own lives and finding their own agency, rather than having a say in decisions made at a political level.
Description	Freedom to access/use • Access to knowledge as a basic right/common good /intellectual heritage • Users can access, add to, or modify without legal or technical barriers	Freedom to exclude/exchange • Access to knowledge is proprietary, right to access is determined by controlling party • Knowledge flow is limited by legal and technical barriers	• Freedom to access/use for beneficiaries – knowledge can be directly accessed through involvement with the organisation • Freedom to exclude for other organisations – interest in creating barriers to access for other organisations, and a respect for value of intellectual property and the rights surrounding it
Key assumption	Innovation escalated through openness • Freedom to access and build on others' knowledge, increases knowledge and intellectual heritage • 'Standing on the shoulders of giants'	Innovation is enhanced by control (IP rights) • Control allows for (financial) reward for time and effort put into innovation process • Rewards increase likelihood of people investing in risky innovation process	• Women are able to access and build on the knowledge gained by the organisations. • Other organisations should come up with their own ideas and innovations, can build on the work of the organisation if they are willing to pay and have a relationship with case study 1 • Knowledge is seen as a means of generating income, and a reward for time and effort invested.

View on knowledge	Knowledge is relational • Knowledge is interactive, it is an ongoing social process • This view requires knowledge to be controlled using other dimensions of control such as trust, relations, and legitimacy	Knowledge is transactional • Knowledge is packagable into fixed commodities which are in turn easily valued and traded on the market • Knowledge is controlled through intellectual property rights	• Organisation inherently sees knowledge as packagable, and that it can be fixed and sold for a price. • However, in practice, there are many examples of knowledge as a social process. • Even with transactional interactions (where money is exchanged for information) there are times where this relates more to trust and relations than a purely transactional approach. • There are relationships which are long term, open ended elements and include both written and unwritten agreements. • There are other purely transactional instances such as one off speaking engagements.
Hybridity	Public sector side • Non-profit rationales • Stronger ties to public sector resources (e.g. public funding)	Market side • For profit rationales • Generating income through trading • Business models which use market resources and approaches (e.g. private loan finance)	• The rationale for the business is centrally focused around benefit for the beneficiaries and all approaches stem from that • Tracy wishes to increase the income through trading via different products and services which have been packaged to be sold rather than using grant funding. • Tracy took on different loan options at the start of her journey and at the time of data collection had 3 private investors. • Case Study 1 has one off instances of voluntary time, and the CEO contributes more time than her salary compensates for, but they do not regularly engage with volunteers.

5.2.Case Study 2

Case Study 2 was founded in 2011 as a company limited by guarantee with charitable status. The researcher first met the CEO of the organisation, Chris, during her time as a consultant researcher in 2016. Chris expressed an active interest in academic research in social innovation which encouraged the researcher to invite the organisation to take part in the research. The range of activities undertaken by this organisation is wide and ever changing. They work on a considerable number of small, time limited commissions or funded projects. During the period of data collection the core activities observed and discussed included:

- A café
- Spoken word events
- Music events
- A town community fair
- Consultation events for local and national government
- A project developing CPD for participatory artists
- A public arts project involving 3 sculptures

The organisational structure, as they perceive it, is reflected in figure 5 which is taken from their business plan and adapted to protect confidentiality.

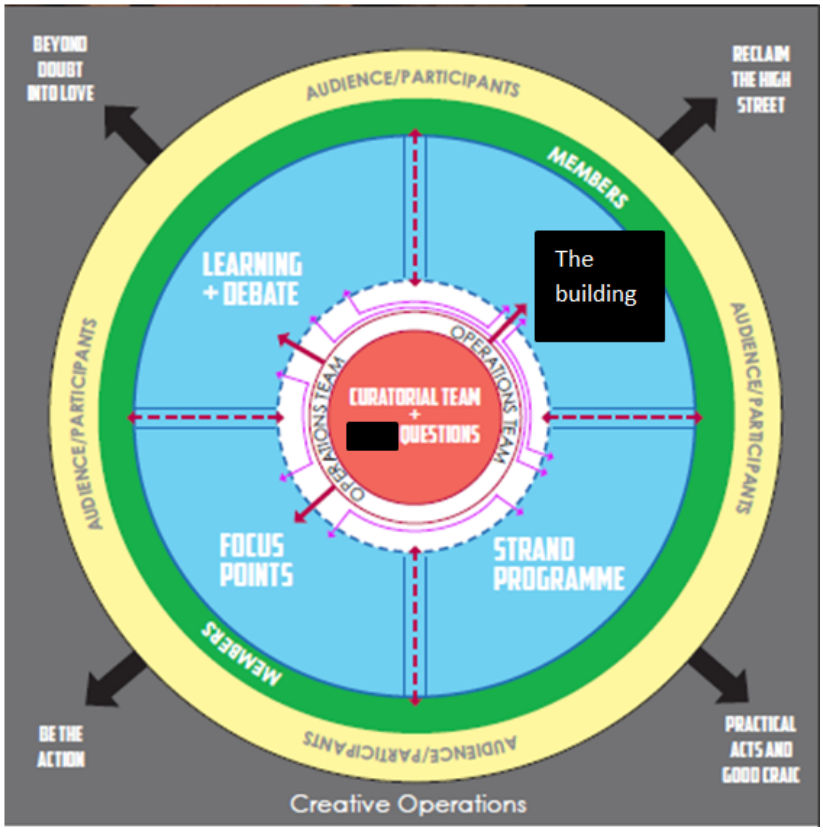

FIGURE 5 CASE STUDY 2 ORGANISATION STRUCTURE (ADAPTED FROM CASE STUDY 2 BUSINESS PLAN - BLACK BOXES REPRESENT ADAPTATIONS)

The following sections discuss Case Study 2 in relation to the categories presented in Table 2 starting with a description of the underlying ideals around freedom to access or freedom to exclude.

5.3.1.Paradigms: Democratic/collective or Individualistic/Technocratic

When the founding of Case Study 2 was discussed it is in keeping with the idea of a collective approach. They were a group of people who identified a gap around participatory arts in the local

area. Case Study 2 has a more activist start than Case Study 1, with the organisation organising a sit in in a local empty shop property while negotiating access to the property.

Although internally this is the narrative of the founding of the organisation, there is a perception of Chris, as the “main guy” (Brian) of the organisation. The chair of the board, Tim, describes Chris as a type of entrepreneur he thinks of as “magicians”:

> I kind of describe them as magicians, they appear wizards, you know whatever your metaphor is, they kind of appear, and they have, the confidence, the skills the personality, to bring a couple of people along with them (Tim)

The organisation is closely associated with Chris as the leader, despite there being collective organisational structure behind that.

The curatorial team (CT) are the creative leaders of the organisation, with Chris, being a part of that group as well as line managing the operations of the organisation. The CT is made up of creative people with a professional (individual) practice who are contracted as self-employed for two and a half days a month, to provide strategic input into the creative direction of the organisation. The CT is elected by the membership, as are the board, at the annual general meeting. Chris does not line manage the CT: when asked about management, one CT member (Carolyn) said that if there were any problems that could not be resolved internally, then it would be taken to the board rather than Chris. Carolyn also described Chris as holding a significant amount of information about the diverse projects that the organisation takes on.

Community knowledge is highly valued in Case Study 2; community knowledge (built through the CT’s creative practice and membership events) feeds into the organisation becoming a bank of knowledge which members can access. The organisation purposefully asks politicising questions with the aim of engaging the local community to make change in their community in a collective manner. There is a relatively horizontal power distribution where the CT is an elected representation of the membership and the membership describe themselves as involved in the running of the organisation.

5.3.2. Description: freedom to access/use or freedom to exclude

In Case Study 2, freedom to access or use knowledge is described as a default stance that is sometimes viewed in quite a relaxed, non-strategic manner. One staff member Caitlin describes their approach to intellectual property in the following quote:

> In terms of our intellectual property we tend to just go [makes a noise - suggesting mess?] there you go everybody [laughing] (Caitlin)

Caitlin’s attitude reflects a more relax attitude towards controlling access to the organisation’s intellectual property. However, others in the organisation propose this openness has a specific purpose within their mission. There is a sense that the openness of access is connected to community ownership over projects and artworks. Megan, a curatorial team (CT) member said:

> yeah for us it's really important actually if, that, we're as open as possible in, in the kind of ownership of projects here, because if, if we contain the ownership of it then we're kind of holding like this sort of elite status over, over everybody else.(Megan)

The organisation encourages members to access the expertise within it, to build up their own ideas. Often discussed in observation sessions was the pressure this puts upon an already stretched team. The organisation has a cafe on the ground floor of the building, and often members of the public and members of the organisation come in and suggest ideas to cafe staff members or people running evening social groups. The process for considering these ideas is discussed by Megan, a CT member and was available on their website where they invited ideas to be submitted to the CT via Chris (the CEO). Megan noted that ideas should be passed to the CT for consideration, and that the curatorial team would then consider them all with respect and thoughtfulness before responding. She discussed this in relation to an example where this had not happened. A member had come to Case Study 2 with an idea, and it had not been passed for consideration to the CT. She noted in her interview that:

> there's like an interesting thing about how people approach Case Study 2 when they first have an idea, or if they want to make something happen, and people see Case Study 2 as an interesting space to try that out. […] some people basically want you to make their idea happen on their behalf, so they have an idea, they gift you the idea and hope that you somehow turn it into a, magical thing? [We are] trying to move people's perceptions from, […] I feel like the town should do this, and it's a sort of, like a bystander's thing […] and that's not necessarily that people don't want to be part of that, but it's that they don't have any sense of how, that they could possibly be the person who does that? […] sort of giving people, the, I guess, a sort of inner power, that allows them, to, to be that that person of control within a situation or say actually, what, what are the kind of tools that you need to give someone to empower them enough to actually just get on and do it themselves? (Megan)

The organisation is open to sharing their understanding, and connections with new artists to help them develop, and this is part of their core mission to promote participatory arts in the local area.

The mission of the organisation guides the levels of openness in other relationships. The chair of the board, Tim, describes submitting an "informal" (Tim) proposal to a new regeneration agency opening in the region. This proposal contained the organisation's ideas for the development of the region and how these ideas could be delivered but was not "a crude bid for money or resources" (Tim). The proposal in some ways can be seen as a means of diffusing the work that Case Study 2 has done in one town, to the local authority area and wider region. He noted that:

> They might go, well that's a super idea, we'll take that and promote it […] do it, as the programme, not that I'm precious about that and I don't think [Chris] would… that is happens is important. Who and how [to] facilitate that, ehm, doesn't really matter, that it happens is more important and [Chris] is sussed enough to know that (Tim)

Tim describes that the social impact is more important than the organisation delivering on the plans themselves. Tim is more concerned that the public agency might "package it" (Tim) and make it "the programme for the development of the arts" (Tim). He notes that "others might go, mmm, I don't think so, you're telling us how to develop the arts in our community, hem, we're doing it quite well ourselves thank you very much" (Tim). Tim is therefore, more wary of a top down application of the model, than the idea of another organisation delivering the programme.

Freedom to access and use is a default stance within Case Study 2. Users are able to access, add to, or modify knowledge without barriers. The main challenge associated with this approach is the resource intensiveness of sharing information usually on a face to face basis.

5.3.3. Key assumption: Escalated through openness/enhanced by control

That Case Study 2 takes a view that freedom to access and use is important suggests that they believe that innovation can be escalated through openness rather than enhanced by control. Case Study 2 has a number of spinout organisations which developed from projects within the organisation and became their own legal entities. Jack, the former chair of one of the most prominent spin outs at the time of data collection was interviewed for the research. He described how the spin out organisation had developed from a film which was made by one of Case Study 2's members and screened at an event in the building. He noted that a group of interested people got together and started discussing how they could tackle the issue raised by the film and discussed on the night of the event.

This group, instead of immediately constituting as a new organisation, worked from within Case Study 2, gaining access to Case Study 2's connections, knowledge, resources and importantly their "track record" (Jack) and reputation to launch the project. Case Study 2 won a grant to develop the project, and the grant was managed internally by Case Study 2. However, Chris, the CEO of Case Study 2 and the former chair of the board of the spinout organisation, Jack, both said that it was always the intention that the project would not be kept in house. The reason for this was that although the project shared many interest points with Case Study 2, the project was not central enough to the core mission of the organisation. The openness to hosting this project escalated the development of the innovation through access to tacit understandings within the

organisation, and the belief is that by allowing the project to spin out into its own organisation, the innovation will scale further with independence from the project. In the spinout organisation's constitution, it allows for places on the spinout's board for a member from Case Study 2 which at the time of data collection was occupied by Chris, the CEO of Case Study 2. This according to Tim, the former chair of the spinout, facilitates information sharing between the two organisations.

At many points, different people surrounding Case Study 2 discussed their reluctance to become a large organisation. They felt that "holding on" to innovations instead of allowing them to spin out would mean that they might become too large and unwieldy; unable to be as reactionary as they like to be. This is also connected to their views about balancing the formal and the informal approaches to managing the organisation.

That innovation can be escalated through openness is embodied in Case Study 2 through the development and subsequent spinning out of projects that are of interest to members. This represents a more 'libre' way of working.

5.3.4. View on knowledge: Relational/Transactional

In the way that Case Study 2 use their space and events to provoke discussion, they use knowledge as an ongoing social process. They aim to have discussion promote learning and action in the community they work in. Meghan described this work as:

> Ehm, so it's looking at how, how we can create broad discussions where possible that don't, that allow people to feel that they can be part of them ehm. Cause it's kind of important to have everyone, everyone's voice out there. (Meghan)

Relationships between organisations and people within organisations are vital to how this organisation runs. For two of the people involved in partnerships with the organisation, trust and a good relationship with the people involved are vital to facilitating the tacit knowledge exchanges that go on.

The organisation does gain income through speakers' fees but usually these also involve long term, open ended relationships, which feature both written and unwritten agreements. For example, the relationship with Brian, and the Community Trust he represents began through an intermediary organisation who suggested that Brian and his organisation visit Case Study 2 to learn from them. The intermediary organisation provided a fee for Case Study 2 to host the Community Trust; however, the organisations have a more informal ongoing relationship. Brian described this relationship saying:

> we've got a personal trust there. We've got a personal relationship, that, we know we can email, put up the phone. Because we get on. (Brian)

Ruth, a PhD candidate working with Case Study 2 on her doctoral research described the trust in their relationship:

> I think they seem very trusting. […] I guess there's times that I think well, as you sure you don't want to be more guarded about this kind of information? I mean I know I trust myself I'm not going to share it with anybody but like, yeah, how do they know that? […] I think that kind of works for them as well that, it's like we're not there to steal anyone's ideas or we're not going to screw anyone over, it's very kind of, I think they're a very trusted as an organisation, and respected (Ruth)

Ruth also notes that this trust runs in both directions. She says she is happy to share her unpublished work with the organisation for discussion and that the organisation handled any criticism as constructive.

Knowledge in Case Study 2 is seen as being built collectively through interactions with different groups of people both inside and outside the organisation. Many of the relationships and partnerships the organisation has are governed on an informal basis, with occasional formal contracts when required (by funders for example). This again suggests a more 'libre' way of managing knowledge flow.

5.3.5. Hybridity: State and Market

The pervading rationale within the organisation is non-profit. The focus is on doing social good, without a fixation on income generation. That the social outcome is achieved is more important than that they get money to achieve that social outcome. Although this may seem unsustainable, the chair of the board sees this approach as gaining them advantage with funders.

They generate some income from commission work, and the café but there is not as much focus on increasing traded income. They are happy to maintain a regular relationship with key funders. They are also regularly funded with an ongoing relationship with a public sector funder whereby there is a general expectation to be funded in 3 year cycles, although this funding can decrease from one cycle to the next.

The approach to their ideas and intellectual property is connected to their ideas about the sustainability of the organisation: Chris, the CEO, and two partners (the former chair of the new project and the research partner) all commented that the organisation is at the moment happy and able to be free and open with their knowledge and share their ideas because they do not feel in threat. The organisation has a regular funding stream which again all three identified as if this was no longer available then, the situation might be different. However, again all three noted that if they were no longer to be funded, that this might be a comment on how useful the organisation was at that present time, and if that were the case they might either wind up, because their purpose was no longer necessary, or morph into something else to fit a new need. The focus is on wanting to "make the world a better place" (Tim) no matter how that is done.

There is a strong sense of community ownership that comes across in conversation with integral members of the case organisation. For example, when at a feedback event run by the researcher, the researcher asked members if they felt they could impact on the direction of the organisation, and if the organisation listened to them, the event attendees said that the researcher's questions set out a false distinction. They described the questions as suggesting an "us" and "them" that was not present. They were all part of the organisation.

The CT delivers a significant amount of the work of the organisation on part time, self-employed contracts. There have been discussions in the organisation about the sustainability of the current approach, as often the CT team find themselves working over their allocated time effectively giving voluntary hours. However, the CT members also discuss that because this is a passion project for them, and that those who work in the creative industries are used to working in this way. CT members therefore are both inside the organisation as key drivers, and at the same time outsiders, as they are not employees within the organisation.

Therefore, the pervading rationale within the organisation is non-profit. The focus of the organisation is less on creating traded income, and more on social outcomes. They receive regular public funding which allows this approach. The organisation also relies on voluntary time, particularly from the CT. See table 6 for a summary of case 2.

TABLE 6 SUMMARY OF CASE 2 (AUTHORS' OWN, 2019)

	Open as 'libre'	Open as 'controlled'	Case study 2
Paradigms	Collective/democratic • Community knowledge • Politicising • Horizontal power distribution	Individualistic/ technocratic • Expert knowledge • Depoliticising • Vertical power distribution	• Case Study 2 is focused on a locale, and using arts, and local knowledge of issues to come up with ideas. • They are a politicised organisation in the sense that they engage with local and national consultations and invite their members and the public to have open discussions. • However, they try to avoid taking an overt political stance as for a particular type of political (left or right) in order to be as open as possible. • This organisation has a more horizontal power distribution although it is still perhaps hierarchical. There is a much stronger focus on collective decision making.
Description	Freedom to access/use • Access to knowledge as a basic right/common good/intellectual heritage • Users can access, add to, or modify without legal or technical barriers	Freedom to exclude/exchange • Access to knowledge is proprietary, right to access is determined by controlling party • Knowledge flow is limited by legal and technical barriers	• Freedom to access use knowledge is described as a default stance. • Users are able to access, add to or modify knowledge without barriers. • The main barrier to accessing this is the amount of resource time this takes up for core members (the CT).

Key assumption	Innovation escalated through openness • Freedom to access and build on others' knowledge, increases knowledge and intellectual heritage • 'Standing on the shoulders of giants'	Innovation is enhanced by control (IP rights) • Control allows for (financial) reward for time and effort put into innovation process • Rewards increase likelihood of people investing in risky innovation process	• Case Study 2 embodies allowing access to build on innovations • Organisation allows groups of people to access their knowledge, understanding and contacts to build up a project before it spins out.
View on knowledge	Knowledge is relational • Knowledge is interactive, it is an ongoing social process • This view requires knowledge to be controlled using other dimensions of control such as trust, relations, and legitimacy	Knowledge is transactional • Knowledge is packagable into fixed commodities which are in turn easily valued and traded on the market • Knowledge is controlled through intellectual property rights	• Case Study 2 use their space and events to provoke discussion, they use knowledge as an ongoing social process. They aim to have discussion promote learning and action. • Relationships between organisations and people within organisations are key to how this organisation runs. • For two of the people involved in partnerships with the organisation, trust and a good relationship with the people involved are key to facilitating the tacit knowledge exchanges that go on. • The organisation does gain income through speakers' fees but usually these also involve long term, open ended relationships, which feature both written and unwritten agreements.
Hybridity	Public sector side • Non-profit rationales • Stronger ties to public sector resources (e.g. public funding)	Market side • For profit rationales • Generating income through trading • Business models which use market resources and approaches (e.g. private loan finance)	• The pervading rationale within the organisation is non-profit. The focus is on doing social good, without a fixation on income generation. • That the social outcome is achieved is more important that that they get money to achieve that social outcome. • They are regularly funded from a public funder. They are happy to maintain a regular relationship with key funders. • They generate some income from commission work, and the café but there is not as much focus on increasing traded income. • The organisation also relies often on voluntary time.

6. Discussion

The empirical data gathered from the two case studies allowed an exploration of the proposed framework in table 2. Findings from the case studies suggest that the organisations are employing a range of mechanisms to manage their innovation knowledge, although not all knowledge can be controlled. Often these mechanisms do not fit at the extreme of either end of the 'libre' or 'controlled' continuum. Initial findings suggest diversity in the approaches used by the two social enterprises. One organisation, fronted by a central social entrepreneur, uses a 'blended' approach to managing open innovation; using a commons approach to the social aspects of the business but maintaining protection (through licensing) of other developments. The other organisation, which employs a collective decision making approach, takes a more 'libre'/commons approach to their social innovation knowledge.

The evidence presented in this paper suggests that there is a relationship between the ideas behind different approaches or levels of openness (reflected by 'libre'/'controlled'), the paradigms of social innovation (democratic/technocratic) and the hybridity (public/market) in each organisation. For Case Study 1, this is tied up in the requirement to protect intellectual assets and to profit from them, in order to repay loan finance and investment in the organisation. The CEO of the organisation is the central decision maker, and her ideals of running the social enterprise as a business heavily influence how the organisation manages the information. Yet, she is also influenced by her passion to support the beneficiaries she works with. Case Study 2, is more related to the democratic social innovation paradigm and because they are regularly publicly funded, they have a less commercial view of managing knowledge, or a more 'libre' approach.

Case Study 1 highlighted a 'blended' approach to managing innovation knowledge. Despite participants views on knowledge seemingly reflecting a 'controlled' approach, the actions undertaken suggest that there is a constant balancing act between being 'controlled' to generate income and the desire to empower the women they work with, by allowing them access to the innovation information. This suggests that organisations can take a 'blended' approach, using one set of ideals for one group and another for a different relationship/project. This has been described in the open innovation literature by West (2003) as 'hybrid strategies'. Both case studies rely on community knowledge (Montgomery, 2016) and the integration of 'key users' into innovation development (von Hippel, 1986).

Case Study 2 could be described as using a more 'libre' approach to managing their innovation knowledge, this does not mean that they do not use their knowledge as a means of generating income, but perhaps this could be described as a way of protecting a commons, rather than a motivation to generate income. The income generated mainly addresses the resource intensiveness of sharing tacit information through the 'knowing subject' (Lam, 2000).

It is important to highlight that from the empirical data from these two case studies, organisations do not fit into a box on the framework described in Table 2. An obvious reason for this is that organisations are made up of individuals, who have different viewpoints on how this knowledge should be managed. However, individuals within the organisation shape the values and interactions of the organisation.

Neither case study has strategic approach to managing their information; they do not have specific strategies in place to manage these decisions. Much of the decision making around who to share information with, what the value of the information is, and how to seek reward for sharing is undertaken on an ad hoc basis. Particularly in terms of who to share information with, the organisations rely on a process of ethos matching, where the people they share with are seen to have similar approaches, ideas and ways of working. This is associated with a relational view of managing partnerships (Rousseau, 1995). The flexibility allowed in the ad hoc approach allows for relationships to be built that increase the impacts of the organisation and a free exchange of ideas.

Both organisations discuss an intangible nature to the work they would share in their ideas about diffusion models. That it is more about sharing an approach to working, rather than the policy and procedural nature of their businesses. The description of what would be shared suggests that it is tacit knowledge that the organisations aim to share (Lam, 2000). This casts doubt on whether that information can be codified or shared outside of its contextual home, for example, the operations manual that Case Study 1 hope to create.

Social enterprises can create an information or knowledge commons, whereby social innovation information is shared between likeminded individuals to increase social impact, or they can codify knowledge and create intellectual property protections around the social innovation knowledge to compete by allowing exploitation for profit.

How organisations view their knowledge, and how they manage it has an impact not only with implications for the sustainability of the organisation, but also levels of trust, and innovation that are present in the organisation. Although taking a ‘controlled’ approach to managing innovation knowledge in social enterprise could be said to allow an increase in income, the evidence from the case studies suggests that there is a tension pulling organisations towards ‘libre’ means of managing this information. This tension could be caused by a desire to achieve as much social impact as possible. Case Study 1 who used a more blended approach, acknowledge that many organisation who might be interested in their social innovation ‘packaged’ information, would not have the money to buy it. Therefore, in order to scale their social innovation it may be necessary to licence the information without a fee. There is also the ethical question of creating barriers to innovation information which relies heavily on the input of beneficiaries. Both case studies rely heavily on key users (von Hippel, 1986) to create their social innovations. Putting up barriers to access by the community not only limits the coproduction abilities of the organisation which would affect their ability to win public contracts, but could impact on their innovativeness according to user innovation theory (von Hippel, 1986).

7. References

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