

Cambridge Judge Business School

Cambridge Centre for Social Innovation

Think, teach, do!

The role of universities in
social innovation

The Cambridge experience

Dr Neil Stott



UNIVERSITY OF
CAMBRIDGE
Judge Business School



A career in logos...

The logo for Barnardo's, featuring a green square background with the word "Barnardo's" in white serif font. Above the text is a white icon of three stylized figures holding hands.

Barnardo's

The logo for Durham University, featuring a purple shield with a white cross and four smaller shields in the quarters. To the right of the shield, the words "Durham University" are written in a black serif font.

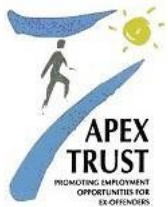
Durham
University

The logo for the University of Bradford, featuring a stylized building icon to the left of the text "UNIVERSITY of BRADFORD" in a black sans-serif font.

UNIVERSITY of
BRADFORD

The logo for Mencap, featuring a purple speech bubble with the word "mencap" in white lowercase letters. Below the speech bubble, the tagline "The voice of learning disability" is written in a smaller green font.

mencap
The voice of
learning disability

The logo for Apex Trust, featuring a stylized figure running towards a sun. Below the graphic, the text "APEX TRUST" is written in bold, with "PROMOTING EMPLOYMENT OPPORTUNITIES FOR EX-OFFENDERS" in smaller text below it.

APEX
TRUST
PROMOTING EMPLOYMENT
OPPORTUNITIES FOR
EX-OFFENDERS

The logo for Grathbone, featuring a stylized green and blue circular graphic to the left of the word "Grathbone" in a green sans-serif font.

Grathbone

The logo for Contact a Family, featuring a red rounded rectangle with the text "contact a family" in white, where "contact" is in a bold sans-serif font and "a family" is in a script font. Below it, the tagline "for families with disabled children" is written in a smaller white sans-serif font.

contact a family
for families with disabled children

The logo for Cambridge City Council, featuring a stylized illustration of a city skyline with a bridge. Below the graphic, the text "CAMBRIDGE CITY COUNCIL" is written in a green sans-serif font.

CAMBRIDGE
CITY COUNCIL

The logo for Anglia Ruskin University, featuring a blue crest with a shield and a crown. To the right of the crest, the words "Anglia Ruskin University" are written in a blue serif font.

Anglia Ruskin
University

The logo for Canterbury City Council, featuring a purple silhouette of a cathedral. Below the silhouette, the text "CANTERBURY CITY COUNCIL" is written in a purple sans-serif font.

CANTERBURY
CITY COUNCIL

The logo for Keystone Development Trust, featuring a stylized purple keystone shape above the word "keystone" in a purple serif font. Below it, the text "development trust" is written in a smaller purple sans-serif font.

keystone
development trust

The logo for CJBS, featuring the letters "CJBS" in a bold black serif font on a yellow square background.

CJBS

The logo for Middlesex University, featuring a red shield with a white crown and three horizontal bars. To the right of the shield, the words "Middlesex University" are written in a black serif font.

Middlesex
University

The logo for the University of Cambridge Judge Business School, featuring the University of Cambridge crest to the left of the text "UNIVERSITY OF CAMBRIDGE" in a black serif font. Below it, "Judge Business School" is written in a smaller black serif font.

UNIVERSITY OF
CAMBRIDGE
Judge Business School

Social innovation...why now?

Drivers include:

- Financial crash and subsequent critique of predatory capitalism
- No where to hide for long (internet)
- Fear
- Hope
- Public austerity
- Generational shift
- Wicked problems



Population growth & urbanisation



Rising labor costs, less availability



Resource scarcity and rising costs



Rising inequality and growing global instability



Biodiversity loss



Increasingly extreme climate change impacts and related costs



Costly health crisis looming



**Radical transparency:
nowhere to hide**



In next 40 years we have to produce as much food as we did in the last 8000 years

Source: World Wildlife Fund (WWF)

What is social innovation?



Social Innovation: “A novel solution to a social problem that is more effective, efficient, sustainable or just than existing solutions” (Phills et al., 2008)

Social innovation in the literature: key characteristics

- Social problems as the starting point
- A focus on novel solutions and transformation
- Organizing models for scale



Tom Lawrence – Oxford
Handbook of Managing
Innovation

*Cambridge University
Moral Sciences Library*
SOCIAL INNOVATORS

AND

THEIR SCHEMES.

BY WILLIAM LUCAS SARGANT,
AUTHOR OF "THE SCIENCE OF SOCIAL OPULENCE," ETC.

MARSHALL
LIBRARY OF ECONOMICS
CAMBRIDGE.

LONDON:
SMITH, ELDER AND CO., 65, CORNHILL.
—
1858.

Our definitions...

Term	Definition
Social Innovation	The development of creative and practical solutions to complex social problems
Social Innovators	Individuals or groups focused on making social change and creating social impact
Social change organisations	The organisational forms used to accomplish social innovation



Cambridge Centre for Social Innovation



ADDRESSING POVERTY THROUGH SOCIAL INNOVATION

Cross-sectoral collaboration through 'social entrepreneurship' could spark innovation to tackle problems of the world's poorest places, says new journal article by the Centre's directors.

[Read more >](#)

The Cambridge Centre for Social Innovation at Cambridge Judge Business School, University of Cambridge, acts as a platform for research and engagement with social innovators, academia and policy in UK and across the world. Its primary focus is to understand, promote, and engage with social innovators and create and support social ventures and projects.

[Read more about us >](#)

Social Innovation Consulting Group

A CJSB MBA-led consulting practice for businesses with social ambitions.

[Find out more about the group >](#)

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[in Join us on LinkedIn](#)

Tweets by @CJSBsocinnov

Cambridge CSI Retweeted

Allan Brownrigg
@MyCambridgeMST

@CambridgeJBS @CJSBsocinnov
Handbook ☒ reading ☒ met online
cohort ☒ feeling ready ☒



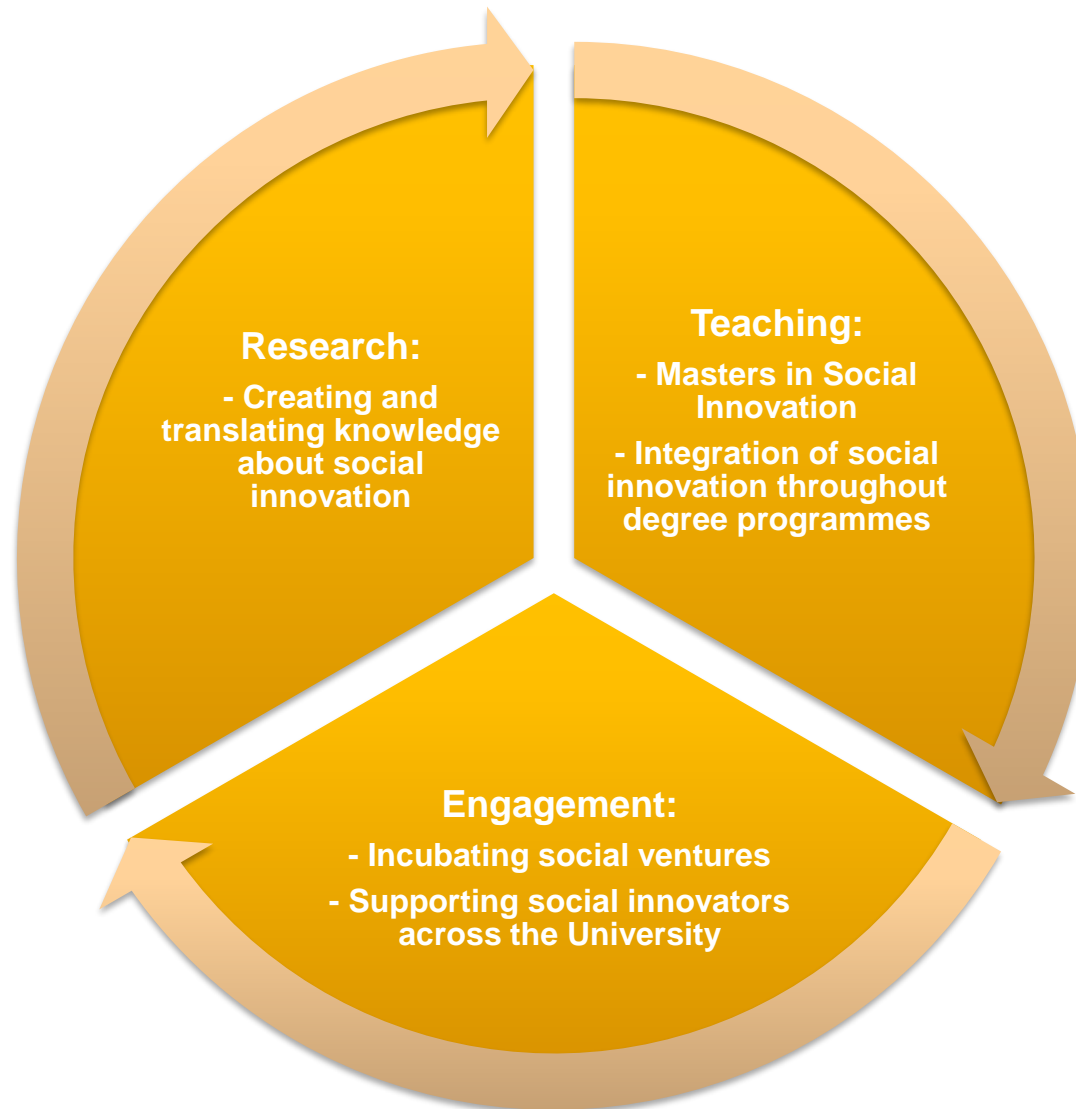
6h

[CJSB](#) Cambridge CSI

[Embed](#)

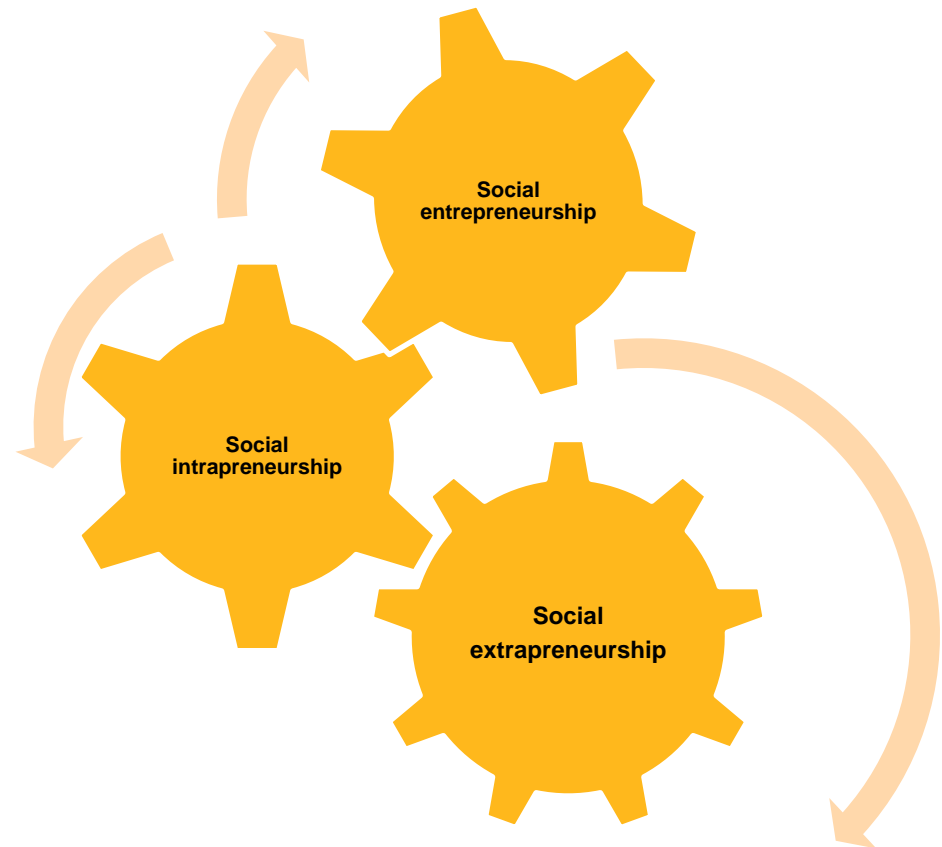
[View on Twitter](#)

The Cambridge Centre for Social Innovation: Think, Teach, Do



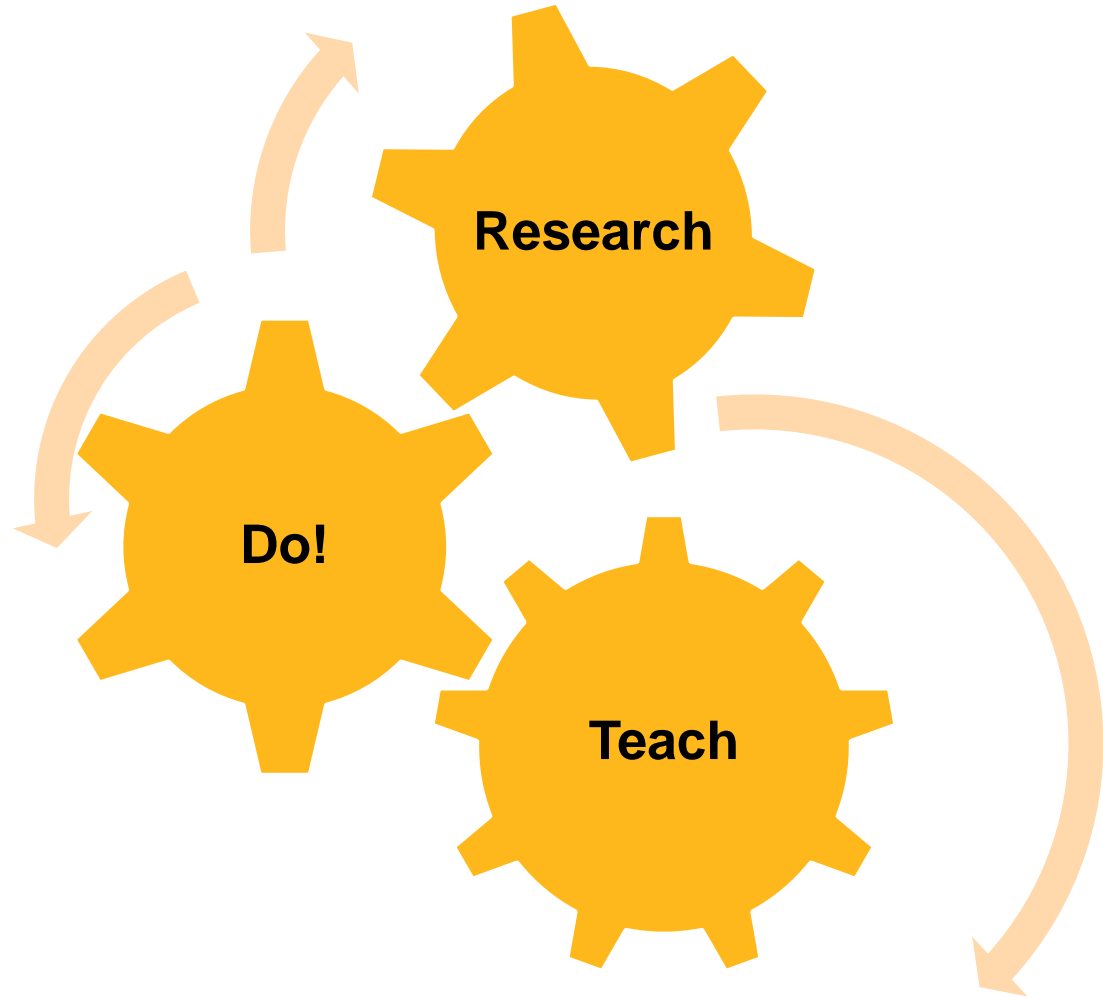
Social leadership through ...

- Social entrepreneurship
- Social intrapreneurship
- Social extrapreneurship



Tracey, P. and Stott, N. (2017) "[Social innovation: a window on alternative ways of organizing and innovating.](#)" *Innovation: Organization and Management*, 19(1): 51-60

Research (Think!)



The Newfoundland project....

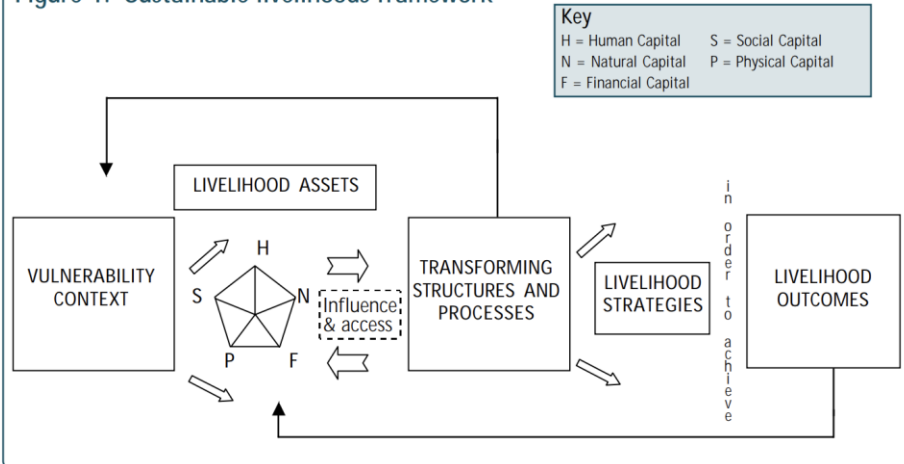


How established organizations engage with grassroots activists: The case of child marriage in Indonesia



The translation of “sustainable livelihoods” to Indonesia

Figure 1. Sustainable livelihoods framework



New venture legitimacy in hostile environments

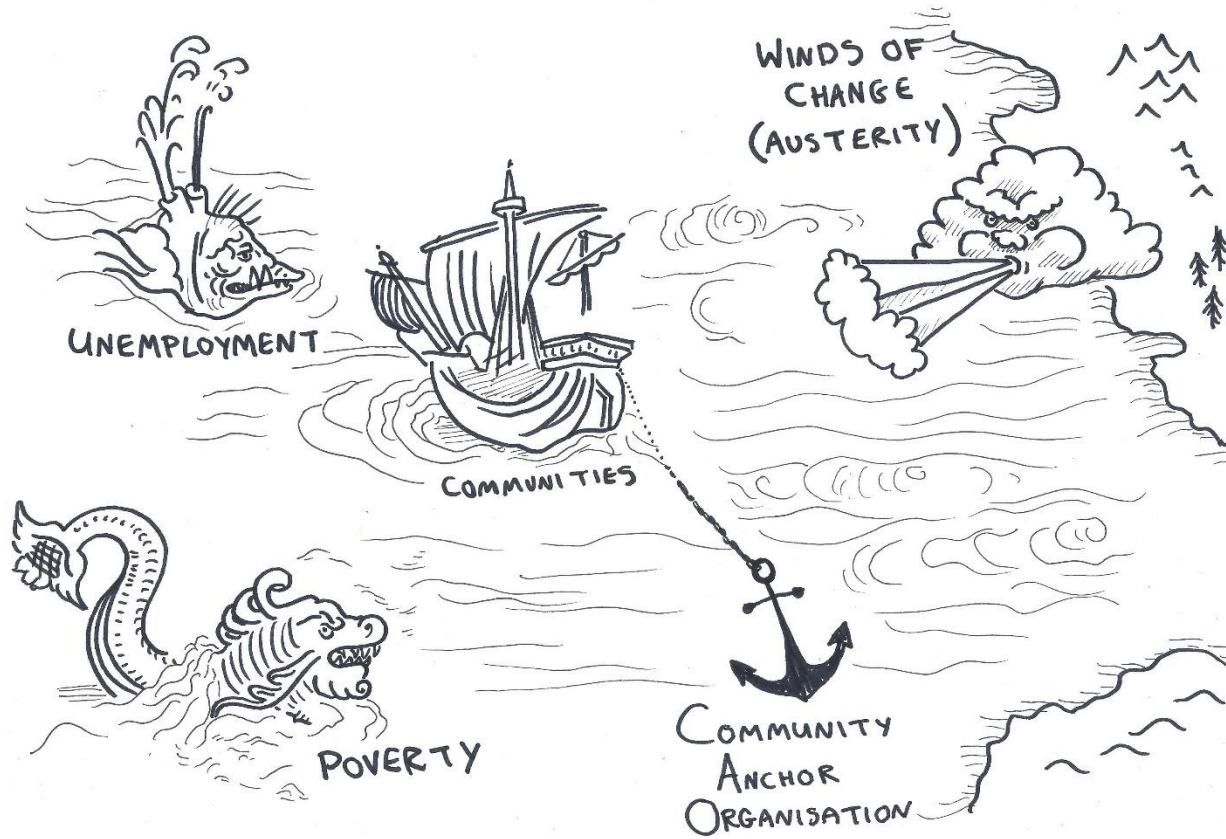


Gender and Mafia



Rosetta Cutolo, sister of jailed Naples Camorra boss Raffaele Cutolo and one of the most wanted women in Italy, was arrested in 1993 after she had been on the run for 13 years. [Getty]

Leading urgent acts of categorization: The construction of 'community anchor organizations' (Stott, Fava & Tracey)



Know your place? Crafting community identification in poor areas (Stott, Fava, Creed & Tracey)



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Cambridge Social Ventures



What we hope to make with you



Research summary
reports



Academic &
practitioner
publications



Podcasts, interviews
blogs & short videos



Conferences and
events



Teaching materials &
case studies



Comics & graphics



What else?

Teaching

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Master of Studies in Social Innovation

Programmes

Professional Practice Masters & Diplomas

MPhil Management

MPhil Technology Policy

MSt Social Innovation

- Programme overview
- People
- Cambridge life
- Applying
- Fees & financing
- Meet us
- News & insight
- FAQs
- Contact us

Postgraduate Diploma in Entrepreneurship

The Master of Studies in Social Innovation is a part-time programme designed for practitioners for the business, public and social sectors who wish to lead innovative solutions to pressing social issues.

Students on the programme will be outstanding individuals who wish to build on their experience and expertise collaborating with colleagues across sectors.

The programme will be delivered through residential sessions and online delivery over two years.



The programme

An academically rigorous and relevant programme for practitioners with a few years' work experience.

[Read more](#)



Scholarships

The Centre for Social Innovation are offering bursaries to MSt in Social Innovation students. You may also be eligible for other sources of funding.

[Read more](#)

Admissions events

3 AUG One-to-one meeting with MSt in Social Innovation admissions – Hong Kong

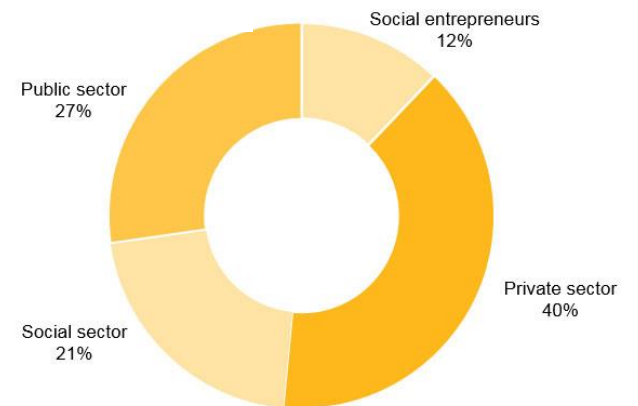
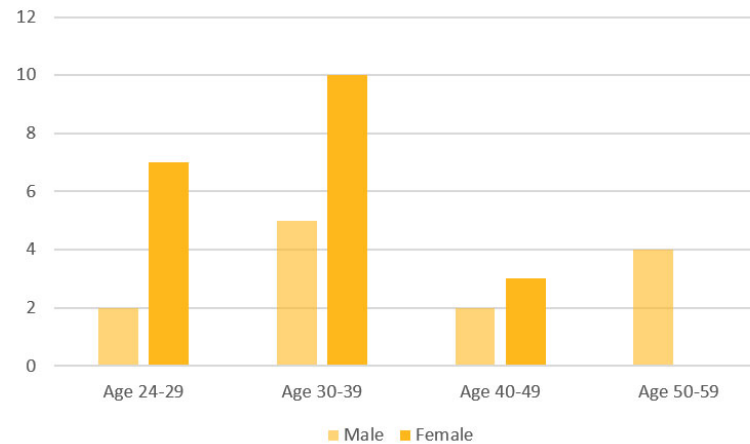
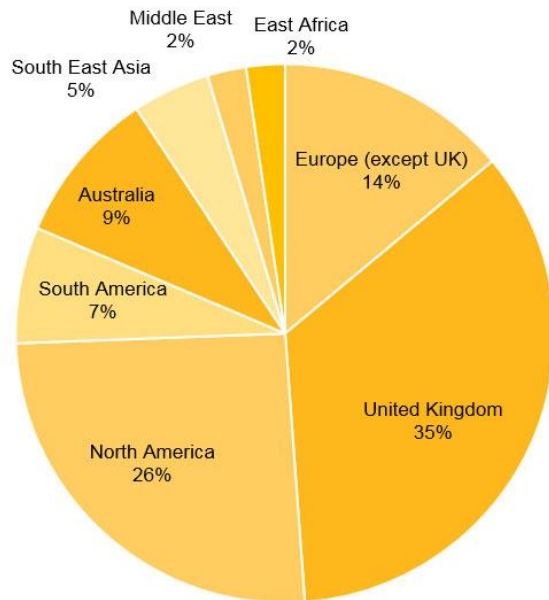
8 AUG One-to-one meeting with MSt in Social Innovation admissions – Ho Chi Minh

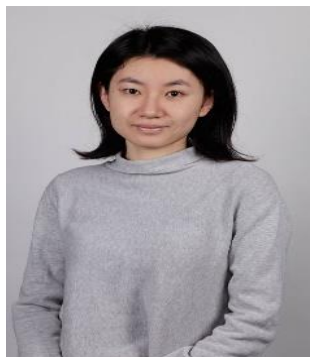
Applications closed

Admissions for entry in 2016/17 have now closed.

Applications for entry in October 2017 will open on 1 September 2016.

Programme student profile





Our blended learning model



Courses

Current

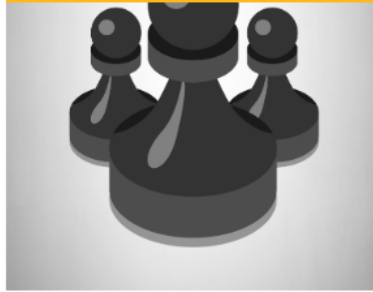
Previous

Future

Module 1: Organising for Social Change (2017/19 class)



Module 2: Leading Strategies for Social Innovation (2017/19 class)



Module 3: Social Innovation in Practice (2017/19 class)



Module 4: Researching Social Innovation (2017/19 class)



MSt in Social Innovation:
Programme Information (2017/19
class)



MSt Webinar: Orientation Q&A

The screenshot displays a webinar interface with three main components:

- Top Left: Presentation Slide**
Title: Programme delivery
Content: A diagram showing three modules: Online Phase, Residential, and Assessment.
University of Cambridge Judge Business School logo at the bottom.
- Top Right: Video Feed**
Shows a recording studio with a green screen, cameras, and several people (including two men sitting at a table and others on the floor) participating in the session.
- Bottom: Chat Window**
Title: Chat (show all)
Messages:
 - Leah Gormley: Can you give some guidance about the mock essay?
 - Yvonne Byrne: Is it possible to get examples of essays of the standard expected of us?
 - Yvonne Byrne: OK
 - Leah Gormley: How many references do you expect?
 - ISBA: How to use the new question, how are the assignments graded?
 - Leah Gormley: the marking criteria can be found in the handbook
 - ISBA: is the degree at the end, is pass or fail or 1st/2nd?
 - Alan Knowlidge: some general questions - you mention college dinner - do you have to be linked to a particular college to attend / drink club / eat? ... we have been asked to make arrangements with them, how many of these should we book?
 - Leah Gormley: just mark a lot
 - mark angellou: do you prefer to write or record?
 - Leah Gormley: you could be awarded
 - Leah Gormley: could be awarded a distinction Particular an overall mark over 75
 - ISBA: is the writing style in business much different than academic writing?
 - ISBA: I use bullet points
 - Alan Knowlidge: reflecting upon what you've done, what do you think we should do differently to get the best experience possible
 - James Redwood: Hi, have you changed anything from last year? PG - I also have better points
 - Alan Knowlidge: in terms

Module 1 introduction

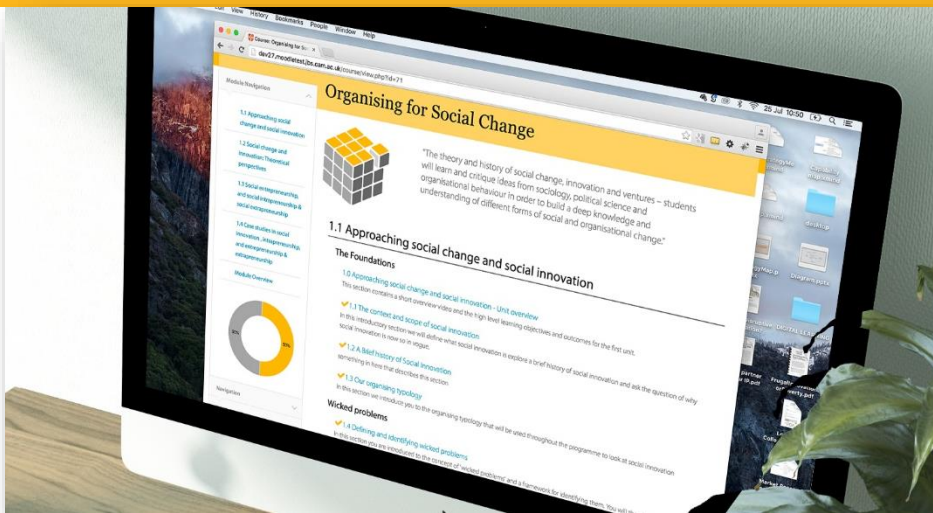
In this section module leaders Dr Neil Stott and Prof Paul Tracey will introduce you to the module and each of the units. Please refer to this section when you wish to get a bird's eye view of the content we will cover in this module.



Unit overview

Four units make up this module.

1.1 Approaching social change and innovation



2.1 Foundational readings	To do
2.2 - Lessons from a blue collar Millionaire	To do
2.3 Patagonia	To do
2.4 - Path to Corporate Responsibility	To do
2.5 - Industry Analysis exercise preparation	To do
Module 2 - Reference library	

Navigation



view.php?id=3

Student Student01

ation

Leading Social Innovation

Strategies for leading social innovation – this part of the course will focus on the distinctive leadership challenges inherent in creating social innovation (as social entrepreneurs and social intrapreneurs within large organisations) and opportunities and challenges of cross sector collaboration for social change. It will also examine and critique the emerging models of social finance which can be used to build and scale social innovation.



Announcements

Unit 2.1: Executing Strategy

Unit Introduction

Readings and Activities

2.1 - Foundational Readings

The two readings in this section will provide you with a foundational understanding of some of the key terms, concepts and debates. It's therefore recommended that you study these before moving onto the activities.

2.2 - Lessons from a blue collar Millionaire

The second required reading is a short Fast Company article, Lessons from a Blue Collar Millionaire, on Nick's Pizza and Pub. We will use this article as a mini case to discuss how different activities in the company are connected and reinforcing their overall strategy.

2.3 - Patagonia

Patagonia is a well-known outdoor apparel company. The firm is known for its high premium quality outdoor clothing as well as for its environmental initiatives. We will conduct an in-depth analysis of the firm's resources, capabilities, and core competencies.

2.4 - Path to Corporate Responsibility

Through this article we will look at the intersection of organizational learning and issue maturity.

2.5 - Industry Analysis exercise preparation

Video and Audio - Examples



Recorded Skype calls with experts



Learning to camera



Student Cases



Practitioner insights



Narrated drawing



In-situ explanation

According to Bryman:

“ [R]eports of research often present rather sanitized accounts of how the research was produced, without a sense of the sometimes difficult problems the researcher(s) had to overcome. This is not to say that researchers deceive us, rather that the accounts of the findings and how they were arrived at tend to follow an implicit template that emphasizes some aspects of the research process and not others. (Bryman, 2016: pp.13-14) ”

To conclude, we are not suggesting that you should expect chaos, but an awareness of the uncertainty with which social researchers invariably need to grapple may provide reassurance, especially if things are not going exactly to plan.



Video: discussing the research process

In the following video, Paul chats to PhD student Laura Claus about her experiences of the research process.



Module 3 offline media

The context and scope of social innovation



Tom Lawrence Skype Interview



Social Entrepreneurship, Social Intrepreneurship & Social Extrepreneurship



Wicked Problems - Part 1



Wicked Problems - Part 2



Unit 2 Introduction



Residential.....





Engagement (Do!)

- Cambridge Social Organising (In development)
 - Community enterprise research training
 - Online Certificate of Achievement in social organising, community economic organising & digital organising
 - Online Undergraduate Certificate in Digital Social Organising
- Cambridge Social Ventures

Social ventures....

1. Social motivation

2. Social impact



Social ventures

- Aim to create sustainable social and economic value
- Are committed to making and *demonstrating* significant social impact
- Values, mission and governance aligned with social impact
- For profit' & Not for *private* profit



A service enabling you to exchange voicemail messages with a loved one in prison, straight from your mobile phone.



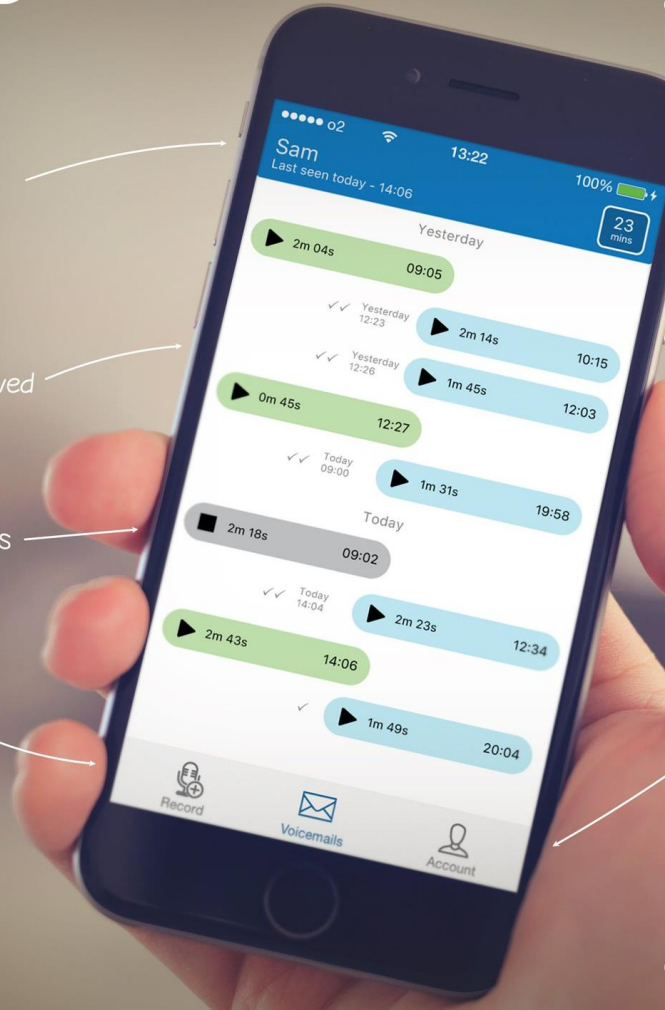
PRISONVOICEMAIL®

See when they were last at the phone

Know when your messages were received

Listen to old messages

Record and send new messages





LEVIN SOURCES

Moving minerals through systems where good governance and better business are the norm.



Read now:
www.levinresources.com



LEVIN SOURCES



“A **‘Better Business’** mentality will help jewellery companies embrace **responsible business conduct** in an **achievable way**”



LEVIN SOURCES



Harry Specters

Dedicated to crafting the most delicious chocolates that create employment for young people with autism.





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