

## HOW TO BUILD A MOTIVATIONAL SYSTEM FOR SOCIAL INNOVATION THROUGH THE KNOWLEDGE SHARING? BEST PRACTICES FROM THE AGRIFOOD NETWORKS

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### ABSTRACT

The World Economic Forum has recognized in social innovation a way to be more strategic, more ambitious and more collaborative in facing the most urgent challenges of our time (<https://reports.weforum.org/social-innovation/>).

Social innovation could be interpreted as a complex process (Westley and Antadze, 2010; Oeij et al., 2019) considered by the generation and implementation of new ideas (Mumford, 2002), by organizational and inter-organizational activity (Tracey and Stott, 2017) capable of generating social change. A process involving various facilitators including agencies, institutions and social systems (Cajaiba-Santana, 2014). It represents a tool to operate in depth on the social structure, adopting mechanisms for the redistribution of fundamental material and immaterial resources and for the transformation of social relations, in particular local ones, through an empowerment process (Moulaert, 2009). It is therefore not only the social purpose that characterizes it, but the ability to create new relationships within social life (Mulgan, 2006), to transform the modes of action that underlie the problems themselves (Murray et al., 2010). Another perspective of analysis of social innovation places the concept of social value at the center of the definition, intended as to create benefits for society as a whole (Pol and Ville, 2009; Moulaert et al., 2013).

The paper considers the business model focused on social innovation as a "system of activities" (Bolton and Hannon, 2016) and social innovation depends on the interdependence between these that crosses the company and goes beyond (Zott and Amit, 2010; Cajaiba-Santana, 2014; van Wijk et al., 2019). So, in the analysis framework social change can derive from the recognition of the interdependence and complementarity between company and territory activities, from which a co-creation model of social innovation can derive.

The Territory - intended as a spatial, landscape extension, therefore aggregate of natural and anthropological, tangible and intangible elements - is a place of interactions, social relations, creation and dissemination of knowledge, production of specific skills and resources that cannot be found elsewhere (Kotler and Gertner, 2002). It also recognizes systemic components that have an

autonomous capacity to generate value and expectations in their survival path (Barile and Golinelli, 2008; Barile, 2011).

In this perspective, there is a need to redesign the approach in order to feed ties with local economies, their communities and cultures (Cacciolatti et al., 2015). In a vital context such as the territory, the behavioral dynamic aimed at the shared creation of value has to adopt participatory logics aimed at obtaining consent from the different actors (Iannuzzi, Bassano, 2003). And it is precisely the participatory logic facilitated by the exchange of knowledge (Maizza et al. 2019) that should inspire the path towards the social innovation of a territory because it's made up of structures that recursively stimulate the vital dynamics of individuals, families and organizations in the multiple contexts of the economy, the environment, the society (Elkington, 2013).

So, the research intends to analyze the motivational levers and their most suitable combination to start the path of social innovation shared between businesses and territory.

The applied theoretical model (Fait et al., 2019) identifies some fundamental variables for a shared social innovation process. It is based on a Fuzzy Expert System (FES) approach capable of generating a rating for the evaluation of the motivational system underlying the sharing. The model outlines the pre-conditions necessary for social innovation to go through a process of enhancement of the business-territory relationships. The key concept is that a single system (territory/businesses) arises from the recognition of the resources able to start a joint development oriented towards the creation of identity and vocation and to shape the territorial sphere as an original entity, difficult to replicate (Barile, 2012).

The model will be tested within the companies participating in the agri-food protection consortia, which represent an example of the creation, maintenance and management of organizational networks based on a relational heritage supported by the ambition and the desire to make known a territory, its products, its values and its culture (Maizza et al., 2015).

Following the research question, the theoretical-conceptual framework will facilitate the recognition of the motivational levers representative of the main drivers for the co-creation of social innovation. The research hypotheses deriving from it will be analyzed through a Fuzzy Expert System (FES) (Venturelli et al., 2016), in order to identify intermediate indicators of the phenomenon useful to understand the needed forces to define co-creation strategies of social innovation. The achieved results will allow to reflect on the motivational system that can represent a guideline for any governance that chooses to redesign social innovation in terms of sharing between businesses and the territory.

In particular, the values of the input variables of the social dimension suggest that social innovation cannot be separated from the enrichment of the relational system that characterizes a territory (Landry et al., 2002; Hauser et al, 2007). This is a process that takes place along two dimensions: a) the

regeneration of social capital; b) the harmony between personal and community expectations. Social capital finds the drivers of regeneration in the sharing of values and traditions and in the consolidation of trust among the actors of the territory; while the harmony of the cognitive dimension of social capital is achievable through the maintenance and attraction of human resources having skills in synergy with the values of the territory, as well as with sharing and participation in the planning process of the territory.

*Keywords: social innovation, knowledge sharing, brand-land, agrifood networks, social capital*

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## FOREWORD

The Annual Conference of the EuroMed Academy of Business aims to provide a unique international forum to facilitate the exchange of cutting-edge information through multidisciplinary presentations on examining and building new theory and business models for success through management innovation.

It is acknowledged that the conference has established itself as one of the major conferences of its kind in the EuroMed region, in terms of size, quality of content, and standing of attendees. Many of the papers presented contribute significantly to the business knowledge base.

The conference attracts hundreds of leading scholars from leading universities and principal executives and politicians from all over the world with the participation or intervention of Presidents, Prime Ministers, Ministers, Company CEOs, Presidents of Chambers, and other leading figures.

This year the conference attracted about 170 people from over 25 different countries. Academics, practitioners, researchers and Doctoral students throughout the world submitted original papers for conference presentation and for publication in this Book of Proceeding. All papers and abstracts were double blind reviewed. The result of these efforts produced empirical, conceptual and methodological papers and abstracts involving all functional areas of business.

Due to challenges associated with the COVID-19, the EuroMed 2020 conference had to go online this year. The EuroMed Academy of Business would like to wish you the very best during these challenging times. We want you to know how much we value and appreciate your contribution to the EuroMed community and we wish you and your families all the best. Our thoughts go to those who suffered from the disease, to their families and friends, and to the doctors and medical staff who are fighting day after day at the forefront of the pandemic.

We wish to all that this 'different' and unique conference will be both fruitful and stimulating, as it used to be during the last 12 years.

## ACKNOWLEDGEMENT

We have all worked hard to ensure that this new online experience will be a great one for all participants. Consequently, most of our annual regular activities were normally scheduled online, including the inauguration event and key note speeches, parallel presentation and discussion sessions, journal special issue paper development workshops, networking and collaboration workshop, research project and publication workshop and more.

Many people and organizations are responsible for the successful outcome of the 13th Annual Conference of the EuroMed Academy of Business.

It is acknowledged that a successful conference could not be possible without the special co-operation and care of the Track Chairs and Reviewers for reviewing the many papers that were submitted to this conference. Special thanks to the Session Chairs and Paper Discussants for taking the extra time to make this conference a real success.

The last but not the least important acknowledgment goes to all those who submitted and presented their work at the conference. Their valuable research has highly contributed to the continuous success of the conference.

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