INTEGRATED MEASUREMENT OF SOCIAL INNOVATION

MEDICIÓN INTEGRADA DE LA INNOVACIÓN SOCIAL

Wilfried Lux[*], Regula Flisch

FHS St.Gallen University of Applied Sciences
*corresponding author: wilfried.Lux@fhsg.ch

Abstract: The main research question addressed in this work is how social innovations are quantifiable and measurable. An approach has been developed to grasp financial and non-financial aspects as well as direct and indirect outputs, outcomes and impacts. The non-financial aspects can be further divided into personal (physical) attributes, social, cultural, and symbolic facets, as well as external political, ecological, and technological frame conditions. The deliverable is an integrated performance measurement approach for social innovations. From a methodological point of view, the results are based on extensive literature research and qualitative empirical work. The concept could be pre-validated together with different existing social innovations in Switzerland, Austria, and the Netherlands. To illustrate the theoretical concept, the article describes three existing social innovations (in Switzerland and Austria) and applies the concept to them. The concept can be applied to other social innovations, but has to be adapted individually.

Keywords: Social innovation, measurement, indicators, output, outcome, impact.

Resumen: La hipótesis principal abordada en este trabajo de investigación plantea cómo las innovaciones sociales pueden ser medibles y cuantificables. En este contexto, se ha desarrollado un enfoque para analizar los aspectos financieros y no financieros de la innovación social, así como los productos, resultados e impactos directos e indirectos. Los aspectos no financieros se pueden dividir en atributos personales (físicos), sociales, culturales y simbólicos, así como en condiciones externas de carácter político, ecológicas y tecnológicas. El resultado es un enfoque de medición integrada del desempeño para las innovaciones sociales. Desde un punto de vista metodológico, los resultados se basan en una extensa investigación bibliográfica y un trabajo empírico cualitativo. El enfoque podría ser pre-validado junto con diferentes innovaciones sociales existentes en Suiza, Austria y los Países Bajos. De esta manera, para ilustrar el concepto teórico, el artículo describe tres innovaciones sociales existentes en dichos países y aplica la metodología propuesta. Este enfoque puede ser aplicado a otras innovaciones sociales adaptándose individualmente a cada caso.

Palabras clave: Innovación social, medición, indicadores, producto, resultado, impacto.

Introduction

In the second half of the 20th century, a trend towards social innovations came up. Generally speaking, they enlarge the classical term "innovation" by addressing social and societal aspects (W.I.R.E. study: Bornstein et al., 2014, p. 22). There is no generally accepted definition of social innovations. Gillwald (2000) defines them as activities, rules, and procedures which deviate from the usual scheme and have societal consequences. A very broad definition comes from Blattmann (2017, p. 17). According to her, social innovations are something new and different with regard to society. A more concrete definition comes from Howaldt & Schwarz (2013, p. 56): "A social innovation is a intentional and goal-oriented new combination or configuration of social practices in certain action fields or social contexts which aim at solving problems or satisfying needs better than it is possible with established practices."

In praxis there is a broad range of companies, organizations, and projects which can be called social innovations. However, for a long time, research on them has been neglected. Only recently, this has changed. The following section gives a short overview about the relevant research which has been done in the area and has an impact on the topic of this article.

1. Theoretical foundations

1.1. Tepsie study

The research project TEPSIE (The Theoretical, Empirical, and Policy Foundations for Building Social Innovations in Europe) was funded under the European Commission's 7th Framework Programme. Its overall goal was to develop tools, methods, and policies to promote social innovations in Europe. One of the work packages dealt with measuring social innovations. In that context, a model has been developed which is shown in Figure 1. In its center, the entrepreneurial activities are located which range from proposal and prototyping to sustaining and innovation performance. The result from those activities can be subdivided into organizational outputs and societal outcomes. Outputs are fairly easy to measure and can be linked to an organization or individual. Outcomes are harder to measure and harder to connect them to organizational activities. For example, the number of rides of a car sharing community would be considered an output, whereas the reduction in air pollution would be the outcome.

In the outer circle are the so-called framework conditions which act as "pull-factors" for social innovations. They can be differentiated as follows:

- Political framework which represents the incentives and interventions that are derived from the political system and are intended to foster social innovations directly or indirectly.

regulate the human and organizational actions at the societal level.

- Societal climate framework covers the attitude and openness towards change and social innovations.
- Resources framework includes the resources which are necessary for the innovation process, e.g. monetary resources, knowledge, ICT, etc.
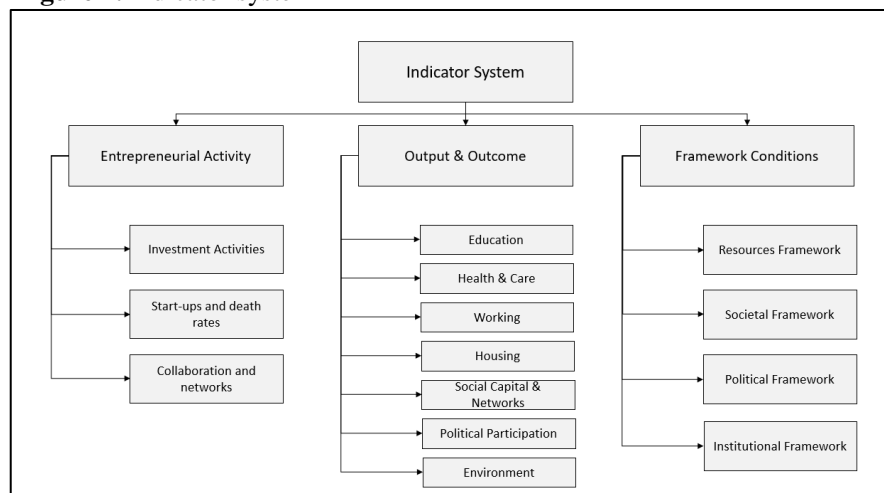
Figure 1. Social innovation framework model
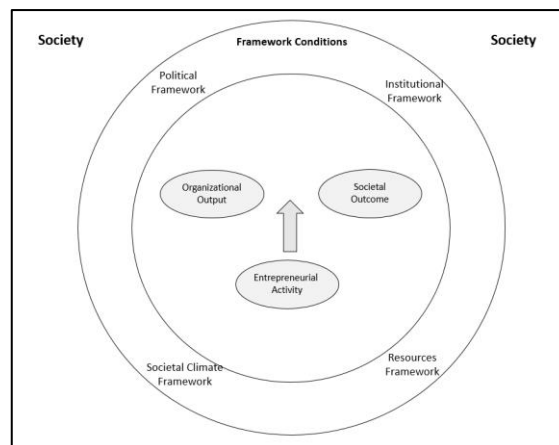
Source: Modified according to TEPSIE (2014, p. 9).

Based on those elements of social innovations, an indicator system has been set up. Entrepreneurial activities, outputs and outcomes, as well as the framework conditions are further sub-divided into distinct categories for which specific indicators are suggested (see Figure 2). This is considered a first draft or starting point to measure different aspects of social innovations (Schmitz et al., 2013, pp. 9-13).

Figure 2. Indicator system


Source: TEPSIE (2014, p. 11).

1.2. Integrative framework for measuring social innovations

Based on the TEPSIE model, Schmitz (2016, pp. 41-42) has developed an integrative framework (see Figure 3). According to that model, starting points of social innovations are societal problems or needs. They lead to the generation of social innovations, i.e. inputs and processes which are located at different levels of an organization: individual, team and organizational.

Organizations themselves are influenced by framework conditions which can be both positive and negative. As a result of societal problems, framework conditions and generated social innovations, certain influences can be perceived which can be divided into outputs, outcomes, and impact. This influence not only has an intended consequence on the original societal problem, but might also have positive and negative externalities on the framework conditions.

A further differentiation of the perceived influences or benefits was suggested by Gillwald (2000), cited in Schmitz (2016). According to this approach, the benefits can be economic, social, political, cultural, or ecological. Combining the integrative framework and the benefit dimensions by Gillwald (2000), the following matrix can be developed (Figure 4). Based on this matrix, the intended and received benefits of a social innovations can be displayed which allows a comparison between intended and received result.

Figure 3. Integrative framework for measuring social innovations
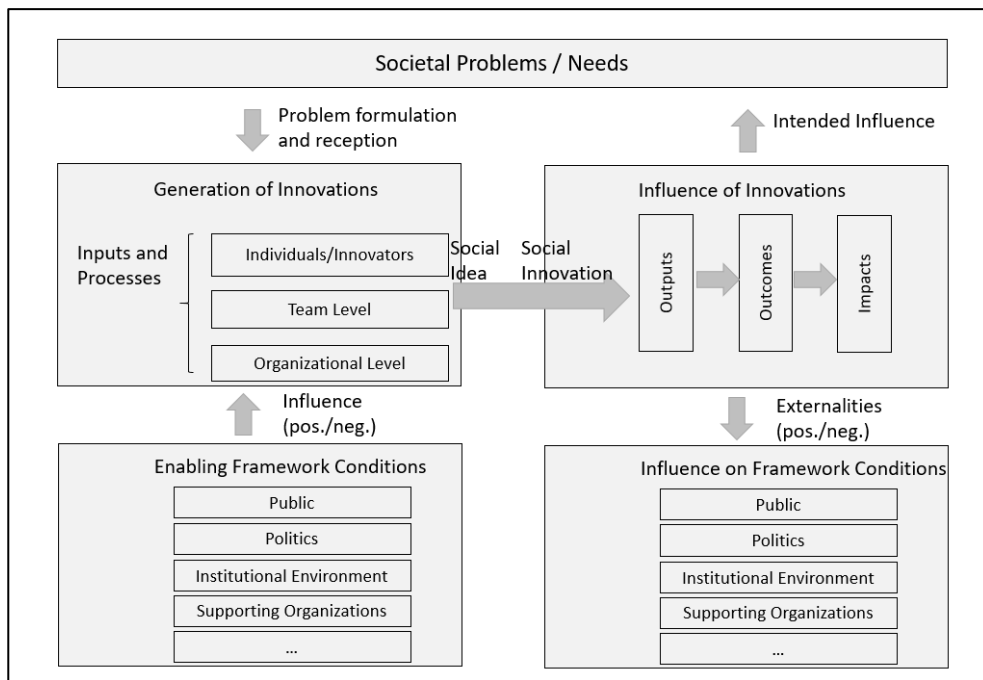
Source: Schmitz (2016, p. 42).

Figure 4. Matrix for measuring the benefits of social innovations
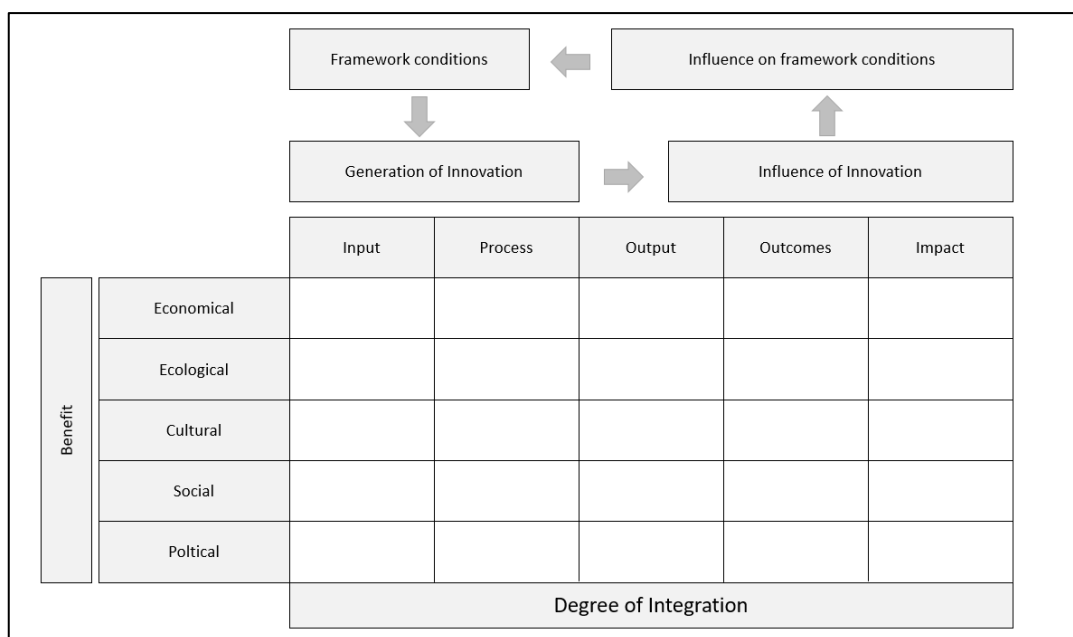
Source: Schmitz (2016, p. 42).

1.3. Social reporting standard model

Another approach is the Social Reporting Standard Model which was developed in Germany in 2014 by the Social Reporting Initiative e.V. which is supported by several foundations and universities (SRS, 2014). The main goal is to establish a transparent reporting from the resources to the consequences of social innovations. The assumption is that understanding the impact logic of social innovations improves the efficiency and effectiveness of the implementation and is crucial for the goal achievement.

The model is divided into three parts (see Figure 5). Part A deals with the vision and desired goals of the innovation. The vision is a future-oriented, ideal picture of the desired societal state which currently has not been realized. Part B is the core part of the model and includes the necessary resources (inputs), the achieved or desired deliverables (outputs) for particular target groups. The model also includes the more mid- to long-term oriented outcomes and impacts. Part C covers the organizational frame conditions, governance aspects and financial accounting of the involved organizations.

Figure 5. Social Reporting Standard
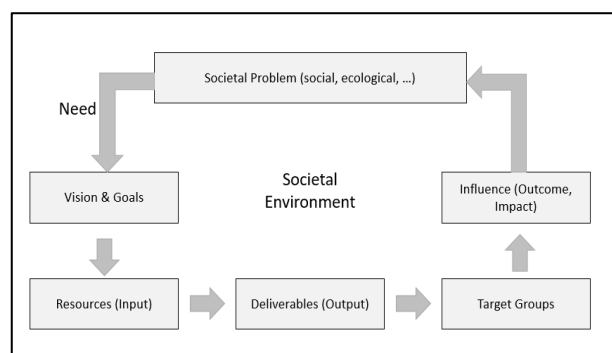
Source: Social Reporting Initiative e.V. (2014).

1.4. Categories of capital

According to the approach developed by Bourdieu (1986), the capital of a person or organization consists of four categories: Economic, cultural, social, and symbolic capital. This defines the social position of its owner (Fuchs et al., 2014).

The economic capital encompasses all forms of material possessions which can be traded with money in an established economy (Fuchs et al., 2014, p. 129). According to Bourdieu (1986), the economic capital is the basis for all other categories of capital. The

cultural capital is further divided into three sub-categories: The objective form consists of books, works-of-art, pictures, and technical instruments. This form can be fairly easily transformed into monetary units and thereby economic capital (Fuchs et al., 2014, p. 129). In the incorporated state, cultural capital encompasses cultural knowledge and capabilities which is called cultivation. Incorporated cultural capital cannot be purchased or sold, but has to be acquired through personal (or organizational) efforts. Institutionalized cultural capital is represented by certificates and titles which are legitimate because it conforms to institutionalized standards (Fuchs et al., 2014, p. 130).

The social capital consists of the possibilities to ask others for advice, help, or information. The result of social capital is the network of social relationships as well as memberships in groups, organizations, and associations. The mutual appreciation within these groups increases the chances to get support.

The symbolic capital consists of all opportunities to receive social appreciations and prestige. This includes educational certificates, all forms of acquiring and maintaining prestige, as well as the availability of status symbols. (Fuchs et al., 2014, p. 135).

1.5. Stage models of innovation

Although recent understanding implies that the innovation process is complex and non-linear, most models define different stages of innovations. For example, Verworn & Herstatt (2007) define five stages:

- Idea generation.
- Concept design and Product planning.
- Development.
- Prototyping and Pilot use.
- Production, introduction and market penetration.

Recent approaches to social innovations build on those stage models and try to derive similar stages. The Young Foundation (2012, p. 33) outlines six stages to describe the process of social innovations:

- Prompts resulting from a social need.
- Actual starting point of the process, idea generation to solve the social need.
- Prototyping of the ideas.
- Sustaining of a promising prototype.
- Scaling.

- Systemic change.

According to Bund et al. (2015), most indicators are categorized along the following levels:

- Input/framework, associated with the invention / idea generation. Other approaches call this stage enablers (Hollanders & Es-Sadki, 2013, p. 4).
- Throughput/Activities, associated with the development/sustaining.
- Output/performance, associated with market penetration, scaling, and systemic change. This stage level includes also societal outcomes.

2. Performance measurement model

2.1. Research design

In a first step, seven social innovation projects have been identified based on desk and internet research. The following criteria have been applied when selecting them:

- Clear social impact.
- Successful projects / organizations.
- Large variety of activities.

The selected projects/organizations are located in Switzerland, Austria and the Netherlands and are active in the following areas: work integration, hotel business, micro credits, and neighbourhood projects. For each organization, appropriate interview partners were selected and contacted. During 30 to 60 minutes interviews, the interview partners were asked about their motivation to start the social innovation, success factors and ways to measure different aspects of social innovations. The results were gathered and categorized and served as basis for evaluating additional social innovation projects in the canton of St. Gallen. Both results are the empirical basis for the suggested model.

2.2. Empirical results

The results of the qualitative research can be categorized as follows:

- Motivation to start the social innovation and goals.
- Success factors for social innovations.
- Indicators for measuring different aspects of social innovations.

2.2.1. Motivation and goals

The initial idea for all social innovation projects which were analyzed was driven by intrinsic motivation, e.g. supporting start-up entrepreneurs, supporting people with migration background, helping unemployed people, supplying living space for students and support for older people. It is interesting to note that in all cases, the starting point was a concrete business idea including financial aspects which have been considered highly important. Either a project was profit-oriented or at least the goal was to fulfil the business plan. The interviews confirm the theoretical findings that all social innovations are based on a social problem or need and are then transformed into a concrete business idea.

2.2.2. Success factors for social innovations

The analyzed examples of social innovations give evidence that successful social innovations follow the same rules as successful businesses. In all cases, a good business idea is the starting point. It is important in that context that the social innovator is able to find a market niche in which he or she can address a social need. Solid financing is another important aspect. Although the business idea is social in nature, sufficient funds have to be at hands in order to start successfully. This can be achieved by private investors, bank loans, or support from the state. In any case, the start-up financing must be secured. Finding the right people for the new organization is considered another critical aspect of social innovations. Recruiting new hires with adequate competences is a challenge that needs to be addressed. Finally, cooperations with other people or organizations are important. Involving all relevant stakeholders was mentioned several times as a key success factor, e.g. involving the economy, unions, and state administration in order to develop a job integration initiative successfully.

All interviewees were also asked what are potential reasons for failure. The most frequent answer was that geographical limitations are an obstacle to successful business.

2.2.3. Indicators for measuring social innovations

Indicators for measuring whether a social innovation has been successful or not, can be from different areas: economic, social, cultural, and symbolic. The following table gives an overview about the indicators which have been used by the analyzed social innovations.

Table 1. Overview about indicators for social innovations

Economic	Social	Cultural	Symbolic
Deviation from budget	Satisfaction of personnel/ target group	Official or internal certificates	Appreciation
Costs for the state	Successful integration (people with migration background)	Improvement of competences	Reputation
Personnel costs	Improvement of social cohesion	Education and qualification	Public image
Profitability	Quality of life		Self esteem
% bad debts	Health		
Reduction of subsidies	Number of volunteers		
Social ROI	Number of common activities		
Number of job opportunities for unemployed			

Source: own elaboration.

2.3. The integrated measurement model

The Integrated Measurement Model is based on the approach by Schmitz et al. 2013, as shown in Figure 4. However, certain amendments have been made in order to cover all potential inbound and outbound effects (see Figure 6).

Figure 6. Integrated measurement model for social innovation
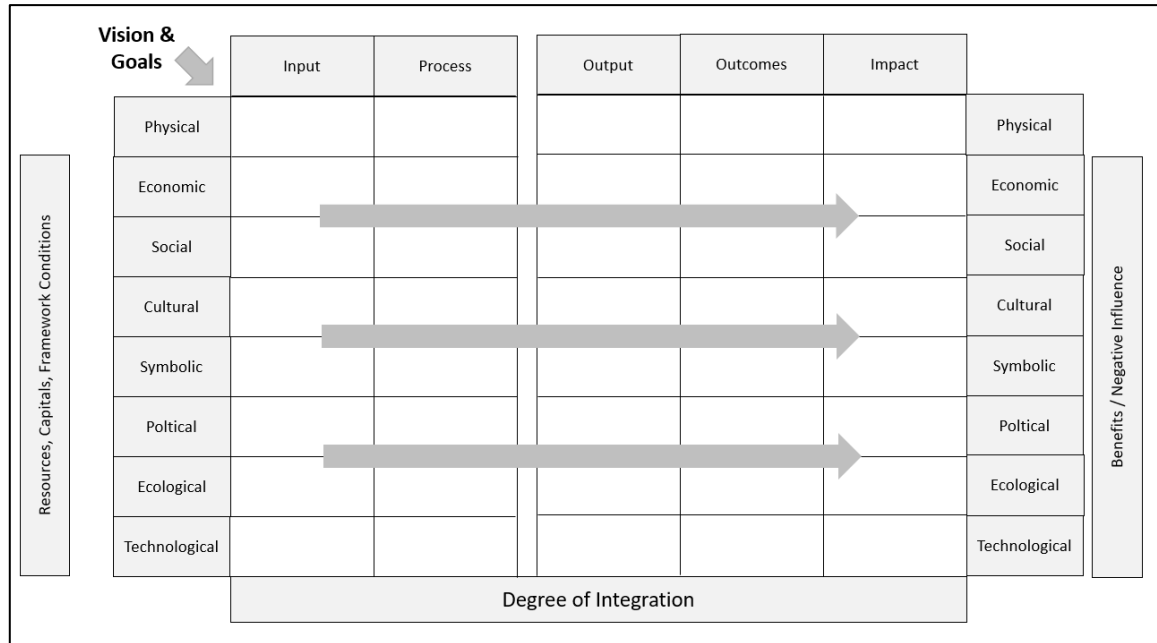
Source: own elaboration.

The rows of the matrix consist of the content dimensions, the columns refer to the direction of the input, process and coverage factors. The starting point, however, is the vision of the project or organization. A vision is the general business model which describes how an organization intends to create value for its customers and/or stakeholders. Based on that vision, the strategic goals of an organization (or project) are derived. They are more specific and precise and can be financial or non-financial. Examples of strategic goals are (not restricted to social innovations):

- Achieve financial profitability.
- Increase market share.
- Improve customer satisfaction.
- Increase process efficiency.
- Improve employee.
- Motivation/satisfaction.

A strategic goal is the description of a desired state in the future. In order to reach that goal, certain resources (capital in a broader sense) are needed, actions need to be taken (processes and activities) in order to achieve the desired results (output, outcome, impact). As a matter of course, not only the desired results might occur, but also undesired or unintended effects (positive or negative).

From a content point of view, resources as well as effects can be located in different areas. In the model, those areas are located in the rows and are the following:

- **Economic resources/capital:** At the micro-level, this includes all forms of financial means and material property, e.g. money, material goods, securities, realty etc. The social innovator either disposes of the necessary economic resources or needs to find investors or providers of this kind of capital. At the macro-level, economic capital refers to the local or national economy. A good example in this context are subsidies from the government to start-ups.
- **Social capital:** The concept of social capital was suggested by Bourdieu (1986) as one of his four types of capital. It is based on the social innovator's affiliation to groups, e.g. family, clubs, associations, and political parties. The larger the social capital, the more likely it is to accumulate economic and cultural capital.
- **Cultural capital:** This dimension is further divided into objective, incorporated, and institutionalized

cultural capital. The objective cultural capital is material and can relatively easy be transformed into economic capital. Examples of this type are books, paintings, pieces of art, but also machines and technical devices. The incorporated cultural capital are capabilities, competencies, and forms of know-how which can be acquired through education. It is therefore linked to a particular person. Institutionalized cultural capital has a legitimatory function. Examples of this type include titles, certificates, and diplomas.

- *Symbolic capital:* This is based on fame and reputation and includes honor, prestige, and glory. Schroeder (1998) adds language as additional component to the symbolic capital. That includes official language and dialects and the ability to read and write. A large amount of symbolic capital usually results in higher trust and confidence.
- *Political capital:* The political dimension refers to the relevant frame conditions in the political context and includes also the legal system (juridic capital). In addition to that, the relationships to political institutions and people is included. It could be considered part of the social capital, but due to its importance, it is a separate dimension.
- *Ecological capital:* Schroeder (2000) added the ecological capital to the original four capitals, as defined by Bourdieu (1986). By that, he meant the use and exploitation of natural resources as well as the design and infrastructure of the work place and the living surroundings.
- *Technological capital:* This type of capital includes all types of technologies which are needed to produce the new product of deliver the new service. Technologies can be part of the product or service or support the production and delivery.
- *Physical capital:* Schroeder (1998) added this type of capital to Bourdieu's original four types. It refers to the personal characteristics of a person, e.g. color of the skin, sex, age, potential, and disability. Especially for an entrepreneur – like the social entrepreneur – this is especially important.

The coverage dimensions (columns) are the following:

- *Input:* Input includes all types of capital and resources which are needed to get the social innovation started. The most important factors within each type of capital are the success factors which enable the social innovation to be successful.
- *Processes:* The processes are all activities which are necessary to transform inputs into outputs (and potentially into outcomes and impacts). As opposed to the capital types, the processes are transforming actions. Examples are trainings and workshops or the role model function of managers.
- *Output:* Output is the direct and desired result of those activities for the target groups. The output of a training course are the trained participants, the output of a start-up financing activity can be the new social enterprise.
- *Outcome:* Outcomes are additional effects on the target group – desired or undesired. Training might not only increase the know-how and competences of the participants, but also change their behavior. Bringing together elderly and young people to live together might not only lead to less solitude among the older people but also to improved health conditions.
- *Impact:* refers not to the target group itself but to its surroundings. It means the positive or negative effect on people or organizations other than the target group. For example, the training and modified behavior of the target group might also have an impact on the whole organizational culture.

3. Illustrative cases

3.1. magdas HOTEL, Vienna

3.1.1. Portrait

The *magdas HOTEL* in the center of Vienna is Austria's first Social Business Hotel. Its name is derived from the German phrase "Ich mag das Hotel" (I like the hotel). On the one hand, it is a normal hotel like many others in Austria's capital. On the other hand, it currently employs

twenty people with migration background, besides another ten hotel business professionals. In that workplace, 16 nations, 20 spoken languages, and many cultural backgrounds and anecdotes come together. The hotel has 88 rooms and a restaurant with international cuisine. It was founded in 2015, but it took about three years of preparation. The initiative came from its owner, Caritas Austria, who wanted to show that people with migration background are confronted with prejudices, but have a great potential. Besides that, in the tourist sector, there is always lack of personnel. People with migration background were already there. The challenge was to provide adequate training for them. The initial funding was not large, that is why the hotel management from the beginning emphasized re- and upcycling. Tables, banks, and lamps were made of old cupboards, new mirrors of old doors; armchairs were cut in half and serve now as bedside tables.

3.1.2. Vision and goals of the magdas HOTEL

The vision of the magdas HOTEL can be summarized as follows: "We conduct a city hotel in Vienna by bringing together hotel professionals and people with migration background in order to fully take advantage of their potential." Derived from that vision, the following strategic goals have been defined:

- Reaching the budget ("black zero").
- Successful integration and training of people with migration background.
- High degree of job satisfaction.
- Guest satisfaction.
- Sustainable and ecological infrastructure.

These goals need certain resources and activities and lead to desired and/or undesired effects which can be output, outcome, and impact.

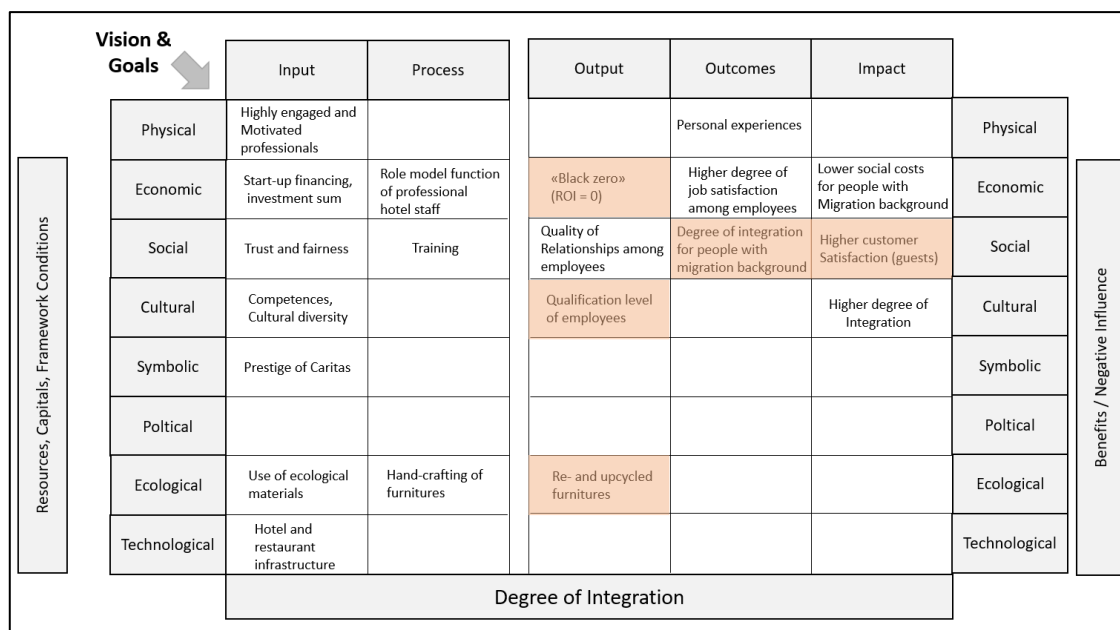### 3.1.3. Resource, process and result indicators for the magdas HOTEL

Based on the integrated measurement model suggested in section 2.3, indicators can be developed for the *magdas HOTEL.* It is not necessary to fill out all cells of the model if they are not relevant. Figure 7 shows examples of those indicators. The highlighted areas show the intended influences which are stated in the

strategic goals of the hotel. Other areas of the model show those potential effects which are not directly intended by the hotel's strategy. The remaining cells of the model are left blank. This means that no measurable effect could be identified.

The first strategic goal – Reaching the budget – is clearly located in the economic dimension. The needed resources or inputs include start-up financing especially in the beginning phase of the project. The processes are those of a normal hotel business because in that respect, the *magdas HOTEL* does not differ from any other hotel. As output indicator, the target or plan value is the "black zero" which basically means that neither profits nor losses are generated, that all costs are covered by the revenues. In financial terms, that means the target is at least a zero profitability which can be measured for example by the return on investment (ROI). Since this is an explicit goal of the hotel, that (desired) output indicator is highlighted. In addition to that, a potential economic impact of the hotel can be identified, i.e. lower social costs for people with migration backgrounds. Although from a macro-economic perspective, this might only be the famous drop in the ocean, those people working at *magdas HOTEL* generate lower social costs for the city of Vienna.

The second strategic goal is the successful integration and training of people with migration background. This goal mainly refers to the cultural capital dimension, mainly the incorporated culture, i.e. capabilities, competences and know-how which can be acquired by education and training. Needed resources are training capabilities and competent trainers. The process is the training itself which includes classroom teaching as well as on-the-job learning. The desired output of those activities is a higher education level of the employees. By this is meant the increased know-how as well as certificates as professional hotel employees. Possible indicators are the number of finished courses, the number of certificates, or increased know-how in that business. However, the latter aspect is difficult to measure. This goal might also have an intended outcome, i.e. an improved integration of the employees because they have increased their know-how. The degree on integration might be measured by the number of friends and acquaintances they have gained in the city of Vienna and/or surroundings. A possible impact of this goal might be a higher degree of integration in the city of Vienna.

Figure 7. Integrated measurement model for the *magdas HOTEL*

Vision & Goals	Input	Process	Output	Outcomes	Impact	
Physical	Highly engaged and Motivated professionals			Personal experiences		Physical
Economic	Start-up financing, investment sum	Role model function of professional hotel staff	«Black zero» (ROI = 0)	Higher degree of job satisfaction among employees	Lower social costs for people with Migration background	Economic
Social	Trust and fairness	Training	Quality of Relationships among employees	Degree of integration for people with migration background	Higher customer Satisfaction (guests)	Social
Cultural	Competences, Cultural diversity		Qualification level of employees		Higher degree of Integration	Cultural
Symbolic	Prestige of Caritas					Symbolic
Poltical						Poltical
Ecological	Use of ecological materials	Hand-crafting of furnitures	Re- and upcycled furnitures			Ecological
Technological	Hotel and restaurant infrastructure					Technological
	Degree of Integration					

(Left vertical label: Resources, Capitals, Framework Conditions. Right vertical label: Benefits / Negative Influence.)

Source: own elaboration.

The third goal is a high degree of job satisfaction. This goal can only be reached in an indirect way. It is mainly rooted in the social dimension. Needed social resources are trust and fairness. In the everyday processes the professional hotel staff needs to act as role models for the employees. The desired output is the quality of the relationships among the employees and with the hotel management. The higher degree of job satisfaction is rather an outcome than an output since it can only be influenced indirectly. It could be measured by conducting an employee satisfaction survey. A possible impact might be increased guest satisfaction as a result from satisfied and motivated employees. However, this goal (guest satisfaction) should also be addressed in a more direct way, since it is stated a separate strategic goal. Probably, investments are needed to set up professional processes – from the check-in process during the whole stay of the guest until check-out. Again, employees need to be trained in that in order to make it happen.

The last goal is a sustainable and ecological infrastructure of the hotel. This goal was mainly introduced because the financial means were and are not affluent. That is why the *magdas HOTEL* tried to make use of ecological materials and even used and recycles objects which they hand-crafted. The result is an original, unique infrastructure which is even ecologically friendly. This output could be measured by the number of ecological objects or areas in the hotel.

A possible symbolic resource or capital, which is not explicitly part of the hotel's strategy, might be the prestige of Caritas as a benevolent and charity organization. Especially at the beginning of the hotel operation, this has probably helped in order for the hotel to get accepted both as serious hotel business but also as social innovation.

The physical capital of the people working in the hotel, especially the management, is crucial to its success. Highly engaged and highly competent experts who are willing to work over-time without additional pay are needed. Apart from the financial success of the hotel, those people get rewarded by this unique experience of starting and managing a social innovation.

3.2. Zeitvorsorge St. Gallen

3.2.1. Portrait

The project Zeitvorsorge was initiated by the city government of St. Gallen (Switzerland) and is intended to enable older people to lead a self-

determined life at home. For this purpose, the life experience and time reserves of the active retired people are to be used. The hours worked are credited to a personal time account and can be used later for their own need for support.

3.2.2. Vision and goals of the project Zeitvorsorge

The idea of a time-savings system is simple. Fit and active pensioners look after and support needy senior citizens in their day-to-day management and accumulate those hours over time. Later, the accumulated time credits can be used for the purchase of similar services. As the first Swiss municipality, the city of St. Gallen has tried this idea, which originated in Japan, and is convinced of it.

To implement this idea, the project Zeitvorsorge sets itself the following goals:

- Increase security of supply,
- Reduce the expected increase in the cost of caring for the elderly,
- Increase the value of volunteering and better exploit the potential of older people for social engagement, and
- Strengthen the social relationships among older people.

It also takes into account the self-determination of elderly people and the need to live at home in their familiar environment, even at an advanced age (Infras Forschung und Beratung, 2017).

3.2.3. Indicators for the project Zeitvorsorge

Based on the integrated measurement model suggested in section 2.3, indicators can be developed.

It should be noted that the project includes different stakeholders: the political level, which consciously supports and promotes the project due to societal changes (demographic change); the organizations that provide offers of volunteer work; the people who volunteer to work and thus accumulate a time budget; the users who benefit from volunteering. Depending on the perspective, the measurement criteria and measurement results change. In the table it was attempted to present the most important results as clearly as possible.

Figure 8. Integrated measurement model for the project *Zeitvorsorge*

Vision & Goals	Input	Process		Output	Outcomes	Impact	
Physical	Highly engaged and Motivated professionals				Personal experiences		Physical
Economic	Costs for the project and organisation (office)	Political support		Not yet measurable, it's a long term project	Lower costs for the care for elderly people	Lower costs for the older people and for the society	Economic
Social	Relationship and Time	Investment of time		Less loneliness, quality of life is much higher	Satisfaction for the volunteers and the user	Higher Satisfaction for user and volunteers	Social
Cultural	Time of the volunteers	Investment of time			More cultural activities	More activities and new knowlege	Cultural
Symbolic	Time of the volunteers	Investment of time		Publicity for the volunteer organisations	Improvement of the image for the organisations	Good image for voluntary work and for civil society engagement	Symbolic
Poltical	Desicion of the city goverment for the realization	Political support			New approaches for social challenges	Find new innovative ideas for social challenges	Poltical
Ecological							Ecological
Technological							Technological

(Left vertical label: Resources, Capitals, Framework Conditions)
(Right vertical label: Benefits / Negative Influence)
(Bottom label: Degree of Integration)

Source: own elaboration.

3.3. Wohnen für Hilfe - Generationenübergreifende Wohnpartnerschaften (Living for help - intergenerational housing partnerships)

The idea of the project originated in 1992 in the German city of Darmstadt and has been offered by Pro Senectute in Zürich since 2009 as part of the project with the name Wohnen für Hilfe. Older people who have a house and therefore more living space, than they need, offer this space to young housemates (mostly students) who, in return, fulfill certain jobs for them.

The Pro Senectute Zürich acts as mediator and contact point for residential partnerships, supports them in drawing up a set of rules for the everyday life of living together and accompanies the residential partnership moderately and, if necessary, intervenes (Pro Senectute, 2018).

3.3.1. Portrait

The starting position of the project is, that older people, who want to stay in their usual environment, offer space in their houses which they no longer make full use of. In addition, older people are also happy about the contact to younger people and want company and support in order to invigorate and facilitate their daily lives.

At the same time, many students are urgently seeking affordable housing and would be ready to provide company to seniors and support them.

With the offer Wohnen für Hilfe, both sides can benefit: Older people offer housing to students. Compensation for this is provided in the form of services and assistance. The barter rule is as follows: One hour of help is equivalent to one square meter of living space per month, plus ancillary costs.

Basically, the offer there is intergenerational exchange. Because a residential partnership can improve the quality of life of all parties involved. It offers far more than an exchange of services. The elderly can look back on a long (professional) life, while students are on the verge of entering their career. Older people can pass on their experiences and, in return, benefit from the current state of knowledge of the younger generation. The social and personal gain lies in this active and lived intergenerational exchange.

In addition to that, it should not be underestimated that the presence of another person can convey security. Wohnen für Hilfe also helps reducing the housing shortages and financial hurdles for the young people.

3.3.2. Vision and goals of the project Wohnen für Hilfe

On the one hand, Wohnen für Hilfe is aimed at active seniors who have empty rooms in their apartments or homes, they have an interest in and enjoy the contact with the younger generation and want company or support in day-to-day tasks.

On the other hand, Wohnen für Hilfe is geared towards students who search for room and housing and have an interest in and enjoy the contact and exchange with the older generation and are prepared to provide company and support to the elderly in everyday life with the advantage of being able to live without rental costs.

The residential partnership, which is created in the offer Wohnen für Hilfe, has the following goals:

- Reduce or avoid isolation.
- Improve living conditions and quality of life.
- Strengthening social skills.
- Creating new images of age.
- Creating a positive image of the young generation.
- Making unused housing usable.
- Financial savings due to lower housing costs.
- Financial savings by avoiding external aid spending.
- Mutual exchange of know-how and experience.
- Greater sense of security by roommate under the same roof (Age-Impuls, 2012).

3.3.3. Indicators for the project Wohnen für Hilfe

Based on the integrated measurement model suggested in section 2.3, the following indicators can be developed.

Figure 9. Integrated measurement model for the project *Wohnen für Hilfe*

Vision & Goals	Input	Process		Output	Outcomes	Impact	
Physical	Highly engaged and Motivated professionals				Personal experiences		Physical
Economic	Costs for the project and mediation	Support from Pro Infirmis		Not yet measurable, it's a long term project	Lower costs for the care for elderly people	Lower costs for the students	Economic
Social	Social exchange between generation	Generations help each other		Less loneliness, quality of life is much higher	Strengthening social skills	Greater sense of security and quality of live by roommate under the same roof	Social
Cultural	Cultural exchange between generations	The knowlege of generations is shared			More cultural activities	More activities and exchange of know-how and experience	Cultural
Symbolic	Community between generation				Creating new images of age / creating a positive image of the young generation		Symbolic
Poltical						Find new innovative ideas for social challenges	Poltical
Ecological	The place in the houses are used	the habitat is shared			Making unused housing usable	Financial savings due to lower housing costs and by avoiding external aid spending	Ecological
Technological							Technological

Resources, Capitals, Framework Conditions (left vertical label) · *Benefits / Negative Influence* (right vertical label)

Degree of Integration

Source: own elaboration.

The Housing for Help project has been evaluated by the Universität Zürich (2011). The evaluation has shown that the project has achieved a number of objectives, and the participants are largely satisfied with the offer by Pro Senectute. This is also shown by the fact that the participants would recommend the project to others. They also provide advice for interested parties. According to that, clear regulations and early registrations are important, as well as the ability to handle conflict, to respect other people, and to be tolerant. On the part of the seniors it is repeatedly pointed out that students are frequently absent (on weekends, holidays and leisure time, when they are studying or spend time with their friends). They would prefer more communication. The students call the project a «success» of living together. Overall they have the feeling to have learned and benefited.

As mentioned at the beginning, the project was launched in 2009. In the meantime, this project exists in many Swiss cities, according to internet – research there are also similar offers in the vicinity abroad. According to Pro Senectute, living for help in terms of order volume is not a big project, but it is a valuable project, since the experiences that the two generations gain by living together are very valuable for the old and the young. (Universität Zürich, 2011; Pro Senectute, 2018).

Conclusion and outlook

The article suggests an integrated measurement model for social innovations and has illustrated it by describing three practical examples, one in Austria, two in Switzerland. The model includes many different dimensions of social innovations; however, it can be adapted according to the individual needs of a social organization.

The next step is the proof of concept, i.e. the model needs to be tested at a larger scale. In a quantitative survey, social innovations could be asked to complete the model according to their needs. The results would show, if the model can be generalized and applied to all different types of social innovations.

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