THE SOCIAL INNOVATION WHITE BOOK'S DRAFTING PROCESS AND RESULTS

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Abstract: This article summarises the work of Definition Working Group of the National Social Innovation Laboratory and the key findings of the resulting White Paper, as a prelude to the evaluation of the Social Innovation Strategy, the second part of the Social Innovation White Paper.[1]

Keywords: *social innovation, National Social Innovation Laboratory, Social Innovation Strategy, Social Innovation White Paper*

1. THE DEFINIATION WORKING GROUP

In this article I would like to summarise the content of the Social Innovation White Paper and its role in the National Social Innovation Laboratory, as a prelude to what the other authors will say.

The National Laboratory for Social Innovation was set up under a call for proposals launched by the Research Development and Innovation Office in April 2020. The aim of the call was to bring together at national level specific areas of research development and innovation.

In the field of Social Innovation, the consortium formed by Eötvös Lóránt University, the Pannon University, the University of Miskolc and the Hárfa Foundation aims to achieve the following tasks:

- Developing a national social innovation framework and work plan
- Implementation of a social innovation promotion activity
- Promotion of social innovation at national level
- Development of a social innovation impact measurement system
- Developing a social innovation good practice collection – drawing on national and international good practices
- Capacity building of policy makers and practitioners

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[1] This study is based on: Bogdány, Eszter – Varga, Krisztina – Veresné Somosi, Mariann (eds.) (2021). *Társadalmi Innovációs Fehér Könyv.* University of Miskolc, Miskolc: University Press.

- Development of thematic social innovation forum on different themes, backed by a platform-type organisation.
- Development of a detailed research and innovation programme for the National Laboratory – identification of specific areas of research and innovation, definition of selection procedures and criteria for pilot projects, preparation of a detailed work plan.
- Design of a long-term sustainable operating model for the National Laboratory for Social Innovation.

Six working groups have been set up to carry out the tasks, and the consortium partners have been entrusted with leading them and organising the work involved. The survey working group is led by the Pannon University, the definition and training working group by the University of Miskolc, the literature and communication working group by the Eötvös Lóránd University and the framework working group by the Hárfa Foundation.

For the first year, the Definition Working Group undertook to define the precise definition of social innovation activities, their fields of reference and delimitation from other fields; to examine the legal background and make proposals; to prepare a White Paper on Social Innovation.

The working group brought together theoreticians and practitioners from the field of Social Innovation. The practice is represented by Dániel Magyar, the Director of the Innovation Centre of ELTE and Melinda Hosszu, staff member of the Innovation Centre and Szabolcs Hollósi, staff member of the Hárfa Foundation. Among the theoretical experts, Mariann Somosi, who is the dean of the Faculty of Economics of the University of Miskolc, and Krisztina Varga, Assistant lecturer at the Faculty of Economics of the University of Miskolc, Eszter Bogdány, Adjunct Professor at the Faculty of Economics of the Pannon University, Gábor Mélypataki, Adjunct Professor of Social Law and István Olajos, Associate Professor of Rural Development and Environmental Law at the Faculty of Law at the University of Miskolc have participated.

Our fundamental task was to create a definition of social innovation. In this context, Eszter Bogdány, who had already conducted a preliminary study of the literature on the definition in the context of an international Social Innovation Challenge, surveyed the definitions in the field and grouped them according to the following criteria: what activities are included in social innovation (What?) (Hochgerner, 2011; Howard and Schwarz, 2010; Pisano et al., 2015; Ruiz and Para, 2013; Polman et al., 2017; Caulier-Grice et al., 2012; Howaldt et al., 2018; Kristen et al., 2016; Moulaert et al., 2017; Antadze and Westley, 2010; Cajaiba-Santana, 2014; Balogh, 2018; Nemes and Varga, 2015, p. 436); at which level of society does it have an impact (Where?) (Polman et al., 2017; Phills et al., 2008; Kocziszky et al., 2017; Howaldt and Schwarz, 2010; Howaldt et al., 2016); why should we address this area? (Why?) (Howaldt and Schwarz, 2010; Pisano et al., 2015; Polman et al., 2017; Caulier-Grice et al., 2012; Phills et al., 2008; Kocziszky et al., 2017; Kristen et al., 2016; Moulaert et al., 2017; Cajaiba-Santana, 2014; Balogh, 2018); how and in what ways does it solve social problems? (How) (Howaldt and Schwarz, 2010; Pisano et

al., 2015; Ruiz and Parra, 2013; Cajaiba-Santana, 2014; Polman et al., 2017; Nemes and Varga, 2015, p. 436; Howaldt et al., 2016; Caulier-Grice et al., 2012; Phills et al., 2008; Kristen et al., 2016).

By identifying the common elements of the definition, the Definition Working Group created a core concept. During the development of the core concept, care was taken to ensure that all the fundamental questions were answered. In developing the definition, attention was also paid to creating a concept that is valid and can be integrated into the conceptual framework of the Innovation Act. Therefore, two alternatives were formulated in the paper sent to the experts. One defines social innovation as a modification of the concept of innovation and as an element of innovation, and the concept of social innovation refers back to this. The other alternative identifies its role in the concept of social innovation.[2]

The definition has already been presented at the Social Innovation Strategy workshop on 7 May 2021, where international and national experts in this field were invited to give a presentation and according to that write an article. In order to take into account the working group's proposals for change, it developed a White Paper on thebackground, purposes and functions of social innovation, the boundaries of it, the definition of complementarity, the levels and processes of it, the grouping of stakeholders and networking as a new unit of definition. The White Paper also includes the definition of areas of application, which was elaborated in detail by the Assessment Working Group.

2. THE BACKGROUND OF SOCIAL INNOVATION

The most important antecedent of social innovation is the Lisbon Agenda, adopted in 2000 and amended in 2005. Among its ambitious goals was that the EU should become the most competitive and dynamic knowledge-based economy in the world, creating more and better jobs and strengthening social cohesion in its Member States. This goal cannot be achieved without developing the so-called knowledge triangle – education, research and innovation. (Benedek et al., 2017)

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[2] The definition is as follows:

Variant A: Social innovation is a new or improved process that aims to create novel solutions to social needs or develops solutions through a new combination of social participation, practices, relationships and behaviours. Social innovation also has an important role in supporting the social diffusion of product and business process innovation results. Social innovation can be understood as a complementary process to other types of innovation.

Variant B: Social innovation is a new or improved process that aims to create novel solutions to social needs or develops solutions through a new combination of social participation, practices, relationships and behaviours.

Social innovation also has an important role in supporting the social diffusion of product and business process innovation results. Bogdány Eszter – Varga Krisztina – Veresné Somosi Mariann (eds.) (2021). *Társadalmi Innovációs Fehér Könyv.* University of Miskolc, Miskolc: University Press p. 23.

For the first time in Hungary, proposals for the objectives and instruments of the National Innovation Strategy were published. The types of projects eligible for funding were defined in relation to the objectives, based on the economic and external analysis, the situation assessment and the interpretation of the paradigm shifts. In the developed short-term vision of the innovation strategy, the authors referred to the practice of training researchers and to regional implementation. The strategy still addresses innovation policy together, but also analyses its social impact and implications. (Havas, 2004)

As a result of the analysis, several calls for proposals (TÁMOP 4.2.2., 2015) were launched under the TÁMOP for the 2007–2013 funding period to develop innovation policy. In addition to analysing the impact of innovation and exploring its economic, social and legal instruments, the calls for proposals also highlighted the importance of territorial and social capital. (Bajmóczi – Elekes, 2013)

The territorial results of social innovation were also defined at the end of the funding period. The concept of innovation was expanded by defining the concept of social innovation and by extending the areas of innovation transfer and education (Nemes – Varga, 2015), and the lessons learned were summarised based on the results of a social innovation project generated by the University of Miskolc. (T-Modell report, 2015) Of particular note is the launched social innovation problem-solving competition generated by the Pannon University, which also has a prominent role in developing the conceptual elements of social innovation.

The planning of innovation development has accelerated in the 2014–2020 funding period. The National Research Infrastructure Roadmap (2018) has been adopted to further develop the recently adopted National Innovation Strategy (2015) and the National Strategy for Smart Specialisation is under development.

One of the most important achievements of the 2014–2020 period in the field of social innovation, beyond EU funding and the definition of innovation outcomes, is the establishment of National Laboratories. Some of them are government-led, while others have been set up and funded through consortia tenders. The role of the National Labs is to synthesise scientific results to date and coordinate concrete educational, scientific and practical outcomes.

The aim of the White Paper is to examine the conceptual elements and components of social innovation and to explore the social and legal framework of it. An attempt is made to define the concept of social innovation and to integrate it into the legislative framework. In order to define a framework that fits the concept, the relationship between social innovation and technical and economic innovation is explored, with regard to the types of innovation that can be understood as complementary processes. In order to provide a complex analysis of social innovation, the process, stakeholders, levels and areas of application of social innovation will be defined and described in detail.

2.1. The legal and social background of social innovation

The legal framework for social innovation is two-tiered. The first level, which dealt with the concept of innovation in Hungary, is the Act CXXXIV of 2004 on Research and Development and Technological Innovation. This legislation is entirely based on technological innovation, thus the concept of it is considered to be the foundation of social innovation. The aim of technological innovation is to improve the efficiency and profitability of economic activity and to achieve positive social and environmental impacts. It achieves it through a combination of scientific, technical, organisational, managerial and commercial operations, resulting in new or substantially modified products, processes and services.

The concept, created in 2004, was amended in 2014, namely by the Act LXXVI of 2014 on Scientific Research, Development and Innovation. This act is innovation-based. It defines innovation as a new or improved product or process, or a combination of these, which differs significantly from the previously applied legal form or financing method.

The innovation is independent of the organisation's previous products or processes, which in the case of a product have been made available to a potential user or, in the case of a process have been put into use by the organisation.

Innovation has two forms, product or business process innovation.

Within in legal background of socia linnovation we analysed those organisations that manage innovation in Hungary.

The most important institution is the Ministry of Innovation and Technology, which coordinates the following development areas: transport, employment, digitalisation, research and development, innovation, energy policy, higher education, vocational training, consumer protection and trade.

Among these major areas, the backbone institutions for R&D innovation are the SEED Small Business Development Foundation, the Foundation for Cultured Transport, the Hungarian Foundation for Enterprise Development, the Public Foundation for the German Language University of Budapest, the Austrian-Hungarian Science and Research Cooperation Action Foundation, the Hungarian-American Fulbright Foundation and the Tempus Public Foundation.

Innovation itself is organised by the National Innovation Development Agency, which has two main tasks: fund management and science policy coordination.

3. SOCIAL CHANGE AS A PREREQUISITE FOR SOCIAL INNOVATION

Alongside the many benefits of globalisation, its negative effects have emerged in recent decades. These include the energy crisis, the technological revolution and the challenges of social transformation. The increase in material inequalities, the spread of environmental pollution, human rights problems, insecurity and rising unemployment.[3] Although the above mentioned problems do not affect all societies or all

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[3] 2004/2225(INI).

social strata within societies, they are becoming more and more common and often occur together in certain regions.

These difficulties are pushing global business actors, social organisations and public policy makers in the direction of rethinking global business models so that they are not only aimed at business success but also at solving social problems. (Budai et al., 2019)

In addition to the role of the state, the negative effects of globalisation identified above require the social involvement of economic actors and the alignment of their business and innovation processes with the needs of society and the target groups concerned. The focus on environmental and social sustainability requirements makes it necessary to apply more coordinated solutions to the problems of social groups that have hitherto been marginalised. (Clarkson, 1995)

What are the impacts of the digital switchover on society? The economic and social functioning of the 21st century is significantly shaped by the rapid emergence and spread of technological innovations. In particular, the accelerated digital transformation, driven by the pandemic, is affecting all aspects of life, leading to more efficient methods of production, distribution and communication. (Digitális Iskola Kézikönyve, 2017)

Certain groups of the society are very positively affected by the effects of the digital switchover, while some groups may be left behind as they have unequal access to the processes and positive outcomes of the digital switchover and are therefore falling behind or being negatively affected to a greater extent. The distribution of use of, access to and opportunities to the benefits from innovative solutions, which in most cases have been developed with positive intentions, is therefore not even across the society. (Hegyi, 2021)

An analogy can be drawn with the often multi-directional solution methods that are initiated in response to a problem identified in the technological field. There is no single path to solve the most identified social problems, and processes to address the problems of particular social groups can induce change along with many dimensions.

What does social innovation mean in each sector? What is the relevance of integrating social innovation in the daily activities of different economic actors?

Changing expectations of consumers and users regarding the social impact of companies are also pushing business actors to integrate social responsibility into their innovation processes and to initiate processes that can help, solve local community problems of a target group or bring about systemic change in line with their core business.

Corporate social responsibility strategies have taken on a new dimension. Choosing a charitable objective is not sufficient for competitiveness. (Géring, 2018) The role and perception of social enterprises also undergo important changes. A social focus no longer means the exclusion of profit-driven operations. Moreover, there is a growing trend towards technological innovations developed with a social purpose. (Bartus, 2008)

In most cases, new business solutions based on innovative technology are created with an inherently positive purpose, yet we increasingly heare the use of them or misuse for purposes other than those for which they were originally intended.

How can systemic change come about as a result of the actions of independent actors? The independent and coordinated actions of different economic actors can also justify changes in a number of areas, the long-term, systematic development of which can greatly contribute to the high-level solution of problems affecting society as a whole or specific target groups. (Jakab – Ráczi, 2020)

The cooperation and joint action of different economic sectors (local government, social bodies, for-profit and non-profit enterprises) have a special role in solving local problems. The funding and preservation of the results of local projects that are multifunctional, have multi-stakeholder and are able to produce sustainable results are achievements that can be displayed at the level of society as a whole and the European Union. (Mélypataki, 2021)

The state also shall engage with the response to societal challenges and processes. When general challenges affect a broad section of society, the state shall enable middle classes to maintain the progress they have made. Therefore, during a pandemic threatened by unemployment and a general decline in incomes, it was possible to reschedule payment obligations without the obligation being cancelled. By maintaining viable businesses, the public charges for businesses that could be adapted to the changed circumstances were reduced, thus helping the state to maintain solvent businesses. In order to maintain rapid adaptability and increasing international competitiveness, some legislative powers have been transferred to the executive, with return of these powers to the legislature if circumstances that gave rise to them cease. The changed social situation in the pandemic has raised the question of whether the scope for European integration can and should be further increased at the expense of the Member States. There is no clear answer for this question, but the limits of the supra-national executive and the effectiveness and speed of its scope have been clearly demonstrated, inter alia, in the issue of contracts with big pharmaceutical companies and their enforceability. (Puskás, 2021)

4. LIMITS, DIMENSIONS AND PROCESSES OF SOCIAL INNOVATION

In the context of defining social innovation, we have wrote about the dimensions of social innovation. Innovation appears as a social process, where innovation is created through social participation. Social values, norms, needs and the innovation results from them are called social innovation, which aims are to renew society by changing attitudes and social structures. Social innovation is characterised by its aim of improving well-being and quality of life, responding to societal needs, creating new social relationships and cooperation, including innovations that not only benefit the society but also enhance the active participation of citizens. (Nemes – Varga 2015)

The processes of social innovation are characterised by the followings. It is cross-disciplinary and inclusive, participatory and involving a broad cross-section of the society, and is primarily top-down. It is demand-driven rather than supply-driven

and is tailored, as most of such innovations need to be tailored to local circumstances and communities. (EU Commission, 2013)

5. THE COMPLEMENTARITY

In relation to the definition of social innovation, we had to address the complementarity of social innovation by incorporating the criticisms we received on the White Paper.

Social innovation, inseparable companions of technical innovations are complementary processes of innovation, where innovation can be evaluated as complementary processes. (Drucker, 1985; Freeman, 1988; Bulut et al., 2013; Kocziczky et al., 2015) New innovative bases as field of social innovation help the implementation and effectiveness of technical innovations, while at the same time they can enhance each other's strengths to be bale to respond to current challenges in society. (Varga, 2017) Successful implementation of social innovation depends on cultural acceptance, economic sustainability and technical adaptability. (Bulut et al., 2013) Technical and social innovations together, complementing each other, can ensure the well-being of society. Indeed, each type of innovation has a social dimension, different types of innovations interact with each other and would lead to a transformation of the economy and social relations. Social innovation has a direct impact on technological innovation, as it can bring about changes in education, health, employment and social development in general. In this sense, social innovation is a complementary process and driver of technological innovation.

6. LEVELS AND STAKEHOLDERS OF SOCIAL INNOVATION

Individuals and their interactions, formal and informal small communities and the family create the stakeholders of the micro level. At the micro level the focus is on local social innovations that meet pressing social needs, which are not addressed by the market or existing institutions and organisations and which have a greater impact on vulnerable groups in society. (BEPA, 2010)

At the meso level actors are defined as large communities, public private and non-governmental organisations, institutions, institution-maintaining associations, local innovation communities, organisations and networks. In this levelthe focus is on responding to pressing societal challenges that affect large segments of society or the entire sectors of society, often manifested through a complex mix of social, economic, environmental and cultural factors and that require new forms of relationships between social actors. (Baturina and Bežovan, 2015)

At the macro level the actors are the government, national, economic, legal, political and human subsystems. In this case, the level of systemic change in relation to the emphases requires fundamental transformation of the functioning of social institutions and actors, such as the creation of governance structures where empowerment and learning are both sources and outcomes of well-being. (Caulier-Grice et al., 2012)

In relation to networking and organizational issues, social innovation efforts require a combination of top-driven, often theoretical and bottom-up, practical strategies based on civic engagement. (Gerő, 2010)

In addition to thematic networking, we should also consider territorial networking principles by strengthening the meso-level.

Organisational issues should aim at coordinated action and addressing territorial differences.

Within the activities of the workshops attention should be paid to finding joint innovative answers to the problems that arise, to exchange experience, to identify, learn from and disseminate good solutions and knowledge, and to stimulate local innovation activities, involving local authorities, educational institutions, businesses and NGOs more effectively. (Bradford, 2003, pp. 9–11)

Three preliminary studies have been carried out on the issue of reference areas and delimitation. The first one, based on the results of the Survey Working Group, identified concrete applications of the definition in the areas of digitalisation, culture and creativity, local development and good governance, environmental innovation and climate, social well-being, the future of work, human systems and social innovation management. The second one, which defines the field, described it as a new type of innovation: it aims at preserving social values, and its innovation is characterised by social participation, changing social attitudes and social structure.

In the context of the preparation of the White Paper on Social Innovation, the structure of White Papers in the different domains of life was examined and the following areas were proposed for inclusion in the drafting process, which were accepted by the working group.

The background, purpose and function of the White Paper, the definition of the related areas, the conceptual framework, the areas of application and the related social innovation strategy.

The Strategy, which forms the backbone of the White Paper, is made up of the following sub-areas:

An assessment of the benefits and challenges of the Social Innovation Area at micro and macro level and the resulting SWOT analysis. Identification, analysis and interpretation of the problems identified in the SWOT analysis. Developing a mission and vision for Social Innovation. Then, in the spirit of the mission and vision, developing and characterising the objectives to be achieved to address the identified problems.

In the preparation of the strategy, each area had its own person in charge, who discussed the results and the precise ideas with the person in charge of the next stage of the strategy preparation. The preparatory material was discussed by the whole working group and the seven-member working group decided to proceed to the next stage of the strategy preparation.

A difficulty in creating the SWOT was to handle the micro-level problem analysis, that gave the complexity of the concept of social innovation. The problems of the related application areas were also identified. We also focused on the achievements and problems of the sectors involved (public, academic, civil and economic). When assessing strengths and opportunities, existing positive and success stories

have been referred to a general level, but examples have been left as footnotes to the SWOT table. The area of activities identified in the SWOT analysis provided a good basis for the problem and target analysis.

In the followings see the SWOT analysis.

Streights	Weaknesse
The start of TINLAB and the sectoral policy decision behind it, as a milestone in the Hungarian history of social innovation	The definition of social innovation is missing, and its notoriety, acceptance and literature background also needs development
The presence of organizations supporting traditional and novel social innovation in the private sector[4]	In Hungary, currently, there is not a focused frame system, and legal and financing background for the improvement of the social innovation environment, its systemic management and for supplementing the economic and technological innovation processes by social issues
Creation of an increasing number of innovation communities, workshops and community spaces	
Targeted operational and developmental financing facilities[5]	Several viable and necessary initiatives cannot be started on the way of innovation development due to the systemic deficiencies of the management of social innovation, or they cannot reach the phase of implementation. People directing the processes of social innovation work without special qualification
Implemented and spread social innovation solutions in the different segments	
There is a diverse circle of roles according to the organizational background, sectoral and professional classification, and personal motivation	
An increasing number of market participants (mainly banks) are starting programs implementing a social goal[6]	The services of the national programs/management organizations supporting innovation currently operating in Hungary contain only a few social innovation focuses and special solutions
The national institutional system of innovation has started to develop significantly – for example, expanding innovation training offer, research workshops, social innovation excellence programs on the universities, the institution improving steps of the NKFIH (National Research, Development and Innovation Office) (such as resource expansion, more intensive involvement of businesses, universities and educational institutions, sectoral innovation platforms, national innovation manager network)	Tender dependency is high, and most of the tender schemes are predetermined, they inhibit the emergence of real innovative ideas due to the rigid professional and implementation frames
	The sustainability of grassroots social innovation initiatives is low
	There are only a few such good examples that implement a complete RDI process by subjecting the identified problem to a real empirical analysis (including the social impact measurement performed on the certain interference levels as well)
	The lack of communication about the results of social innovation and the lack of cooperation of certain regions makes the spread of best practices and the transfer of the gained knowledge difficult or even impossible

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[4]   Fis: Ashoka, NESsT, Human Hub Fejlesztő Központ.

[5]   Fis: Community Bank, Loans, domestic and international EU tender schemes supporting social enterprises.

[6]   Fis: Magnet Bank Community Donation Program, CIB Social Rsponsibility Foundation, UniCredit Bank "Lépj velünk!" Social Innovation Program, City Bank has launched its Social Entrepreneurship Development Program in collaboration with NESst.

Opportunities	Dangers
Exploration and adaptation of effective and sustainable solutions and positive deviances using relatively novel methods reacting for social problems	The utility of the social innovation projects cannot be presented because of the lack of impact measurement, and this inhibits state and private investments in the sector
Development of entrepreneurial mindset and the culture of cooperation by multidisciplinary and multi-sectoral approach	The product and technological innovation focus do not change, the complementary role of social innovation does not prevail, and social innovation remains in a marginal position in public systems supporting innovation
Mobilization of resources in order to the spread of social innovation in the scientific, economic, government and civil sectors	The real social innovation ideas cannot find their financing possibilities because of the rigidity and predetermining character of the tender systems, so they fail.
Foundation and expansion of the social innovation managers'/mentors' professional knowledge and the creation of their national network	The social innovation ideas cannot emerge in social innovation processes because of the lack of the connection between interpersonal and inter-organizational relationships and their networks
Increasing the sensitivity for social innovation in the educational system, attitude formation, installation of motivators	The strengthening of the individual character of the civil society is not favourable for the emergence of social innovation ideas
Compared to the resource needs of technological and product innovation, it is possible to achieve spectacular and effective results, solve problems and satisfy needs with a lower investment.	The more significant part of the business sector operates by keeping exclusively the profit in mind, and they become less sensitive and active in managing and supporting social problems, they do not take part sufficiently
Social enterprises may have a significant role in connecting people disadvantaged from labour market, social and economic aspect to the world of work, and ensuring their social well-being	The embeddedness of social innovation initiatives is not fulfilled in the disadvantaged deprived regions because of the deficiencies of the local ecosystem, or they apply externally exported solutions which do not react for local needs
Creation of such supporting and financing schemes that consider the sector's characteristics, allow freer experimentation and, in certain cases, the classic "failure" of initiatives in order of success	Social innovation ideas and solutions affecting the public sector cannot gain space during the improvements because of the over-centralized, bureaucratic and closed operation, but these latest things from the side of the governmental frame system generally do not create favourable environment for social innovation

Figure 1. SWOT analysis
Source: SWOT analysis of the domestic situation of social innovation. In: Bogdány Eszter – Varga Krisztina – Veresné Somosi Mariann (eds.) (2021). *Társadalmi Innovációs Fehér Könyv.* University of Miskolc, Miskolc: University Press, pp. 23–24.

During the creation of the problem map we have carried out a cause – effect analysis of the problems based on the weaknesses and threats of the SWOT analysis. In doing so, we set up three levels of problem analysis. We were afraid to discover the root

problem in the social acceptance and embeddedness of social innovation. The problems leading to it were perceived as shortcomings in the legislative background and framework, in good practices and knowledge transfer, and as the lack of sustainability of the results of social innovation. The problems leading to this were then broken down into one level for the framework issue and two levels for the knowledge transfer and sustainability issues, using a system of causal analysis. The figure has been made more meaningful by explaining each point in the text.

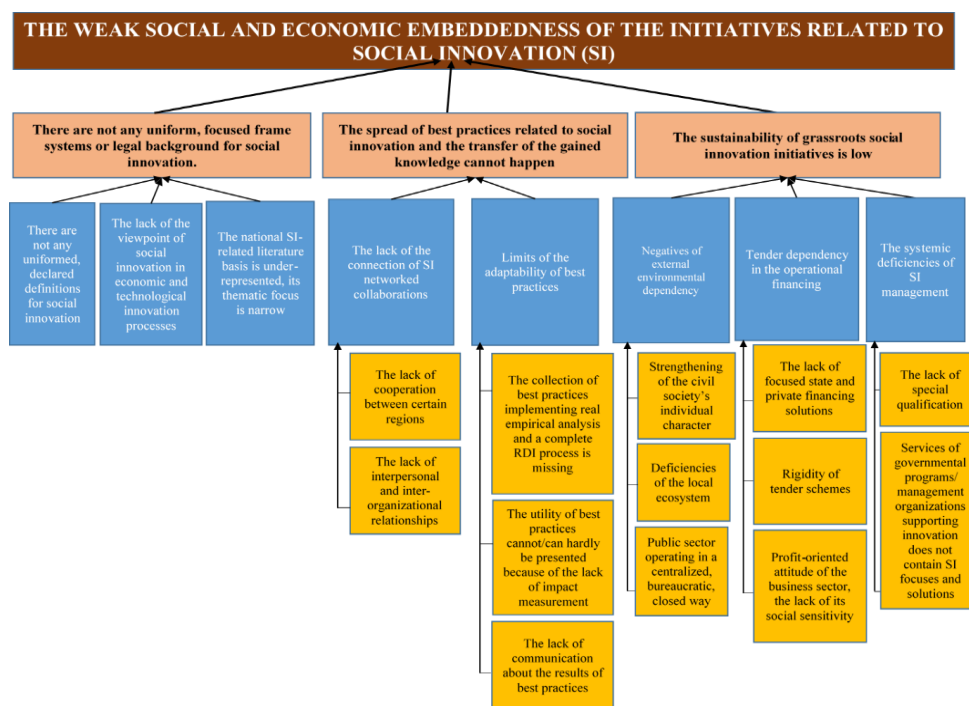Next Figure you can see the draft version of the problem analysis.

Figure 2. *Problem analysis*
Source: Problem analiysis of Social Innovation. In: Bogdány Eszter – Varga Krisztina – Veresné Somosi Mariann (eds.) (2021). *Társadalmi Innovációs Fehér Könyv.* University of Miskolc, Miskolc: University Press, p. 25.

In order to solve the problems and to ensure the sustainability of the strengths and opportunities identified in the SWOT analysis, we have set a long-term goal linked to a specific date to be reached by the end of the research and a mission for the project as a whole. The vision was formulated in response to the when, what, with whom questions used in the definition, while the mission was formulated as the management of a knowledge management service that would facilitate the systematisation and social innovation expected from a social innovation laboratory.

By unifying the levels of strategy development, the basic objective is derived from the basic problems and the objectives are derived from maintaining a system

of three problems. The common focus of the definitional and legislative problems was the integration of social innovation aspects into economic and technological innovation processes. The focus of the literature was further divided into research and educational outputs, which were embodied in the thesis topics. To address good practices and knowledge transfer together, the concept of knowledge management services was created at the second level of the objectives. With regard to the creation of a supportive social environment, we focused on the problems of the public, municipal and civil spheres on which the project could have an impact. In addressing the problems of the funding environment, we focused on the priority role of targets, the mainstreaming of social innovation and the inclusion of CSR programmes in the funding processes. As part of the knowledge management system, the transfer of social innovation knowledge in all areas of education and training, and the expansion of the scope of management organisations based on this knowledge to promote social innovation, were identified as objectives to be achieved.

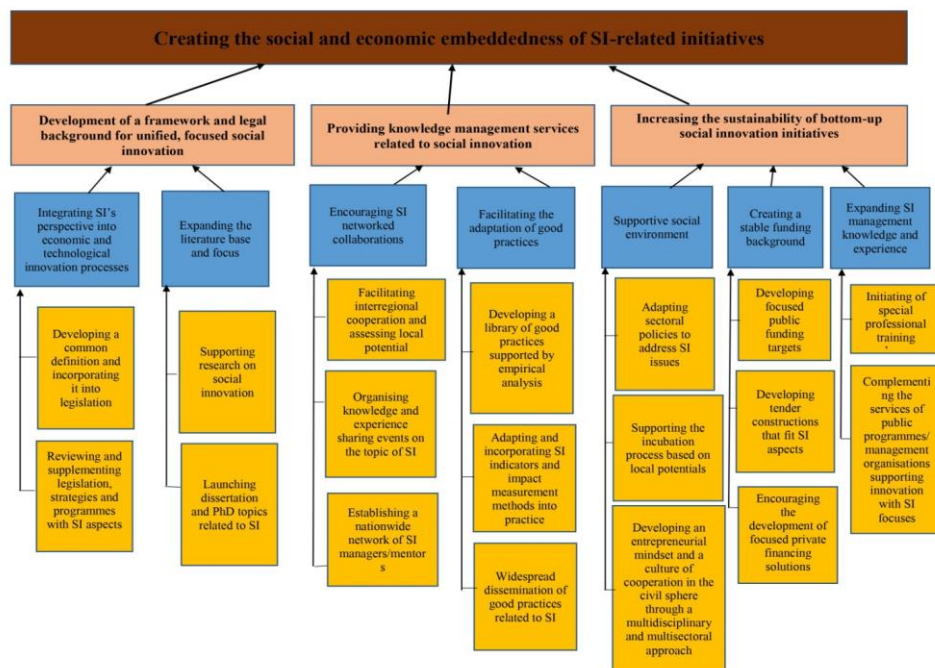In the next figure you can see the draft version of the Target Analysis.

Figure 3. *Target analysis*
Source: Target analysis of Social Innovation. In: Bogdány Eszter – Varga Krisztina – Veresné Somosi Mariann (eds.) (2021). *Társadalmi Innovációs Fehér Könyv.* University of Miskolc, Miskolc: University Press, p. 29.

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