

Social Innovation In The Private Sphere: A Meta-Synthesis

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Abstract:

Background: Private companies focused on social innovations were identified by Le Ber and Branzei (2010), due to their relational capacity with the first and third sectors. However, after the widespread adoption of the concept of sustainable management and the involvement of the second sector in "hybrid companies," this role is once again being questioned. Especially notable is the fact that studies have been unable to delineate the role of private companies, the main research gap explored in this study.

Materials and Methods The study unfolds through the eight steps proposed by Hoon (2013). It is an exploratory-inductive script for synthesizing primary data from case studies, aiming to construct new theories. Thus, 33 articles identified in the Web of Science database were analyzed, of which 8 were selected to compose the present meta-synthesis.

Results: The findings in this research demonstrate the improvement of social innovation's credibility in the market due to the relationship with private companies. This involves a modification of management practices to include sustainability objectives, aiming to enhance technologies and market niches for social innovations and develop the company's operational region. In addition, it promotes the scalability of social innovations by proposing new business models alongside other sectors. Empirical contributions arise through the identification of the role of private companies in the economic development of social innovations, the creation of new businesses, and investment in research.

Conclusion: The results found in this research advance the literature by analyzing the role of second-sector companies in the realm of social innovation in two aspects: direct and indirect. The direct role pertains to the practices, interventions, and impacts produced alongside other sectors for the development of the territory in which the company operates. The indirect role refers to the results of practices, interventions, and impacts that can be observed in social, environmental, and economic terms.

KeyWords: Social Innovation; Private companies; Private sector.

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I. Introduction

In ancient civilizations, religious rituals made to thank for harvests and hunting, to welcome the climatic seasons, as well as to worship God were common. With the universe of work and the evolution that occurred in the industrial era, people started to have less time to experience rituals (Abreu, 2011). This social change opened space for work, for obligations to the family and for the growing search for technological advancement and productivity. Soon, people started to have less time to have spiritual experiences and, thus, to have moments of encounter with themselves, nowadays, the church (and religions) is the place (socially) chosen for these ritualistic practices.

Over time, many adaptations were made to include social innovations in the global strategy of second-sector companies. Still, there must be interest and good feedback from impacted people and stakeholders. In this sense, by including social innovations in corporate purposes, it is possible to achieve business sustainability and an increase in competitive advantage combined with the generation of social results (Herrera, 2015).

Social innovation (SI) in this article is understood as a sustainable solution for solving social problems established at the organizational and community level. Its focus is on generating value for society (Morais-da-Silva, Segatto & Bezerra-da-Silva, 2020), aiming at generating a positive impact and improving the quality of life and social inclusion.

There are studies focused on the three social sectors: public (Kolk & Lenfant, 2015; Ojo & Mellouli, 2018, for example), private (Le Ber & Branzei, 2010); and the third sector, dealing with non-governmental organizations and social enterprises (Vieira, Parente & Barbosa, 2017; Bhatt & Altinay, 2013). There is also the condition of hybridity that occurs when organizations have economic ends and social purposes (Jäger & Schröer 2014), called social companies, inclusive businesses or social businesses, as explained by Comini, Barki & Aguiar (2012). However, the role of private organizations is still understood by its relational function and focused on intersectoral partnerships (Le Ber & Branzei, 2010)

Based on this gap in the literature, this research aims to answer the following question: What are the approaches adopted by the private sector with social innovation practices in the territory in which it operates? Thus, this research seeks to clarify the role of the private sector in the face of social innovation practices proposed by the public sector, third sector and hybrid organizations. For this, the meta-synthesis proposed by Hoon (2013) was developed, based on qualitative case studies, to analyze the approaches of the private sector in the development of social innovations. Articles were found between the years 2015 and 2021 and collected through the Web of Science platform.

This research contributes, in practical terms, to private companies to develop ways to get involved with innovative products and services capable of benefiting society without losing their economic focus. The study also brings notions of how traditional companies can approach the social innovations proposed by the third sector and the public sector. Regarding theoretical contributions, this article brings approaches from traditional and social companies that were involved in some way with social innovations.

II. Social Innovation in private companies

These festivals serve as an outlet for frustrations, as a break from the daily routine through the experimentation of sensations, either through synthetic narcotics, electronic sound or psychedelic decoration to increase visual stimuli (Posi, 2009).

The discussion about SI in the private sector is based on the concern with Corporate Social Responsibility (CSR). This arises when private companies are evaluated for their financial results and their social and environmental performance (Rhou, Singhal & Koh, 2016). Such a definition is understood by Porter & Kramer (2011) as the generation of shared value between an organization and society.

It is also possible to find its roots in the concept of sustainable entrepreneurship. This aims to integrate sustainability and profit generation and, commonly, its performance is analyzed by Corporate Social Performance (Belz & Binder, 2017). The concept addresses how private organizations react to different stakeholder groups – people and communities in general – and how they are concerned with satisfying the financial aspects of the company (Garcia, Sousa-Filho & Gama Boaventura, 2017). Thus, in private companies, IS can be considered when a social, environmental or economic problem is solved, and the target public is satisfied. Still, it is important to emphasize that SI can be developed by any sector, and as highlighted by Phills, Deiglmeier and Miller (2008, p. 39, our translation), social innovation comprises “a new solution to a social problem that is more effective, efficient, sustainable or fair than existing solutions and for which the value created accrues primarily to society rather than to private individuals. According to Alfalih (2021), corporate social performance, in this case, becomes a mediating variable in the transition from sustainability to social aspects. And, in this, entrepreneurial action is capable of generating IS, occurring through partnerships that develop products and services. For example, in Portugal, private companies and financial institutions sponsor foundations, and social businesses that generate socially innovative experiences, develop crowdfunding platforms and organize idea contests (Monteiro, 2019). In the United States and the United Kingdom, this is included in state policy projects and comprises a "soft privatization" of services previously exclusive to the state (Kerstenetzky, 2012).

Here, the difference between social enterprises and traditional enterprises is highlighted. While the former has a dual mission of seeking economic sustainability while achieving social and/or environmental objectives (Di Domenico, Tracey & Haugh, 2009), traditional companies aim at a profit, but can develop social innovations even if this is not their goal. main business. In this sense, both will be analyzed in this article.

An example of a social enterprise generating IS are Wello. This American company has created a product called “WhaterWheel”, capable of transporting around 50 liters of the water safely in countries where access is difficult. This work commonly requires women to hike long distances with a sixty-gallon earthenware jug on their heads. Therefore, in the ideation phase, a product was created to have a price below those charged by the market. This was possible due to the lean budget and the economies of scale that come from producing large quantities. In addition, the company develops partnerships with non-profit organizations and financial institutions, for example (Wello, 2022).

On the other hand, a traditional company that also promotes IS is Unilever, which created a globally recognized model called Shakti, in which "women entrepreneurs" distribute the company's consumer goods in remote rural regions of India, considered a successful marketing scheme. Bottom of the Pyramid (BOP). This

distribution system allowed Unilever to enter markets that were difficult to access, bringing income and dignity to the "entrepreneurs" and a greater choice of products to the consumer (Hopkinson & Aman, 2017). To improve the system, the company offered training to Shakti micro-entrepreneurs, to train them in business management, negotiation and communication skills, as well as integration with technology (Hindustan Unilever, 2022). Also, collaborations and partnerships were developed with local and regional governments, as well as non-profit organizations and the private sector (Hopkinson & Aman, 2017).

According to the examples discussed, the SI process is facilitated by the participatory character between private companies and other organizations such as the private or third sector, which characterizes the different configurations of partnerships to make SI viable (Corrêa & Teixeira, 2015). In this sense, it is evident what Morais-da-Silva et al. (2020) call first-level partnerships, that is, those that occur constantly, over time, actively. These partnerships and participation in ecosystems with other organizations promote the transfer of technologies and knowledge in projects that tend to be risky and complex. In addition, it facilitates the creation of social capital, as it supports co-creation efforts with customers, an important approach in highly competitive industries (Herrera, 2015).

Private companies that develop social innovations depend on structures with low hierarchical levels to ensure that the participatory decision-making system is possible (Marcy & Mumford, 2007). And the development process of these social innovations in companies seems to follow the process of Murray et al. (2010): inspirations based on verifying problems and causes, proposal and initial idea, prototyping and piloting, support to ensure good resource management and financial sustainability for the company, growth and dissemination of the idea and generation of new ways of thinking.

On the other hand, the difficulties are usually evidenced in three moments: in the ideation phase, in the change of phase between product pilot project and support, considering that many products need improvements after their launch in the market and, because they are products budget, this can pose a challenge and generate sustainability problems for the company. Thus, commonly to take the IS to its surroundings, to the stakeholders and even to generate scalability, it is necessary to guarantee financial balance and minimization of economic risks (Defourny & Nyssens, 2012).

It should also be noted that private companies must stick to the purpose for which IS emerged. Otherwise, such a practice may show the market, over time, the practice of social washing (Hope & Vries, 2019). This will reduce credibility, its consumption and the possibilities of partnerships with other key sectors.

III. Material And Methods

To meet the objective of this research, international publications available in Brazil and indexed in the Web of Science database were consulted. To search for articles, the meta-synthesis protocol based on qualitative case studies, proposed by Hoon (2013), was performed. The research began with the selection of the main term to be searched for: "social innovation" and the complementary terms related to the private sector.

Hoon's protocol (2013) consists of 8 steps: research framework (1), location of relevant studies with the definition of keywords and choice of database (2), the definition of inclusion criteria (3), extraction and data coding (4), individual analysis of each article to define its contribution potential (5), synthesis in the context of the study to extract the important contributions of each article (6), theoretical construction from the meta-synthesis (7) and discussion of results (8).

Framework of the research question

First, the guiding problem of this study was defined, which seeks to understand the relationship between social innovation and the private sector, seeking to clarify the role of the private sector in the face of social innovation practices proposed by the public sector, third sector and hybrid organizations. Based on this gap in the literature, this meta-synthesis has as a research question: what are the approaches adopted by the private sector about social innovation practices in the territory in which it operates?

Location of relevant searches

In the search for IS-related publications in the private locus, the term "social innovation" was used combined with: "private sector" (19 articles) "profit sector" (10 articles), "profit corporation" (1 article), "social venture" (3 articles). The search was performed with the Boolean complement "AND". For analysis, full articles were considered (excluding reviews), published in scientific journals in Management and Business. With this, a total of 33 articles were identified between the years 2015 and 2021.

Definition of inclusion and exclusion criteria for articles found

By analyzing the title, abstract and keywords and reading the full article, when necessary, analyzes were carried out to search for articles with the desired characteristics for the meta-synthesis. The first criterion is related to the search for qualitative case studies, according to the methodology proposed by Hoon (2013). In the

second place, articles that directly study themes related to private companies and social innovation were selected. In third place, we searched for articles that deal directly with the researched themes. The criteria for the inclusion and exclusion of articles are described in Table 1.

Chart 1: Inclusion and exclusion criteria

Inclusion Criteria	Justification	Excluded Articles
Qualitative case studies	Articles consisting of qualitative case studies, are described in the methodology.	Guevara et al. (2018), Belyaeva et al. (2020) e Lupova-Henry e Dotti (2018), Ruiz Seisdedos & Fernandez Carrasco (2020), Callaway, Stephen K. (2018), Nettleton, Stuart John; Sufan, Maie (2017), Szorenyine Kukorelli Iren (2015), Sun, Sunny Li; Im, Junyon (2015)
Articles that dealt with studies that directly related to themes focused on private companies and social innovation	This criterion was included to keep in the analysis only articles that deal with the development of social innovations that come from private and for-profit companies	Opola (2020), Henderson (2019), Nahlinder e Eriksson (2019), Sastre-Centeno e Inglada-Galiana (2018), Marinez Navarro (2017), Eizaguirre Anglada (2016), Warnecke e Houndonougbo (2016), Farinha et al. (2020), Krasnopolskaya e Meijs (2019), Chavez e Monzón (2018), Grohs, Schneiders e Heinze (2016), Hinna e Monteduro (2017), Baglioni, De Pieri e Tallarico (2017), Yu (2016), Martin, Upham e Budd (2015), Bernardino & Santos (2017), Guevara et al. (2018), Belyaeva et al. (2020) e Lupova-Henry e Dotti (2018), Suleiman e Carros (2010).
Studies with available access and published in English, Spanish or Portuguese	Only articles available for download and published in English, Spanish or Portuguese	All articles were in English, Portuguese or Spanish and available for download.

Source: the authors

After reviewing the excluded and included articles, eight studies remained for the development of analyses and theoretical discussions. It is noteworthy that these studies offer a clear link between theory and empirical evidence and reflect the methodological standards necessary for a case study (Hoon, 2013; Yin, 2009; Eisenhardt, 1989). Chart 2 describes the articles used for this study.

Chart 2: Selected articles, journal and year of publication.

Authors and year of publication	Journal	H-Index SCImago Journal Rank (SJR)	Title
Igarashi et al. (2015)	Technological Forecasting & Social Change	Impact factor: 9,01 H-index: 117	Social innovation through a dementia project using innovation architecture
Wamuchiru et al. (2017)	Journal of Environmental Planning and Management	Impact factor: 0,72 H-index: 68	Thinking through ALMOLIN: the community biocentre approach in water and sewerage service provision in Nairobi's informal settlements
Raynor & Katrina (2018)	Housing Studies	Impact factor: 2,86 H-index: 75	Assembling an innovative social housing project in Melbourne: mapping the potential for social innovation
Morais-da-Silva et al. (2019)	Voluntas: International Society for Third-Sector Research	Impact factor: 2,28 H-index: 51	Connecting Two Sides: A Qualitative Study on Social Innovation Ventures and Poor Communities in an Emerging Economy
Jungsberg et al. (2020)	Journal of Rural Studies	Impact factor: 3.544 H-index: 104	Key actors in community-driven social innovation in rural areas in the Nordic countries
Morisson et al. (2020)	Regional Studies, Regional Science	Impact factor: 0,55 H-index: 17	Institutional entrepreneurs and socio-institutional changes in Medellín, Colombia
Cipriani et al. (2020)	International Review of Applied Economics	Impact factor: 1,24 H-index: 40	Business models & social innovation: mission-driven versus profit-driven organizations
Tim, Cui & Sheng (2021)	Information Systems Journal	Impact factor: 4.188 H-index: 144	Digital resilience: How rural communities leapfrogged into sustainable development

Source: the authors

Data extraction and encoding

After carefully reading all the articles, they were coded according to the research objective, allowing a database to be formed to extract a greater understanding of the field, as well as theoretical and practical insights, by crossing the results found. in field research (Hoon, 2013).

The data extracted from the articles were organized in spreadsheets according to the following groups: general data, focus, theoretical framework, research context, methodological procedures, data analysis approach, main conclusions, discussion and general analysis (Hoon, 2013).

Subsequently, a deeper analysis of each research was carried out to understand how social innovation themes were related to the private sector and how this occurred in the cases presented. Thus, the following codes were sought a) developed social innovation; b) practices and interventions carried out; c) practical impacts of innovations and business; d) partnerships and relationships with other sectors.

From this process, it was possible to analyze the cases at an individual and cross-sectional level, as highlighted in the next section.

IV. Result

Analysis at the specific level of the study

Each article was analyzed looking for practices of private companies focused on social innovation, evaluating: a) developed social innovation; b) participation of social and/or private and/or for-profit companies in the initiatives; c) practices and interventions in the reality studied; d) practical impacts; and e) actors involved. These elements are the data that make up the meta-synthesis. Based on them, the conclusions of the study were defined (Hoon, 2013).

The first article analyzed was by Igarashi & Okada (2015), which deals with a Japanese private sector information technology company that establishes relationships with different stakeholders, including non-profit organizations and policymakers to generate social innovations for people with dementia. For this, a project was developed through the methodology called Technology Road mapping (TRM), which is used in organizations to discuss strategies. Then, the article by Wamuchirua and Moolaert (2017) reveals the IS focused on basic sanitation and water distribution in the context of Nairobi. The research shows how cooperation and collaboration between informal settlements and private companies responsible for water supply and sewage have developed technologies, strategies and institutional frameworks to meet the basic needs of the community.

Raynor's (2019) article reveals how private companies have developed partnerships with non-profit organizations, philanthropists, and governments to promote a project aimed at providing social housing in Australia. The importance of the credibility of companies and entrepreneurs for the consolidation of the project was verified, as well as the provision of financing, the impetus for legislative change and the promotion of innovation in construction to scale social innovations in housing. The fourth study, by Morais-da-Silva, Segatto and Bezerra-de-Sousa (2020), describes the case of a company that developed IS intending to find solutions to conflicts between poor communities, such as illegal occupants of large urban areas, and legal landowners. The study seeks to analyze strategies that would help bring IS enterprises closer to needy communities. The results demonstrate that the proximity between these actors was based on five main points: a) reputation of the social enterprise; b) prices adequate to the reality of the community; c) close relations with the community; d) proximity to the structure; and e) earning the trust of community leadership.

The research by Cripriani et al. (2020) studies different social innovations in 26 European organizations, including private and social enterprises, startups, non-profit organizations, associations and cooperatives. The authors seek to explore in detail the difference in business model development, the characteristics of IS business models, and finally, the principles of efficiency around which mission-driven organizations are configured. The results demonstrate that due to the imposed complexities and limited resources, one of these strategies is to adopt a bricoleur attitude, in which the innovator bases his strategy on available resources and makes them work to achieve the greatest possible impact in the shortest possible time. The article by Jungsberg et al. (2020) reveals the study of 18 IS projects in rural areas of Nordic countries and seeks to examine the importance of different actors (community members, civil society organizations, local public sector, private sector and regional and national authorities) in the phases of initiation and implementation of such projects. As the main findings, it was found that the initiation phase is highly dependent on community members, civil society organizations and the local public sector. Civil society organizations dominate the implementation phase.

The seventh study, by Morisson and Panetti (2020), empirically investigates the role of Colombian institutional entrepreneurs, coming from the private sector to effect socio-institutional changes through specific actors, namely a regional innovation agency, during a period of change in the regional structure. As a result, it was found that through the agency it was possible to accelerate changes in the social and organizational structure, but little progress was made in changing the institutional structure. Finally, the research by Tim, Cui and Sheng (2020) analyzes the digital IS in rural communities in China, discussing opportunities and obstacles

that arose in the process of implementing an e-commerce platform. The authors also highlight the top-down interventions that were key to overcoming gaps in business development.

Synthesis of cases at a cross-sectional level

Next, the details of each study and frameworks presented in the articles were summarized. Insights were explored for the construction of the theoretical framework. The analysis prioritized practices related to private sector involvement. Thus, the causal network was developed from the results observed in the articles. Causal networks seek to direct analyses so that patterns and contrasts are established between information (Miles & Huberman, 1994). From this, the standards on the role of the private sector found in the eight articles in this meta-synthesis were raised, as shown in Table 3.

Table 3: Categories identified from the causal networks.

Authors	Social Innovation	Practices and interventions carried out	Practical impacts	Partnerships/relationships with other sectors
Igarashi, Yoichiro, Okada & Makoto (2015)	Development of IS for people with dementia. As the project was starting, the innovation had not yet been finalized.	<p>DIRECT:</p> <ul style="list-style-type: none"> - Articulation with different stakeholders to provide solutions for the health area. - Discussion on the adoption of innovations for cases of dementia. - Creation of open collaboration programs and tools for IS development (through a virtual team). <p>INDIRECT:</p> <ul style="list-style-type: none"> - Raise awareness and bring people with dementia disorders closer to the company and stakeholders. 	<p>DIRECT:</p> <ul style="list-style-type: none"> - Creation of projects to discuss factors surrounding dementia. - Improving the quality of life of people with dementia - Participation and inclusion of people with dementia as a part of the solution. 	Nonprofits, policymakers, universities and people with dementia
Wamuchiru & Moulaert (2018)	Community biocenter that provides water and sewage services in informal settlements from Nairobi	<p>DIRECT:</p> <ul style="list-style-type: none"> - Delegation to the community of services previously performed by a private company. - Training for decentralized and transparent management. - Collective crowdfunding supported by other institutions to offer low-interest credit. - Creation of a co-learning platform, both for communities and supply companies. - Use of digital innovation to ensure community participation; <p>INDIRECT:</p> <ul style="list-style-type: none"> - Support the region with other social projects. 	<p>DIRECT:</p> <ul style="list-style-type: none"> - Provide water to informal settlements, with low tariffs and payment through a specific card. - Improvement in health, environment and social inclusion. - Technology development for waste collection without connection to the sewage system. - Generation of biogas for heating showers and supporting schools. - Investment in micro-businesses; <p>INDIRECT:</p> <ul style="list-style-type: none"> - Learning about the community biocenter model (biodigesters to transform human waste into biogas without disturbing the socio-spatial fabric). - High-level policy impact in favor of low-income housing and tenure security for communities living in informal settlements, as well as lobbying for municipal services. 	Non-profit organizations, government and private companies
Raynor (2019)	Transportable housing for homeless people, developing factories for modular homes	<p>DIRECT:</p> <ul style="list-style-type: none"> - Use of the credibility of companies and their entrepreneurs in the social qualification sector to develop the project. 	<p>DIRECT:</p> <ul style="list-style-type: none"> - Decrease of the homeless population and improvement of their quality of life. - Use vacant public and 	Private companies, non-profit organizations, philanthropists and governments.

	and promoting employment and education for homeless people to build their own homes.	<ul style="list-style-type: none"> - Development of regulatory and legal frameworks, as well as precedents on temporary land leases. - Financing of modular house factories. -Employ and qualify homeless people so that they have a trade while they build their own homes. 	<p>private land for temporary housing.</p> <ul style="list-style-type: none"> - Contribute to the scalability of the project to build transportable houses in different locations. - Develop the transportable housing industry. 	
		<p>INDIRECT:</p> <ul style="list-style-type: none"> - By promoting qualification and construction of houses, more labor is trained to continue the project. 	<p>INDIRECT:</p> <ul style="list-style-type: none"> - Improve possibilities for a temporary lease of land to establish houses. - Difficulty in acceptance of the project by the population. 	
Morais-da-Silva, Segatto & Bezerra-de-Sousa (2020)	Finding a solution to conflicts between poor communities, such as illegal occupants of large urban areas, and legal landowners.	<p>DIRECT:</p> <ul style="list-style-type: none"> - Personal approximation with the community. - Conquest of trust to work on the regularization of the areas. - Development of fair price policies with needy communities for the purchase of their properties. - Creation of a structure within the communities. - Development of close contact with local leaders. 	<p>DIRECT:</p> <ul style="list-style-type: none"> - Allow the community to legally own the properties where they are built. - Enable and motivate promoted infrastructure projects by the local government. 	The impact investment fund, local authorities, neighborhood associations and legal owners.
		<p>INDIRECT:</p> <ul style="list-style-type: none"> - Demonstrate the payment possibilities of the community; 	<p>INDIRECT:</p> <ul style="list-style-type: none"> - Promote social well-being and quality of life. - Establish a relationship of trust with local communities. 	
Cipriani et al. (2020)	Study of different social innovations in 26 European organizations, including private and social enterprises, startups, non-profit organizations, associations and cooperatives.	<p>DIRECT:</p> <ul style="list-style-type: none"> - Difficulty in managing income/revenue streams due to complexity. - Adaptation of the legal structure for the development of innovation, including creating and combining different types of structures for the same business. - Management of the cost, use and benefits of products/services that can be broad and complex. - Assistance to different customers/beneficiaries. - Use of network with stakeholders to maintain the necessary resources. 	<p>DIRECT:</p> <ul style="list-style-type: none"> - The use of bricolage and improvisation, more than strategic planning, emerge as the common pattern for dealing with the scarcity of resources, creatively recombining them to deal with difficulties and unexpected deviations 	Private companies, non-profit organizations, governments and donors.
		<p>INDIRECT:</p> <ul style="list-style-type: none"> - Accept that it is not possible to completely resolve the divergences between social and economic objectives. 		
Jungsberg et al. (2020)	Study of 18 IS projects in rural areas of Nordic countries	<p>DIRECT:</p> <ul style="list-style-type: none"> - Creation of different legal structures for the development of IS. - Great influence of “civil society as a community” in the project initiation phase, and of “civil society as a community” organization” in the IS implementation phase. - The development of IS depends on "passionate" individuals, generating risk for 	<p>DIRECT:</p> <ul style="list-style-type: none"> - Responses to demographic change such as aging and population decline, emigration (mainly youth), as well as the closure of services (or the threat of closure), local economic restructuring. - Stimulate local development. 	Community members, civil society organizations, local public sector, private sector and regional and national authorities

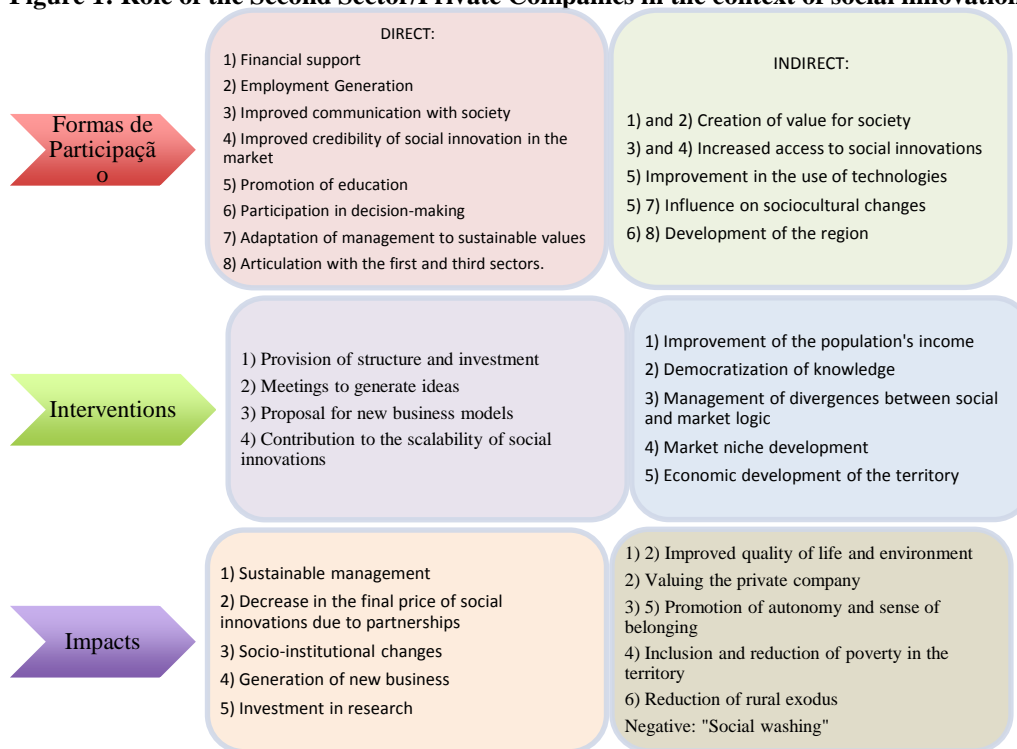
		<p>the continuity of the project.</p> <p>INDIRECT:</p> <ul style="list-style-type: none"> - Community participation and empowerment 	<p>INDIRECT:</p> <ul style="list-style-type: none"> - Improve the quality of life. - Avoid rural exodus. - Develop the territory economically and socially. 	
Morisson & Panetti (2020)	Support and funding for innovation and knowledge economy projects	<p>DIRECT:</p> <ul style="list-style-type: none"> - Support public, educational initiatives and research centers. - Training of companies for the development of innovation. - Creation of institutional arrangements. 	<p>DIRECT:</p> <ul style="list-style-type: none"> - Create a regional innovation agency to promote regional structural change. - Accelerate changes in social and organizational structure 	Private companies, universities, governments
		<p>INDIRECT:</p> <ul style="list-style-type: none"> - Influence social and institutional changes. - Indirect action with institutional entrepreneurs. - Democratize knowledge in target companies. 	<p>INDIRECT:</p> <ul style="list-style-type: none"> - Generate political changes in the public sector to develop the studied region. 	
Tim, Cui & Sheng (2020)	E-commerce platform to promote sustainable development among marginalized rural communities in China	<p>DIRECT:</p> <ul style="list-style-type: none"> - Educational support for using the platform and managing the business. - Wide dissemination of products and withdrawal of intermediaries. - Financing of initial activities to establish the market. - Creation of “geographical identities”. - Service points in the community and collaboration with local leaders. - Exchange of knowledge between local actors. 	<p>DIRECT:</p> <ul style="list-style-type: none"> - Development of the territory. - Increased education and income. - Avoid the rural exodus, especially of the younger ones; 	Associations, technology providers, local governments
		<p>INDIRECT:</p> <ul style="list-style-type: none"> - Improve people's confidence in the service. - Niche development with products from the region. 	<p>INDIRECT:</p> <ul style="list-style-type: none"> - Social conflicts, competition for scarce resources, jobs and business opportunities. - People have become less interested in jobs that are outside of e-commerce. 	

Source: the authors

Theoretical construction

After establishing standards (Chart 3), a theoretical framework of the meta-causal network of the private sector in the face of social innovations was developed. The network was created after analyzing the articles. Two roles were considered significant in the cross-analysis of the cases, one related to “direct actions” and the other to “indirect actions”, as shown in Figure 1.

Figure 1: Role of the Second Sector/Private Companies in the context of social innovation.



Source: the authors.

The meta-causal network showed a direct and indirect role in the actions of companies in the second sector regarding social innovations. Both roles were established based on the form of participation of private companies, the practices and interventions carried out by them and the practical impacts of their actions.

Concerning participation, direct actions by companies related to financial support and participation in decision-making related to social innovations were observed. In addition, the following also stand out: the generation of employment and education, improved communication with society, increased credibility, change in managers and their forms of management and articulation with the first and third sectors. In terms of indirect participation, there is the generation of social value, increased access to social innovation, improved use of technologies, influence on socio-cultural changes and the development of the region where the company is located.

Despite being understood as philanthropy by many authors (Comini, 2016), the practice can be viewed as the articulation between the sectors involved with social innovations and expanding the target audience's access to the product or service (Tim, Cui & Sheng, 2021; Wamuchiru & Moulaert, 2018; Igarashi & Okada, 2015; Raynor, 2019; Morais-de-Oliveira, Segatto & Bezerra-de-Souza, 2020).

In addition, the results show the importance of educational activities to contribute to the generation of qualified labor. These actions indirectly contribute to the continuity of social projects and the improvement of the territory where they are inserted. By promoting educational actions for people outside the organization, more direct actions are possible. Such as: the inclusion of qualified people in the labor market (generating direct jobs) and the adaptation of management to embrace more sustainable market practices and influence sociocultural changes (Morison & Panetti, 2020).

When getting involved with social innovations, the company combines its image with the action it supports. This directly improves the credibility of the innovation in the market, promotes its consumption and improves communication with society across sectors to generate social and environmental value (Jungsberg et al. 2020; Morisson & Panetti, 2020; Igarashi & Okada, 2015; Raynor, 2019).

About the interventions carried out, the following stand out: providing structures and investment, meetings to generate ideas, proposing new business models and contributing to the scalability of social innovations. And, indirectly, the improvement in the population's income, the democratization of knowledge, management of divergences between social and market logic, and the development of market niche and territorial economy.

The second sector can contribute to the development of the territory and market niches to improve the income of the people where it operates (Tim, Cui & Sheng, 2021). In addition, Cipriani et al. (2020) observe the limits of interventions by private companies when stating that divergences between social and market logic

should not be eliminated, but rather managed to maintain balance and give continuity to the social innovations in which companies are involved.

Regarding the direct practical impacts caused, an increase in sustainable management, a decrease in the final price of social innovations due to partnerships, social and institutional changes, generation of new businesses and investment in research can be observed. And indirect, impacts can be observed in improving the quality of life and environment, valuing the company, improving the sense of belonging and autonomy, inclusion and reduction of poverty and rural exodus.

Economic development actions aimed at social actions stimulate sustainability and generate possibilities for research, new businesses and even adaptation of business models based on market logic to improve companies with social proposals (Igarashi & Okada, 2015; Morisson & Panetti, 2020).

One of the indirect results, however, points out that the support of private companies for social innovations can also be an attempt at "social washing" (Cipriani et al. 2020). And this aspect should be discussed. Especially about the intentions of private companies in supporting social innovations proposed by the first and third sectors.

V. Discussion

The results presented lead to advances in the literature on private sector approaches aimed at social innovations by addressing the practices, interventions and impacts of the participation of second-sector companies focused on social innovation. In short, the study contributes by discussing the role of private companies in social innovations. This can be visualized in two ways: by the direct and indirect role.

The direct role suggests the importance of financial support, job creation and education to improve coordination between sectors and the development of participatory management together with the stakeholders of a territory. And its indirect consequence is regional development and the generation of social, economic and environmental value from social innovations that involve communities. That is, it is observed that the participation of second-sector companies generates benefits for those involved: the first, second and third sectors.

The indirect role draws attention to the need for private companies to learn about the practices that generate social innovations and contribute to the market niche explored by them. In addition, private companies can develop new business models aimed at the scalability of existing social innovations in the territory in which they operate. And, in this sense, the development of collaborative business models between sectors responds to the need to manage the divergences between social and economic logic. Aspect inherent to the development of partnerships with different types of interests.

It is also possible to visualize the role of private companies in regional development by contributing to the development of manpower. Another aspect to be highlighted is the importance of promoting training and job creation, even if to meet their interests. This attitude promotes quality of life, environmental improvements and inclusion in the labor market. In this sense, this research contributes to broadening the understanding of approaches aimed at practices, interventions and impacts in promoting social innovation.

About the limitations of this meta-synthesis, by selecting only thirteen studies out of a total of thirty-three identified as practical case studies, there are risks as to the interpretations being reduced. However, it should be noted that these were the studies found with this specific theme. This is justified by the delimitation of the theme and the recent nature of the research.

VI. Conclusion

The ability to make a memorable

This study sought to analyze the approaches of the private sector aimed at social innovations in the territory in which it operates, based on the meta-synthesis methodology proposed by Hoon (2013). The perspective of this article was consistent with the approach of Defourny and Nyssens (2012), Dees and Anderson (2006) and Prahalad and Hart (2002) about promoting the possibility of education and a support network based on participatory management with companies with social objectives and provide innovative products and services to serve underprivileged communities.

Based on these concepts, criteria were established for selecting case studies within private companies. From the selection, the meta-synthesis was applied and the approach of private companies in the scope of social innovation was identified. This identification led to the classification of direct and indirect aspects, as well as establishing the forms of participation, the interventions carried out and the resulting impacts on social innovations. The meta-synthesis was developed from 33 cases raised and 13 analyzed based on the steps indicated in the study.

Theoretical contributions can be identified in the study. The results of this study are in addition to the results proposed by Le Ber and Branzei (2010), which define the role of private companies for their ability to relate and act in partnership with other sectors. The first theoretical contribution is related to improving the

credibility of social innovation in the market due to the relationship with private companies. The partnership between sectors allows the adaptation of the management of private companies to contemplate objectives focused on sustainability to improve technologies and develop the region where the company operates. And for that, companies, in their partnerships, need to manage their divergences between social and economic objectives to better develop the market niches in which they operate together.

The second theoretical contribution concerns the practical interventions that private companies carry out. These can generate the scalability of social innovations by proposing new business models with other sectors. This finding makes a small addition to the study by Morais-da-Silva, Takahashi and Segatto (2016) which deals with the scalability of social innovations and the importance of having an environment conducive to scalability mediated or not by intermediary organizations. Because, in addition to presupposing the partnership with other forms of organization, it talks about how it can be accomplished: by proposing new business models with these organizations. In this sense, agreeing with Méo (2015), so that, in institutional contexts where there are no specific regulations to enable the development of this type of organization, it must be understood that international experiences on the case (such as the United States and Europe) can help legitimize this type of action promoted by companies that develop social innovation and, consequently, its recognition.

Regarding the empirical contributions of this article, it can be said that private companies play a role in the economic development of social innovations. This can often be visualized through the creation of new businesses and investment in research to understand the demands of the community where it operates. Practical elements were identified that resulted in a decrease in rural exodus, regional development, improved quality of life, education and inclusion of people in the labor market and possibilities for new business models in partnership with other sectors. In addition, it is observed that partnerships can modify the management of private companies and include objectives aimed at the sustainability and scalability of proposed innovations in their territories.

Future studies face the challenge of going beyond using the image of private companies as a way of promoting social innovations and mapping the possibilities for new businesses in partnership with other sectors. Thus, possible approaches for future research are the discussion between social innovation and the philanthropic behavior of private companies. New organizational arrangements and existing management models to mediate these partnerships can also be explored. Furthermore, there is a need to discuss a classification of social innovations that encompass the forms of participation of private companies.

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