Power dynamics in transformative social innovation
sustainability transitions

social innovation

transformative social innovation

social movements

social & solidarity economy

- e.g. Schot & Geels 2007, Grin et al. 2010, Loorbach et al. 2017
- e.g. Westley et al. 2013, Moulaert et al. 2013, 2017, Howaldt & Kopp 2012
- e.g. Monticelli 2018, Della Porta & Diani 2015
- e.g. Laville 2015, Pestoff & Hulgard 2015, Eynaud et al. 2019

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The next 35 minutes

- Transformative social innovation (TSI)
- Power dynamics
- Multi-actor perspective on shifting power relations
- Reflecting on TSI-politics

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Social innovation
set of ideas, objects and/or activities that involve...

- New Doing
  - technologies
  - practices
  - materiality

- New Thinking
  - knowledge
  - meanings
  - visions & images

- New Organising
  - modes of organisation
  - governance

change in social relations

Haxeltine et al. 2017
Chilvers & Longhurst 2016

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social innovation
example community energy

New Doing
renewable energy
production

New relations
neighbours, consumers - producers

‘prosumer’
knowledge
New
Thinking

energy cooperatives
New Organising

Haxeltine et al. 2017
Chilvers & Longhurst 2016

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reinvention (innovation ≠ ‘newness’)
transformative social innovation

innovations are transformative to the extent that they
• challenge
• alter
• replace
dominant structures & institutions

Avelino et al. 2019
Haxeltine et al. 2017
• 2014-2017
• 12 partners, 25 researchers
• EU & Latin-America
• 20 transnational networks & 100+ initiatives in 25+ countries
• 12 theoretical propositions

www.transitsocialinnovation.nl / @TransitSI
Building on…

• Institutional theory
• Relational theory
• Structuration theory
• Science & Technology studies
• Innovation studies
• Political theory
• Social psychology

To develop a middle-range theory on Transformative Social Innovation

Avelino et al. 2019
Haxeltine et al. 2017
20 international networks

100+ local/regional/national initiatives

27+ countries EU, Latin-America, other

Interviews, participant observation, document reviews, comparative meta-analysis

1. Tamera (PT)  
2. Schloss Tempelhof (DE)  
3. Bergen (NL)  
4. Sieben Linden (DE)  
5. Findhorn (UK)

170 people
330 acres
Alentejo (Portugal)
founded in 1995
Edible Landscapes: The Valley Garden of Tamera

The Healing of our Planet Starts in Contact with all Beings

@FlorAvelino

http://www.tamera.org/
Almost Heaven Farms

We created a project called RTR or Resilience Through Recovery. This project is an integrated approach to helping different communities in Nepal sustainably recover from the recent earthquakes allowing them to even more resilient and prepared to deal with future challenges. We envisage that the learnings from this project will have relevance for rural communities in many parts of the world who are faced with the need...
translocal empowerment
local embeddedness + global connectedness
Transform what & why?

- Problematic power relations: inequality, oppression, exclusion, exploitation, injustice
- How & to what extent are social innovations challenging and/or reproducing power relations?
Power dynamics
Seven power contestations

1. Power ‘over’ vs. power ‘to’
2. Centred vs. diffused
3. Consensual vs. conflictual
4. Constraining vs. enabling
5. Power = knowledge vs. power ≠ knowledge
6. Empowerment vs. disempowerment
7. Power as means vs. power as end in itself

Not choose sides but learn diversity of critical questions…
Violence as “the most concentrated, if bluntest, instrument of human power”.
(Mann [1986] 2002:177)

Violence can destroy power, but “is utterly incapable of creating it”, and “power and violence are opposites; where the one rules absolutely, the other is absent”. (Arendt [1969] 2002:143).
“Subjection is not only obtained by the instruments of violence or ideology; it can also be direct, physical, pitting force against force, bearing on material elements, and yet without involving violence; it may be calculated, organized, technically thought out; it may be subtle, make use neither of weapons nor of terror and yet remain a physical order”.

Power

centred

diffused
Three faces of power

1. Dahl (1958) – beyond ruling elites
2. Bachrach & Baratz (1962) – agenda-setting
How are 3 faces of power manifested in/for processes of social innovation?

How is power decentralised and/or (re)centralised?

Avelino 2018
(De)/(re)centralization

Decentralisation in one place can lead to (re)centralisation elsewhere (& vice versa).

Which power relations are or might be (de)/(re)centralised in processes of social innovation, how, by & for whom?
Power

enabling (agency)

constraining (structure)

Avelino 2018
“In its most general sense, power is (...) the ‘can’ which mediates the desired or intended outcomes of social actors and the actual realization of these outcomes in their daily social practices”.

(Davis et al. [1991] 2002:214)
“Individuals are the vehicles of power”
(Foucault 1980:101)

‘Automated’ and ‘disindividualised’ power: material or ideological structures are “creating and sustaining a power relation independent of the person who exercises it”.
(Foucault ([1975]2002: 196)
Panopticon...
Smart Grid Awareness

Raising Public Awareness to Smart Grid, Smart Meter, and Radiofrequency (RF) Concerns: Privacy, Health, Cybersecurity, Safety, Economics, Societal Impacts, Environmental Impacts, Consumer Choice and Rights
Lokaal peakshaven bij Particulieren

Uitnodiging: Pressure cooker workshop
3 juli 12:00 - 14:30 @ Aardemuizen, Okst

Decentrale opwekking van elektriciteit is aan de orde van de dag. Echter zorgt dit voor grote schommelingen op het net. Door grote pieken in elektriciteitsopwek te 'peakshaven' kunnen deze schommelingen worden voorkomen. Particulieren en wijken wagen zich aan peakshaven, door middel van wijkopslag en microgrids. Maar dit gaat niet zonder slag of stoot.

Wat kunnen we leren van particulieren die zich wagen aan peakshaven? En hoe kunnen instanties hen hierbij verder helpen?
multi-actor perspective on shifting power relations
Institutional logics

STATE (public agencies)

NON-PROFIT (NGOs, associations, foundations)

COMMUNITY (households, families etc.)

MARKET (firms, business)

formal

informal

public

private

Avelino & Wittmayer 2016, Based on Evers & Laville 2004, Pestoff 1992
Social innovation

Emerges across diverse institutional logics

Shifting relations & boundaries between institutional logics = a form of social innovation
Power inbalances

STATE (public agencies)

NON-PROFIT (NGOs, associations, foundations)

MARKET (firms, business)

COMMUNITY (households, families etc.)

public-private-partnerships

Avelino & Wittmayer 2016
Multi-Actor Perspective

Multiple institutional logics & actor roles

Internal struggles...

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Micro-politics: struggles, contestations, inequalities, hierarchies

- National/local politicians/civil servants
- Expert/lay beneficiaries
- Man/woman
- Young/old
- Poor/rich
- Large/small

@FlorAvelino

Avelino & Wittmayer 2016
As the expansion of renewable energy gathers pace, the transformative potential of moving away from fossil fuels is becoming increas-ingly clear. Around the world, individu-als, communities, organizations, cities, states, and countries are recognizing that renewable energy offers many more than just a viable alternative to climate change, pollution reduction, and economic growth. In addition to these environmental benefits, the renewable energy revolution also provides potential to transform society by reducing poverty, health, and social inequities.

Energy democracy is a growing social movement that prioritizes this potential for redistributing power to the people through renewable transforma-tions. Energy democracy acknowledges how fossil-fuel-based energy systems and the associated resource-corporate profits of large multinational energy companies have perpetuated inequalities, exacerbated corporate power, and strengthened the control of energy, wealth, and power across nations. A transformation towards renewable energy not only offers a more sustainable, just, and equitable energy system but also provides a means to address the social, economic, and environmental challenges confronting our societies today.

Along with this transformation comes the need for communities to come together and work towards a common goal. By understanding the connection between energy systems and society, we can work towards a more just and sustainable future. Let's support the transition to renewable energy and empower ourselves to create a better world for all.
Reflections on TSI-politics
Paradoxes of innovation & transformative change

(Pel et al. 2019)
Research question

How can social innovations gain power while maintaining their transformative potential?

- embracing paradoxes & nurturing radical core
- translocal & intersectional empowerment
- repoliticization
Mainstreaming

How do processes of mainstreaming (i.e. gaining more power) manifest across different institutional logics?

Bureaucratization & Standardization

Socialisation & Communalisation

Marketization & Commodification

STATE

COMMUNITY (households, families etc.)

MARKET (firms, business)

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Embracing & owning the paradox

Prepare for dialectics of innovation ‘capture’ + develop flexible repertoire of diverse strategies incl. ‘Trojan Horse’ tactics

(Bonno Pel 2016)

Translating to mainstream context while also nurturing the radical core

(Adrian Smith 2006, 2007)
(re)politicize
Manifesto 0.1

This is a manifesto ‘in-the-making’ on transformative social innovation towards more sustainable, just and resilient societies.

https://tsimanifesto.org/ #TSImanifesto
#TSImanifesto: 13 principles

1. Physical and mental space for **learning and experimentation** is a necessary condition.
2. We require **alternative and diverse economies**.
3. Innovation is just as much about shaping the new as it is about **reframing the old**.
4. We need to experiment with **alternative social relations** and relational values.
5. Social & material change are intertwined: we need both **social & technological innovation**.
6. Transformative change requires **hybrid combinations** of civil society, state and market.
7. Social innovation should **never be an excuse to dismantle necessary public services**.
8. **Translocal empowerment** is a promising response to the challenges of globalisation.
9. Social innovation is about fostering a sense of **belonging, autonomy and competence**.
10. Transparent and **inclusive decision-making** is a necessary condition for change.
11. **Alternative and diverse narratives** are needed to drive change.
12. More **mutual recognition** and **strategic collaboration** is needed.
13. **Embracing paradoxes** is key to transformative social innovation.

@FlorAvelino

[https://tsimanifesto.org/](https://tsimanifesto.org/)
calling for translocal solidarity
across nations, urban-rural, local-global, offline-online

8. Translocal empowerment is a promising response to the challenges of globalisation.

Many social innovation networks are globally connected as well as locally rooted. Individuals are empowered by engaging with both local communities as well as international networks. We can’t have effective international networks without local rootedness in communities, and vice versa. Translocal networks can integrate the best of both the global and the local, connecting communities internationally and promoting global solidarity while also acknowledging and re-appreciating deep local identities and traditions. By doing so, they can respond to current political debates on globalisation, immigration and nationalism. Examples of translocal alternatives need to be made more visible in these public debates.

https://tsimanifesto.org/ #TSImanifesto
Thank you!

Dr. Flor Avelino
DRIFT, Erasmus University Rotterdam
avelino@drift.eur.nl
@FlorAvelino

The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function. One should, for example, be able to see that things are hopeless and yet be determined to make them otherwise.

(F. Scott Fitzgerald)
Transformative Social Innovation (selection)

Power, politics & empowerment in change & innovation


Forthcoming / in development (selection)

Unpacking how/to what extent power relations are transformed

10 The Transformative Potential of Plural Social Enterprise
A Multi-Actor Perspective

Flor Avelino and Julia M. Wittmayer

Introduction
What is the transformative potential of social enterprise to challenge, alter or replace existing power relations? This is the question that we ponder in this chapter by taking a multi-actor perspective to unpack concepts and empirical manifestations of social enterprise.
Translocal empowerment in transformative social innovation networks

Flor Avelino¹, Adina Dumitru², Carla Cipolla³, Iris Kunze⁴ and Julia Wittmayer⁵

¹DRIFT/Transition Academy, Erasmus Universiteit Rotterdam, Rotterdam, The Netherlands; ²University A Coruña, A Coruña, Spain; ³Universidade Federal do Rio de Janeiro (UFRJ), Rio de Janeiro, Brazil; ⁴University of Natural Resources and Life Sciences (BOKU) Vienna, Austria

ABSTRACT
This paper contributes to public and academic discussions on empowerment and social innovation by conceptualizing the mechanisms of empowerment from a social psychology perspective, and empirically exploring how people are empowered through both local and transnational linkages, i.e. translocal networks. Section 2 conceptualizes empowerment as the process through which actors gain the capacity to mobilize resources to achieve a goal, building on different power theories in relation to social change, combined with self-determination theory and intrinsic motivation research. Based on that conceptualization, empirical questions are formulated to be asked about cases under study. Section 3 then provides an empirical analysis of translocal networks that work with social innovation both at the global and local level. A total of five networks are analyzed: FEEA, DESIS, the Global Ecovillage Network, Impact Hub and Slow Food. The embedded cases-study approach allows an exploration of how people are empowered through the transnational networking

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KEYWORDS
Empowerment; translocal networks; social innovation; self-determination

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<tr>
<td>DESIS</td>
</tr>
<tr>
<td>Global Ecovillage Network</td>
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<td>Impact Hub</td>
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Transformative social innovation and (dis)empowerment

Flor Avelino, Julia M. Wittmayer, Bonno Pel, Paul Weaver, Adina Dumitru, Alex Haxeltine, René Kemp, Michael S. Jørgensen, Tom Bauler, Saskia Ruijsink, Tim O’Riordan

ABSTRACT

This article responds to increasing public and academic discourses on social innovation, which often rest on the assumption that social innovation can drive societal change and empower actors to deal with societal challenges and a retreating welfare state. In order to scrutinise this assumption, this article proposes a set of concepts to study the dynamics of transformative social innovation and underlying processes of multi-actor (dis)empowerment. First, the concept of transformative social innovation is unpacked by proposing four foundational concepts to help distinguish between different pertinent ‘shades’ of change and innovation: (1) social innovation, (2) system innovation, (3) game-changers, and (4) narratives of change. These concepts, invoking insights from transitions studies and social innovations literature, are used to construct a conceptual account of how transformative social innovation emerges as a co-evolutionary interaction between diverse shades of change and innovation. Second, the paper critically discusses the dialectic nature of multi-actor (dis)empowerment that underlies such processes of change and innovation. The paper then demonstrates how the conceptualisations are applied to three empirical case-studies of transformative social innovation: Impact Hub, Time Banks and Credit Unions. In the conclusion we synthesise how the concepts and the empirical examples help to understand contemporary shifts in societal power relations and the changing role of the welfare state.
Shifting Power Relations in Sustainability Transitions: A Multi-actor Perspective

Flor Avelino & Julia M. Wittmayer


To link to this article: http://dx.doi.org/10.1080/1523908X.2015.1112259
We need research to show us how and when transformative change is possible.

DRIFT is a world-leading institute for research on and for sustainability transitions. We conduct interdisciplinary and transdisciplinary research to better understand and facilitate new ways of thinking, doing and organizing in contemporary transitions.
Unpacking the transformative potential of social enterprise

10 The Transformative Potential of Plural Social Enterprise
A Multi-Actor Perspective

Flor Avelino and Julia M. Wittmayer

Introduction
What is the transformative potential of social enterprise to challenge, alter or replace existing power relations? This is the question that we ponder in this chapter, by taking a multi-actor perspective to unpack concepts and empirical manifestations of social enterprise.

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Theories of Power and Social Innovation. Power Contestations and their Implications for Social Innovation Research

Author: Flor Avelino

Paper presented at the International Social Innovation Research Conference, Heidelberg, 3-5th of September 2018

Paper submitted to the Journal of Political Power > now under moderate revision [June 2018].

Abstract
There is increasing attention for social change towards more ‘sustainable’, ‘just’ and ‘resilient’ societies. This is manifested in public and academic discourses on e.g. ‘sustainability transitions’, ‘social innovation’ or ‘socio-ecological transformation’. These discourses share notions of change and innovation as drivers for societal improvement, and an implicit or explicit belief in human capacity to change the world for the better. Therein, the ‘dark’ and unintended effects of social change often tend to be underemphasised, as well as the fierce power struggles that come with it. This paper discusses these challenges and sets out to broaden and deepen the theoretical basis for studying the implications of power in social change processes. Power is one of the most contested concepts in social and political theory: definitions are manifold and highly diverse. This paper discusses eight prevailing points of contestation in academic debates on power: Power over vs. power to, centred vs. diffused, consensual vs. conflictual, constraining vs. enabling, power =...
Power in Sustainability Transitions: Analysing power and (dis)empowerment in transformative change towards sustainability

Flor Avelino*

Erasmus University of Rotterdam, Dutch Research Institute for Transitions, Rotterdam, Netherlands

ABSTRACT
This paper conceptualizes power and empowerment in the context of sustainability transitions and transition governance. The field of transition studies has been critically interrogated for undermining the role of power, which has inspired various endeavours to theorize power and agency in transitions. This paper presents the POwer IN Transition framework (POINT), which is developed as a conceptual framework to analyse power and (dis)empowerment in transformative
# Guest Editorial, part of a Special Feature on Game-Changers and Transformative Social Innovation

## Game-changers and transformative social innovation

*Flor Avelino¹, Julia M. Wittmayer¹, René Kemp² and Alex Haxeltine³*

### ABSTRACT

This editorial introduces the special feature on the role of game-changers, broadly conceptualized as macro-trends that change the “rules of the game,” in processes of transformative social innovation. First, the key concepts are introduced together with the academic workshop that brought together 25 scholars in transformative social innovation, resulting in the 9 chapters in this special feature. The role of game-changers in transformative social innovation is further illustrated by the different empirical examples of game-changers in different geographical contexts across Europe, North America, Africa and Asia. The different approaches used to explain social change are noted, discussed. Finally, a synthesis is provided of the main findings of the special feature.

Key Words: game changer; sustainability transitions; transformative social innovation

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Editorial Synthesis: Methodological Challenges in Social Innovation Research
Julia Wittmayer, Bonno Pel, Tom Bauler, Flor Avelino

Abstract

In recent years, there have been substantial efforts towards theory-building and conceptual clarification in social innovation (SI) research further contributing to its consolidation as a research field. Taking a different angle, this special issue aims to contribute to such consolidation by introducing greater methodological depth into the field. It features eight contributions from the main methodological streams of development and action-oriented research that discuss methodological issues and trajectories. The synthesis serves to take stock and elicit their broader implications for the specific dimensions of methodology choices. Dimensions such as the need to develop more specific methodological tradition. As such, they reflect on and contribute to the development of a research field and open up a methodological discussion to researchers interested in emerging perspectives of social innovation.

Research articles

Editorial Synthesis: Methodological Challenges in Social Innovation Research
Julia Wittmayer, Bonno Pel, Tom Bauler, Flor Avelino

Social Innovation and Participatory Action Research: A way to research community?
Gerald Taylor Aiken

Contributing to Civic Innovation through Participatory Action Research
Kaes Biekart

How to deal with an "essentially contested concept" on the field? Sampling social innovations through the Delphi method
Ela Caliorda Fossati, Florence Degavre, Marthe Nyssens

Building a middle-range theory of Transformative Social Innovation: theoretical pitfalls and methodological responses
Alexander Haxeltine, Bonno Pel, Julia Wittmayer, Adina Dumitru, Rene Kemp, Flor Avelino

A Global Mapping of Social Innovations: Challenges of a Theory Driven Methodology
Christoph Kaletka, Antonius Schroder

Constructing The Evolution of Social Innovation: Methodological Insights from a Multi-Case Study
Katharina Albertine McGowan, Frances Westley

Detecting Social Innovation Agency: Methodological reflections on units of analysis in dispersed transformation processes
Bonno Pel, Jens Dorland, Julia Wittmayer, Michael Soegaard Jorgensen

Introducing Design Thinking in Social Innovation and in the Public Sector: a design based learning framework
Francesca Rizzo, Alessandro Deserti, Onur Cobani

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PDF 127-143
Haxeltine, A. Flor Avelino, Julia Wittmayer, Iris Kunze, Noel Longhurst, Adina Dumitru, and Tim O’Riordan,

**Conceptualising the role of social innovation in sustainability transformations**

Beyond deconstruction: a reconstructive perspective on sustainability transition governance

Flor Avelino (Dr.) a,*, John Grin (Dr.) (Prof.) b

a Dutch Research Institute for Transitions, Erasmus University Rotterdam, P.O. Box 1738 (Mandeville building, T16-36), 3000 DR Rotterdam, The Netherlands
b University of Amsterdam, Department of Political Science, Nieuwe Achtergracht 166, 1018 WV Amsterdam, The Netherlands

This paper reviews criticisms of sustainability transition studies, using transition management (TM) as a case study. While these criticisms have yielded theoretical progress, underlying epistemological issues remain. Contrasting the TM approach to complexity with other more deconstructive views on complexity, it becomes clear that some criticisms on TM are inherently based on a deconstructive questioning of whether complex systems
Transformative innovation and translocal diffusion

Derk Loorbach*, Julia Wittmayer, Flor Avelino, Timo von Wirth, Niki Frantzeskaki

DRIFT, Erasmus University Rotterdam, PO Box 1738, 3000, DR Rotterdam, the Netherlands

ARTICLE INFO

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Translocal
Diffusion
Transformative
Sustainability
Transition

ABSTRACT

This paper develops a conceptual understanding of transformative innovations as shared activities, ideas and objects across locally rooted sustainability initiatives that explore and develop alternatives to incumbent and (perceived) unsustainable regimes that they seek to challenge, alter or replace. We synthesize empirical work from two European research projects (TRANSIT and ARTS), in which initiatives and networks were empirically studied, to develop a broader conceptual understanding of the emergence of transformative innovation. The development of initiatives can occur through growing, replicating, partnering, instrumentalising and embedding. This is supported through translocal networks that connect initiatives by sharing ideas, objects and activities across local contexts. This translocal characteristic of transformative innovations harnesses an enormous potential for sustainability transitions, but requires further understanding as well as governance support. The perspective we present provides a conceptual starting point to further explore the development and diffusion of transformative innovation as well as transition governance strategies.
Transformative social innovation – What have we learned in four years of research?
Experiments with alternative economies: four emergent counter-narratives of urban economic development

Noel Longhurst1, Flor Avelino2, Julia Wittmayer3, Paul Weaver3, Adina Dumitru4, Sabine Hielshcer5, Carla Cipolla6, Rita Alonso6, Iris Kunze7 and Morten Elbe8

Introduction
In the 'decade of urbanisation' (2011-2020) cities are seen as critical sites for societal change in general [1] but especially instead of specific sustainability transitions [4,5,7]. Attempts to assess urban sustainability transitions create a number of challenges, not least how such transitions relate to the role of cities as sites of economic production, consumption, exchange and innovation. Cities are based on market-oriented economies, but recent decades played a significant role in shaping their governance, economies, ecological, environmental and infrastructural crisis. The power of this narrative is that it creates a 'transformation context' within which urban economic developments should be pursued, which is undermined by a certain set of hidden and emerging social dynamics, relations and practices. Here we highlight the important dimensions of the overall neoliberal narrative.
case reports & database

Comparative analysis

Transitions towards New Economies?
A Transformative Social Innovation Perspective

http://www.transitsocialinnovation.eu/downloads
The Critical Turning Points database; concept, methodology and dataset of an international Transformative Social Innovation comparison

TRANSIT Working Paper #10, July 12th 2017


http://www.transitsocialinnovation.eu/sii
A middle-range theory of TSI
Conceptual framework & 20 theoretical propositions on TSI

http://www.transitsocialinnovation.eu/deliverables
The TRANSIT working paper series

The TRANSIT Working Paper Series aims to accelerate the public availability of research undertaken by TRANSIT researchers. It presents research results that in whole or part are suitable for submission to a scientific journal or book. It also considers those articles, which are appropriate for submission to (scientific) conferences, workshops or symposia. Our intention is to provide early access to TRANSIT research.

Towards a TSI theory: a relational framework and 12 propositions

TRANSIT Working Paper 16, December 2017

By Alex Haxeltine, Bonno Pel, Adina Dumitru, Flor Avelino, René Kemp, Tom Bauler, Iris Kunze, Jens Dorland, Julia Wittmayer, and Michael Søgaard Jørgensen
Comparative analysis

http://www.transitsocialinnovation.eu/downloads
Towards a TSI theory: a relational framework and 12 propositions

TRANSIT Working Paper 16, December 2017

By Alex Hazeltine, Bonno Pei, Adina Dumitru, Flor Avelino, René Kemp, Tom Bauler, Iris Kanze, Jens Dorland, Julia Wittmayer, and Michael Søgaard Jørgensen

Building on...

- Institutional theory
- Relational theory
- Structuration theory
- Science & Technology studies
- Innovation studies
- Political theory
- Social psychology
TRANSFORMATIVE SOCIAL INNOVATION AND ITS MULTI-ACTOR NATURE

Transformative social innovation is a multi-actor phenomenon where we can see the emergence of a hybrid sector that blurs and challenges the boundaries between the traditional sector logics, including new elements, roles and challenges from all of them.

Fior Avelino / Julia Wittmayer
Transformative innovation movements create new ways of doing, thinking and organizing with transformative ambitions. They challenge existing systems through (1) prefiguration, (2) socio-material innovation across domains, (3) translocal empowerment, (4) a diverse repertoire of actions and (5) strategic collaboration across movements.

Flor Avelino / Lara Monticelli / Julia M. Wittmayer

Positioning transformative innovation movements in three fields of research

Governance

➢ multi-actor phenomenon (rather than bottom-up)

➢ requires political struggle and negotiation; portfolio of different and often paradoxical strategies

➢ dialectic relation with established institutions and structures: challenging and reproducing
Social Learning

= new shared meanings, through interaction, collective experimentation and joint reflection, and these become situated in shared norms and practices

➢ Acquire specific knowledge about how particular institutions and systems work

➢ Develop competencies for cooperation and dealing with tensions to create new social relations and maintain motivation in the face of obstacles

➢ Develop effective strategies of engagement with other relevant actors and institutions, to achieve their objectives
Resourcing & Monitoring

Three resourcing pathways:

➢ External funding (seek investment and/or income by delivering services)
➢ Autonomous funding (develop own income stream)
➢ Strategy of embedding (partner with larger organisation with complementary mission)

Developmental evaluation (based on Patton 2010) for obtaining lessons for doing things better...