

The Role of Bricolage and Innovation Ecology in Catalytic Innovation

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Abstract:

The aim of social entrepreneurship is to provide solutions to challenging problems experienced by the communities. Scalable and sustainable approaches -catalytic innovations- present 'good enough' solutions to resolve social problems that are not addressed by enterprises using traditional approaches. Passionate and creative social entrepreneurs acquire and recombine existing resources -bricolage- to provide good enough solutions to problems and bringing social change that benefit their communities. Financial support and sustainability are the biggest reported challenges facing social enterprises in Pakistan. The paper proposes conceptual model which can be used to conduct empirical study in the social entrepreneurship sector. Themodeling is developed on the basis of empirical study and concepts related to Passion, creativity, entrepreneurial bricolage, catalytic innovation and moderating influence of innovation ecology that can be used to increase the performance of social enterprises.

Keywords: Social entrepreneurship; bricolage; catalytic innovation; passion, creativity, innovation ecology.

I. Introduction

Social entrepreneurship as an alternative to the creation of financial value is particularly related to the creation of social value for deprived people of a community. Social entrepreneurs characterized as individuals who are involved in developing innovative ideas to address the most exigent social issues faced by the community and identify novel ideas for additional value creation for social purpose. Social entrepreneurship usually thrives in resource-scarce settings (Desa, 2010), requiring social entrepreneurs to create innovative solutions to society's most persisting social issues.

The idea that passionate and creative individuals tirelessly pursue their entrepreneurial visions (catalytic innovation), "regardless of the resources they control (bricolage)" is in the heart of the contemporary image of entrepreneurship (Stevenson, 1983). In the study of social entrepreneurship, bricolage has identified as an important concept to comprehend entrepreneurs' intricate behavior and approaches for resource expansion and utilization during past decade. Bricolage can be defined as 'making do through the process of recombination of resources at hand to resolve multifarious problems faced by the community' (Baker and Nelson 2003, 333). However, the theories

related to bricolage make this construct far more composite than a simple encyclopedic perspective. The etymological basis of bricolage derives from French traditions which represent crafts-people who are associated with creatively using left over materials from other projects to create new artifacts (Levi-Strauss, 1966). Bricolage can be seen as a process of active engagement with diverse challenges by recombination of existing resources (Baker and Nelson 2005). Three fundamental facets that characterize bricolage are: making do, the use of existing resources and recombination of existing resources to address a problem (Baker and Nelson 2005). Bricolage as a strategy produces a response to unexpected and surprising circumstances (Ciborra 1996).

It defies the linear and casual approach related to entrepreneurial ways of generating resources and developing their firms in the contexts of entrepreneurship and young firms development (Baker, Miner, and Eesley 2003; Garud and Karnøe 2003; Baker and Nelson 2005; Senyard, Davidsson, and Steffens 2014). Literature presents some corroboration on how social entrepreneurs create greater value and tries to resolve existing social problems within resource-scarce contexts; our conceptualization of social transformation and bringing catalytic innovations by social entrepreneurs is imperfect.

Social entrepreneurs differentiate themselves by focusing on diverse challenges and opportunities affecting the welfare and prime motivation of the members of a society to think beyond financial concern towards bringing social transformation. At the intersection of business and nonprofit contexts, social entrepreneurs experience significant resource constraints, which present them with contemporary societal challenges without the availability of additional resources. Therefore, they usually make do with resources available at hand, identifying panacea to diverse social ills (Bornstein 2003). Such 'passable' solutions to existing and unaddressed social issues are recognized as 'catalytic innovations'. However, so far, entrepreneurship literature has not largely discussed the impact of social entrepreneur's behavior of bricolage on catalytic innovations and, more precisely, to what extent bricolage can stimulate or hamper catalytic innovations.

Creative and passionate social entrepreneurs value environmental and structural support to achieve the goal of social transformation. Therefore, the system under which social enterprises function plays a vital role in influencing the abilities of social entrepreneurs to bring catalytic innovation. Scholars have described innovation ecology as a system consisting of interconnected institutions who struggle to bring social transformation (i.e. Catalytic innovation) especially in resource scarce environment (Wulf, 2007a). National infrastructure provides variety of incentives for bringing catalytic innovation (van Rooij et al., 2008). This suggests that the national context for innovation can influence the intensity of innovative outcomes (Coriat and Weinstein, 2002). This environment acts as a part, creating interdependencies that enhance the innovative actions and can be termed as the innovation ecology. As Mark Stefik stated that we work in an environment called "innovation ecology", a group of people and enterprises whose joint assistance make breakthroughs possible (Canabou, 2004, pp. 50-1).

Bricolage closely follows resource based view; this resource based view (RBV) (Wernerfelt 1984) serves as the theoretical base for this research project. Viewing bricolage as a process, it aligns with the notion of assembling valuable resources or

creating valuations across “resources in use” (Rönkkö et al, 2014) through the acts of recombination. When assessing bricolage as an outcome, it leads to get competitive advantage by creating unique solutions through recombining the resources and competencies (Papi-Thornton, 2016). The resource based view (RBV) is a fitting lens for this study, as it concerned with the process of resource assembly (McLean et al. 2010)

II. Propositions and Conceptual Model

A. Linking Passion to bricolage and catalytic innovation

Generally passion is considered a significant driver of behavior (Cardon et al., 2009) and social entrepreneurs are usually concerned with the effects of passion (e.g. Vallerand et al., 2003). Entrepreneurial passion can be described as an individual's significant positive tendency towards entrepreneurial activities (Murnieks et al., 2014). The other essential element we considered, entrepreneurial bricolage, which can be defined as “making do, using recombination of existing resources that are available at hand to new opportunities and challenges” (Baker and Nelson, 2005). It involves the creative and innovative exploitation of resources at hand, to resolve a problem or to identify novel opportunities. As an entrepreneur process to resource generation and exploitation, we propose that the theory of bricolage is widely applied by those individuals who are extremely passionate about creating solutions as catalytic innovations.

The theoretical conceptualization of entrepreneurial bricolage can be described as the social construction of the resources (Fisher, 2012). A passionate entrepreneur discerns more opportunities regarding resource management where others notice generally limitations. Resource environments are basically socially constructed the passionate entrepreneurs experience encouraging affects and make constructive judgments or evaluations; passionate entrepreneurs engage in bricolage by making positive judgments about the resource availability (Baron, 2012).

Studies on passion and innovation (Cunha et al 2014, Smilor, 1997, Di Domenico et al., 2010) suggest that social entrepreneurs passionate to bring catalytic innovations will be more likely to employ in all three forms of bricolage behaviors. Importantly, passion enhance determination needed for bringing catalytic innovation, behavioral outcomes of passion—such as bricolage—presents an additional system that can influence firm outcomes, such as catalytic innovation. Thus, bricolage can act as a mediator in the relationship of passion and catalytic innovation. The results of numerous researches are used as foundation to propose the following propositions:

P1: Passionate social entrepreneurs drive and enable social bricolage activity.

P2; Passion of social entrepreneurs plays a significant role in bringing catalytic innovation.

P3: Passionate social entrepreneurs can bring catalytic innovation through bricolage.

B. Linking creativity, bricolage and catalytic innovation

Creativity can be defined as an implementation of innovative ideas or thoughts in an organizational environmental context (Lumpkin and Dess, 2001), Creativity can also be defined as the development of concepts about diverse practices, actions, products or services that are (a) unique and (b) particularly helpful for an organization (Fisher, 2012). Numerous researches on individual creativity in diverse settings specify that

creative people try to find solutions for complex problems in the situation of resource constraints (Baumgartner, 2011).

An entrepreneur's creativity might produce an organizational environment or culture that values phenomenal behaviour (Baron and Tang 2011), like trial and error or linking unrelated elements, which are imperative components of bricolage. On the basis of the above reasoning, we argue that the higher the intensity of entrepreneurial creativity, the higher the possibility that the social enterprises will engage in bricolage. Entrepreneur's creativity leads towards bricolage activities that aim to employ creative concepts to bring catalytic innovation. The results of numerous researches are used as foundation to propose the propositions stated below:

- P4: Creative social entrepreneurs drive and enable social bricolage activity.
 P5: Creativity of social entrepreneurs plays a significant role in bringing catalytic innovation.
 P6: Creative social entrepreneurs can bring catalytic innovation through bricolage.

C. Linking Bricolage to catalytic innovation

Innovation usually emerges from the combinations of existing resources (Giménez et al, 2007; Oliveira et al, 2012; Staw et al, 1993) and necessary skills and abilities across diverse domains (Sanz-Velasco, 2006). Bricolage leads towards innovation in a resource constraint environments (Senyard et al., 2009). Numbers of researches have suggested that the function of bricolage leads to highly innovative radical outcomes (Levi-Strauss, 1967). According to Delgado et al (2010) bricolage can direct towards the creation of something creative and innovative. Newer firms usually face diverse challenges related with innovativeness. Senyard et al., (2014) identified that bricolage leads towards innovativeness. Baker and Nelson (2005) argued that there are three basic elements of bricolage, common among all areas of entrepreneurship. Firstly, the organizations that follow the theory of bricolage have a "making do" proposition which steers toward active engagement with challenges and actions, rather than simply considering the workability of the plan. Secondly, bricoleur generally thinks about resources available at hand. Firms following bricolage usually find value in resources other organizations view as valueless. Thirdly, bricolage employs creative recombination of resources at hand with purposes (Senyard et al., 2014). On the basis of extensive literature review, we propose that a curvilinear relationship will emerge between bricolage and innovation. Bricolage fosters experimentation and combination of resources,

Firms using bricolage forever ignores the limitations of traditional definitions of resource acquisition (Baker and Nelson 2005). Thus, the literature identifies that the firms that employ bricolage are likely to create innovative solutions as compared to firms that do not use bricolage (Senyard et al. 2014). This bricolage process finally produces exceptional products, operational processes, or organizational systems in social entrepreneurship. On the basis of the results of numerous researches following propositions can be stated:

- P7: Social entrepreneurs can bring catalytic innovations through bricolage.

D. Role of innovation ecology

Social entrepreneurs recognize the pressing requirements of society and generate value for them by providing solutions to multiplex societal challenges. Innovation ecology can be described as environmental and structural support that plays a critical role in the success of any venture (Wulf, 2007). Innovation ecology can also be seen as people and organizations that provide structure and support for generation, development and consideration of creative ideas. This environmental and structural assistance comprises of administration, funding organizations, local and international support agencies and investors, make breakthroughs possible (Canabou, 2004). This support infrastructure encourages innovators to address strategic deficiencies in the attainment of desired social transformation (Murnieks, 2014). Environmental and structural support plays an important role in facilitation or inhibiting innovation (Anthony et al., 2008).

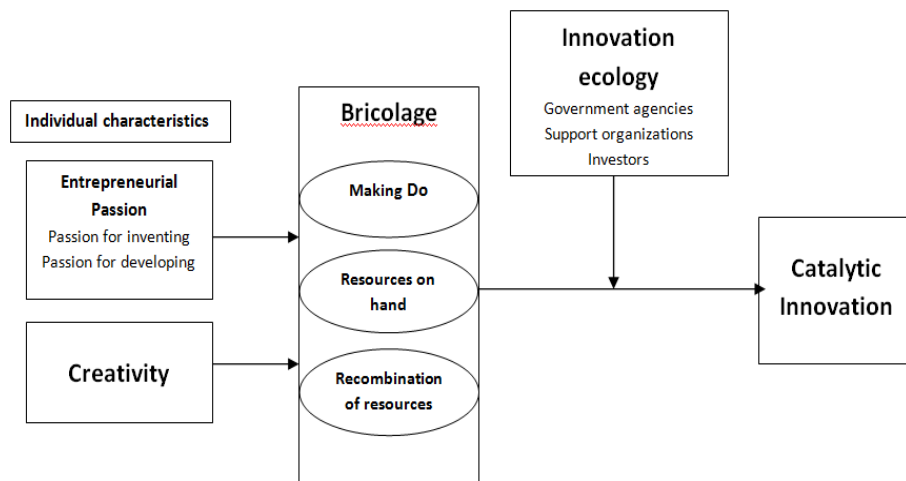
Social enterprises value environmental and structural support to achieve the goal of social transformation. Therefore, the system under which social enterprises function plays a vital role in influencing the abilities of social entrepreneurs to bring social transformation under resource poor conditions. The expansion of catalytic innovation is mainly affected by external environmental framework (like institutions, markets and networks) (Oliveira & Breda-Vázquez, 2012). The success of catalytic innovation is highly reliant on collective capabilities, which enlighten the need for cooperation across diverse actors (Dawson & Daniel, 2010).

P8: Innovation ecology influences the abilities of social entrepreneurs to bring social transformation under resource poor conditions.

III. The Conceptual Model

Based on these propositions, the conceptual model to increase the performance of social entrepreneurship sector is as follow:

Figure 1: Conceptual Model



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