

Social Entrepreneurship and Social Innovation in the Entrepreneurial Eco System in The Case of China

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Abstract

This study delves into the Social Innovation and Entrepreneurship Development Fund (SIE Fund) in China, analyzing its influence on the nation's social entrepreneurship ecosystem. The research examines how public policy initiatives, particularly through the SIE Fund, catalyze innovation within social enterprises and impact the broader social entrepreneurship landscape. Employing a multidisciplinary approach and leveraging advanced analytical techniques alongside rich empirical data, the paper uncovers unique attributes of SIE Fund-backed initiatives. These initiatives demonstrate notable differentiation in product, process, marketing innovation, and the development of novel or enhanced social practices compared to their predecessors. The findings underscore the pivotal role of public policies in fostering expansion, diversity, and innovation within the social entrepreneurship sector. This is particularly relevant in the context of China and extends to East Asian countries with strong governmental influence facing similar socio-economic challenges. The paper contributes significantly to the understanding of how social entrepreneurship and social innovation interplay within entrepreneurial ecosystems in emerging markets. It offers invaluable insights for policymakers and practitioners aimed at enhancing support frameworks for social entrepreneurship, especially in regions confronting analogous structural and demographic hurdles.

Key words: *Public policy, social enterprise, social innovation, social entrepreneurship, and social policy.*

JEL Classification: O35, O31, O53, L31

INTRODUCTION

Individuals all over the world are dealing with an increasing number of social and environmental issues, such as an ageing population, poverty among the elderly, migration, urbanization, and climate variability. Furthermore, the recent COVID-19 epidemic causes issues for billions of individuals, and solutions require cooperation from a variety of international organizations and society as a whole (Audretsch et al., 2021).

To address the sense of urgency brought on by the virus, institutions, nonprofit groups, businesspeople, and private citizens have taken a number of activities in this complicated landscape. The first country to suffer the effects of the virus was China, which saw citizens, companies, and entire cities shut down, travel restrictions imposed, and a shortage of medical supplies. Central and local organizations have initiate to support top-down-initiated social innovation (SI) and social entrepreneurship (SE) projects to refocus organization resources on addressing social requirements brought on by the COVID-19 pandemic since the beginning of the decade. This is a reaction to these grave issues (Crupi et al., 2021).

Social innovation is frequently described as a response to today's wicked social issues because of its intrinsic concentrate on meeting social demands. As a consequence, social innovation becomes a topic that is relevant to the public sector, both as an endeavor carried out outside of it and as potential processes that may be implemented within of public sector organizations (Hansen et al., 2021).

The entrepreneurial ecosystem approach is a way to synthesize this often-unrelated research in order to open up new research queries and lines of inquiry into both policy-related problems pertaining how to support economic growth and prosperity as well as more basic social science queries, such as the relationship between

structure and agency in contemporary capitalism. Additionally, entrepreneurial ecosystems stress the significance of location and act as a prism through which to view how entrepreneurial activity might affect an area (Wurth et al., 2021).

Entrepreneurship ecosystems have an origin or antecedent and a historical background of development, and they are by nature dynamic and developing. A localized economy's firms, sectors, or even groups are all subject to the finite nature of lifespans and eventual annihilation. However, ecosystems eventual demise is not a certainty. Instead, the diversity and heterogeneity that are brought about by evolutionary processes like as adaptation and mutation help an ecosystem remain viable and continue to exist (Cho et al. 2021)

The objective is to get a thorough grasp of the entrepreneurial ecosystem idea and how it might influence economic growth policies and our overall comprehension of the contextual nature of entrepreneurship.

1.1.0 Problem Statement

A research (Cho et al., 2020) reviewing the study on SE and creative finance and reporting on the findings of a participatory symposium that was held in China with a range of ecosystem players. The outcomes of this research provide clarity in the area and recommendations for future activities for theorists, social entrepreneurs, non-governmental companies, improvement partners, legislators, and investors.

A study (Terstriep et al., 2020) analyzed the similarities and distinctions between SI and other types of innovation, as well as the ensuing needs for a social innovation ecosystem (SIES). The essay considers SIES from the standpoint of RIS as a conceptual approach, as well as from a strategic and managerial approach, relying on information from the two European research studies SIMPACT and SI-DRIVE.

The reviewer (Adro et al., 2021) reviewed the body of knowledge on SI and entrepreneurship in the nonprofit sector (TS). On the Web of Science, they used a compilation of currently available literature for this (WoS). Analytical and VOS viewer software analysis were performed on the 176 articles that were chosen for this database.

It was found (Anh et al., 2022) provided a thorough understanding of the interconnected ideas of social enterprise, social entrepreneurship, and their sustainability concerns. Due to the fact that commercial and social enterprises have different natures, motivators, intentions, and a focus on sustainable improvement, the analysis's research shows that both kinds of entrepreneurship could effectively bridge social capital, leading to the development of both types of entrepreneurial behavior.

Some researchers (Andion et al., 2021) suggested a novel theoretical-methodological approach that is motivated by pragmatism and displays the outcomes of its practical application in the mapping and study of the Social Innovation Ecosystem (SIE). This research goal was to assess the SIE's structure, scope, and limitations in order to support democratic experimental processes and improve city sustainability, particularly in the South, where there are still few research of this kind.

The research (Mdeleleni & L., 2021) examined the contribution of universities to the improvement, maintenance, and promotion of social innovation (SI). It sought to comprehend the role that higher education institutions have played in contributing to socioeconomic problem-solving, going beyond the usual roles of research and teaching. It examines the types of benefits that universities may make to SI activities, as well as the implications for societal development. It also considers how these contributions may affect the direction and scope of SI.

It was evaluated (Otten et al., 2022) a social innovation course that use critical service-learning to combine the ideals of justice, diversity, and inclusion. By striving to understand the elements and results of experiential learning, this research contributes to the body of information on critical service-learning and social innovation education. For academics and organizations looking to incorporate equity, diversity, and inclusion objectives into SI projects, the research revealed fresh insights.

The case study of research (Unceta et al., 2022) focused on creating an exploratory integrated viewpoint to comprehend and assess SIE using the idea of a social innovation regime. This study explains this relationship using the concept of the social innovation regime, offering an intriguing exploratory design to investigate the socio-structural variables via which a nation or area offers a collection of risks that might materialize as unresolved social issues.

The study (Vázquez-Parra et al., 2022) explained about how a crucial interdisciplinary training is to the perceived growth of SE skills. This research highlights the requirement of emerging social entrepreneurs receiving a comprehensive education besides what they acquire in the corporate sector using a sample from an ethics class.

The scientific research (Roslan et al., 2022) described recommendations on how to overcome difficulties and make the most of social networks as a cutting-edge technical alternative that increases potential for enhanced societal benefits. This study has also recommended certain best practices, such as expanding SE awareness

campaigns, assisting universities with financial issues, training SE training specialists, and increasing university-industry partnerships.

1.1.1 Research Questions/Aims of the Research

The goals of this research are twofold: (a) to discover how the SIE Fund has affected the innovativeness of the social companies it has supported; and (b) to gain better understanding of the impact that the SIE Fund has had on the social entrepreneurship environment. The SIE Fund uses a number of different instruments. The first is creating a system of financial support that helps creative social entrepreneurs with the costs of doing their activity (the Innovative Program [IP] Scheme). The second is a program called the Capacity Building Scheme, whose goal is to increase the field ability to engage in social innovation and entrepreneurship via more public understanding, stronger networks, and better mentoring, and the third is to fund study in these areas (the Research Scheme). This research aims to (a) determine whether or whether the SIE Fund has had an effect on the social entrepreneurship ecosystem, and (b) analyses the impact of the SIE Fund on the innovation of social firms it has financed. There were four main issues that were explored throughout this paper: Can you name any of the people who have joined the IP Scheme? Who benefited from the Intellectual Property Scheme? What results have resulted from the initiatives that have received funding? Where are the IP Scheme new inventions? The IP Scheme supported initiatives set out to answer these issues by conducting an in-depth statistical analysis of the data

2. Research Methods

This investigation is a subgroup of an ongoing evaluation study that was funded by the SIE Fund and is being carried out by the same research group. The SIE Fund Task Force Secretariat provided all the information used in this analysis. For the most part, document analyses were conducted with these two study goals in mind. In document analysis, the researcher or investigators "give voice" to and analyze the documents being analyzed. This line of questioning was right on target as we investigated at the way the SIE Fund and the projects it supported may have affected the climate for social enterprise in china. For the first aim of the study, we gathered records and data about IP Scheme-funded initiatives in considerable detail. For the second part of the study, we gathered records that gave an overview of the SE environment in china before the SIE Fund was established.

It was necessary to gather records pertaining to IP Scheme-funded projects in order to examine the role of the SIE Fund in encouraging innovation among its grantees. Among the 612 grant applications submitted among June 2015 and December 2017, 87 were financed under the IP Scheme. Proposals, decision reports, and progress reports were gathered for each project that received funding. The proposal included in-depth analyses of the project's context, problems, suggested creative idea, social mission, business model, target beneficiaries, execution and budget plan, and members of the team and their credentials.

The committees' thoughts on the project's viability, originality, and possible societal effect were detailed in the decision reports. The operational reports detailed the accomplishments, the financial viability, and the accomplishment or failure of the set goals (output-based). To answer the query "Who has the IP Configuration attracted?" information on the contents of the apps, the applicants' legal standing, and the stage at which the applications were submitted was gathered. Scholarly literatures on social entrepreneurship in china were consulted as primary sources for information on the social entrepreneurship environment in Hong Kong prior to the establishment of the SIE Fund.

All of the references and sources listed in the possibly relevant items were verified as well. Following this, two studies independently choose materials important to the current study queries for information analysis.

2.1.0 Data analyses

The documents were analysed using qualitative content analyses, which is a standard method in document analysis and especially useful for evaluating unproven research methods. To use an emergent coding method, portions of the information are categorized as frequency distributions of the sectors, enabling the combination of quantitative and qualitative descriptive analysis. Each suggestion for an IP Scheme-funded study was viewed as a respondent who may potentially contribute useful information to the research team, much as in the "interview approach." Here are the details of the method we use to analyse the data.

They studied all the materials to provide a complete picture of IP Scheme-funded initiatives. Then, related terms and concepts in the papers were grouped into an emergent coding framework and utilized to classify subsequent texts. The frequency and occurrences of related concepts and words in all papers were quantified.

To further highlight the social entrepreneurship ecosystem in china first before SIE Fund was established, content analysis was also performed in similar methodical steps on the collected data. The first step is to gather background information required to address the research topic at hand, which is to specify the features of the

ecosystem in which social entrepreneurs function. The first study and the second analysis was compared to infer that the SIE Fund may have affected Hong Kong's SE environment. The 86 financed projects' social entrepreneurial activities were compared to those of pre-SIE Fund social businesses. Followed by a detailed analysis of the components of social enterprises in China, records on the nature of the social enterprises' operations and their social goals that were present prior to the SIE Fund's creation were found. For the purpose of contrasting IP Scheme projects with those completed before the SIE Fund was established, the study's coding topics were adopted.

In order to further explore the creative elements of sponsored projects, we used the operational description of innovation. Innovation is described as the application of a new or considerably better product, procedure, marketing strategy, or company in company practices, workplace structure, or external interactions per this concept. By using standard, we looked for evidence of product innovation, process design, marketing innovation, and organizational innovation in the funded efforts. This coding method has been used in earlier studies to examine innovations in social entrepreneurs. The improvement of new social processes to solve societal concerns, which is frequently identified as the field's distinguishing trait, is an evident exclusion from the forms of (social) innovation because this outline of innovation was not created specifically for SI.

This research illustrates a fifth type of innovation social practice innovation to the coding system in order to meet requirements. Examining the data in the project uses and the reports of the screening panel committees' rulings was how the evaluations were primarily made.

These documents were coded by 2 distinct researchers to ensure the accuracy of the results. In cases where there was disagreement, the team would have a third member go at the data to help make a decision. This method was supplemented by data triangulation, which involved obtaining confirmation of findings and interpretations from project holders and representatives of SIE Fund-affiliated social innovation incubation organizations the detailing of the research methods, of the period of application, the means of application, the sample, methods, etc.

3. Findings

Who has been drawn to the IP Scheme?

It is anticipated that award applications would come from a variety of organizational formations because the IP configurations adopted less restrictive criteria in its uses. Grant applications included all three likely organizational types, which were confirmed by content analysis. The group of applications from people ($n = 384$, 62.6%) and registered businesses ($n = 182$, 30.6%) was much higher than the number of applications from non-profit companies ($n = 49$, 8.8%). It is also noted that, of the 87 financed projects, more grants were made to individuals ($n = 39$, 44.8%) and registered firms ($n = 34$, 38.9%), compared to non-profit organizations ($n = 16$, 18.2%). This differs from pre-SIE Fund times. According to various large-scale studies, non-profit organizations dominated China's social entrepreneurship ecosystem before the SIE Fund. According to the CUHK study, 80% of the 145 pre-SIE Fund social entrepreneurs were linked with non-profits. According to research, government regulations that favoured and encouraged non-profit organizations to build social businesses under a subsidiary structure may explain these phenomena.

To motivate charitable organizations to launch small businesses to hire handicapped people, the government established a program termed Enhancing Employment of People with Disabilities via Small Enterprise. Numerous of these non-profit companies function as standard welfare organization and hire social employees to oversee or plan these WISEs. The government's attitude to encourage social business as a new policy initiative was first clearly outlined in the September 2005 Commission on Poverty document. That's why at the outset the government has decided to priorities supporting the programs of charities. The current data triangulation technique helped the SIE Fund's ability to recruit players from varied organizational backgrounds. Indeed, a social innovation incubation group reported that the IP configuration made it easier for non-profit organizations to get funding, especially those without expertise and track records:

China's tiny and innovative social companies require finance. This group frequently receives non-profit support. However, public and private funders aim to invest in or support those with a track record. Established businesses receive resources. There were few or medium-sized social initiatives. Small and early-stage enterprises receive investment from the SIE Fund.

3.1.0 Who got assistance from the IP Scheme?

Our content analysis also looked at the project grant recipients' profiles. The grant beneficiaries' educational histories and previous employment history were discovered in detail. The current analysis showed that practically all projects ($n = 78$, 89.5%) featured several project holders (teams) from various backgrounds. Project holders' backgrounds were essentially split into three categories: "business-oriented, social-oriented, and professional-oriented. ICT professionals ($n = 22$), marketing professionals ($n = 18$, product designers ($n = 18$), medical professionals ($n = 15$), and engineers ($n = 13$)" were all included in Table 1,2,3 as social entrepreneurs

who did not engage in social work or social welfare and professional oriented profile and business-oriented profile.

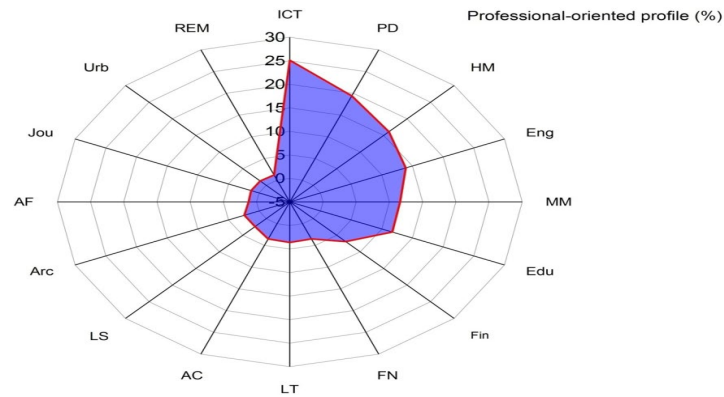


Figure 1. Professional oriented profile

Source: Authors' own research

Table 1. Values of Professional oriented profile

Professional-oriented profile (%)	
Information and communication technology	25.1
Product design	19.4
Health and medical care	16.1
Engineering	13.9
Media	11.6
Education	11.7
Finance	6.9
Food and nutrition	3.5
Linguistics and translation	3.6
Arts and culture	3.5
Legal studies	2.4
Architecture	2.4
Agriculture and fishery	1.2
Journalism	1.3
Urban planning	1.3
Real-estate management	1.2

Source: Authors' own research

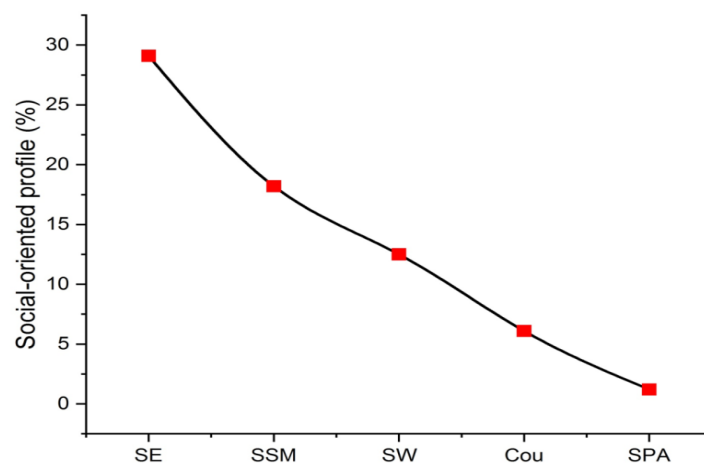


Figure 2. Social oriented profile
Source: Authors' own research

Table 2. Performance of social oriented profile

Social-oriented profile (%)	
Social entrepreneurship	29.1
Social service management	18.2
Social Work	12.5
Counselling	6.1
Social policy advocacy	1.2

Source: Authors' own research.

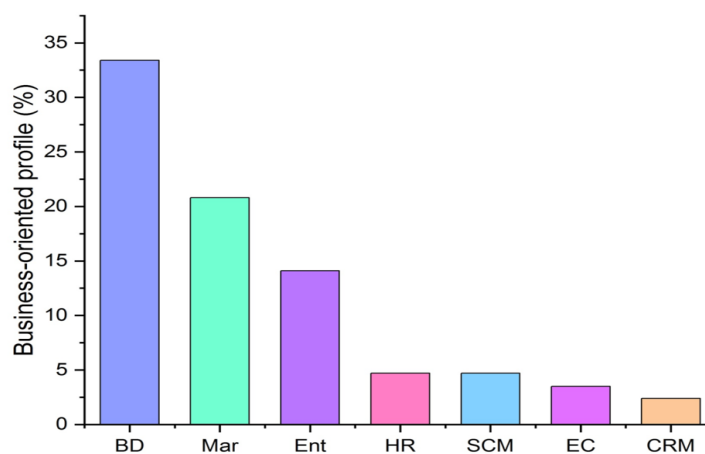


Figure 3. Business oriented profile
Source: Authors' own research.

Table 3. Performance of business-oriented profile

	Business-oriented profile (%)
Business development	33.4
Marketing	20.8
Entrepreneurship	14.1
Human resources	4.7
Supply chain management	4.7
E-commerce	3.5
Customer relationship management	2.4

Source: Authors' own research.

Interdisciplinary partnerships within the projects are another important finding among these project teams. This finding is depicted visually in Figure 1. Figure 1 shows labels on the inner circle of the project holders' expertise and job experiences. Figure 2 shows the social oriented profile. Figure 3 denotes the business-oriented profile. Each dotted line connecting two labels denoted a specific project whose holders had expertise in each of these fields (for example, a dotted line connecting BD and BD). (SE stands for a project whose project holders have expertise or experience in company growth and social entrepreneurship). The line becomes thicker as more projects collaborate in this way. In total, 59 projects (68.8%) were made up of team members with a variety of disciplinary backgrounds. These were divided into 22 (25.1%) interdisciplinary collaborations between the business and professional fields, 16 (19.4%) collaborations between the social and professional fields, 5 (6.7%) collaborations between the business and social disciplines, and another 16 (19.4%) collaborations spanning all three fields. During triangulation of data, different project holders noted the significant interdependency within a project team, which further supported this outcome:

We consist of two IT experts. We excel in developing mobile applications and virtual reality technologies. But we also work with another partner, an educational psychologist, to develop our goods. He offered the subject matter expertise that neither one of us could have delivered.

Our project consists of three people. I know the clients since I work as a social worker. A second partner who has a degree in computer sciences is in charge of the online sales. The financial operations aspect is managed by my third partner.

These results imply that the IP Scheme was successful in enhancing cross-sector interactions and significantly diversifying the social entrepreneurship environment.

3.1.1 What products have been made under the IP Framework?

By using content analysis, more information about the sponsored initiatives was uncovered, including the commercial goals, social goals, and innovation-related categories of each project. According to an analysis of the operational reports, the majority of the funded projects did carry out in accordance with the specified implementation plan, even though completion delays were typical among these projects. Only one initiative project that had been selected and granted had been cancelled just a few months after it had begun, therefore it was left out of this analysis. Table 4 compares the business types of the supported projects with those found in the CUHK survey conducted in 2014.

Table 4. Outline of the projects sponsored by the IP framework and the SEs' commercial characteristics as determined by the CUHK research

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Nature of organizations (different options)	CUHK's research	Projects under the <i>IP Scheme</i> ²
Enhancing social inclusion	140 (84.3%)	29 (33.7%)
creating jobs for the underprivileged	146 (84.3%)	41 (45.6%)
Advocate for ethical consumerism and fair trade	105 (60.9%)	1 (1.3%)
Providing innovative services and service methods to meet unmet societal demands	113 (65.3%)	54 (62.6%)
Encourage the preservation of the environment.	96 (55.7%)	9 (10.4%)
Help and/or enhance local or regional services	96 (55.6%)	47 (54.6%)
Provide health improvement services	79 (45.9)	25 (28.9%)
Encourage educational advancement and support for the learning environment	89 (51.10%)	17 (19.7%)
Others	4 (1.8%)	21 (24.3%)
Encourage the arts and culture	59 (34.4%)	5 (6.9%)

Source: Authors' own research

Results indicated that these supported initiatives were carried out in a wide range of commercial sectors, which is comparable to the social entrepreneurial surroundings seen prior to the establishment of the SIE Fund, where social entrepreneurial activity may be seen across a number of businesses. The WISE social business model, whose primary goal was to provide employment for the underprivileged, emerged as the most popular social enterprise method in the pre-SIE era, according to the current analysis of the social entrepreneurship sector. Other forms of social entrepreneurship do exist, although they are far less prevalent. Contrarily, as indicated in Table 4, there were far less sponsored initiatives (46.5%) that were intended to produce job possibilities than what was reported in the CUHK survey (83.3%). This shows that WISE was used as the operation model in comparatively fewer projects under the IP Scheme.

What new technologies were developed under the IP Scheme?

According to the CUHK study's coding schemes, it was determined that meeting unmet social needs with innovative models was the most common category of social purposes among the projects. Additionally, a count was made of how frequently each of the five categories of innovation appeared in these financed initiatives.

Table 5. Outline of the projects sponsored by the IP configurations and the commercial characteristics of the SEs as determined by the CUHK research

Nature of organizations	CUHK's research	Projects under the <i>IP Scheme</i> ²
Catering and food manufacturing	53 (31.6)	7 (8.0%)
Business support	26(14.5%)	5(5.9%)
Education and training	38 (22.4%)	19 (21.10%)
Lifestyle	51 (29.8)	25 (28.9%)
Medical care	25 (14.9%)	17 (19.7%)
Creativity and scientific researches	15 (8.0%)	12(13.8%)
Eco products and recycling	22 (13.1%)	8 (9.1%)
Fashion and accessories	10 (6.3)	7 (8.0%)
Domestic cleaning and renovation	13 (7.10%)	5 (5.8%)
Others	9 (5.7%)	3 (3.4%)
Logistics and auto services	9 (5.7%)	1(1.3%)

Source: Authors' own research.

According to Table 5, 59 projects (69.6%) exhibited elements of product innovation, particularly in areas of application such the development of smart equipment. Study revealed that 74 projects (88%) demonstrated at least one kind of innovation. In contrast, 15.3% of initiatives (16 projects) aimed to change some social practices

and resources to produce social value. Seven initiatives (9.1%) included marketing innovation, whereas five projects (5.8%) included components of process innovation. There were no organizational innovation components in any initiatives.

Projects under the IP program were categorized into several categories of social aims in accordance with the research settings at CUHK, assuming they were judged pertinent. This data implies that significant innovation has occurred among the supported initiatives under the IP configuration compared to the pre-SIE Fund era, when the WISE approach dominated SE operations.

Conclusions

A crucial policy objective is to foster an atmosphere that is favorable to SIE in light of the complex socioeconomic difficulties that exist today. For this reason, we looked at how the SIE Fund encouraged innovations among the social firms it financed in the first place and how it could have impacted Hong Kong's social entrepreneurship scene in the second. Our research suggests that the implementation of a financing programme with an innovation focus was able to create a social entrepreneurship environment that was significantly more creative, pluralistic, and inclusive than it was prior to the SIE Fund. This research provides a number of other key takeaways.

First, the fact that several funded projects and implementations were not from non-profit organizations appears to show both the critical necessity financial support from non-profit organization performers engaging in SE and the Hong Kong government's position and efforts to enhance the inclusivity and diversity of the city's social entrepreneurship environment. Before the SIE Fund, research regularly showed that non-profit companies had predominated the SE sector; however, the current social entrepreneurship landscape is far more diversified. Additionally, the government's support of nonprofit organization actors demonstrates its legitimization of this group's engagement in social entrepreneurship.

Second, it was evident that contestants in the IP Scheme came from a wide variety of backgrounds. The policy design approach of allowing applications from all organizational forms, that is, with less onerous financial qualification requirements, is considered to have contributed to this outcome impact. This claim is further supported by triangulation of data, where project owners recognized that allowing proposals from non-profit organization members is one of the fund's key contributions to the area. The current results are congruent with those of a prior study, which discovered that creating a financial financing program with fewer hurdles might encourage players who would not typically engage in the field to innovate.

Third, the relatively high level of interdisciplinary collaboration seen among the funded research may also be a sign of how the IP Configuration has facilitated innovation. The current results not only recommend the Fund's capacity to attract players from many diverse backgrounds, but they also recommend that the Fund has the capacity to attract players from a variety of other backgrounds. Studies have frequently emphasized the significance of multidisciplinary cooperation in the process of SI. It seems that a large number of the initiatives sponsored by the IP Program adopted this collective action strategy, while also exhibiting what seems to be a growingly permeable linkage across many areas and sectors for social benefit.

Fourth, the reality that the initiatives the IP Configuration financed were able to nurture considerable innovation lends weight to the notion of mass localism in creating a diversity of small-scale, community-based innovation to address problems. To achieve this, it is demonstrated that the categorization of innovation in the present research places a greater emphasis on the process of creating societal benefits than on the results itself. This may contrast from certain conceptual frameworks where the improvement in societal wellbeing is the primary feature of social innovation. However, it is accepted that it is important to ask if and how much the innovations have contributed to better societal results. However, it is not a part of the analysis being done right now. Further investigation is necessary to emphasize the social consequences that the SIE Fund has produced, maybe utilizing a benefit-to-cost approach. The limits of this inquiry are acknowledged. When taken as a whole, this research confirms how government policies may be used to influence the climate for SE in the East Asian context, where the state still plays a significant role. The current study demonstrates how the government has a considerable impact on defining the features of a city's SE environment, even if it is not the only contributor due to the increased engagement of the commercial and academic sectors in SI.

Consider the possibility of new market entrants driving away some of the current welfare-focused social businesses. A public database may be used to retrieve the expected yearly total number of social companies in Hong Kong, but it is not possible to obtain specific information about those that have left the market. It might be critical to connect their exits to the arrival of new competitors into the market even if such data were available.

The present analysis has significant policy implications, especially for its neighbouring cultures where the social entrepreneurship environment has significant similarities, being one of the few empirical analyses of the government's involvement in promoting social innovation in the East Asian setting. The SIE Fund's policy procedures might provide insight into how governments can support SI. The main finding of the current investigation is that the establishment of an innovative-focused funding strategy seems to be an efficient policy tool to support bottom-up innovation among SE.

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