

Study of Social Entrepreneurship and Innovation Ecosystems in the Latin American Pacific Alliance Countries

Regional Analysis: Chile, Colombia, Costa
Rica, Mexico & Peru

Fundación Ecología y Desarrollo

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**Study of Social Entrepreneurship and Innovation ecosystems in
the Latin American Pacific Alliance countries**

Regional Analysis

Chile, Colombia, Costa Rica, Mexico & Peru

**Multilateral Investment Fund (IADB) ·
Fundación Ecología y Desarrollo**

July 2016



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Executive Summary

This report sets out to present some of the highlights from a more in depth study carried out on social entrepreneurship and innovation ecosystems in Chile, Colombia, Costa Rica, Mexico and Peru as part of a wider comparative study between the Latin American Pacific Alliance countries and six countries in Asia (Japan, South Korea, China, Singapore, Thailand and the Philippines). This study comprises a global, regional and country level perspectives as well as a detailed analysis of 25 examples of social enterprise within the two regions.

In this report we begin by providing the context of the Pacific Alliance agenda and observe the opportunity this regional integration effort may have for social enterprise across the region.

Secondly we outline some of the different ways each countries ecosystem has evolved over the last few years in terms of public policies, intermediaries, financial support mechanisms and Universities. There are different stages of evolution to be observed depending on the sector. For example Chile and Colombia have followed similar processes to develop public policies for social innovation (building on the maturity of their existing entrepreneurship and innovation support systems), whereas Costa Rica has leap-frogged this process with the creation of its new Social Innovation Council. Mexico and Colombia are leading the way in terms of social impact investment and Peru, with a far more incipient ecosystem although has seen rapid growth in the last two years, which above all has stimulated social entrepreneurship activity within the University sector.

Thirdly we consider the different degrees of social and financial motivations of social enterprises and how these are made to fit within the existing legal frameworks and also explore the profile of the social entrepreneur in the region. Finally observe the emerging phenomena of social innovation labs as new ways of responding to social problems using diverse systemic perspectives, new ways of experimentation and learning and unique participatory design approaches.

Bringing together the mechanisms for integration and collaboration that the Alliance for the Pacific provides across these five countries with the different experiences each country has in terms of fostering social entrepreneurship and innovation ecosystems provides an enormous opportunity to fast-track social innovation in the region. At the same time the learning to be gained from the experiences in Asia could also provide inspiration both for individual social enterprises, as well as the intermediaries, governments, financial institutions and academic bodies that support them in such different and often complementary ways.

1. The Pacific Alliance

The Pacific Alliance is an initiative of regional integration comprised by Chile, Colombia, Mexico and Peru, officially established in 2011 with Costa Rica and Panama as candidate countries as illustrated in Figure 1. Its objectives are: (i) build in a participatory and consensual way an area of deep integration to move progressively towards the free movement of goods, services, resources and people; (ii) drive further growth, development and competitiveness of the economies of its members, focused on achieving greater well-being, overcoming socioeconomic inequality and promote the social inclusion of its inhabitants and (iii) become a platform of political articulation, economic and commercial integration and projection to the world, with emphasis on the Asia-Pacific region.

The organizing body is a **high-level group** that meets as a council, made up of member countries' ministers and vice ministers of commerce, trade, and foreign affairs. There are **14 Working Groups** specialized in issues as trade, integration, migration facilitation, services, investment, tourism, innovation and entrepreneurship, among others. There are also more than 40 observer countries, from the region and elsewhere. The **Pacific Alliance Business Council** comprised of 14 business leaders from member countries who meet to further private-sector integration. Finally the **Pacific Alliance Parliament** formed by heads of legislatures from Alliance members will develop legislation to approve Alliance trade agreements. Until now they have (i) agreed to eliminate tariffs on all products, (ii) de-regulated trade in services, (iii) established rules on the accumulation of origin of goods, (iv) eliminated visa requirement for tourists from the four countries, (v) established joint consulate and trade offices in other regions of the world in order to promote international trade and investment, and (vi) consolidated their stock exchanges into the Latin American Integrated Market (in Spanish, MIRA).

Working Group on Entrepreneurship & Innovation

Every working group inside the Pacific Alliance has four representatives from every country as well as a temporary and rotary secretary that changes every year between countries.

As part of the Alliance's push toward trade integration, the Business Council helped to create the Association of Latin American Entrepreneurs (ASELA) in 2013. The association brings together entrepreneurial associations from Chile, Colombia Mexico and Peru and provides a new reference point in a region that recognizes the fundamental role of entrepreneurship in the growth and development of countries.¹

Figure 1. Pacific Alliance members and observer countries



Source: Congressional Research Service (CRS) using information provided by the Pacific Alliance at <http://alianzapacifico.net/en/>.

Notes: Costa Rica and Panama have asked to join the Pacific Alliance as full members and are candidates to join once they meet the requirements.

¹ IDB, IDB supports entrepreneurship and innovation to boost the consolidation of the Pacific Alliance, July 2015 <http://www.iadb.org/en/news/news-releases/2015-07-03/entrepreneurship-in-pacific-alliance,11195.html>

Since 2013, the LAB 4 Innovation and Entrepreneurship Forum of the Pacific Alliance has taken place every year. The Forum was established to support the creation of an innovation and entrepreneurship ecosystem in each member country. The forum also facilitates public-private initiatives to enable the incubation, growth, and ultimate internationalization of ventures or innovative companies from the four nations. Participants include public officials, entrepreneurs from each country, innovation and entrepreneurship public entities, universities and the private sector, among others. In 2016 the theme was focused on social inclusion and social innovation, demonstrating the growing level of interest for this agenda across the region. More than 800 people, mainly private and public investment funds from the four countries, as well as successful social entrepreneurs and innovative solutions to social problems met in Lima in June 2016.

The IDB's Multilateral Investment Fund (MIF) has been supporting the four countries from within the Working Group on Entrepreneurship & Innovation to create the Pacific Alliance Venture Fund. With a shared understanding across the Alliance of the potential of social innovation to resolve social priorities where governments and markets have previously failed this fund could be an opportunity for a unique regional support mechanism for social enterprises and other players. This fund aims to reach \$100 million to provide seed capital and invest in small and medium-sized enterprises (SMEs) that are starting up or scaling up, promoting human capital mobility among the businesses as they develop².

2. Social entrepreneurship and innovation across the region

The social entrepreneurship and innovation ecosystems vary considerably among the five countries studied. Below we describe each country's ecosystems and how they have evolved over the last few years, providing a summary of the main characteristics of the country and finally the opportunities and challenges faced for the sector. For a more detailed analysis of each country please see the individual country reports published by MIF and ECODES.

Chile

Support systems from the public sector are not sufficient to retain and foster social entrepreneurship and innovation in Chile, private capital and local markets need to get on board.

Chile's history of neoliberal economic policies has engendered a strong support system for entrepreneurship and innovation in general, however there is such a focus on export that often internal markets are not taken advantage of sufficiently. In addition there is a culture of exporting to demonstrate success. However, at the same time, social innovation at the regional level is maturing with government supporting for developing cross-sectorial regional ecosystems. Multiple organizations from the public and University sectors offer seed capital, co-working spaces and other support for start-ups but many of these do not have a dedicated social entrepreneurship program. Recently the public sector has started to facilitate dialogue across government departments around social innovation and is developing a set of strategic recommendations for the

² The management of this fund, as well as the financial commitment from every country is not completely confirmed when this report was written (June 2016).

President to ensure that the emerging social innovation policy will reach beyond political terms. Chile is also home to many social innovations (such as *Techo*, *Socialab*, and the International Social Innovation Festival), which have now been exported to other Latin American countries. In terms of financial support there is still very limited activity from private investors.

Challenge and opportunities: more concrete actions from the government to stimulate the uptake of the products and services developed by social enterprises. The government has played a central role in developing the social entrepreneurship ecosystem both within Santiago and more recently at regional level but needs to look at how to stimulate local markets and create exit strategies for the businesses to encourage more private sector involvement. For example the government could adopt more ambitious sustainable public procurement policies and also take the lead in the legal definition of a social enterprise to stimulate private sector investment. In this sense providing fiscal advantages to investors in social enterprise is a mechanism to encourage further private sector engagement that has been adopted in other countries such as the UK. Startup Chile and other seed investment programs will need to mature from being subsidy based to returns-driven to really evaluate their effectiveness at producing scalable startups with market potential, and the capacity to continue operations in Chile. Another challenge is the differences in the ecosystem within regions. Santiago has most of the social innovation actors, followed by Valparaiso for its proximity to Santiago. Regional hubs like Concepcion, Bio Bio and Antofagasta are increasingly gaining influence though both public and private support and a new concept of the Five side Helix is emerging (where the University and Entrepreneur sectors are added to the typical three sectors of government, business and civil society) and all considered key actors for social innovation.

Colombia

An example of how entrepreneurship and social innovation can be used as a strategy to tackle a national policy issue if the right tools are deployed.

Colombia is recognized as one of the most active countries in the region in terms of social entrepreneurship and social innovation, with active intermediaries, strong government support and a proactive social impact investment scene. For the last few years there has been a clear leadership from the government, which has been heralded as an example in the region for public support for social innovation. There is also a very well developed impact investment sector since the creation of the first social investment fund *Inversor* in 2011 and now a rich ecosystem of players operate from Colombia. Many of the social enterprises in the country are focused on the agricultural sector with fair trade and organic production an increasingly successful sector. Colombia is in many cases the first place to “import” social innovation from other countries such as Chile, the US and Europe – as is the case of *Socialab*, *Sistema B*, *Instiglio*, *Acumen*, *Root Capital* and *Avina*. Also the fact that the social innovation is active outside Bogotá, especially in Medellin and Cali, is a sign of maturity of the ecosystem.

Challenges and opportunities: from the public sector, the main challenge is to sustain the excellent work done in the design and implementation of the Social Innovation Policy in 2014 within the new policy context of Social Innovation for Peace. In this sense it will be important to ensure the progress made by the former Center for Social Innovation (*CIS*) is not lost. There is a need also to rearticulate the dialogue between civil society and government and as in other

countries adopt a new legal figure for social enterprise. Another risk is the lack of support for young initiatives in becoming mature enough for investment and also to develop effective social impact measurement mechanisms. There is a growing concern that over the last five years, many of the impact funds are receiving their capital philanthropically as international actors are more and more interested in Colombia and its social challenges. While this support may help enterprises achieve high social impact, many are showing low levels of financial performance.

Costa Rica

A pioneer in environmental policies and systemic innovations, now catching up with cross-sectorial social innovation, which will succeed if current political leadership is sustained.

Costa Rica has historically undertaken several social innovations such as the removal of armed forces, investment in green schools and environmental education and renewable energy. However at the business level it has a very limited social entrepreneurship and innovation ecosystem and high levels of bureaucracy. In the last 2 years social innovation has been given political priority spearheaded by the Vice President. The establishment of the Social Innovation Committee, coordinated by two ministries and with membership from the private, civil society and University sectors demonstrates the willingness to prioritize social innovation from the public arena. In terms of the specialized intermediaries and given its strategic position in Central America, Costa Rica has attracted some international social entrepreneurship actors such as the Aspen Network of Development Entrepreneurs as well as Root Capital and the EcoEnterprise Fund, however in comparison to the other countries in the Pacific Alliance there are far fewer players present. Due to the size of the country, it is relatively easy to innovate in cross-sectorial initiatives and achieve concrete results in short space of time. In this sense the Social Innovation Committee has already produced a Canton-level Social Index which is one of the most innovative tools that a government in the region has put in place so far to identify with precision the social issues at a the local level.

Challenges and opportunities: one of the main opportunities will be to build on the achievements from the well-established environmental sector with the newly created Social Innovation agenda. Likewise, the more mature cooperative movement that traditionally supports small-scale agriculture is only just beginning to be engaged in the incipient social innovation movement, through a recent government led social business export initiative. There is very limited activity in terms of social impact investment and finally, Costa Rica needs to reduce its bureaucracy burden as a considerable barrier for startups.

Mexico

A strong and dynamic ecosystem for social entrepreneurship and innovation is not sufficient to increase its impact in the absence of supporting legal reforms and government transparency.

Mexico has the most developed intermediary and financial support system of all countries, multiple players and close ties with many US-based social enterprise intermediaries and social impact investors. It also has a large enough market – 125 million people - for major internal opportunities for social enterprises. While many private ecosystem intermediaries already collaborate with each other to increase their impact, there is room for more cross-sector engagement. The Mexican government has successful specialized entities and policies for entrepreneurs (*INADEM* - which is just beginning to focus on social enterprise) and for social issues (*SEDESOL*). However, these two organizations do not collaborate, which is a barrier to supporting the sector with more systemic changes, such as the creation of a new legal figure for social enterprise. Mexico hosts numerous examples of successful social enterprises making a difference on a large scale and the new generation of Mexican social entrepreneurs has their sights not only at a national scale but also at the Latin American level.

Challenge & opportunities: a national challenge is corruption at all levels of government and also despite being a fast growing economy there are still high levels of poverty. As for social entrepreneurs, a key challenge is the lack of financial support for startups and early stage business in Mexico with many new enterprises seeking investment from outside Mexico. At the same time, and more than the other countries in these study, new combinations of equity, grants and crowd funding are becoming more common and there are increasing investment opportunities for the more mature social enterprises.

Peru

A dynamic ecosystem for entrepreneurship and innovation is a way to build capacity and opportunities for social innovation and social entrepreneurs, but it needs public support to be sustainable.

Peru has the least developed social intermediary support system and social impact investment scene however the last two years have seen a spur in activity across the board. While the country has multiple incubators in Universities offering mentoring and training and competitions for startups, however, most of these centres do not have a dedicated social entrepreneurship focus. Government support to date is to develop the innovation sector in general, particularly for the technology sector. While Peru has an innate entrepreneurial culture, social solutions have not been supported by public institutions, as is the case in the other countries. Nevertheless, Peru has been seen as land of opportunity for social enterprises looking to scale in the region and has received several replications (for example, *Socialab*, *FIIIS*, *Lumni*, *Late*, *Techo*). Replicability of social enterprises and ecosystem players from other Latin American countries is a way to increase capacity for social innovation. Finally the Universities are playing a key role in stimulating the sector.

Challenges and opportunities – learn from the public policy processes in Chile, Colombia to fast track the public and private support systems, and seek opportunities for more coordination across the different active University and ecosystem players. Much of the recent progress in the last two years from the supporting system is not yet institutionalized so could be in jeopardy with the recent change in political power. There is also the challenge of creating a public fund for social

entrepreneurship and innovation, as well as a social innovation lab. Finally, the finance gap for social enterprises in Peru is mainly between years 2 and 4.

3. Key Ecosystem Players

Public policies for social innovation: cross government initiatives vs. independent initiatives

In terms of public policies for social innovation we can consider two types of countries. Firstly, those which all have cross-governmental initiatives to make social innovation a public policy objective, as is the case for Chile, Colombia and Costa Rica. Chile is the most mature in this sense, innovating in the *process* of its social innovation policy development with a participatory process led by *CNID* (National Council for Innovation for Development), as well as the creation of the Government Laboratory. In Colombia social innovation has been shifted around different government institutions, however there is a permanent Social Innovation National Node, and a Social Innovation Policy has been drafted and conceived but not yet formally adopted. In both Chile and Colombia there is a focus on inter-sectorial collaboration with an understanding that social innovation occurs as the intersections between different sectors. In Costa Rica, the Roundtable on Social Innovation also has cross-sectoral approach with players from public, private and civil society.

Peru and Mexico fit into the second type of country, both with separate ministries promoting innovation (largely of the technological type) on one hand, and entrepreneurship on the other. There are practically no signs of cross-government department collaborations for social innovation policy, in the case of Peru, the entrepreneurial and innovation sectors are both still too immature for this, and in the case of Mexico social innovation has not won wide support as a concept from the government with *INADEM* supporting entrepreneurship, but only relatively recently. Peru's Ministry of Production promotes innovation through the program "*Innovate Perú*," which finances enterprises in seed and early stage thanks to the fund "Start-up Peru."

Level of maturity of the specialized intermediary support systems

Chile and Colombia both have a backdrop of well-established entrepreneurship and innovation sectors and these have "matured" into the social innovation scene, whereby specialized intermediaries to support social innovation have emerged from existing support mechanisms for new businesses and startups. Also in both countries the intermediaries are leading a process to establish a new legal structure for social enterprises. Mexico also has a wealth of specialized intermediaries and physical spaces for social entrepreneurs. Even though many of them have not been in Mexico for more than five years, the level of collaboration across different intermediaries is significant, in this case an indicator of maturity of the ecosystem.

Peru however is at a different stage, and the focus is on first developing the standard innovation and entrepreneurship sectors, and most social innovation activity is supported by NESsT, and the many incubators from the academic sector. There has been an explosion of incubators in the last two years; partly in response that Peru has a fast economic growth in spite of lack of public policies and finance for entrepreneurs.

Costa Rica has a different type of economy, based mostly on foreign direct investment and tourism and very little history of entrepreneurship. For Costa Rica social innovation policies have leap-

frogged the usual prelude of establishing an entrepreneurial and innovation support system and the country has created a flagship program around Social Innovation, with support from the Vice President.

It is worth mentioning an emerging breed of the intermediary of intermediaries (such as *Casa Co* in Chile and *CO_Plataforma* in Mexico). These are support systems for both, intermediaries such as *Sistema B*, and for more mature social enterprises in their second or third year, which have fled the startup co-working nests. This model is helping to increase the level of synergies between different intermediaries, engage in lobbying processes for the sector and of course enhance support for the growing collectives of social enterprises. Finally, there are several intermediaries that have been replicated in the five countries, such as, *Sistema B* in Chile, Colombia, Peru and Mexico; Impact HUB in Chile, Colombia, Mexico and shortly Costa Rica; the International Festival for Social Innovation (*FIIS*) in Chile, Peru; and *Socialab* in Chile, Colombia and Mexico.

Academia's evolving role to support entrepreneurial skills

Academia has taken a lead role in Peru in fostering dialogue around entrepreneurship and innovation, (with an increasing focus on social entrepreneurship), however in most of the countries teaching and research around social innovation and related themes has been sporadic. A clear trend however is the growth of specialized entrepreneurship incubators from within universities. These are not always only focused on social issues and usually on science and technology. There is also an increasing demand from students for the University's role to focus more on entrepreneurial skills and less on knowledge generation, in the context of increasing access to Massive Open Online Courses (MOOCs) and other sources of open access knowledge.

There is also increasing collaboration between universities and civil society around social entrepreneurship, as the example of Ashoka U, Social Progress Imperative of INCAE's CLACDS in Costa Rica and *Eafit* in Colombia that supported the development of *Ruta N* in Medellin. Finally there are two networks worth mentioning; the Latin-American Social Responsibility University Network (in Spanish, *URSULA*) aimed at mutually support universities implementing University Social Responsibility, in order to be promoters and collaborators in the dissemination of knowledge and socially responsible practices; and the Social Enterprise knowledge network (SEKN) a network of collaboration among ten of the most prestigious business schools in Spain and Latin America, to generate and disseminate information on social enterprise in the region.

Mexico and Colombia lead the social impact investment scene

Mexico is by far the leader on attracting private social impact investors, not only it hosts every year in Merida the annual Latin American Impact Investing Forum (in Spanish, *FLII*), which has become the largest gathering of its kind in the region. It is also the only Spanish speaking country member of the Global Social Impact Investment Steering Group and has recently established a national Alliance for Impact Investment.³ The purpose of the international Steering Group is to catalyze the global impact investment market through its states members - Australia, Brazil, Canada, France, Germany, India, Israel, Italia, Japan, Mexico, Portugal, UK, USA and the EU. Colombia comes next in line with one of the most mature impact investment sectors within the region. In 2012 the Venture

³ Members of the Alliance are AMEXCAP, ANDE, Coca Cola FEMSA, Compromiso Social Banamex, Ignia, Impact Hub, Nacional Monte de Piedad, New Ventures, Promotora Social Mexico and SVX.

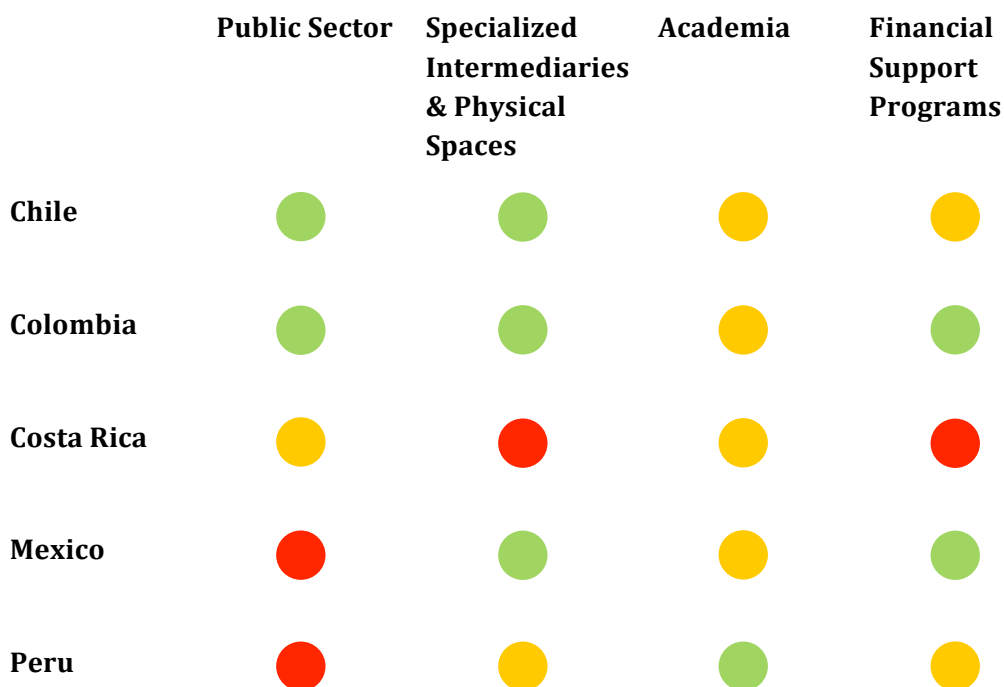
Capital Fund Association (*Asociación de Fondos de Capital*) was created as a forum for interaction across the funds.

The anomaly in this sector is Chile. Chile’s private investor activity is low and there is a question on why the investment scene has not taken off when in all other areas of social entrepreneurship ecosystem is so developed. Perhaps this is due to the size of the local market, the location or the historical focus on more neoliberal policies than the other countries. In Costa Rica the private financial support intermediaries for social enterprise are almost nonexistent, however the conservation sector and ecotourism have received considerable external financial support for many years. Peru hosts *NeSst* and *Kunan*, as foreign financial supporters and these are starting to collaborate with Angel Ventures Peru.

In 2013 Chile Global Angels together with other Pacific Alliance members created the Angels of the Pacific with Peru’s Angel Ventures and Capital Network, *Capitalia Colombia* and Angel Venture Mexico. The main objective of this network is to integrate high potential innovative enterprises into the investment markets, exchange experiences among members and promote best practices.⁴ Again, in the context of the Pacific Alliance, this represents an opportunity for scaling up the support for social enterprises. Finally, the Multilateral Investment Fund (MIF) has been present not only supporting social enterprises by funding activities through investments and technical assistance, it is also a main actor in increasing the innovation sector within the Pacific Alliance.

Figure 2 below gives an overview of the level of maturity of the different ecosystem sectors in each region, based on the results of the more detailed analysis carried out in each country, showing low levels of development (red), intermediary stage (orange) and mature (green).

Figure 2. Level of ecosystem players’ development in Chile, Colombia, Mexico, Costa Rica and Peru



⁴ <http://chileglobalangels.cl/chileglobal-angels-firma-acuerdo-con-redes-de-inversiones-angeles-de-peru-colombia-y-mexico/>

4. Social entrepreneurs profile

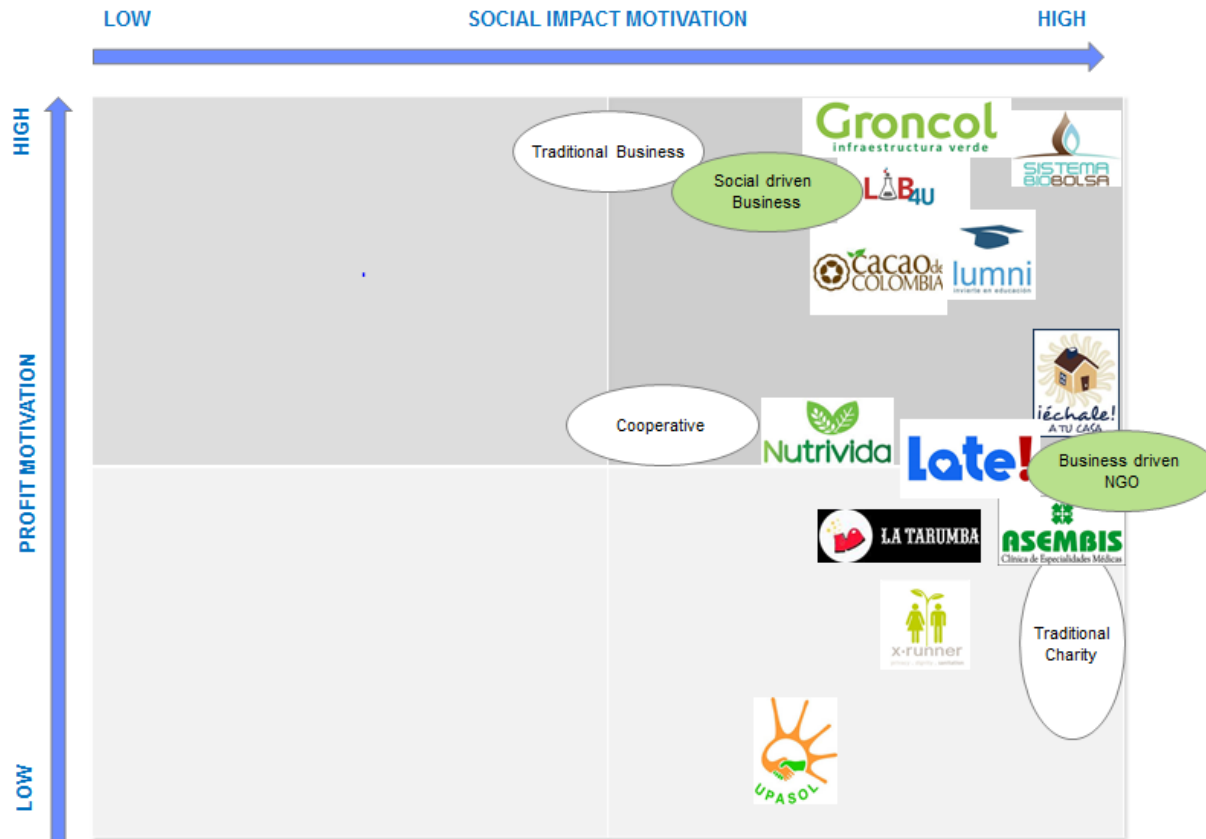
In 2014, *Viva Idea* and the INCAE Business School in Costa Rica performed a survey among social entrepreneurs in Latin America.⁵ 350 social entrepreneurs in 19 Latin American countries responded and these were mostly from Argentina and Colombia (22%), 15% from Mexico, 13% from Chile and 7% from Costa Rica. Below are some interesting highlights on the profile of social entrepreneurs in the region:

- Only 52% social enterprises have a board of directors and 73% have volunteers
- Funding in Latin America is low at early stage and philanthropy and donations are rare
- Social entrepreneurs need to look for diverse sources of funding
- The simpler the product/service the easier is to scale it up
- Most of the social entrepreneurs are at the early stage of business development region
- The main sectors are education 19%; agriculture 5%; commercial 4%; finance 4% and transport 4%. However more than 50% of respondents work across more than one sector.
- 60% of social enterprises were legally registered, very high compared to the level of informality in Latin American markets
- Average age of entrepreneurs is 34 and 77% have university degree
- Almost inexistent indicators on level of relationship among other institutions which is crucial for scalability
- Reasons to establish a social enterprise:
 - Personal concern in the area 75%
 - Produces social value 74%
 - Professional experience 45%
- Compared to other economic sectors, the rate of women vs. men is higher: 45% in social enterprises vs. the 20% in managerial positions in traditional private companies

In terms of the different motivations of social enterprises in the region, Figure 3 below shows where the sample of case studies selected for this study sit in terms of the level of social impact motivation and profit motivation. There are broadly two types of organization, socially driven businesses, registered as limited companies whose mission is two-fold, on the one hand generate high social impact but also make a financial return. The second type of social enterprise will also have a clear social mission, however the profit motivation may be lower. In this group the legal structures vary, from non-for profit association to limited company that re-invests 100% of its profits or a hybrid structure with a non-for profit Foundation owns a private business. While there are conversations around developing new legal formats in some of the countries at this stage the social enterprises make do with the existing structures and in many cases certify themselves with *Sistema B* as a way of formally recognizing their dual purpose.

⁵ Symmes et al. *Emprendimientos Sociales en America Latina. Asi se escala el Impacto*. Viva Idea and INCAE 2014

Figure 3. Case study examples with different levels of social impact and profit motivation



6. Social Innovation Labs

An important intermediary and up and coming model to solve social problems are known as social innovation labs. The Rockefeller Foundation and the Bridgespan Group surveyed 75 labs and 23 funders, and came up with a definition and mapping of these new types of organization. According to their research social innovation labs have 3 main characteristics; (i) they involve diverse stakeholders including those who are impacted with the problem analyzed; (ii) they are experimental, trusting trial and error to guide investment decisions, and (iii) they have a unique set of tools to facilitation and design approaches for problem-solving. In the countries analyzed there are several social innovation labs that are already operationalizing this kind of social innovation.

Colab – Catholic University of Chile (Chile) <http://innovacionsocial.uc.cl>

Established in 2011, COLAB promotes teaching and research on social entrepreneurship and innovation, and is also a key player in facilitating cross-sectorial ecosystems for social innovation, as in recent government funded projects implemented at regional level.

Impact Hub Network (Chile, Colombia & Mexico) www.impacthub.net

Since 2005, Impact Hubs are curators of physical and virtual work and social spaces, offering a unique mix of infrastructure, connections, inspiration, and learning for people who want to move their ideas from intention to impact. It's a physical space that offers a flexible and highly functional infrastructure to work, meet, learn, and connect.

Lab for the City (Mexico City) <http://labcd.mx/labforthecity/>

Launched in 2013, is one of the latest “innovation labs” to pop up in cities around the world to create a sort of urban “skunkworks” where creative people in and out of city government can invent and test new ideas and technologies.

Laboratorio de Gobierno (Government Laboratory) (Chile) <https://lab.gob.cl>

Created in 2014 with members of 8 government agencies as a space for innovation between public policies and public services. Civil society, multilaterals, companies and entrepreneurs, academia and public employees involved in several social innovation projects.

Ruta N (Colombia) www.rutanmedellin.org

A public entity created by Medellin’s City Hall, EPM (water, energy and gas public provider), and UNE (Telecom) in 2009, it is an institution from which different programs are developed, and the resources of the municipality are channeled for science, technology and innovation. It seeks to promote the development of innovative, technology-based businesses that increase the competitiveness of the city, revitalize the economy, strengthen strategic clusters, and enable better jobs for the citizens of Medellin.

Socialab (Chile, Colombia & Mexico) <http://comunidad.socialab.com>

Social entrepreneur platform, which specializes in crowdsourcing ideas through open innovation competitions to resolve specific problems of the most vulnerable communities. *Socialab* has now specialized in its white label open innovation challenge platform and provides crowdsourcing services to private and public clients. It is now present in Colombia, Mexico, Argentina and Uruguay.