

# SOCIAL ECONOMY SCIENTIFIC CONFERENCE

## #SES2020

An opportunity to rethink and  
reshape our socio-economic spaces

24<sup>th</sup> & 25<sup>th</sup> November

PROGRAM LEAFLET

#EUSES  
#RoadtoMannheim





## ABOUT

At the #SES2020, a vibrant network of distinguished researchers and academic scholars will discuss how the future of social economy could and should look like, providing an original contribution to the rethinking of our socio-economic spaces. The COVID-19 pandemic outbreak has increased the visibility of the social economy's contribution to socio-economic development and social cohesion, demonstrating that it is an essential part of Europe's safety net in times of crisis, thanks to its leadership in providing essential goods and services to the most deprived. Therefore social economy could play an important role in the recovery phase. The #SES2020 will look at the social economy as a driver of change, and on this basis will discuss how social economy will contribute to bounce forward our societies in the next normal.

The future-oriented objective of the #SES2020 is to collect a comprehensive body of knowledge that will anticipate the most relevant changes within and outside the social economy, in order to understand its potential role and contribution in the next decades and feed the European Commission's policy reflection.

## BACKGROUND

The European Commission announced a forthcoming European Action Plan for the Social Economy to enhance social investment and social innovation and to boost the potential of social enterprises to create jobs. This policy initiative to be released during the second semester 2021, will be a key tool to systematically incorporate the social economy into the different socio-economic policies of the European Union, as well as into its actions to achieve the Sustainable Development Goals.

The #SES2020 is tapping into the social economy momentum to discuss under which conditions is possible to maximise social economy contribution in constructing viable solutions to the grand challenges of our time.

The social economy can generate engagement, initiatives and returns in local communities while bringing everyone closer to the labour market. The social economy provides innovative solutions in education, health care, energy transition, housing and the delivery of social services. It can also be a pioneer in local green deals by creating alliances in territories involving citizens and enterprises in the climate transition. At the same time, the social economy is even more than that: social economy works as a driver of normative values and good practices that generate a spill over effect on the question how economic action could and should take shape. In other words social economy is the place where social and economic objectives live together, strengthening each other, and for this reason it represents a reference paradigm when pursuing solidarity as a founding societal value.

# TOPICS & SCHEDULE

Social economy should not be considered just as a sector, or a kind of add-on to the traditional economy. Rather it is made up of dynamic actors that could play a transversal role in many policy fields, contributing at least to two main crucial features. On the one hand, social economy actors generate a positive social impact and promote fundamental values. On the other hand, social economy increases the heterogeneity of an ecosystem, reducing the risks in case of shocks, hence directly contributing to the overall level of the ecosystem's resilience. For these reasons, instead of approaching the debate on social economy focusing on traditionally addressed specific aspects, or sub-field of the social economy, the scientific conference revolves around main broad and transversal topics, each of them addressing one important policy dimension.

The scientific conference will address three crucial dimensions.

1. Social economy **as an agent of change and its spillover effect** (evolutionary trends): reflection on evolutionary trends in the social economy and the resulting role and contribution to the broader socio-economic context in which social economy actors operate.
2. Social Economy **as part of an ecosystem** (a conducive environment for capacitating solidarity and resilience): this dimension refers to the different framework conditions that need to be operational in any given eco-system to have a conducive environment for capacitating solidarity.
3. Social Economy **as a partner for policymakers and the for profit sector** (governance matter): this dimension, building on an ecosystem perspective, addresses the issue of which governance mechanisms are required to ensure social economy's role within each ecosystems, including those tools that revealed to be particularly useful in setting up and steering the development of performing ecosystems.

## #Session 1

Social Economy as an agent of change and its spill-over effect – Evolutionary trends to envision the future

Tuesday 24th November, 2:30pm – 4:30pm

## #2 Session

Social Economy as part of an ecosystem – A conducive environment for the development and spread of new models, technologies and concepts

Wednesday 25th November 10:30am – 12:30pm

## #3 Session

Social Economy as a partner for policy makers and the for profit sector – Principles, strategies and tools for accelerating innovative and impactful actions in the social economy

Wednesday 25th November, 2:30pm – 4:30pm

# #1 SESSION

24th November 2:30pm - 4:30pm

## **Social economy as an agent of change and its spill over effect – Evolutionary trends to envision the future**

In this session, we will look at social economy as an agent of change, taking into account its evolutionary trends with the aim of envisioning the future of social economy in Europe. Ulla Engelmann (Head of Unit, Social Economy, Directorate General Internal Market, Industry, Entrepreneurship and SMEs, European Commission (DG GROW)) will be introducing the #SES2020 with welcoming remarks. Julie Battilana (Harvard University) will talk about how an increasing number of social economy actors diverge from established organizational forms – typical corporations and/or typical not-for-profits – by combining aspects of both at their core, and how they can work as a catalyst for transformational change in society. In her talk, Marthe Nyssens (Université catholique de Louvain) will discuss the increasing role played by knowledge and networks in shaping the development of social economy, with a focus on the contribution made by research centres and universities in supporting social economy. The impact of the COVID-19 pandemic outbreak and the role of social economy in its aftermath will be addressed in the talk from Rafael Chaves (Universidad de Valencia). Ruth Brännvall (Impact Invest Scandinavia) will present insights from her work on supporting the growth of social economy actors in more than 70 countries, providing insights on current status of innovation in the nexus of private sector and the social economy in developing economies. Mario Calderini (Politecnico di Milano) will help us envision the future of social economy as an agent of transformational change for inclusive growth. Marie J. Bouchard (Université du Québec à Montréal & CIRIEC) will chair the session and steer us through the discussion.

Time	Content
2:30pm	Welcoming remarks by Ulla Engelmann (Head of Unit, European Commission DG GROW)
2:40pm	Introduction Session Chair: Marie J. Bouchard (Université du Québec à Montréal & CIRIEC)
2:45pm	Julie Battilana (Harvard Business School & Harvard Kennedy School)
3:00pm	Marthe Nyssens & Rocío Nogales-Muriel (UCLouvain & EMES International Research Network)
3:15pm	Rafael Chavez Avila (Universitat de Valencia & CIRIEC)
3:30pm	Mario Calderini (School of Management, Politecnico di Milano)
3:45pm	Ruth Brännvall (Impact Invest – SIIN AB)
3:50pm	Session Chair: Summary & Outlook
3:55pm	Final Discussion



# ABOUT THE SPEAKERS



**Ulla Engelmann**

Head of Unit,  
Social Economy, Directorate General Internal Market, Industry, Entrepreneurship and SMEs,  
European Commission (DG GROW)

Welcoming Remarks



**Marie J. Bouchard**

Professor at the Université du Québec à Montréal,  
President of the Scientific Commission on Social and Cooperative Economy of CIRIEC International

Marie J. Bouchard Marie J. Bouchard is full professor at Université du Québec à Montréal (Canada) and member of the Center for Research on Social Innovations (CRISES). She was nominated in 2015 President of the Scientific Commission on Social and Cooperative Economy of CIRIEC International. She presently acts as external coordinator of the project Opportunities and challenges of statistics on SSE, led by UNRISD for the United Nations Inter-Agency Task Force on Social and Solidarity Economy (UNTF SSE), after having chaired for the International Labour Organization the COPAC technical working group on cooperative statistics. She authored with colleagues many works, among which: Conceptual Framework for the Purpose of Measurement of Cooperatives and its Operationalization, published by International Labour Organization; The Worth of the Social Economy and The Weight of the Social Economy, an International Perspective, published with Peter Lang (Brussels); and Innovation in the Social Economy, the Québec Experience, with University of Toronto Press.

Session Chair



**Julie Battilana**

Joseph C. Wilson Professor of Business Administration in the Organizational Behavior unit at  
Harvard Business School & Alan L. Gleitsman Professor of Social Innovation at Harvard Kennedy School

Julie Battilana is the Joseph C. Wilson Professor of Business Administration in the Organizational Behavior unit at Harvard Business School and the Alan L. Gleitsman Professor of Social Innovation at Harvard Kennedy School, where she is also the founder and faculty chair of the Social Innovation and Change Initiative. Her research examines the processes by which organizations and individuals initiate and implement changes that diverge from the taken-for-granted norms in a field of activity. The aim of her work is to elucidate what it takes to initiate divergent change, and how to succeed in its implementation. An important focus of her research is on social enterprises and how aspects of corporations and not-for-profits at their core can be sustainably combined.

Topic: „New frontiers of social economy as a catalyst for transformational change in society“



**Marthe Nyssens**

Professor of Social Economy at UCLouvain & President of the EMES Research Network

Marthe Nyssens is a full professor at the School of Economics of the Catholic University of Louvain (UCLouvain, Belgium). She acts as the scientific coordinator, together with Jacques Defourny, of the "International Comparative Social Enterprise Models (ICSEM) Project", which involves some 230 researchers from 55 countries in all world regions. She was a founding member and is currently the president of the EMES International Research Network. Her research work focuses on conceptual approaches to the third sector, both in developed and developing countries, as well as on the links between third-sector organisations and public policies. Her research deals with socio-economic logics of "not-for-profit organisations"; she analyses the role of these organisations and their relations with public policies, the market and civil society in fields such as work integration, care or the commons. She is member of GECES – Expert Group on Social Economy and Social Enterprises of the European Commission.

Topic: „The role of knowledge and networks in the development and support of social economy“

# ABOUT THE SPEAKERS



**Rocío Nogales-Muriel**  
Director EMES International Research Network

Rocío Nogales-Muriel is the Managing Director of the EMES International Research Network since 2004. She coordinates the preparation and implementation of international research projects and conferences, PhD training schools and international partnerships as well as the network membership and communication. She was a member of the Experts Group on Social Enterprise of the European Commission (GECES) from 2013 to 2017 and currently represents EMES at the UNTFSSSE. She obtained her PhD at the University of Barcelona on social innovation and the scaling-up strategies operating in cultural and artistic social enterprises. As a researcher, she focuses on social innovation, organizational transformation and the management strategies operating in third sector organizations, specifically in the cultural sector. She co-edits the book series "Routledge Studies in Social Enterprise & Social Innovation".

Topic: „The role of knowledge and networks in the development and support of social economy“



**Rafael Chaves**  
Professor of Economic Policy and Social Economy at Universitat de Valencia,  
Representation of CIRIEC-international at GECES

Rafael Chaves is Professor of Economic Policy and Social Economy at the Universitat de Valencia. He obtained a European Doctorate Laureate in Economics in 1995 and was Director of the Research Institute IUDESCOOP for ten years until he took on the position of Director of the Official Doctorate Program on Social Economics at the same university. He is President of the Scientific Commission on Social and Cooperative Economics of CIRIEC-international. His research has focused on public policies towards the third sector, major figures in the field of social economy, and definitions and theories on the third sector and social economy. He is member of GECES – Expert Group on Social Economy and Social Enterprises of the European Commission.

Topic: „Emerging needs and opportunities since the COVID-19 pandemic and its aftermath“



**Mario Calderini**  
Professor of Social Innovation and Director of Tiresa at Politecnico di Milano

Mario Calderini is full Professor at Politecnico di Milano, School of Management, where he teaches Social Innovation. He is the Director of Tiresa, the Politecnico di Milano School of Management's Research Centre for Impact Finance and Innovation. He is a member of the Scientific Advisory Board of the Minister of University Research and Innovation. His research interests cover several topics in the field of innovation and social impact finance. He has been a member of the G8 Task Force for Social Impact Investment and chaired the Italian Advisory Board on Social Impact Finance. He sits in the Italian Government's Advisory Group on Social Entrepreneurship and Impact Measurement and he contributed to promote the social innovation agenda in Italy.

Topic: „Envisioning the future of social economy as an agent of transformational change for inclusive growth“



**Ruth Brännvall**  
CEO and Founder at Impact Invest – SIIN AB,  
Social Innovation Researcher

Ruth Brännvall is CEO and founder of Impact Invest Scandinavia. She is a leading expert in the field of social innovation, social entrepreneurship and impact investing, having designed and run entrepreneurship programmes and social investment funds that have in total supported enterprises in more than 70 countries. She has a PhD in Industrial Economics and Management from the Royal Institute of Technology (KTH). Her area of research is innovation for underserved markets (i.e. poor, marginalised consumer groups in emerging markets as well as in Europe), often referred to as "social innovation". Her focus is on the innovation processes and practices, the relationship between the entrepreneur/s and their end-users, and to what extent technology and innovation is originating or consumed in developing markets.

Topic: „A developing economies' view on social economy: trends and perspectives“



## #2 SESSION

Wednesday 25th November 2020 | 10:30am – 12:30pm

### **Social economy as part of an ecosystem –**

### **A conducive environment for the development and spread of new models, technologies and concepts**

In this session, we will discuss the role of new models, technologies and concepts for the social economy and elaborate how their diffusion can be stimulated through adequate mechanisms and support structures at ecosystem level. Marieke Huysentruyt (HEC Paris) will talk about social entrepreneurs and how to stimulate the development of sustainable business models. In his talk, Geoff Mulgan (University College London) will discuss the potential of algorithms, artificial intelligence and collective technology for strengthening social and ecological impact. The questions how impact investing can support social entrepreneurs and with what measures and mechanisms this new field of investment can be developed will be addressed in the talk from Alex Nicholls (University of Oxford). Lisa Hehenberger (ESADE) will present insights from her work on how organization can evolve from measuring to managing impact and to learning for impact. Dominika Wruk (University of Mannheim) will chair the session and discuss with the speakers how to foster the social, ecological and economic effects of these new models and concepts. Welcoming remarks will be held by Xabier Goenaga Beldarrain (Head of Unit, Knowledge for Finance, Growth and Innovation, Joint Research Centre, European Commission (JRC)).

Time	Content
10:30pm	Welcoming remarks by Xabier Goenaga Beldarrain (Head of Unit, Joint Research Center, European Commission)
10:40pm	Introduction Session Chair: Dominika Wruk (University of Mannheim)
10:45pm	Marieke Huysentruyt (HEC Paris)
11:00pm	Geoff Mulgan (University College London)
11:15pm	Alex Nicholls (University of Oxford)
11:30pm	Lisa Hehenberger (ESADE)
11:45pm	Session Chair: Summary & Outlook
11:50pm	Final Discussion

## ABOUT THE SPEAKERS



**Xabier Goenaga Beldarrain**

Head of Unit,  
Knowledge for Finance, Growth and Innovation,  
Joint Research Centre,  
European Commission (JRC)

Welcoming Remarks



**Dominika Wruk**

Assistant Professor for Sustainable Entrepreneurship,  
Institute for SME Research, University of Mannheim

Dominika Wruk is Assistant Professor for Sustainable Entrepreneurship at the Business School of the University of Mannheim. In her research, she studies the development of new organizational forms, their spread across organizational fields and their social, ecological and economic impact. One current focus in her work is the sharing and platform economy. Dominika explores the potential of cooperative organizational forms and new technologies in these fields.

Session Chair



**Marieke Huysentruyt**

Assistant Professor at the Strategy & Business Policy Department at HEC Paris

Marieke Huysentruyt is Assistant Professor at the Strategy & Business Policy Department at HEC Paris since January 2018. Her research and teaching concern the effectiveness of organizations at addressing today's major societal challenges, like inequality and global warming. Her research focuses on the effects of personal values, organizational culture and management practices on firm productivity (drawing on both experimental evidence and large-scale, cross-country panel data on social enterprises). She investigated the role of individual intrinsic and extrinsic motives in influencing the performance of nascent social entrepreneurs and how empathy affects the success of corporate social initiatives. She has been a faculty member at the Stockholm School of Economics and London School of Economics, and a visiting scholar at Harvard University and the Sante Fe Institute.

Topic: „How to stimulate the development of sustainable business models for social entrepreneurs?“



**Geoff Mulgan**

Professor of Collective Intelligence, Public Policy and Social Innovation at University College London

Geoff Mulgan is Professor of Collective Intelligence, Public Policy and Social Innovation at University College London (UCL), starting in the spring of 2020. Prior to that he was Chief Executive of Nesta, the UK's innovation foundation (an endowment which grew in worth to around £450m) between 2011 and the end of 2019. He has been a visiting professor at London School of Economics (LSE) and Melbourne University, a senior visiting scholar at Harvard University and President of the Innovation Design Department at the Italian University for Design (IAAD) in Turin. He has co-chaired a World Economic Forum group looking at innovation and entrepreneurship in the fourth industrial revolution.

Topic: „What can European social economy do to make the most of AI and the Fourth Industrial Revolution – and avoid being marginalised?“



## ABOUT THE SPEAKERS



### **Alex Nicholls**

Professor in Social Entrepreneurship at University of Oxford

Alex Nicholls is the first tenured professor in social entrepreneurship appointed at the University of Oxford. He is also a Tutorial Fellow and Member of the Governing Body at Harris Manchester College, University of Oxford, and in 2004, he was the first staff member of the Skoll Centre for Social Entrepreneurship for which he helped raise the funding. His research interests range across several key areas within social entrepreneurship and social innovation, including: social and impact investment; the nexus of relationships between accounting, accountability, and governance; public and social policy contexts including impact bonds; and Fair Trade.

Topic: „How impact investing promotes social entrepreneurship: capitalizing social impact and the spectrum of impact finance,“



### **Lisa Hehenberger**

Assistant Professor in the department of Strategy and General Management and Director of the Entrepreneurship Institute at ESADE

Lisa Hehenberger is an Assistant Professor at ESADE business school and Director of the ESADE Entrepreneurship Institute. She is a renowned expert on social entrepreneurship, venture philanthropy, impact investing and impact measurement. Her research focuses on market-building as an entrepreneurial project as well as on the entrepreneurial process in social entrepreneurship. She has published in the most prestigious academic peer-reviewed journals in management, such as the Academy of Management Journal, as well as in practitioner-oriented publications such as Stanford Social Innovation Review. She is the author of numerous books, policy papers and practitioner reports. Lisa is a member of the European Commission's Expert Group on Social Business (GECES) and of the OECD's Social Impact Investment Expert group. For six years, she was the Research and Policy Director of the European Venture Philanthropy Association (EVPA), the pan-European association for venture philanthropy and social impact investment EVPA, and now acts as a strategic advisor. She is the academic partner of the Spanish National Advisory Board on Impact Investing (Spain NAB) and previously served on the French National Advisory Board and the Impact Measurement Working Group of the Social Impact Investment Task Force established by the G8.

Topic: „From measuring to managing impact and learning for impact – Approaches and learning journeys“

## #3 SESSION

Wednesday 25th November 2020 | 2:30pm – 4:30pm

**Social Economy as a partner for policy makers and the for profit sector –**

**Principles, strategies and tools für accelerating innovative and impactful actions in the social economy**

In this session, we will discuss what research suggests about making progress on all four accounts. Antonella Noya (Head of Unit, OECD) will be introducing the last session of the #SES2020. Kai Hockerts (Copenhagen Business School) will focus on how to best scale the capacity and impact of the social economy by designing ecosystems that support the emergence of viable solutions to the grand challenges of our times. Antonio Miguel (Nova SBE, Maze – Decoding Impact) will discuss a policy entrepreneurs attitude can be enabled by a multi-level governance system and the EU funding. Eleanor Carter (University of Oxford) will discuss how innovative economic and social policy practices, among which outcomes-based partnerships can help strengthening innovation and impact of social economy organizations. Procurement as a governance tool to stimulate the demand-side for innovation and experimentation will be addressed in the talk from Eva Varga (Euclid Network). Gorgi Krlev (CSI – University of Heidelberg) will chair the session and discuss with the speakers how to govern and design effective policy frameworks for greater impact of the social economy. The session will close with remarks from Mikel Landabaso and Slawomir Tokarski (European Commission).

Time	Content
2:30pm	Welcoming remarks by Antonella Noya (Head of Unit, OECD)
2:40pm	Introduction Session Chair: Gorgi Krlev (CSI University of Heidelberg)
2:45pm	Kai Hockerts (Copenhagen Business School)
3:00pm	Antonio Miguel (Nova SBE)
3:15pm	Eleanor Carter (University of Oxford)
3:30pm	Eva Varga (Euclid Network)
3:45pm	Session Chair: Summary & Outlook
3:50pm	Final Discussion
4:25pm	Closing Remarks (Mikel Landabaso Alvarez & Slawomir Tokarski (European Commission)



# ABOUT THE SPEAKERS



**Antonella Noya**

Head of Unit, Social Economy and Innovation,  
Centre for Entrepreneurship SMEs Local Development and Tourism, OECD

Welcoming Remarks



**Gorgi Krlev**

Post-Doc Center for Social Investment & Innovation at the University Heidelberg

Gorgi Krlev is researcher at the University of Heidelberg's Centre for Social Investment (CSI), where his current research focuses on (social) innovation and entrepreneurship, impact investing, and social impact measurement. At the Centre for Social Investment (CSI) he has worked on a number of projects on social enterprise and social innovation. He holds a DPhil from the University of Oxford (Kellogg College) in which he has theoretically and empirically advanced the measurement of social impact.

Session Chair



**Kai Hockerts**

Professor in Social Entrepreneurship and Academic Director of Responsible Management Education at  
Copenhagen Business School

Kai Hockerts is Professor in Social Entrepreneurship at Copenhagen Business School (CBS). In his function as Academic Director of Responsible Management Education he is also leading the CBS curriculum change initiative which currently reviews all 19 bachelor study programs with the goal of anchoring responsible management education across the curriculum. Before joining CBS Kai was Adjunct Professor at INSEAD (F). His research has been published in the Journal of Business Venturing, International Review of Entrepreneurship, Journal of Business Ethics, and Business Strategy and the Environment. His research interests focus on responsible business education, corporate sustainability strategies, social ventures and social innovation.

Topic: „Scaling for impact: Why, when and how do social economy organizations do it?„



**Antonio Miguel**

Professor at NOVA SBE & Managing Director of the Maze – Decoding Impact

Antonio Miguel is the Managing Director of the Maze – Decoding Impact, a Lisbon-based social investment intermediary that implements financial and non-financial mechanisms to unlock capital towards social change in Portugal. He is also professor at NOVA SBE where he teaches micro-finance and innovative social finance instruments. He led the structuring of the first SIB Pilot in Portugal, provided technical advisory to the creation of Portugal Inovação Social (the €150m wholesaler social investment institution in Portugal) and leads the technical work of the Portuguese Social Investment Taskforce. He has been working in the field of social economy and impact investment for +10 years in the UK, Canada and Continental Europe and is a Global Shaper of the World Economic Forum.

Topic: „EU funding: catalyst for social innovation policies“

# ABOUT THE SPEAKERS



## **Eleanor Carter**

Lead Researcher Government Outcomes Lab at Oxford University's Blavatnik School of Government

Eleanor Carter is leading research at the Government Outcomes Lab based at Oxford University's Blavatnik School of Government. Her research focuses on innovations in social policy and outcomes-based commissioning. Her studies explore how particular programme design innovations map onto concerns of variable and potentially neglectful service provision and assesses whether developments in payment structure and governance arrangements deliver value for money to commissioners. Her work has been published in a range of journals including *Social Policy and Administration* and *Journal of Social Policy*. Key research outputs have also been translated into policy submissions and she frequently advises on policy design and evaluation strategies for government departments and voluntary sector organisations.

Topic: „Partnerships as ecosystem-level governance tool to foster collaboration and multi-stakeholder scheme for impact“



## **Eva Varga**

Vice-President Euclid Network

Independent Researcher on Social Enterprise Development and Social Investment

Eva Varga is the vice-president of Euclid Network. She works as independent researcher and consultant with expertise in social enterprise development and social investment. She has helped design and run social enterprise development and investment readiness funds, managed multi-country research teams to explore the social enterprise ecosystems in Europe, and designed capacity building tools for social enterprises. Eva has been a member of various expert groups and over the years acted in an advisory capacity to EVPA, the OECD and the European Commission.

Topic: „Buying for impact: How can procurement spur social problem solving?“



## **Mikel Landabaso Alvarez**

Director Growth and Innovation,  
Joint Research Centre,  
European Commission (JRC)

Closing Remarks



## **Slawomir Tokarski**

Director Innovation and Advanced Manufacturing,  
Directorate General Internal Market, Industry, Entrepreneurship and SMEs,  
European Commission (DG GROW)

Closing Remarks



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THERME  
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# SOCIAL ECONOMY SCIENTIFIC CONFERENCE #SES2020

24<sup>th</sup> & 25<sup>th</sup> November

Silicon Valley Solutionism vs.  
Old European Responsibility

	Silicon Valley «Solutionism»	Old European «Responsibility»
Founder	Young entrepreneurs	Established firms
Approach	Top-down, bottom-up	Bottom-up, top-down
Starting point	Need for	Responsibility of the system
Giving	Entrepreneurial solutions for global problems	Responsibility of the system
Assessment	Private, public, academic	Private, public, academic
Embedment	Across all the ecosystem	Across all the ecosystem
Vehicles	Companies	Companies, public, private, academic
Scaling	Scaling up and scaling out	Scaling up and scaling out
Institutional Design	Entrepreneurial ecosystem	Entrepreneurial ecosystem

Take action.  
Leave Impact.

## CONTACT

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