

Título

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Social enterprises as Hybrid organizations: The case of Naria Tech

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1. Introduction

The last decade has been marked by a series of significant economic and social challenges that have highlighted the need to rethink the way organizations address critical issues such as poverty, climate change and inequality (Doherty, B., Haugh, H., & Lyon, F. 2014). In particular, the 2008 global economic crisis generated a global wake-up call about the inadequacy of traditional business approaches and the urgent need to explore alternative models that effectively combine the pursuit of profit with deep social engagement (Battilana, 2015).

Scholars and experts in the field of **social enterprises** (SEs) have broadened their focus beyond mere definitions and contextualization to focus on the management and outcomes of these organizations. (Santos, 2012). Hybridity has been identified as a distinctive defining characteristic of social enterprises in the pursuit of a dual mission: financial sustainability and the achievement of a social purpose rooted in their mission (Mair & Martí, 2006).

This focus on **hybridity** has led to a deep reflection on how social enterprises manage their dual mission, acquire financial resources and mobilize human resources to achieve their goals (Pache & Santos, 2013). In addition, a theoretical framework has been developed that seeks to understand the tensions and trade-offs inherent to hybridity in social organizations (Battilana & Lee, 2014).

Así pues, la **innovación** también juega un papel crucial addressing the current and emerging economic, social and environmental challenges afectando especialmente to every virtually sectors and in the daily lives of citizens around the world. (Oslo Manual, 2018). De hecho, según el manual de Schilling (2023), the most important driver of competitive succes que tenemos a día de hoy en la mayoría de industrias , genera mucho efectos en la sociedad y en la gran variedad de productos y servicios a esta. In particular, in the case of social enterprises, innovation can be a way to create social value

In this context, this paper aims to (1) explore in detail the concept of social enterprises hybridity in social enterprises and its impact on mission management, financial and human resource mobilization; and (2) examine how social enterprises can rely on innovation in order to achieve its financial and social goals .As a fundamental part of this study, the case of the company "Naria Digital", based in Castellón, Spain, will be analyzed in detail. This company is presented as an example of a hybrid social enterprise that has managed to innovate in its products, business processes and business model to address both economic and social issues.

In this sense, it is hoped that this study will contribute to the theoretical development of social enterprises and hybrid organizations in general, providing a comprehensive view of their transformative potential in today's society and their ability to generate a positive impact on society and the environment, i.e. how these organizations are achieving a positive impact in both economic and social terms.

Our paper is structured as follows: in the first part, we will describe the characteristics of a social enterprise. We will then look at the social enterprise from a Hybrid Organisation perspective, the key relational elements that characterize it and the implications of its hybrid nature in terms of mission, human and financial resources. We will then analyze the concept of innovation and innovative business model and its capacity to impact on the sector in which it operates.

The second part will analyze the company NARIA as an example of social enterprises and hybrid organizations, whereby part of the research focuses on a case study that illustrates how these theories are applied in practice to Nadia, a company known for its strong commitment to society and the environment, which is the focus of the analysis. This structure ensures a coherent and comprehensive approach to examining the intersection of innovation and social responsibility in the contemporary business world.

Finally, a conclusion is made that integrates all the insights and highlights the importance of innovation in business and how it can improve the environment, as we see in the case study company.

Marco teórico

1. CONCEPT OF SOCIAL ENTERPRISE

1.1 Definition

In recent decades, organizations known as Social Enterprises (SEs) have gained increasing attention, especially in the context of a global economic crisis in 2008, persistent poverty and climate change (Jay, 2013). This increased interest has led to a critical review of the literature to better understand the dimensions and characteristics of social enterprises, especially in relation to their hybridity. It is important to note that the conceptualisation of social enterprises continues to evolve and adapt to changing social and economic dynamics. In recent years, there has been a significant increase in attention and interest in social enterprises as drivers of social and economic change (Nicholls and Teasdale, 2017).

As the field of social enterprises continues to mature, new perspectives and definitions have been proposed that seek to reflect the complexity and diversity of these organizations (Battilana and Lee, 2014). These updated definitions emphasize the ability of social enterprises to operate in environments characterized by multiple logics and conflicting demands (Ebrahim et al., 2014). It is essential to note that there is no fully agreed definition for this concept, which has resulted in a variety of governmental and academic approaches highlighting different aspects depending on the authors involved.

Definitions of social enterprise are often divided into two distinct approaches. In the first group, authors focus exclusively on specific types of organizations that operate in the field of social inclusion, particularly those that facilitate the integration of people excluded from the labor market, known as "social enterprises for labor market insertion" (e.g. ENSIE, 2006). On the other hand, a second group of authors define social enterprise by focusing on the intrinsic characteristics that these organizations present (Chell, 2007; Santos, 2012; European Commission, 2017). The latter, mostly more recent, definitions emphasize the fundamental importance of generating a positive social impact. Finally, it is important to note that two distinctive characteristics of social enterprise are the implementation of commercial

activities for income generation and the pursuit of objectives of a social nature (Laville & Nyssens, 2001). Table 1 gathers some definitions of social enterprises.

Table 1: Definitions of social enterprise

AUTHOR	DATE	DEFINITION
ENSIE	2001	Social enterprises are enterprises that operate at the very heart of what is most often a major factor in the phenomenon of exclusion: the economic system.
Department of Trade and Industry) del Reino Unido	2002	Social enterprises are businesses with a strong focus on social goals, not profits. Their profits are reinvested back into the business or community. They address social and environmental issues and operate in all economic sectors. Government sees their key contribution to an inclusive, sustainable and socially strong economy.
Chell	2007	A SE is a private organization that use the mechanisms of the market economy to achieve their goals by creating social capital.
Chliova	2011	A proper definition of social enterprise should be built around three fundamental axes: the creation of social value as the main objective, the creation of economic value and the business strategy and approach.
Yunus	2011	He defines social enterprise as a new type of business, different from the traditional profit-maximizing business and different from a non-profit organization, dependent on charitable donations.
European Commission	2017	An SE is a business organization that engages in economic activity and focuses on achieving broader social, environmental or community objectives.

In short, the concept of social enterprise is susceptible to different interpretations and delimitations (Emerson, 2006; Monzón, 2006). However, its fundamental principles are shared by various scholars (Laville and Nyssens, 2001; Mair and Marti, 2006; Doherty et al., 2014). The “raison d’être” and mission of the organization are defined by a specific social purpose, which is generally oriented towards solving a social problem (Dart 2004; Murphy and Coombes, 2009), such as poverty, inequality, homelessness, environmental conservation or unemployment, among other challenges. This social mission is pursued through the performance of economic activities in a competitive market environment, involving the sale of products and services. In pursuit of this purpose, the social enterprise generates positive effects in terms of social or environmental impact (Santos, 2012).

1.2 The EU definition of SE

In the context of analyzing the **key characteristics of a social enterprise (SE)**, it is essential to address the remarkable diversity that prevails in the definitions of this concept. As a result, with the aim of offering a description based on principles shared by the majority of Member States and the implementation of specific incentives, the Social Business Initiative (SBI) commission introduced the concept of social enterprise, which encompasses three key dimensions:

“Social enterprises run commercial activities (entrepreneurial/economic dimension) in order to achieve a social or societal common good (social dimension) and have an organization or ownership system that reflects their mission (inclusive governance-ownership dimension)” (European commission, 2020).

While the SBI explained these three fundamental dimensions of social enterprises, it also made it clear that the definition was not created to be applied by member states in their legislation. Thus, faced with the need to create a definition precise enough to guide national researchers in their respective countries and to determine whether or not an organization qualifies as a social enterprise, the European Commission decided to refine and operationalise the concept of social enterprise based on the three essential dimensions of the SBI: social, business and ownership and governance.

Throughout this section, these dimensions and in what way they contribute to defining and understanding the essence of a social enterprise will be explained in detail:

Entrepreneurial/economic dimension

The entrepreneurial dimension differentiates social enterprises from both the public sector and traditional non-profit organizations. Unlike the latter, which generally rely mostly on donations and grants, social enterprises engage in commercial exchanges in the market, with trading incidence above 25%.

The success of social enterprises in achieving their legal objectives depends to a large extent on the generation of sustainable financial income, which involves taking on a significant level of economic risk. However, unlike conventional enterprises, social enterprises rely on a combination of resources including voluntary labour, donations and grants, as well as income generated either through the sale of goods and services to private customers or through the provision of services of general interest on the basis of public contracts.

In addition, like any other enterprise, the sustainability of a social enterprise requires a team with appropriate skills. This team may include paid workers and volunteers, but, similar to conventional enterprises, social enterprises are expected to use costly factors of production, such as paid labor, capital and infrastructure, to carry out their activities.

Social dimension

Social enterprises have an explicit and clear social mission to benefit the community or specific groups of people, which sets them apart from conventional enterprises. This social mission must be precisely defined at the legal level by national legislations, the statutes of SEs or other relevant documents. In addition, the products and services they offer, as well as their production and distribution processes, must have a "social" component that generates direct benefits for the community or for specific disadvantaged groups.

The definition of what is considered "social" in the context of social enterprises may change over time and vary according to geographical location and changing societal needs. This allows social enterprises to offer a wide range of goods and services that benefit general welfare, addressing areas such as welfare, health care, education, culture, public services

and the solution of various social challenges, depending on the specific needs of different countries and contexts.

Ownership-governance dimension

To ensure that the social mission is prioritized and to avoid deviations from that mission, social enterprises must set limits on the distribution of profits. In addition, they involve relevant stakeholders in creating appropriate solutions and adopt unique ownership structures and governance models. Depending on the type of enterprise, ownership and control rights can be assigned to one or several categories of stakeholders such as workers or users. This creates a multi-stakeholder ownership framework in which stakeholders can either become full members of the company or sit on governance bodies or special committees to ensure that their voices are heard.

As for restrictions on profit-sharing, these can be full or partial, applying to members or stakeholders other than owners. In addition, the "asset lock" is applied to prevent the distribution of assets to owners in the event of dissolution. Together, these measures ensure that resources are used for the benefit of stakeholders and maintain the sustainability of the social enterprise in the pursuit of its long-term social goals.

After all the review we can highlight the importance of governance processes and practices in balancing the prescriptions of conflicting logics and recognising the needs of diverse stakeholders (Child, 2012). meeting the expectations of multiple stakeholders and balancing their social and financial objectives is a constant challenge (Ebrahim et al., 2014).

On one hand, when examining the dimensions proposed by the European Commission in 2020, it becomes evident that the European Union itself recommends that social enterprises, in addition to having a purpose oriented towards the general interest or public utility, must adhere to a set of requirements in their operation. These requirements primarily include prioritizing the reinvestment of profits into this objective and practicing management with democratic governance criteria. On the other hand, it is also apparent that compliance will be more straightforward for entities established through the associative formulas typical of the social economy. In my opinion, the European Union provides Member States with a flexible scope for regulating social enterprises, but simultaneously, it is constrained by the principles it imposes as operational characteristics of this type of entity.

In conclusion, the European Commission's definition of a social enterprise strongly emphasizes the social purpose and stakeholder participation in the management and decision-making of the enterprise. This reflects a vision of enterprise that seeks a positive social impact as its primary objective, even above financial profitability. This approach can foster corporate social responsibility and long-term sustainability. In contrast to the U.S. perspective, which tends to focus more on the achievement of a social purpose or how entities can contribute to it, without placing as much emphasis on the formal requirements of the entity itself.

2. SOCIAL ENTERPRISES AS EXAMPLE OF HYBRID ORGANIZATIONS

2.1. Hybrid organisations

According to Dorethy (2014) the concept of "hybrid" in the management literature is used to describe organizations that operate in multiple domains and span institutional boundaries. Therefore, we can call hybrid organizations those companies that possess at least two different paradigms, two different sectoral logics or value systems (Wilson and Post, 2013). Hybrid organizations focus on using the market and their operations to achieve social and environmental goals as well as economic goals (Haigh and Hoffman, 2014). Therefore, these organizations challenge the conventional categorization methods commonly used by organizational theorists, which are frequently applied in advance. They are alternatively referred to as Fourth Sector entities, Blended Value organizations, For-Benefit enterprises, Values-Driven entities, Mission-Driven organizations, or B-Corporations (Alter, 2004; Hoffmann, 2011).

This approach reflects a shift towards a more responsible and sustainable business model, combining characteristics associated with private, public and non-profit organizations (Doherty, 2014). Whereas traditional enterprises are economic programmes that produce an increase in social welfare, and therefore have social value, but this is a secondary and indirect effect of the distribution of income. The social Hybrid enterprise succeeds in developing sustainable solutions in order to improve the social context of a disadvantaged segment, while promoting the social capital necessary to achieve its mission (Chell 2007).

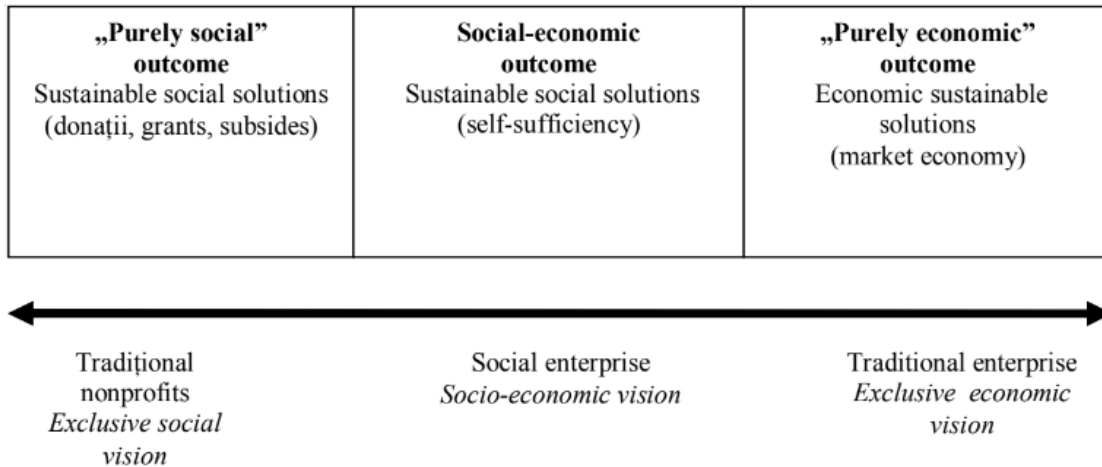


Figure 2: Continuum of programs depending on the outcome sustainable vision

The hybrid enterprise model has also been termed "sustainability-driven" (Hoffman, 2012) rather than focusing solely on reducing the negative social and environmental impact of business activity, hybrids seek to create social and environmental improvements through their products and services. These organizations demonstrate the potential for mutually enriching connections between businesses, communities and the natural environments that sustain them. Applying a positive lens to hybrid organizations, we can see some fundamental differences from traditional organizations (Table 2)

TABLE 2: Characteristics of hybrid organizations and traditional organizations (Hoffman, 2017)

Relation of social and environmental issues to the objectives of the organization	Relations with suppliers, employees and customers	Interaction with market competitors and sector institutions
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Traditional Organizations	Social and environmental issues are only addressed if the organization has the necessary capacity (e.g. resources, profits) and a strong business case.	Relationships with suppliers, employees, customers and suppliers are mainly functional and transactional.	Industry's activity is based on the creation of markets for traditional goods and services, the appropriation and protection of the benefits of competition and the alertness of the industry standard for its own benefit.
Hybrid Organizations	The business model is set up to address explicit social/environmental issues; organizational slack and the business case are secondary.	Relationships with suppliers, employees and customers are based on mutual benefit and sustainability results. Costs are taken into account, but only after achieving social and environmental results.	Industry activity is based on creating markets for hybrid goods and services, competing successfully with incumbent firms, and changing industry standards to serve both the business and the conditions of the social and environmental contexts in which they operate.

TABLE 2: Source (Hoffman, 2017)

As we can see in table 2, on either side are traditional organizations with a purely economic or a purely social outcome. The social enterprise creates a socio-economic vision from these two logics, aiming for sustainable social solutions as a traditional non-profit that achieves self-sufficiency through the market economy (Hoffman, 2011).

- Relationship of social/environmental issues to organizational objectives:** Unlike traditional organizations, hybrid organizations define their mission around social and environmental objectives in addition to the pursuit of economic profit to achieve self-sufficiency. These organizations use the market as a tool to generate a positive impact on social and environmental systems, thus achieving a mutual benefit for business, environment and society.

- **Relationships with suppliers, employees, and customers:** Hybrid organizations take a more collaborative and mutually beneficial approach to their relationships with stakeholders compared to traditional companies. These relationships are designed to create economic, social and environmental value, and are often based on trust, transparency and a deep commitment to communities and ethical values.
- **Interaction with market, competitors and industry:** Hybrid organizations interact with the market, competitors and industry differently from traditional organizations by placing a strong emphasis on social and environmental innovation, collaborative competition, business ethics and transparency. Their commitment to corporate social responsibility and creating a positive impact on society and the environment influences their approach in these areas.

Hybrid organisations are therefore challenging traditional business norms and redefining the concept of sustainable development. They have demonstrated that it is possible to compete effectively with mainstream companies by incorporating social and environmental aspects into their mission and operations (Haigh, 2012). This transition to a hybrid business model implies a focus beyond immediate self-interest and considers a broader context of benefits that encompasses customers, employees, suppliers and the natural environment. They question the need for perpetual economic growth, opting for sustainable and balanced growth that supports long-term social and environmental change. They value nature beyond its usefulness as a resource, recognising its systemic value and importance to society.

In short, hybrid organisations are redefining business sustainability by challenging traditional norms and demonstrating that it is possible to compete successfully while prioritising social and environmental aspects. Their approach to balanced economic growth and their appreciation of nature as a valuable asset show a strong commitment to long-term sustainable development.

2.2 Implications of Hybridity for management in social enterprises

Managing hybridity poses significant challenges for companies, and governance plays a key role in this regard (Battilana and Lee, 2014). Given the institutional plurality in which these organizations operate, they must balance the prescriptions of different logics without straying too far towards one in particular (Achleitner et al., 2012; Anheier and Krlev, 2014; Townsend and Hart, 2008). It is necessary to deepen the understanding of how characteristics of SEs affect their management, particularly with regard to mission and resource mobilization (Austin et al., 2006). Indeed, social enterprises as hybrid organizations have led to a deep reflection on how they manage their mission, acquire financial resources and mobilize human resources to achieve their goals (Pache & Santos, 2013).

The fact that **hybridity influences mission and resource mobilization affects its relationship to tensions**, trade-offs and the creation of novel operational processes to manage conflicting demand. Taking these aspects into account, Hoffmann (2017) created a framework, where he summarizes the challenges, tensions, trade-offs and management processes (Table 3):

Table 3: Challenges and tensions in hybrid organizations

DISTINCTIVE FEATURES	CHALLENGES	TENSIONS
MISSION	<ul style="list-style-type: none"> - To achieve business and social goals - To manage the demands of multiple stakeholders and maintain legitimacy - To develop relationships with partners with different logics 	<ul style="list-style-type: none"> - Conflicting demands between needs of clients and needs of other stakeholders - Disagreements on priorities held by different groups - Ensuring mission does not drift away from multiple goal achievement

<p>FINANCIAL RESOURCE MOBILIZATION</p>	<ul style="list-style-type: none"> - SEs may not be perceived as viable clients by mainstream financial institutions - Lack of understanding of SE and social value by those controlling access to financial resources 	<ul style="list-style-type: none"> - The relative importance of earned versus other income - Ethical issues involved in access to different sources of income - Conflicting expectations and demands between different stakeholders - Operating under financial constraints due to inadequate financial resources
<p>HUMAN RESOURCE MOBILIZATION</p>	<ul style="list-style-type: none"> - Limited financial resources constrain SE salaries and wages - Skill shortages and lack of competences in combining social and commercial objectives - Attracting and retaining volunteers with appropriate skills 	<ul style="list-style-type: none"> - Managing motivation and rewards of employees and volunteers - Volunteers not perceived to have skills and experience in some areas of service delivery - Selection process of board members to provide a balance of social and commercial expertise

- First, the **mission of SEs** requires managers to strike a **balance between** social and welfare logic (**value creation**) and commercial and market logic (**value capture**) (Santos, 2012). The fact that social enterprises cross institutional boundaries explains the need to manage **conflicting and competing commercial and social logics** (Battilana and Dorado, 2010; Battilana et al., 2012), as well as the demands of multiple stakeholder groups (Bridgstock et al., 2010).

These circumstances give rise to tensions stemming from the struggle to determine the relative priority of financial objectives over social goals (Zahra et al. 2009). As a consequence, this internal conflict has the potential to result in a shift away from the organization's original mission, leading to what is commonly known as "mission drift." Furthermore, it can pose challenges related to the credibility and legitimacy of the organization among its stakeholders (Nicholls 2010c). To address these challenges, social enterprises (SEs) employ strategies involving compromises, such as willingly sacrificing financial gains to uphold the equilibrium between capturing value and generating it (Santos 2012).

According to Lumpkin (2014), two practical approaches for mitigating these tensions are leveraging the organization's social mission as a guiding influence for strategic decision-making, and identifying the ideal circumstances where the generation of revenue from commercial activities can be effectively interconnected with the creation of social value.

- Furthermore, the **hybrid nature of SEs has a notable effect** on how they secure and utilize **financial resources**. While expanding across institutional boundaries, SEs demonstrate heightened adaptability (Pontikes 2012) and draw upon various sources of credibility (Chertok et al. 2008; Dart 2004). However, it's worth noting that mainstream financial institutions and venture capital firms may view the emphasis on creating social value as less appealing, as it might yield lower profits compared to other clientele. Moreover, the hybrid nature of social enterprises (SEs) poses challenges when it comes to classifying them for financiers, and they tend to lack clear understanding from conventional financial sources (Battilana and Dorado 2010; Brandsen and Karré 2011). This situation leads to tensions concerning whether to prioritize commercial goals over social ones.

To address these tensions, SEs employ various trade-offs, including the use of dual pricing strategies and intentionally prioritizing social returns even if it means sacrificing some financial return on investment. Management mechanisms include cross-subsidization business models, leveraging mixed funding streams, accessing social investment funds and the adoption of new legal forms for that accommodate dual mission and make it easier to raise equity (Battilana et al. 2012; Nicholls 2010a)

- Thirdly, hybridity also offers an important pathway for enhancing the comprehension of human resource management within social enterprises (SEs). Due to a shortage of financial resources, **SEs frequently compensate their employees below market salaries** (Zahra et al. 2009), thereby limiting their ability to attract qualified personnel. However, the social mission of Social Enterprises (SEs) is often seen as a non-monetary incentive for their employees, volunteers, and other stakeholders. **Many SEs heavily rely on the contributions of volunteers and trustees who generously offer their knowledge and expertise without financial compensation.** While volunteers can bring valuable skills, Liu and Ko (2012) have pointed out that tensions may arise between paid employees and volunteers, especially when the SE's social mission starts to shift towards a more commercial orientation. This situation can result in trade-offs where SEs need to decide between offering competitive salaries to attract skilled employees and allocating resources to recruit and train volunteers. This allocation of resources can potentially reduce the available means to generate social impact and may affect the overall appeal of the SE to social investors.

In summary, the nature of social enterprises (SEs) as hybrid organizations, driven by a dual mission of pursuing both commercial and social objectives, gives rise to a multitude of challenges and trade-offs. Managing the tensions between profit generation and social impact is therefore a central issue. While SEs are not solely profit-maximizing entities, they must generate revenue to sustain their operations and invest in social projects to create societal value and drive social change. Achieving this balance is demanding, and it often involves finding innovative strategies, new resource configurations, and novel governance structures.

3. INNOVATION

3.1. Concept and types of innovation

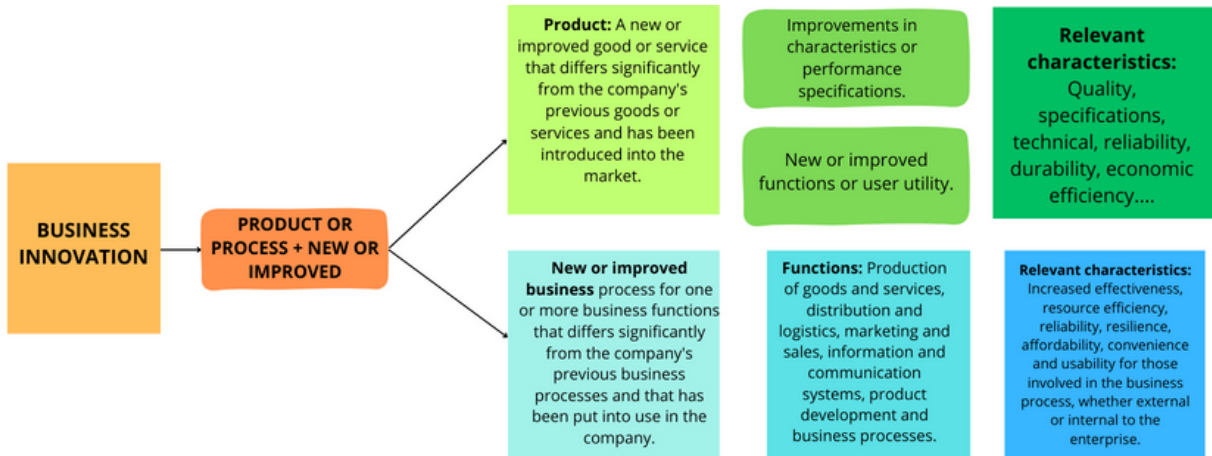
There are a large number of definitions of innovation used in different academic, industrial, governmental and service delivery settings. Innovation has a long conceptual history with many fluid connotations and denotations (Godin, 2015). Schumpeter recognised the importance of innovation in the 1930s, defining it as the creation of new combinations of existing resources .) The wide variety of literature and language used on innovation adds to

the different interpretations and understandings of the basic concepts about the meaning of innovation.

However, in the current study we will focus on the definition of innovation from a business perspective. Therefore, we will take as a reference the definition provided by the internationally recognised Oslo Manual (2018), which defines business innovation as:

“The introduction of a new or improved product or business process (or a combination of both) that differs significantly from existing products or processes and that has been introduced into the market or put into use by the company.

This innovation occurs when a product is made available to intended users or when a business process is put into actual use in the company's operations. The minimum requirement for it to be considered an innovation is that the product or business process must have characteristics that are significantly different from those that existed in products or processes previously offered or used by the company, and these differences must be relevant to the company or external users. Even if the new or improved product or business process has already been introduced into the market or put into use by other companies within the same business group, it is considered an innovation. Minor improvements made over time are also considered as such, provided that these minor improvements result in a significant difference in the final product or business process.



Source: Oslo Manual (2018)

Innovation changes the characteristics of one or more products or business processes and consequently common usage describes innovation in terms of its purpose or object. There are two major types of innovation by object: innovations that change the firm's products (product innovations), and innovations that change the firm's business processes (business process innovations). A single innovation can involve combinations of different types of product and business process innovations. Consequently, the typology of innovation types by object is not a classification of mutually exclusive categories. Furthermore, a firm can introduce more than one type of innovation over the observation period for data collection. It is therefore recommended to collect information on multiple types of innovations on the assumption that the responses can refer either to different innovations or to innovations that combine two or more innovation types.

Innovation changes the characteristics of one or more products or business processes and consequently common usage describes innovation in terms of its purpose or object. There are **two major types of innovation** by object: innovations that change the firm's products (**product innovations**), and innovations that change the firm's business processes (**business process innovations**). A single innovation can involve combinations of different types of product and business process innovations. Consequently, the typology of innovation types by object is not a classification of mutually exclusive categories. Furthermore, a firm can introduce more than one type of innovation over the observation period for data collection.

In addition to product and process innovations, firms can **innovate in their business models** (Oslo Manual, 2018). La definición proporcionada por la OCDE/Eurostat (2018), afirma que:

"La innovación del modelo de negocio se refiere a los cambios en los procesos de negocio principales de una empresa, así como en los principales productos que vende, ahora o en el futuro."

A business model encompasses all the fundamental processes of a company, such as production, logistics, marketing and cooperation agreements, as well as the main products that a company sells, either currently or in the future, in order to achieve its strategic goals and objectives (Amit and Zott, 2009). The innovation management literature highlights that

successful business models combine a method to more effectively meet users' needs compared to what competitors can offer and a profit formula to earn revenue by delivering utility to customers. Es importante destacar que there is **no widely accepted classification of business model innovation types**, although the proposal from authors such as Foss and Saebi (2017) are outstanding contributions which are helpful in identifying how business model innovation occurs.

Foss and Saebi (2017) identify different types of innovation in the business model by relying on two variables:

- (1) The scope of the innovation, that is, whether the changes have taken place in the architecture of the business or in a modular way
- (2) The novelty of the innovation, related to whether it involves the introduction of novelties in the company or in the industry.

From this perspective, they identify four distinct categories of innovative business models: evolutionary, adaptive, focused, and complex. Table 2 provides an overview of the various types of innovative business models, classifying them based on whether the innovations are created within specific elements of the business model or as a whole, as well as whether these innovations originate from within the company or the industry:

Table 2: Typology of innovative business models

		SCOPE	
		Modular	Architectural
NOVELTY	New to firm	Evolutionary	Adaptive
	New to industry	Focused	Complex

Source: Foss and Saebi (2017)

In the case of evolutionary and adaptive innovative business models, innovations are

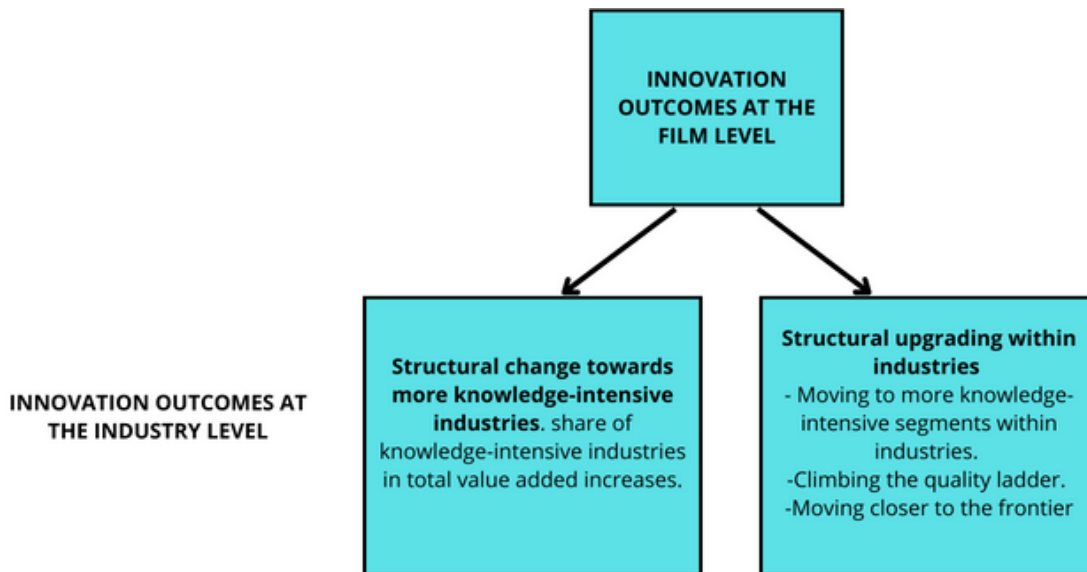
generated internally within the company. Within the evolutionary innovative business model, gradual and emerging changes take place within specific elements of the business model, typically due to the passage of time. On the other hand, the adaptive innovative business model involves overarching modifications to the entire business model. These changes should be novel for the company, although not necessarily groundbreaking for the industry as a whole. This typically occurs when the organization adjusts the structure of its business model to respond to shifts in the external business environment.

3.2. Outcomes of innovation

The **outcomes** of an innovation consist of the innovation's realized effects. **Innovation outcomes** include the extent to which a firm's objectives are met and the broader effects of innovation on other organizations, the economy, society, and the environment. (Oslo Manual, 2018).

Broader effects of innovation can also contribute to or hinder societal goals such as improvements to employment, health and environmental conditions, or help solve or influence other societal challenges. Outcomes that affect an **economy, society or the environment** are influenced by innovation objectives that target externalities, such as reducing environmental impacts or improving health and safety. Other items refer to the contribution of innovations to wider societal goals such as social inclusion, public security or gender equality. **Both product and business process innovations undertaken to comply with standards or regulations can contribute to environmental and societal goals,** (Oslo Manual, 2018).

From a measurement perspective, Christian Rammer (2016) proposes that there are two possible ways for innovation outputs to show up in outcomes at the sector level as economic benefits of innovation.



Source: Christian Rammer (2016)

The first, which is called **structural change**, reflects a differential growth of value added across industries, away from industries with lower levels of knowledge intensity to industries with higher intensity. By such a change, the share of output in knowledge-intensive industries in an economy's total output will increase. The second, which is called **structural upgrading**, features differential performance of firms within industries without necessarily changing the overall composition of economic activities. This differential performance may be reflected in moving to more knowledge-intensive activities within a sector, thereby preserving or reinforcing existing competitive advantages. (Christian Rammer, 2016)

The results of firm-level innovations translate either into economic effects of innovation that change the sectoral composition of activities (structural change through higher value added growth of industries characterized by high knowledge intensity relative to industries showing lower knowledge intensities) or change the intra-sectoral composition of activities through intra-industry growth (structural upgrading).

5. CASE STUDY: NARIA

4.1 Methodology

The methodological approach used in this work is based on the case study, a methodology that allows for an in-depth analysis of a specific situation in order to understand and contextualize the uniqueness of the case in question (Fondevila and Olmo, 2013).

In this paper, the focus is on the study of the company NARIA. The purpose of this analysis is to apply the theoretical concepts previously discussed in the specific context of social enterprise and hybrid enterprise. The approach will comprise some distinguishing characteristics of hybrid organizations based on the previously discussed theoretical contributions, the managerial implications stemming from their hybrid nature and a description of their innovative activity and why we consider their business model to be innovative.

To gather relevant information for this study on NARIA, a company with hybrid characteristics and an outstanding commitment to sustainability and social responsibility, primary and secondary sources have been used. Primary sources include an interview with NARIA's communication manager. Secondary sources include the NARIA company website, press releases related to the company, as well as relevant reports and documents. These sources combined ensure a complete and in-depth understanding of the case study. Through this analysis, it is hoped to gain a deeper understanding of how hybrid companies such as NARIA are addressing contemporary challenges and contributing to innovation in the business world.

5.2 Description of the company

Nadia's project was born in 2017 from the idea of a TFG of two friends, Josevi Villaroig (co-founder of the project) and Kilian Zaragoza (CEO and co-founder) of the company, in which they helped people to get back into society, but that was only the beginning of the inspiration.

From this idea, in 2020 they decided to start undertaking the project and the first Naria Tech project was launched in 2020 under the name Nadie sin su ración diaria (NSRD). This consisted of digitalising the process of collecting and distributing food donations, working together with food banks and with the help of the Startup Boosting Platforms, Espaitec and Lanzadera.

In 2021 they decided to launch the Naria Tech platform for digitalisation, traceability and 360° vision, in which they included 2 more verticals:

- Food donation management (No one without their daily ration).
- Food waste
- Subsidies for public administration

Food donation management (Nobody without their Daily Ration)

In a country where more than six million people face food insecurity, Naria Tech emerges as a social economy enterprise with a clear objective: to reduce food waste. Approximately one third of the food produced ends up in the rubbish. Naria Tech aims to solve this problem by connecting businesses with people at risk of social exclusion, offering a secure and cost-effective solution backed by blockchain technology that guarantees the traceability of donations.

Food waste

The platform provides a solution to this problem by enabling companies to donate their surplus food in a simple, safe and cost-effective way to people at risk of social exclusion, with clear impact metrics. The platform, backed by blockchain technology, makes this purpose possible, guaranteeing the traceability of donated food, ensuring that it reaches those who need it most and using geolocation to optimise logistics and providing interactive metrics dashboards for transparent control and monitoring of the activities of donor companies and social entities. This social enterprise acts as an intermediary between surplus food and people in need.

Subsidies for public administration

In 2022, Naria Tech broadened its approach by incorporating traceability of wider assets such as pharmaceuticals, medication and toys. This led to the creation of an automation system that digitizes the third sector, connecting it to supermarket information systems and taking advantage of products with best-before date discounts. Naria Tech not only reduces food waste, but has also expanded into other essential resources.

However, after identifying the possibility of using their platform with other types of resources, such as drugs, medication or toys, they have begun to apply their technologies to these branches of social aid and, as the rest of them have originated objectives that go beyond this initial mission, they decided to re-establish the mission:

To be that centralized point so that all the agents that are in the third sector, can be on the same platform where things are done in a coherent, transparent way and that allows this agility and efficiency to each of these agents that are doing things for the social and environmental ecosystem. Naria is a platform that aims to unite all these agents through digitalisation.

The company's vision is to protect the food security of people at risk of social exclusion. They aim to digitise and connect the social sector with other actors such as institutions, companies and society in general, creating a circular, sustainable and transparent system.

The values that accompany this project are driven by sustainable development and the dignity of people at risk of social exclusion:

- **Digitalisation:** Support for digitalisation to connect the social sector with companies and institutions.
- **Security:** Priority is given to security in all aspects, from donor and beneficiary data to food security with dignity.
- **Traceability:** Blockchain technology is used to track all donations from inception to final delivery. This ensures accurate and transparent tracking of each donation.
- **Optimisation:** It optimizes relationships and processes between the sector and other actors, bringing technology and efficiency to its models.

- **Efficiency:** It strives to make maximum use of available resources, taking advantage of digitalisation and continuously improving to be more environmentally friendly.
- **Sustainability:** They are committed to creating a circular, sustainable and transparent system that facilitates the well-being of people and the planet.

To date, Naria Tech has managed to raise a total amount of € 534,230.33 and has made a total of 35,670 donations. In addition, it has generated 194,368 rations for people in need, contributing to the saving of 204,086.14 kg of CO2 by 2023.

Naria Tech is not just a company; it is a driving force for change in social aid, striving to build a more sustainable, efficient and, above all, caring world. We are committed to a future where no one goes without their daily ration and everyone has access to essential resources. Join us on this transformative journey.

5.3 Analysis and results

In the following, we will analyze Naria from the perspective of Social Enterprise.

To do so, we will use the definition provided by the European Commission (2017), which distinguishes three key dimensions:

ECONOMIC DIMENSION

- Social enterprises engage in commercial exchanges in the market, with trading incidence mayor que 25%.
 - As a trading company, Naria far exceeds the minimum 25% of commercial activity that a company must have in order to be considered social. In fact, Nacho Latre indicates that it is more than 75%.
- Stable and continuous production of goods and services
 - Since the first No One Without a Daily Ration project was launched, this service and others have been offered on a long and uninterrupted basis.

- (At least partial) Use of production factors functioning in the monetary economy (paid labor, capital, assets)
 - As a trading company, Naria makes use of all the factors of production of the monetary economy.

- The team can involve paid workers as well as volunteers and must be put together with the appropriate skill sets
 - In the case of Naria, they have chosen to hire their 17 employees, as they require highly qualified people for all the jobs they offer.

- social enterprises rely on a mix of resources:
 - Naria fulfils this characteristic to perfection, as in addition to generating resources through earned income, its financial resources come from two rounds of investment, in which important companies in the food sector such as Capsa and Food Tech participated, and subsidies from the Spanish government and the European Union with the FEDES funds.

SOCIAL DIMENSION

- Primacy of social aim must be clearly established by national legislations, the statutes of SEs or other relevant documents.
 - Aimed at achieving positive economic, social and environmental impacts, Naria has written into its statutes the priority of social and environmental objectives above all others.

- The products and services delivered and/or production and allocation processes must also be “social” and generate direct benefits for the entire community or specific groups of disadvantaged people.
 - The services offered by Naria have a direct positive impact on society and the environment, strengthening the work of charities and social projects. At the same time, through the optimisation of logistics processes, they reduce the negative impact on the environment.

GOVERNANCE DIMENSION

- The governance and/or organizational structure of SEs must ensure that the interests of all concerned stakeholders are duly represented in decision making processes.
 - All stakeholders are informed of the social purpose of the company before they become involved in it, so they all accept its social nature from the outset. In terms of the organizational structure, it should be noted that it is flat, which increases the transfer of information and communication between the company's internal stakeholders, and they try to keep all external stakeholders informed about any type of decision, through their own website/application or through the media. However, it is sometimes difficult to get this information to all stakeholders.

- Para garantizar que the enterprise's social purpose is safeguarded. por ello 2 medidas:
 - Blocking of assets
 - Nacho Latre, tells us that in Naria they do use some of these techniques such as "asset locking", which prevents assets, including profits or other surpluses, land or buildings of the social enterprise from being distributed to the owners,

thus safeguarding the public benefit pursued by the social enterprise in case of dissolution.

- Total/partial restriction of Benefit sharing
- However, they have not yet practised the limitation of profit sharing, as they do not yet generate profits. If they do, they claim that this would be partial as it is more in line with the entrepreneurial nature of Naria, as it incentivises investors to commit capital and support economic growth.

In the last interview with Nacho Latre, he told us that Naria presents itself to the world as a social economy business enterprise. However, after carrying out the study, from the perspective of a social enterprise, we can see that it fulfills all the key characteristics of a social enterprise in the social, economic and governmental spheres. Therefore, we can say that Naria can be identified as a social enterprise.

If we examine the characteristics Naria organization from the perspective of hybrid organizations according to Haigh and Hoffman (2011) and Boyd et al. (2009), it can be observed that its main traits are:

- **Promotion of social and environmental change as an organizational objective.** This point is made up of 3 parts: (1) social and environmental objectives must be integrated into the mission of the organization, (2) the time horizons to achieve business development in hybrids are longer and slower, and (3) the need for a positive and committed leader.
- Naria tech is a startup that was created with the aim of helping social entities to optimize the donation of surplus food for people at risk of social exclusion in an easy, safe and transparent way. This, together with the environmental fight against food waste and the commitment to reduce CO2 emissions in logistics processes, demonstrate that CLM is motivated by the objectives of social and environmental change. (web page).

On the one hand, this philosophy is reflected in its mission, "To protect the food security of people at risk of social exclusion by digitizing and connecting the social sector with other agents (institutions, companies and society), generating a circular, sustainable and transparent system". .

On the other hand, also in the company's environmental policy, "Naria seeks to respect the environment through all its projects and actions, implementing technology and avoiding processes, procedures or actions that negatively affect this aspect".

- Naria Tech has longer and slower time horizons to achieve its business development and commercial objectives. This is due to the social enterprise characteristics of Naria, which manages commercial actions with the aim of generating economic, social and environmental impact. The margin for achieving sustainability among these three is very narrow where profit maximization is sacrificed. However, they have medium-term objectives to "continue to grow commercially" and enter the Norwegian and Mexican markets.

- Regarding the positive and committed leadership we can say that Kilian Zaragoza , CEO and co-founder of Naria is an industrial designer whose idea for Naria came up during his TFG, an idea that finally materialized in the system "Nadie Sin Su Ración Diaria" (Nobody Without His Daily Ration). His partner and CEO Josevi Villarraig was involved in the completion of Kilian's thesis and has been in charge of managing the logistics and operations of the project from the beginning. He also combined his studies in industrial design with a short experience as a cook, which served as inspiration for the business idea. Since they started developing the project in 2019 with the help of knowledge from Lanzadera, they have won awards such as Best Startup in Sustainability & Social Impact, FTALKS from KM ZERO 2021, and the Sector award, from the Repsol Foundation for Excellence. Therefore, the social entrepreneurial spirit, together with the leadership of the founders, shows us that they have been key factors in the company's success.

- **Interaction with the market, competition and industry.** Naria knows that its work is much more than optimizing processes . That is why Naria puts so much importance to communication and awareness, and they continually attend talks, conferences and forums. In the words of CEO Jose Villalonga, Naria advocates cooperation rather than competition. They firmly believe that

by bringing technologies together, third sector companies can go further than each one trying to develop technologies on their own. "All companies can be in the same ecosystem and we can co-create with each other," says Jose. Naria as a company is proving that financial profitability in the Third Sector exists and wants to share its information with the rest of the industry.

- **Creating mutually beneficial relationships with stakeholders.** Naria generates fruitful relationships with all stakeholders. In the case of social entities and food banks, they use the Naria tool to achieve an increase in donations and a reduction in logistics processes. Thus, in the case of supermarkets, Naria avoids food waste. It also carries out CSR campaigns with private companies that receive VAT deductions when they donate food. They also offer expertise and advice to both public administrations and universities and maintain relationships with international organizations such as FAO and the UN.

If we examine the management implications of Naria from the perspective of hybrid organizations according to Bob Doherty (2011) it can be observed that its main challenges and tensions are:

- With regard to the **mission challenges and tensions** caused by hybridity we can assure you that Naria is one of the few companies that can say that its objective and mission are the same. Therefore, it will be difficult to deviate from the mission. This plays a fundamental role in achieving commercial and social objectives. Moreover, value capture is directly linked to the creation of social value. However, they have had to sacrifice social objectives in order to maintain financial sustainability. Being a commercial company and financed by a fund of investors, Naria is under pressure to be financially sustainable in the short term in order to achieve more social objectives in the medium/long term.

- With regard to the **financial resources tensions and challenges**. One of the typical tensions of hybrid organizations in the management of financial resources is the difficult categorization of their company. However, through good communication and a mission statement in line with the objectives, they have managed to provide the necessary coherence for investors to understand the business. The company's code of ethics includes the minimum requirements that an investor must have in terms of social and environmental impact. Some of these investors come from Social Enterprise investment programs and others from Ventures. However, all investors are aware of Naria's ability to generate both economic, social and environmental impact, and know the priority that social and environmental objectives have over economic ones. Despite this, Naria expects to end the year with a turnover of € 700,000 and with a positive Ebitda.
- With regard to the **human resources tensions and challenges**. The managers of Naria are the founders of the company itself. They have been with Naria since the beginning of the project, and already have 4 years of experience in the management of a hybrid company with two logics. From the beginning, they acquired this knowledge both from companies that promote SE's such as Lanzadera or Espatec, and from universities such as the Universitat Jaume I. As it does not rely on volunteers, Naria does not have any tension with the management of these resources. The focus on creating social impact does not imply that they neglect the human resources department. The organization does not follow traditional hierarchical diagrams, but strongly believes in horizontality, initiative and responsibility of all team members. In fact, with 17 employees, relations are very close and the working atmosphere is dynamic and pleasant. However, they do find it challenging to recruit staff from scarce resources and try to realise both monetary and non-monetary incentives.

If we examine Naria with regard to the types of innovative business model (Foss and Saebi, 2017), it would have an innovative business model halfway between the centered and the complex since innovations do not occur in one part of the business model or in all of them, but in several parts. Thus, some innovations in its business model are the following:

(1) Naria innovates in the **market segment**, since they are pioneers in the digitization of the third sector. Aging segment, with resources always below the impact generated.

(2) It innovates in its **value chain**, as its value chain is formed by enterprise technologies (Blockchain), interconnections, modular digitalization of a digital platform (All in one), 360 vision and the knowledge they possess about the problems of the social sector.

(3) It innovates in the **value proposition**. Another characteristic of both types of business model (focused and complex) is that they involve the introduction of novelties / innovations in the Third Sector. Clearly, Naria's business model has provoked a revolution in the Third Sector, since it carries out its activity in a different way never carried out in this industry. On the one hand, through digitization, they facilitate greater optimization and efficiency in the processes of third sector companies, so that they can act in a more agile and efficient way, thus multiplying their impact. In addition, they allow companies in the food industry, supermarkets and the Horeca sector to ensure that the donated resources reach their destination, with an exact measurement of each step. At the moment they make the donation they have measurements of the impact they generate, where their donation is at every moment and how they can reduce waste or logistics failure.

Finally, we will analyze the results of Naria's innovations in the Third Sector industry through the classification provided by Christian Rammer (2016):

- In order to understand the effects of Naria's innovations, we will first analyze the Spanish **Third Sector**. This is made up of private entities driven by a social good. Despite its weight in the economy, the third sector is dominated by smallholdings, with a large number of small organizations with annual revenues of less than 150,000 euros. The resources that these societies have are always smaller than the impact they generate. To some extent, this is due to the aging of the sector and the lack of interest and resources to modernize it.
- Its commitment to social inclusion and sustainability makes it an organization that makes a difference in today's world. Naria has already revolutionized the management of donations in food banks, providing them with cutting-edge technologies to optimize and streamline the entire logistics process. With actions like this, Naria aims to promote the **structural change** of the entire third sector through the application of technologies such as digitalisation, blockchain technology or modular platform (All in one). Naria would like to be the centralized point where all actors in the sector can interconnect, cooperate and exchange information. Naria promotes innovation in the rest of the entities in the sector, making its value proposition available to all third sector entities. In conclusion, the effect of Naria's innovation results in a growth towards a more **Knowledge-intensive sector**, which generates an increase in the added value of the whole industry.

The study of social and hybrid enterprises in the context of innovation represents a fundamental part of current business research. Social enterprises emerge as a response to economic and social challenges such as poverty climate change and inequality, and propose to generate social and environmental impact through financial sustainability.

Throughout this dissertation, we have explored in detail the role of social and hybrid enterprises in promoting innovation, social inclusion and sustainability and how they deeply affect the impact and implications of these organisations that seek not only to maximise their financial benefits, but also to generate a positive impact on society and the environment.

In particular, I have focused on the case study of NARIA, a company with a triple-impact purpose, which stands out for its innovative approach to solving critical problems related to society and the environment. Its main vertical acts against food waste and food safety. It uses technology and innovation to help digitise the third sector and produce greater social impact.

Throughout this research, I have discovered how NARIA uses technology and innovation as key tools to achieve its goals and how its commitment to social inclusion and sustainability makes it an exemplary organisation in today's social and business landscape.

In this research, we have focused on Naria, a social economy company in order to delve deeper into social enterprises, as these are companies that are committed to changing and improving the world with their activity. Naria is dedicated to digitalising the Third Sector in Spain. With its activity, it aims to make profits while at the same time providing an outlet for waste in the world. After analysing the three key dimensions of a social enterprise proposed by the European Commission (2020), we can confirm the social nature of Naria, since, among other things, it has a business model with a triple impact through sustainability, prioritising the social mission and not maximising profits. Naria meets the characteristics of hybrid organisations mentioned by Haigh and Hoffman (2011), as it promotes positive social and environmental change as an organisational goal, maintains relationships with stakeholders, employees and customers, and interacts with the market, competition and industry.

Specifically, the way in which it promotes positive social/environmental change as an organizational objective is seen in its mission where social objectives are integrated in the main mission of the company and in the committed and participative leadership of

its leader, Killian Zaragozá. In addition, with respect to the relationship with its stakeholders, Naria has a cooperative attitude and ethical codes that limit her relationships. With regard to the implications of the hybridicity of social enterprises according to Bob Doherty (2011), Naria presents most of these tensions. However, as a company with extensive knowledge, prior to the start of its activity, it has known and continues to manage these challenges offered by the dual mission and the attraction of financial and human resources.

Thus, through studies with regard to the types of innovative business model (Foss and Saebi, 2017) and the impact of innovation (Christian Rammer, 2016), we have been able to conclude that Naria's business model has provoked a revolution in the Third Sector, since it carries out its activity in a different way never carried out in this industry. It is shifting the sector towards a higher degree of knowledge intensity, making technological tools available to all the agents that act with which they can optimize and streamline their resource management processes securely and quickly.

Finally, we would like to point out that the work carried out allows for future extensions related to the methodology. Data collection could be improved through interviews with company managers and staff that increase the quantity and quality of information collected. In the same way, the information gathered in this paper could be used as a basis for future research studies, such as the study of sustainable business models

Overall, I hope that this work will contribute to two things. On the one hand, it gives visibility to financially sustainable, triple bottom line social enterprises. On the other hand, it can serve as a model for companies wishing to develop and integrate a social mission with their economic objectives and encourage future entrepreneurs and companies around the world to adopt such enterprises.

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