

The **Institutional Model** proposed was initially created through researching the effects of multi-disciplinary and multi-stakeholder teams. Research shows the benefits of co-creation and a collaborative nature of such teams when solving complex problems and especially social issues¹²³. Furthermore, universities and academic institutions are believed to be the 'future' in developing innovative ideas, while taking on the role as a facilitative connector/integrator of each key stakeholder (industry, society and government)⁴. This allows crucial involvement for universities, essentially becoming the fourth key stakeholder. This phenomenon is known as the 'Quadruple Helix.' The Institutional model suggests that the ABC organization can become the core of all four stakeholders, and act as the connector/integrator.

It is the authors' opinion that ABC is currently an integrated Social enterprise. Evidence suggests two models that are highly applicable to ABC's mission strategy:

Organizational Support Model -

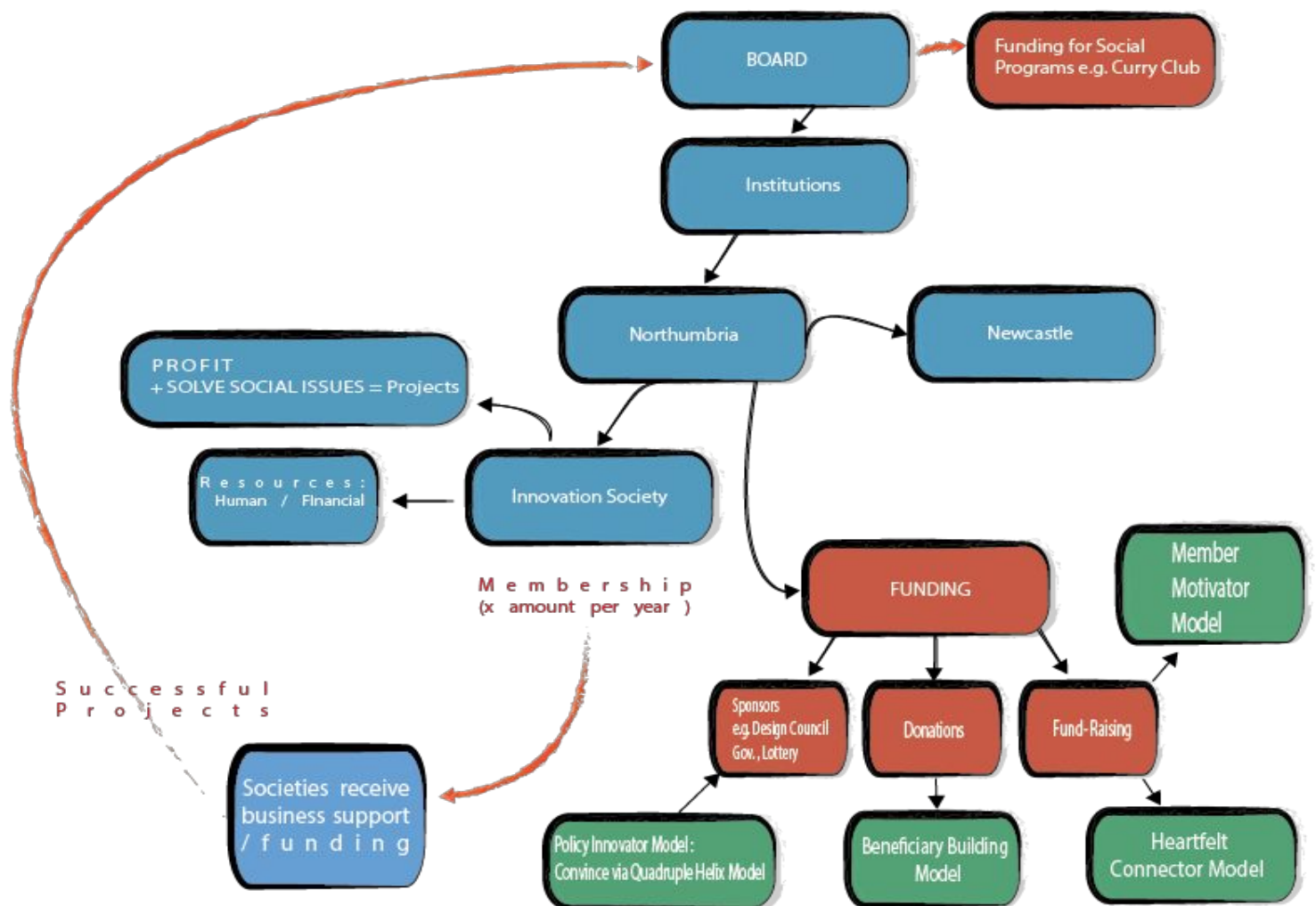
The organizational support model is usually external: Business activities (supporting institutional projects) are separate from social programs, where revenues from social enterprises/businesses provide funding to cover social program costs and operating expenses of the non-profit parent organization (ABC)

Service Subsidization Model –

The service subsidization model of social enterprise sells services (membership) to an external market (Innovation Societies) and uses the income it generates to fund operational costs and social programs (curry club, events etc).

The model itself represents a board member overseeing the 'institutional sector' or perhaps a 'North East ambassador' as a liaison to each University in the North East. Northumbria University as an example would create an 'Innovation Society' – similar to entrepreneurial societies that currently exist across all higher education institutions, but instead would integrate design thinking and business. This Innovation Society would essentially pay an annual cost towards membership, and thus receive expert business advice and support from ABC. Projects may be created via: the members themselves, or social enterprise projects given by ABC (in line with their mission) and even possibly from the government or local council (yet again in line with political agendas, current social/health/environmental issues. Local councils/government could potentially fund or subsidize operational costs of projects, however, it is first needed to convince these stakeholders of the evidence produced above that multidisciplinary teams from Universities are in fact the future of innovation. In addition, projects produced by these societies that have potential to generate profit could be pursued by ABC (aid start-up costs for example), whereby ABC could take 10-20% of all profits made. This funding combined with the membership money could then provide subsidization to ABC's operational costs and/or be used for social programs. Universities can also

generate funding through donations and sponsorship. Fundraisers are also an effective method, which working in tandem with ABC would raise their profile too.



References:

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