

## **Social Innovation Applications And The Case Of UCCI (Uşak Chamber Of Commerce And Industry)**

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**ABSTRACT:** *The importance of social innovation notion which has to consider social benefits in all innovative process and harmonize social entrepreneurship and innovation, rises day by day. Many of the businesses as they do not know the meaning of social innovation, they do not consider their operations as the part of social innovation. In this regard, based on the importance of social innovation the aim of this research is to determine if there is social entrepreneurship and social innovation applications and reveal what kind of social innovation work or activity is carried out in UCCI (Uşak Chamber of Commerce and Industry). In this study, case study method that is one of the qualitative research methods is used for exploratory research to analyze activities of UCCI within social innovation perspective. In the scope of research, UCCI has been examined under 7 categories according to the topics examined in Stanford Social Innovation Review Magazine 10th anniversary special edition (economic development, new products and services, supporting equality, health, employment, environment and poverty) which are said to be the subjects of nowadays' social innovation works. As a result of this research, it is revealed that the practices of UCCI's, which is in different categories, actually can be considered as social innovations. The fact that social innovation is quite a new concept, in this study necessity of supporting related projects for increasing social innovation practices is emphasized. Beside this, the importance on dissemination of social entrepreneurship is indicated in order to let social innovation to take place completely in businesses*

**KEYWORDS** -Chamber of Commerce and Industry, Social Entrepreneurship, Social Innovation

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### **I. INTRODUCTION**

Today, the concept of social entrepreneurship manifests itself as a rising value, with venture activities for solving social problems. In the literature, it is based conceptually until 1960 yet, it is seen to be widely spread in the business world with the millennium. Social entrepreneurship, can be said that it emerged as a type of entrepreneurial that has undertaken the mission of a for profit business of philanthropy. The reason for the acceleration in social entrepreneurship in recent years is its providing of opportunities for disadvantaged groups that make it an effective tool in the fight against unemployment. The concept of social innovation that combines social entrepreneurship and innovation is the consideration of social benefits in all innovative processes. In other words, innovation will be the goods/services that serves the public interest. Although the concept of social innovation is relatively new, it is making progress by increasing the awareness of business social sensitivity. This study aims to determine whether the Uşak Chamber of Commerce and Industry (UCCI) has the social entrepreneurship and social innovation implementation. To determine the presence and impact of social innovation, UCCI has been examined in seven different categories that can be reached in literature. These categories are economic development, new products / services, promoting equality, health, employment, environment and poverty categories. Also in this study, the consideration of the Chamber of Commerce as the field of application is also expected to contribute to the literature.

### **II. SOCIAL INNOVATION**

The concept of innovation, when analyzed in the macro level, is thought to have occurred in conjunction with technological change. The Industrial Revolution in the 18<sup>th</sup> century is discussed as the starting point of technological change [1, 2]. The concept of innovation took place among the management disciplines with the start of Drucker's (1987), and then Von Hippel, E.'s (1988) studies [3, 4]. However, under the examination of the implementation and dissemination, the concept of innovation as currently known was defined and developed by Joseph Schumpeter in the first half of the 20<sup>th</sup> Century [5]. One popular notion is the recent innovation in this context that finally was conceptualized to social innovation after transferring it from the industry sector to the social sphere [6].

The social innovation subject in the academic literature goes back as far as Max Weber. Weber initially considered the relationship between social order and innovation as the abnormal behaviour's impact of social change [7]. Social innovation re-emerged as a concept and an implementation in 1990 because of aiming to reconstruct the economy due to the changes caused by the development of information technologies and mass unemployment.

Considering the social innovators in history, despite the arguments, Robert Owen is said to be the first social innovator in the 18th century. At that time, he bought four factories in New Lanark, a village in the United Kingdom territory, not only to make profit but also to reshape the World. After taking over the factories, he has sent the existing 5 years old children workers who were working over-13-hours to school. In addition, he provided nurseries for New Lanark working mothers, free health care and education including the possibility of comprehensive evening courses [8].

Emile Durkheim (1984) provided important contributions to modern social science by the study titled "*The Division of Labour in Society*" [9]. Emile emphasized the importance of considering the necessity of social regulation for the development of the business section that suffered technical changes (social cohesion). The social innovation approach during those times is later on described innovations in the business and community organizations. Joseph Schumpeter in 1932 created another theoretical turning point by showing the innovation essential role and the roles of the entrepreneurs as formers and social developers by creating structural changes in social organization [10].

Each technological change with the structural change in the society may have differences but also shares some common economic and social outputs with the previous one. By the age of technology, the importance of the term "social" and social factors that were excluded from central management and production in earlier times are clearly understood. The studies done with this understanding, systems and processes in the evolution of social needs and on the other hand conceptualization, design, and product / service production in the social and environmental needs have emerged removal efforts [11].

However, social innovation concept in the literature was generally accepted by Peter Drucker (1987) and Moss Kanter's (1998) theories about the necessity of the combination of the social innovation and trade [3, 12]. In this frame social innovation is used as developed and applicable new approaches, structures, applications and business models in the process aimed to attempt to resolve social problems [6].

At the beginning of 21st century, as a result of the increase in conceptualizing studies, social innovation has had a wider impact in the field. It was expressed as the production of new ideas and application of these ideas on how to organize individuals, interpersonal activities or social interactions in order to achieve the shared social targets [6, 13]. Hamalainen and Heiskala (2007) described social innovation as changes that societies make in their regulatory, normative and cultural structures in order to increase the social and economic performances or improve the joint power resources [14]. In another study social innovation is described as the formation of new ideas and new structures that take into consideration of the public benefits, justice, equality and the formed norms of the society [15]. Apart from these definitions, the social innovation concept, unlike the organizational innovation, contains the development of dynamic management, flexible organization structure, skills and qualifications [16]. In line with these definitions, social innovation may include product, product process, technology or society changes. One of the most important reasons for the need of the social innovation is the lack of the ability to meet the needs of the disadvantaged people in the existing market and the necessity of the creation of the social value [17].

As well as the need for social innovation, the reason why it made only a few studies on social innovation in the literature, the concept of social innovation, is a phenomenon that is difficult to study using current methods used in social sciences. In this regard, Robert Kanigel (1997) and Nicholas Lehmann's (2000) books had great contribution in the development of social innovation concept [18, 19]. Also as explained in this study, social innovation is described as "new ways of getting things done". However most of these innovations have not changed the World, the differences from the known practice are undeniably more. By releasing a number of new potentials, it is a whole new kind of activities that helps to benefit from the most of technological opportunities. Social innovation rather than a single product, consists of a coherent set of products resulting integrated order. As in other types of innovation, products that are created as a result of social innovation; vary in terms of product range and degree of impact [20]. At one end of this whole, the development of new ideas about social organization and social relations, the creation of new social institutions, the creation of new ideas about the government or the development of new social movements are situated. Examples of these types of social innovations are seen in Martin Luther, Henry Ford and Karl Marx's lives. At the other end of this continuation, the creation of new processes and procedures to create a collaborative work structure, introduction of new social practices within the group and the development of new business applications are taking part. In this respect, the establishment of the International Monetary Fund or the promotion of flexible work schedules can be exemplified as a social innovation [15].

In fact, social innovation in particular represents an important form of creativity and has led to the organization of new institutions, new industry, new policies and new forms of social interaction[21]. Social innovation is not only an answer to special needs but also is a new vision and a new point of view on the definition of vision or problems and also solutions brought to these problems covering the whole proposal aimed at social change[22].

In this way, aspects of social innovation can be defined in at least four ways. These are; those associated with the production (participation of workers), those associated with consumption (user participation), B2B relations (coordination and mixed competition, non-market dependency or externalities) and the spatial configuration of social relationships (regional governance) [23].

In spite of this separation, it is possible to mention social innovation in at least three basic dimensions [24]:

1. Rather than creating a new product/service social innovation shows itself as a new combination of existing products/services.

2. To put Social innovation into practice in life, it involves getting out of the organizational and sectorial boundaries.

3. By leaving behind the establishment of coercive social relations between individuals and groups, social innovation provides possibilities to create, spread and establish new innovations.

As it is understood from all this conceptualization studies, social innovation and economic innovation are different concepts. In this respect, social innovation does not have predetermined boundaries. So, the concept of social innovation can be mentioned in all public or private sectors. In fact, the most creative actions occur in cross-sectorial boundaries. With the formation of cross-sector, Social Innovation Exchange (SIE) will be established. This will provide the spread of new ideas and models between the institutions. Thus, as Mulgan and the others said new unities that is called "Social Silicon Valley" can be formed[25]. Balanced interaction between businesses, governments and non-profit organizations enables effectuation of social innovation.

Even though the public administration can assume the leading role for the expected emergence of a new approach or applications in this area, non-state institutions and organizations may undertake the same role. Accordingly, in terms of the parties concerned, it is not where or how social innovation was formed but factors such as; which issue it will solve or for which part of the society it will produce benefit became determinant. For example; the owner of 2006 Nobel Peace Prize owner Muhammed Yunus created social innovation by the means of Grameen Bank and this led to the creation of innovative micro credit that ensured the benefit of individuals in the lower part of the society and this should neither be evaluated as the fact of being an economics professor nor considered as a depending on the support of local government[6].

In order to guarantee the success of social innovation and to ensure its continuity as important lever in terms of resolving social problems, it should be moved to the implementation plan by the social entrepreneurs and the possible consequences should be evaluated. For example; the campaign that is called "Haydi Kızlar Okula (Girls to School)" was first time implemented by the co-operation of UNICEF and the Ministry of National Education Turkey in 2003. This campaign actually adopted as a model for promoting the education and with it in a total of 222.800 girls enrolled to the schools at the end of three years period[26]. By the help of this important innovative application of the campaign, due to different reasons girls who were not able to attend school got the opportunity to continue their education. In this way social innovation that is put forward as a resolution of social problems in the society, ensures the gather individuals from different religions, cultures and classes under a single roof. In summary, there are 3 basic critical mechanism that can be mentioned from the process of social innovation. These are exchange of ideas and values, shifts in roles and relationships and unification of private equity with public and philanthropic support[17].

One of the main areas of change for social innovation is the movements of change. The movement of environmentalism and feminism constitutes the most significant change in history (Mulgan et al., 2007). In terms of organizations that are other key areas of change for social innovation, public and private sector organizations believe that they should work in the social innovation field and thus make an important contribution to the solution of social problems (bilgicagi.com, 2014).

In this respect, according to the topics examined in Stanford Social Innovation Review Magazine 10th anniversary special edition, for nowadays' social innovation work the subjects required to be studied on can be listed as follows;

-*Economic Development*; in terms of economic development the organizations' support to the industry and to the provinces they are located in or collaborations with various organizations to be able to support their economic development,

*-New Products and Services*; in the construction phase of the products, in order to design products organizations produce or provide services in the nature that is reducing the differences between social classes. Such as; designing and marketing new products that Low-income group can easily obtain.

*-Promotion of Equality*; carry on works to ensure that all people can have the same status from certain angles and to reduce of marginalized and excluded groups. For example; works related to ensure that women might be more active in public life, make disabled people feel more confident and respected in the society, and making works towards the prisoners and the needers.

*-Health*; carry on works upon the necessity of health services to the community within the organization. This can be towards the staff, the staffs' family and the other communities that needs the health services. For example; the work done in the Akhand Jyotieyehospital found in the capital of Patna which is one of the eight busiest states of India's low income population. In 2011, 60.000 operations were carried out for blindness treatment and all were free of charge. This was a great activity for a region with poor health services.

*-Employment*; searching for solutions to solve employment problems caused by global competition created by the emerging market and productivity of technology that led to creation of machines which replaced people, creation of jobs for neglected groups (housewives etc.) and ensuring the employment of the needer. Such as; RootCapital, Omidyar Network and Acumen Fund.

*-Environment*; searching for solutions to global warming (green product, process itself etc.), urban projects providing less power consumption (smart cities, smart buildings etc.), recycling of environmental waste, transportation issues, improve biodiversity and increase the sustainability of ecosystem projects around formed solutions to problems in the environment. For example; "The SPREAD Sustainable Lifestyles 2050" project shows such an effort to have better conditions for the future of nature.

*-Poverty*; creation of markets offering services to the poor, creation of innovation to solve the problem of poverty, creation of skilled human resources and eventuation of studies on how to use the capital efficiently. For example; The Rockefeller Foundation, Skoll Foundation, as charitable institutions making investments on social changes and creating cooperation opportunities with large scale investment.

The most broadly outlining seven key topics of social innovation in the literature that are listed above are described as the fundamental subjects of this study as well.

## **II. Social Innovation Applications and UCCI Case Study**

### **2.1. Aim**

Based on the importance of social innovation, the purpose of this study is to examine social innovation applications and reveal what kind of social innovation works or activities are carried out as a case study.

### **2.2 Method**

In this study, case study method that is one of the qualitative research methods was used for exploratory research. Case study method is an empirical method of working recent phenomenon within its own framework for accessing multiple data sources (Yin, 2003). Case study is based on the questions of how and why, that allows to examine in depth of a phenomenon or event that could not be controlled by researchers. As a guidance for later researches due to the fact that there are unstudied and unattained facts in the field, holistic single case design was applied [27].

In this study, Uşak Chamber of Commerce and Industry (UCCI) has been taken as the unit of analysis. The reason why UCCI was chosen is that UCCI pursues all activities of businesses in Uşak and cooperates with businesses. UCCI's operations in the years 2010-2015 were discussed in seven categories mentioned in the literature and each category was evaluated as a theme. Primary and secondary data were used in data collection. As primary data, unstructured and semi-structured interviews were conducted with UCCI managers, and as a secondary data newsletters and web resources related to UCCI's activities were examined. Interview records, UCCI's activity bulletins and identified information obtained from internet sources were coded and analyzed in accordance with the themes. Information such as the number of people or the company reached by any activities carried out by UCCI could not be reached because of the unregularly taking of records.

### **2.3. Findings**

#### **2.3.1. UCCI**

Uşak Chamber of Commerce and Industry (UCCI) has commenced service by the enterprise of Uşak businessmen since 1923. As the aim of all chambers, UCCI has been established in order to meet the common needs of its members, facilitate the professional activities in accordance with the general interests of the professions. UCCI's efforts to improve the Turkey's and the region's economic development and development of the trade and industry seem to continue growing rapidly in recent years. As of today, 90% of the blanket

production, 100% bandage production, 65% of thread production for sweaters and knitwear and 15% of the ceramic production in Turkey have been produced in industrial city of Uşak. The shaping of the structure of trade and industry that contributes to the national economy, today UCCI took its place among the leading professional organization in the country [28].

### **2.3.2. Social Innovation Applications**

Social innovation applications have been handled as subtitles (topics) in accordance with the information obtained from the related literature. The studies conducted by UCCI in accordance with these topics have been categorized below.

#### **2.3.2.1. Economic Development**

In a semi-structured interview with a manager of UCCI the question that what kind of studies they conduct to support the economic development has been firstly asked. It has been declared that UCCI organizes overseas trips to different countries every two months in order to support economic development and discover the export potentials of its members and the surrounding businesses, increase the international competitiveness of the companies and the current exports. Also, with the statement “these trips enable especially participants to visit the businesses that are the leading businesses in their sector and they can make business contacts as well as they aim to participate in global trade fair for the sector.” the benefits of these trips have also been presented. The manager of UCCI has mentioned about their efforts in this issue by stating that November has been announced as “the Month of Foreign Trade” and in this context throughout the month activities have been organized for creating awareness in businesses through panels and briefings in different topics about foreign trade.

When the activities of UCCI in this topic have been analyzed, as a supporter of manager of UCCI's statements, we can see that “12 promising star countries in export and clues for businessmen” and “Governmental Supports in Export and The Export to Iraq Market” seminars has been organized and with these seminars by the foreign trade experts of the ministry participants have been informed in the topics of business regimes inside and outside, export regulations, governmental supports in export, overseas units, brands and advertising, building the image of Turkish goods, the support for the fair participation in abroad, country desks, branding of Turkish goods in abroad, supporting the development of international competitiveness, market research and market entry support, supporting environmental costs, R & D and designing supports, market research, export opportunities to Iraq market and market entry difficulties and solutions for them (usakutso.org).

Training seminars have been organized for financial advisors and accountants in order to provide faster operations about Central Registration System (MERSİS) launched by the Ministry of Customs and Trade.

UCCI Shopping Fest has been organized in order to arouse shopping, increase social activities and establish environments for people to spend time, stimulate the market in inactive months across the city, relieve the artisans and traders, contribute people to meet their needs easier and invigorate the economy. The manager of UCCI explained the contributions of this fest to economic development with these statements: “We provide opportunity to the members to participate in fest free. We try to encourage also the costumers to participate in the fest and do shopping by giving presents such as automobiles, white goods, check-up in private hospitals, care in beauty shops and free insurance through a lottery after the fest on the receipts of the costumers during the shopping. We have identified that shopping fests contribute to Uşak economy about 30 %”.

Some studies about including bleaching, finishing and dye companies which form a significant manufacturing branch of textile sector providing large employment in city economy into dangerous class have been conducted by UCCI and bleaching, finishing and dye companies have been relieved from the heavy responsibility of being included in “dangerous class” which would impose both costs and sanctions to the members by including 13.30.01 Bleaching and Dyeing Services of Fabric and Textile Products, 13.30.03 Service of Printing on Fabric and Textile Products, 13.30.04 Other Finishing Services about Fabric and Textile Products ( dyeing, pleating, sanforizing, etc.) into “Dangerous class” which had been included in “Very Dangerous Class” from “Dangerous Class” and the added-value in textile which forms a significant part of the city economy has been prevented to decrease [28].

The manager of UCCI has stated that by creating an international B2B portal in order to provide an opportunity for its members to reach to foreign markets for increasing their export and market shares of the members by UCCI they have projects to convey the demands from the foreign market to the members and provide their products to be seen in foreign market and sell them and they aim to realize these projects as soon as possible.

#### **2.3.2.2. New Products and Services**

In the interview with the manager of UCCI the question that what kind of services they provide has been answered as “UCCI, as a new service, has put into practice the “Document Management System” that will

abolish some red tape situations such as preparing documents again due to an error in official operations and provide saving of time and subsistence for its members. By this way all of the documents have been transferred to on line system and opened access.” Also another service of UCCI is that it provides technical support for all kinds of problems that its members encounter. With this support, we contribute to both domestic and foreign market competitiveness of our members.

### **2.3.2.3. Supporting Equality**

The manager of UCCI has stated that several support and training programmes are organized to support the equality in UCCI. He has also stated the importance they attach to this issue with the statements. We organize “Entrepreneurship” trainings especially for young people in collaboration with university and for this purpose we train 600 people on average annually. In addition, we organize several trainings and seminars regularly to create awareness. We aim to improve human capitals of entrepreneurs establishing new businesses and university students beginning to work and increase human resources quality of all businesses working in Uşak. In an analysis on activity newsletters some activities carried out in accordance with this purpose can be listed as the following:

- “Personal Performance and Time Management” training for the members
- “Family Communication Course” training for the members
- In collaboration with Turkish Standards Institute (TSI) “Quality Wind in Uşak” conference
- “3rd Eye for the managers: Statistics” seminar
- “E-billing briefing” in collaboration with Finansbank
- “Funding for SME’s and Alternative Finance Opportunities” seminars
- “Directorate of TUBITAK Technology and Innovation Funding Programmes” seminar
- “Occupational Safety” briefing by Ministry of Labour and Social Security Labour Inspection Board  
Izmir Group Chairmanship

Also, nowadays when the financing support for entrepreneurs is highly important; UCCI supports the entrepreneurs to provide their outsourcing under proper circumstances and enables them to compete globally with appropriate loans through contracts such as signing of the protocol for applying discounts at certain rates in TSI training, scaling and other services for members, signing of the protocol with Turkish Economy Bank in order to give an opportunity to the members to meet financing needs under proper circumstances as the chamber, signing of the support protocol for women and new entrepreneurs with Garanti Bank for their problems in getting supports apart from equity.

### **2.3.2.4. Health**

About health, UCCI focuses in its studies on trainings aiming to create awareness and activate the society. The manager of UCCI says: “ it is aimed to increase the awareness and participation by organizing “Blood Donation” campaigns for the members periodically and also some studies are conducted in order to increase the social awareness by organizing “Yesterday, Today and Tomorrow of Organ Donation” seminar for everybody to understand the meaning and importance of organ donation and also organ transplantation seminars in collaboration with Chronic Kidney Patients Assistance and Solidarity Association.”

Employers are informed about changing laws and practices by “Occupational Health and Safety” sectoral-based briefing. Also it can be seen on activity newsletter that “Fundamental Occupational Health and Safety” training which the employers are supposed to have the employees to undergo is organized periodically upon their request in order to support the members.

### **2.3.2.5. Employment**

In order to increase the employment rate, UCCI works on some projects in this field by emphasizing the qualified labour force requirement. Accordingly, in the scope of a project prepared to provide Uşak University students to adapt to working life for vocational training, a protocol has been organized among UCCI, Uşak University, Uşak Provincial Directorate of Labor and Employment Agency, Uşak Organized Industrial Zone and Uşak Leather (Mixed) Organized Industrial Zone. In the scope of this project, students studying at Vocational High Schools of the University are enabled to earn daily wages by having applied training for 5 weekdays a week over a period and insured by work accident insurance for both adapting them to working life and practice their theoretical information. In addition, the fact that vocational high school students who will meet the intermediate staff requirement of the region and the country recognize the working environment and have work experience will make significant contributions for employers to have trained intermediate staff and to abolish employment problems of the students after graduation.

The manager of UCCI has stated about their studies on employment with these statements: “Another study of us on employment is the modelling of vocational high school system in Germany. In order to create a structure with modern vocational technical training we are working for laying the foundations of an applicable

vocational training system by visiting firstly the successful schools and companies on vocational training in Germany and preparing a technical report. Accordingly, Workshop of “Bridges for Vocational Training between Germany and Turkey” has been organized by UCCI.

**2.3.2.6. Environment**

When the studies on environment is asked, the manager of UCCI says “We have prepared a large scaled report for supporting recycling sector as UCCI and we have had a briefing for the companies about this report. Besides, on cycling for creating awareness in public a booklet in which when the waste is recycled there would be significant contributions to protecting environmental pollution and energy saving besides economic profits is stated has been prepared and presented to the Ministry of Industry and Environment.”

With another project of “Pre-investment Feasibility of Power Generation from Solar Energy in Uşak Industry” which has been prepared by UCCI and supported by Zafer Development Agency, it is aimed to provide energy efficiency in firms and widen solar energy facilities for reducing the costs. The study which is important for the development of Uşak industry and the reduction of manufacturing costs emphasizes that competitiveness of the companies will increase when the energy, a significant cost item, is obtained in reasonable price.

Besides these studies, it can be seen on activity newsletters that UCCI continues its creating awareness activities with “Memorial Forest” that contributes the nature directly.

**2.3.2.7. Poverty**

The manager of UCCI says “Ramadan food packages are prepared in Ramadan every year with the contributions of the members and they are delivered to the people in need determined according to the information collected from the units of the provincial governorship and they are supported for their needs to be met. In addition, coats and shoes are delivered to 1200 students in need at primary and secondary schools every year before the winter according to the information collected from the school management. Similarly, Child Protection Agency is periodically visited by UCCI members and both physical needs of the children are met and they are supported morally by spending quality time with them.” by stating that they have activities for the poor and struggling against poverty.

However, another activity for children that is to watch “Child Theaters” free by finding sponsors for them and to support the emotional growth of the children to be healthy by providing them to have a good time can be seen on activity newsletters.

**Table 1 : Social Innovation Applications of UCCI**

Category	Activity	Time Period			
		Always	Several times a year	Once a year	One time (Projects)
Economic Development	Business trips to different countries		X		
	“the Month of Foreign Trade”			X	
	UCCI Shopping Fest			X	
	Danger level of Textile Products				X
	To develop a B2B portal				X
	Seminars and Trainings		X		
New Products and Services	Technical support for members' all kinds of problems	X			
	To develop a “Document Management System”				X
Supporting Equality	Sign a protocol with Turkish Economy Bank in order to give an opportunity to the members to meet their financing needs				X
	Sign a support protocol for women and new entrepreneurs with Garanti Bank				X
	Entrepreneurship Trainings (600 person/year)			X	
	Seminars and Trainings		X		
Health	"Blood Donation" campaigns		X		

	Fundamental Occupational Health and Safety Information Day		X		
	Seminars and Trainings		X		
<b>Employment</b>	Emphasizing the qualified labour force requirement "The Projects for Uşak University Students"				X
	Workshop of "Bridges for Vocational Training between Germany and Turkey"				X
<b>Environment</b>	To prepare and present booklets about energy saving besides its economic profits to the Ministry of Industry and Environment				X
	Afforestation Memorial Forest				X
	Seminars and Trainings		X		
<b>Poverty</b>	Periodically visits to Child Protection Agency		X		
	To prepare and deliver Ramadan food packages			X	
	To deliver coats and winter shoes/boots every year before the winter (1200 children in need at primary and secondary schools)			X	

The categorized social innovation applications of UCCI are summarized as on Table 1 due to their repeating period. According to the table, it is seen that application periods under all of the categories are regulated with regard to the characteristics of the category subjects. Therefore, UCCI is focusing mainly on the developing projects and the annual activities. For shorter periods, it has focused on activities to increase the quality of human resource and organize seminars and trainings for members or other young, women etc. entrepreneurs to support them to the hard conditions of the business world. The numbers and periods of seminar and training activities under equality category support these findings. In Table 2, the summary of seminar and training activities under social innovation categories are given.

**Table 2 : Seminars and Trainings of UCCI**

<b>Category</b>	<b>Seminars and Trainings</b>
<b>Economic Development</b>	"12 promising star countries in export and clues for businessmen"
	"Governmental Supports in Export and Exporting to Iraq Market"
	"Central Registration System (MERSİS)"
<b>Supporting Equality</b>	"Personal Performance and Time Management"
	"Inter-Family Communication Course"
	"QualityWind in Uşak Conference" in collaboration with Turkish Standards Institute (TSI)
	"3rd Eye for the Managers: Statistics"
	"E-billing Briefing" in collaboration with Finansbank
	"Funding for SME's and Alternative Finance Opportunities"
	"Directorate of TUBITAK Technology and Innovation Funding Programmes"
"Occupational Safety"	
<b>Health</b>	"Yesterday, Today and Tomorrow of Organ Donation"
	"Organ Transplantation" seminars in collaboration with Chronic Kidney Patients Assistance and Solidarity Association
	"Occupational Health and Safety"
<b>Environment</b>	"Pre-investment Feasibility of Power Generation from Solar Energy in Uşak Industry"

### III. CONCLUSION AND FUTURE RECOMMENDATIONS

Modern business management requires doing useful activities to contribute to the solution of main problems of the society. In this context, business managers may sometimes show awareness in some topics such as education, health, employment, environment, etc. by means of their own organizations. Also sometimes, some business managers may establish organizations in education and health fields such as non-profit foundations and associations by collaboration. Again sometimes, business managers are seen to establish organizations that they establish as profit making organizations but they will meet most vital requirements of their society and use the obtained profit in maintaining the activities of the organization in real. These kinds of three different approaches are thought to be social innovation applications.

Accordingly, in the scope of research, it is aimed to present social innovation practices of UCCI. In this sense, social innovation processes have been examined in 7 categories. As a result of conducted analysis and interviews, practices that can be accepted as social innovations have been the subject of this study while some practices have not been regarded as social innovation. For instance, UCCI aims to improve global competitiveness levels of the businesses by organizing overseas trips twice a year. Also it organizes a shopping fest to increase social activities in Uşak. At the same time, it has provided some businesses in textile sector, an important industrial branch of Uşak, to be included in “very dangerous” class from “dangerous” class. Every year it provides several training and issues certificates for the individuals in society to have the same opportunities. When we look at the contributions in health, it can be seen that UCCI organizes seminars about “blood donation” and “organ donation” for creating and increasing social awareness. When we handle the employment category in innovation sense, with the protocol among UCCI, Uşak University, Uşak Provincial Directorate of Labor and Employment Agency, Uşak Organized Industrial Zone and Uşak Leather (Mixed) Organized Industrial Zone it is aimed both students to have experience and employers can reach the people to be employed through providing the students in vocational high schools to have applied training. For social innovation applications about environment it can be said the support of the projects for the environment and the briefings about increasing environment awareness.

UCCI has an encouraging, directive and guiding position about the member businesses to participate in social innovation applications by declaring that it conducts these activities as a joint organization of the businesses bound to it and also on behalf of them. As mentioned before, the fact that social innovation is quite a new concept, it can thoroughly find a place in businesses will be possible only when social entrepreneurship becomes widespread. Although social entrepreneurship and innovation are one of the remarking issues because of its potential contributions to the economies of especially developing countries, researches conducted in this field are highly insufficient.

### IV. LIMITATIONS

In this study, UCCI has been considered as the analysis unit. It will be useful to include also other chambers and unions in Turkey in the future studies in terms of the acceptance of the findings to be obtained. Also, besides the interviews with UCCI directors in the scope of the research, interviews and surveys with UCCI member businesses will contribute to understand how the practices by UCCI is regarded by the member businesses.

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