

NETWORK DYNAMICS OF SOCIAL ENTREPRENEURSHIP IN AN URBAN ECOSYSTEM

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Abstract: Social entrepreneurship in urban environments is deeply influenced by the quality and structure of relationships within its ecosystem. This study analyzes the social entrepreneurship ecosystem in Colonia Roma Norte, Mexico City, to understand how economic and non-economic interactions among actors contribute to (or do not) organizational innovation. The main objective was to identify the key nodes, types of relationships, and exchanges within the ecosystem, and to assess their role in building innovative capacities among social enterprises. A mixed-methods approach was used, with a focus on social network analysis (SNA), complemented by semi-structured interviews and document review. The findings reveal a fragmented yet dynamic ecosystem in which trust-based relationships, cooperation, and information exchange are key catalysts for social innovation beyond formal economic ties. Strategic nodes with high betweenness were identified as critical connectors for inter-organizational collaboration and dissemination of innovative practices. The study concludes that in order to strengthen organizational innovation in social enterprises, it is crucial to foster connection mechanisms within the ecosystem, promote horizontal relationships, and recognize the value of non-economic resources in management processes.


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Introduction

In recent years, social enterprises have gained global relevance for their ability to address persistent social challenges through market-based approaches that create

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both economic and social value (Defourny et al., 2019; Alter, 2007). Unlike traditional organizations, these hybrid ventures operate at the intersection of philanthropy and profit, seeking financial sustainability while generating social impact. Although the expansion of social enterprises has been well documented in Europe and North America, less attention has been paid to the territorial and relational dynamics that sustain them in Latin America.

Recent scholarship has examined post-pandemic and digital entrepreneurial ecosystems (Pigola et al., 2024), university–community collaborations (Cobo-Gómez et al., 2024), and cooperative networks in urban Mexico (Díaz de León et al., 2024). However, a theoretical gap remains regarding how social innovation emerges from localized networks in which economic and non-economic relationships foster collective learning and organizational innovation. Latin American cases, such as Medellín’s Ruta N and Buenos Aires’ Design District, demonstrate that cross-sector collaboration and place-based governance can foster inclusive innovation (de Souza et al., 2023). However, few studies have analyzed these dynamics at the micro-territorial level, where daily interactions between social enterprises, creative industries, and civic organizations shape innovation processes.

In Mexico, Martínez and Dutrénit (2017) highlighted inter-organizational learning as a driver of regional innovation, while Orejas and Buckland (2016) traced the institutional foundations of social entrepreneurship. However, the dismantling of the National Institute of Entrepreneurs (INADEM) between 2018 and 2019 marked a critical institutional shift. As the primary federal body promoting entrepreneurship, its disappearance created a policy vacuum that encouraged the rise of decentralized, locally governed ecosystems where universities, social enterprises, and civil organizations assumed leadership roles (Expansión, 2019; Diario Oficial de la Federación, 2019).

This study addresses these gaps by analyzing the urban ecosystem of Roma Norte in Mexico City, a micro-territory characterized by its dense concentration of cultural, creative, and social organizations. Unlike national-level analyses (Villegas-Mateos & Vázquez-Maguirre, 2024), this research focuses on the network structure and relational density of a single urban node, where proximity and shared social values shape innovation. The study reframes social innovation as a relational process, rather than an isolated creative act. It introduces the concept of hybrid governance, illustrating how economic and non-economic ties coexist to sustain collective innovation within urban ecosystems.

Literature review

Definition of social enterprise

Social enterprises have emerged as hybrid entities situated between the for-profit and nonprofit sectors, aiming to address persistent social problems that neither the state, the market, nor traditional civil society organisations have effectively addressed. Their primary characteristic is the social mission that guides them, but they distinguish themselves by using market mechanisms and business approaches to

achieve sustainability. Defourny, Nyssens, and Brolis (2019) define social enterprise as an entity created to mitigate a market failure or solve a social problem, generating social value through business tools such as innovation, strategic orientation, and financial discipline.

From a classic perspective, scholars such as Alter (2007) and Dahik (2018) have proposed several classifications to understand these models, emphasizing that social enterprises operate within the tension between maximizing social impact and maintaining financial sustainability. According to Alter (2007), the diversity of hybrid models reflects the flexibility of the concept, while Dahik (2018) highlights the need for managerial innovation to sustain their dual mission.

More recent studies reaffirm this dual nature while highlighting the adaptive capacity of social enterprises in post-pandemic and digital contexts. For instance, Villegas-Mateos and Vázquez-Maguirre (2024) demonstrate that social enterprises in upper-middle-income countries, such as Mexico and Chile, utilize market mechanisms to address inequality and environmental challenges while ensuring financial viability. Similarly, Pigola, Fischer, and Moraes (2024) demonstrate how Latin American social enterprises are increasingly embedded within digital entrepreneurial ecosystems, using technology and online collaboration to strengthen their impact and resilience. From a broader perspective, Gonçalves, Marques, and Leite (2023) point out that hybrid organizational models are evolving towards networked and innovation-driven logics, linking social value creation with urban and institutional ecosystems.

These organizations typically share three core characteristics: a clear social purpose, a business management approach, and an orientation toward the common good, which may or may not be reflected in their legal structure. In Latin America, particularly in Mexico, social entrepreneurship has gained significant relevance in recent years, albeit in diverse forms and structures. According to Bosma et al. (2015), in Latin America, 15.2% of operational social enterprises focus on commercial activities, 2.3% operate on a philanthropic logic, and only 0.8% adopt hybrid models, reflecting the predominance of business-oriented models with a social purpose.

This tension is also reflected in regional differences: while in Europe the concept of social enterprise is often linked to the social and solidarity economy, in Latin America it is more frequently associated with entrepreneurship and social innovation. These cultural, institutional and legal differences complicate a universal definition of the term, although they share a transformative vision of the role that organizations can play in addressing social challenges.

Urban innovation ecosystems

The concept of an ecosystem applied to the organizational realm originates from biology, where it is used to describe a dynamic system of interdependent relationships between organisms and their environment. This approach was adopted in the 1990s by the management and business literature to explain institutional transformations driven by technological development and interconnectivity within business networks (Ramírez et al., 2020). According to Moore (1993), as cited in Ramírez et al.

(2020), business ecosystems can be understood as communities organized around finite resources, in which the relationships between actors determine the survival, adaptation, and innovation of the productive system.

Over time, the ecosystem concept evolved to analyze how specific geographic environments, especially urban ones, facilitate innovation processes through constant interaction among multiple actors. Thus, innovation ecosystems are understood as local communities in which companies, universities, governments, social organizations, and investors interact to create, adapt, and spread new ways of solving problems (Hoffecker, 2019). Within this framework, Tedesco and Serrano (2019) identify six types of key actors: articulators, facilitators, linkers, knowledge generators, promoters, and communities.

The configuration of these ecosystems depends on interactions among individuals, organizations, and institutions, with the entrepreneur serving as a central actor in system dynamization (Borissenko & Boschma, 2017). In urban contexts, geographical proximity encourages the creation of collaborative networks. Tanimoto (2008) proposes the concept of a social innovation cluster to describe the accumulation of organizations that, through cooperative and competitive relationships, generate innovative solutions to social problems. Thus, urban innovation ecosystems consolidate as living platforms that enable the collective construction of social value through cross-sector collaboration.

Relationship between networks and innovation capacity

Collaborative networks within a social entrepreneurship ecosystem play a fundamental role in developing organizational capacities focused on innovation. Han and Shah (2019) argue that the ecosystem helps enhance the social impact of the companies within it, to the extent that these organizations depend not only on internal factors, such as organizational culture or the skills of their teams, but also on external factors available in their environment, such as public policies, infrastructure, funding and collaborative networks.

It is precisely through these inter-organizational relationships that knowledge exchange occurs, strengthening innovative capacities. Spigel and Harrison (2018) argue that both economic and non-economic relationships in innovation ecosystems follow a logic deeply tied to the entrepreneurial process, in which the local culture must value risk-taking, collective learning, and innovation as core principles.

Under this logic, peer networks, informal mentoring, role models, and mutual support among social entrepreneurs constitute the pillars of ecosystem functionality. In the urban context of Mexico City, social innovation in social enterprises can manifest itself at three levels: incremental, institutional, and disruptive, as proposed by Nicholls et al. (2015).

Incremental innovations address market failures through the introduction of new products or services; institutional innovations reconfigure existing structures; and disruptive innovations radically transform entire systems. In this environment, non-economic relationships – such as knowledge exchange, cooperation at events, or informal collaboration – coexist with economic relationships related to market

transactions or employment. Both types of interaction strengthen the network by encouraging socially innovative and sustainable business models that are adapted to contemporary social challenges.

Methodology

This study adopts a mixed-methods approach with a correlational and explanatory design. The correlational component identifies relationships between two key variables in the urban social innovation ecosystem: economic links (commercial and labor) and non-economic links (collaboration, information exchange, and informal alliances). The aim is to determine how these relationships influence knowledge exchange and the generation of social innovation. According to Hernández, Fernández, and Baptista (2010), correlational studies “evaluate the degree of association between two or more variables [...] and quantify and analyze the linkage” (p. 81). The explanatory component complements this analysis by examining the conditions under which these processes strengthen organizational innovation capacities.

The temporal scope (2001-2018) corresponds to the period in which the social entrepreneurship and innovation ecosystem of Mexico City consolidated, following the arrival of Ashoka and the creation of accelerators such as New Ventures. The reports of the Mexican Impact Investment Alliance (2018) and the Scientific and Technological Advisory Forum (2018) identify these years as the phase of institutionalization and expansion of social innovation and impact investment networks in Mexico.

The case study focuses on the Roma Norte neighborhood, a strategic urban node where various actors converge, including investment funds, private organizations, NGOs, universities and media. Actor selection was based on secondary sources, such as Disruptivo.tv (2020) and the aforementioned reports, prioritizing active organizations between 2001 and 2018.

Using the relational boundary criterion and the snowball sampling method (Verard & Martí, 1999), the study mapped interorganizational connections until saturation was achieved. Data collection included structured observation, surveys, and 22 semi-structured interviews with representatives of social enterprises, NGOs, investors, and intermediaries.

A Social Network Analysis (SNA) visualized the ecosystem structure and measured degree centrality, cohesion, and betweenness. The variables included the type, frequency, and duration of the ties. Quantitative SNA results guided the selection of key actors for qualitative interviews, while insights from these interviews refined the quantitative interpretation, linking network patterns with organizational narratives.

This sequential triangulation strategy allowed for a comprehensive understanding of the ecosystem. The quantitative analysis captured structural configurations, whereas the qualitative component revealed the meanings and motivations that sustain collaboration. Together, both methods explain how relational dynamics and organizational learning processes drive social innovation in an urban context.

Results

Social enterprise ecosystem in Colonia Roma Norte

The methodological design of this project included an initial phase aimed at identifying the business network of social enterprises applying social innovation in Mexico City. Based on the ecosystem approach, 37 relevant actors were identified, including investment funds, social enterprises, B Corporations, higher education institutions, consulting firms, international organizations, and specialized media outlets. This identification was based on the *Censo de Empresas Sociales* (Census of Social Enterprises) conducted by Disruptivo.tv in collaboration with higher education institutions. The census confirmed that approximately half of the 350 social enterprises identified in Mexico are located in the capital, which supports the presence of an active and geographically concentrated urban ecosystem.

Conceptual frameworks on innovation ecosystems guided the selection of actors. They drew from sources such as Disruptivo.tv (2020), the Mexican Impact Investment Alliance (2018), and *Foro Consultivo Científico y Tecnológico, A. C.* [Scientific and Technological Advisory Forum] (2018). The actors were delimited by agglomeration between 2001 and 2018, with 19 located in Mexico City and 11 specifically in Colonia Roma Norte. Of these, 38% are B corporations, 17% provide investment funds, and 9% are international organizations. Table 1 presents a representative selection of the identified cluster actors:

Table 1. Selected cluster actors

Company Name	Role in the Cluster
Ashoka	Non-governmental organization
Make Senses	Private organization
Impact Hub	Private organization
Sistema B	Private organization
Promotora Social	Company
New Venture	Investment fund
Social Lab	Private company
Svx México	Investment fund
Esmex	Business incubator

Source: Own elaboration based on Disruptivo.tv (2020); Mexican Impact Investment Alliance (2018); and Foro Consultivo Científico y Tecnológico, A. C. (2018)

Colonia Roma Norte stands out as an ideal environment for the concentration of such initiatives. Its strategic location, the density of cultural and creative services, and the availability of human capital offer favorable conditions for the formation of collaborative networks (Semetiel & Noguera, 2004; Spigel & Harrison, 2018). According to Guadarrama and Moreno (2019), the Roma-Condesa corridor functions

as an alternative cultural space that fosters interpersonal and economic ties between organizations. This spatial proximity translates into constant opportunities for interaction, as illustrated by a statement collected from SVX Mexico: “An absolute networking advantage in Mexico City, absolute. In the same building I was in, there was Cirklo, and upstairs, Hispanic without Philanthropy, who ended up hiring us for two or three things.”

This spatial dynamic has facilitated the consolidation of a community that not only shares physical space but also a narrative of social impact, collaboration, and entrepreneurship – Figure 1, generated in Atlas.TI 9 illustrates the advantages perceived by the actors of being located within this urban ecosystem.

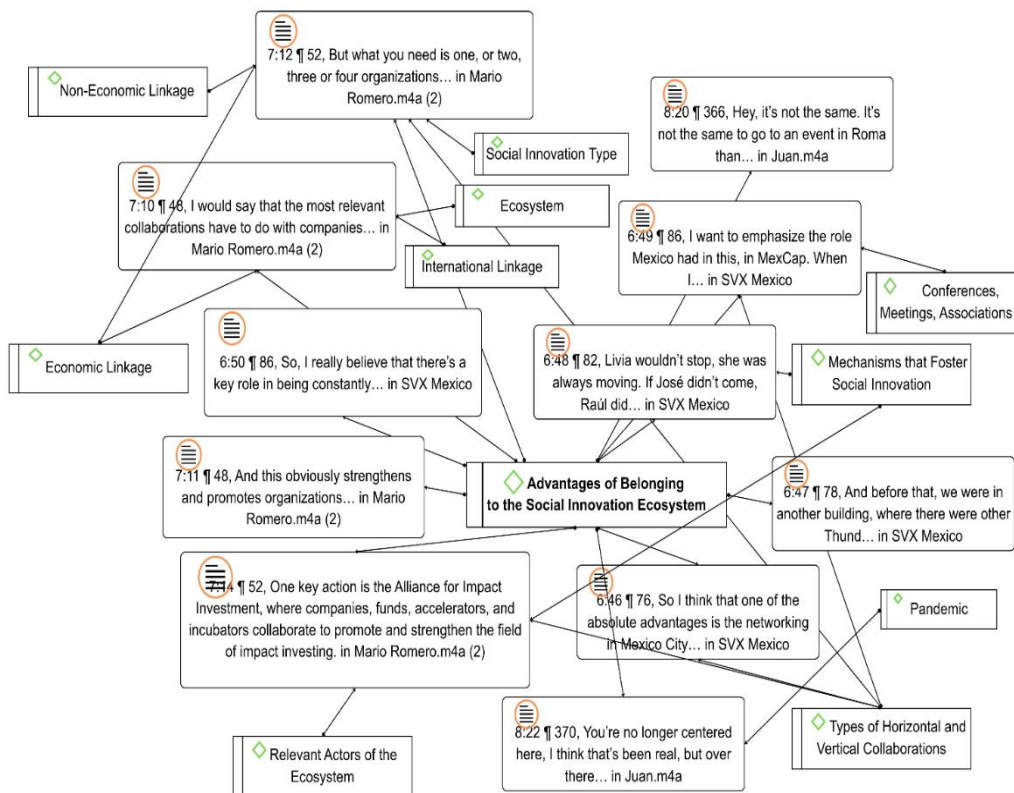


Figure 1. Citation Network – advantages of being based in Mexico City according to interviewed actors

Source: Author’s elaboration using Atlas.TI 9, n.d., citations related to the advantages of being based in Mexico City

Figure 1 shows the network of coded quotations generated in Atlas.TI 9, illustrating the multi-layered relationships that define the social innovation ecosystem in *Colonia Roma Norte*. The diagram highlights labels such as Economic Linkages, Non-Economic Linkages, International Linkages, Type of Social Innovation, Ecosystem, Advantages, Mechanisms that Foster Social Innovation, and Types

of Horizontal and Vertical Collaborations. These categories reveal how geographical proximity within Roma Norte enhances cooperation, knowledge exchange, and cross-sector interaction more strongly than in other, more dispersed ecosystems. Spatial clustering of actors, such as SVX México, Impact Hub, and Sistema B, encourages frequent face-to-face encounters and trust-based collaboration, thus amplifying the diffusion of knowledge and enhancing the capacity for innovation. Unlike ecosystems based on distant or digital connections, the Roma Norte cluster demonstrates how urban space itself catalyzes relational density, positioning this neighborhood as a vibrant, open, and continually evolving node of social and organizational innovation in Mexico City, Relational and Informational Functioning of the Social Innovation Ecosystem in Colonia Roma Norte.

The Roma Norte ecosystem of social enterprises exhibits a complex network of non-economic relationships rooted in trust, cooperation, and knowledge exchange. As Hoffecker (2019) notes, ecosystems act as local communities that provide resources and infrastructure for innovation. In this case, diverse actors participate simultaneously in both impact investment and fintech communities, reflecting the characteristics of an urban ecosystem that fosters social solutions through interconnected relationships. According to Han and Shah (2019), these links not only strengthen individual organizations but also contribute to collective co-evolution aimed at achieving social impact.

In addition to symbolic or learning-based relationships, economic relationships were also observed, including service contracting, the formation of strategic alliances, joint fund management, and collaboration in public policy design. These actions aim to strengthen impact measurement methodologies, incubate new social enterprises, and scale sustainable business models.

From a social network analysis perspective, the density values obtained in Table 2 provide critical insight into how knowledge circulates and innovation emerges within the Roma Norte ecosystem. A higher density in the *seeking social innovation resources* network (0.4636) indicates frequent exchanges and strong relational cohesion between actors. It means that the members are not only connected but also actively participate in the transfer of tacit knowledge, such as methodologies and impact indicators, which supports continuous learning and problem-solving. The moderate densities observed in the cooperation networks (0.3818) and business information (0.3272), on the other hand, suggest a structure that balances stability with openness, enabling both trust-based collaboration and the entry of new ideas and partners.

These patterns align with theoretical discussions on ecosystems and social innovation that emphasize the dual importance of cohesion and diversity (Spigel & Harrison, 2018; Hoffecker, 2019). High-density networks tend to promote incremental innovation by facilitating the rapid diffusion of best practices and strengthening shared values among actors. However, the presence of moderately dense networks also prevents cognitive lock-in, allowing the ecosystem to remain adaptive and responsive to emerging challenges. As shown in Table 2, the high density of the consultation network (0.4636) empirically illustrates this balance between cohesion and adaptability, supporting Hoffecker's view of ecosystems as "living infrastructures"

in which relational intensity sustains innovation. In this sense, the Roma Norte ecosystem reflects a dynamic equilibrium between embedded trust and structural flexibility, in which innovation emerges from the interplay between localised collaboration and external connectivity.

Table 2. Density of non-economic relationships

Network	Density
Seeking social innovation resources	0.4636
Cooperation links	0.3818
Business-related information	0.3272

Source: Own elaboration based on data provided by UCINET 6.7

Figure 1 visualizes the relational structure of the Roma Norte social innovation ecosystem, highlighting the strategic positioning of organizations such as SVX México, Impact Hub, and Sistema B. The sociogram reveals a dense, interconnected network in which Impact Hub and SVX México have the highest outdegree (9), reflecting their roles as active seekers and disseminators of knowledge. At the same time, Sistema B stands out with the highest indegree (7), confirming its position as a key reference for impact certification and social accountability.

As illustrated in Figure 2, this pattern reinforces the findings in Table 2, showing how relational density and bridging roles maintain the hybrid nature. The circulation of knowledge, methodological consulting, and collaborative design processes replace purely competitive dynamics, fostering a cooperative environment in which innovation emerges through interaction and mutual learning. Therefore, the network not only represents connections but also visualizes a governance structure rooted in trust, reciprocity, and shared purpose, core features that distinguish social innovation ecosystems from traditional entrepreneurial networks.

The Roma Norte ecosystem differs from conventional entrepreneurial ecosystems that prioritize technological advancement and market performance. Here, greater emphasis is placed on actors that formalize and disseminate social innovation methodologies, such as Ashoka, Makesense, and Sistema B, providing structured frameworks for scaling impact and professionalizing social entrepreneurship. These findings advance ecosystem theory by demonstrating that innovation emerges not only from technological infrastructure or institutional support (Spigel & Harrison, 2018; Hoffecker, 2019), but also from relational density and localized trust, which enable knowledge co-production.

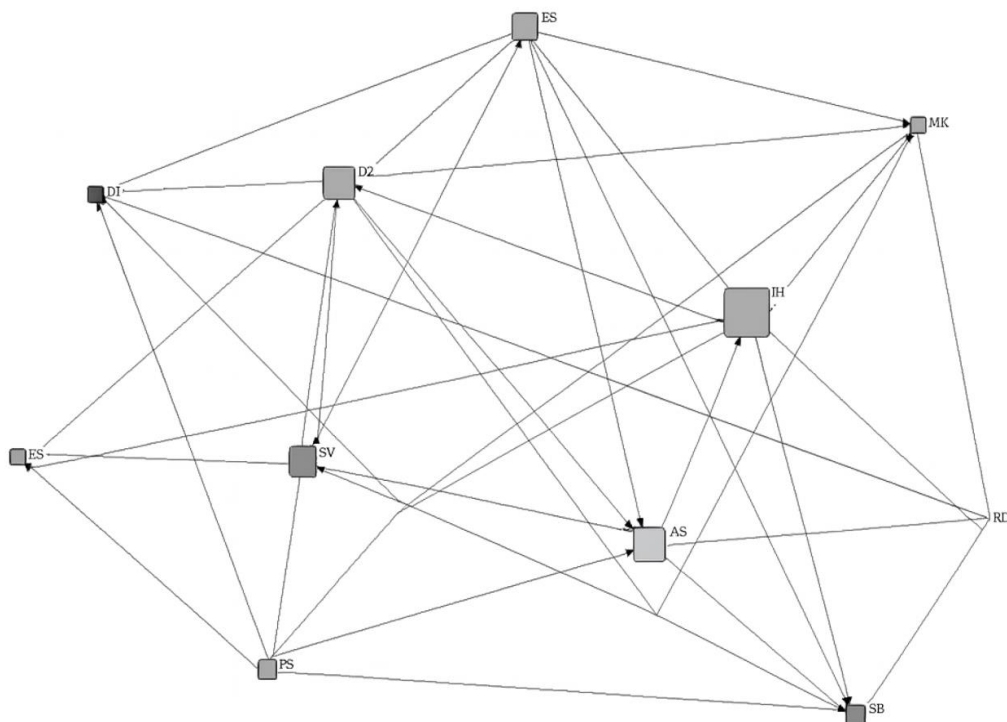


Figure 2. Degree Centrality – network of consultation on social innovation tools

Source: Own elaboration based on research data and using Netdraw

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Recent scholarship reinforces this shift: for example, Villegas-Mateos and Vázquez-Maguirre (2024) describe “social entrepreneurial ecosystems in upper-middle-income countries” with hybrid economic/social logics, and Pigola et al. (2024) highlight the post-pandemic adaptability of social enterprises within digital and collaborative environments. The hybrid configuration observed, where economic exchange and social collaboration coexist, demonstrates that social innovation depends on both tangible resources and symbolic capital.

From a theoretical point of view, these findings expand existing frameworks on social innovation ecosystems, demonstrating how localized interactions foster hybrid governance structures, as noted by Hoffecker (2019), Spigel and Harrison (2018),

and Nicholls et al. (2015), by providing empirical evidence that operationalizes concepts often treated abstractly. Building on Hoffecker's notion of ecosystems as local communities that combine actors, infrastructure, and resources, the findings demonstrate how innovation diffusion occurs through relational properties. The highest-density network (0.4636), which focuses on consulting social innovation tools, reveals that knowledge circulation is a structural phenomenon, sustained by trust and collaboration. Within this structure, Impact Hub and Sistema B act as relational bridges, translating abstract methodologies into operational routines.

Furthermore, the findings align with Spigel and Harrison (2018), who emphasize the role of local culture and horizontal learning. This study expands their framework by demonstrating that local culture, expressed through proximity and daily collaboration, can be operationalized as relational capital. This network of connections fosters learning, as shown by 43% improving impact models and another 43% innovating business design. Hence, the culture of innovation becomes measurable through network behavior, linking social interaction to concrete outcomes.

Following Nicholls et al. (2015), the Roma Norte case offers a relational reinterpretation of social innovation typologies. Incremental innovations arise from dense networks of consultation and cooperation; institutional innovations emerge from the standardization processes led by certifying organizations, such as Sistema B; and disruptive innovations emerge through multi-actor collaborations that connect finance, knowledge, and policy. These patterns suggest that the degree and configuration of relational bonds can serve as indicators of innovation type and maturity.

More broadly, the coexistence of economic (alliances, contracting, fund management) and non-economic (cooperation, methodological exchange, peer learning) relationships reveals the hybrid nature of urban ecosystems. This challenges Eurocentric models centered on state-driven innovation by demonstrating that, in Latin America, institutional gaps, such as the dissolution of INADEM in 2019, have catalyzed bottom-up governance models in which civil society, academia, and enterprises assume coordination roles. This empirical perspective contributes to decolonizing innovation studies by situating Latin American urban ecosystems as laboratories for adaptive and community-driven innovation. Thus, relational capital emerges as the core mechanism through which social innovation becomes adaptive, collaborative, and territorially embedded.

Finally, this study invites a theoretical shift: understanding innovation not as a static product, but as a dynamic property of networks, a function of their capacity to connect diverse actors, share knowledge, and adapt collectively to change.

Conclusion

The analysis of the social innovation ecosystem in Colonia Roma Norte, Mexico City confirms that urban environments can serve as fertile platforms for collaboration, collective learning, and the generation of solutions to social problems. The study of economic and non-economic networks among 37 actors reveals that inter-organizational relationships, grounded in mutual trust, play a decisive role in strengthening organizational capacities and fostering sustainable social innovation.

The presence of B Corps, investment funds, support organizations, universities, and collaborative hubs indicates that Roma Norte has achieved a degree of maturity that enables coordination across diverse sectors, a hallmark of consolidated urban ecosystems (Hoffecker, 2019; Tedesco & Serrano, 2019). Consistent with Borisenko and Boshma (2017), social entrepreneurs function as catalysts of systemic change whose effectiveness depends on the institutional environment and the quality of their relational networks.

These findings are especially relevant in the context of the institutional transformation. The dissolution of the National Institute of the Entrepreneurs (INADEM) in 2019 marked a turning point in national innovation policy, dismantling a key structure for supporting entrepreneurship and social innovation (Expansión, 2019; Diario Oficial de la Federación, 2019). In the absence of this federal actor, Roma Norte emerged as a self-organized ecosystem in which civil organizations, universities, and social enterprises assumed coordination and knowledge transfer functions. This process illustrates the emergence of hybrid urban governance, in which collaboration replaces centralized policy instruments and reinforces bottom-up innovation.

From a theoretical perspective, this study advances existing frameworks on social innovation and urban ecosystems in three ways. First, it redefines social innovation as a relational phenomenon, demonstrating that innovation arises through interaction and collective learning, rather than isolated creativity. Second, it introduces the concept of hybrid governance, demonstrating how economic and non-economic relationships coexist to sustain coordination and knowledge exchange. Third, it provides recent empirical evidence from Latin America that enriches the understanding of how proximity, cultural identity, and informal networks shape urban innovation (Gonçalves et al., 2023; Pigola et al., 2024; Villegas-Mateos & Vázquez-Maguirre, 2024).

These findings highlight the need to design local instruments to support urban innovation ecosystems, such as incubators, innovation hubs, and social impact laboratories, that serve as platforms for collective coordination. Reactivating or creating post-INADEM funding programs focused on collaborative social innovation could strengthen territorial cooperation. Additionally, promoting multi-stakeholder governance mechanisms and specialized training in social innovation tools would enhance ecosystem resilience and scalability. Funding schemes that prioritize collective impact over individual performance could further stimulate sustainable innovation.

The scope is limited by its temporal range (2001–2018) and its geographical focus on a single urban district. Data, based on self-reported relationships, may reflect biases in perception. Future studies should extend this analysis to compare multiple urban ecosystems, such as Medellín's *Ruta N* or Buenos Aires' *Design District*, to identify patterns of hybrid governance and relational density. Longitudinal research could also explore how digitalization, artificial intelligence, and post-pandemic governance reshape collaboration and innovation in Latin American cities.

In summary, the case of Colonia Roma Norte demonstrates that inter-organizational relationships, both economic and social, constitute the backbone of sustainable social innovation. Trust, proximity, and cooperation consolidate a hybrid governance

model that enables urban ecosystems not only to respond to social challenges but also to innovate in addressing those challenges, contributing to more inclusive and context-sensitive theoretical and policy frameworks for the Global South.

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PRZEDSIĘBIORCZOŚĆ SPOŁECZNA W EKOSYSTEMACH MIEJSKICH: ANALIZA SIECI I RELACJI NA RZECZ ORGANIZACYJNEJ INNOWACJI SPOŁECZNEJ

Streszczenie: Przedsiębiorczość społeczna w środowiskach miejskich jest silnie uwarunkowana jakością i strukturą relacji w obrębie ekosystemu. Niniejsze badanie analizuje ekosystem przedsiębiorczości społecznej w Colonia Roma Norte w mieście Meksyk, aby zrozumieć, w jaki sposób interakcje ekonomiczne i pozaekonomiczne między podmiotami przyczyniają się (lub nie) do innowacji organizacyjnych. Głównym celem była identyfikacja kluczowych węzłów, rodzajów relacji i wymian w ekosystemie oraz ocena ich roli w budowaniu potencjału innowacyjnego wśród przedsiębiorstw społecznych. Zastosowano podejście mieszane, ze szczególnym uwzględnieniem analizy sieci społecznych (SNA), uzupełnione wywiadami półstrukturyzowanymi i analizą dokumentów. Wyniki ujawniają rozdrobniony, ale dynamiczny ekosystem, w którym relacje oparte na zaufaniu, współpraca i wymiana informacji są kluczowymi katalizatorami innowacji społecznych – wykraczającymi poza formalne powiązania ekonomiczne. Strategiczne węzły o wysokim poziomie pośrednictwa zostały zidentyfikowane jako kluczowe łączniki dla współpracy międzyorganizacyjnej i upowszechniania innowacyjnych praktyk. Badanie dowodzi, że dla wzmocnienia innowacji organizacyjnych w przedsiębiorstwach społecznych kluczowe jest wspieranie mechanizmów połączeń w ekosystemie, promowanie relacji horyzontalnych i docenianie wartości zasobów pozaekonomicznych w procesach zarządzania.

Słowa kluczowe: analiza sieciowa, innowacyjność organizacyjna, ekosystem przedsiębiorczości społecznej

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