
Social Innovation Ecosystems and Social Impact Business: a Southern Brazilian Experience

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Abstract:

This article examines the social innovation ecosystems surrounding social impact businesses, focusing on a specific city in southern Brazil. It highlights the dynamic interactions between the various actors involved in solving socio-environmental problems, aiming to foster social and economic development through collaborative efforts and innovative solutions. The research explores the characteristics of social impact businesses in this region and their supporting ecosystems, addressing the pressing need to translate local experimentation into systematic knowledge that effectively tackles Brazil's socio-environmental challenges.

Keywords: Social innovation; social innovation ecosystem; Brazil; social impact business.

1 Introduction

The idea of a social innovation ecosystem implies dynamic interactions between diverse actors engaged in solving socio-environmental problems, with a view to fostering social and economic development through collaborative efforts and innovative solutions.

According to this theoretical perspective, in Brazil, these actors include government entities, private companies, non-governmental organizations (NGOs), universities, and social entrepreneurs. However, the discussion in the country is complex and multifaceted, given Brazil's vast geographical and territorial extent, as well as the numerous existing denominations for social enterprises.

Furthermore, regional differences, while shaped by and shaping local ecosystems, highlight the enormous existing regional inequalities. And although the country is a fertile

laboratory for creative solutions, its continental dimensions generate challenges due to regional contrasts, the crisis of the State, and the lack of trust in institutions.

From the perspective of social innovation practices, there is also a significant gap in knowledge about the real effectiveness and limitations of these networks at the local level. For this reason, it is urgent to promote research about different urban networks in the country.

The objective of this article is to provide an overview of social innovation initiatives based on social impact businesses (SIs) and their network of actors (Ecosystem), based on the experience of a city in southern Brazil. The research question guiding this work is: how are social impact businesses in southern Brazil and their support ecosystem characterized?

The relevance of investigating Social Innovation (SI) initiatives and ecosystems in Brazil is connected to the practical need to transform the vast local experimentation into systematized knowledge capable of addressing the country's socio-environmental problems. Despite the abundance of practices, very little is still known about the real potential and limitations of these innovations, as well as their local consequences and repercussions.

2 Theoretical foundations

The evidence that technological and market innovations are insufficient to resolve socioeconomic crises makes social innovation emerge as a path to sustainability through local collaboration. It is precisely from social and environmental challenges that social innovations find opportunities to promote sustainability through practices defined as inclusive, collaborative, and based on local dynamics (Parjanen and Pässilä, 2025).

Pel et al. (2020) conceptualize Social Innovation as new ways of doing, knowing, framing, and organizing, and theorize transformative social innovation (SSI) as the IS process that challenges, alters, or replaces dominant institutions in a specific socio-material context.

Social Innovation Ecosystems (SIEs), in turn, can be understood by the authors as constellations of networks of actors, sectors, devices, and practices (Pel et al., 2018). They emerge as a natural evolution of discussions on social innovation, since they do not occur in isolation. Kaletka et al. (2016) are proponents of this idea and argue that social innovations should be seen as part of an ecosystem that connects a diverse range of actors. Such actors include social enterprises, non-profit organizations, government agencies, and community groups (Parjanen & Pässilä, 2025).

However, despite the growing interest in the topic, the academic debate is still emerging, with a predominance of theoretical works, with prescriptive approaches, based on previous models, and mostly inspired by European and North American frameworks

(Alperstedt and Andion, 2021), in addition to the absence of a sociological reduction (Ramos, 1984) applied to the Brazilian case.

Research on Social Innovation Ecosystems (CIS) shows that innovations do not manifest themselves in a broad or homogeneous way. On the contrary, they emerge in a localized and experimental manner, linked to specific contexts both geographically and temporally (Alijani et al, 2016). Therefore, although socio-environmental problems transcend borders, their impact is local. Furthermore, the governance systems that guide and conduct socio-environmental ecosystems operate through complex networks of actors, in which institutional and contextual dimensions specific to each investigated reality are articulated (Domanski, 2018).

Added to this set of factors is the analytical challenge of understanding how experiences of social innovation impact governance arrangements and development paths in different territories, considering that a significant portion of the initiatives remain confined to restricted territorial contexts, expanding and sustaining themselves, frequently, through endogenous mechanisms and outside of state support (Alperstedt and Andion, 2021).

In this sense, the link between social innovation experiences and their support ecosystem, which includes the interrelation between different sectors (Domanski, Howaldt and Kaletka, 2020), represents a central issue with regard to the governance of complex problems in cities, addressing important research agendas. This perspective contrasts with the view of Bloom and Dees (2008), who consider social innovations embedded in organizational structures that interact with competitors, suppliers, and customers (Kaletka et al., 2016), differentiating the Social Innovation Ecosystems approach from Stakeholder Theory.

The ecosystem approach, centered on the different actors, sectors, and scales interconnection to promote social innovation, includes institutional analysis, highlighted by Tofing, Ansell, and Sorensen (2024). Kaletka et al. (2016) also show the continuous and non-linear process of institutionalization and dissemination of social innovations in society. Feedback loops within this process generate new skills and forms of cooperation among actors. This dynamic can expand to better support and institutionalize innovation, highlighting the role of social practices and the diversity of actors in this complex network.

Terstriep and Rehfeld (2020) also highlight the need for interaction between different sectors in an EIS, considering it a 'political field' and emphasizing the importance of an environment that facilitates and builds capacity for learning policies or political innovation. Similarly, Domanski et al. (2020), as well as Brandsen et al. (2016) and Moulaert et al. (2005), underline the importance of studies focused on the consequences of EISs on local and regional development. For Domanski et al. (2020), the challenges are most evident in urgent social demands in cities and rural areas. At this scale, unusual collaborations can

emerge to solve problems, especially when these regions receive competencies without the corresponding budget.

Therefore, local contexts determine the conditions that favor the emergence of social innovations (Brandesen et al., 2016) from everyday struggles, in which actors from various sectors compete and share ideas, motives, and interests.

This understanding highlights the importance of overcoming normative interpretations based on models, recognizing practices and experiences. Compared to northern countries, Brazil presents quite challenging realities, marked by profound social and regional inequalities. Although the country is rich in social innovation initiatives and simultaneously faces complex socio-environmental problems, knowledge about the scope, limitations, local specificities, and the concrete effects of these social innovation networks remains limited. This reinforces the relevance of investigating social innovation ecosystems and their relationship with the critical problems of Brazilian cities.

Regarding the discussion about cities, their challenges, and management strategies, the literature points to their transdisciplinary nature, allowing for analysis from various theoretical and epistemological approaches originating from areas such as management, sociology, political science, public administration, geography, anthropology, and architecture, among others (Frehse and Leite, 2010). In this study, the focus was on the areas of administration and public administration related to collaborative organizational processes and social innovation, complemented by literature exploring so-called complex problems.

Finally, it is worth noting that, although the concept of collaboration and ecosystems suggests an idealization of harmonious partnerships between different sectors, a critical and realistic analysis of collaborative processes becomes necessary (Van de Ven, 2007). In this sense, exploring conflicts of interest, controversies, disputes between projects, and the dynamics of the actors involved, including their representations and experiences in identifying problems, forms of participation, and proposed solutions, can reveal the dynamics of this governance.

Several factors can hinder the construction of collective responses, but knowledge of these factors advances the debate and reflects the social reality of many partnerships, as highlighted by Zioni and Westphal (2007). Thus, the proposed approach distances itself from functionalist perspectives and prioritizes a more contextual and plural understanding of social and organizational dynamics.

According to the Charter of Principles of the Alliance for Impact Investing and Business in Brazil (Alliance for Impact, 2015), an organization in the field of social innovation and impact investing, located in the city of São Paulo and led by important private companies, the characterization of a Social Innovation Network (NIS) requires

compliance with four minimum requirements: a) Clear Mission: Explicit statement of the purpose of solving a social or environmental problem; b) Solution to a Real Problem: The core activity must be a direct response to a tangible socio-environmental challenge; c) Market Logic: Operation through a model that provides for financial return and economic viability; d) Impact Monitoring: Rigorous commitment to the measurement and systematic monitoring of the results generated.

However, the application of this and other concepts in Brazil faces the complexity of a country of continental dimensions, where regional inequalities profoundly shape local ecosystems. The crisis of trust in institutions and the scarcity of public services in certain regions impose barriers to the scalability of solutions, requiring that social innovation networks be analyzed from a situated and historical perspective.

3 Research Methodology

This research is based on the activity of the Florianópolis Social Innovation Observatory (OBISF). The Observatory acts as a collaborative mapping and monitoring platform based on "public research," transforming territorial experimentation into systematized knowledge and promoting dialogue between academia and communities of practice.

The investigative process was structured in two distinct phases. In the first phase, secondary data were sought to understand the historical trajectory of the ecosystem and the structural public problems of the territory. In the second phase, the focus shifted to mapping the actors. In this stage, the NIS and supporting actors were identified through the snowball sampling technique (Gray, 2012).

In each round, new actors were indicated, both by partners and by support organizations, or even through self-registration. Data collection was structured using the Florianópolis Social Innovation Observatory (OBISF) platform, which was fundamental for organizing and extracting the data and graphs used in the analysis. Data collection for the platform is carried out through a questionnaire that identifies who the partners and supporters of the initiatives are, enabling the construction of the network (Graph Theory). The instruments for systematic data collection, embodied in registration forms, aim to promote the mapping and cartography of both the initiatives and the local social innovation ecosystem. This procedure aims at the identification and analytical interconnection between actors, initiatives, and public policy instruments.

In the context of data entry into the platform, proponents, including initiative managers, support agents, or policy makers, provide information such as the role played by the agent in the ecosystem arrangement; the Scope of Action, referring to the nature of

the cause or public problem under intervention; Demographics and Coverage, based on the definition of the target audience and geographic coordinates for georeferencing and spatial analysis purposes; as well as strategic partnerships and the density of relationship networks.

The systematization of this information constitutes the empirical basis for the research activities conducted by the faculty and students of OBISF, within the scope of the State University of Santa Catarina (ESAG/UDESC), which allows for the unveiling of the network's morphology, the monitoring of socio-environmental impact experiences, and the development of evidence-based technical diagnoses.

From the perspective of scientific reliability, the information flow does not end with collaborative data entry. The content entered is subject to a protocol of completion and validation by the Observatory's technical team. This curation process ensures the accuracy, integrity, and reliability of the data, which are subsequently disseminated both on the digital platform and in the activity reports and bibliographic productions of the research centers involved.

In the ecosystem monitored by the Florianópolis Social Innovation Observatory (OBISF), the network is composed of a diversity of agents that interrelate to promote socio-environmental transformations, being classified into large functional groups. Firstly, the Social Innovation Initiatives, which constitute the operational core, encompass projects, collectives, associations, and impact businesses (IBPs) that act directly in solving public problems. In parallel, there are the Support Actors, who are fundamental to the sustainability of the system; These are subdivided into Funding and Financing Actors, such as institutes, foundations, and investors that provide the necessary capital; Capacity Building Actors, which include incubators, accelerators, and consultancies focused on the technical development of initiatives; and Knowledge Actors, represented by universities and research centers.

In addition to these, the ecosystem includes Articulation Actors, organizations that act as "bridges" to strengthen networks of trust and partnerships, and Dissemination Actors, responsible for the communication and visibility of the causes. Finally, the mapping integrates the Public Sector, comprising managers and government agencies that operate public policy instruments, legislation, and calls for proposals. This categorization allows OBISF to identify not only who the members are, but how power, resources, and information flow between them, resulting in a cartography that highlights the maturity and gaps in social innovation in the region.

In this research, only Impact Businesses (IBs) were considered from the existing initiatives, according to the Charter of Principles of the Alliance for Impact Investments and Businesses (2015). Within the research methodology of the Florianópolis Social Innovation Observatory (OBISF), social innovation initiatives are not only cataloged but also classified into different levels of analytical depth. This division into three categories

(mapped, observed, and monitored) reflects the stage of validation and the proximity of the research center to the object of study. This article will only present data from mapped and observed organizations and show some initiatives that have already been monitored.

The mapped initiatives represent the base of the ecosystem pyramid and the initial stage of the data flow. They comprise the extensive survey of agents operating in the city, identified through searches in public databases, social networks, or through voluntary registration on the platform (via questionnaire). At this level, the information is more superficial and self-reported, serving as an initial record of the initiative's existence and its geographic location for georeferencing purposes.

At a second level, there are the observed initiatives. For an initiative to reach this status, it undergoes a curation and technical processing by the OBSF team. Here, the original data is complemented by secondary research and external validations that ensure that the organization truly performs a social innovation function. The focus of this category is to more accurately characterize the public problem addressed, the partners involved, and the public policy instruments that permeate the initiative, transforming the raw record into reliable technical data.

Finally, the monitored initiatives constitute the elite group in terms of information density. These are selected for longitudinal case studies or deeper analyses when researchers seek to understand the dynamics of impact, learning trajectories, and internal governance mechanisms. Monitoring allows the Observatory to produce detailed diagnoses and narratives about how these experiences are sustained and scaled, serving as practical and theoretical references for strengthening the entire social innovation ecosystem of Florianópolis.

The data collection, referring to the year 2025, focused on the metropolitan region of Florianópolis. The final sample comprised 90 support actors and 88 Social Impact Businesses, geographically distributed between the municipality of Florianópolis (87 initiatives) and the adjacent municipality of Palhoça (1 initiative). Secondary and primary data were analyzed in a descriptive and interpretative manner.

4 Presentation and Analysis of Data from the Social Innovation Ecosystem of Florianópolis

4.1. The Socio-environmental Context (Macro Scale)

Florianópolis, the capital of the state of Santa Catarina, in southern Brazil, has a characteristic insular condition. Its development model is centered on tourism, and the city

is known as the national capital of technology. Although it is one of the capitals with the highest economic development index (HDI) in the country (UNDP, IPEA, FJP, 2020), this development model generates severe anthropogenic pressures on its territory.

The city faces critical challenges stemming from disordered urban growth, which encroaches on Permanent Preservation Areas (PPA), such as mangroves, dunes, and slopes, and threatens the remaining biodiversity of the Atlantic Forest in the face of intense real estate expansion.

This scenario is aggravated by historical structural deficiencies, especially in solid waste management and the effectiveness of selective collection, which may justify the fact that 17% of local Social Impact Businesses (SIBs) focus their activities precisely on the cause of recycling and composting.

Beyond its environmental vulnerability, although it has a high Human Development Index, the capital of Santa Catarina faces marked socioeconomic inequality. The presence of vulnerable communities in at-risk and protected areas highlights housing exclusion and a lack of public services, such as basic sanitation.

On a structural level, problems such as unemployment and a scarcity of formal opportunities for marginalized populations are evident, coupled with critical gender issues and violence against women, issues that demand urgent responses in terms of social inclusion.

In addition, mass tourism exerts continuous pressure on urban infrastructure and mobility, fueling accelerated gentrification processes and real estate speculation that distort the character of the territory.

In this context, the intensification of environmental education and the promotion of social innovation emerge not only as persistent demands but as necessary strategies to mitigate the impacts of this growth model and strengthen the city's resilience in the face of its public challenges.

These findings reflect, to some extent, the dynamics observed in the social innovation ecosystem of Florianópolis, where the actions of Social Impact Businesses (SIBs) fill critical gaps left by the public sector, as follows.

4.2. Social Impact Businesses in Florianópolis (Micro Scale)

The research data reveals the presence of innovation initiatives that, for the most part, have a consolidated trajectory, which may represent the stability of these initiatives, denoting a certain institutional maturity.

Table 1: Characterization of SIBs in Florianópolis

Analytical Attribute	Predominant Category	Absolute Frequency (n)	Percentage (%)
Years of Experience	11 years or more	65	74%
Origin of the Sector	Business Sector	63	72%
Scale of Operation	Municipal	49	56%
Legal Nature	Registered Companies	62	70%

Source: Research data

In this regard, it is observed that 74% of the business innovation institutes (NIs) present in the city have been operating for 11 years or more, with the majority originating primarily from the business sector.

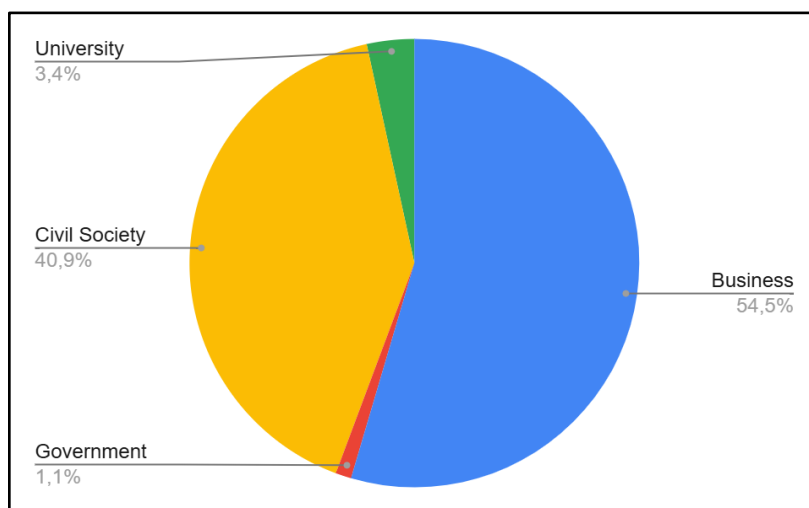


Figure 1: Origin of Impact Businesses

The data also shows that almost 65.9% of the NIs have a local scope of action, highlighting their importance in terms of territorial issues and reinforcing their ability to respond directly and contextually to the specific problems of the city. This data demonstrates strong territorial integration and connection with the real demands of the population.

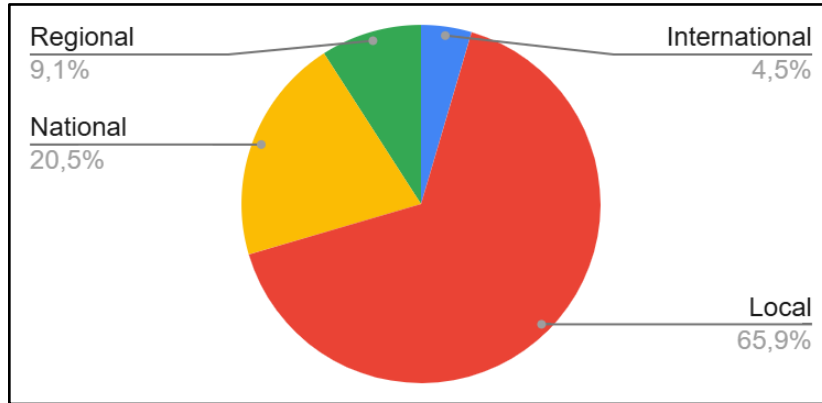


Figure 2: Impact of business operational scale

In addition to the prevalence of local initiatives, 55% of the mapped practices respond to four priority areas arising from the territory's urgent needs (Figure 3): waste management and recycling (17%), focusing on the circular economy and mitigating plastic pollution, compensating for deficient urban infrastructure; urban/rural agriculture (15%), in response to food insecurity and unsustainable land use, integrating small producers; environmental conservation and preservation (14%), based on projects to recover fragile ecosystems and protect slopes; conscious consumption (9%), focusing on promoting fair trade models and education for sustainability; and the fifth is gender, representing 8%, focusing on addressing socio-cultural inequalities and promoting women's economic autonomy, aiming to strengthen protection networks and increase representation in decision-making spaces in the territory.

On the other hand, there is an opportunity for expansion in less covered topics, such as housing, sanitation, and sustainable urban mobility, which are also relevant challenges in the city.

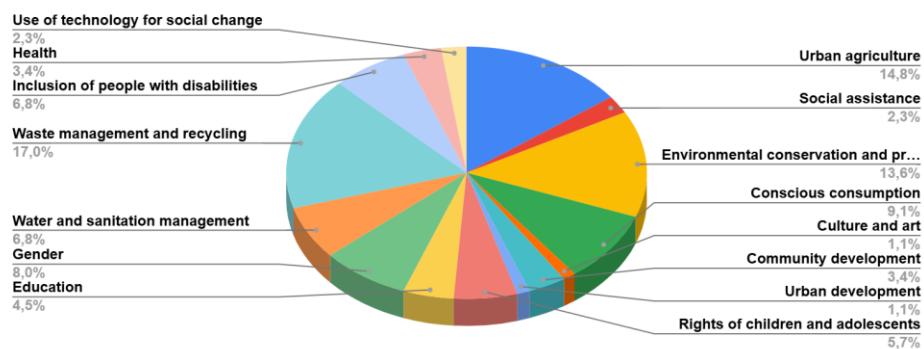


Figure 3: Areas of operation of Impact Businesses

The research data also reveals that only 8% of the mapped NIS (7 out of 88) originate from vulnerable communities or Areas of Social Interest. This disparity reveals a structural barrier to access to capital and technical support, which contributes to the segregation of social entrepreneurship, concentrating it in strata of the population with greater prior cultural and economic capital. This reveals that there is still room for strengthening businesses originating from vulnerable communities and for greater thematic diversification, to cover other social and environmental gaps in the territory.

Despite the low numerical representation, there are cases observed by OBISF that are paradigmatic in terms of community-based innovation, such as the "Revolução dos Baldinhos" (Bucket Revolution) and associations of recyclable material collectors. These remarkable initiatives operate from the logic of self-management and social technology, contrasting with the predominantly privileged origin of the rest of the ecosystem.

Such community-based businesses are the most direct agents in reducing inequalities, aligning with SDG 10 (United Nations, 2015). Although few in number, their transformative potential is remarkable in promoting real economic inclusion in areas where the traditional market and the State have consistently struggled to succeed."

The significant activity in services (55.6%) reflects a social impact strategy through education, consulting, training, and network solutions that are important for cultural and social transformation.

Finally, regarding the 2030 Agenda, adherence is significant, with the NIs of Florianópolis demonstrating alignment with global goals. According to the research data, the following stand out: SDG 12 (Responsible Consumption and Production): subscribed to by 72% of the initiatives, reinforcing the centrality of waste management; and SDG 11 (Sustainable Cities and Communities): identified in 49% of the businesses, focusing on urban habitability and resilience.

4.3. Supporting Actors (Meso Scale)

The institutional support actors identified in Florianópolis' social innovation ecosystem, specifically those focused on Social Impact Businesses (SIBs), reflect the dynamics of the Quadruple Helix, since the initiatives are driven by collaboration between the State, the Market, Academia, and Civil Society. In this context, social innovation in the city is facilitated by 90 actors mapped until the end of 2025, whose distribution reveals the city's institutional architecture.

Regarding the institutional origin of these actors, the business sector predominates (42%), focusing on financing and acceleration, followed by civil society (36%), which focuses on articulation and promotion. Next are the government (17%) and universities (6%). This reveals the leading role of the private sector and civil society organizations in promoting and supporting innovation.

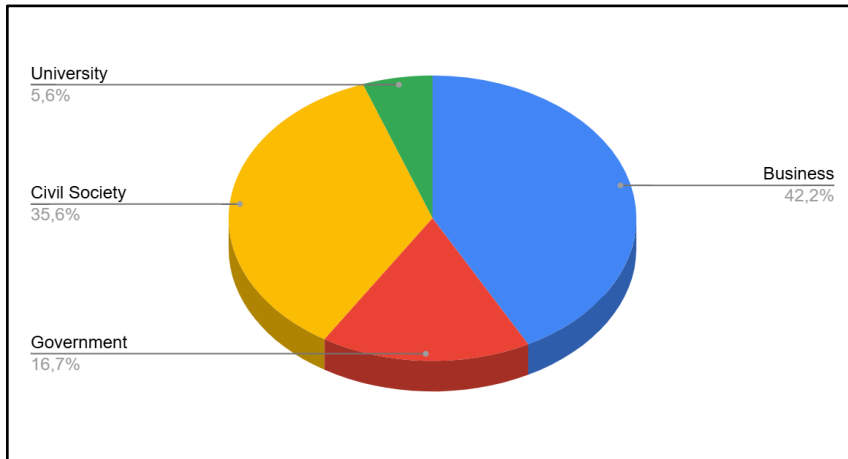


Figure 4: Support actors sector

The data shows that while the business sector dominates capital functions (financing and technical consulting), Civil Society assumes the vital role of articulation and promotion, creating the necessary bridges between NIS (Non-Institutional Support) and the final beneficiaries.

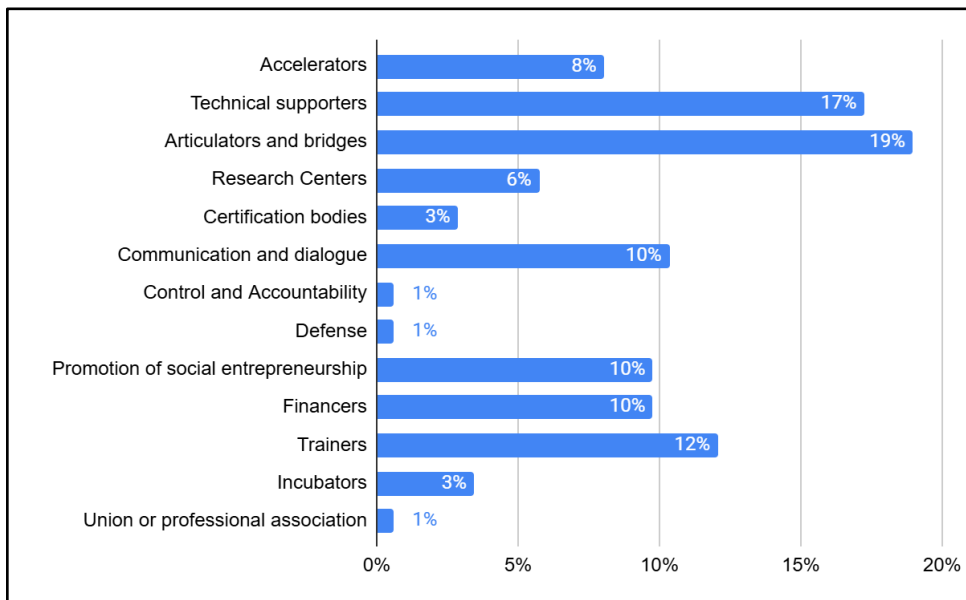


Figure 5: Functions of support actors

The data analysis reveals the materialization of the quadruple helix of innovation in social innovation ecosystems, albeit with imbalances between the spheres.

The Business Sector assumes a central role, especially as a funder, accelerator, and provider of technical support. Its active participation demonstrates the transition from a business model focused solely on profit to a model of engagement with shared social value.

Civil Society emerges as a relevant actor, mainly in the roles of articulation, promotion of social entrepreneurship, and technical support. Its presence demonstrates the recognition of social innovation as a community-based and citizen-based construction.

The Government, although representing only 17% of the actors' origin, appears in strategic functions, such as funder and trainer, which indicates its role as an inducer and regulator, albeit less significant than would be desirable to ensure scalability and sustainability.

Universities and research institutions have a more timid participation (6%) and still face challenges to expand their effective insertion in the social innovation ecosystem focused on Social Impact Businesses, although centers such as IFSC and incubators such as Inaitec indicate promising paths for the integration between research and social practice.

This finding, however, does not mean that Brazilian universities do not put their third mission into practice. There are numerous extension projects (third mission) developed by many Brazilian universities. The case under discussion is really about the promotion of businesses that generate both socio-environmental impact and economic sustainability.

The analysis reveals a diversity of actors with distinct profiles, roles, and scales, whose joint action forms a complex and multi-sectoral network. The logic of the quadruple helix of innovation is present, but with inequalities in the intensity of participation of different sectors, especially with regard to the underrepresentation of universities and the public sector.

Strengthening the support offered depends on expanding and improving the interactions between these four helices, favoring the co-production of innovative solutions with social, sustainable, and scalable impact. To this end, it is essential to promote integrative public policies, invest in the training of actors, and consolidate hybrid spaces for articulation and collaboration.

5 Brief Discussion, Final Considerations, and Proposals

The social innovation ecosystem of the NIs in Florianópolis presents relative maturity, with NIs that demonstrate resilience and alignment with the environmental needs of the territory. However, saturation in traditional areas and the exclusion of peripheral entrepreneurs indicate that the current model lacks democratization and greater technological density.

To ensure the strengthening and equity of the ecosystem, it becomes important to institutionalize the Co-production of Public Services (Ostrom, 1996) or the Co-creation of public value for sustainability (Ansell, Sørensen, and Torfing, 2022) based on greater integration of the Government with the NIs, as strategic implementing arms of urban policies for waste management and food security, for example, transcending the logic of one-off subsidies.

The implementation of decentralized funding programs with positive discrimination criteria for businesses based in Areas of Social Interest, aiming to break the structural barrier of 8%, can also help to further promote social innovation in peripheral areas, strengthened by the work of universities through extension programs (Third Mission) (Jongbloed et al. 2008).

The research revealed an asymmetry in the performance of the helices of the social innovation ecosystem. While companies and civil society demonstrate protagonism, a low density of support from the government and universities is observed. This phenomenon can be interpreted by the historical trajectory of innovation in the region, predominantly focused on the technological paradigm, which generates an institutional isomorphism (DiMaggio & Powell, 1983), where funding and research instruments privilege high-tech innovation to the detriment of socio-environmental demands. This suggests that the government and universities of Florianópolis suffer from path dependence. As the city consolidated itself as the "Brazilian Silicon Valley," its institutions were shaped to serve the technology sector.

Universities face the challenge of rethinking their social role and strengthening their relationships with communities and regional partners (Jongbloed et al., 2008), an aspect that has been the target of public policies in the educational field in the last 2 years. It is in this context that OBISF emerges as an institutional response to the needs of the Third Mission, functioning as a network governance platform that identifies and monitors the various stakeholders in the Florianópolis ecosystem.

By mapping, observing, and monitoring social innovation initiatives, the Observatory fulfills the role of an analytical tool suggested by Jongbloed et al. (2008). Thus, OBISF not only gives visibility to local practices but also ensures the university's corporate social responsibility. It favors the transformation of the institution's commitment to society into

a concrete action of transparency and cooperation, essential for urban resilience and for a more collaborative and democratic public management in the territory.

In this sense, the creation of incentive mechanisms for Higher Education Institutions to act in the validation of social technologies also helps to enhance their participation, reducing the 6% deficit in the academic helix.

Concerning the government, the significant contribution of resources via tax levies from the technology sector establishes a relationship of mutual dependence between public management and market-oriented innovation. This tax relevance may explain the institutional inclination and priority direction of public policies towards technological innovation, to the detriment of support for ecosystems with less significant social impact from the perspective of immediate revenue collection.

Despite the importance of the technology sector to the local economy, maintaining this model in isolation generates structural vulnerability. In the context of Florianópolis, the image of the island's natural environment is often used to eclipse the need for investments in social spheres, while the ecosystem itself remains under constant risk due to real estate interests. This urban pressure on preserved areas generates a critical imbalance: while geographical exuberance masks inequalities in the territory, it is consumed by a growth model that prioritizes land appreciation at the expense of environmental resilience and social justice.

Despite its weaknesses, the study reveals an ecosystem in a Brazilian city with the potential to drive social innovation. Therefore, the continuous improvement of this network is not only a subsidiary economic goal but a *sine qua non* condition for urban resilience and social justice in Southern Brazil, ensuring that technological dynamism is accompanied by a reduction in social asymmetries. This allows local initiatives to defend heritage to address the environmental and social aspects of the island in a structured way, using innovation as a common language to guide new public policies and curb the advance of predatory interests.

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