



The role of social innovation in integration: Development tool for Startup Refugees

Hoda Mahamud

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Laurea University of Applied Science

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for Startup Refugees**

Hoda Mahamud
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Hoda Mahamud

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The purpose of this thesis is to create a development tool to support the social innovation services provided by Startup Refugees. Startup Refugees is a social innovation organization that supports refugees, migrants and asylum seekers in their resettlement journey on finding employment, skill developments and entrepreneurial opportunities. The development tool is an online survey that emphasizes experience and inclusion. The focus of the thesis is to identify the role of social innovation in the integration of migration, a topic of growing importance as migration continues to increase globally. The rising demands on existing systems have highlighted the need for alternative approaches. Social innovation being a growing concept has shown influence in migration settings through community led innovations to support and complement existing policies. Finding concepts such as social innovation to directly address complex issues, provide in finding sustainable and innovative solutions.

Creating a development tool that is suitable, broad and data-generating is an important progress for the organization. Co-creation is implemented during the design process together with the organization. Co-creation session was held in Start Up Refugees office in Helsinki March 2025. Influence for the online survey is gained from the Experience of Social Inclusion scale survey (2023) developed by the Finnish Institute for Health and Welfare. Significant impacts to develop the survey were gained from the Methodological framework for measuring social innovation by Hoelscher, Mildemberger, Bund & Gerhard (2015), EU methodological framework for assessing the impact of social innovation (2019) and the Theory of change.

Research oriented development is implemented as a method to carry out the development of the survey as the focus was to improve existing service. The survey was refined multiple times through the influence of co-creation. A short pilot was held for the survey to ensure the practicality of the survey. Two additional questions were added for the pilot, which gained a total of 9 responses. The development of the online survey will be monitored by the organization in future, as the co-creation helped to achieve the desired outcome.

Social innovation has been identified as an effective way to support social inclusion and cohesion, enabling societies to move forward collectively in addressing the complexities of migration.

Keywords: co-creation, integration, migration & social innovation

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1 Introduction

The global crisis and challenges continue to grow as the world witnesses the primetime of technology and the most significant innovations across various industries. The variety of options and financial resources has neither increased nor decreased to solve the recognized complex social challenges we face today. Crises across the globe have been stabilized with humanitarian aid and with short-term solutions due to the lack of resources to create sustainable methods. Although creating sustainable solutions is interlinked with financial resources, at times interpersonal challenges can prevent change, causing a stagnant environment. Climate change, pandemics and conflicts are identified as myriad global challenges (World Bank 2023.) Innovation types do differ globally, although many countries share common underlying factors in the found range of issues, the wanted outcomes from the innovation can be very different. Overcoming societal issues requires continues improvement as the world population and its ecosystem is rapidly growing and evolving.

The human population reached 8 billion in 2022 and is expected to increase with an additional 2 billion in the next 30 years (United Nations 2019). The increase in the population means more unclassified demands from the globe. Demands change around the world but factors such as geographical location, resources, socio-economic circumstances and political differences have a direct influence on what communities, regions and nations lack or have need for (Fletcher et al. 2024). With global population growth, migration and seeking for asylum has reached new records creating pressure on migration management across globe (The organization for economic Cooperation and Development 2024). International organizations such as the United Nations, International organizations for migration, World Bank and many other UN specialized agencies are in position to continuously monitor, evaluate and create guidelines for countries to understand the global migrant situation.

Access to data and current situations enables the possibility for countries to prepare and implement required integration plans based on their resource capacity level. Regulating policies and creating structures for integration policies helps to implement those practices found most reasonable and effective. Thus, policymakers are in need to examine what type of support methods migration and integration policies require. Adding support methods to ensure that implemented policies are reasonable shows accountability and transability shared with the society. As societal issues require comprehensive understanding, implementing innovations provide solutions to meet the unrecognized and unmet social problems found in communities. (European Union 2022).

Functional and progressive society has a direct effect on how the society hopes to grow, evolve and carry out to impact the societal environment. Functionality can appear as access to clean water, food, housing, health care, sanitization and hygiene. Progressivity can appear as access to autonomy, freedom, social inclusion, education, economy, policies, and opportunities. Lack of expansion and opportunities in societies will create prolonged inequality leading to change in life expectancy, access to basic essentials, increased societal gaps, and weak financial state. (World Economic Forum 2020).

Recognizing challenges and crises is as important as creating solutions to maintain sustainability. Although, challenges can proceed simultaneously, it is critical to implement methods that slow down or prevent the increasing recognized challenges in societies. Social innovation and other forms of innovations invite governments and organizations to analyze approaches to reduce found challenges by creating sustainable developments that impact and influence at a societal level. According to Pöllänen (2023) social innovation refers to a method that carries new solutions to be implemented to change ways of thinking, operational processes and targeted outcomes (Pöllänen 2023). Social innovation has shown its impact and importance in different timelines as it is seen to be a vital way to solve social problems within societies (Bittencourt, Figueiro & Schutel 2017). Policymakers enabling innovations such as social innovation is a way to address pivotal issues and develop sustainable solutions for society to progress with its available resources.

This study will focus on the role of social innovation in integration settings. The scope of the thesis is to identify how does social innovations related to migration and integration policies and plans affect societal structures. In this study development tool has been created for a social innovation organization based in Finland. Startup Refugees was established in 2015 by founders that wanted to carry out social innovation that is targeted for asylum seekers, refugees and migrants that are seeking for a job or entrepreneurship access and opportunities in the Finnish society as newcomers. The social innovation carried out by the organization also provides services in mentoring, working life skill developments, workshops, and access to network. The development tool in this study is an experience and inclusion focused online survey designed for Startup Refugees clientele. The survey was created through a co-creation approach, in collaboration with Startup Refugees staff. A co-creation session was held in Startup Refugees office in Helsinki, followed by modification of the survey and piloting it to the clientele. Co-creation was selected as a method for this thesis to ensure that the development tool is practical and progressive for the organization and for their clientele. Dupuis, Baxter, Dobson (2013) highlight in their review by the words of author Patton. M (2011) that innovators should seek feedback and learn through practical experience. This method is key to improve and learn to create sustainable social innovations.

2 Migration

When people move from their origin of place to a new host community, activates migration for an individual. As there is no direct definition for migration or being a migrant (International organization For Migration 2025), there is wide range of accepted referments for the term (IOM 2025). For example, defining international migration whether it's long or short-term, is defined differently as the criteria of identification do differ in each country. Migration concerning human movement geographically from one place to another has been detected back to 50,000 - 60,000 years ago (Ashworth 2024). To what is described pre-historic migration provides information that the reason for migration has multifactorial reasons but ultimately due to need of change.

IOM reports (2024) in their World Migration report that there has been significant change found in the migration pattern due to various factors. High number of displacements and conflict-based wars have raised the number of international migrants globally (IOM 2024). There are an estimated 281 million international migrants worldwide, although the IOM (2024) states that international migration has increased over the past 50 years, many of those individuals still do reside in the country they were born in. Social and political factors have been common reasons for fleeing (Eurostat 2024). Social and political issues cause limitations in growing up in the society, thus it does not serve the individuals needs on a larger scale. Internal displacement (ID) has seen its challenges in recent years due to high new records and the lack of solutions to stabilize the crisis. In 2023 75,9 million people were internally displaced (Global Report on Internal Displacement 2024). 44% (20,5 million people) experience ID due to conflicts and violence's. Table 1 reveals more concisely the reasons for internal displacements in 2023, and the number of people ID has affected. (Global Report on Internal Displacement 2024).

ID due to conflict and violences	ID due to disasters
Non international armed conflict (14,4 million)	Floods (9,8 million)
International armed conflict (4,5 million)	Storms (9,5 million)
Communal violence (668,00)	Earthquakes (6,1 million)
Crime-related violence 5000,000	Drought (491,000)
Other forms of violence (294,000)	Wildfires (435,000)
Civilian-state violence (64,000)	Other weather-related events (134,000)

Table 1: Reasons for internal displacements in 2023

Source: Implemented and adapted from GRID 2024

Humanitarian aid has been a pivotal element in human help as it holds large scale of available resources that could be transported globally these being humanitarian logistic resources such as medical aid, food, water, shelters, vehicles, and coordinators (Placzek 2023). Humanitarian aid aims to save lives, reduce suffering during crisis, and maintains human dignity (Aptel 2024). The value of humanitarian aid is based on the international humanitarian law with the principles of humanity, neutrality, impartiality and independence (Ministry for Foreign Affairs of Finland 2025). Humanitarian aid is a temporary solution even to those who are internally displaced as the goal would be having stability and security in place of origin. As challenges continue, people become dissatisfied which usually leads to migration from one country to another. Factors that enable the need to migrate are various globally; thus, vast majority migrate in the hope for a better life after crossing difficulties in their place of origin. (Population Education 2022). Migration as a journey is multifaced, no single journey can be compared to another. Individuals face different challenges, emotions, losses, and final outcomes. The common ground for migration is the ruled international standard that rules migration policies globally. Laws and policies such as the Universal Declaration of Human rights (UN 1948) and The EU legal Migration policy (European Commission 2024) guides countries and regional areas to create their own laws on migration policies with their principles and best guided practices (Global Commission on International Migration 2005). The aim of the guidance is to keep an inclusive pattern for migration. The figurative framework for migration is to create laws and policies that are protective, sustainable, and responsible. Table 2 shows frameworks and migration policies from a global perspective as they do differ.

International federation of Red Cross and Red Crescent societies (IFRC)	European Union	Finland	REFERENCES
<p>(P) Migration policy that address challenges that concern the rights and dignity of the individual during the journey of migration.</p> <p>(F) Operational framework for migrant health and care services. This framework addresses methods to provide access to healthcare.</p>	<p>(P) EU policy on legal migration - policy that comprehensively aims on effective migration management, offering fair treatment to third country nationals (EU-mobility rights), and being a common immigration policy for EU countries to strengthen EU competitiveness and growth.</p>	<p>(P) Development of residence permit procedures in immigration legislation, emphasizes on making it more difficult to enter the Finnish society due to unreasonable or wrong reasons.</p> <p>(F) Finnish Integration strategy carries a framework that focuses enabling access for immigrants</p>	<p>(P) IFRC (2007)</p> <p>(F) IFRC (2016)</p> <p>(P) European Union EUR-Lex, Article 79 (2016)</p> <p>(F) European Commission (2020)</p>

	(F) EU Migration policy framework - Pact on Migration and Asylum. Created for the European Union countries to face the challenges of migration but also adapting methods to help long-term safe migration for those arriving at the EU borders (integration focused).	to education and working possibilities. This framework aims for social inclusion opportunities for those migrating from elsewhere.	(P) Ministry of the interior (2024) F (European Commission: Finland 2024)
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Table 2: Policies and Frameworks in Migration around the globe

Source: Adapted and implemented from IFRC, European union/commission and the Finnish ministry of the interior (2016-2024)

As migration has become a common global issue due to its complexity and voluminous need for resources, both challenges and opportunities must be faced comprehensively. Holzmann and Rainer (2004) state in their research that for success or win to be recognized in innovations, economic, political and security gaps between the sending and receiving countries must be closed by enabling moving mobility and labor skill possibilities (Holzman & Rainer 2004, 26-30). Integration has a significant impact on migration, it has been found to be an effective way to introduce and welcome migrants to their host communities (Guzi, Kahanec & Kurekova 2023). Integration can be defined differently in context; thus, migration integration is a profound way for a continuous unification. The integration of migrants is also identified as a two-way process in which migrants are accepted into their new society and do willingly choose to embrace their journey and role (Migration Data portal 2024). In this process the aim is for the migrant to have the opportunity to contribute to their new society and for the host society to enable it. This promotes economic opportunities, social cohesion, and culture exchange which highlights the positive impact that could be kept in communities (Namata, Hatzidimitriadou & MacCallum 2025). Effective integration requires commitment and ongoing responsibility from the leading bodies as resources, frameworks, and policies are distributed and guided directly from the governments and organizations (United Nations High Commissioner for Refugees 2013).

UNHCR's guideline on integration and resettlement report highlights that there should be clear information on how to divide responsibilities, for example its critical to define which sector is responsible for providing essential services and access to other important services and which sector is responsible for financial resources (UNHCR 2013). Divining responsibilities prevents excessive over-load and the challenges that could occur with it. The commitment to

implement integration plan requires the region or country to measure their ability and capacity possibilities before initiating or launching interventions. It's important for the host countries to have integration plans that offer different services that the integration journey could require or depend on. Essential services such as orientation, social support, housing support, language training and health care have a significant role in adjusting to a new environment (Council of Europe 2023 6-14). Essential services in integration are the form of a commitment that commits to adapt and support their full potential on becoming member of society with the capacity and opportunity to contribute. (UN 2018). Integration for migrants is a systematically built pathway that allows for the migrant to adjust and settle into their new environment (Yilmaz 2024). It's a process that requires a multifaceted movement from different sectors in the society. Integration is found to be not only effective but a comprehensive way to manage a broad on-going movement (IOM 2011).

2.1 Migration and challenges

It's crucial to recognize that migrants ability to reach their full potential, can have certain limitations due to various factors, such as mental health issues or disability. This can lead to them being classified as a vulnerable population. Vulnerability in the migration context is identified as a stage where there is limitation in capability (IMO Handbook 2019). Vulnerability issues caused by violence, sexual assault, poverty, displacement, mental health challenges, and other traumatic events can have a direct effect on their resettlement journey. Mental Health and Conflicts by Baingana, Bannon and Thomas (2005) discuss in their research that if the individual doesn't have the ability to participate or contribute to their societies due to mental health issues there will be limitations in contributing to the positive social capital (Baingana et al. 2005). The limitation is identified as a loss that the community goes through. However, this could more precisely be recognized as economic or social cohesion loss which could open space to analyze as a community what are the expectations ethically considered when the vulnerable populations are discussed.

The United Nations and Global Migration group highlight in their handbook as a guidance for the policymakers to prioritize the recovery of those considered to be the most vulnerable (OHCHR 2018). Comprehensive integration implemented for vulnerable people would naturally require tailored essential services as the general services can cause limitation in resettlement. Should hosting countries or non-governmental organizations now priorities more tailored policies and integration plans with the expected outcome that there is a higher chance in gaining social inclusion rather than just social exclusion. Social inclusion achieved through tailored and targeted policies and integration plans for the vulnerable such as mental health support, disability aid, culture adaptative integration and education can minimize economic

loss but strengthen social cohesion and inclusion both helping the migrant and host communities.

2.1.1 Migration in Finland

Different groups have been migrating to Finland since the beginning of 1900 but due to humanitarian reasons, first larger groups arrived from Lebanon and Chile between 1970-1980 (Monikulttuurisuuden kohtaaminen 2018). Migration became more common in 1990, when groups started arriving as asylum seekers from Somalia, former Yugoslavia, and Democratic Republic of Congo due to civil wars (Pirinen 2008). Migrants from that time have continued their lives in Finland by contributing to the society and starting families, as some migrants are already in second generation (Helsinki kaupunki 2022). Figure 1 shows that migration is on rapid rise, this will eventually cause the demand to create integration policies and plans that are up to date and comprehensive enough.

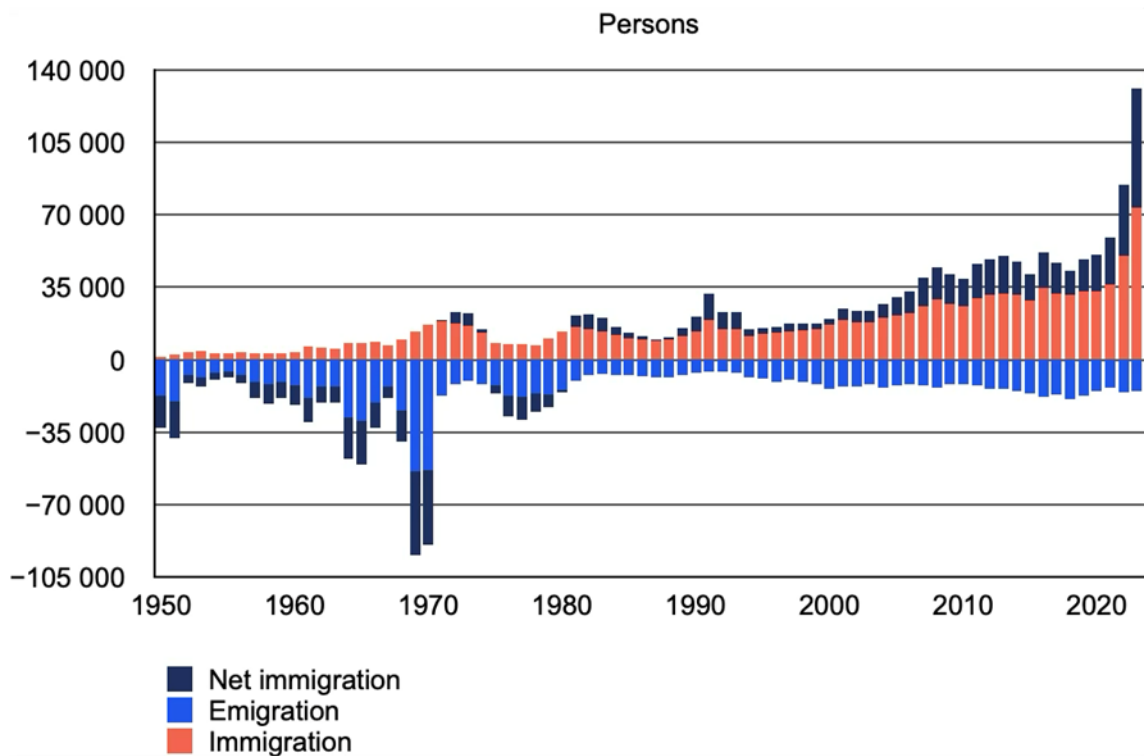


Figure 1: Migration in Finland 1950-2023

Source: Adapted and Implemented from Tilastokeskus (2025)

In 2023, there was total of 73,236 migrants in Finland, where in 1990 the number was 13,558. Although migration has slowdown, the number of migrants has reached new records, as the recent years have carried the highest records in the Finnish history (Tilastokeskus 2024). The war in Ukraine contributed to the numbers, as 50,361 Ukrainian applied for temporary protection in 2023 (Finnish Immigration Service 2024). The settlement of immigrants is concentrated

in the Helsinki metropolitan area due to the availability of services and support networks (Maaseudun tulevaisuus 2023). Finland has been integrating migrants more comprehensively as approaches and methods have been increased by implementing innovations that target different migrant groups (Työ- ja elinkeinoministeriö 2025). 80% of the migrants that have arrived at Finland are still in working age. Despite this, according to the employment agency static, there were 27,759 unemployed migrants in 2023 (Kotoutuminen 2025). The report highlights that the main reasons to the unemployment being due to the lack of opportunities to participate (Kotoutuminen 2025). With the new integration policies, unemployment is expected to decrease as the new legal initiatives have been implemented so that the opportunity to participate is emphasized during integration. (Työn- ja elinkeinoministeriö 2024).

2.2 Social integration

Social integration is part of individual identification of belonging to a social environment. In the social environment, individuals can have many roles or several types of relationships with others (Holt-Lunstad & McKay 2022). The precise definition of social integration is challenging (Toivanen 2015) as the term is complex and has evolved throughout generations and societies. Social integration can be seen in various aspects such as cultural integration, structural integration, and identificative integration (Baier, Donath, Graessel & Hillemaier 2016). The mentioned aspects are linked to social factors; these factors together create approaches to develop or improve societal identified issues. Social integration in this thesis focuses on the effect it has on migration and in the integration process around it. Social integration is having the access to continue being a member in a selected community or the general society. Practicing social integration in a migrant setting is for the migrant to be able to use and associate with different types of services. These usually being institutions, both public and private sector such as health care, housing, education, and being able to create relations with other through skill development such as language (Wessendorf & Phillimore 2018). Social integration is an on-going process for an individual, although it requires the opportunity possibility from the host community. Barker and Moore (2012) state in their research that learning the host community's language is not the only way for social integration to be achieved, as cultural and social education are important for migrants as well (Baker & Moore 2012). Zong represents in her literature review (2021) Esser's integration theory which explains how social integration can be achieved through the selected dimensions. Table 3 shows how the dimensions are divided when aiming for a comprehensive social integration in the society. (Graduate Institute Publication 2021).

Acculturation	Interaction	Identification	Placement
Knowledge	Social relations	Values and Norms	Rights
Language competencies	Communication	Subjective feeling of belonging	Positions
Human capital	Network position		Economic Capital
	Social capital		

Table 3: Harmut Esser's Integration Theory (four dimensions)

Source: Adapted and implemented from Graduate Institute Publication 2021

Migration and integration factors are interlinked, thus topics covering migrants and migration also do discuss integration and inclusivity. At the end of June 2024, 122.6 million people were forcibly displaced in which of 43.7 million were refugees and 8 million identified as asylum seekers. (UNHCR 2024). Human movement around the globe is progressing rapidly, requiring multifaced approaches in migration and integration policies and strategies. Considering that there are many reasons as to why people migrate, it's important to acknowledge that there are usually two types of migration which are either international or internal migration (Reed 2018). Internal migration more often happens due to forcibly reasons, for example due to wars, conflicts and violence, natural hazards, and urbanization. Kuhn states in his research that for the more developed countries internal migration being essential driver for the economy, while for the less developed countries this being easily misunderstood and relatively understudied (Kuhn 2015). International migration more often happens due to necessity reasons, for example due to autonomy, economical or educational reasons (UN 2023). Both migration types happen due to the mentioned factors, thus reasons to migrate does not have limitations as there are many reasons that cause or lead to departure from the place of origin.

Social integration has a vital role in migrations. Set intentions for the integration plan helps the migrants to adapt to their new host communities. Social integration in migration is defined to be an integration system that is based on a social ladder that introduces new migrants both individual and groups to a social system and to its institutions (Bosswick & Heckman). Report written by Bosswick and Heckmann (2006) state that the integration of immigrants being identified as on-going process as it cannot be limited with time. But if the process is recognized successful, then the society can be recognized to be integrated (Bosswick & Heckmann 2006). Social Integration for migrants refers to a sense of belonging to the host community, access to operate in the community strengthens the feeling of belonging (Laurensyeva & Venturini 2017).

Study done by the Finnish Institute for Health and Welfare, Statistic Finland, and the Finnish Institute of Occupational Health (UTH survey) focusing on the health and well-being of those Finnish residents that origin from elsewhere highlights that those immigrants who have good relationship with their neighbors being satisfied in the area that they live. And those that did not have any or a pleasant experience with their neighbors are more likely to be exposed to social exclusion and isolation not only in their own communities but in the Finnish society as well (Statistics Finland 2023). The survey is very current and relevant in Finland, as it is the first extensive study that did focus on those Finnish residents that do origin from elsewhere (Finnish Institute for Health and Welfare 2024). As a European country, Finland's population is smaller in comparison to other EU countries. The Finnish population was estimated at 5,6 million in 2023 (Statistics Finland 2024) which of 10,2% have foreign background. Collecting relevant data of the society is important for the leading bodies. Collecting current information about migrants and their progress in the society can influence policies, innovation and interventions.

Due to different policies, political views and welfare systems, social integration plans are different in various countries. Integration requires law and policies which are usually maintained and regulated by leading bodies in the governments (Emilsson 2015). The leading bodies for policies and laws have different areas of expertise in governments and organizations, such as the European Union. Governments and organizations or recognized unions create policies based on a structured guideline that are meant to be followed so that different requisites can be maintain, for example the international human rights law guides policymakers to protect and promote the rights and freedom of an individual. Lack of funds has an impact on how social integration plans can be implemented as it shapes how the migrants will adapt and start living their role in their new host community. Social integration requires a multisectoral approach from the host community as it does from the migrants to adjust and enable themselves to their new environment (Council of the Europe Union 2023). In 1995 commitment was made around social integration (UN 1995), in the Copenhagen Declaration of Social Development. The commitment suggests that social integration should be interlinked to social inclusion for a greater impact to promote and protect human rights (Witong 2020). The declaration highlights elements that are necessary to be maintain for social integration to be sustainable and successful. The suggestions were to implement and promote inclusion, participation, social justice, and interventions (Division of social policy and development 2007). To gain the impact of social integration, social integration should be implemented to policy frameworks, social innovations and interventions that fit today's societal needs.

2.3 Social inclusion and exclusion

Social inclusion is a process that allows the individual to engage and participate in the human society regardless of their background or social status (UN 2016, 20). It can be viewed broadly

or adjusted to be narrow, as it can be defined differently based on the selected context. Discussion of social inclusion explores the role of social exclusion in societies often when comparisons are made. Social inclusion and exclusion root back to 1970, where the French government implemented the concept and terminologies in their discussions and policy making (Rawal 1999, 162). The concept was later adopted by European union in 1980's with the aim of making it a key concept in the social policy sector (Rawal 1999, 163). The concept of social inclusion and exclusion has evolved over time globally as the use of the concepts has found a significant role in major societal sectors and themes such as policies, laws and frameworks.

Simplican, Leader, Kosciulek and Leahy (2014) argue that to define social inclusion in a setting, the factors in the process must be identified for the individual to participate equally in their selected area of the society (Simplican et al. 2014). The factors that determine the definition of social inclusion can also be based on the aim of the individual from a societal perspective based on the need of keeping their autonomy (Cobigo, Kunt, Lysaght & Martin 2012). Social inclusion defined for example in a social innovation setting, can be based on a governmental policy framework. In social innovation or intervention setting, the implementation of social inclusion has been materialized based on the selected guidelines and aims (D'adda 2023).

The risk of social exclusion is discussed globally due to the complexity of damage it can cause within communities. Social isolation and social exclusion interlinked show a pattern that can cause or lead to negative impact within the social cohesion. Social exclusion more often leads to social isolation which has raised significant public health concerns (Brandt, Liu, Heim & Heinz 2022). Social exclusion caused by isolation due to experienced stigma around health challenges is discussed to cause depression, self-harm, poor relationships, poor physical and mental health (Liamputtong & Rice 2021). Lack of culture understanding creates barriers on how to help those that experience stigma due to mental health issues in their communities without relevant reasoning. Lack of opportunity and possibilities in a vulnerable position could cause risk of entering a cycle where there is necessarily no entering back into society without the help provided by policies that require social inclusion. Patrao et al. (2020) argue that societal responsibility in the context of individual autonomy should not be viewed separately. Autonomy and responsibility reinforce as far as they are interdependent to support each other (Patrao et al. 2020). Thus, there is an expectation for society to act collectively when addressing complex issues discussing integration and migration policies both before and after implementation phases. Policies and plans around integration and migration should be matters that can be changed according to the found needs and problems. The outcome in changes should be solutions that are supportive, sustainable, socially progressive and reachable to all.

Social exclusion for example, is used as a tool to find or describe social lacks and gaps within the population. The Finnish Ministry of Social Affairs and Health recognizes that individuals that face factors such as unemployment, mental health issues and poverty in their personal lives have higher risk being exposed to social exclusion (Finnish Government 2025). To induce social inclusion in societies, multidimensional social inclusion act has a critical role in policies and social innovations.

The impact of social inclusion is significant due to its complexity and ability to encompass various settings. It is important to address the aim of the impact wanted out of social inclusion when discussing innovations, interventions and goals. Sustainable development goals for 2030 have implemented social inclusion in several goals followingly. SDG 1 No poverty with the aim of giving access to the poorest or most vulnerable to have economic inclusion. SDG 4 Quality of education with the aim of giving inclusion access to education for everyone including those considered vulnerable such as refugees and people with disabilities (United Nations 2015). The European Union has used social inclusion in several of their projects and interventions. EU aims to promote social inclusion to minimize and prevent the gaps in integration policies and individual well-being in communities where there is identified large number of vulnerable groups such as refugees, low-income households, minorities, and people with disability (European Commission 2024).

The expected outcome of social inclusion varies around the globe as the expectation of implementing social inclusion can either be enabling equal access or creating sustainable methods to maintain hoped process in the society as the impact of social inclusion is found to have great impact on societal growth and improvement. To get the full benefit of social inclusion, there should not be any limitation in access, for example in age, race or cultural background. Many companies and organizations aim to practice diversity and equity so that the operational performance can be more successful (Bodrozic & Gold 2024). Companies and organizations aiming for diversity and equity without inclusivity cause gaps in quality as inclusivity enables qualitative steps to empower social cohesion. As important as it is to highlight the great benefits of social inclusion, it is vital to understand that there is an element that measures social quality (Walker & Wigfield 2004). Inclusivity indicators are used in many companies, non-governmental organizations and regions as they are tied to financial resources and to the targeted goals around it.

Dwivedi, Basuthakur, Polineni, Paruchuri and Joshi (2024) highlight in their research that stakeholders have increased the priority of diversity by requiring for the organizations to have commitments towards inclusivity by requiring data on these themes as fundings could be tied to it (Dwivedi et al. 2024). McKinsey and Company reported in 2023 that diversity in leaderships and inclusivity in teams being linked to higher financial success (McKinsey and Company 2023). Companies and organizations that proactively choose to practice diversity, equity and

inclusivity (DEI) are in a better position in meeting stakeholders or funders that support and promote for social innovations that tackle complex range of issues.

2.4 Social innovation

Social innovation is a growing phenomenon approach that tackles complex identified issues in many different societal settings (Oeji, Torre, Vaas & Dhondt 2019). Operational success and outcomes gained out of social innovations depends on the find issues alongside how and where it was implemented (Oeji et al. 2019). This innovation approach has been recognized to be in a leading position that drives to address and fixate so that societies can experience the wanted social change (Sanches-Gruzado-Ryan 2021). The complex issues globally require multidisciplinary approaches for solutions to be achieved, thus the requirement around achieving wanted goals depends on approaches and methods that provide and support for sustainability and longevity. To define social innovation in a migration, integration and societal settings is to develop and implement when addressing a recognized phenomenon or challenge. (Buzali 2022).

Why select social innovation from all the other innovations, or short and long-term intervention approaches when tackling complex global issues? Social innovation as a whole aim to better what has been implemented before in a way that the created solution has been achieved to be more effective, efficient and less expensive for the society (Unvarsky 2020). Martiarena (2022) states in her article that social innovations stand out in many profound ways as there is access around the innovation that enables opportunity for the people in the societies to influence the wanted outcome (Martiarena 2022). Although it takes longer to see or gain the impact of social innovations, interaction between citizens, innovators, and stakeholders takes shape which is pivotal in collaboration (Ozdemir, Arroyabe, Sena & Gupta 2023). Before implementing social innovation for the targeted population or addressed issue, innovators must have access to go through the implementation pathway of the innovation to recognize what other social factors or components can be impacted or implemented.

Jain (2023) highlights in his article that engaging collaboration around social innovation being critically important as it enables the innovators to have a realistic but holistic approach throughout the process. Implementing and achieving social innovations is not limited to the involvement of human capacity only, as the operational level requires important tools to monitor and evaluate and access such as funding to test what has been implemented through co-creation, workshops or short interventions. Figure 2 explores the role of social innovation across various actors as implementing requires mapping and holistic approaches.

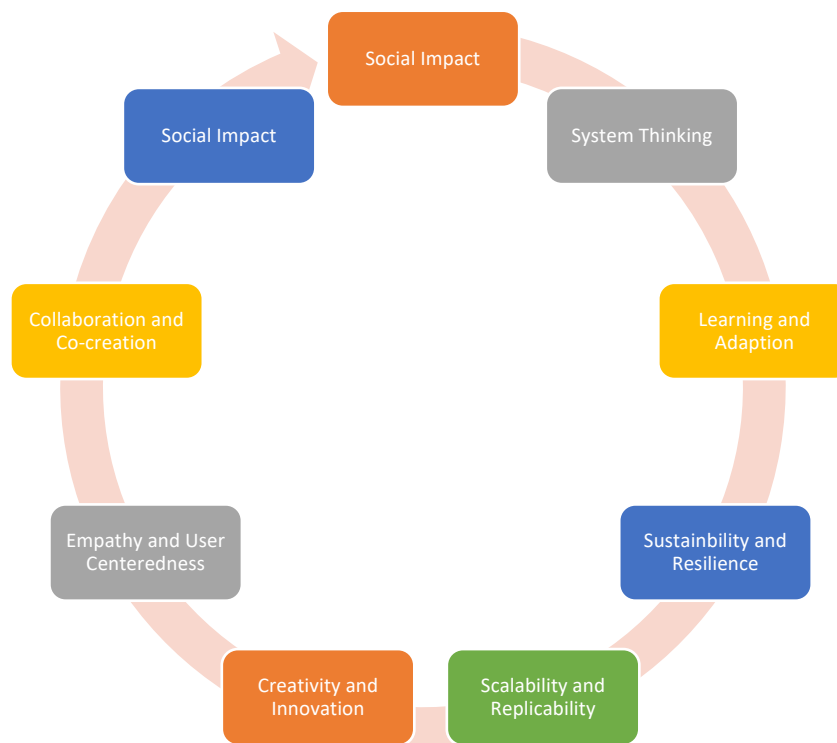


Figure 2: The role of Social Innovation across various actors

Source: Adapted and Implemented from Idea Scale 2023

The demand for social innovations consists of the need to gain not only solutions that are sustainable but also being able to gain impact to scale in the innovation setting. For example, social innovations created to tackle global challenges such inequality, poverty, displacement, or lack of access to social cohesion require multidimensional approaches. Enforcing social, sustainability, and frugal driven factors have a significant role in emerging a social innovation (Chen et al. 2024). The mentioned elements are perhaps the biggest influences to be set as an agenda, thus there are many other important factors and guidelines related to the design of social innovation. These being social factors to achieve social integration and cohesion, frameworks and methods such as co-creation, inputs such as monitoring and evaluation, and development tools such as interviews, workshops and surveys (Murray, Mulgan & Gaulier-Grice 2010). Scaling up in social innovation refers to gaining impact in a larger setting, beyond what was planned at first. It's an impact approach that shows sustainability and expand possibilities around the social innovation. (Greenhalgh & Papotsi 2019). Gaining scale-up in an innovation requires possibilities to refine and test out. Figure 3 implemented from Greenhalgh and Papotsi's (2019) research on scaling up in innovations examines the stages needed to improve and achieve scaling when discussing social innovations.

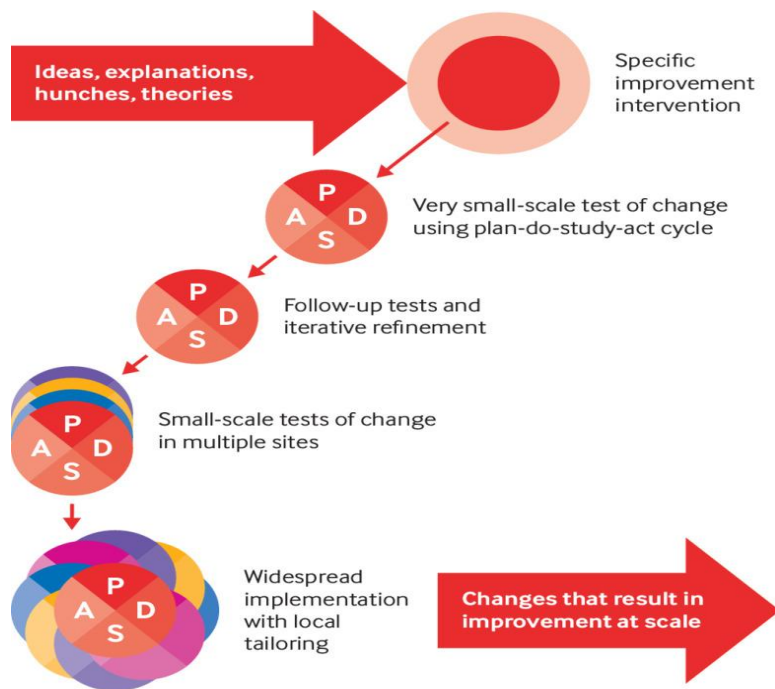


Figure 3: Rapid cycle test of change model of spread in implementation

Source: Adapted and implemented from BMJ (2019)

Innovators aiming to expand their social innovation to become an innovation that continues to scale up, can be a project-specific goal but limitation due to resources such as funding can slow the wanted larger impact effect. Musa and Rodin (2016) discuss in their article that some innovators being intimidated of scaling up due to thinking that the innovation only operates better in a smaller scale, thus Musa and Rodin argue that due to the pressure of challenges it would be critically important to practice scaling up to ensure the improvement chances so that innovations can be implemented more globally and fast. (Musa & Rodin 2016).

Both quality and quantity have a significant role in social innovations as the terms are inter-linked. The selected aims for the outcome of social innovation determine which of the option is more suitable for the innovation environment. Quality in social innovation refers to the impact and effectiveness of the solution when addressing the social challenge (Oeji, Dhondt & Korver 2011). For example, what is the wanted long-term outcome? Quantity in social innovation refers to the scale or reach of the innovation, for example how many were impacted during the social innovation? Scaling is sentimental in social innovation as it refers to the level impact, reachability and effectiveness that was gained out from the process (Riddel & Michele-Lee 2015). Social innovation is a multi-stage and multi-purpose process as it can be modified differently during the operational level.

2.4.1 History of social innovations

The history of social innovation goes back as far as the mid-18th and 19th century. The industrial revolution that had its beginning in the 18th century in The United Kingdom (Wallace 2025), recognized that there are disparities between people within the community. The industrial revolution was the start of urbanization and social changes as it created possibilities for people to work and move from rural areas to the industrial areas (Earnshaw 2024). The social challenges that surrounded the industrial revolution were poor living conditions, inequality in health and wealth, child labor and being exposed to environmental hazards (Kiger 2021). The negative challenges impacted many lives which raised a great need for a change, a radical change that would make lives more stable and safer. For instance, in the United Kingdom labour movements and unions shared their concern and support by demanding and requiring changes from the employers in working hours, wages and working environment conditions through movements that are better known as strikes in today's world (Dimanov 2024). Child labour went under significant reform as the government of the United Kingdom established set of Factory Acts which were created to improve and impact health and safety regulations (Özgür 2012). The Factory acts drove for many ranges of issues such as the children's rights, education and people policy during a rapid and transformative period (Özgür 2012, 3-5).

The changes that took place during the industrial revolution were the beginning of the implementation of social innovation as the need was to meet the unmet in the society. Thus, the change that took place during that time is not the only history tied to the history of social innovation but shows the relationship between populations and the need for social improvement. As the world is evolving, the challenges have changed their shapes requiring to emphasize methods that address and tackle comprehensively. Max Weber argues in his social action theory, that the impact of abnormalities in social behavior leads to the innovation of individual social transformation (Fahat 2024).

2.4.2 The role of social innovation in migration

Although the core global challenges are still strongly present such as inequality in health, poverty, food insecurity, poor living conditions, climate change, safety hazards, and communicable diseases (Sustainable Development Goals 2012), results in tackling these challenges remain in multiple degrees causing stagnancy in moving forward (United Nation Institute for Environment and Human Security 2024). Migration being identified as a challenge has led to refugee crisis in Europe (Campomori, Casula & Kazepov 2023). Identified problems can also be divided into subcategories. Campomori et al. (2023) discuss in their research that in Europe, policies and local communities are having hard times facing the challenges in integrating

migrants, especially those that are in an extremely vulnerable condition (Carpomori et al. 2023). Thym (2021) discuss in his article that integration policies in Europe have evolved over the years and are in line with the needs it has required but integration policies do not necessarily always comprehensively meet and reach all the approaches and methods that emphasis full potential of integration to the new host community for the migrant. (Thym 2021).

Social innovation being a way to address and tackle barriers that migrants experience has seen limitation and stagnancy in cooperation due to the lack of collaboration between the governments and local authorities. Millard and Fucci (2023) argue in their research that government being primarily responsible for providing transparent and inclusive policies and frameworks so that local communities can work alongside with the leading bodies to improve addressed issues through innovations and interventions. (Millard & Fucci 2023). Gebhardt and Gunter (2021) highlights in their research that European cities have a significant role in integration (Gebhardt & Gunter 2021), as the cities have access to reduce barriers met in social mobility and the challenges migrants face in integration in their host communities (European Commission 2014). Cuconato (2023) states in her article that social innovation being crucial for migrants during integration and during the resettlement in the new host communities for two reasons. Social innovation enables comprehensive ways on identifying challenges through community interventions and its possibilities to facilitate collaborative approaches on creating tailored integration plans. (Cuconato 2023). As social innovations are not designated for a single organization or a leading body, innovators have the access to tailor the innovation to tackle and improve existing services or issues within the community. This has brought challenges in social innovations, as lack of leadership in innovation projects causes lack of moving forward or success possibilities that could be archived. (Slee, Lukesch & Ravazolli, 2022).

Communities and governments enable access to social inclusion through social innovations (IOM 2020). Social cohesion being relatively important for migrants in a new location due to its extensiveness in branching important factors that could be enabled during integration and potentially the contribution to the civil society as individual and as a person part of a society. Social innovation in migration setting raises in detail those challenges experienced as challenges vary in countries. Table 4 explores different social innovations tailored and targeted for migrants globally to support the role of social innovation during migration.

LOCATION/COUNTRY	GLOBAL	EUROPE	FINLAND
SOCIAL INNOVATION	Innovation Facility (IOM 2024)	STAGE Consortium	Startup Refugees

AIM	<p>To enable the environment to collaborate, create and develop transformative ways on how society can address migration challenges.</p> <p>IOM (2024)</p>	<p>To improve the social inclusion of a migrant in their host communities/countries (vulnerability highlighted).</p> <p>To support migrants integration journey through digital platform.</p> <p>(STAGE 2024)</p>	<p>To support migrants, refugees, asylum seekers in seeking employment in the Finnish job Market.</p> <p>To support in skill development and entrepreneurship.</p>
OBJECTIVE	<p>To empower migrants by becoming their own agency of change.</p> <p>To support the governments to implement innovative methods to address migration challenges.</p> <p>(IOM 2024)</p>	<p>Capacity building program (tailored training programmer) for the migrant to gain multicultural knowledge such as social, political, financial, and cultural topics from professional working with migrants (intercultural integration).</p> <p>To gain insight the social inclusion needs for migrants in Italy, Germany, France, Cyprus and Greece.</p> <p>(STAGE 2024)</p>	<p>Mentoring during the journey of employment and start of a business venture.</p> <p>Access to networking, improving important skills such as creating CV, workshops to develop as a job seeker and other form of trainings/courses to support the journey.</p>
RESULTS	<p>Ambulatory system for neonatal care in rural areas in Nigeria. (IOM 2024)</p>	<p>Survey results (5 national reports) Findings (Lack of access to information, mentoring, & language barriers).</p> <p>Results implemented to develop to tackle the found challenges.</p> <p>(STAGE 2024)</p>	<p>Established in 2015. 1900 have secured employment. 1200 have been trained to become entrepreneurs.</p>
FUNDING	<p>50,000-80,000 USD</p> <p>PROJECT-SPECIFIC</p>	<p>Erasmus+ (30,000e - 60,000e). PROJECT SPECIFIC FUNDING (EU KEY 2 ACTION)</p>	<p>PROJECT-SPECIFIC</p> <p>N/A</p>

Table 4: Social Innovations for Migrants

Source: Adapted and implemented from IOM (2024), Stage Project (2024), & Startup Refugees (2020)

2.5 Policies and frameworks in innovations

Policies and frameworks are important tools in any planned innovation or intervention as both guide and determine how to operate around the wanted outcome. Policies such as innovation policy or public policy set by the governments outlines the guidance and support suggested for the social innovation initiatives. Social innovations that are created for existing systems require examining laws and regulations that could significantly affect important components of the social innovation process. Social innovation and policies are interlinked, as the innovation approach contributes to the creation of new policies (European Parliament 2017). Innovations are recognized to have the ability to impact policies, as policies are known to be form of action plan (Lukesch, Ludvig, Slee, Weiss & Zivojinovic 2020). The impact of social innovation is bottom-up, meaning that innovation interacts with less powerful acts, as the target groups are usually individuals or smaller groups in communities. This enables the governments to recognize the patterns of the process and achieved change (Bergman, Noam, Markusson, Nilsl & Connor 2010).

Sustainable and necessary changes achieved through social innovations raise interest with leading bodies in the government that aim to have less gaps in socioeconomic statuses or sustainable economic growth. For example, the USA has not established a national innovation policy system that works actively to improve or impact the promotion of social, economic or political innovations (Atkinson 2020). If weakness can't be found or identified in institutions or systems how can nations recognize the effectiveness of operation levels or the sustainability of the wanted outcomes. EU encourages and supports innovation policy as the union believes to benefit from it in many ways, both in public and private sectors (Polluveer 2024). EU supports innovative policies to give comprehensive approach in creating better job opportunities, greener environments, and to improve life qualities in the member countries.

Frameworks are used to assess and guide the process, as it highlights and reminds the innovators to maintain clear structure throughout the innovation process. The concept of implementing frameworks in social innovation setting is to also evaluate and make space for decisions to be made or created (Global Partnership 2014). Sanusi, Olaleye and Atjonen (2017) discuss in their research that it is vital to apply the principles of social innovation to the social enterprise framework as it pushes for the innovation to achieve sustainability and the self-sufficiency it would need in the long run. (Sanusi, Olaleye & Atjonen 2017). Recognized societal challenge is not always necessarily identified in the communities, as community members have learned to live with the challenges such as poverty or natural hazards. Thus,

innovators can enable those solutions that are not only beneficial for the targeted population but for society and its economy.

2.5.1 Frameworks in social innovations

In literature there are frameworks created for social innovations, thus as the challenges increase more frameworks are being produced for to the innovation world. In this chapter the findings will support those frameworks that have been implemented in social innovations where there has been identified a societal challenge. Serrat (2017) discusses in his research that the theory of change model (ToC) being a framework that requires visualizing the innovation by using a mapping approach. For example, the method implemented in the framework pushes to examine all the steps of the process by analyzing if the desired outcome could be achieved with identified inputs, activities or outputs. (Serrat 2017). Serrat (2017) argues that the following approach of plan, do, check and act cycle being a way to sharpen the outlook of the innovation, instead of just implementing assumptions around the aims. (Serrat 2017). For example, if the social innovation has been established due to a recognized social issue such as lack of access to healthcare for those with low socioeconomic statuses, the output is to address and improve access through sustainable solutions. ToC as a framework examines if the correlation between the components is heading in the same direction, as figure 4 shows the framework should be implemented in the set direction. Addressing issues should be as important as understanding what type of functions are needed throughout the process.

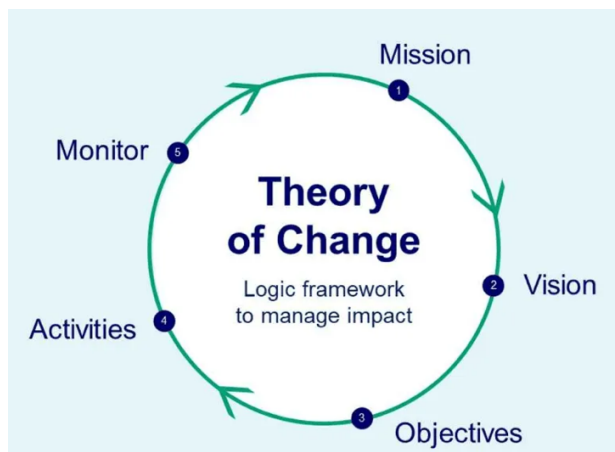


Figure 4: Theory of Change Framework

Source: Adapted and implemented from Eval community (2025)

ToC carries important benefits for stakeholders, innovators and other participants, as the framework highlights and helps to identify the issue more in-depth but also shows a pathway on achieving the wanted solutions (Belcher, Bonaiuti & Graham 2024). ToC also guides

innovators during the process by emphasizing the approach of mapping to achieve impact when discussing scaling.

Another key framework that discusses similar themes as this thesis is the Sustainable development goal framework. SDG 2030 are global goals declared by United Nations in 2015 with the objectives of creating framework that guidelines nations to comprehensively adopt total of 17 goals, 169 targets and 234 indicators. The agenda of these goals is to address critical challenges such as poverty, health, inequality, education and climate change (UN 2015).

The SDG objectives are presented in terms that in larger scale mean and include much more than it could just be viewed as. Sustainable development goal N.1 is for poverty; the framework addresses the issue and sets objectives around it to ensure that the populations have equal rights to economic resources and basic human services (UN 2015). To achieve these, the framework encourages governments to integrate the objectives without setting limitation to where it can be implemented. The guide is to implement the integration into policies, innovations & intervention regardless of whether it is public institution or non-governmental organization (UN 2017).

Lisowski, Bunsen, Berger and Finkbeiner (2023) discuss in their article that the role of the private sector being vital in SDG, as all goals cannot not be met without the aid of the private sector (Lisowski et al 2023). Private sectors globally have the ability to influence with their services, as there are essential services that are not always available in the public sector. It would be natural to analyze that there are economic growth possibilities for the private sectors that could be gained out from the sustainable development goals. There is a gap in literature that supports the relationship between private sector and SDG'S. But what could be identified is that resource interconnection possibilities could enable positive movement globally for the communities as it would decrease the complexity of issues by increasing those selected or created solutions that are obtained.

Each countries progress is monitored through indicators that provide data for the national statistic offices to collect, publish and for the UN to track. For example, SDG 8 represents decent work and economic growth (UN 2015). And due to inequality and poverty, populations have not had access to these opportunities. The objective for the target is for nations to implement and promote inclusive and sustainable economic growth by multidimensional approaches. The indicators measure and show through data what has progressed, if there has been economic growth through general access, what are the employment opportunities, are working conditions met and if the vulnerable groups have been given the access to participate. The indicators tell per target valuable information such as what is the status in child labour or if there is gender equal pay opportunity. This creates the possibility to address any

grievances found, as the declaration has emphasized that unethical methods are not the correct way to achieve the set goals. Table 5 shows the current status of SDG 1 & 8 in Finland.

<p>Sustainability Development Goal N.1 (No-poverty)</p>	<p>Poverty headcount ratio 2,15 USD/per day (Value 0,17 in 2024, was higher in 2017 as the value was 0,21) On track or maintaining SDG.</p> <p>Poverty rate after taxes and transfers (Value 6.70 in 2021, was lower in 2020 as the value was 5,70) Currently increasing at less than 50% of the required rate</p>
<p>Sustainability Development Goal N.8 (Decent work, and work economic growth)</p>	<p>Youth not in employment, education or training (Value 10,30 % in 2023, the value was lower in 2019 as the value was 8,89 %) On track, but challenges remain.</p> <p>Employment to population ratio (Value 74,03 % in 2023, in 2010 the value was 65,17%) Currently on track or maintaining SDG</p>

Table 5: Sustainability Development Goal 1 and 8 (FINLAND)

Source: Adapted and implemented from the Sustainable Development Report (2024)

Finland has been committed towards to SDG both domestically and internationally (Ministry of Foreign Affairs of Finland 2025). Finland has done well so far, but there is still room for improvement. To tackle SDG issues the Finnish government aims to apply sustainability to all policies and innovations (Ministry of Foreign Affairs of Finland 2023). Thus, it important to remember that countries like Finland are in a position of achieving, improving and helping others when it comes to SDG, as financial resources enable mentioned opportunities. SDG has met a lot of critics due to its slow progression to reach all the set goals by 2030; this does not exclude that the created framework cannot work as expected in the long run if resource capacities would be maximized.

For the European union, social innovation has emerged on becoming a very useful and practical way on approaching complex issues. The European pillar of social rights EPSR (2017) and EU Action plan on integration and inclusion (2021-2027) guides and advice for the member countries to implement and use social inclusion in their plans and goals in policy and decision

making that concern societal issues. (European Union 2025). The European Pillar of Social Rights EPSR 2017 is a framework that carries approaches to gain equal welfare system and labour opportunity in the member countries. The aim of the guidelines is to tackle social exclusion and create societal environments that ensure access and equal opportunities for the residents (European Union 2025).

2.6 Strategies and funding in innovations

Strategies in social innovation settings are found very important as the strategy plan guides to tackle the complexity of the addressed issues. Less often do social innovations address societal issues that are not complicated or multidimensional (Murillo 2023). Strategy plans outline what approaches and tools are needed for social innovation to move forward and for it to reach the set objectives. This may require finding solutions to problems found along the process as policies, funding or other important essential can bring challenges or changes (Westley & Nino 2023). Strategies that are governed by social innovations are comprehensive in many profound ways as it helps to evaluate many points of the process or simply the flow of the movement (Witkamp, Raven & Royakkers 2011). It's critical to optimize how the selected innovation can maintain its longevity or reach the desired target community, for example by measuring the impact and if the impact has reached whom it concerns. Implementing strategy is not one-dimensional as it can support the innovators to define and plan more broadly but surely. For example, strategy does not only define how to reach the end of the innovation, but it also can be used when defining resources and how to allocate them throughout the process. (World Economic Forum 2024).

Financial support from stakeholders, both public and private, enables more possibilities for any identified societal challenge as it activates many critical stages such as implementation, the longevity of the operation, scaling impact and evaluation. Moore, Westley and Nicholls (2012) discuss in their research that funding in innovations being important for many compelling reasons. First being implementation and adaptation, second being the importance of creating aspect for the institutions to break away from their traditional ways of investing which are tied to other dominant social structures (Moore et al. 2012). Financial resources allow for innovations to reach a broad capacity which includes good and competent experts to carry out the innovation, objectives such as essential materials and other investments such as technology. Having access to full capacity ensures there is potential to achieve scaling up in the innovation. The nature of social innovation is to identify, address and change. Critical aspects such as scaling up opens opportunities to expand the innovation to other locations, deepen the impact and attract future funders (Krlev, Scharpe, Mildemberger, Elsemann & Sauerhammer 2021, 15-17).

Aiming for funding requires commitment from the innovation to operate with ethical consideration and credibility. Lack of credibility or ethical consideration can create limitations in funding. The importance of meeting these targets is crucial for the stakeholders as it allows for transparency and accountability to be maintained (Miller & Bowcock 2020). Addressing the need for change cannot be the only important factor as funding requires monitoring, data and results that can be evaluated (Hehenberger 2023). These mentioned components help to analyze if the social innovation is still worth of the investment and if it still serves the found range of issues.

2.7 Indicators and measurement in social innovations

Effective measurement is a metric created to identify what is the response to what is operated (Bullock 2006), thus when expelling, it's found important to understand what is presented to measure and why is there a need to measure it (Bullock 2006). Effective measurement is crucial for organizations and governments as it maintains their commitment towards to their value and mission. Setting goals and allowing them to be measured is a sign of strong workplace culture (Burr 2022). Kleverback et al. (2019) discuss in their article that social innovations should have own specified indicators due to social innovation being able to take place in different types of environments. To measure in social innovations, the outlined pathway should be promoted as the found data, as it would be expected to be more specific when analyzing in the hopes of gaining better knowledge on how to improve. (Kleverback et al. 2019).

Effective measures take place in social innovation to determine the expected outcome or for least to reflect on what has been achieved. Social innovation is utilized as a method to bring new solutions when societal challenges are found (Paunescu 2014). The process of social innovation requires many phases such as development, implementation and evaluation. Effective measurements can take place at the desired or agreed point, as monitoring is used as a common tool to follow the formation of social innovation during the process. To collect data, different types of tools are implemented such as interviews, surveys and piloting. Tools are selected based on what type of results are wanted as outcome. For example, is the outcome qualitative or quantitative or if the wanted results are gained from a short or long-term period.

Does effective measurement enhance the outcome of the social innovation is an aspect to assess before utilizing it. Valuable thought process before implementing measurement tools, helps for the organizations to have clear structure about the aim set for measuring and the impact wanted out for the social innovation. Hitt (1988) discusses in his research that for organizations to stay resilient there should be expectation of demands. Demands are usually identified when there is significant increasement in services or production from the end users (Bonnedaahl, Heikkurinen & Paavola 2022). Demands can be at organizational level as well, as

it can refer to set goals or deadlines. The demands in social innovation can be the assessment done to measure the sustainability or the impact of the innovation. There are gaps in between literature supporting effective measurement in social innovation (Satakina & Steiner 2022) in terms of definition and how has implementation evolved. Founding's collected from the theoretical background is to understand what the core values of measuring in social innovation settings from different perspectives. Is the core value for measurements intended solely for impact and what is the set value for the other factors in the innovation? Is the measurement implemented to improve or is the collected data only for statical reasons? Social innovations planned and implemented to tackle against societal issues are more likely to select methods that work more effectively than what already exists (UNDP 2014). However, is important to have a wider understanding of how and why certain aspects are selected over others. Implementing unnecessary measuring stages or generally stages that are not well assessed become useless in the long run.

For a social innovation to succeed there is a critical need to implement methods that are sustainable as it is a core value to create longevity. With effective measurement the results reveal if what was aimed at has been achieved alongside with the opportunity of creating discussions and dialogues with the participants about what could be improved and what was learned. The essential of effective measurement is to find both strength and weakness in systems. Organizations that aim to remain competitive also commit to avoid fragile systems by embracing to learn from past mistakes. Commitment to being comprehensive and multi-talented requires for the organizations to boldly and independently measure the quality and effectiveness of their services and ideas. For example, analysis tools such as SWOT are used to overcome potential challenges and to determine new pathways to pursue in smaller takes in longer projects (Schooley 2024). With these elements, the purpose of measurement has been identified before implementing it.

2.8 Social innovation organizations - Startup Refugees

Startup Refugees is non-profit organization that has base in Finland, the organization was found in 2015 by group of professionals that wanted to create social innovation that support social cohesion and inclusivity of newcomers in the Finnish job markets. Startup Refugees social innovation supports and helps asylum seekers, refugees and other migrants to find jobs, develop their professional skills and start a business venture through entrepreneurship courses. The organization is English speaking with trained team members from different professional backgrounds. Startup Refugee works as an intermediary in their own innovation by connecting companies and potential workers. The concept impacts in many ways as there is critical need to engage important components that depend on each other such as economy,

social cohesion, and integration growth in Finland. For the past 10 years Startup Refugee has helped more than 1900 people to be employed into the open job market. More than 14 000 have participated in either training, mentoring programs or workshops to develop their professional skills or gain a better understanding of what requirements are in finding a job during the first phases of resettlement. (Startup Refugees 2018). The organization operates both in north and south Finland. 20 staff members work in the Helsinki office, as the rest operate in Rovaniemi and Oulu.

Matchmade is a tool Startup Refugees uses to tailor individualized guidance for those requesting it. The digital tool is advanced as the guidance is not location dependent. Startup Refugees has ensured that information about their services can be found in many different places. For example, Startup Refugees has priorities on being reachable organization by sending team members to reception centers and other forms of settings where there could be interest for the individual to gain opportunity access to contribute to their personal lives and to society. Enabling this has helped migrants to stay informative about the possible opportunities in the job or skill markets in Finland. Although digitalization has enabled sustainable and effective engagement, there are gaps around the skills of the usage when e-service platforms and applications are discussed. Data-driven innovations and social innovations are beginning to depend on each other. Sandro, Lepri, Cremonesi, Celli and Marchesoni (2017) highlight in their research that social interaction helps us to have a better understanding of needs or challenges, whereas technology works as an effective tool to solve the issue (Sandro et al. 20217). Helmut, Krlev and Mildemberger (2019) discuss in their book that social innovations require bottom-up involvement in comparison to other innovation types, due to the nature of vast complexity of tackling or addressing social issues in innovation settings (Helmut et al. 2019, 208-211).

Comprehensive integration aims to operate effectively and for full effectiveness to be achieved, there is a critical need to co-operate through the lenses of a multi-actor perspective. Multi-actors can be identified as governments, policies, and non-governmental organizations (NGO). NGO's role in integration is found to be very important for many compelling reasons. Compelling reasons such as trust, and empathy emphasizes NGOs into key role in migrant engagement within the communities (Dickinson 2023).

Dickinson (2023) discusses in his article that vulnerable people have more trust in the non-governmental organizations due to the significant amount of support and empathy they receive from the organizations during their journey of resettlement. This makes social innovation driven organizations to be in very crucial role. The same articles discuss the benefits of non-governmental organization in terms of flexibility around funding. Organizations at times choose to remain independent by seeking and gaining funds from charities, unions or other private stakeholders. (Dickinson 2023). This allows for the NGO to be flexible when creating

social innovations by targeting those they aim to help the most. Non-governmental organizations role in developing less gaps in social structures is pivotal as they provide essential services and advocate for policy reforms.

3 Aims and objectives

The aim of this thesis is to support the use of social innovation in migrant integration in Finland. The aim of this study is to examine the role of social innovations in migrant integrations and the impact of social innovations contribution in integration policies. This thesis is carried out on the creation of a development tool (online survey) that emphasizes experience and inclusion that measures the benefits of social innovations and the services provided by Startup Refugees. The objective is to create a concise and practical survey for the customers of Startup Refugees.

AIM	OBJECTIVES
1) To identify the role of social innovation in migrant integration. 2) To utilize co-creation method in the development of online survey to measure the benefits of social innovation services by Startup Refugees	1) To analyze how social innovations contribute to migrant integration. 2) Implementing co-creation to finalize and modify the development tool (online survey).

Table 6: Aims and objectives

Selected research questions are to answer both parts of study as the study supports on identifying, how social innovations effect and contribute to the integration of migrants. First question being 1) How does social innovation contribute to migration integration and second question being 2) How does co-creation influence and reshape social innovations? The first research question examines the contribution relationship between social innovations and integration migration. The second research question analyzes the influence of co-creation when developing in social innovations. Table 7 carries the PICO model created for the development tool; it was created to define the structure of the online survey.

P	I	C	O
Startup Refugees clientele Service users	The development of a measurement tool Experience and inclusion survey	No prior tools that measure experience and inclusion of the service cohesively.	Improved inclusion access through the existing service

(Migrants, refugees and asylum seekers)		No prior before and after comparison	Assessment of the lived experience Organizational improvement and learning.
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Table 7: PICO model to define the structure of the development tool

4 Study method

Research oriented development aims to find practical solutions to already existing problems or aims to renewal practices to gain more effective outcomes (Aimonetti 2019). This has been selected as a methodology for this thesis. In research-oriented development the focus is primarily to implement systemic research along a development process (Ritchie, Mathieus & Roser 2023). The development in this thesis is an online survey that is implemented as a tool to measure the experience and inclusion outcomes of Startup Refugees services for their current and prospective customers. The customers consist of asylum seekers, refugees and migrants that are supported to continue and gain access to contribute to society through job possibilities and developing their working experience skills.

The survey has been influenced by the Experience of Social Inclusion (2023) developed by the Finnish Institute for Health and Welfare. It's a tool that consists of ten statements related to inclusion; it is used to assess self-reported social inclusion experiences (European Commission 2024). Gaining influence from the social inclusion scale by FIHW was important for the organization as there were no prior tools that measures inclusion. The theme of the online survey for Startup Refugees is based on clientele experience and social inclusion as it more profoundly explains trends in the provided service. The survey has been conducted based on literature that relates to societal measurement indicators such as the EU methodological framework for assessing the impact of social innovation (2019). The development process of the survey has included a co-creation phase where the Startup Refugees team participated to refine and finalize the online survey. The concept of co-creation is to willingly engage with participants and to incorporate their ideas into a project or simply to solve identified problems. (Ind, Iglesias & Schultz 2013).

Collaborating through co-creation with Startup Refugees ensured the practicality and applicability of the survey before implementing it to the pilot phase. A short-term pilot phase was implemented before the organization puts it into wider use. No data collection will be conducted in this research from the wider use. Data has been collected from the co-creation session, post co-creation modification and from the short pilot held for the survey.

4.1.1 Co-creation in social innovations

Co-creation, more commonly known as collaborative process (Ertz 2024) is a practice that enables collaboration to happen between groups and stakeholders. The practice allows for different people to share their input during the process of new an innovation, solution, service or idea. Implementing co-creation doesn't have to be limited to being only used when creating something new, it can be implemented when wanting to re-develop something that already exists. This can be, for example existing services or products. How the co-creation is carried out or implemented depends on the decision made by the involved participants or co-creators. The importance lies in identifying what is the best form for the participants to be able to craft and create during the co-creation session. For example, brainstorming as a team or hosting a workshop enables discussion to take place. Co-creation has broad branches as it more often includes co-production and co-designing (Kent & Millsbaugh 2016).

The collaborative process comes in different phases as the aim is to get most out of the inputs that the participants share in the sessions. Co-creation alone is a valuable approach and a tool. Furthermore, it can be implemented into frameworks, as it will eventually lead to processing developments collaboratively. Steen, Manschot and Koning (2011) describe in their research that implementing co-creation needs pre-planning so that it can be used to its full potential with the following phases: identifying, preparation, co-creating, and implementing (Steen et al. 2011). How co-creation takes shape is based on where it's going to be implemented. Mentioned phases were for example used in the co-creation session held for Starup Refugees followingly. There was need for a new development tool that produces data to be analyzed of experience and inclusion gained out from the service by the clientele. Preparations were made in the creation of the tool which included the preparation of a presentation and the planning of the co-creation session. The co-creation was hosted according to a presented plan that included questions that enabled for discussion to take place. During the discussion, topics around modification, language, survey quality and design raised a lot of inputs as wished for. The inputs re-directed the desired outcome as each participant's opinion or reflection was heard.

Hearing and seeing participants is a critical aspect when the aim is to fulfil or put collaborative process into real practice. Two-way communication must be established in co-creations; lack of open discussion or communication makes the collaborative process difficult and in worse scenarios stagnant. (Rasool & Koomsap 2017). Finalized developed product or service should be implemented when it's agreed on collectively, as it maintains the influence of co-creation. The influence of co-creation is to recognize that change has been made based on what was identified, as the aim to improve and impact better.

4.2 Study setting

Communication and collaboration with Startup Refugees took place through online meetings and through exchanging emails during the thesis process. The process of the creation is shown in table 8. The first longer session took place online on the 24th of February where the thesis background and survey design were introduced through PowerPoint presentation. The PowerPoint introduced the importance of the topic both globally and in Finland and that innovations should not be limited with old practices as new developments sharpen the functionality and effectiveness of the operation level in innovations. The discussion that took place after the presentation raised thoughts and reflection about the implementation of the survey and what measures must be taken that would ensure that there will be a good number of respondents, so the collected data can be credible enough to be analyzed in the future. The organization provided advice on what should the survey content as it would be important for the survey to gain influence from the Experience of Social Inclusion survey that was developed by the Finnish Institute for Health and Welfare. Moreover, an important highlight was to consider the language level of all customers, as well as the possibility of getting real data from the organizations service and not limiting it with too many simple questions. The idea of the co-creation session was also presented on the 24th, as it was important to get as many participants as possible.

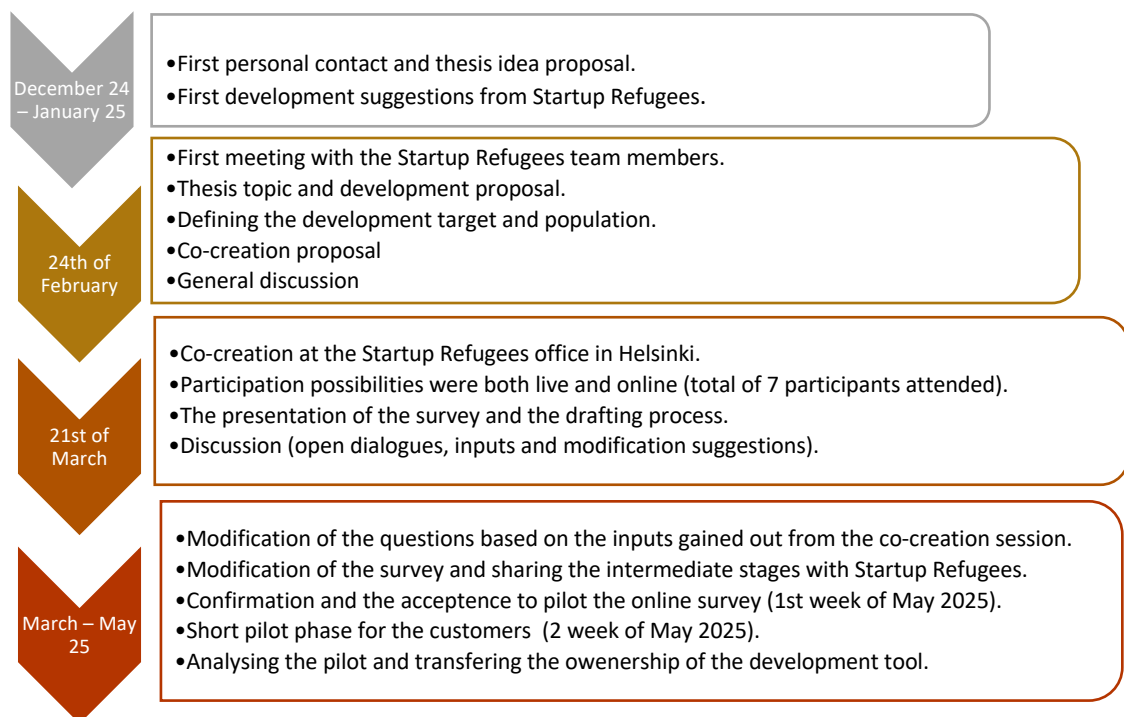


Table 8: The development process and cooperation with Startup Refugees

4.2.1 Tool development in social innovations

As social innovation is a development process, this does not exclude that developments do not materialize under or during the innovation process. Regardless of the duration set for social innovation, various stages of innovations can and should go through refinement as the outcomes require effective solutions for complex social problems. What is chosen to be developed entirely depends on what was found not effective or was generally found missing. All stages of innovation should be considered as important as the set targets. Developments in social innovation can mean different things, such as what type of development target are involved or aimed at, what type of indicators are need or are being developed. For example, community developed social innovation differs from development tools for social innovation, both types of developments present themselves in different roles with the same purpose. McGillivray discusses in his research how developments are being defined, he argues that some see development as a process and outcome due to an existing negative issue, whereas some see it as a process and outcome due to a necessary reason (McGillivray 2018, 21-22).

In this chapter the focus will be in recognizing what type of tools are implemented and developed for social innovations. Wide range of tools are available as the selection is advance globally. The most common being surveys, interviews, workshops, and various technology-based tools. Technology offers various systems such as applications and platforms. Technology based tools are developed to reach the target population more broadly and to make the social innovation process more simplified. Technology based tools are sustainable as the longevity and the low-cost ratio remain sensible and effective. Technology enables collaboration among diverse populations without the limitation of geographical locations (Social Innovation Network 2024). Instrumental tools such as measurement indicators and frameworks are implemented to guide and re-shape social innovations. Measurement tools are used to track, determine and improve different phases of the operation (Behn 2003), as there is a greater benefit in learning about the impact of the innovation. Implementing measurement tools mirrors accountability and willingness to obtain transparency not only for the target population but becomes a significant note to the stakeholders as well.

Monitoring and evaluation (M&E) are common practices in social innovations; however, it is critically important to assess why it is necessary to (M&E) and what objectives are needed to maintain these effective practices (UN 2021). Implementing these without good reasoning can be considered useless. Although monitoring and evaluation are usually part of frameworks, this does not exclude that other tools can't be combined or enabled to carry out M&E as an entity. Different factors can influence the selection of the tools such as, is the tracking for the current process or if the tracking is just to measure if scaling has been achieved. It's important to also choose the type of data collection wanted (qualitative or quantitative). For example, surveys can provide useful information about comparison measurement, change

trends, patterns and the overall processes which is the collection of numerical data making the analysis more quantitative. Implementing interviews as a tool enables to collect qualitative information, as the data examines experiences, attitudes and feedback.

Frameworks can directly influence how fast social innovations can be implemented as it provides baseline and guidance on how to operate it (BasuMallick 2023). It is for the innovators to analyze and agree on what framework suits the whole innovation as some frameworks can create limitations in tailoring the implementation or in worst case scenarios, slowdowns the entire process. It would be irresponsible to utilize frameworks that do not fit the environment of the social innovation and its target population. Social innovation is a community orientated approach, therefore approaches such as collaboration have a significant role in reaching out, drafting, measuring and performing (Korhonen, Jääskeläinen, Laine & Saukkonen 2022). Lack of collaboration often leads to limitation when aiming to reach more broadly and wanting to gain diversity in the input possibilities (Biro, Rullani & Pavlovic 2023). Limitation can raise stagnancy when aiming for sustainability in an innovative setting.

A survey has been conducted as a development tool in this thesis for two compelling reasons together with Startup Refugees. The organization has recognized that surveys have been the best way to gain responses or feedback from their clientele. Startup Refugees team also highlighted that there is a need for a practical tool that is advanced enough for data collection. Surveys provide real-time reporting; it's a tool that can be modified multiple times. Surveys do also enable broad reachability in organizations. Mentioned factors were found suitable for the Startup Refugees. The organization had experience in using surveys as a tool which led to the consideration of implementing this development too as an online survey for their customers.

4.3 Study design

Co-creation took place on the 21st of March in Startup Refugees office in Helsinki. A total of 7 participants attended the co-creation session. Three team members participated in the office and four participated online. The session started with PowerPoint presentation that described and explained more in depth what makes co-creation an important tool when developing something significant in organizations, alongside presenting the aims selected for the co-creation planned for Startup Refugees.

The duration of the co-creation was 3 hours, which included different phases. The first phase was the presentation of the survey and the description of how it was drafted. The questions selected prior to the co-creation are presented in table 9. The pre-selected question gained influence from the Experience of Social Inclusion Scale (ESIS) survey and from 2 different frameworks alongside general literature on how to create development tools that focus on survey creation in social innovation setting. The content of the survey was divided into 3

parts followingly (1) Identifying the population, (2) Innovation-orientated questions and (3) Net promoter scale. For privacy reasons the survey is completed completely anonymously. Prior co-creation, different themes were implemented in the survey which were the following: experience, inclusion and impact. The first edit of the online survey contained 4 questions to identify the population, 13 innovation orientated questions which majority being (Likert scale and with two open-ended questions and the net promoter rating scale.

All participants both on-site and online completed the form themselves in a customer role. Part of hosting co-creation comes with embracing structured co-creation methods as it enables user-centered approaches which helps to refine and regulate services and products (Alanen 2025).

The last phase of the session was reserved for dialogue and discussion as it was the most important part due to the valuable assessment approach to identify areas of improvements to make the necessary changes collaboratively. The discussion phase allowed for the team members to reflect on each question one by one and to evaluate if the questions did serve their objectives and service. The co-creation gave guidance on how to redesign the questions, by eliminating those questions that were found non-useful and helped to reshape the questions. Google forms were selected as a tool to create the survey as it is familiar to the organization and its customers. After the co-creation the survey was modified a few times with a designated contact person. The last version of the modification was shared in a team meeting before the pilot got approved.

EXPIRENCE	INCLUSION	IMPACT
1) Have you participated in any of the following in the past 12 months? 2) Have you used the Match platform? 3) Did you find Match platform useful? 4) Did you have easy access to find assistance and guidance from Startup Refugees?	1) Did Startup Refugees match your job search, entrepreneurship, or skill development needs? How? 2) Was any of the job or training offers described as presented? If not, how? 3) Did you experience any of these during the journey of employment or skill development? 4) Do you feel like you were heard and seen during the journey of employment or skill development? If so, how?	1) Have you gained any opportunities that contribute to your life positively through Startup Refugees? 2) Do you feel included and able to make a meaningful contribution to society? 3) Have you learned anything about working in Finland through Startup Refugees? 4) Do you feel like something was missing in how you were met and guided?

	<p>5) Do you feel like you have been met without prejudice?</p> <p>6) Do you feel like the support and guidance you received was enough?</p>	
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Table 9: Questions selected for the online survey prior co-creation.

4.4 Data collection

The survey for this thesis was created based on literature theory and methodological frameworks that guide and support the creation of surveys for social innovation settings. The most significant impacts to develop the survey were gained from the Methodological framework for measuring social innovation (Hoelscher, Mildenerger, Bund & Gerhard 2015) and the EU methodological framework for assessing the impact of social innovation (2019). Both frameworks guided how to choose the right components to gain both qualitative and quantitative data. Hoelscher et al. (2015) was selected for several reasons as it offered both strong literature examples and a framework that is for a multipurpose use. The study argues that social innovations can not only be seen as a new idea, instead there should be more compelling reason to see it as way to address a societal challenge. The study also highlights that there should not be limitations in the process. The process should not be seen as an outcome only, as the process creates new pathways for the organization to engage and collaborate with different stakeholders, participants and other partners. The methodological framework critically supports adopting value-driven and process-oriented methods rather than focusing only on single solutions. To reflect on the development survey for Startup Refugees, the selected questions were chosen based on the value that could be gained from the results. Results collected from the survey aim to better the service process and strengthen the organization's values and mission.

The EU methodological framework for assessing the impact of social innovations 2019 was created to comprehensively assess the impact of social innovation initiatives within the European region. Although the framework was presented in 2017, it has not been in wider use nor fully implemented as it has required further work to be used (European commission 2017). The framework is built on relevant and beneficial theoretical background such as the social innovation theory and the Theory of Change which have been incredibly significant in social innovations. The framework is also known as i-FRAME which is created to assess the impact of social innovations and the social policy investments in the EU region (Gianluca, Godgnone & Pasi 2017). The assessment of impact was created to evaluate evidence-based decision making with the aim of continuously providing support for scalability in innovations. With social policy investment, the framework provides methods to still be transparent and accountable with investments. The framework is suitable for social innovations such as Startup Refugees as

there is need to assess the impact of the service, for example if the skill development training led to finding a job or how impactful the other services were found by the customers. For social policy investments, social innovations like Startup Refugees must assess and analyze what are the benefits of the innovation from a social and economic perspective. Ensuring worthwhile investment decisions supports policymakers and stakeholders to regulate more possibilities to create more social innovations. The primary requirement from the organization was for the survey to carry themes that examine and explore experience and inclusion, as it is important for their strategy and stakeholders. Parts of the survey were designed in advance in February's meeting. Relevant parts such as the number and validity of the questions, language, limitations and implementation were discussed in advance.

4.5 Data analysis

Data collection for the thesis consists of the results gained from the co-creation session in March 2025, and the results from the pilot survey. No personal data was collected from the meetings held for the development tools proposal and creation. No personal data that could lead to security risk will be analyzed in the thesis. Data collected from the co-creation were discussion and dialogue-based notes with no personal information attached to it. The notes that were collected contain the input's gathered from the participants to modify the questions more in-depth. The notes were written during the co-creation session as they reflected directly on the participants reflections when the first version of the online survey was reviewed.

Post co-creation, the development tool (online survey) was refined multiple times together with a designated Startup Refugees team member. The refinement of the survey took place from late March 2025 till the beginning of May 2025. The inputs collected from the co-creation evaluated which type of questions would be easier for the customers to understand and answer. In the co-creation it was found that questions that were linguistically complex or long would easily create limitations for the customers. Participants reflected on various valuable perspectives such as the outcomes of previously implemented surveys and the current survey skill knowledge of the customers at a general level. Co-creation for the development tool enabled to brainstorm collaboratively the type of question that would be valuable for the social innovation service provided by the organization. Creating a survey under these circumstances was not self-evident, as the online survey was developed to promote both parties performance level. The design of the survey was discussed to ensure that the online survey is clear, concise, ethically and culturally appropriate. The most common native language of the customer base is Dari, Arabic, Ukrainian and Russian. The service is provided in such way that mentors are initially assigned clients who speak the same native language. Despite this, the service is mostly always provided in English. This system has been implemented to address customers' needs more holistically. This also supported the drafting in the co-creation as the

participants knew their customer base well. After refining the online survey to the desired version, it was presented for Startup Refugees in a meeting beginning of May. In the meeting permission was given to pilot the new development tool. Preparatory information about the pilot was shared with team members through email, emphasizing that the online survey contains separate notice about the pilot to the respondents with two additional questions. Link to the online survey was sent to the customers by a designated team member.

5 Results

This chapter will discuss the results gained from the development tool, more concisely consisting of the refinements done on the questions based on co-creation session and the results gained from the pilot questions. Both results discuss the steps that were taken to achieve the changes that were identified during the process.

5.1 The results of co-creation

The questions were modified based on the suggestions shared in the co-creation. Some of the questions in the first edit of the survey as shown in table 9 were found limited as many of the respond options were “yes or no” or either “yes, no, or I don’t know”. The input collected from the co-creation suggested that those types of questions create not only limitations for those clients that want to answer more broadly but also limitations to collect relevant information about the actual service. The first edition was to eliminate those questions that were not found valuable or unnecessary. The approach of co-creation continued in the modification phase till beginning of May. The eliminated questions were changed either to similar or more useful questions. After reformulating the questions, the second edit continued on refining the response options. It was highlighted at the co-creation that open-ended questions are usually unsuccessful, as multiple-choice responses are much easier and friendlier for the customers. It was also evaluated that it would be more pleasing to have charts that point out results with percentages rather than just analyzing verbal responses. This was also found to be easier when creating report sheets that can be shared with others in a more profound way. The table 10 shows how the response options were changed as it examines prior co-creation and post co-creation.

RESPONSE OPTIONS (PRIOR CO-CREATION)	RESPONSE OPTIONS (POST CO-CREATION)
<p>Question: Did you feel comfortable discussing with the staff?</p> <p>Response option: Yes or No</p>	<p>Question: To what extent do you agree with the following? <i>"I feel comfortable discussing with the staff"</i></p> <p>Response option: Liner scale 0 (Not at all) - 10 (Very Much)</p>
<p>Question: Do you feel included and able to make a meaningful contribution to society through Startup Refugees?</p> <p>Response option: Yes, No, or I don't know</p>	<p>Question: Do you feel included and able to make a meaningful contribution to society through Startup Refugees?</p> <p>Response options: 1) Yes, I feel like I contribute through work or skill training. 2) Yes, I feel like I could contribute if I had the opportunity. 3) No, I feel like I could do more. 4) I'm not sure.</p>

Table 10: Examples of the response options from the development tool

There was plenty of discussion around implementing open-ended questions. Neuert, Meitinger, Behr and Schonlau (2021) discuss in their research that implementing open-end questions in scientific surveys has decreased due to being found that it outweighs other response options (Neurt et al. 2021). Neurt et al. (2012) argue that open-end questions disadvantages the response quality, as other response options offer more detailed insight information. Although the statement is based on a single literature review, it does not automatically exclude the worth or the overall influence of open-ended questions.

At first two open-ended questions were implemented, post co-creation one open-ended question was left to support the results gained from the Net promoter Scale. Table 11 shows the final question selected and modified for the online survey. The survey contains 6 questions for experience and 7 questions for inclusion and impact. It was critically important to edit and co-create the questions around the selected themes. Reflecting on the agenda by the support of the ToC framework provided ways to analyze if the questions did still examine experience and inclusion. Adding impact was to highlight to the clientele that inclusion and impact are strongly interlinked. And for the organization to analyze both inclusion and impact together, as it directly reflects to their service but also to the contribution of social innovation that their mission and value stands on. Co-creation effectively and efficiently helped on reformulating the outcome of the development tool carried out in this thesis in supporting the social innovation services provided by the organization.

Engagement with Startup Refugees	Inclusion & Impact	NPS	Questions for the pilot
<p>Have you participated in any of the following in the past 12 months?</p> <p>Did you have easy access to find assistance and guidance from Startup Refugees?</p> <p>To what extent do you agree with the following?</p> <p>"I feel comfortable discussing with the staff"</p> <p>Please evaluate your experience with the Match Platform?</p> <p>How would you rate your experience with the following?</p>	<p>What outcomes have you experienced or would like to experience through Startup Refugees?</p> <p>What outcomes have you gained through Startup Refugees?</p> <p>Do you feel included and able to make a meaningful contribution to society through Startup Refugees?</p> <p>To what extent do you agree with the following?</p> <p>Did you experience any of these during the journey of employment, skill development, or entrepreneurship support?</p> <p>Have you learned anything about working in Finland through Startup Refugees?</p> <p>Have you learned anything about working in Finland through Startup Refugees?</p>	<p>NET PROMOTER SCALE (NPS)</p> <p>On scale of 0 to 10, how likely would you recommend Startup Refugees?</p> <p>What reasons affected your chosen score?</p>	<p>How did you find this online survey?</p> <p>Could you see yourself completing this online survey again?</p>

Table 11: Modified questions (post co-creation)

5.2 The pilot of the online survey

A short pilot was hosted for the online survey to ensure practicality by implementing two additional questions. The pilot of the survey was to test out how it will work when it is put into wider user. Thus, it was discussed with the organization that the survey can be changed in the future according to the found needs. Data was collected from the pilot phase to find out if the online survey was found practical, and to measure suitability of the questions response options. Piloting the survey was essential as the development tool was the main objective in the thesis process. Piloting or creating the tool did not require research permits. However, the data management plan has been implemented according to the Master thesis criteria's

provided by Laurea University of Applied Science. The online survey was and will be completely anonymous down the line.

The survey was sent out to random clientele by a designated team member; each mentor has approximately 5-15 active client relationships. During the pilot 2 mentors sent out the survey to their clientele. A total of 9 respondents responded during the piloting phase. The results of the pilot questions were collected from Google form as the online survey has been implemented there. It cannot be ruled out that, if the numbers of respondents had been greater that the results could have influenced the analysis of the pilot in a different way such as the practicality of the survey. In advance it was discussed with the organization that the success of surveys has been difficult previously, in which the staff have implemented various methods to remind about the surveys such as calling and completing the surveys together with the customers and mainly in language support.

How did you find this online survey?

9 responses

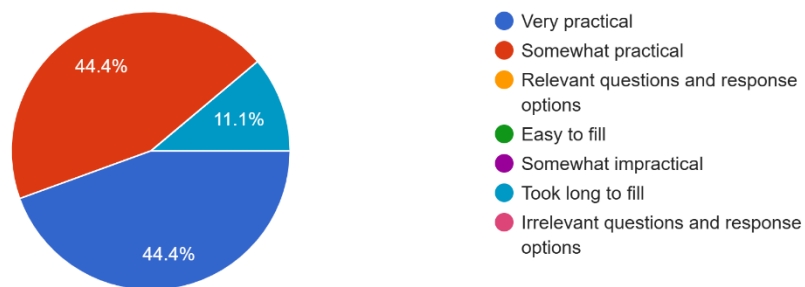


Figure 5: First pilot question

Figure 6 shows the data collected from the first pilot question. Through co-creation new options were implemented as the focus was to gain relevant information about the practicality of the online survey. Customers had the option to choose more than one answer to support their reasonings. Out of the 9 respondents (44,4%) found the online survey practical, other 44,4% found the online survey somewhat practical and the rest of 11.1% found the online survey long to be filled. This does not give in-depth understanding more broadly, as there is a limited number of respondents. In correlation the current responses could support and indicate that perhaps the online survey is found practical.

Could you see yourself completing this online survey again?

9 responses

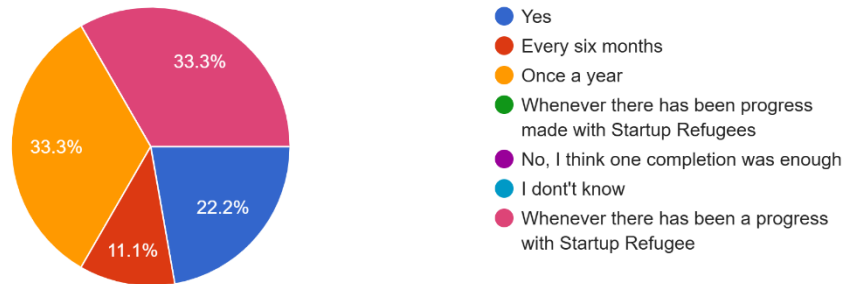


Figure 6 Second pilot question

Figure 7 shows the second pilot question as it was selected to give clarification about how often the tool can be reused. Many of the customers utilize and use different services throughout their journey with Startup Refugees. It was important to implement a question that would provide information about how often the same survey can be used. Having a development tool that is for multipurpose use enables the organization to collect relevant data more often. Out of the 9 respondents, 66,6% would see themselves completing the survey whenever there has been progress, 22,2% would see themselves completing the survey again without any other factors highlighted, and the rest of 11,1% would see themselves completing the survey again every six months. Piloting the survey was relatively important as it provided initial insight or preliminary reviewing of how often the survey can be re-implemented.

6 Discussion

Discussions role in research or thesis projects is to interpret findings, connect and compare existing theories, practices, gaps and beliefs. Discussions aim to answer research questions and provide new directions through recommendations for the future. Being transparent about the limitations shows credibility and do demonstrate critical thinking (Wojcik 2025). Thus, it is critical to provide the most up authentic process of the entity. In this chapter the discussion will analyze the research questions of the thesis. The objective is to present findings but also to critically reflect on strength and limitation.

6.1 Social innovation and migration integration

Social innovation can be recognized as an important part of migration integration in many profound ways. In today's societies innovations and integrations depend on each other due to important components such as the economy, policies and social capital. Migration and

integration are recognized to be a complex challenge that is a pressing issue (European platform of rehabilitation 2016, 1-3). The complexity around the challenge is that there has been a lack of common approaches in modifying multipurpose and multi-effective solutions. Normally in challenges the aim is to provide improving functionalities to minimize or to prevent the growth of a problem. Lack of resources and policies make it difficult to promote approaches that would support solutions that could be put into use equally and globally.

Restriction to implement solutions occur due to man-made disasters, lack of financial resources, political disagreements and unexpected events such as natural disasters, pandemics, and cyber-attacks. Viewing resources and policies separately can cause lack of efficiency when the target is to progressively move forward and with sustainability. Factors mentioned previously depend on each other especially if there is a need to calm the pressure of an existing problem. The interlink between the two has evolved and it will be viewing pressure and demand from the globe as range of issues grow. Should innovation and integration be addressed as a unified category in modern society? There is no direct response to that statement as categorizing is not a good approach in a societal environment. Rather it would be more logical to understand that innovations and integrations require regulation and implementation so that societies could thrive in environments that support on creating sustainable solutions.

Rapid global changes depend on technology and innovations, requiring policymakers to create frameworks and guidelines that support sustainability that are possible to be implemented in different settings such as the environment, economy and civil society. Thought processing in social innovations requires the leading bodies to have the ability to identify all the tools needed as it helps to optimize, monitor and evaluate. Thus, social innovations do gather experts with different backgrounds, experiences, and skills. Utilizing these aspects enables diversity in social innovations, as the common understanding is the need to maximize the full efficiency of the strategy in social innovation and other social interventions.

Authorities and stakeholders have a significant role in being transparent and accountable in learning to understand both elements so the overall process can be described and shared with other important parties such as institutions and organizations. Social innovations and migration integrations are not under the responsibility of one party, as it would create limitation in societal or community approach. To keep the foundation of the elements in action, operations should be divided so that the overall process chain does not lose its credibility or value. Overloading such vase entities drift into a cycle where quality and the benefit of the solutions or developments become stagnant. Social innovations are implemented to contribute to the production of new strategies in developments, new concepts, sustainable solutions, and most importantly for communities and organizations. Although the mentioned concepts have existed before, the aim is to re-use these with new-found purpose and efficiency.

Glaszkova (2018) discusses in her research that when business and power (authority) interact effectively, there being a pathway that leads to stability in societal developments. Glaszkova (2018) also argues that majority of developments are led by the states but do recognize the involvement of business partners participating in the process of creating developments for the civil society (Glaszkova 2018). What we can understand from this research is that funding is an essential part in developments. Stakeholders need to take part in developments as it is critically important to allow interaction to happen in societies by different groups. It's not necessary to create limitations in social environments by, for example, using single methods or tools. Instead emphasizing to utilize different approaches and methods, as societies are in a more profound position to implement. Combining different approaches creates the space to reflect, reshape and develop larger functional entities.

States and governments traditionally have lead populations with the same approaches for centuries but radical changes in time and the range of issues have opened new pathways for the leading bodies to create policies and laws that support action plans. Social innovations have become a method that faces those societal issues that do need multidimensional approaches. Social innovations close those gaps between policies and the population by fostering more tailored innovations not only to address the recognized societal issue but to drive to create sustainable solutions. For example, it is moderately more difficult for migration integration to be guided with outdated policies or system beliefs. Migrant integration does not thrive or become sustainable in environments where there is a lack of improvement in policy regulation and the possibility of implementing new interventions. It is worth considering that migration in general being an old phenom that doesn't require updates or regulatory in policies. Scholten (2011) discuss in his research that old policies do not meet today's needs in migration integration, as the old ways are not identified to be comprehensive enough to analyze the reality that revolves around migration (Scholten 2011, 67-86).

Migration integration requires social innovations that understand the concept of culture, diversity, vulnerability such as disability and mental health challenges. There is a high prevalence of post-traumatic stress disorder and depression among those refugees that have experienced displacement due to wars. (Blackmore et al. 2020). The role of policies in integration is to give opportunity to seek refuge, wherein social innovations can provide practices to handle vulnerability with the aim of stabilizing or improving individuals health and well-being. Policies meet the needs of an individual at times quite restrictively, which is understandable as there is a higher need in meeting more urgent essential components such as refuge, safety, sanitization, food, and shelter. However, unmet needs can create more struggles and stagnancy in resettlement. Social innovations therefore have a crucial role in preventing those limitations that the individual could face when wanting to contribute to society as a migrant. As some of the literature described social innovations can be implemented as an approach to close societal gaps and build bridges that connect individuals and sectors, thus should not be

taken granted as social innovations have to be comprehensive and efficient enough to successfully close societal gaps, address issues and create sustainable developments (Pennington 2023).

Transparency reflects on the on-going crisis that revolves around migration integrations. Migration integration requires action plans like social innovations. Action plans willingly and accordingly implement innovations that empower methods that proceed on facing challenges by distributing solutions that can be monitored and evaluated. Monitoring and evaluation are important phases in social innovations as they reformulate the desired outcome. Implementing monitoring and evaluation ensures if the innovation is heading towards the right pathway. This also refers to testing, tracking and addressing findings and challenges that occur during the social innovation process. Adjusting strategies requires accountability for the innovators to accept that the process also teaches to improve so that the impact is found useful enough to bring stability and sustainability to the addressed issues. It's important to also measure that the targets of social innovations do not consume resources beyond what can be allocated continuously.

Tailoring innovations aims to prevent and slow down the aggravation range of issues. The demands for social innovations have been presented in many ways, as the top-down policies do not serve or reach everyone, especially those that are considered most vulnerable. The United Nations present in their handbook of social innovation for public service excellent that the problems populations face today cannot be solved with only economic growth as the problems around the populations require time and solutions that are impactful enough to maintain longevity (UNDP 2018, 6-7). Economic growth supports economic development but is not always sufficient due to the inequality and lack of inclusion in can present (Duttagupta, Fabrizio, Fureceri & Saxene 2017).

Demand and expectations should be examined differently in this context as expectations set for social innovation can't be seen as objective that can replace governments and the concept of welfare system. Rather there is a bigger impact in supporting for the innovations to provide approaches that enhance and promote collaboration between the population and public actors, for functionality to be seen humanly in the public service. (Steiner, Barraket, Calo, Farmer & Teasdale 2021, 158-159). Enhancing and promoting ensures the practicality of social innovations which are targeted for society.

Migration as a movement test and challenges the resiliency of existing policies, integration plans and the economy. It's important to critically think if the already existing systems such as frameworks or policies only serve certain types of societies. IOM's handbook *Driving Migrant Inclusion through Social Innovations* highlights that plenty of European countries have faced challenges with mixed migration, while still dealing with the economic crisis that has

lingered around since the beginning of 2000's. (IOM 2017). Mixed migration is a term used by the international organization which means movement of certain number of individual traveling together but migrating for different reasons. The challenges that occur with mixed migration are the different reasons to the migration which pushes integration plans beyond its resources. The handbook discusses that social innovation alongside integrations can offer plenty of advantages that create new methods, optimize resources and open opportunities for the populations to establish relationships in societies. (IOM 2017). Plans that support both local and global integration policies such as important funding resources, culture diversity, and social integration makes the integration a multidimensional process. Promoting this will prevent negative outcomes and barriers that could be faced. Article discussing Nordic welfare models highlights that lack of success in integration policies in the Nordic countries could lead to serious consequences. The article identifies that there is stigma around refugees due to prejudice therefore it's crucial for the stakeholders to have knowledge in the field that helps them to act rationally and with effective manners. However, studies highlighted in the article have identified that the obstacles found with refugees must quickly be faced by implementing measures so that integration into society can happen eventually although this rarely happens. (NordForsk 2017).

Action plans like social innovations offer systemic and holistic approaches to fixate those measures in integration that are rarely met, we can thus think more profoundly of integration. Social innovation can take measures in supporting migrants and refugees to gain possibilities in education, employment and social cohesion. The positive impacts gained from the social innovations attract stakeholders and policymakers to support these created developments and models as it directly affects societies and their available resources. The positive impact gained from social innovations can be transformed into systems and policies as the credibility found in the existing monitoring and evaluation will support it.

Social innovation that has succeeded excellently in scaling, enables stable societal pathway for the populations. Pathway that supports social inclusion and equitability will also prevent unnecessary expenses that could occur due to poor policies or implements (The world economic forum 2024). Success found in social innovations contributes to having resiliency as communities are more aware and equipped. As many components are interconnected, many of those components reinforce each other. Policies can't be implemented nor tested without targets, and even when lack of effectiveness or weakness are identified in systems, without the integration of action plans like social innovation there will be no space to improve or learn from past mistakes.

6.2 Social Factors and integration

Social factors influence and guide the integration of migrants profoundly. Social factors enable opportunities to contribute to society. How well social factors are recognized and treated in integration plans determine the pattern and success of the migration. For example, language is described as an excellent phenomenon as a social factor. It is an important tool in social settings (Karve 1967, 1-2). The ability to language skills enables the possibilities for education and employment for an individual in their new host communities. Social innovations centralized for migrants and refugees recognize the importance of social factors as the development target is to promote the support of having the ability to participate and to contribute into society (Campomori et al. 2023, 160-162). Social factors can be economic, culture, values or even policies. For example, the impact of social inclusion and exclusion can be measured based on how these factors have been used or implemented in innovations or policies. Lack of culture knowledge or diversity in societies can create stigma or beliefs that can lead to social exclusion. Opportunities gained from the influence of social factors establish pathways to achieve social inclusion.

Social factors are both interlinked to social innovation and integration, as they represent many critical components that should be considered carefully. Lack of important social factors such as social networking or equity to develop creates barriers for the integration to serve the migrants comprehensively. Social innovations like Startup Refugees in Finland have implemented innovation that do not only help migrants and refugees to seek job opportunities in the Finnish job market but have given the opportunity for the customers to improve their skills and gain access to network with others. These types of innovations create developments and opportunities simultaneously both for society and for the individual, both seeing progress can be recognized as a social movement. Do existing strong systems and institutions affect how successful social innovation can be is something that should be assessed critically. Countries with welfare systems and stable socioeconomic statuses have already invested into their infrastructure and institutions making the target and the focus of social innovation different to what it would be in a developing country where needs do differ. Nevertheless, this does not exclude the possibility that similar social factors could not be exploited to improve identified societal issues more commonly. The targets set in social innovations enhance and reinforce many other important components such as social mobility with a positive impact.

6.3 Co-creation in social innovations

Co-creation has become an important tool in innovation settings as it provides methods to work more collaboratively during the process. Co-creation alone is not equivalent to social innovation as they do differ although there is similarity in approaches. Co-creation is based on participation, collaborating and creating together as the target is to redirect the process to

make it more valuable. Co-creation is seen as the bridge that brings the stakeholders and innovators together to discuss how the innovation process can be promoted more effectively (Sarasvuo, Rindell & Kovalchuk 2021). Social innovation on the other hand focusses on addressing and bettering existing difficulties with sustainable solutions for society.

Co-creation cannot be taken lightly or for granted as it requires preparation regardless of how it is implemented as it can be carried out in different ways. Preparation enables us to plan the agenda set for the co-creation session so that most can be gained out of the approach. The agenda set for the co-creation provides content to be interpreted such as assessing the current operation and evaluating potential needs that it would still require. As co-creation can be carried out in different ways, the key things to implement to the sessions require good knowledge and understanding of the overall process. This often requires participants that are in an expert role. Successful co-creation can drive innovations to overcome the barriers that are experienced from resources or financial crisis with the aim to sustain the innovation. (Laker 2022). Co-creation reshapes and improves social innovations in many advanced ways, as it is a comprehensive approach to inclusively create together. Participants selected for the co-creation sessions have a chance of impacting one another with valuable inputs that improves services, products, or design processes. Open dialogue and group discussions carried out in co-creation enable the participants to examine if the inputs or suggestions do align for example with the stakeholders and the innovators or if the inputs do align with the set outcome, solution or current context. Van Dam, Visser and Bakker (2020) discuss in their research that the impact gained of having participants sharing similarities in their thoughts (inputs) does provide the essence of moving together as a collective (Van Dam et al. 2022, 35-43).

Social innovations carried out unified are more likely to experience more opportunities in re-directing than social innovations that experience lack of diversity and cooperative approaches. An important and noticeable factor in co-creation settings during a social innovation process is the chance of creating access or engaging with the target population. Drackowska, Gichosz, Klimas and Pilewicz (2024) discuss in their research that co-creation or co-innovating being more than just discovering areas to improve but also enabling the opportunity of systematically learning from the participants or target population by implementing their knowledge to the practices (Drackowska et al. 2024, 322).

Co-creation does vary depending on the concept as some innovations implement it, to refine customer-centered approaches or simply to modify new tools for their services. As social innovations focus on addressing a found societal issue and do develop new solutions around it, implementing co-creation enables and ensures that the collaboration with the experts can be one that focuses on those solutions more effectively with the aim of implementing the best practices found into the social innovation process. It is critical to identify in social innovations

those relevant approaches and methods not only to carry out the operation but also to reach the set outcomes comprehensively and systematically. Organizations that independently choose to evaluate and test out their own products or services by advanced tools aim to maintain transability with the understanding that there is also space to improve. Change does not necessarily reflect in failing, rather it shows accountability that emphasizes the willingness to carry out the whole process with its available resources, tools and capacity. Deiglmeier and Greco (2018) discuss in their article about the reasons that have led to failing in scaling up in social innovations. The article highlights that stagnancy formulates due to lack of resources as there is a gap in transability between the stakeholders and the innovators. Innovators firsthand deal with found challenges, facing risks unilaterally creates challenges in informing which directly reflects on the innovation process. (Deiglmeier & Greo 2018).

Co-creations in social innovations do reshape and eliminate methods or practices that do not support the context. The co-creation session held for Startup Refugees proved that without the approach of co-creation, the development tool would not have been formulated as effectively as it was. As an approach it promotes and supports discussion loops that create space for open communication that leads to realignment, learning and adapting. Different perspectives gained through co-creation foster diversity and creativity in solutions, ones that could be provided for social innovations. The quantity of participants in co-creations does not necessarily define success, rather it could be that the quality of the co-creation session makes the outcome more impactful. Impactful solutions in social innovations attract stakeholders and communities which eventually could lead to the opportunity of maintaining sustainability and scaling up.

In summary, co-creation in social innovation can be seen as a multidimensional approach to engage, co-operate and create methods and solutions that enhance the overall process to be to be more effective. Co-creation allows participants to critically analyze and share their inputs more broadly not only to each other but to others whom the innovation may concern such as communities, funders or policymakers. Solutions created in social innovation are not created for single use as the outcomes are usually desired to be versatile, sustainable and impactful. To maintain these aspects there must be approaches like co-creation that can help organizations to critically analyze how the innovation operation can be kept effective.

6.4 Strength and limitation

The development part of the study was created for one organization which provided learning experience during the thesis project but also the opportunity to develop a tool that was already under consideration. The development tool was created based on co-creation and literature that explores social innovations, integration, migration and survey developments.

To learn and understand the service and customers of Starup refugees better, the organization provided up to date reports and company specific research for the background. One of the strengths also turned out to be the cooperation with the organization as there were expectations as to what the development tool should contain. Strength was also found during the co-creation session where the survey was reviewed and modified, as the team members collaboratively participated in sharing about their roles and experiences. The co-creation enabled significant changes to take place. Limitation occurred in the theoretical background as there were not that many current or relevant studies nor articles that examined or explored the relationship between social innovations and integration policies. The selected handbooks and guidelines were primarily suggestions for the policymakers. Limitation was also met in the research gap between the impact success ratio found through social innovation in integration plans. This did not create limitations to combine different literature or to answer the research questions set for the thesis. The collected literature in the background did contribute to the reflection of the thesis topic. The pilot survey got a total of 9 responds. The set minimum limit for pilot participation was 5-10 customers, as the focus was to ensure the practicality of the survey with real clientele.

6.5 Ethical considerations

Reflecting on ethical consideration is important in thesis projects as it concisely explains those aspects that required ethical considerations. The literature in the background was ethically collected to this thesis, literature that did not support the thesis subject was excluded. Valid and reliable references were implemented to support theoretical proposition linked to social innovations role in integration. After the first contact with the organization, the need for a research permit was investigated. In conclusion the organization did not require a research permit for the study as the focus was to create the survey as a development that can be done anonymously. The Finnish national board on research integrity TENK suggests that to establish trust, human dignity and the rights of the participants in research must be respect first (TENK 2019, 50-59). Although the online survey is anonymous, the clientele have been separately informed about its purpose. No personal data has been collected from the meetings, the co-creation session and the pilot. For a thesis project it would have been ethically incorrect to assume that since no personal data will be collected there is no need to find out whether there is a need for a research permit. Questions for the online survey were selected so that ethical perspective was also considered. Language and culture sensitivity were ethically considered to ensure that the content of the survey does not raise misunderstanding. The notes collected from the meetings and co-creation session has been deleted after transferring the development tools ownership, as there is no reason to keep or store them for future purposes. No ownership of the survey will be kept post-thesis, as the ownership and editing rights have been transferred to the organization. It was ethically correct to discuss this matter with the organization during the co-creation session. It is important to critically assess

the role of ethics in development research, especially when the service serves communities or groups of people. The topics discussed in the thesis can be recognized as sensitive therefore it was important to describe and discuss in careful manner throughout the process.

6.6 Recommendations

Social innovations enable profound ways to continuously address globally identified complex issues. In multifaceted problems, social innovations aim not only to recognize the challenges but the gaps which arise around them. As the range of issues such as poverty, inequality, and climate change are still on the rise, there is an urgent need for action plans like social innovation that provide comprehensive approaches that are reachable globally. Social innovations should be treated with care and value as the innovation engages governments, non-governmental organizations, stakeholders and most importantly communities. Social innovation closes the gaps that the top-down policies have created, as it pushes to establish pathways on supporting for communities to practice and implement community led innovations. This allows for interactions to create the opportunity to enable sustainable solutions. Community led innovations in social innovation setting emphasizes for scaling as the success gained out from the innovation will be attracted by others such as the policymakers and stakeholders.

Social innovation utilizes important components such inclusion, developments, technology, data and co-creating. Implementing these does not only calm challenges but supports financial sustainability. Embarking financial sustainability requires implementing social innovations that support employment, especially to those that are marginalized such as migrants and vulnerable population, thus it would be important to encourage for stakeholders to participate to support.

Understanding the challenges of social innovations such as lack of leadership and funding should support the idea of still gaining knowledge about the challenges and their communities. Lack of good leadership in social innovation settings reduces the faith in its functionality, thus it is critically important to support and implement social innovations with good structure and strategy, as many of the methods and approaches implemented in the innovation process are described in the literature as low-cost compared to other innovation types.

As a recommendation to the readers and those interested in the topic, push to address the found issues in ways that the root causes have been understood in a comprehensive manner. Create solutions with the community in ways that allows for the innovation process to be tracked and tested. Tracking and testing more often, including the creation of workshops, co-creation sessions, monitoring and evaluating will enable valuable interaction to happen around the innovation. Interaction in social innovations provides to gain information's that could positively impact the process. Ethical considerations in the innovation settings are crucial. Protecting the identity of marginalized people allows them to contribute to participate

in other areas of social innovations such as completing surveys and other activities implemented to collect valuable data about the impact of the innovation.

As a growing phenom, co-creation has supported many organizations to utilize the process developments and collaboration with important partners. Combining both in a co-creation setting fosters the opportunity to adapt to new potential inputs, as the approach ensures that the innovation is still heading to its desired path. Co-creations are designed to review if all the necessary steps have been implemented by mapping the process for the participants to evaluate. Sharing the current process shows what has been experienced and what is needed to change for the innovation to become more effective. As co-creations are based on discussion loops, it is crucially important to create the sessions in a welcoming environment so that the participants can draft, share and learn from others. Having a welcoming and friendly environment supports for inclusion to activate, lack of inclusion will create limitation in the quality of the co-creation as the participants will not address issues profoundly or share valuable inputs that could deepen the wanted impact and experiences.

As a recommendation to the reader, planning the co-creation creatively by implementing different stages keeps the audience interested. Ask questions that led to discussion, as it is the most promoting and significant approach in co-creations.

7 Conclusion

Through social innovations, societies are increasingly learning more about issues addressed by creating suitable and sustainable solutions. Social innovation teaches innovators to understand the challenges in ways that enable them to create not only alternatives but also to prevent solutions that fall short in time. Emphasizing sustainability pushes social innovation to be implemented and tests if the created solutions or new concepts aim and support longevity. Social innovation does not only impact larger entities, but also the smaller components that are crucially important to be identify as well. Social innovation drives for inclusion, opportunity, access, possibilities, and stability in societies. Society that can address societal challenges can also co-create. Co-creations strengthen transparency and accountability, as the core value is to support approaches that allow groups to identify over-looked points. Policies and integrations need the support of social innovation and approaches such as co-creation so that the services can be used more effectively. Social innovation and co-creation approaches need the support of important stakeholders. It is relevantly important to understand how impact and efficiency can be achieved when tackling serious issues so that the globe can move forward as a collective.

“If the political will is there, we can solve anything”- President Ahtisaari

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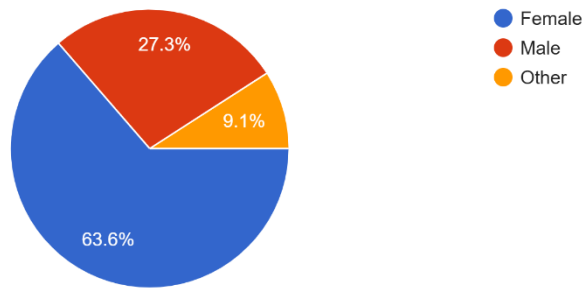
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Appendices

Appendix 1: Development tool - Online Survey questions created for Startup Refugees

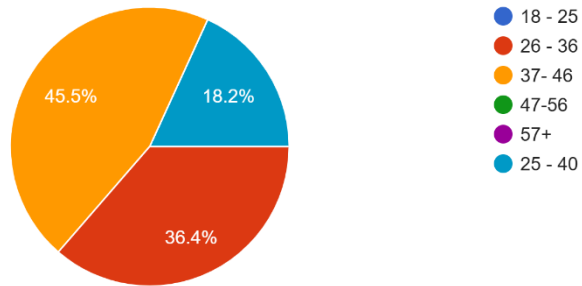
Gender

11 responses



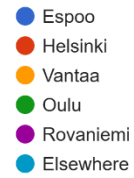
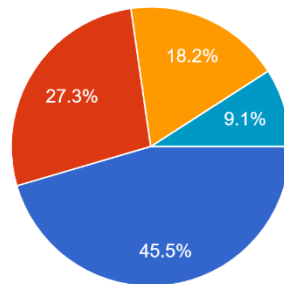
Age

11 responses



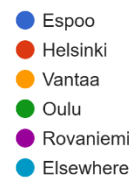
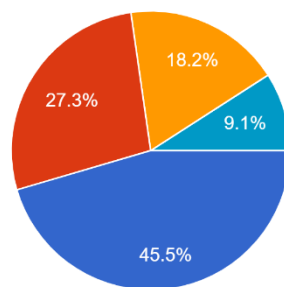
City of Residence

11 responses



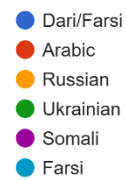
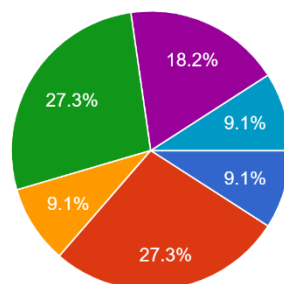
City of Residence

11 responses



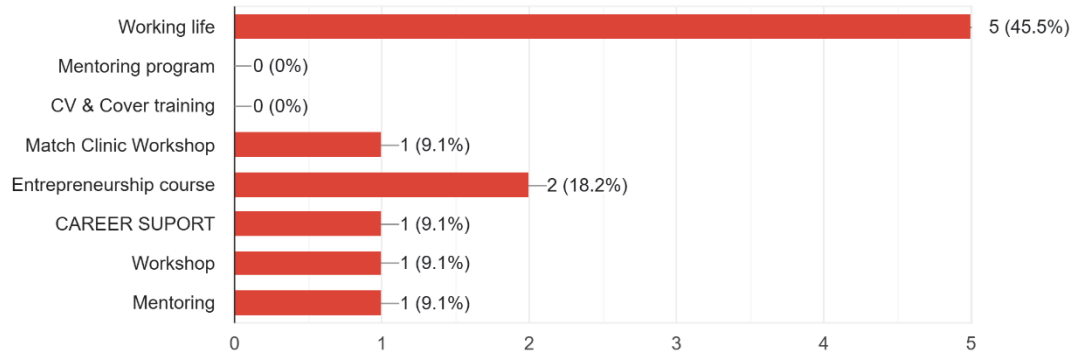
Native language

11 responses



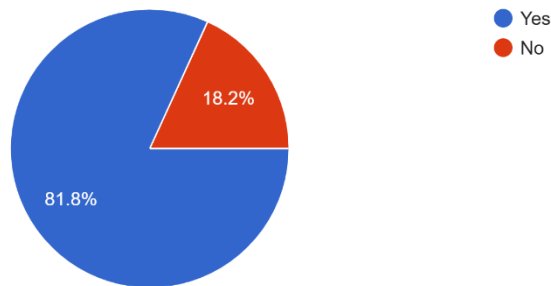
Have you participated in any of the following in the past 12 months?

11 responses



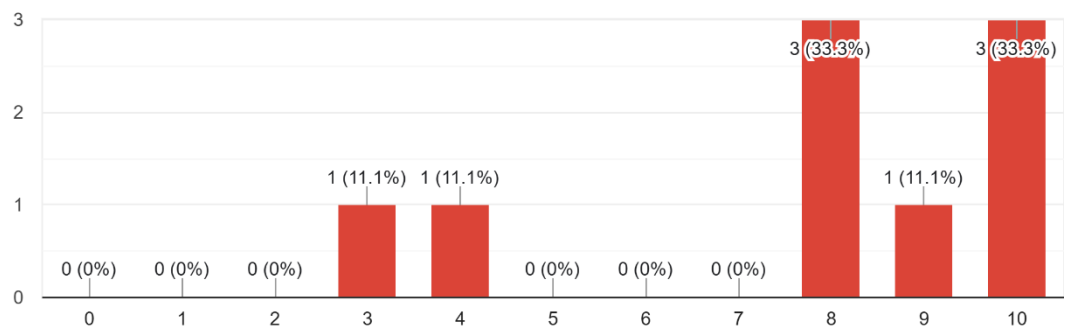
Did you have easy access to find assistance and guidance from Startup Refugees?

11 responses

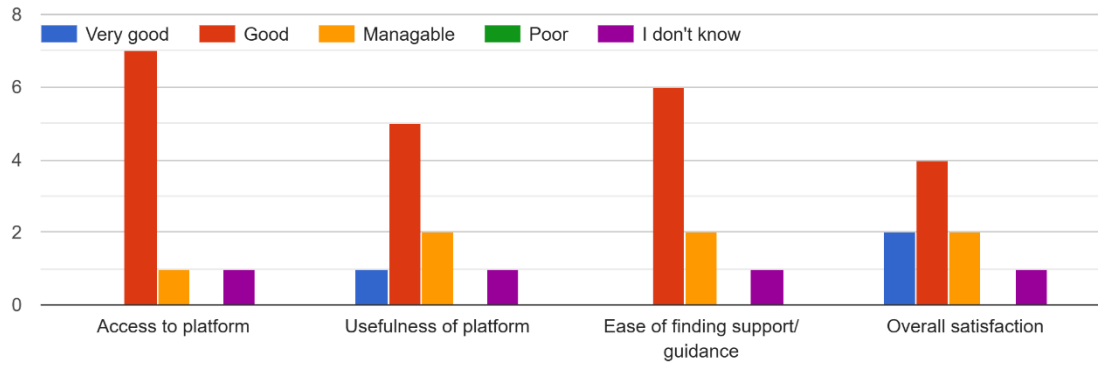


To what extent do you agree with the following? "I feel comfortable discussing with the staff"

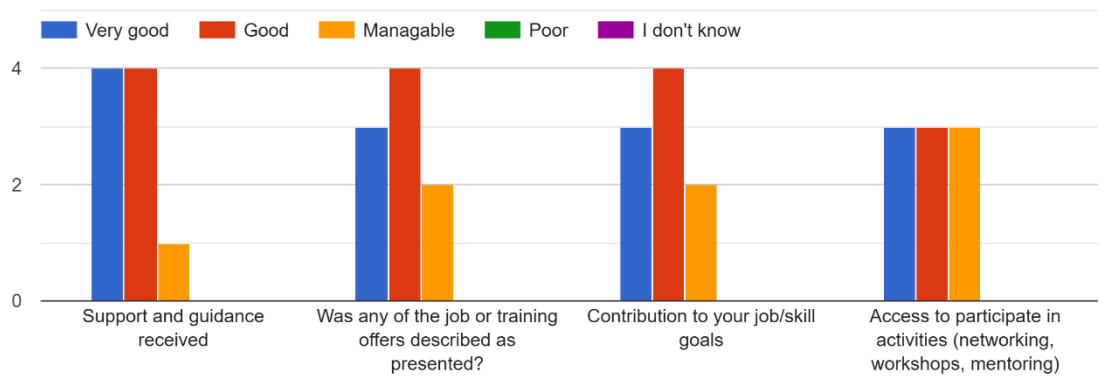
9 responses



Please evaluate your experience with the Match Platform?

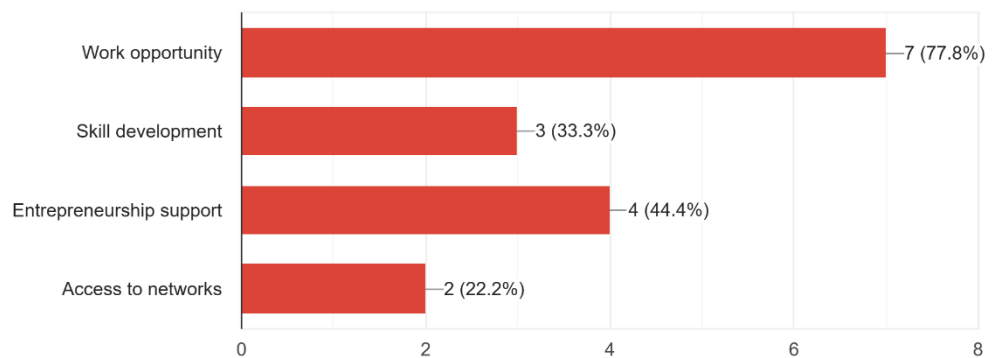


How would you rate your experience with the following?



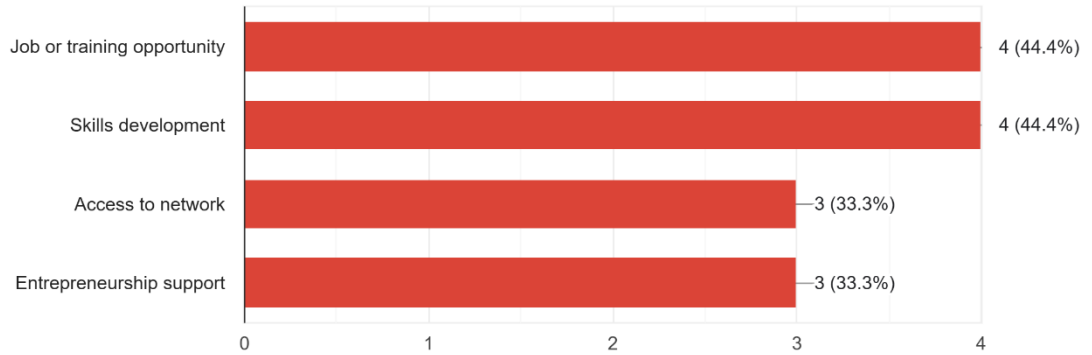
What outcomes have you experienced or would like to experience through Startup Refugees?

9 responses



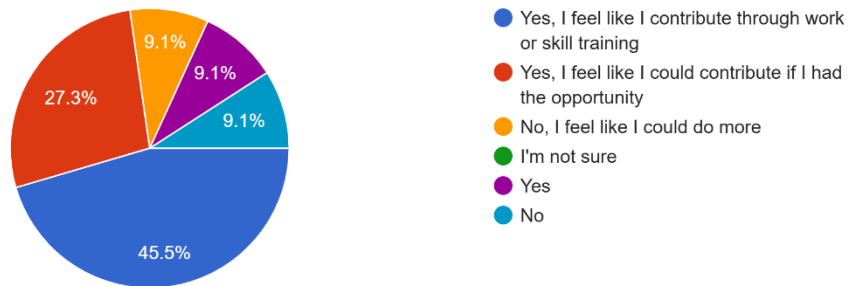
What outcomes have you gained through Startup Refugees?

9 responses

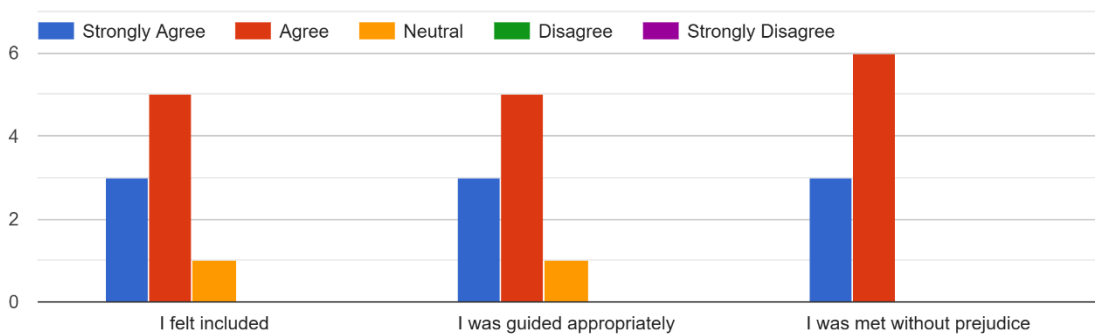


Do you feel included and able to make a meaningful contribution to society through Startup Refugees?

11 responses

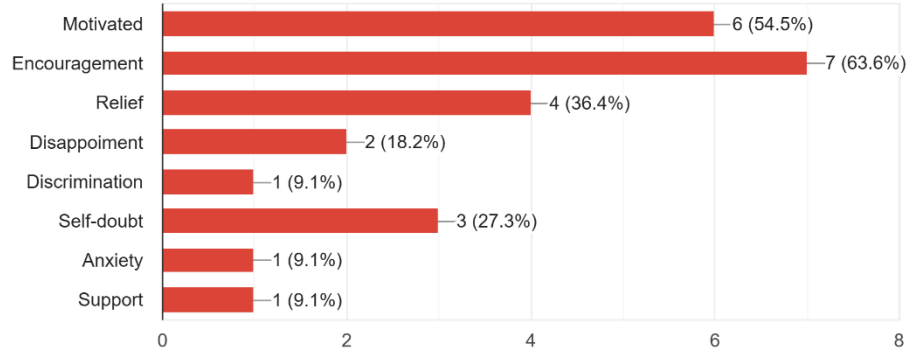


To what extent do you agree with the following?



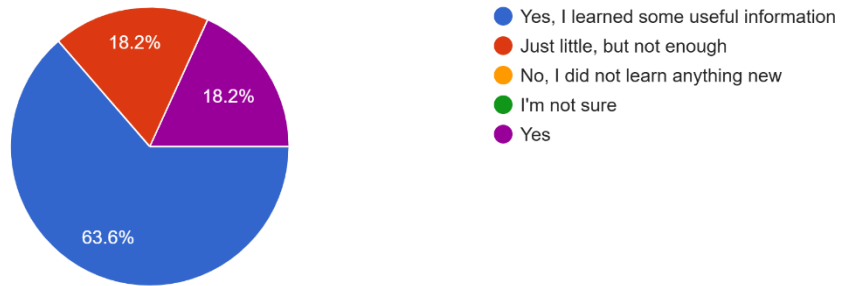
Did you experience any of these during the journey of employment, skill development, or entrepreneurship support?

11 responses



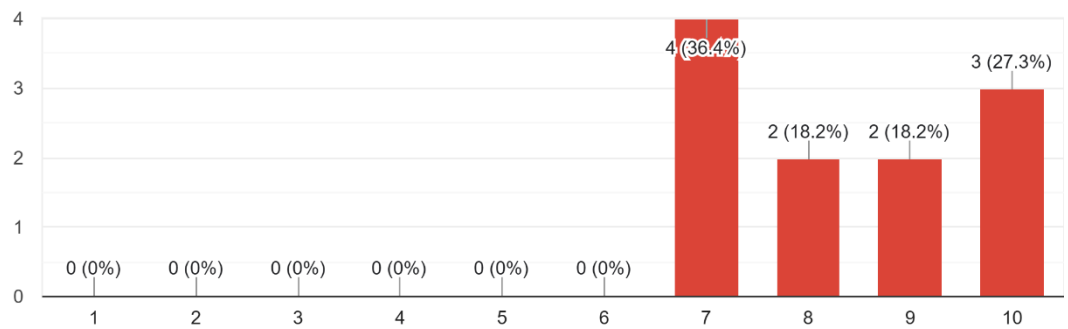
Have you learned anything about working in Finland through Startup Refugee?

11 responses



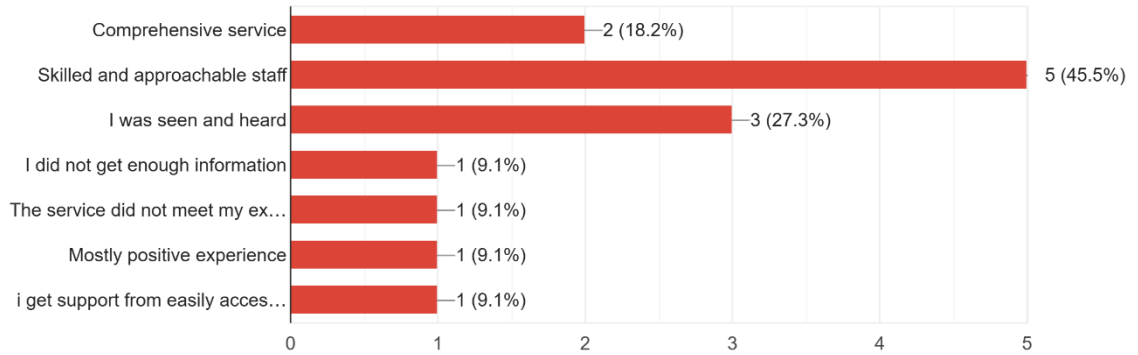
NET PROMOTER SCALE (NPS) On scale of 0 to 10, how likely would you recommend Startup Refugees?

11 responses



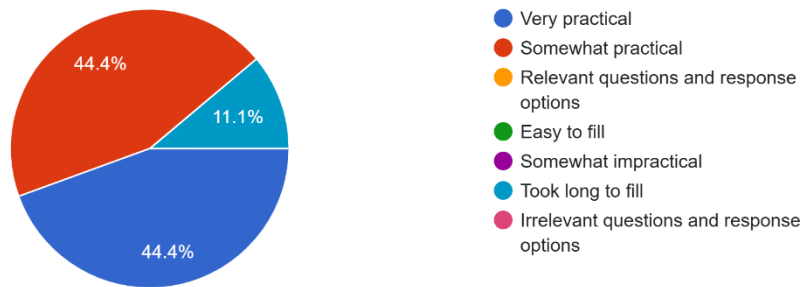
What reasons affected your chosen score? (NPS)

11 responses



How did you find this online survey?

9 responses



Appendix 2: Data Management Plan

DATA MANAGEMENT PLAN

Planner(s): Hoda Mahamud

Thesis title: The role of social innovation in integration: Development tool for Startup Refugees

Thesis commissioner: Startup Refugees

Plan preparation date: 11.5.2025

1. General description of the data

1.1. Description of the data: Data and materials to be collected or that already exist and their properties

This thesis work has taken part in creating development tool (online survey) for Startup Refugees. Collected data from the meetings have open notes that the survey was draft with. No personal information has been collected during the meetings such as the participants names. Access to the survey was given to one designated team member during the modification stage. Personal data that could threaten security has not been implemented when access rights to the survey were given to the organization. A pilot was held for the survey and was implemented during the process. The collected data was completely anonymous; no personal data was collected from the pilot phase. The emails exchanged during the thesis process will be automatically deleted from the system after graduation.

1.2. Ensuring the quality of the data

*There is no data collected that could change inadvertently during the process. The survey went through modification few times, which of the last edit remains as the final product. Access rights of the development tool were given to the organization post-pilot. The surveys ownership was transferred in google forms. No separate agreements were made in the exchange rights of the survey as it was part of the plan to hand over the final product post the-
sis.*

2. Ethical principles, legislation and the processing of personal data

2.1. Personal data and data protection considerations

Describe how you intend to process personal data by answering the following questions:

Does your data contain direct or indirect personal data: *No*

Does your data contain sensitive personal data: *No*

If your data contains sensitive personal data, you may be required to prepare a Data Protection Impact Assessment (DPIA). Is this necessary? Describe how you will conduct your impact assessment.

2.2. Main responsibility for the processing of personal data, i.e. controllership

If the thesis material contains personal data, you must specify a controller. Describe here who is the controller of the thesis material and on what grounds.

Are you creating your thesis alone? If yes, you are the controller, i.e. the principal person, or you may be subject to a joint controllership together with your higher education institution. Consult your higher education institution to determine the controller of the data.

Are you creating your thesis alone? If yes, you are the controller, i.e. the principal person, or you may be subject to a joint controllership together with your higher education institution. Consult your higher education institution to determine the controller of the data.

The thesis and the survey were owned by me during the process. The development tool was handed over to Startup Refugees to carry out the implementation. The development tool does not contain any personal data that could be threaten.

2.3. Privacy policies and statements

Describe here what data protection-related documents and operating methods are needed in your thesis and how you will implement them. Check your institution's instructions and describe here how you will act. If your research requires a privacy policy/statement, consent form and/or research bulletin, append them to the data management plan.

If the thesis does not involve the collection of data or materials containing personal data, this section does not apply to your work.

Please note, however, that you will often be required to separately ask your participants for their consent to participate in the research.

2.4. Research designs in theses requiring ethical review

Is an ethical review needed? *No* (yes/no, justification and implementation).

The format of the questions were ethically reviewed before adding them to the survey with the organization through a co-creation session. Culture and language were ethically reviewed during the modification phase. Chapter 6.5 discusses the ethical consideration process more concisely.

2.5. May How will you manage the rights to the data and materials you use, produce and share?

Describe here how you will agree on the rights of the research data and materials collected, produced and (re)used in the thesis. Describe the rights-related transfer procedures that apply to your data.

Transferring the survey right was agreed during the proposal stage of the development tool. Since no personal data was collected and the data collected from the survey will remain completely anonymous there has not been a need to create a separate agreement on transferring full access to the survey. The only data that has been examined in the survey is the pilot phase of the survey with additional questions that reflect on the experiences in which was done completely anonymously.

3. Data documentation

3.1. Data documentation

The questions created for the survey were saved on a word document, no personal data is attached on the word sheet. The questions were automatically edited in google forms platform.

3.2. Data order and integrity

No data has been preserved after the finalization of the product (survey) as the survey access rights are given to the organization.

4. Recording and information security during the thesis process

The drafted questions have been the only data stored during the thesis process. The data was written on a word sheet and saved in protected application (cloud). Third party access is no longer available in the Microsoft applications without a code confirmation. This prevented any risks, as the application easily informs abnormality in the account.

5. After completion of your thesis: destroying, preserving, or finding further use for and opening data

Describe how you will process your data and materials after you have completed your thesis. Explain whether you intend to destroy, preserve or share the data for possible further use and how you will implement it. Please note that sections 5.1, 5.2 and 5.3 of the instructions are primarily optional.

6. Duties and responsibilities

Briefly describe how the duties and responsibilities described in the previous answers have been divided: e.g. storage, backup, sharing data, storage/destruction after the work has been completed. Remember that sufficient time must be reserved for processing the data.

If you are creating the thesis for a commissioner, remember to also describe their possible role.

Storage: Thesis Author (during the process)

Backup: Thesis Author (during the process)

Sharing data: Thesis Author (during the process)

Storage/ Destruction: Thesis Author (post-process)

The survey has been transferred to the organization as they'll continue using it. How duties and responsibilities will be divided is up to the organization to decide.