

## SOCIAL ENTREPRENEURSHIP IN THE SCANDINAVIAN WELFARE STATE: CHALLENGES AND POSSIBILITIES

*A welfare state is a system that distributes key social goods, is paid for by public funds and organized by public officials. There are several different models that exist in the world today, but the implementation, the range and the performance are diverse. The Scandinavian welfare model rests upon three pillars: collaboration between employers and employees, to secure the citizens financial basis and the development of labour. During periods of time there has been changes in government and the society at large that has created new conditions for how public sector can function and be managed. The modern welfare state is facing challenges that demand different and creative solutions than previously performed.*

*A social entrepreneur is a creative leader who raises capital in order to spread new combinations of land and labour in a social system. It is the entrepreneur's effort that is essential for the success or lack of it and the government cannot control the outcome of an innovation process prompted by an entrepreneur in an open market.*

*The welfare state is a static system that follows political rules and regulations, and change is something that takes time. Private initiatives that are working well are a more efficient use of resources for the government than developing new internal projects. Often a social entrepreneur has a direct experience with the problem they want to solve and know where the biggest challenges are. Social entrepreneurship is a diverse and still a young field in Scandinavia. Social entrepreneurship need time to grow and showcase great examples.*

**Keywords:** *Welfare state, Scandinavia, entrepreneurship, social entrepreneurship, challenges, possibilities, government, collaboration, economic, politic, development, change, 2015, welfare model.*

### Introduction

In modern times the Scandinavian welfare state is not able to provide the kind of social services the population need due to political regulations and laws. There is an increasing frustration towards the welfare system both internal and external. However, a different model of solving social challenges in the society is emerging, social entrepreneurship. Social entrepreneurship is to lead social change by combining land and labour and the result is social value for the population and for the society at large. Social entrepreneurship is a creative activity performed by an individual on his/her own initiative and cannot be regulated like governmental agencies.

Scandinavian countries have developed a welfare system over the last 100 years. It is one of several models that exist in the world today and was inspired by the British welfare model. The Scandinavian welfare state is facing serious challenges it has difficulties with resolving. The challenges are related to legitimacy, governability, economic efficiency and scope of activity. The political and financial climate has changed considerably since 1891 and the welfare state is not able to adapt to these changes in an adequate way.

Scandinavia consists of social democratic countries where the government is strong and are trusted by the populations. In the World Happiness Report<sup>1</sup> published by United Nations Sustainable Development Solutions Network each year, the Scandinavian countries rank between the five happiest populations in the world. The reports describe causes of happiness, policy implications and human development. At the same time

Scandinavian countries rank low on innovation, except Sweden.<sup>2</sup> Entrepreneurship and social entrepreneurship are facing difficulties due to market situations that are similar to monopoly, or systems that prevent companies to compete on equal terms or state owned companies that are difficult to compete with. Even though the government have stated that innovation and entrepreneurship is important and a prioritized field, there is a distance between visions and actions in governmental departments.

In countries where there is a welfare system, social entrepreneurs must relate to the system one way or the other. That is because the people social entrepreneurs seek to create changes for are users who are dependent on welfare benefits: services and/or payments. To understand the history and development of the Scandinavian welfare state is also important to understand what has changed since then and what are the possibilities. Modern trends and changes are interesting to look into in order to give explanations on where the biggest challenges and possibilities are. Other countries can learn from this work when starting to work with social entrepreneurship so that the government open up for private initiatives in the social system.

The layout of this article is firstly a research about the raise of the welfare state and secondly about social entrepreneurship in a welfare state. There is a description of trends, status quo and present challenges and possibilities in the welfare state.

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<sup>1</sup> World Happiness Report 2013, published 01.02.14  
[http://unsdsn.org/wp-content/uploads/2014/02/WorldHappinessReport2013\\_online.pdf](http://unsdsn.org/wp-content/uploads/2014/02/WorldHappinessReport2013_online.pdf)

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<sup>2</sup> Global Innovation Index, published 13.08.14:  
<https://www.globalinnovationindex.org/content.aspx?page=data-analysis>

### **What is a welfare state?**

Many studies<sup>3</sup> claim to explain the welfare state. As early as 1951 Titmuss explained what welfare state was and many others have followed. Social scientists<sup>4</sup> have quickly accepted self-proclaimed welfare state from nations based upon implementations of social programs. Many scientist focuses on the spending of money, but that does not necessarily show

Lysestøl (2002) stated that there are two conditions that must be present for a state to be a welfare state. First, financial politics must be managed in such a way that economic fluctuations are avoided. Second, social politics that secure appropriate living conditions for the population.

“A welfare state is a state in which organized power is deliberately used (through politics and administration) in an effort to modify the play of the market forces in at least three directions - first, by guaranteeing individuals and families a minimum income... - second, by narrowing the extent of insecurity by enabling individuals and families to meet certain “social contingencies”... And - third, by ensuring that all citizens without distinction of status or class are offered the best standards available of social services.”(Briggs, 1961). With other words, a welfare state is a system that distributes key social goods, is paid for by public funds and organized by public officials. This explanation shows the relation between funding, rights and social services. Which part of the population that benefits can vary between models, countries and change with time? It's not my ambition to find the right definition, but to point to a shared policy that welfare states have generally in common. There are several different welfare models<sup>5</sup> that exist in the world today. The different models originate from the same terms, but the implementation, the range and the performance are diverse. Since the state is managed after political strategy, a welfare model must adapt to the national politics. A welfare state is arranged after a hierarchy with three levels: politicians, a central administration and civil servants. The implementations of the service provided have to follow certain rules and regulations. The welfare state is financed by taxes of individuals.

### **The Scandinavian welfare model**

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<sup>3</sup> Briggs (1961), Cuthright (1965), Wilensky (1974), Hewitt (1977), Quadagno (1987), Iversen (2001), Katz (2002) are just a few examples.

<sup>4</sup> Day (1978), Myles (1984a), Blank (1997), Korpi, Palme (1998), Scruggs, Allan (2004),

<sup>5</sup> Titmuss (1974) was one of the first who made a distinction between three ideal types of welfare state: the ‘marginal’ (typical for Anglo-Saxon countries), the ‘industrial achievement’ (typical for Central European countries) and the ‘institutional’ (typical for the UK and Scandinavia). In recent years countries have developed their own model like Japan, Canada and EU. Countries in Latin America and Asia are in the process on developing their own models.

The Scandinavian welfare had its early beginnings in Denmark with old age pension law, and Sweden with sickness insurance law, in 1891. The Scandinavian welfare model with universal rights for all was created after World War II. After the war, the socialist movement in Scandinavia gained support from the public in Sweden, Denmark and Norway. The movement demanded equal rights and the state had a responsibility as a provider of social goods. The goal was to prevent economic fluctuations and provide appropriate living conditions for all. “The welfare state in not only funded on social politics, but also on economic politics.”<sup>6</sup>(Lysestøl, 2001). Several scientists<sup>7</sup> call the Scandinavian model for the Universal model because its terms are that there should be equal rights for all, and not rights based on income or class.

The Scandinavian welfare model rests upon three pillars. The oldest is the collaboration between employers and employees. The second pillar is financial and the goal is to secure the citizens financial basis through services the state provides for the population like social, health, rehabilitation and childcare. A third and newer pillar is the development of labour: effective production methods and inclusive working life among others.

During periods of time there has been changes in government and the society at large that has created new conditions for how public sector can function and be managed. There have been three different waves of challenges for the Scandinavian model: The Socialist<sup>8</sup>, the Green<sup>9</sup> and the Liberal<sup>10</sup> wave. The two biggest influences were the socialist values of equality, influence and democracy, and the liberal concept called New Public Management<sup>11</sup>. “There is an overall development in designing the programs for improving the welfare state, that makes the term neoliberal a more qualified term for the Scandinavian Model.”<sup>12</sup>(Hermansen, 2004).

### **The rise of the Scandinavian welfare state**

“During the 19th century, Scandinavian sectoral development was conditioned by two important background factors; the great agricultural transformation and the expansion of world economy. The prosperous British markets were opened to

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<sup>6</sup> Translated by the author.

<sup>7</sup> Sainsbury (1991), Rankin (1991), Rothstein (1998), Bergh (2004).

<sup>8</sup> The socialist wave came in the end of 1960s and lasted until late 1970s.

<sup>9</sup> The green wave started in the beginning of 1970s and lost its grounds during 1980s, but from 2005 it has raised again.

<sup>10</sup> The liberal wave was introduced in 1980s and continued to the end of 1990s.

<sup>11</sup> New Public Management focus on public service production functions and operational issues contrasted with the focus on public accountability, ‘model employer’ public service values, ‘due process,’ and what happens inside public organizations in conventional public administration. (Hood, 1991).

<sup>12</sup> Translated by the author.

Scandinavian food, ships and timber.” (Alestalo, Kuhle, 1987). The great agricultural transformation happened part because of the many tenant farmers became landowners, and part because of the development of mining, fishery and timber industry. The Scandinavian peasantry evolved into market-oriented farmers who gave strength to the social democratic parties. But from the late 19th century and beginning of the 20th century, a social and economic break between the urban elite and rural farmers and industrial workers prompted a parliamentary reform. It was in this environment employer, labourers and the government agreed on cooperation that led to the success of creating a welfare state in the 1930s. One very important factor in this shift was that the former big landowners and urban elite welcomed the change. “In contrasts to states such as USA and the UK the political debate is more adversarial and there is more open conflict, the Nordic countries have been described as consensual democracies where the political system has a high degree of legitimacy and support, where social diversions have been relatively mild, and where political deliberations aim to neutralize conflict and achieve compromise.”(Hilson, 2008)

The Scandinavian countries developed their welfare states gradually, and began with small and means tested programs for limited groups in the society. The early beginning of the Scandinavian welfare state the first laws<sup>13</sup> were limited in terms of coverage and prescribed income means-tested. It was only after the WWII that the schemes were truly universal. It was during the socialist wave in 1950s and 1960s that the Scandinavian welfare model was shaped.

The welfare state have had an important function through the 20th century with fantastic growth, structural change in the government, increased living conditions and equal labour opportunities for the population.

#### **The financial climate in the 20th Century**

A financial benefit from the agricultural transformation and the expansion of world economy led to a fast-growing economy in the 20th Century. During and after WWI the possibilities for export of goods from Scandinavia to the Continental markets were reduced. One big setback at that time was the financial crisis in USA in 1929, which had a huge impact on all the European countries. Banks went bankrupt, companies had to close down and 20% of the US population became unemployed. There were no economic growth during WWII and it lasted until the beginning of 1950. Access to consumer goods was scarce and the rebuilding of manufacturing capability was the number one priority. Still, the private consumption in the Scandinavian countries increased almost 100% from 1950 until 1962 and was termed “The golden age of capitalism”<sup>14</sup> What represent the golden age was an exceptional growth

in labour productivity with a similar rate of capital profit for private companies.

During this period, social care services was expanded at the local governmental levels in all the Scandinavian countries in what is described as a socialistic wave. All over Scandinavia schools, hospitals, kindergartens and health clinics were erected. The number of public employed people increased considerably. Due to these governmental investments, the tax burden on the population increased to pay for the services provided.

#### **The welfare state in 2015**

The society is changing in an ongoing process. Several different aspects influence the changes in resent time:

- Family behaviour
- Personal independence
- Career
- Less stable household
- Rapid diversification of information
- Economic upheaval
- Technologic transformation
- Dominance of service employment
- Social exclusion
- Ability to accumulate human capital

The Scandinavian welfare state is political controlled with an expectation that the services are efficient and cost effective. The civil servants have competence on a limited field, and possibilities for collaboration rests upon the middle managers. Among employees and leaders within the system there is a frustration towards the political regulations and the system, in which the workers are experiencing barriers where they should be able to provide the service they want to give. That leads to big labour turnover particularly during systemic reforms, and the chance to access personal knowledge and experience is lost.

The modern welfare state is facing three challenges that demands different and creative solutions than before:

- Rapid increase in number of people who receive social aid
- An aging population
- The limited capacity of the health system

There exist a welfare optimism that originates from the socialistic wave: that the welfare state is functioning in a satisfactory way and that the services provided by the government are better than in comparing countries like US and UK. In the last 30 years there has been an ongoing public debate on the challenges in the welfare state and it's ability to meet the needs of the population. Different solutions have been tested to convert the welfare state into a more modern model, but without success.

#### **Social entrepreneurship**

A social entrepreneur is a creative leader who raises capital in order to spread new combinations of land and labour in a social system. The goal is to create a better world for the population. “It is not necessary for a governmental assistance for entrepreneurship to be successful because there are always possibilities in a market.” (Schumpeter 1934/1978). It is the entrepreneur's effort that is essential for the success or lack of it and the

<sup>13</sup> Examples are the Danish old age pension law from 1891, Swedish employment liability act from 1901, Norwegian compulsory sickness insurance law from 1909.

<sup>14</sup> Maddison, 1977

government cannot control the outcome of an innovation process prompted by an entrepreneur in an open market. In an open market there is no monopoly and no governmental regulations.

“The understanding of social entrepreneurship is built upon science on entrepreneurship in the European tradition. The science describes a mentality and a behaviour that fits in all contexts about economic and social development. The understanding of social entrepreneurs is based upon a version of entrepreneurs.” (Sandal, 2008). To be a social entrepreneur is not a profession, but a position that ends when a business is built and enters a static production. To be a social entrepreneur cannot be inherited and anyone in the society can take that position. Social entrepreneurs have qualifications that make him/her able to imagine future results and make decisions based upon unknown factors. Social entrepreneurs use their intuition and have a determination to try new ways of solving problems. Social entrepreneurs must be able to manage himself/herself to get things done.

Social entrepreneurship is a recent term in Scandinavian countries and the field is diverse. There are everything from voluntary organisations to traditional enterprises who call themselves social entrepreneurs. In most cases the organisation, initiative, project, company or group is not a social entrepreneur but an enterprise with a social mission.

#### **Innovation and social innovation**

Innovation is the process of creating new products and services for the society that earlier didn't exist or was not as efficient. A new innovation creates job opportunities as an effect of combining land and labour. An innovation creates a breach in the traditional way of doing business and pushed the sector to change.

Social innovation has a broad definition in UK and USA. Mulligan (2007) explains social innovation as “New ideas that work... Innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organisations whose primary purposes are social.” This definition says nothing about who are managing these innovations, if the organizations that innovation develops through are new or old, or what kind of organisation they are; private or public. A definition by Sandal (2008) may clarify these factors: “Social innovation is the process where a single person takes independent decisions in relation to combination and use of production factors in order to create a social service that has not earlier been on the market and will improve life for people in the society. The results are increased social value.”

#### **Social entrepreneurship in the modern Scandinavian welfare state.**

There is a political commitment to help and foster innovation in Scandinavia. There seems to be political agreements across political parties that social entrepreneurship is a positive activity. Different programs, agreements and financial incentives have been implemented in Norway, Sweden and Denmark during the last 15 years. The European Commission has stated that they want to

contribute to the creation of environments for developing social entrepreneurship in Europe and have followed up with regulations and programs. These programs are defined and controlled by the government and not social entrepreneurs.

In an article called “Social entrepreneurship” on the Norwegian government's website<sup>15</sup> the government explains why social entrepreneurship is important, based on a report made by Nordic Council of Ministers: “The government have in the present political platform stated that better conditions for use of social entrepreneurs and the third sector is wanted. To employ and activate more people, the government wants a diverse environment of providers.”<sup>16</sup> As a result of regulations from the European Union, governmental departments have expressed an increased interest in social entrepreneurs and possibilities for collaboration. This process is in its early beginnings.

Inspired by the social impacts bonds in the UK, Scandinavian countries have started to explore the possibilities for social impact investment, both on national and on local levels in the government. Since social entrepreneurship is different from non-governmental organisations, social entrepreneurs need different funding opportunities in a start-up period.

Since the beginning of 21st Century there has been a focus on traditional entrepreneurship in schools in all the Scandinavian countries, to foster entrepreneurial skills and knowledge among students from age 12 to 18. Social entrepreneurship is a part of the lessons. Lambertseter high school in Oslo has been one of the schools in Norway who has worked most methodical with social entrepreneurship through this program. OECD made a report<sup>17</sup> on Youth entrepreneurship for the European Union. This report shows that youth between 20 - 30 years old wants to become entrepreneurs, but only 4% of EU citizens in this age group are self-employed.

During the ten recent years the government and private sector have initiated what they call Public Private Collaboration, OPS. The government give funding to entrepreneurs who finance, build and maintain public roads and buildings. The entrepreneur is the financial risk taker. This can create new challenges when the government loses its role as a provider.

#### **Possibilities for social entrepreneurs in the welfare state.**

There is a growing recognition the government together with the third sector is not enough and that the solutions provided is not up to date. There is an increasing interest to test partnership with social entrepreneurs because regulations, religious beliefs, specific ideology or municipal borders do not limit social entrepreneurs. The welfare state spend more

<sup>15</sup> The Norwegian government, published 06.11.2014: <https://www.regjeringen.no/nb/tema/arbeidsliv/arbeidsmaarked-og-sysselsetting/innsikt/sosiale-entreprenorskap/id2009201/> (accessed: 30.03.15)

<sup>16</sup> Translated by the author.

<sup>17</sup> From the OECD report “Policy Brief on youth entrepreneurship”, 2012

money on developing services for the modern society than what the costs are for hiring other stakeholders. Private initiatives that are working well are a more efficient use of resources for the government than developing new internal projects. For many governmental institutions there are certain rules and regulations on how they must work within different areas like social housing, childcare services, drug addiction, elderly care among others, where the regulations prevent collaboration across sectors. Social entrepreneurs can facilitate collaboration and create new partnership with a social purpose. Often a social entrepreneur has a direct experience with the problem they want to solve and know where the biggest challenges are.

### **Challenges for social entrepreneurs in the welfare state**

The welfare state is a static system that follows political rules and regulations. There are possibilities for change within the system, but resources, political influence, the static condition of the system limits them, and hierarchy and project based funding. Entrepreneurship and social entrepreneurship is a dynamic and creative process lead by individuals. A social entrepreneur is a change maker<sup>18</sup> in a welfare state and therefore can be regarded as a competitor, threat or critic by public employed. A social entrepreneur can also face the possibilities of their service/product being copied by public employed people and their service/product can no longer compete on the market. Social entrepreneurship is a diverse and still a young field in Scandinavia. It needs time to grow and showcase great examples.

### **Discussion**

The welfare state is a result of financial and political environment almost 100 years ago and that a system that is not up to date, will work in harmony with the present political and financial situation, is not possible. The government have collaborated with the third sector during the last 50 years where the third sector has provided solutions and services for the government. There is a growing recognition that the government in collaboration with the third sector is not enough to solve present challenges and that the solutions provided is not up to date. The welfare system is dependent on the third sector to provide service for the population, and without voluntary work, the welfare state would collapse. But, the third sector has become as static, bureaucratic and controlling as the welfare state and the process of social innovation has no space to be developed in these systems.

There is an increasing interest to test partnership with social entrepreneurs because regulations, religious beliefs, specific ideology or municipal borders do not limit social entrepreneurs. A partnership between social entrepreneurs and governmental departments and agencies can create possibilities for social entrepreneurs. The government will most likely decide how these partnerships will look like. Several agencies must find social entrepreneurs to do collaborations on projects and are shopping for entrepreneurs. When

you combine a static system with a creative process, the results can be unpredictable and diverse. It is in the welfare systems nature to control, plan, regulate and command. The innovative process is dynamic and the social entrepreneur has a determination to try new ways of solving problems and make decisions based upon unknown factors. For partnerships to be successful, one or all of the partners involved must adapt to each other and compromise.

For many governmental institutions there are certain rules and regulations on how they must work and the regulations prevent collaboration across sectors. Social entrepreneurs can facilitate cross sector collaborations with a social purpose. A social entrepreneur is a creative leader, but a facilitator is not a leader but is someone who helps groups of people to find common ground and assist them in how to achieve this. A facilitator is neutral and does not take a position in the common discussion.

In many ways a social entrepreneur is a competitor and if he/she creates an innovation in the social system, then the system need to adapt quickly to the changes or become redundant. If a social entrepreneur is considered as a competitor or threat, then the new combinations of land and labour spread by the entrepreneur, has the ability to make the system redundant.

A social entrepreneur can also face the possibilities of their service/product being copied by public employed people and their service/product can no longer compete on the market. Everyone can copy new solutions provided. It's just the people performing the new combination that cannot be copied. Often when a solution or method is copied, the mindset behind it is not. Co-creation is an example on how a method can be used with success and failure. The reason behind weather its a success or not, is the mindset of the people giving the service.

Social entrepreneurship is a diverse and still a young field in Scandinavia. It need time to grow and showcase great examples. When comparing new combinations in social entrepreneurships with welfare state benefits, which have a 100-year long history, social entrepreneurship does not have the same strength and power. A majority of the population in the society does not know what social entrepreneurship is and it takes time for it to be established as a common term. Most of the examples<sup>19</sup> showcased in Scandinavia are not social entrepreneurs, but enterprises with a social cause.

### **Conclusion**

The welfare state has had an crucial role in the Scandinavian society through the 20th Century with a fantastic growth and a major improvement in living conditions for all citizens. The welfare state is not able to adapt to the modern society and modern way of living. The conditions have changed, but the model has not been able to change accordingly. There is a growing recognition that the government cannot solve the present challenges and there is a

<sup>18</sup> A term established by Bill Drayton, founder of Ashoka.

<sup>19</sup> Pøbelprosjektet, Ungt Entreprenørskap, Abilsø Gård, KREM, among others.

demand in the public on different and creative solutions. The welfare system is dependent on the third sector to provide service for the population, but the third sector has become as static, bureaucratic and controlling as the welfare state, and the process of social innovation has no space to be developed inside these systems.

A social entrepreneur is a creative leader who raises capital in order to spread new combinations of land and labour in a social system. The goal is to create a better world for the population. When you combine a static system with a creative process, the results can be unpredictable and diverse. For partnerships between social entrepreneurs and governmental agencies to be successful, one or all of the partners involved must adapt to each other and compromise.

A social entrepreneur is a change maker in a welfare state and therefore can be regarded as a

competitor, threat or critic by public employed. A social entrepreneur is competing with the government in a social system, and if he/she creates an innovation in the social system, then the system becomes redundant.

Everyone can copy new solutions provided. Often when a solution or method is copied, the mindset behind it is not and that is the key to success.

When comparing new combinations by social entrepreneur with welfare state benefits, which has a 100-year long history, social entrepreneurship does not have the same strength and power. The field of social entrepreneurship need time to test, grow and produce results so that it is possible to showcase great examples and inspire more people to become social entrepreneurs.

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#### Анотація

Надіна Хелен Бакос

### СОЦІАЛЬНЕ ПІДПРИЄМНИЦТВО В СКАНДИНАВСЬКИХ ДЕРЖАВАХ ЗАГАЛЬНОГО ДОБРОБУТУ: ПРОБЛЕМИ ТА МОЖЛИВОСТІ

Держава загального добробуту – система, яка розподіляє ключові соціальні товари, що оплачуються за рахунок державних коштів і організована державними посадовими особами. У світі існує декілька різних моделей, але реалізація, діапазон і продуктивність різноманітні. Скандинавська модель добробуту лежить на трьох китах: співпраця між роботодавцями та працівниками, з метою забезпечення громадян фінансовою основою і розвитком праці. У певні періоди відбулися зміни в уряді і в суспільстві в цілому, що створило нові умови того, як державний сектор може функціонувати і керуватися. Сучасний стан добробуту стикається з проблемами, які вимагають інших творчих рішень, ніж ті, що раніше застосовувалися.

Соціальний підприємець є творчим лідером, який збільшує капітал з метою поширення нових комбінацій землі та праці в соціальній системі. Це зусилля підприємця має значення для успіху або його відсутності та уряді не можуть контролювати результат інноваційного процесу діяльності підприємця на відкритому ринку.

Держава загального добробуту статична система, яка заснована на політичних нормах і правилах, і зміна цього вимагає значного часу. Приватні ініціативи, які працюють добре і більш ефективні у використанні ресурсів ніж створені урядом проекти. Часто соціальний підприємець має безпосередній досвід вирішення проблем, які потребують вирішення і знає, де є найбільші проблеми. Соціальне підприємництво є розрізним і достатньо новим у Скандинавії. Соціальному підприємництву потрібен час, щоб вирости і продемонструвати значущі результати.

**Ключові слова:** соціальна держава, Скандинавія, підприємництво, соціальне підприємництво, проблеми, можливості, уряд, співробітництво, економіка, політика, розвиток, зміна, 2015, модель благополуччя.

#### Аннотация

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### СОЦИАЛЬНОЕ ПРЕДПРИНИМАТЕЛЬСТВО В СКАНДИНАВСКИХ ГОСУДАРСТВАХ ВСЕОБЩЕГО БЛАГОСОСТОЯНИЯ: ПРОБЛЕМЫ И ВОЗМОЖНОСТИ

Государство всеобщего благосостояния – система, которая распределяет ключевые социальные товары, оплачиваемые за счет государственных средств и организованная государственными должностными лицами. В мире существует несколько различных моделей, но реализация, диапазон и производительность разнообразны. Скандинавская модель благосостояния лежит на трех китах: сотрудничество между работодателями и работниками, с целью обеспечения граждан финансовой основой и развитием труда. В определенные периоды состоялись изменения в правительстве и в обществе в целом, что создало новые условия того, как государственные секторы могут функционировать и управляться. Современное состояние благосостояния сталкивается с проблемами, которые требуют иных творческих решений, нежели ранее применяемые.

Социальный предприниматель является творческим лидером, который увеличивает капитал в целях распространения новых комбинаций земли и труда в социальной системе. Это усилие предпринимателя имеет значение для успеха или его отсутствия и правительства не могут контролировать исход инновационного процесса деятельности предпринимателя на открытом рынке.

Государство всеобщего благосостояния статическая система, которая основана на политических нормах и правилах, и изменение этого требует значительного времени. Частные инициативы, которые работают хорошо и более эффективны в использовании ресурсов чем созданные правительством проекты. Часто социальный предприниматель имеет непосредственный опыт решения проблем, которые нуждаются в решении и знает, где есть наибольшие проблемы. Социальное предпринимательство является разрозненным и по-прежнему новым в Скандинавии. Социальному предпринимательству нужно время, чтобы вырасти и продемонстрировать значимые результаты.

**Ключевые слова:** социальное государство, Скандинавия, предпринимательство, социальное предпринимательство, проблемы, возможности, правительство, сотрудничество, экономика, политика, развитие, изменение, 2015, модель благополучия.