



13<sup>th</sup> International Social Innovation Research Conference

“Enabling the change! Social innovation and enterprises for a better future”

*ALTIS-Graduate School Business & Society, E4Impact Foundation*

*Università Cattolica del Sacro Cuore (Milan)*

*September 8-10<sup>th</sup>, 2021*

Conference stream: Call for Papers

## Hybrid Models & organizing implications for social entrepreneurship research and beyond

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### **Description:**

At the heart of social enterprise and social innovation is the need to combine commercial and social objectives (Doherty et al. 2014). It is this combination that has been the focus of a growing body of research on hybrid models and organizing (Battilana & Lee, 2014). While much research has focused on the tensions between social and commercial objectives, research has also found that the ability to combine objectives is also a source of opportunity of any social entrepreneur or social innovator (Saebi et al. 2019; Ciambotti & Pedrini, 2019).

At a time of growing research in this area, this stream of ISIRC conference will explore social enterprises and social innovation in the form of hybrid organizations. Hybrid organizing is also found to be breaking down some of the boundaries between sectors, professions and disciplines. It is the bringing together of different objectives, approaches, norms and logics that defines hybridity (Smith & Besharov, 2019). Given the recent literature reviews on this topic (Battilana et al. 2017; Besharov et al. 2019), there is much to learn about **how hybridity is emerging**, expanding the nature, challenges and outcomes of hybridity, such as mission drift (Grimes et al. 2019) or the identity-based dynamics of hybrid/social entrepreneurs (Wry & York, 2017). Also, research in social enterprises as hybrids has to deepen the understanding on how hybrids can help to tackle some of the intractable global challenges such as food system restoration, climate change, gender inequality, decent work, and the overall SDGs etc. Paper which investigate such outcomes as social impact, community transformation, economic development, social change etc. are very important for this stream.

Secondly, research need to better investigate **variations of hybrid organizations** and models and in different contexts, especially those that have had less involvement in social enterprise research, particularly those in developing countries. For this reason, we call for research which investigate hybridity and social enterprises in developed and developing countries, such as Africa (Ciambotti et al. 2020), or hybridity and contextual challenges such as Covid-19 (Bacq & Lumkpin, 2020), or hybridity at different levels of analysis (micro, meso and macro-level) (Saebi et al. 2019). Also, variations in forms of hybrids as social enterprises, B Corps, benefit corporations, or other organizational forms.

Conference Website: [www.isirc2021milano.com](http://www.isirc2021milano.com)

Conference administration team's email: [isirc2021@unicatt.it](mailto:isirc2021@unicatt.it)



Third, **hybridity** has implications throughout the organization **shaping models, behaviors and strategies** (Battilana & Lee, 2014), with research now needed on how it shapes different stages of an enterprise and different parts of the operations. There are specific issues facing start-ups and those in the early stages, and in relation to the identification of social enterprise opportunities that combine social and commercial objectives (Wry & York, 2017). Also, business models have been demonstrated as useful lens in hybridity (Davies & Doherty, 2019), but more research is required to investigate challenges and opportunities in business model design and innovation in relation with hybridity. There is a need for more understanding of marketing issues, human resource management and innovation strategy that involves the interplay of logics, the micro-processes. We would welcome work on how trade-offs occur and how they are managed, to successfully pursue growth and scaling strategies, coupled with how win-wins are created and managed (Smith & Besharov, 2019; Shepherd & Patzelt, 2020).

This stream is for people that are interested in questions connected to hybrid models and organizing both in the field of social entrepreneurship, social innovation and beyond. Papers are invited on any element of hybrid research including:

- Hybrid organisational forms (social enterprises, B Corp, benefit corporations, etc.)
- How hybrids can tackle global challenges and SDGs
- Identity of hybrid organizations and social enterprises
- Opportunity recognition that combines social and commercial
- Interplay of logics in social innovation and social entrepreneurship
- Resolution of conflicting goals and mission drifts
- Business models of hybrids and social enterprises
- Strategies of hybrid organizations and social enterprises
- Hybridity and contextual challenges (e.g. Covid-19, economic crisis etc.)
- Hybrid organizations and communities/local contexts
- Hybrid organizations and social/environmental impacts in developed and developing countries
- Hybrid organizations and the institutional context
- International and cultural differences in hybrid models
- Capabilities and skills required within of hybrid organisations
- Combining environmental objectives with social and commercial
- Hybrids involving cultural objectives
- Models of marketing oriented to social and environmental value creation
- Learning about hybrid organizing from failure

A specific **Special Issue** related to this stream is under discussion, and will be communicated once approved.

## References

Bacq, S., & Lumpkin, G. T. (2020). Social Entrepreneurship and COVID-19. *Journal of Management Studies*.



Battilana, J., Besharov, M., & Mitzinneck, B. (2017). On hybrids and hybrid organizing: A review and roadmap for future research. *The SAGE handbook of organizational institutionalism*, 2, 133-169.

Besharov, M., Smith, W., & Darabi, T. (2019). A framework for sustaining hybridity in social enterprises: combining differentiating and integrating. In *Handbook of Inclusive Innovation*. Edward Elgar Publishing.

Ciambotti, G. & Pedrini, M. (2019). Hybrid Harvesting Strategies to Overcome Resource Constraints: Evidence from Social Enterprises in Kenya. *Journal of Business Ethics*.

Ciambotti, G., Littlewood, D., Sottini, A., & M'ithiria, E. N. (2020). Building and scaling social enterprise business models for BOP markets in Kenya. In *Base of the Pyramid Markets in Africa* (pp. 199-227). Routledge.

Davies, I. A., & Doherty, B. (2019). Balancing a hybrid business model: The search for equilibrium at Cafédirect. *Journal of Business Ethics*, 157(4), 1043-1066.

Doherty, B., Haugh, H., & Lyon, F. (2014). Social enterprises as hybrid organizations: A review and research agenda. *International journal of management reviews*, 16(4), 417-436.

Grimes, M. G., Williams, T. A., & Zhao, E. Y. (2019). Anchors aweigh: The sources, variety, and challenges of mission drift. *Academy of Management Review*, 44(4), 819-845.

Shepherd, D. A., & Patzelt, H. (2020). A Call for Research on the Scaling of Organizations and the Scaling of Social Impact.

Smith, W. K., & Besharov, M. L. (2019). Bowing before dual gods: How structured flexibility sustains organizational hybridity. *Administrative Science Quarterly*, 64(1), 1-44.

Wolf, M., & Mair, J. (2019). Purpose, commitment and coordination around small wins: A proactive approach to governance in integrated hybrid organizations. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 30(3), 535-548.

Wry, T., & York, J. G. (2017). An identity-based approach to social enterprise. *Academy of Management Review*, 42(3), 437-460.

## Guidelines for submission

To contribute to the conference, it is possible to submit both paper abstracts or proposals for panel sessions. Following details about the submission:

### **A. Paper abstracts**

Must be maximum 400 words, excluding references (Font: Times New Roman 12-pt, double spaced, 2.5 cm margin all around).

They should articulate: (1) the research objectives or questions being addressed; (2) the conceptual or theoretical perspectives informing the work; (3) where appropriate, the methodology utilised; and (4) the contribution of the paper to knowledge in light of the conference themes.

A maximum of two abstracts may be submitted per presenter (joint papers to be presented by co-authors will also be considered).



To enable anonymity, the authors' names should not appear. Instead, a cover page giving the title of the paper and full identifying information of the author(s) (name, address, telephone and e-mail address) should be included as a separate Word or PDF document.

On abstract submission please ensure you advise the conference stream.

### ***B. Panel session proposals***

Must be maximum 400 words, excluding references.

They should include: (1) the panel purpose and its relationship to the nominated conference stream; (2) details of (minimum) three and (maximum) four papers and paper presenters to be included in the panel; and the expected contribution to the panel.

On panel submission please ensure you advise the conference stream.

### ***Process and deadlines***

All paper abstracts and panel proposals must be submitted by email to: [www.isirc2021milano.com](http://www.isirc2021milano.com)

Abstract and panel proposals submission due: 28<sup>th</sup> February 2021

Notification of decision on submissions: 31<sup>st</sup> March 2021

Optional full paper submission for consideration in best paper awards and special issues due: 15<sup>th</sup> July 2021

Enquiries about conference administration and technical issues related to online submission should be directed to the conference administration team at [isirc2021@unicatt.it](mailto:isirc2021@unicatt.it)

### **Guidelines for full paper submissions:**

Papers must be written in English and should be sent in Microsoft Word or PDF format.

Papers should be between 5,000 and 8,000 words in length including tables, figures and references.

Tables and figures should be incorporated into the paper. Each table and figure should be given a title.

Please include an abstract and four to six key words.

To enable anonymity, the authors' names should not appear. Instead, a cover page giving the title of the paper and full identifying information of the author(s) (name, address, telephone and e-mail address) should be included as a separate Word or PDF document.

Harvard is the preferred referencing style.