

BACKGROUND

- **Social enterprises** are “hybrid” organizations, jointly pursuing a social mission whilst also engaging in commercial activities to sustain their operations (Battilana & Dorado, 2010; Pache & Santos, 2013).
- Social enterprises uniquely face the challenge of serving both the customers of their commercial activities, and the beneficiaries of their social activities (Battilana & Lee, 2014; Haveman & Rao, 2006; Padgett & Powell, 2012).
- **Dehybridisation** is the process of transforming an organisation in a way that integrates fewer logics.

OBJECTIVES

- To understand the antecedents and consequences of dehybridisation using a practice perspective.
- To identify practices that associate with successful and non-successful dehybridisation.
- For theorists to identify the transformational process from a hybrid to a single logic model, and practitioners to successfully dehybridise.



PROPOSITIONS

- **Proposition 1:** Internal practices such as hiring and promoting provide an initial signal to employees within the organisation on what mission carries more importance
- **Proposition 2:** External normative practice pressures from stakeholders pulls the organisation into conforming to either financial or social motives.
- **Proposition 3:** Organisational tensions rise between the two missions creating a need for strategic practices to dehybridize

SUMMARY

- Social enterprises face internal and external pressures. Dehybridisation allows social enterprises to become charities or for-profit businesses, and often obviates the need to file for bankruptcy.
- Dehybridisation has shown to have both positive and negative outcomes, and an enhanced understanding of the process is needed.
- By combining a theoretical understanding with larger empirical studies, I hope to identify key practices that can help theorists clarify the concept whilst providing practitioners with the tools to make dehybridisation a success for their enterprise.