DEHYBRIDISATION OF SOCIAL ENTERPRISES: ANTECEDENTS AND CONSEQUENCES

MAGDALENA PLESA | MAGDALENA.PLESA@GTC.OX.AC.UK

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; Fadgett & 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.

October 2019 | Said Business School, University of Oxford Supervisors | Tom Lawrence & Alex Nicholls