



# DEHYBRIDISATION OF SOCIAL ENTERPRISES: ANTECEDENTS AND CONSEQUENCES

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### **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.





## **DEHIBRIDISATION**

The process of transforming from a hybrid organisation, such as a social enterprise, to a charity or for-profit organisation



#### **PRACTICES**

Internal practices leading towards one logic

External pressures on company to conform

Tensions building between social and profit missions

Decision to transform hybrid

- Hiring practices choose one logic over the other
- Differences in managerial expertise arise
- Stakeholders pulling the organisation into different directions
- Does it still make sense for the company to have dual missions?

## **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.