

# **THE 1ST IESE-LUISS BUSINESS SCHOOL CONFERENCE ON RESPONSIBILITY, SUSTAINABILITY AND SOCIAL ENTREPRENEURSHIP**



**HYBRID ORGANIZATIONS:  
WALKING AT THE EDGE  
BETWEEN ECONOMIC PERFORMANCE  
AND SOCIAL & ENVIRONMENTAL IMPACT**

# CONFERENCE SCHEDULING

## 1° DAY

### Tuesday 18 April, 2017 - Ph.D. and Early Career Symposium VILLA BLANC CAMPUS (Via Nomentana, 216)

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|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8:00-8:15   | Conference registration (Villa Blanc hall)                                                                                                                                                                                                                                                                                                                                             |
| 8:15-9:15   | <b>'Behind the scene' of writing and publishing on hybrid organizations</b> (Sala Verde)<br>chair <b>Tomisav Rimać</b><br><b>Tina Dacin, Anne Claire Pache, Guido Palazzo, Tommaso Ramus, Ute Stephan</b><br><i>Invited senior scholars take from the history of their most important papers hints on how to write and publish on hybrid organizations and social entrepreneurship</i> |
| 9:15-10:45  | <b>Round tables</b> for discussing Ph.D. students' research (Sala Verde)<br><i>Students give short no-slide presentations and get comments. The senior scholar at the table leads (and feeds) the discussion.</i>                                                                                                                                                                      |
| 10:45-11:15 | Coffee-Break (Sala degli Specchi)                                                                                                                                                                                                                                                                                                                                                      |

### Conference: Tuesday 18 April, 2017 VILLA BLANC CAMPUS (Via Nomentana, 216)

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| 9:00-11:15  | Conference registration (Villa Blanc hall)                                                                                                                                                                                                                                                                                                                                  |
| 11:15-13:15 | <b>First keynote session</b> (Sala da ballo)<br>chair <b>Francesco Rullani</b><br><b>Johanna Mair</b> : Innovation and Scaling – How effective Social Entrepreneurs create Impact<br><b>Anne-Claire Pache</b> : Social Enterprises as Hybrid Organizations: A Research Program<br><b>Ute Stephan</b> : Market-based Organizations and Strategies for Positive Social Change |
| 13:15-14:00 | Lunch (Sala degli Specchi)                                                                                                                                                                                                                                                                                                                                                  |
| 14:00-16:30 | <b>*Semi-plenary session I</b><br>1: Sala Verde<br>2: Sala da ballo                                                                                                                                                                                                                                                                                                         |
| 16:30-17:00 | Coffee-Break (Sala degli Specchi)                                                                                                                                                                                                                                                                                                                                           |
| 17:00-19:30 | <b>*Semi-plenary session II</b><br>1: Sala Verde<br>2: Sala da ballo<br>3: Giardino d'Inverno                                                                                                                                                                                                                                                                               |
| 19:30-20:30 | <b>Free time &amp; autonomous transfer to dinner location</b>                                                                                                                                                                                                                                                                                                               |
| 20:30-23:00 | Gala Dinner (Basilica del Sacro Cuore, v. Marsala 42, see map and indications in the folder)                                                                                                                                                                                                                                                                                |

Please, consider that VILLA BLANC CAMPUS is under renovation: entrance and gardens are not in optimal conditions. Moreover, we inform that smoking inside the Campus is strictly forbidden.

For **urgent needs** during the whole Conference it is possible contacting the Staff via WhatsApp:

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# CONFERENCE SCHEDULING

## 2° DAY

| Conference: Wednesday 19 April, 2017<br>VIALE POLA CAMPUS (Viale Pola 12) |                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |              |              |              |
|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|
| 8:00-10:00                                                                | <b>*Parallel session I</b>                                                                                                                                                                                                                                                                                                                                                                                                           |              |              |              |              |
|                                                                           | 1: room: 113                                                                                                                                                                                                                                                                                                                                                                                                                         | 2: room: 114 | 3: room: 115 | 4: room: 116 | 5: room: 118 |
| 10:00-10:30                                                               | Coffee-Break (cloister and surroundings)                                                                                                                                                                                                                                                                                                                                                                                             |              |              |              |              |
| 10:30-13:00                                                               | <b>*Parallel session II</b>                                                                                                                                                                                                                                                                                                                                                                                                          |              |              |              |              |
|                                                                           | 1: room: 113                                                                                                                                                                                                                                                                                                                                                                                                                         | 2: room: 114 | 3: room: 115 | 4: room: 116 | 5: room: 118 |
| VILLA BLANC CAMPUS (Via Nomentana, 216)                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |              |              |              |
| 13:00-14:30                                                               | Walk to Villa Blanc ( <i>please ask for help if needed</i> ) → Lunch (Sala degli Specchi)                                                                                                                                                                                                                                                                                                                                            |              |              |              |              |
| 14:30-16:30                                                               | <b>Second keynote session</b> (Sala da ballo)<br>chair <b>Antonino Vaccaro</b><br><b>Tina Dacin</b> : The role of social entrepreneurs as market builders and custodians<br><b>Guido Palazzo</b> : From Aeneas to global warming to social entrepreneurship - Reflections on the transformational power of values, beliefs, stories and narratives<br><b>Tommaso Ramus</b> : Strategic framing in a new "social movement enterprise" |              |              |              |              |
| 16:30-16:45                                                               | Presentation of the Journal of Business Ethics symposium (Sala da ballo): <b>Luca Mongelli</b>                                                                                                                                                                                                                                                                                                                                       |              |              |              |              |
| 16:45-17:15                                                               | Coffee-Break (Sala degli Specchi)                                                                                                                                                                                                                                                                                                                                                                                                    |              |              |              |              |
| 17:15-18:45                                                               | <b>**Third keynote session: Firms challenge Academia</b> (Sala da ballo)<br>chair <b>Michele Andreas</b><br><b>Tina Dacin</b><br><b>Guido Palazzo</b><br><b>Vincent Fauvet</b><br><b>Luigi Sampaolo</b><br><i>Firm representatives pose a challenge 'from the field' of managing real hybrid organizations to senior scholars and discuss possible solutions with them</i>                                                           |              |              |              |              |
| 18:45-20.00                                                               | <b>Networking: aperitivo</b> (Sala degli Specchi)                                                                                                                                                                                                                                                                                                                                                                                    |              |              |              |              |

\*Each sessions includes 4/5 papers. Each paper has 25 min. for presentation and Q&A plus 5 min. for the discussant

\*\* This plenary is "open door", so please consider inviting anyone you believe may be interested. As number of seats is limited, registration is required. To register please write an email to [ershub@luiss.it](mailto:ershub@luiss.it).

### KEYNOTE SPEAKERS

**Johanna Mair** (Hertie School of Governance, Germany, & Stanford, US)

**Anne-Claire Pache** (ESSEC, France)

**Ute Stephan** (Aston University, UK)

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**Tina Dacin** (Queen's University at Kingston, Canada)

**Guido Palazzo** (HEC-Lausanne, Switzerland)

**Tommaso Ramus** (Católica-Lisbon, Portugal)

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**Vincent Fauvet** (investir&+, President and Co-Founder, France)

**Luigi Sampaolo** (ENI, Vice President for Projects and Sustainability Strategic Relations, Italy)

## Conference: Tuesday 18 April, 2017 h. 14.00 – 16.30

| DAY 1 - SESSION<br>1A                | Nurturing Hybrid Organizations                                                                                                                                                     | 14.00 – 16.30<br>Sala Verde |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| PRESENTER                            |                                                                                                                                                                                    | Discussant                  |
| FRANCESCO DI LORENZO (SESSION CHAIR) | <i>The Social Impact of Philanthropic Venture Capital Backed Social Enterprises</i> , with Mariarosa Scarlata                                                                      | FLORIAN HOOS                |
| FLORIAN HOOS                         | <i>What makes social entrepreneurs crowdfunding campaigns successful?</i>                                                                                                          | ALBERTO IBARRA              |
| ALBERTO IBARRA                       | <i>Formal and informal justice in hybrid organizations. A review of conflicting interests in crowdfunding platforms</i> , with Natàlia Cugueró-Escofet, Miguel Ángel Canela Campos | NAHYUN OH                   |
| NAHYUN OH                            | <i>Assessing resources of early stage social ventures: A signaling theory perspective on venture philanthropy-oriented foundations decision criteria</i>                           | FRANCESCO DI LORENZO        |

| DAY 1 - SESSION<br>1B              | Collaborations and Networks for Hybrid Organizations                                                                   | 14.00 – 16.30<br>Sala da ballo |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| PRESENTER                          |                                                                                                                        | Discussant                     |
| ALESSANDRO GIUDICI (SESSION CHAIR) | <i>Challenges in Social Franchising Governance: The Case of Impact Hub</i> , with Benedetto Cannatelli, Brett R. Smith | CAMILLE MEYER                  |
| CAMILLE MEYER                      | <i>Building new commons on community institutions: The case of self-managed microfinance organizations</i>             | SOLANGE HAI                    |
| SOLANGE HAI                        | <i>Game of thrones: Inter-organizational cooperation among social enterprises</i> , with Daniel Arenas                 | BOB DOHERTY                    |
| BOB DOHERTY                        | <i>Collaboration between hybrid organizations</i>                                                                      | ALESSANDRO GIUDICI             |

## Conference: Tuesday 18 April, 2017 h. 17.00 – 19.30

| DAY 1 - SESSION<br>1C          | Organizing for Hybrid Organizations                                                                                                    | 17.00 – 19.30<br>Sala Verde |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| PRESENTER                      |                                                                                                                                        | Discussant                  |
| CLEO SILVESTRI (SESSION CHAIR) | <i>Organizational identification in hybrid organizations</i> , with Markus Perkmann, Paola Criscuolo                                   | ANTONINO VACCARO            |
| ANTONINO VACCARO               | <i>Philosophical Foundations of Social Enterprises</i>                                                                                 | LUCA MONGELLI               |
| LUCA MONGELLI                  | <i>Made in Carcere: Integral Human Development in extreme conditions</i> , with Pietro Versari, Francesco Rullani and Antonino Vaccaro | ELISABETH NIENDORF          |
| ELISABETH NIENDORF             | <i>Organizational tensions in social enterprises</i>                                                                                   | CLEO SILVESTRI              |

| DAY 1 - SESSION<br>1D          | Measurement, Reporting and Taxation issues                                                                                                                               | 17.00 – 19.30<br>Sala da Ballo |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| PRESENTER                      |                                                                                                                                                                          | Discussant                     |
| SHEILA KILLIAN (SESSION CHAIR) | <i>Tax policy issues for social entrepreneurship</i> , with Philip O'Regan                                                                                               | MATTHIAS STAESSENS             |
| MATTHIAS STAESSENS             | <i>Benefit of the Doubt Performance Measurement of Social Enterprises: Mission Drift or Mission Lock-in?</i> , with Pieter Jan Kerstens, Johan Bruneel, Laurens Cherchye | HALEY ALLISON BEER             |
| HALEY ALLISON BEER             | <i>Pursuing social purposes: The complexity of performance measurement in social enterprises</i> , with Pietro Micheli, Marya L. Besharov                                | ERICKA COSTA                   |
| ERICKA COSTA                   | <i>Which social impact for Collective Ownerships in Alpine Areas?</i> , with Caterina Pesci, Michele Andreaus                                                            | SHEILA KILLIAN                 |

| <b>DAY 1 - SESSION 1E</b>    |                                                                                                                                                                                                   | <b>Insights from Italian Hybrid Organizations</b> | <b>17.00 – 19.30</b><br><b>Giardino d’Inverno</b> |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|
| <b>PRESENTER</b>             |                                                                                                                                                                                                   |                                                   | <b>Discussant</b>                                 |
| SARA RAGO<br>(SESSION CHAIR) | <i>Hybridization as systemic innovation: Italian social enterprise on the move</i> , with Paolo Venturi                                                                                           |                                                   | LAURA COLOMBO                                     |
| LAURA COLOMBO                | <i>Social Agricultural Co-operatives in Italy: integrated practices towards ‘greener’ approaches to hybridity</i> , with Adrian Richard Bailey, Fu Jia                                            |                                                   | RICCARDO RIALTI                                   |
| RICCARDO RIALTI              | <i>The sustainable path of social enterprises toward hybridity: Insights from a multiple case study of Italian NPOS</i> , with Lamberto Zollo, Massimiliano Matteo Pellegrini, Guglielmo Faldetta |                                                   | ULPIANA KOCOLLARI                                 |
| ULPIANA KOCOLLARI            | <i>Social impact models at work: the case of Italian innovative startups with a social goal</i> , with Ennio Lugli, Paolo Caselli                                                                 |                                                   | SARA RAGO                                         |

### Conference: Wednesday 19 April, 2017 h. 8.00 – 10.00

| <b>DAY 2 - SESSION 2A</b>          |                                                                                                                                                     | <b>Communities and Networks for Hybrid Organizations</b> | <b>8.00 – 10.00</b><br><b>Room 113</b> |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------|
| <b>PRESENTER</b>                   |                                                                                                                                                     |                                                          | <b>Discussant</b>                      |
| SILVANA SIGNORI<br>(SESSION CHAIR) | <i>Nurturing Responsible Communities. Alternative Food Networks as Social Innovators in Sustainable Food Practices</i> , with Chiara Aurora Demaldè |                                                          | FELIX OSTERTAG                         |
| FELIX OSTERTAG                     | <i>Cooperation in hybrid businesses: A relational view</i> , with Inan Ince, Rüdiger Hahn                                                           |                                                          | EMMANUEL RAUFFLET                      |
| EMMANUEL RAUFFLET                  | <i>From conflict to capacity-building: The case of corporate-community relations</i> , with Sofiane Baba                                            |                                                          | RICCARDO MAIOLINI                      |
| RICCARDO MAIOLINI                  | <i>Mechanisms and Boundaries of Collective Action Between Profit and Non-profit Organizations</i>                                                   |                                                          | SILVANA SIGNORI                        |

| <b>DAY 2 - SESSION 2B</b>             |                                                                                                                                                                                 | <b>Worldwide Regional Evidence on Hybrid Organizations</b> | <b>8.00 – 10.00</b><br><b>Room 114</b> |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------|
| <b>PRESENTER</b>                      |                                                                                                                                                                                 |                                                            | <b>Discussant</b>                      |
| MARZENA STARNAWSKA<br>(SESSION CHAIR) | <i>Internal and external practices in hybrid organizations in response to different logics – chameleons and mules? - qualitative evidence from social enterprises in Poland</i> |                                                            | JOANA RODRIGUES                        |
| JOANA RODRIGUES                       | <i>Organizational hybridity influence on competitive strategies and behaviour: the Azorean case</i>                                                                             |                                                            | YUSUF SIDANI                           |
| YUSUF SIDANI                          | <i>Taming Patriarchy: The Case of an Entrepreneurship Development Project in Lebanon</i>                                                                                        |                                                            | PETER MORAN                            |
| PETER MORAN                           | <i>Social Enterprises as Market Shapers: Emerging Evidence from China</i> , with Michele Simoni                                                                                 |                                                            | MARZENA STARNAWSKA                     |

| <b>DAY 2 - SESSION 2C</b>         |                                                                                                                                              | <b>Business Models for Hybrid Organizations</b> | <b>8.00 – 10.00</b><br><b>Room 115</b> |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------------------------|
| <b>PRESENTER</b>                  |                                                                                                                                              |                                                 | <b>Discussant</b>                      |
| KREUTZER KARIN<br>(SESSION CHAIR) | <i>Social Business Models - A typology based on levels of integration</i> , with Elisabeth Niendorf                                          |                                                 | YULIA ARAY                             |
| YULIA ARAY                        | <i>Similarities and Differences in Business Model Components of Social Entrepreneurial Organizations</i> , with Francois Brouard             |                                                 | ADDISU LASHITEW                        |
| ADDISU LASHITEW                   | <i>Analyzing Drivers of Societal Value Creation: A Business Model Perspective</i>                                                            |                                                 | SABRINA BONOMI                         |
| SABRINA BONOMI                    | <i>Organizing for Multi-Sided Societal Impact: the Emergence of Hybrid Service Ecosystems</i> , with Francesca Ricciardi, Cecilia Rossignoli |                                                 | KREUTZER KARIN                         |

| <b>DAY 2 - SESSION 2D</b>                     |                                                                                                                                                                                   | <b>Hybrid Organizations as Changemakers</b> | <b>8.00 – 10.00<br/>Room 116</b> |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------|
| <b>PRESENTER</b>                              |                                                                                                                                                                                   |                                             | <b>Discussant</b>                |
| LUIS ALFONSO GARAY TAMAJÓN<br>(SESSION CHAIR) | <i>An analysis of the process of adoption of virtual non-monetary exchange systems. An attitudinal approach of hybrid communities, with August Corrons, Antonio Grandìo</i>       |                                             | FRANCESCA CAPO                   |
| FRANCESCA CAPO                                | <i>External Challenges in the Process of Emergence of Hybrid Social Enterprises: A Theory of Deinstitutionalization and Legitimacy, with Federica Brunetta, Paolo Boccardelli</i> |                                             | TANJA COLLAVO                    |
| TANJA COLLAVO                                 | <i>Brokerage in the Social Entrepreneurship Sector: Managing Networks to Foster Social and Institutional Change</i>                                                               |                                             | KATE COONEY                      |
| KATE COONEY                                   | <i>B-Lab as Institutional Entrepreneurs: What does an Analysis of the Early Adopters of B-Corps Designation Suggest about the Potential for Field Level Institutional Change?</i> |                                             | LUIS ALFONSO GARAY TAMAJÓN       |

| <b>DAY 2 - SESSION 2E</b>          |                                                                                                                                                            | <b>Assessing Social Enterprises</b> | <b>8.00 – 10.00<br/>Room 118</b> |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------|
| <b>PRESENTER</b>                   |                                                                                                                                                            |                                     | <b>Discussant</b>                |
| JARROD ORMISTON<br>(SESSION CHAIR) | <i>Unveiling the empty rhetoric of impact investment: Exploring a disconnect in everyday sayings and doings of impact measurement, with Erin Castellás</i> |                                     | GREG MOLECKE                     |
| GREG MOLECKE                       | <i>Constructing what is probably impossible: Social enterprises? use of heuristics in social impact assessment, with Jonatan Pinkse</i>                    |                                     | KEVIN ANDRE                      |
| KEVIN ANDRE                        | <i>Hybridization of Performance Measurement and Impact Assessment: A Case Study of a Social Business, with Matias Laine, Charles Cho</i>                   |                                     | NOVELLA TALÀ                     |
| NOVELLA TALÀ                       | <i>Credit and Default Probability Assessment : Corporate Social Responsibility Criteria as a Driver of Risk Evaluation</i>                                 |                                     | JARROD ORMISTON                  |

### Conference: Wednesday 19 April, 2017 h. 10.30 – 13.00

| <b>DAY 2 - SESSION 3A</b>             |                                                                                                                                                     | <b>Open Issues for Hybrid Organizations</b> | <b>10.30 – 13.00<br/>Room 113</b> |
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| <b>PRESENTER</b>                      |                                                                                                                                                     |                                             | <b>Discussant</b>                 |
| NIENDORF ELISABETH<br>(SESSION CHAIR) | <i>Diverse managerial careers: A resource for hybrid organizations, with Niendorf Elisabeth</i>                                                     |                                             | NORMAN BISHARA                    |
| NORMAN BISHARA                        | <i>Hybrid Entities and the Psychological Contract with Employee-Stakeholders</i>                                                                    |                                             | CÉCILE GODFROID                   |
| CÉCILE GODFROID                       | <i>Organizational Identification in Hybrid Organizations: a Literature Review and Research Agenda</i>                                               |                                             | ROB LUBBERINK                     |
| ROB LUBBERINK                         | <i>Responsible Innovation in the Context of Social Entrepreneurship, with Vincent Blok, Johan van Ophem, Gerben van der Velde, S.W.F. Onno Omta</i> |                                             | RAMA KRISHNA                      |
| RAMA KRISHNA                          | <i>Sustainable Concerns of Social Entrepreneurship</i>                                                                                              |                                             | NIENDORF ELISABETH                |

| <b>DAY 2 - SESSION 3B</b>               |                                                                                                                                        | <b>Sociocultural Basis of Hybrid Organizations</b> | <b>10.30 – 13.00<br/>Room 114</b> |
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| <b>PRESENTER</b>                        |                                                                                                                                        |                                                    | <b>Discussant</b>                 |
| MARIA CARMEN LAUDANO<br>(SESSION CHAIR) | <i>The role of social embeddedness in hybrid organizations: Lessons from family firms, with Lamberto Zollo</i>                         |                                                    | LAURA CORAZZA                     |
| LAURA CORAZZA                           | <i>An investigation of how ecological inclusive business models support sustainable development, with Serena Didonè, Maurizio Cisi</i> |                                                    | DANIELA GUERRA DOS SANTOS         |

|                           |                                                                                                                  |                      |
|---------------------------|------------------------------------------------------------------------------------------------------------------|----------------------|
| DANIELA GUERRA DOS SANTOS | <i>A conceptual framework of identity orientation for social enterprises, with Joana Mendonça, Miguel Amaral</i> | ADITYA MOSES         |
| ADITYA MOSES              | <i>Hybrids as a way of sustainability: A study of Christian mission hospitals in India</i>                       | MARIA CARMEN LAUDANO |

| <b>DAY 2 - SESSION 3C</b>       |                                                                                                                                                                                | <b>Challenges for Hybrid Organizations</b> | <b>10.30 – 13.00<br/>Room 115</b> |
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| <b>PRESENTER</b>                |                                                                                                                                                                                |                                            | <b>Discussant</b>                 |
| DAVID KIRSCH<br>(SESSION CHAIR) | <i>Hybrid Organizations and Social Enterprise Ecosystems: Findings From a U.S. Survey, with Aishwariya Chandrasekar, Fasika Delessa, Evan Haas, Sarina Haryanto, Ryan Ross</i> |                                            | MORTEN HANSEN                     |
| MORTEN HANSEN                   | <i>Bringing product back in at the bottom of the pyramid: a case study, with Kate Roll</i>                                                                                     |                                            | JESSICA L. NICHOLSON              |
| JESSICA L. NICHOLSON            | <i>Scaling deep for sustainability: Increasing the impact of an environmental social enterprise through 'empathic leadership', with Elizabeth Kurucz, Barry Colbert</i>        |                                            | CHRISTINE VALLASTER               |
| CHRISTINE VALLASTER             | <i>Hybrid organizations and resilience: The case of social enterprises, with Lisa Maria Ertl</i>                                                                               |                                            | JARROD ORMISTON                   |
| JARROD ORMISTON                 | <i>Facilitating hybrid collectives: The role of collaborative practices and multilingual brokers</i>                                                                           |                                            | DAVID KIRSCH                      |

| <b>DAY 2 - SESSION 3D</b>        |                                                                                                                                                                      | <b>Defining Hybrid Organizations</b> | <b>10.30 – 13.00<br/>Room 116</b> |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------------|
| <b>PRESENTER</b>                 |                                                                                                                                                                      |                                      | <b>Discussant</b>                 |
| DMITRY KHANIN<br>(SESSION CHAIR) | <i>Institutional Traps, and Social Entrepreneurs? Institutional Work, Strategies and Tactics, with Rene Chester Goduscheit</i>                                       |                                      | FILIPA LANCASTRE                  |
| FILIPA LANCASTRE                 | <i>Moving towards an Operational Definition of Social Entrepreneurship, with Carmen Lages</i>                                                                        |                                      | LODE DE WAELE                     |
| LODE DE WAELE                    | <i>Why do public organizations get hybrid? Addressing institutional change, autonomy and legitimacy, with Liselore Berghman, Wouter Van Dooren, Paul Matthyssens</i> |                                      | SILVANA SIGNORI                   |
| SILVANA SIGNORI                  | <i>Fostering Social Connection Responsibility: Lessons from the Assessment of a Participatory Guarantee System (Pgs), with Francesco Vittori</i>                     |                                      | LIEN DE CUYPER                    |
| LIEN DE CUYPER                   | <i>Doing Good While Making Profits: A Configurational Approach on Hybrid Social Ventures</i>                                                                         |                                      | DMITRY KHANIN                     |

| <b>DAY 2 - SESSION 3E</b>        |                                                                                                                                                                                                            | <b>Starting up Hybrid Organizations</b> | <b>10.30 – 13.00<br/>Room 118</b> |
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| <b>PRESENTER</b>                 |                                                                                                                                                                                                            |                                         | <b>Discussant</b>                 |
| PIET HAUSBERG<br>(SESSION CHAIR) | <i>Mapping the social business incubator landscape, with Sabrina Korreck</i>                                                                                                                               |                                         | JIEUN RYU                         |
| JIEUN RYU                        | <i>Involvement of Bottom-up Actors in the Emergence of Social Enterprise: Competing Discourses of Social Enterprise in South Korea</i>                                                                     |                                         | MARTA BICHO                       |
| MARTA BICHO                      | <i>Hybrid micro-enterprises: Founding motives and the meaning of success, with Ralitzia Nikolaeva, Carmen Lages, Fernando A. F. Ferreira</i>                                                               |                                         | FRANCESCA MAPELLI                 |
| FRANCESCA MAPELLI                | <i>How Contextual Factors and Capacity Building Initiatives Influence Social Entrepreneurship Development in Fragile Contexts. The Case of Cashew in Sierra Leone, with Stefano Corsi, Giovanni Azzone</i> |                                         | PIET HAUSBERG                     |