

## Social Entrepreneurship in the Digital Age (XBR302)

WEEK 2, LECTURE 3

#### Social Enterprise Hybridity and Sustainable Social Impact

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MODULE 1: Social entrepreneurship and social enterprise as forces for change	
Week	Topics
1	<ul> <li>Introduction to the unit</li> <li>Conceptualizing social entrepreneurship, social innovation and social enterprise</li> </ul>
2	<ul> <li>Hybridity and sustainable social impact</li> <li>Socio-political, economic, cultural and technological factors related to the growth of social entrepreneurship</li> </ul>
3	Diverse forms of social enterprise     Social entrepreneurship in the Tasmanian, Australian and global contexts     Guest lectures (Tasmanian-based social entrepreneurs)
4	Understanding social issues/needs in your local community     How social entrepreneurs develop innovative ideas

## **Designing Sustainable Social Initiatives**



## **Defining Hybridity**

Hybridity:

"the condition of being hybrid"

Hybrid:

"a noun used to describe "a thing made by combining two different elements; a mixture." (Oxford English Dictionary)



# A 'Mixture' of Objectives

Social benefit/environmental benefit objectives

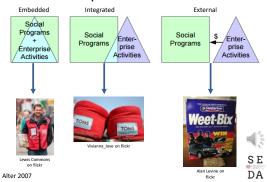
- Committed to creation of social/environmental value for the greater public good
- Participation, inclusion, reciprocity

Commercial objectives

- Reflect values and practices
- of the marketplaceCost and task efficiency
- Profit maximisation

Social enterprise = 'More than profit' mentality

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### Social Enterprise Mission Orientation

Tensions Arising from Hybridity

- External legitimacy
- Acquisition of financial capital
- Developing a 'hybrid' identity
- Effectiveness versus efficiency

These tensions may lead over time to *mission drift* 

Battilana & Lee 2014



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## Navigating hybridity

- Workforce composition
- Organising structures and processes
- Incentives and control systems
- Governance
- Collaboration and partnership
- Participatory management





#### Take home messages

- · Hybridity involves the act of balancing objectives consistent with a triple bottom line
- · Social enterprises typically balance social objectives with commercial objectives
- · It can be challenging to balance competing objectives to have a hybrid mindset
- Entrepreneurs need to think about how they might navigate hybridity and structure their organisation and manage their employees to ensure success

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## References

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- Stattip, J. Wurkin Reventiscom, Pictoread Status, J. K. Stattin, J. & Dorado, S. 2010, "Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations", Academy of Management Journal, vol. 53, no. 6, pp. 1419-1440.
- Battilana, J & Lee, M 2014, 'Advancing Research on Hybrid Organizing Insights from the Study of Social Enterprises', *The Academy of Management Annals*, vol. 8, no. 1, pp. 397-441.
  Battilana, J, Lee, M, Walker, J & Dorsey, C 2012, 'In Search of the Hybrid Ideal', *Stanford Social Innovation Review*, vol. 10, no. 3, pp. 51-55.