

Table of Contents

INTRODUCTION	1
(a) Relevance of the research topic.....	2
(b) Research intention	4
(c) Structure of the research.....	5
 PART I: Hybrid organizations in the context of social businesses: state of research	7
I.1 The institutional logic of the core types of organizations	9
I.2 The institutional logic of hybrid organizations	14
I.3 The social business hybrid organization - an ideal type hybrid organization?	18
I.3.1 Hybridization of social and commercial fields	18
I.3.2 Working definition of social business hybrids	22
I.3.3 Delimitation from related concepts: rational choice vs. altruism.....	23
I.3.4 Legitimacy of social business hybrids	26
I.4 Business models of social business hybrids: typologies and theories	30
I.4.1 Value-spillover typology	30
I.4.2 Value-creation types.....	35
I.5 An integrated business model for social business hybrids.....	38
 PART II: Institutional complexity in hybrid organizations: theoretical foundations ...	43
II.1 Plurality of logics in organizational theory	44
II.1.1 Hybridity in organizational theory - an institutional logics perspective	46
II.1.2 Conflicting logics and institutional complexity	48
II.1.3 Paradoxes as stable state of instability	49
II.1.4 Institutional voids in hybrid organizations	51
II.1.5 Institutional legitimacy of hybrid organizations	53

II.2 Institutional complexity in social business hybrids	55
II.2.1 Conflicting demands in social business hybrids	56
II.2.2 Social entrepreneurial activity in paradox research	58
II.3 Evaluation of theoretical approaches relevant for the study	59
 Part III. Hybridity challenges in social business hybrids: an empirical analysis.....	61
III.1 Methodological approach and research design	61
III.1.1 Empirical research objectives	61
III.1.2 Conceptual framework	62
III.1.3 Data generation approach	65
a) Pre-study	65
b) Core study	66
III.2 Success in the context of social business hybrids - a complex theorizing challenge.....	71
III.3 Empirical findings	76
III.3.1 Challenges of social business hybrids which arise from a hybrid organizational structure.....	81
a) (In-)compatibility of logics.....	81
b) Institutional voids	85
c) Lack of legitimacy and lack of understanding of the business model	86
d) Difficult access to funding.....	89
e) Illiquid human resources market.....	94
III.3.2 Strategies and support structures currently applied in the face of hybridity- specific challenges in social business hybrids	98
a) Choosing a (hybrid) legal framework	99
b) Adopting a selective coupling or decoupling strategy	103
c) Establishing networks, cooperations and strategic alliances	106
d) Getting external support through ecosystem engineers.....	111
III.3.3 Increasing the impact of social business hybrids: the scaling phase of social business hybrids.....	123

Table of Contents	XI
Part IV. Framework of challenges and coping practices for social business hybrids.	143
IV.1 Discussion and interpretation of empirical findings	143
IV.2 Framework and practical implications	144
Final conclusion, limitations and need for future research	153
Annex	159
References.....	163