

# Rethinking Cross- Sector Social Innovation

CONFERENCE

 Social Innovation  
Change Initiative



HARVARD Kennedy School

# + Social Innovation Change Initiative

## Thank You

Thank you to the scholars, researchers, and participants for attending SICI's inaugural conference. We are grateful to you for the contributions of time and mind to make this conference successful. We look forward to the rich discussion and intellectual contributions this community will make on the world through this work.

JULIE BATTILANA

SICI Academic Co-Director  
Harvard Kennedy School and  
Harvard Business School



JOHANNA MAIR

SICI Academic Co-Director  
Hertie School of Governance



CHRIS MARQUIS

SICI Director of Research  
Cornell University



CHRISTIAN SEELOS

SICI Director of  
Social Innovation Practice  
Stanford University



# Welcome to Harvard Kennedy School and the *Rethinking Cross-Sector Social Innovation* Conference

Located at the intersection of the public, not-for-profit, for-profit and social enterprise sectors, the Harvard Kennedy School (HKS) has a history of offering systematic analyses of the ways sectors and actors interact to create thriving societies and positive social change. In July 2016, HKS made an institutional investment to build upon this legacy, establishing the Social Innovation and Change Initiative (SICI) as a critical center of gravity for those seeking to address the complexity of the social problems facing our world today.

SICI's mission is to shape how people understand and practice innovation with a social intent such that they are effectively able to navigate the challenges of initiating and implementing sustainable social change. The initiative prioritizes work streams where institutions of higher education can make the greatest difference: producing and sharing research, developing and delivering world-class pedagogical programs, and convening key stakeholders on strategic topics when and where we think our participation would notably shift the existing conversation. Out of these objectives, the conference on *Rethinking Cross-Sector Social Innovation* was born and we are honored to host you here at the Harvard Kennedy School.

Over the next few days, we encourage you to thoughtfully interrogate, as well as accelerate, the rising momentum around this topic. Let us demonstrate to each other and the institutions we represent how research on cross-sector work can both be scientifically rigorous and provide tangible contributions to practice. The papers selected highlight methodological and theoretical diversity including quantitative and qualitative studies, as well as those that take a multi-level approach, connecting organizational processes with the broader institutional environment. Along with the conference organizers, we are thrilled by this diversity and hope to expand even further at future gatherings. It is our hope that your participation and the insights that come from it will reignite scholarly interest in the phenomenon and ultimately grow the body of knowledge we all use to inform decision-making and policy.

We warmly welcome you to Harvard and hope this is just the beginning of your participation in SICI's scholar community.

Sincerely,



BRITTANY BUTLER

SICI Executive Director and Adjunct Lecturer,  
Harvard Kennedy School



DOUG ELMENDORF

Don K. Price Professor of Public Policy and  
Dean, Harvard Kennedy School

FRIDAY, APRIL 6:  
CONFERENCE DAY 1

**8:30 AM – 9:00 AM**  
WEXNER 4TH FLOOR

**REGISTRATION AND BREAKFAST**

**9:00 AM – 9:30 AM**  
WEXNER 436

**WELCOME**

Julie Battilana, Johanna Mair, Chris Marquis, and Christian Seelos  
SICI Academic Leadership and Conference Organizers

Doug Elmendorf  
Don K. Price Professor of Public Policy and Dean of the Harvard Kennedy School

**9:30 AM – 9:45 AM**

**BREAK**

**9:45 AM – 11:15 AM**

**CONCURRENT PAPER SESSIONS**

WEXNER 434

PAPER SESSION: ACCOUNTABILITY AND PERFORMANCE

CHAIR: Emily Clough, Stanford University

DISCUSSANT: Wendy Smith, University of Delaware

PAPERS:

- › **Rodrigues, Juliana (University of São Paulo)**; Comini, Graziella Maria: “Assessing social impact: The relations between B Corps Impact Business Model and Inclusive Business”
- › **Cheng, Daniel (Indiana University Bloomington)**: “Bridging Nonprofit Support, Polycentricity, and Public Service Outcomes: Evidence from U.S. Large City Park Systems”
- › **Ebrahim, Alnoor (Tufts University)**: “Designing Ecosystem-Level Performance Systems: The case of chronic homelessness in Washington, D.C.”

RUBENSTEIN 414

PAPER SESSION: TACKLING GRAND CHALLENGES

CHAIR: Diana Jue-Rajasingh, University of Michigan

DISCUSSANT: Monica Higgins, Harvard University

PAPERS:

- › **Barrera-Osorio, Felipe (Harvard University)**; Blakeslee, David S; Hoovort, Matthew; Linden, Leigh: “Delivering Education to the Underserved through a Public-Private Partnership Program in Pakistan”
- › **Hu, Yanfei (University of Surrey)**; Rerup, Claus; **Zietsma, Charlene (Penn State University)**: “Institutional Interveners and Human Rights Development in Extreme Institutional Environments”
- › **Foot, Kirsten (University of Washington)**; Sworn, Helen; Alejano-Steele, AnnJanette: “Structures and Practices of Cross-Sector Engagement in Counter-Human Trafficking Coalitions in the Global South”

**11:15 AM – 11:30 AM**

**BREAK**

FRIDAY, APRIL 6:  
CONFERENCE DAY 1

11:30 AM – 1:00 PM

**CONCURRENT PAPER SESSIONS**

WEXNER 434

PAPER SESSION: FINANCING AND BOUNDARIES

CHAIR: Ashley Metz, Hertie School of Governance

DISCUSSANT: Michael Lounsbury, University of Alberta

PAPERS:

- › **Lepoutre, Jan (ESSEC)**; Valente, Mike; Zietsma, Charlene: “Corporate Social Action as a Firm-Fulfilling Prophecy”
- › **Yan, Shipeng (Tilburg University)**; Almandoz, John; Ferraro, Fabrizio: “Green Investing, State Policy, and Corporate Environmental Performance”
- › **Hehenberger, Lisa (ESADE)**; Papageorgiou, Kyriaki: “Financing Cross-Sector Collaborations for Social Change: The Case of Social Impact Bonds”

RUBENSTEIN 414

PAPER SESSION: RETHINKING CROSS-SECTOR PARTNERSHIPS

CHAIR: Yanhua Bird, Harvard University

DISCUSSANT: Markus Höllner, WU Vienna University of Economics and Business & UNSW Sydney

PAPERS:

- › **Huysentruyt, Marieke (HEC Paris)**; Quélin, Bertrand: “Contracting-out Development Aid: What is the True Price that Government Pays for Non-profit versus For-profit Involvement?”
- › **Ferris, James (University of Southern California)**: “Institutionalizing Cross-sectoral Collaboration: An Examination of Federal Offices of Strategic Partnerships”
- › **Branzei, Oana (Western University)**; Stadler, Lea; Ling, Haiying: “The Road Not Taken: A Vocabulary Elaboration of Cross-sector Work”

1:00 PM – 2:15 PM

**LUNCH**

2:15 PM – 3:45PM

**CONCURRENT PAPER SESSIONS**

WEXNER 434

PAPER SESSION: HYBRIDITY

CHAIR: Leanne Hedberg, University of Alberta

DISCUSSANT: Marya Besharov, Cornell University

PAPERS:

- › **Grimes, Matthew (Indiana University)**; **Helms, Wes (Brock University)**; Conger, Michael: “Competing for Good: How Organizational Hybridity Challenges Inter-Organizational Categorization and Cross-Sector Value Creation”
- › **Furnari, Santi (Cass Business School, London)**: “Inhabiting hybrid organizations: unpacking the political micro-processes of organizational hybridization”
- › **Quélin, Bertrand (HEC Paris)**; Fangwa, Anicet: “Hybrid Organizations: Beyond the social enterprise?”

PLEASE NOTE: **Presenting author is formatted in bold.**  
Attending Author is formatted in medium.

FRIDAY, APRIL 6:  
CONFERENCE DAY 1

RUBENSTEIN 414

PAPER SESSION: ECOSYSTEM CHANGE IN HEALTH AND NUTRITION

CHAIR: Shoshanna Levine, Harvard University

DISCUSSANT: Barbara Gray, Penn State University

PAPERS:

- › **Barman, Emily (Boston University);** Lillo, Sara: "Just Good Business: Towards a Theory of Organizational Survival for Health Enterprises"
- › **Stadtler, Lea (Grenoble Ecole de Management);** Karakulak, Özgü: "Scrutinizing Cross-Sector Partnerships: Laboratories and Mass Marketers of Social Innovation?"
- › **Hamann, Ralph (University of Cape Town);** Nilsson, Warren; Drimie, Scott: "Tackling hunger through dialogue? The institutional agency of dialogue in social innovation"

3:45 PM – 4:00 PM

**BREAK**

4:00 PM – 5:00 PM

WEXNER 436

CHALLENGES AND OPPORTUNITIES IN CROSS-SECTOR RESEARCH

PANELISTS

Jorrit De Jong, Harvard Kennedy School

Anita McGahan, University of Toronto

Maureen Scully, University of Massachusetts, Boston

MODERATED BY

Chris Marquis, SICI Harvard Kennedy School and Cornell University

5:00 PM – 6:30 PM

WEXNER COMMONS

**NETWORKING RECEPTION**

6:30 PM

WEXNER COMMONS

**DINNER**

REMARKS FROM

David Gergen

Public Service Professor of Public Leadership, Harvard Kennedy School

INTRODUCED BY

Brittany Butler

SICI Executive Director and Adjunct Lecturer, Harvard Kennedy School

**SATURDAY, APRIL 7:  
CONFERENCE DAY 2**

**8:30 AM – 9:00 AM**  
WEXNER 4TH FLOOR

**BREAKFAST**

**9:00 AM – 10:30 AM**

**CONCURRENT PAPER SESSIONS**

WEXNER 434

PAPER SESSION: LEADERSHIP AND MANAGEMENT

CHAIR: M. Paola Ometto, University of Alberta

DISCUSSANT: Sophie Bacq, Northeastern University

PAPERS:

- › **Bromley, Patricia (Stanford University);** Meyer, John W: “Hyper-management: The rise of the corporate superhero and implications for cross-sector work”
- › **Slawinski, Natalie (Memorial University);** Smith, Wendy K: “Inviting Engagement with Paradox: How Leaders of Social Enterprises Communicate Complexity”
- › **Mosley, Jennifer (University of Chicago);** Park, Sunggeun (Ethan): “Engaging Providers in Collaborative Governance: Effectiveness in Reducing Chronic Homelessness”

RUBENSTEIN 414

PAPER SESSION: PLATFORMS

CHAIR: Clara My Lernborg, Stockholm School of Economics

DISCUSSANT: Jason Jay, MIT

PAPERS:

- › **Fayard, Anne-Laure (New York University);** Bechky, Beth: “A Tale of 2 Continents and Multiple Sectors: Spanning boundaries for cross-sector collaboration”
- › **Briscoe, Forrest; Diaz, Celeste; Gray, Barbara (all, Penn State University);** “Field-convening organizations: Shaping transnational standards in the emerging field of human genomics”
- › **Logue, Danielle (University of Technology Sydney);** Grimes, Matthew: “Platforms for the People: Enabling civic crowdfunding through the cultivation of institutional infrastructure”

**10:30 AM – 10:45 AM**

**BREAK**

**SATURDAY, APRIL 7:  
CONFERENCE DAY 2**

**10:45 AM – 12:15 PM**

WEXNER 434

**CONCURRENT PAPER SESSIONS**

PAPER SESSION: LARGE CORPORATIONS AND NGOS

CHAIR: Tanja Collavo, Saïd Business School

DISCUSSANT: Shon Hiatt, University of Southern California

PAPERS:

- › **Gatignon, Aline (University of Pennsylvania);** Bode, Christiane: “Organizational Forms and Governance Modes: Differential Effects of Cross-Sector Partnerships on CSR Outcomes in India”
- › **McDonnell, Mary-Hunter (University of Pennsylvania);** Pontikes, Elizabeth: “Bad company: Tactics, Stigma, and Shifts in the Public Approval of Environmental Activists after the BP Oil Spill”
- › **Bode, Christiane (Bocconi University);** Singh, Jasjit: “Cross-Sector Convergence: Building Sustainable Collaborative Initiatives Inside For-Profit Firms”

RUBENSTEIN 414

PAPER SESSION: CONNECTING CROSS-SECTOR STAKEHOLDERS

CHAIR: Christina Hertel, Technische Universität München

DISCUSSANT: Beth Bechky, New York University

PAPERS:

- › **Bourgeois, Clara (ELLYX);** Douchet, Laura; Palluault, Olivier: “Beyond common ground, towards common need: The role of social innovator in cross sector social innovation”
- › **Prokopovych, Bogdan (University of Massachusetts, Amherst); Lernborg, Clara My (Stockholm School of Economics);** Plotnieks, Davis: “Cross-sector Cooperation Through a Serlean Lens: The Case of Swedish Social Enterprises”
- › **Patsias, Caroline (UQAM); McMullin, Caitlin (University of Birmingham);** “Non-profit hybrids and advocacy: Evidence from organizations in France, Quebec and England”

**12:15 PM – 1:30 PM**

**LUNCH**

**1:30 PM – 3:00 PM**

**CONCURRENT PAPER SESSIONS**

WEXNER 434

PAPER SESSION: COMMUNITY ECOSYSTEMS

CHAIR: Christof Brandtner, Stanford University

DISCUSSANT: John Almandoz, IESE Business School

PAPERS:

- › **Villela, Malu (University of Bristol);** Morgan, Glenn: “Cross-Sector Governance in Bristol’s Socio-Environmental Economy Ecosystem”
- › York, Jeffrey; **Embry, Elizabeth A (University of Colorado Boulder);** “Entrepreneurial Public-Private Partnerships: The Case of the Boulder Energy Challenge”
- › **Stott, Neil (University of Cambridge); Fava, Michelle (University of Cambridge);** Tracey, Paul; Claus, Laura: “Playing well with others? Community cross-sector work in poor places”

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Attending Author is formatted in medium.



SATURDAY, APRIL 7:  
CONFERENCE DAY 2

RUBENSTEIN 414

PAPER SESSION: MARKETS AND DEVELOPMENT

CHAIR: Stefan Dimitriadis, Harvard University

DISCUSSANT: Tina Dacin, Smith School of Business, Queen's University

PAPERS:

- > **Dorado, Silvia (University of Rhode Island);** Fernandez, Pablo; Willi, Alberto: "Scaling up of social innovation. An institutional framework"
- > Ranganathan, Aruna; **Doering, Laura (University of Toronto):** "The (State-Private) Ties that Bind: Status, Occupations, and Economic Development in India"
- > **Walton, Michael (Harvard University);** Sheth, Surili: "Values and Value Chains: The Intersection of Grassroots Mobilization and Enterprise Development in India"

3:00 PM – 3:15 PM

**BREAK**

3:15 PM – 4:00 PM

WEXNER 436

**MOVING FORWARD: REFLECTIONS FROM THE BENCHES**

MODERATED BY

Johanna Mair

SICI at Harvard Kennedy School and

Hertie School of Governance

Christian Seelos

SICI at Harvard Kennedy School

