


Erasmus School of
Social and
Behavioural Sciences

Value creation by two types of hybrid organisations

Contribution for online seminar Value of Hybridity – Hybridity of Value,
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SMART HYBRIDITY
Potentials and
Challenges of
New Governance
Arrangements
Edited by
Philip Marcel Karre
Knutson Simonsen
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**Heads and Tails:
Both sides of the coin**
An analysis of hybrid organisations in the Dutch
social entrepreneurship sector
Philip Marcel Karre



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Hybrid Organisations**
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**HYBRID GOVERNANCE,
ORGANISATIONS AND
SOCIETY**
VALUE CREATION PERSPECTIVES
Edited by
Jarmo Vakkari and Jan Erik Johansen

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Navigating between Opportunities and Risks:
The Effects of Hybridity for Social Enterprises
Engaged in Social Innovation¹

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Hybrid Organizations: No Cause for Concern?

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Opportunities and risks

In: Vakkuri & Johanson (eds.) (2020). Hybrid Governance, Organisations and Society. Value Creation Perspectives, Routledge, pp. 202-218.

- Trends in public service provision: traditional public administration → New Public Management → New Public Governance/Public Value Management
- Sedimentation of institutional logics and governance modes
- Hybrid organizations mix institutional logics and governance modes of the public, the private and the Third sector.
- As a result, they 'involve a variety of stakeholders, pursue multiple and often conflicting goals and engage in divergent or inconsistent activities' (Mair, Mayer & Lutz, 2015)
- Hybridity can be beneficial for creation of public value but also detrimental.

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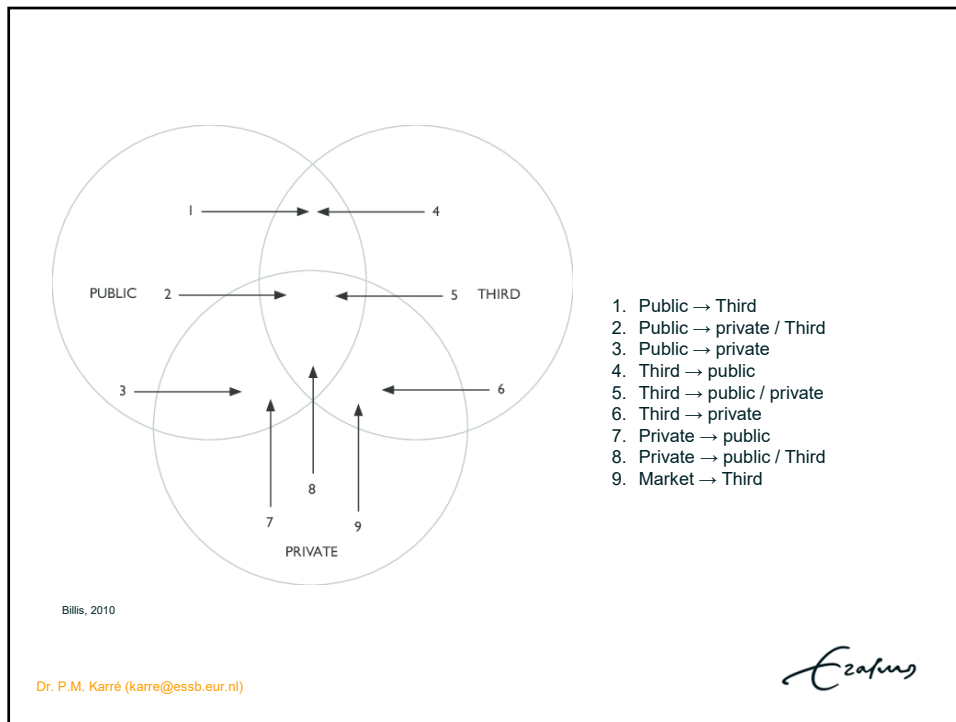


Institutional logics

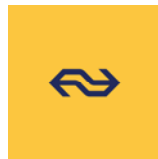
	Public sector (State)	Private sector (Market)	Third sector (Civil Society)
<i>The individual as...</i>	Citizen	Customer	Member
<i>Main source of funding</i>	Taxes	Sales	Fees
<i>Goal</i>	Common interest	Shareholder value	Stakeholder value
<i>Steering through...</i>	Politics and administration	Competition on the market place	Formal and informal influence of societal stakeholders
<i>Main values</i>	Equality, rule of law, hierarchy	Entrepreneurship, efficiency, effectiveness	Reciprocity, trust, solidarity
<i>Weaknesses</i>	Bureaucracy	Exclusion	Particularism, paternalism, amateurism

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Manifestations of hybridity I: SOE & quangos



Port of Rotterdam
Schiphol
 Amsterdam Airport



Immigration and Naturalisation
 Service
 Ministry of Justice and Security

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Ezafun

Manifestations of hybridity II: WISE



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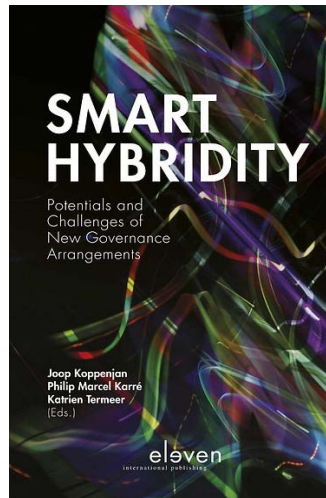
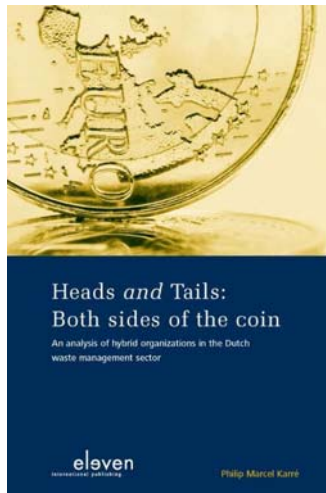
Effects of hybridity

- Positive effects
 - Stimulates innovation.
 - Grants access to new resources.
 - Brings together people with various, supplementary backgrounds and expertise, creating synergy.
- Negative effects
 - Creates ambiguity and stimulates opportunistic behaviour (e.g. mission drift).
 - Blocks access to resources.
 - Leads to cultural clashes between people with different backgrounds.

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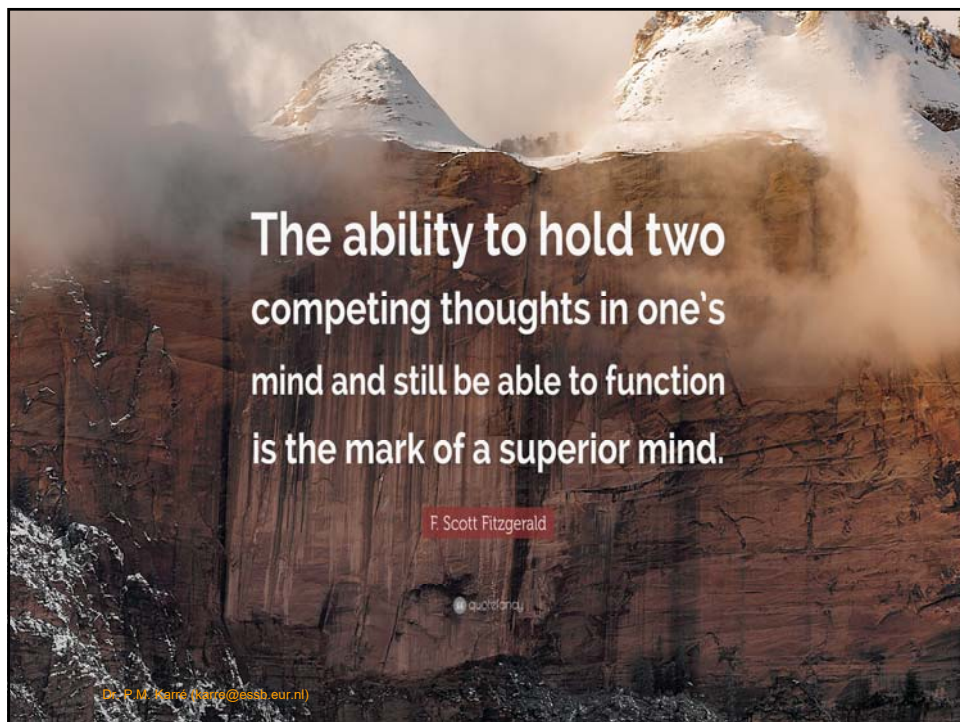
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Conclusions



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