

Statement of Research Interests

I am an organizational scholar studying the processes and strategies by which entrepreneurs and businesses influence society. My research focuses on two such phenomena: (1) *hybrid social ventures*, new organizations that innovate by combining aspects of business and charity, and (2) *corporate social responsibility*, the structures and practices of large corporations that affect the social welfare of the communities and societies in which they are embedded. My research in these two areas contributes to literatures on organization theory, entrepreneurship, and institutional theory. It also has practical implications for managers, investors and policy-makers seeking to influence the creation of economic and social value.

1. Hybrid Social Ventures

In recent years, a wave of new organizations pursuing social missions has attempted to innovate by incorporating aspects of business. Such “hybrid social ventures” promise to address well-known deficiencies of the traditional charity form through financial self-sufficiency and the use of markets to address social problems at a broad scale. Although hybrid social ventures have gained wide public acclaim and captured the interest of policy-makers, previous research has provided little insight into the conditions under which they are created and the extent to which they are successful in building viable.

My dissertation develops and tests several theoretical propositions about hybrid social ventures and their unique organizational characteristics. Because suitable quantitative data on social ventures has not previously been developed, I identified and tracked a sample of several hundred nascent social ventures to build a longitudinal database that integrates interviews, surveys and archival data. Interviews with a sub-sample allowed me to identify key constructs. I then used multiple surveys with the same ventures over time to form the core of a multi-year database that grows annually with each additional cohort of applicants. Finally, I drew on detailed descriptions of each venture to code features of their organizational practices. My analyses are reflected in two research papers.

In “**Mission and Markets?: The Organizational Viability of Hybrid Social Ventures**” (job market paper), I develop and test theory about how incorporating aspects of the business form influences the likelihood that early-stage social ventures will achieve key entrepreneurial milestones. Potential benefits of hybridity include the capacity to assemble new combinations of resources, generate creative frictions, and flexibly respond to complex, dynamic environments. However, pressures to conform to not one, but multiple, organizational forms give rise to organizational tension and instability. Building on previous theories from institutional sociology, I argue that hybrid social ventures will face challenges including inattention or mis-categorization on the part of resource providers, as well as internal ambivalence and uncertainty resulting from the presence of multiple organizational goals.

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Philip Adu, D. Anthony Miles



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