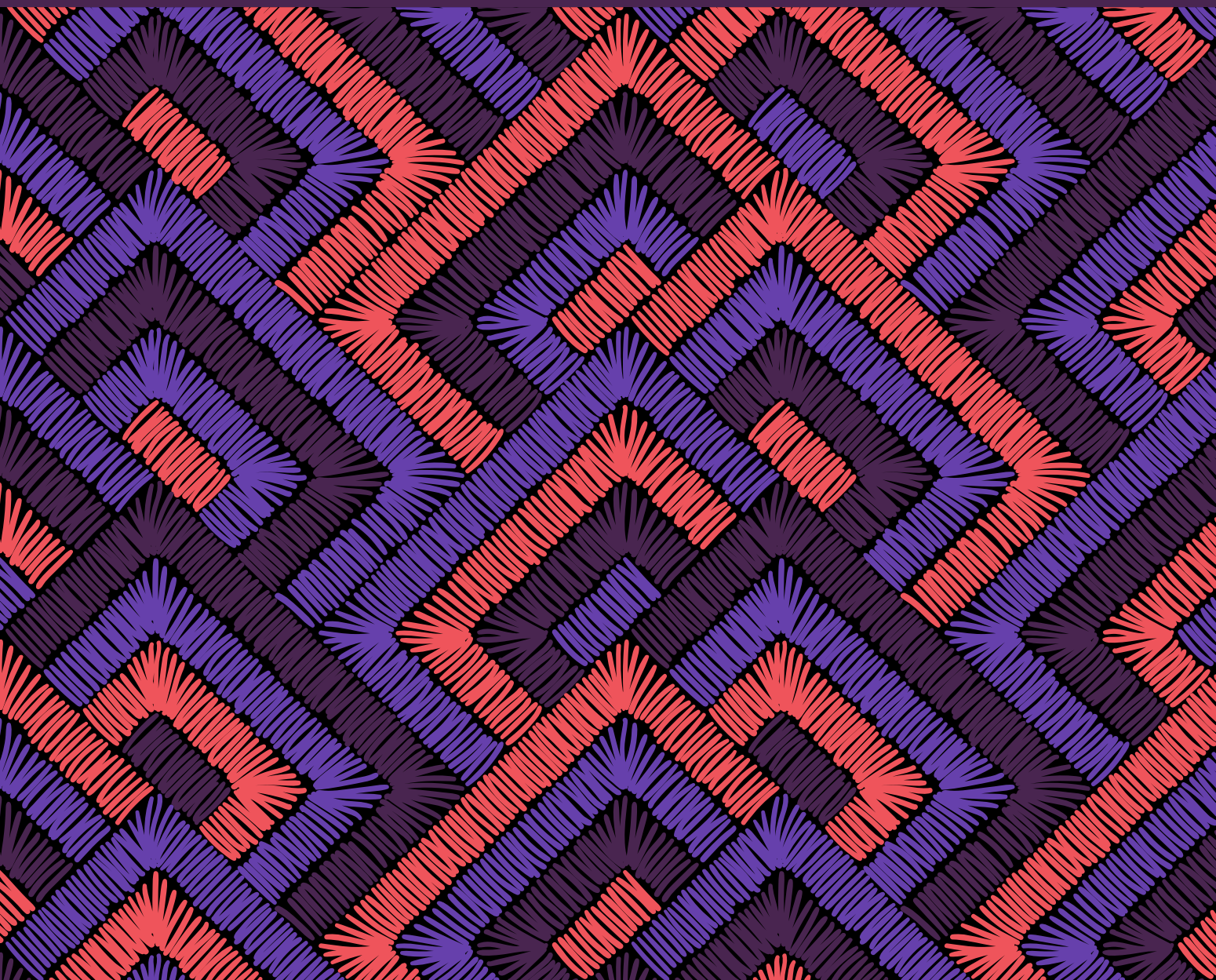


The 20th Annual Social Entrepreneurship Conference

Thursday, 18 April – Saturday, 20 April 2024

IMD, Lausanne



Contents

A warm welcome	04
Conference logistics	06
Acknowledgements	08
Board of reviewers	09
Sponsors	10
Agenda	11
Speakers	24
Social entrepreneurship at IMD	32
Social entrepreneurship at USC Marshall School of Business Birmingham Social Enterprise Lab	35

The 20th Annual Social Entrepreneurship Conference

A warm welcome



Welcome to the 20th Annual Social Entrepreneurship Conference, the foremost gathering of academics and scholars in social entrepreneurship globally. Sponsored by IMD and the Marshall School of Business, University of Southern California, this year's conference welcomes renowned thought leaders and keynote speakers and promises to share exciting new thinking on the most critical challenges and issues ahead related to social entrepreneurship, social enterprise, innovation, sustainability, and positive societal impact.

Over the last 19 years, it has been our great fortune to hear and share the latest research and ground-breaking initiatives from the foremost thinkers in our field. Celebrating our 20th Annual Social Entrepreneurship Conference this year at IMD, we have received more than 135 scholarly abstracts from researchers from more than 20 countries. The standard of submissions has

been outstanding, making it difficult to select this year's papers. We would like to recognize and thank all our contributors—trailblazers who share a commitment to the ongoing development of theory, research, and education on social entrepreneurship and its impact on global communities.

As we mark our 20th anniversary, we remain proud of the extraordinary caliber that the Annual Social Entrepreneurship Conference has consistently enjoyed. Past academic speakers have included Julie Battilana, William Baumol, Christine Beckman, Marya Besharov, Gordon Bloom, Paul Bloom, Oana Branzei, Debbi Brock, Tina Dacin, Silvia Dorado, Alnoor Ebrahim, Mary Ann Glynn, Helen Haugh, Lisa Hehenberger, Kai Hockerts, Geoffrey Kistruck, Jim Koch, Norris Krueger, Matthew Lee, Paul Light, Tom Lumpkin, Johanna Mair, Jeffery McMullen, Kumar Nair, Alex Nicholls, Anne-Claire Pache, Ana Maria Peredo, Philip Phan, Jeffrey Robinson, Filipe Santos,

Christian Seelos, Durreen Shahnaz, Dean Shepherd, Ute Stephan, David Townsend, Paul Tracey, Tyler Wry, and Jeffrey York.

Our practitioner-oriented speakers are no less illustrious. Over the years, we have welcomed Nobel laureates Paul Romer, Michael Spence, and Muhammad Yunus; as well as Scott Barrie, David Bornstein, Margot Brandenburg, Laura Callanan, Susan Davis, Greg Dees, Cheryl Dorsey, Bill Drayton, Jed Emerson, Darell Hammond, Scott Harrison, Andrew Kasso, Mark Kramer, Tris Lumley, Debra Natenshon, Jacqueline Novogratz, Sara Olsen, Linda Rottenberg, Jason Saul, Billy Shore, Richard Steele, Tom Szaky, Brian Trelstad, Michael Weinstein, and Georgette Wong, among others.

This year, we are delighted to host a full two days of profound exploration and analysis of the most exciting emerging concepts and topics in social entrepreneurship. Core themes will build on the consolidated work of previous years, and include but are not limited to:

- Social venture legitimacy
- Organizational hybridity
- Social entrepreneurship and institutional change
- Impact measurement
- Social entrepreneurship as meaning-making
- Supporters of social entrepreneurship
- Impact investing and social venturing funding
- Social enterprise scaling
- Community aspects of social entrepreneurship
- Social entrepreneurship and inclusion
- Development of social entrepreneurship
- Emerging themes in social entrepreneurship education

It is our great pleasure to welcome a number of exceptional keynote speakers. They are:

Rachida Justo, IE University
Kai Hockerts, Copenhagen Business School
Johanna Mair, Hertie School & Stanford University

Closing our conference this year, a panel of renowned experts and speakers in social entrepreneurship, namely:

Helen Haugh, University of Cambridge
Lisa Hehenberger, ESADE
Anne-Claire Pache, ESSEC
Filipe Santos, CATÓLICA-LISBON
Tyler Wry, The Wharton School

Highlights of the 20th Annual Social Entrepreneurship Conference also include:

A Paper Development Workshop (PDW) on Religion and Social Entrepreneurship, organized by Miruna Radu-Lefebvre (Audencia Business School), Allan Discua Cruz (University of Lancaster), Saulo Dubard Barbosa (emlyon), and Brett Smith (Miami University). The PDW is related to a Special Issue forthcoming in *Entrepreneurship and Regional Development*.

Five panels, on various timely topics, such as:

- Advancing social entrepreneurship via inclusive theoretical and methodological approaches – with the *Journal of Business Venturing Insights* (Thursday, 18 April)
- Reimagining the role of social entrepreneurship scholars: Conducting research in the Global South (Friday, 19 April)
- Responsible innovation in entrepreneurial firms (Friday, 19 April)
- The current state of research on social entrepreneurship ecosystems and future directions (Saturday, 20 April)
- Entrepreneurship, social cohesion, and community resilience (Saturday, 20 April)

... and, last but not least, cake and bubbles to celebrate the 20th anniversary of our conference.

While our conference participants represent a wide range of viewpoints, we are all unified by a commitment to building and supporting social entrepreneurs and their organizations. We hope you enjoy this program, built from the bottom up with great care for diversity and inclusion, and that you gain critical insights and inspiration during our time together.

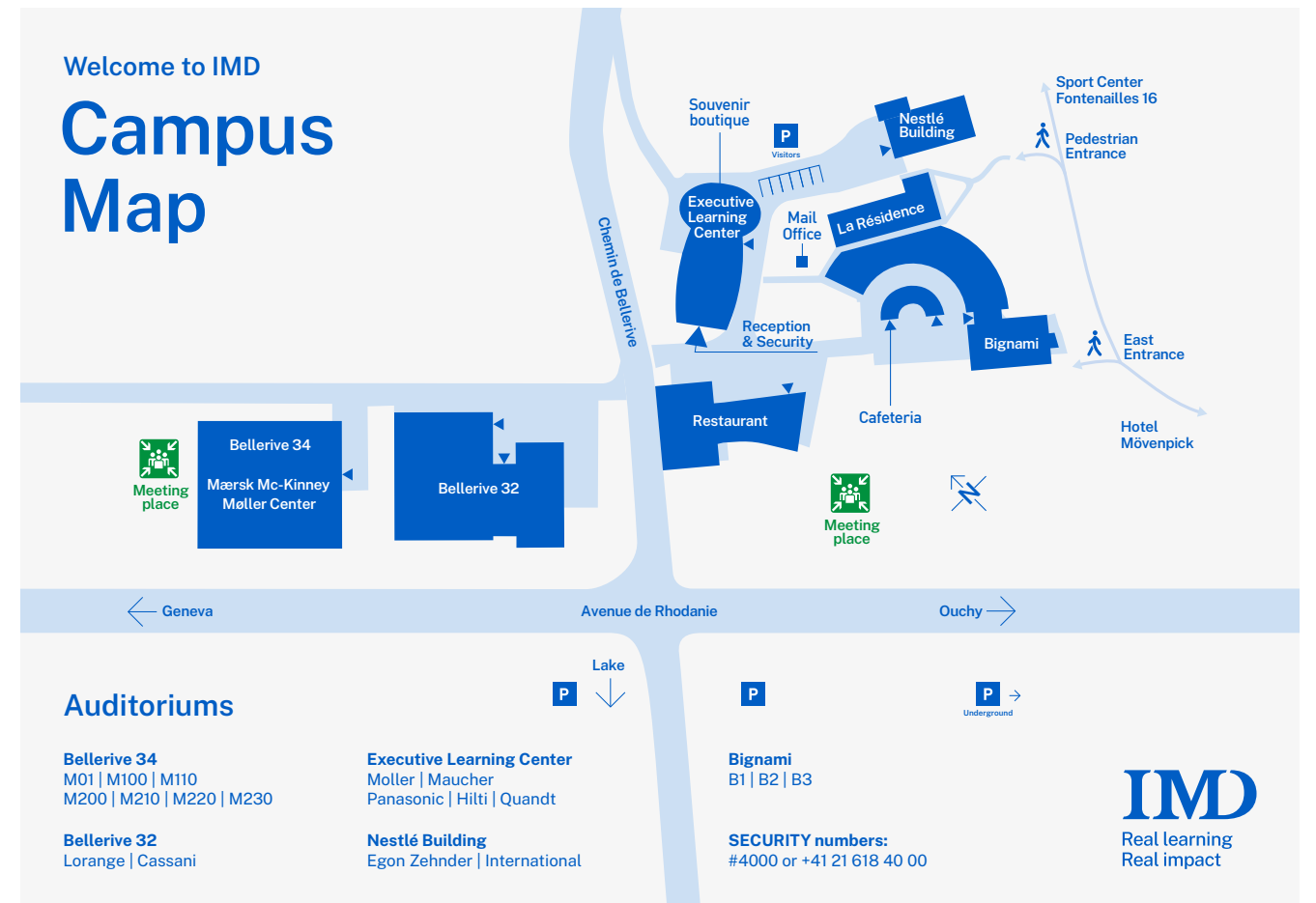
We are thrilled to welcome you to our community and wish you all the best for a successful conference.

Sophie & Jill

Sophie Bacq, Professor of Social Entrepreneurship and Coca-Cola Foundation Chair in Sustainable Development at IMD

Jill Kickul, Narayan Research Director of Social Entrepreneurship, Brittingham Social Enterprise Lab, and Professor, Lloyd Greif Center for Entrepreneurial Studies, USC Marshall School of Business

Conference logistics



Conference building:

The conference will take place at **Bellerive 34, the Mærsk Mc-Kinney Møller Center**.

Internet instructions:

To access the wifi, kindly search for **IMD Guest**, and connect directly, no password is needed.

In an emergency:

Security: 4000
Event Coordinator: +41 79 675 0721

Acknowledgements

IMD

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Geoff Garrett, Dean, Marshall School of Business

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The Lloyd Greif Center for Entrepreneurial Studies

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Monica Dean
Executive Director

Board of reviewers

We would like to express thanks to our Board of Reviewers who worked diligently and swiftly to review more than 135 abstracts in a short period of time. Each submission was double-reviewed.

The 15 members of our review board are, in alphabetical order:

Elisa Alt, King's College London (UK)
Ryan Bailey, University of Wyoming (USA)
Ace Beorchia, Kennesaw State University (USA)
John Callaghan, Imperial College London (UK)
Silvia Dorado, UMass Boston (USA)
David Gras, The University of Tennessee (USA)
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Patrick Reichert, IMD (Switzerland)
Esther Salvi, IMD (Switzerland)
Tyler Wry, The Wharton School (USA)

* If you would like to volunteer to help at our conference, review abstracts, or anything else, please email Sophie at sophie.bacq@imd.org.



Sponsors

The Gold Sponsor of the 20th annual Social Entrepreneurship Conference is:

Miami University's Center for L.I.F.E.



Sponsorship opportunities

We offer different levels of sponsorship opportunities:

Platinum Sponsor (CHF 15,000)

Gold Sponsor (CHF 10,000)

Silver Sponsor (CHF 5,000)

Please contact us for more details on the benefits associated with each sponsorship level.

We also welcome sponsors who wish to support specific aspects of the conference, such as:

- Coffee breaks
- Lunches
- Networking receptions
- Awards
- Bags, pens, notebooks

These sponsorship opportunities are available on a first-come, first-served basis and include logo and name recognition on the sponsored item and the conference website. Please contact us for more details and pricing.

How to become a sponsor

If you are interested in becoming a sponsor of The Annual Social Entrepreneurship Conference, please contact Sophie Bacq at sophie.bacq@imd.org. We will review your application and confirm your sponsorship level and benefits as soon as possible. Thank you for your consideration and support. We look forward to partnering with you for many more successful and memorable conferences.

Agenda



Program at a glance

Thursday, 18 April 2024

Pre-conference workshops

Time	Description	Person/Topic	Room
3:00 – 6:00 p.m.		Early registration	Outside M100
4:00 – 5:30 p.m.	PDW	Religion & Social Entrepreneurship Organized by Special Issue editors: Brett Smith , Miami University Miruna Radu-Lefebvre , Audencia Business School Allan Discua Cruz , University of Lancaster Saulo Dubard Barbosa , emlyon business school	M220
4:00 – 5:30 p.m.	Panel session (with special issue opportunity)	Advancing Social Entrepreneurship via Inclusive Theoretical and Methodological Approaches Panelists: Ana Cristina O Siqueira , William Paterson University Pablo Munoz , Durham University Reginald Tucker , University of Oklahoma Rachida Justo , IE University	M200
6:00 – 7:30 p.m.		Welcome reception	Outside M100

Paper Development Workshop (PDW) on Religion & Social Entrepreneurship

This PDW (interactive style) will be offered to encourage and inspire submissions to Entrepreneurship & Regional Development's Special Issue on "[The Emerging Subfield of Religious Entrepreneurship](#)".

The PDW will include short presentations from each of the Special Issue Editors: Miruna Radu-Lefebvre, Editor in Chief at ERD (Audencia Business School), Allan Discua Cruz, AE at ERD (University of Lancaster), Saulo Dubard Barbosa (emlyon), and Brett Smith (Miami University).

The presentations will include: the rationale for the Special Issue; an overview of the emerging field; recent publications and theoretical directions (intersectionality/gender, contextualization, cognition/decision-making, and identity). Following these presentations, we will break out into interactive tables on future research ideas for the Special Issue and beyond. The whole session will be completed in 90 minutes.

Advancing Social Entrepreneurship via Inclusive Theoretical and Methodological Approaches

Ana Cristina O Siqueira (William Paterson University), Pablo Munoz (Durham University), Reginald Tucker (University of Oklahoma), Rachida Justo (IE University)

Our panel focuses on research opportunities in the field of social entrepreneurship that address economic, social, and environmental challenges by applying and extending perspectives beyond traditional paradigms to communities and entrepreneurs from diverse backgrounds. We explore scholarship opportunities that expand the diversity of perspectives in social entrepreneurship by integrating perspectives from various traditions, including those that emerge in the Global South and developing economies as well as perspectives outside conventional paradigms. We highlight publications in the Journal of Business Venturing Insights as examples of integrating inclusive theoretical and methodological approaches in the literature on social entrepreneurship.

At the end of the panel, we will reserve 15 minutes for a discussion on a forthcoming Online Journal of Business Venturing Insights Paper Development Workshop and Best Paper Award associated with the theme of the panel.

Friday, 19 April 2024

Time	Description	Person/Topic	Room
8:00 – 8:30 a.m.		Registration & light breakfast	Outside M100
8:30 – 9:00 a.m.	Welcome & Opening Remarks	David Bach, Professor of Strategy and Political Economy and Dean of Innovation and Programs, IMD Sophie Bacq, Professor of Social Entrepreneurship and Coca-Cola Foundation Chair in Sustainable Development, IMD Jill Kickul, Research Director, Brittingham Social Enterprise Lab, and Professor, Lloyd Greif Center for Entrepreneurial Studies, USC Marshall School of Business	M100
9:00 – 10:00 a.m.	Opening Keynote	Ownership Reimagined: New Frontiers in Social Entrepreneurship and Impact Investing Rachida Justo, IE University	M100
10:00 – 10:30 a.m.		Morning break & refreshments	Outside M100
10:30 a.m.– 12:00 p.m.	Paper Session 1	Social Venture Legitimacy Seeking Chair: Evelina Gillard	M200
	Paper Session 2	Sustainability, Performance, and Impact Chair: Georgios Polychronopoulos	M210
	Paper Session 3	Social Entrepreneurship at the Field Level Chair: Shih-Han Huang	M220
	Paper Session 4	Organizational Hybridity Chair: Heiko Bergmann	M230
12:00 – 1:00 p.m.		Lunch	Outside M100

Time	Description	Person/Topic	Room
1:00 – 2:30 p.m.	Paper session 5	Social Entrepreneurship and Identity Chair: Giulia Latella	M200
	Paper session 6	Social Venture Legitimacy and Audience Evaluations Chair: Anne-Sophie Sabbatucci	M210
	Paper session 7	Social Entrepreneurship as a Vector of Institutional Change Chair: Romain Slitine	M220
	Paper session 8	Employees, Embedded Agency, and Social Change Chair: Amanda Williams	M230
	Panel session	Reimagining the Role of Social Entrepreneurship Scholars: Conducting Research in the Global South Conveners: Mohammed Bendaanane, Karla Corres Luna Panelists: Giacomo Ciambotti, Sergio Paramo Ortiz, Esther Salvi	M110
2:30 – 3:00 p.m.		Afternoon break & refreshments	Outside M100
3:00 – 4:30 p.m.	Paper session 9	Impact Measurement Chair: Jeanne Roche	M200
	Paper session 10	Social Entrepreneurial Intentions Chair: Ash Ganzoury	M210
	Paper session 11	Social Entrepreneurship as a Meaning-Making Process Chair: Naveed Akhter	M220
	Paper session 12	Supporters of Social Entrepreneurship Chair: Luciana Lucena de Lima	M230
	Hot topic roundtable discussion session	Responsible Innovation in Entrepreneurial Firms Conveners & Panelists: Tatiana Iakovleva, Jill Kickul, Bala Mulloth	M110
4:30 – 4:45 p.m.		Short bio break	
4:45 – 5:45 p.m.	Afternoon keynote	Building the Bridge as You Walk on It: What Competencies Do Social Entrepreneurs Need? Kai Hockerts, Copenhagen Business School	M100
6:00 p.m.		Buses leave IMD for Le Chalet Suisse	
6:30 – 9:00 p.m.		Conference Dinner at Restaurant Le Chalet Suisse Route du Signal 40 CH-1018 Lausanne	

Saturday, 20 April 2024

Time	Description	Person/Topic	Room
8:30 – 9:00 a.m.		Light breakfast	Outside M100
9:00 – 10:00 a.m.	Morning keynote	Time to Turn <i>Upstream</i> in Social Enterprise Research Johanna Mair, Hertie School & Stanford University	M100
10:00 – 10:30 a.m.		Morning break & refreshments	Outside M100
10:30 a.m. – 12:00 p.m.	Paper session 13	Impact Investing and Social Venture Funding Chair: Mohammed Bendaanane	M200
	Paper session 14	Growth and Scaling of Social Enterprises Chair: Blair Winsor	M210
	Paper session 15	Community Aspects of Social Entrepreneurship Chair: Helen Haugh	M220
	Paper session 16	DEI & Social Entrepreneurship Chair: Mirza Tihic	M230
	Panel session	The Current State of Research on Social Entrepreneurship Ecosystems and Future Directions Conveners: Tom Lyons, Philip Roundy Panelists: Nicolay Dentchev, Abel Diaz Gonzalez, Rachida Justo, Tonia Wernecke	M110
12:00 – 1:00 p.m.		Lunch	Outside M100

Time	Description	Person/Topic	Room
1:00 – 2:30 p.m.	Paper session 17	Social Entrepreneurship and Innovation Chair: Nicole Siebold	M200
	Paper session 18	Incubators, Accelerators, and Ecosystem Outcomes Chair: Bala Mulloth	M210
	Paper session 19	Social Entrepreneurs' Behaviors Chair: Alessia Argiolas	M220
	Paper session 20	Social Entrepreneurship Governance Chair: Alexandre Bitektine	M230
2:30 – 3:00 p.m.		Afternoon break & refreshments	Outside M100
3:00 – 4:00 p.m.	Paper session 21	Social Entrepreneurship and Passion Chair: Shirley Jin	M200
	Paper session 22	Social Entrepreneurship Trajectories Chair: Christiana Weber	M210
	Paper session 23	Economics and Development Views of Social Entrepreneurship Chair: Viktoria Unger	M220
	Panel session	Entrepreneurship, Social Cohesion, and Community Resilience Conveners: Domenico Dentoni, Christina Hertel, Steffen Farny Panelists: Sophie Bacq, Stephanie Koornneef	M230
	'Meet the Author' session	Greg Van Kirk Presenting his new book <i>It's What You Set In Motion: A Toolbox for Collaborative Changemaking</i>	M110
4:00 – 4:15 p.m.		Short bio break	
4:15 – 5:30 p.m.	Closing keynote	Helen Haugh, University of Cambridge	M100
	Anniversary panel	Lisa Hehenberger, ESADE Anne-Claire Pache, ESSEC Filipe Santos, CATÓLICA-LISBON Tyler Wry, The Wharton School	
5:30 – 7:30 p.m.	Celebratory closing reception & Best Paper award	Join us for cake and champagne to celebrate our 20 th Annual anniversary	IMD Restaurant

Detailed agenda

Friday, 19 April 2024				
10:30 a.m. – 12:00 p.m.	Session 1 Social Venture Legitimacy Seeking	Session 2 Sustainability, Performance, and Impact	Session 3 Social Entrepreneurship at the Field Level	Session 4 Organizational Hybridity
Room	M200	M210	M220	M230
Session chair	Evelina Gillard	Georgios Polychronopoulos	Shih-Han Huang	Heiko Bergmann
Presentation 1	Bendaanane & Belz Stay on Board We'll Make It Work: How Social Enterprises Maintain Pragmatic Legitimacy Amidst Profitability Struggles	Carballo, Teijeiro, Hertel & Ugazio Analyzing Sustainability Certification and Walk-Talk (In) Consistencies	Cho & Wang The Impact of Mega-Threats on the Hybridity of Social Enterprises	Alvarez-Boulton, Estrin, Rebmann & Stephan Balancing Social Purpose and Profit: Impact of Firms' Strategic Goals on Exporting
Presentation 2	Clarysse & Li In Search for Grand Solutions: Entrepreneurial Narratives to Engage and Maintain Stakeholder Support	Padilla, Bruneel & Staessens The Behavioral Theory of CSR Performance: The Role of Organizational Goal Orientation and the Dominant Coalition	Gao & Mair From a Seed to Branches: Social Enterprise Field Construction in China	Curran, Plesa & Hubbard Ghosts of Organizations Past: Past Organizational Forms and Social Enterprise Performance
Presentation 3	Meert & Dufays Silent or Silenced? The Role of Intermediaries in Silencing the Conformity of Social Enterprises to the SDGs	Unger, Salvi, Spanjol & Gümüşay From Fragmentation to Cohesion: A Review, Critique, and Roadmap for Impact Entrepreneurship	Sabbatucci Collective Action for Corrupt Market Reformation: A Study of Iraq's Entrepreneurship Movement	Latella & Mongelli How do Social Business Hybrids Diversify? The Role of Organizational Purpose in the Dynamo Case
Presentation 4	Qian Jin & Chandra Visuals as Culture: How Social Ventures Construct Legitimacy on Instagram	Walske, Scarlata & Wry Changing the Paradigm for Performance in Impact Investing	Zhuang, Huysentruyt & Quélin Who is Willing to Deliver Aid in Politically (Un) Constrained Contexts? Theory and Evidence from Nonprofit and For-Profit Aid Intermediaries	Plesa How Exogenous Shocks Affect the Management of Hybrid Tensions in Social Enterprises

1:00 p.m. – 2:30 p.m.	Session 5 Social Entrepreneurship and Identity	Session 6 Social Venture Legitimacy and Audience Evaluations	Session 7 Social Entrepreneurship as a Vector of Institutional Change	Session 8 Employees, Embedded Agency, and Social Change
Room	M200	M210	M220	M230
Session chair	Giulia Latella	Anne-Sophie Sabbatucci	Romain Slitine	Amanda Williams
Presentation 1	Al Taji, Kummitha, Dajani, Min Jang, Muqbel & Abdulaziz The Path from Volunteering to Social Entrepreneurship Intention	Qian Jin & Chandra What Drives Social Venture's Legitimacy: Insights from Online Consumer Reviews	Dabu & Cerkez Institutional Change and Public Entrepreneurship: Conceptual Insights and Theory Development Based on a Case Study on The Emergence of a Polycentric Health System	Gillard Towards Organizational Resilience and Performance: Contribution of HRM Strength to Social Entrepreneurship
Presentation 2	Bergmann & Rychener How Do Mission-Driven Ventures Emerge? An Investigation of Start-up Activities and the Achievement of Regular Sales	Roche, Justo, Pasquini, & Jung Held To a Higher Standard? The Effect of Substantive vs. Symbolic Actions on Social Enterprises' Financial Performance	Eichinger & Belz Strategies of Social Enterprises in Institutional Change: The Case of E-Mobility in Kenya	Kannegieser & Edinger-Schons Profit and Purpose – An Unlikely Friendship? A Differentiated Perspective on the Tainted Altruism Hypothesis
Presentation 3	Winsor, Thapa & Schouten Social Enterprise and Social-Mission Driven Organization Identity: The Benefits of Strategic Ambiguity	Tater & Berchicci The Effect of Organizational Structure on Legitimacy Judgments of Social Enterprises	Lu & Savaget Institutional Custodianship Meets Institutional Translation: The Custodial Responses of the Chinese Government to the Translation of Social Enterprises in China	Kannegieser & Edinger-Schons Social Innovation in the Sandbox – Investigating the Paradox of Embedded Agency in Organizing for Divergent Change
Presentation 4	Zabara, Fauchart & Tang Between Profit and Social Aims: An Empirical Study into How Prior Roles and Personal Values Affect Founder Social Identity	Mulloth & Iakovleva Responsible Innovation in Social Enterprises: A Catalyst for Sustainable Change	Monroe-White & McGee A Typological Analysis of Race and Racial Justice among Tech Founders	Wu & Bakker Treaty Port Legacy, Embedded Agency, and the Rise of Grassroots Charities in China Following the 2008 Sichuan Earthquake

3:00 p.m. – 4:30 p.m.	Session 9 Impact Measurement	Session 10 Social Entrepreneurial Intentions	Session 11 Social Entrepreneurship as a Meaning-Making Process	Session 12 Supporters of Social Entrepreneurship
Room	M200	M210	M220	M230
Session chair	Jeanne Roche	Ash Ganzoury	Naveed Akhter	Luciana Lucena de Lima
Presentation 1	Argiolas & Rawhouser Unpacking Impact Drift: A Conceptual Paper to Shift our Attention to the Societal Level of Analysis	Li & Bosma Institutional Contexts, Entrepreneurial Alertness and Engagement in Social Entrepreneurship: A Multilevel Approach	Costales & Zeyen (Social) Entrepreneurship as Spatial Practice	Dentoni Born Systemic Ventures
Presentation 2	Beer What is it Like to Measure Impact? A Phenomenological Inquiry	Nguyen The Combination of Factors in Explaining Social Entrepreneurship: A Country-Based Comparison Using fsQCA	Drencheva & Chan Au Navigating the Turbulence of Meaningfulness: Social Entrepreneurs' Dynamic Construction of Meaningful Work	Dias Gonzalez, Griffin, Eiselein & Dentchev Beyond Altruism: A 4G Model of Family Firm and Social Enterprise Collaborations
Presentation 3	Groß Doing Good or Doing Well? Drivers and Strategies for Impact Measurement at Foundations	Siqueira Creating Socially Responsible Innovations via Entrepreneurial Ingenuity: Insights from Women-Led Enterprises During Business Environment Disruptions	Keller, Salvi & Hein (De-)Constructing Gender Power Asymmetry in Entrepreneurship – A Relational Approach to Female Empowerment	Lindlar, Jakob, Dinh & Wehner Investing Again after Failure? Understanding Crowd Lenders' Future Investments in Sustainable Ventures
Presentation 4	Polychronopoulos & Lukeš Integrating Utility and Perception: A Systematic Review of Social Impact in Social Entrepreneurship	Perrini, Costanzo, Karataş-Özkan New Social Entrepreneurship: A Multi-Dimensional Conceptualization to Advance an Independent Field	Schwarzer, Kreutzer & Keller Multilevel Boundary Work in Social Entrepreneurship	Leyen, Dentchev, Roncancio & Diaz Gonzalez Universities Supporting Social Entrepreneurs: Moderators for Scaling Social Impact

Saturday, April 20 2024				
10:30 a.m. – 12:00 p.m.	Session 13 Impact Investing and Social Venture Funding	Session 14 Growth and Scaling of Social Enterprises	Session 15 Community Aspects of Social Entrepreneurship	Session 16 DEI & Social Entrepreneurship
Room	M200	M210	M220	M230
Session chair	Mohammed Bendaanane	Blair Winsor	Helen Haugh	Mirza Tihic
Presentation 1	Isik Does Impact Investing Create Impact? The Case of Social Impact Venture Capitalists	Bhagal Prosocial Founders Scaling Social Impact: Person-Oriented versus Problem-Oriented Approaches	Akhter, Ijaz & Chirico The Community of Social Entrepreneurs and their Collective Psychological Ownership	Moraes & Arvate Can an Initial Endowment Help to Produce Women Entrepreneurs in the Informal Economy?
Presentation 2	Lindlar & Jakob Gender Bias after Failure: How Crowd Lenders Disadvantage Female-led Social Ventures	Callaghan In Search of 'Social Gazelles': Growth Characteristics of Social Enterprises	Rocchino & Hertel Community Entrepreneurship: A Strategic Process for Civic Wealth Creation	Moraes, Arvate & Bastardo Women Small Business Owners in the Informal Economy: Is the Way Women Do Prices a Competitive Advantage?
Presentation 3	Singh & Grigg Double Bind of Female Social Entrepreneurs: Role Congruity, Signaling, and Funding Outcomes	Umanah, Etter & Alt Synergizing Profit and Purpose: The Role of Digital Technology in Facilitating Hybrid Integration for Social Ventures	van Dorsseleer, Bosma & Geuijen From Theory to Scaling Strategy: The Role of Community Capital in Social Entrepreneurial Ecosystems	Siqueira, Honig, Cunha, Mariano & Moraes Promoting Women's Entrepreneurship in Resource-Constrained Environments: Family and Organizational Conditions and Implications for Entrepreneurial Ingenuity
Presentation 4	Subramanian & Wry Role of Impact Investors: Additionality, Networks and "Extra-Financial" Value in Portfolio Firms		Yu Bridging the Digital Divide: The Strategic Potential of Digital Platform Powered Social Enterprise	

1:00 p.m. – 2:30 p.m.	Session 17 Social Entrepreneurship and Innovation	Session 18 Incubators, Accelerators, and Ecosystem Outcomes	Session 19 Social Entrepreneurs' Behaviors	Session 20 Social Entrepreneurship Governance
Room	M200	M210	M220	M230
Session chair	Nicole Siebold	Bala Mulloth	Alessia Argiolas	Alexandre Bitektine
Presentation 1	Reyes Rosiñol & De Cuyper Tech For Good: Paradoxical Tensions from the Perspective of the Business Model	Ganzoury Growing Green: How to Accelerate Hybrid Organizing	Razgallah, Lemaire & Maalaoui Disclosing Everyday Practices Constituting Social Value Creation: Dynamic of Bricolage, Causation and Effectuation	Koehne Social Space Orientation as a Community Governance Framework for Civic Wealth Creation
Presentation 2	Huysentruyt, Mair & Rathert Varieties of Alternative Organizing: Using Simulations to Assess the Novelty and Conventionality of Social Enterprises	Jäger, Symmes, Rüeegger & Spitzeck Economic Factors Matter: How Social Entrepreneurs Become Attracted to and are Accepted by the Social Entrepreneurship Ecosystem	Tihic & McKelvie Influencing (Dis) Ability: The Role of Attitudes in Shaping Entrepreneurial Behavior among Individuals with Disabilities	Lashitew & Surmeier How Meta-Organizations Address Grand Challenges: The Governance of Social Value Creation in Value Chains
Presentation 3	Williams, Klaniecki & Dorninger Innovating Solutions for the UN Sustainable Development Goals: Temporality, Time Pressure and Time Perceptions	Larif, Kabbaj & Janssen How Do Social Incubators Deal with Their Stakeholders' Expectations? Evidence from Morocco and Tunisia	Wooldridge & Islam How Social are Social Entrepreneurs? A Comparison of Social and Traditional Entrepreneurs' Moral Decision-Making Using Conjoint Analysis	Murdock The Challenge of Change in Place Making and Community Action: Through the Lens of a Co-operative Community Newspaper
Presentation 4		Spanuth, Spigel, Lall & Urbano Deconstructing Impact: Adapting the Entrepreneurial Ecosystem Framework for Social Entrepreneurship		Rocchino Navigating Together: Governance in Community-Based Enterprises

3:00 p.m. – 4:00 p.m.	Session 21 Social Entrepreneurship and Passion	Session 22 Social Entrepreneurship Trajectories	Session 23 Economics and Development Views of Social Entrepreneurship
Room	M200	M210	M220
Session chair	Shirley Jin	Christiana Weber	Viktoria Unger
Presentation 1	Barbosa, Granados, Lacerda, Sousa & Okwute From Passion to Effectuation and Social Impact: A Study of the Trajectories of Social Ventures	Slitine, Deschamps & Gabay-Mariani Long-Term Persistence in Social Entrepreneurship: From Individual to Collective Commitment	Baird Resonance: A Meta-Normative Criterion for Social Entrepreneurship?
Presentation 2	Bhattacharya, Wu & Barkema Passion, Purpose and Performance: A Mixed Methods Process Study of Start-up Social Enterprise Teams in India	Saldanha & Bitektine A Mythopoetic Perspective on Social Entrepreneurship: Tales from "Average Jane and Joe Heroes"	Kour, Singaram, Gartner & Nair Impact Opportunity Development: A Process View
Presentation 3	Kroeger, Siebold & Beer Impact Investing Is Calling: The Process of Developing a Sense of Purpose in Work	Tetteh Kwasi Nuer Jamaican Blues? Exploring Social Venture Exit among Founders in Sub-Saharan Africa	

We hope you all had a fantastic conference and we look forward to seeing you all again next year

About the conference co-directors

Speakers



Sophie Bacq

Sophie Bacq is Professor of Social Entrepreneurship and Coca-Cola Foundation Chair in Sustainable Development at IMD. She is a globally recognized thought leader on social entrepreneurship and change, and in 2024 she was named on the [Thinkers50 Radar List](#) for her research on strengthening communities through collective action and entrepreneurship.

Bacq has taught and conducted empirical research on social entrepreneurship in Europe, the United States, and South Africa since 2006, and has been invited as a keynote speaker at conferences around the world, including the International Social Innovation Research Conference (ISIRC), the European University Network on Entrepreneurship (ESU), the Canadian Council for Small Business and Entrepreneurship, The Australian Centre for Entrepreneurship Research Exchange Conference (ACERE), and the RENT Conference.

Bacq investigates and theorizes entrepreneurial action aiming to solve intractable social and environmental problems at the individual, organizational, and civic levels of analysis. Her research on social entrepreneurship, societal impact, organizational social performance, and civic wealth has been published in top-tier management and entrepreneurship journals, including *The Academy of Management Annals*, *Academy of Management Discoveries*, *Academy of Management Perspectives*, *Academy of Management Review*, *Academy of Management Learning & Education*, *California Management Review*, *Entrepreneurship: Theory & Practice*, *Journal of Business Venturing*, *Journal of*

Management, and *Journal of Management Studies*. She is the author of several book chapters and co-editor of several books on social entrepreneurship, and has published research in both English and French.

Bacq's scholarship has been recognized with numerous awards, including the Journal of Management Studies 2022 Best Paper Award for her theory of value creation, appropriation, and distribution (with Ruth A Aguilera) and the Academy of Management Perspectives 2020 Best Article Award for her paper on civic wealth creation and stakeholder engagement (with GT Lumpkin). She serves as a field editor for *Journal of Business Venturing*, is a member of the editorial review boards of the *Academy of Management Journal*, *Entrepreneurship: Theory & Practice*, and *Journal of Management*, and has guest edited several special issues of *Journal of Management Studies*, *International Journal of Management Reviews*, and *Research in the Sociology of Organizations*. She is also Lead Faculty of the award-winning Social Entrepreneurship Doctoral Seminar.

Before joining IMD in 2023, Bacq was the Larry and Barbara Sharpf Associate Professor of Entrepreneurship at Indiana University Kelley School of Business, Assistant Professor of Entrepreneurship & Innovation at Northeastern University D'Amore-McKim School of Business in Boston, and a visiting scholar at New York University Stern School of Business. A native of Belgium, she received her doctorate from the Université catholique de Louvain.





Jill Kickul

Jill Kickul is Professor of Clinical Entrepreneurship at USC Marshall School of Business and Research Director at Brittingham Social Enterprise Lab.

Kickul was formerly at NYU's Stern School of Business as Director of Social Entrepreneurship and the Chair for the 30-course MBA specialization in social innovation and impact. She is Founding Director of the Annual Conference on Social Entrepreneurship, the largest academic conference in the field. She has published more than 100 articles in leading entrepreneurship and management journals, and her bestselling book, *Understanding Social Entrepreneurship* has been adopted in over 80 universities. Kickul is the Editor of the *Social Entrepreneurship Journal* and her work on entrepreneurship education has been nationally recognized by *Fortune* as a Top 10 Innovative Program.

Kickul's bestselling textbook, *Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an EverChanging World* (Routledge Publishing), has been adopted for the classroom by over 80 universities. Her primary research areas of interest have included innovation and strategic

processes within new ventures, and more recently, wealth creation in transitioning economies and social innovation. She has published more than 100 articles in leading entrepreneurship and management journals, including *Academy of Management Learning and Education*, *Entrepreneurship Theory and Practice*, *Small Business Economics*, *Journal of Management*, *Journal of Operations Management*, *Journal of Organizational Behavior*, *California Management Review*, and the *Journal of Business Ethics*.

Kickul is the former president of the United States Association for Small Business and Entrepreneurship (USASBE), Executive Vice President of the Entrepreneurship Research Society, and Editor of the *Social Entrepreneurship Journal* (sponsored by the Kauffman Foundation). Her work on entrepreneurship education development and curriculum design has been nationally recognized and supported through the National Science Foundation (NSF) and the Coleman Foundation for Entrepreneurship Excellence and was named by *Fortune Small Business* as one of the Top 10 Innovative Programs in Entrepreneurship Education.

In 2022, Kickul was awarded the Dedication to Entrepreneurship Award given by the Academy of Management Entrepreneurship Division. This award recognizes long-term contributions to the research, teaching, and practice of entrepreneurship and the growth, visibility, and effectiveness of the Entrepreneurship Division. On the teaching side, the United States Association for Small Business and Entrepreneurship (USASBE) named her the 2017 Educator of the Year Award. This award is given to an individual who has provided distinguished leadership within the field of entrepreneurship education and has contributed substantive advancements to the way in which scholars think about and approach entrepreneurship teaching and learning. USASBE named her 2023 Longenecker Fellow for academic and service accomplishments to entrepreneurship and innovation.

Friday plenary sessions



Opening keynote: Rachida Justo

Rachida Justo from the Universidad Autónoma de Madrid (UAM) is Associate Professor of Entrepreneurship and Social Entrepreneurship at IE University and Head of the Impact Bridge-IE Chair of Social Entrepreneurship and Impact Investing. Justo's research focuses on social and women entrepreneurship, often challenging widely held assumptions about the role of gender and non-economic goals in entrepreneurial outcomes. Her work has been published in several academic outlets such as *Journal of Business Venturing*, *Entrepreneurship Theory and Practice*, and *Journal of Business Ethics*. She has also won several awards, including the USASBE Social Entrepreneurship SIG Award for Excellence in Scholarship. She currently serves as Chair-Elect of the Entrepreneurship Division of the Academy of Management and Associate of the *Journal of Business Venturing* and the *Journal of Business Venturing Insights*.



Afternoon keynote: Kai Hockerts

Kai Hockerts is Professor of Social Entrepreneurship at Copenhagen Business School (CBS). His primary research focus is on corporate sustainability strategies and social entrepreneurship and he holds a PhD in management from the University of St. Gallen. Before joining CBS, Hockerts was Adjunct Professor at INSEAD. Hockerts is currently Associate Editor of Corporate Sustainability at the *Journal of Business Ethics*. His research has been published in the *Journal of Business Venturing*, *Entrepreneurship Theory and Practice*, *California Management Review*, *Journal of Business Ethics*, *Business Strategy and the Environment*, *International Journal of Management Reviews*, *Journal of Social Entrepreneurship*, and *Social Enterprise Journal*.

Saturday plenary session



Morning keynote: Johanna Mair

Johanna Mair is Professor of Organization, Strategy, and Leadership at the Hertie School in Berlin. Her research focuses on the nexus of organizations, institutions, and societal challenges. She is the academic editor of *Stanford Social Innovation Review* and co-directs the Global Innovation for Impact Lab at the Stanford Center on Philanthropy and Civil Society. She has co-directed the Social Innovation + Change Initiative at Harvard Kennedy School, has served on the faculty at IESE Business School, and has held a visiting position at the Harvard Business School and INSEAD. Her work, published in the foremost journals, includes the book *Innovation and Scaling for Impact: How Effective Social Enterprises Do It* (Stanford University Press, 2017), co-authored with Christian Seelos, which won the 2017 Terry McAdam Award at ARNOVA and the 2018 ONE Outstanding Book Award at the Academy of Management Meeting.

Closing keynote panel



Helen Haugh

Helen Haugh is Associate Professor and Research Director for the Centre for Social Innovation at Judge Business School, University of Cambridge. She received her PhD from the University of Aberdeen. Her research interests focus on social and community entrepreneurship, community development and empowerment, and impacts and sustainability. Most recently, Helen has secured research grants to investigate rural community entrepreneurship and community-led social innovation. Her research has been published in several leading journals, including the *Academy of Management Journal*, *Academy of Management Discoveries*, and *Journal of Business Venturing*.



Lisa Hehenberger

Lisa Hehenberger is an associate professor in the Department of Strategy and General Management at ESADE Business School and Founding Director of its Center for Social Impact. Her research focuses on impact investing, philanthropy, social entrepreneurship, and impact measurement tools from an organizational theory perspective. Hehenberger has published in the most prestigious academic journals, such as the *Academy of Management Journal*, and is the author of numerous books, policy papers, and practitioner reports. She actively contributes to building the social impact field through her participation in expert groups set up by the European Commission, the OECD, and the G8 and through advisory board seats for impact funds and foundations. She has a PhD in management from IESE Business School and a master's degree in business and economics from Stockholm School of Economics and HEC (CEMS). Previously, she worked in investment banking at Union Bank of Switzerland (UBS) in London and at GB Investment Banking in Madrid and Barcelona.



Anne-Claire Pache

Anne-Claire Pache is Professor of Social Innovation at ESSEC. She has held the Chair of Philanthropy since 2010. She was Deputy Director General in charge of academic programs at ESSEC between 2014 and 2017. Since 2020, she has held the position of Director of Strategy and Societal Engagement. Before embarking on an academic career, she was part of the team of co-founders of Unis-Cité, the pioneering association for youth civic service in France.



Filipe Santos

Filipe Santos is Chaired Professor of Social Innovation and Dean at CATÓLICA-LISBON. He was previously a professor at INSEAD, where he founded the INSEAD Social Entrepreneurship Initiative and led the INSEAD Centre for Entrepreneurship. He holds a PhD in management science from Stanford University, where he served as Chair of the Graduate Student Council and was the recipient of the Lieberman Fellowship, which recognizes outstanding scholarship and institutional contributions. His research on entrepreneurship and social innovation has been published in top journals, has received major international awards, and has been cited more than 14,000 times (Google Scholar). In 2015, he founded and was president of Portugal Social Innovation, a government agency aiming to catalyze the social investment market in Portugal. The social innovation policy he helped design and implement is now considered a best practice in Europe. In September 2019, he won the Schwab Foundation Social Innovation Thought Leader Award and was considered one of the world's highest-impact researchers by Clarivate Analytics. He also entered Stanford's list of the 2% most cited scientists in the world. He was a Board member and Chair of the European Venture Philanthropy Association and is President of the EDP Foundation.



Tyler Wry

Tyler Wry is Associate Professor of Entrepreneurship at the Wharton School, and Co-Director of the Wharton Impact Investing Research Lab. His research focuses on understanding how hybrid organizations, particularly enterprises, emerge, attract resources, and positively affect society. His work has been published in the *Academy of Management Annals*, *Academy of Management Journal*, *Academy of Management Review*, *Entrepreneurship Theory and Practice*, *Journal of Business Venturing*, *Strategic Organization*, and *Organization Science*. He serves on the editorial boards of *Administrative Science Quarterly*, *Academy of Management Journal*, *Organizations and Environment*, and *Organization Science*. Wry has received the Wharton Teaching Excellence Award each year since 2018. Outside of academia, he is an advisor to the Global Impact Investors Network and a founding partner at Impact First Ventures, a pre-seed stage venture fund that supports young founders who are building scalable solutions to society's biggest problems.

Social entrepreneurship at IMD



“ It is a core function of IMD’s mission to inspire, foster, and accelerate positive and sustainable social change. ”

The IMD Social Entrepreneurship Initiative

We believe that social entrepreneurship and social enterprise are engines that leverage creativity, innovation, and human imagination to advance economic and financial value in tandem with lasting societal and community impact.

The IMD Social Entrepreneurship Initiative is led by Sophie Bacq. The Initiative convenes the very latest thinking and research on social entrepreneurship, the most cutting-edge ideas, and game-changing insights and lessons from real-world social enterprises and business cases to challenge the system, share and disseminate new solutions, and help build momentum towards real social and societal change through innovation.

The IMD Social Entrepreneurship Initiative:

- Generates and publishes world-class, peer-reviewed research into the success mechanisms, the collaborations and partnerships, and the long-term vision critical to making change a reality.
- Disseminates game-changing thinking and insights to inspire and guide practitioners and agents of change in ventures and corporations.
- Provides a place of convening for researchers and practitioners alike to forge new ties, connections, and networks around societal change through innovation.
- Seeks to educate and train the next generation of thinkers and scholars through dedicated and expert-led academic seminars and conferences.

Bacq and her colleagues publish prolifically in the world’s most prestigious academic journals, addressing the most critical emerging ideas in social entrepreneurship and capturing the learnings from new and oftentimes ‘quirky’ social ventures: lessons, mechanisms, and sources of insight that have a great deal to teach every type of organization in every sector or industry.

World-Class Conferences and Seminars

The IMD Social Entrepreneurship Initiative co-hosts and leads the **Annual Social Entrepreneurship Conference**, globally recognized as the foremost and largest gathering of its kind in social entrepreneurship scholarship. In 2024, we celebrate the 20th anniversary of the Annual Social Entrepreneurship Conference. Over the last 19 years, we have welcomed hundreds of scholars, practitioners, and students interested in social enterprise, innovation, sustainability, and impact. While our perspectives and viewpoints are diverse and multi-faceted, we are united in our commitment to building and supporting social entrepreneurs and their organizations.

The IMD Social Entrepreneurship Initiative also hosts the bi-annual **Social Entrepreneurship Doctoral Seminar**.

This one-week intensive doctoral seminar welcomes new generations of scholars and thinkers, providing the space and expert academic guidance to present and share research ideas on social entrepreneurship. During the seminar, time is spent to build the theoretical foundations and critical faculties needed to bring those ideas to fruition and disseminate them in future peer-reviewed academic publications.

The seminar is designed as a broad survey of major and foundational topics in social entrepreneurship with the objectives of:

- Familiarizing emerging scholars with core concepts and primary theoretical underpinnings of social entrepreneurship.
- Building a stronger, critical understanding of the social entrepreneurship domain, including research requirements and methods for publishing scholarly research.
- Providing a forum to further develop the writing skills necessary for social entrepreneurship scholarship.

In each session, students are challenged to review and critique readings associated with major topics in the field including an overview of social entrepreneurship and the ongoing debate about social entrepreneurship definitions and key concepts related to social entrepreneurship. These include but are not limited



to social value creation, social entrepreneurship at different levels of analysis, nonprofit and for-profit organizations, hybrid organizing, social impact measurement, and alternative theoretical lenses through which to view social entrepreneurship research.

Founded in 2010 by Tom Lumpkin, the Social Entrepreneurship Doctoral Seminar has since then delivered this game-changing experience across three continents through a partnership that includes many of the world's very foremost universities, business schools, and thinkers in this space. In 2024, two full sessions of the seminar will be held at the Technical University of Munich in Munich, Germany, and DePaul University in Chicago, IL. Plans are well underway to hold two seminars in the summer of 2025, one in Europe and one in the US, along with considerations of offering seminar sessions in Africa and India.

The IMD Center for Social Innovation

In tandem with the work of the IMD Social Entrepreneurship Initiative, the **IMD Center for Social Innovation** develops and shares research and pedagogical content that help leaders in business and civil society navigate the challenges of initiating and implementing social innovation.

Social innovation creates new solutions (products, services, markets, models, processes) for a more equitable, sustainable, and prosperous society by addressing social and environmental needs more efficiently and effectively than current policies and businesses.

The Center for Social Innovation aims to:

- Reflect on the purpose of business and act as a catalyst for social innovation.
- Design pedagogy to inspire mindset change.
- Develop leadership capabilities to create social innovation.
- Forge connections between corporations, academics, investors, and change makers.

Through these core activities, the Center convenes entrepreneurs, executives, investors, philanthropists, researchers, and other change agents to accelerate the speed, scale, and effectiveness of social innovations across the spectrum of capital that address the key social and environmental challenges of our time. The Center's focus is on impact management: how asset owners (investors, banks, entrepreneurs, corporates, or family offices) articulate their impact objectives, what problems they want to solve, who they want to reach, where they want to invest, and what risks they want to take.

The IMD Center for Social Innovation is led by Vanina Farber, Professor of Social Innovation and Dean of the IMD EMBA program. Research generated by the Center under Farber's stewardship also informs the IMD Driving Innovative Finance for Humanitarian Impact program.

This program is expertly designed to build organizational capability to lead innovative finance initiatives in the humanitarian and development space. Participants identify an advanced high-impact humanitarian and/or development challenge and gain all the necessary tools and skills to further their project successfully and co-create an innovative finance solution to serve those most in need.

Social entrepreneurship at USC Marshall School of Business Brittingham Social Enterprise Lab



Brittingham Social Enterprise Lab

Founded in 2008 and named in 2014 through a gift from the Brittingham Family Foundation, the Brittingham Social Enterprise Lab (BSEL) has become one of the world's leading research and teaching institutions on social enterprise and is a Center of Excellence at the USC Marshall School of Business in Los Angeles, California.

Addressing social problems is no longer the sole responsibility of government and civil society. Our world's complex social problems require businesses to invest and innovate for both impact and returns. Today's business leaders, entrepreneurs, and investors are taking steps to embed social purpose into their corporate operations. Through our Master of Science in Social Entrepreneurship (MSSE) program—recently ranked 5th in the United States—mentorship opportunities and more, BSEL strives to bolster the next generation of leaders in advancing social change.

BSEL works with students across USC and leaders across local and global communities. We host a variety of mentorship opportunities, as well as academic degree programs, all of which emphasize an intimate and cohesive cohort experience.

Alumni have founded dozens of successful businesses including Rebundle, Beamlink, Peruana Sauce, Pulp Pantry, UMEED, Green Pines Media, RxLA, and EcomAmor. Whether you're interested in changing an existing business or building a new one, we're here to provide the tools, guidance, and connection to make it happen.

Opportunities for all

Jacobson Family Sustainable Impact Lecture Series

Sponsored by the Jacobson family – Libby Jacobson was one of our very first MSSE alumna – the Jacobson Family Sustainable Impact Lecture Series is an annually presented six-part series that delves deeper into pressing topics for leaders in the social entrepreneurship space. The 2023-24 panel-style discussion delivered engaging in-person and online insight into affordable housing, AI's role in mitigating climate change, women and minority entrepreneurship challenges and opportunities, impact producing in film, measurement tools for social impact, and even intrapreneurship.



A few thoughts from this year's panels:

Sabrina Williams, Founder & CEO of Seed, said of AI's role in supporting climate-positive initiatives: "What we're seeing is it's creating efficiency. In communities where agriculture is bogging people down and preventing them from doing anything other than growing their food, it allows people to do other things. In some communities, this allows women and girls to go back to school."

Ekta Naik, Head of Real Estate Development at SoLa Impact, said of the need to move beyond conventional solutions for affordable housing: "The problem with sticking to only conventional solutions is we're already too deep in the hole in Los Angeles County. We might deliver 10-12,000 units a year – of all kinds, not just affordable housing – but there's a gap of 468,000 affordable units. We could all keep building over our lifetimes and never fill the gap. So we know more is needed. The best way to address this is to bring private capital to the table."

All discussions are available on our [YouTube channel](#) for viewing.



Student opportunities: undergraduate

BSEL Undergraduate Social Impact Scholars

BSEL Undergraduate Social Impact Scholars is in its 14th year. This program is open to USC juniors and seniors (of any major) who are interested in pursuing careers in social impact. Over nine months, students participate in one-on-one and group mentorship experiences designed to help them design and explore different career trajectories related to their areas of interest. In the past, BSEL Senior Fellows, who are paired with undergraduate scholars, have included Senior Director of Inclusive Action for the City Rudy Espinoza, Chief Innovation Officer at CAA Michelle Lee, CEO and Founder at Tala Shivani Siroya, CEO of Los Angeles Dodger Foundation Nichol Whiteman, CEO and Co-Founder of Welcome Tech Amir Hemmat, and more.

Social Entrepreneurship Minor

The USC Marshall School of Business minor in social entrepreneurship provides students with a foundation in the context and practice of social entrepreneurship, nationally and internationally. It provides an understanding of social entrepreneurship and its relationship to government and public policy, as well as an understanding of management skills specific to starting and maintaining a social enterprise. The curriculum includes options allowing the student to tailor coursework to his or her individual academic interests and professional aspirations.

Warren Bennis Scholars Program

The Warren Bennis Scholars Program is a university-wide initiative offered by the USC Office of the Provost through the Brittingham Social Enterprise Lab at the Marshall School of Business. Each year, 20 students across academic disciplines are selected at the end of their sophomore year to participate in the two-year leadership program. Scholars receive leadership training in and out of the classroom. Upon successful completion of all requirements of the program, students will receive a designation on their transcript.

Student opportunities: postgraduate

Master of Science in Social Entrepreneurship (MSSE)

The Master of Science in Social Entrepreneurship is a business degree with a social conscience. The MSSE program gives students the opportunity to learn business and entrepreneurship skills within a framework of combining both financial and social missions. It is the first program of its kind at a U.S. business school.

The curriculum includes:

- Social entrepreneurship
- Cases in feasibility analysis for social ventures
- Social innovation design
- Marketing management
- Strategic formulation for competitive advantage
- Corporate finance
- Accounting concepts and financial reporting

The MSSE program, like all of our programs, thrives on the cohort experience. Not only have our students gone on to build incredible social enterprises, but they have stayed connected with our community, often cross-collaborating or sharing best practices along the way.

These students and their incredible and inspirational endeavors continue to be a part of our story. Here are just a couple of examples of the work our alumni are doing:



Mateo Abascal, USC MSSE'23, co-founded Beamlink in 2017 to offer internet access in natural disaster zones. He and his co-founder soon realized that these disasters are simply exacerbating digital divides that already exist. They pivoted to more broadly work on this disconnect, hoping to bridge the gap between those who have internet access and those who do not.

“We take internet access for granted, we expect it to be there, and we’ve completely forgotten what life is like without it. It shouldn’t take a natural disaster to remind us how important it is.”



Deena Saunders-Green, MSSE '20, was inspired by her experiences working with youth in the foster care system. From a book to a media company to a recently launched creative coworking space, Deena is focused on building new opportunities and forging a supportive environment for transitional foster youth working to realize their creative goals professionally. She is the founder and CEO of Green Spaces Collective. Of Green Pines Creative Coworking & Events, she said, “We wanted to have a workspace for a younger demographic – specifically early-stage entrepreneurs trying to figure out how to monetize what they are doing.”



Jordana Carlos de Mendonça, MSSE '23, always loved the community aspect of eating and cooking food with her family and friends. Originally, she pursued law but later realized her passions lay elsewhere. She founded EcomAmor in 2017 to educate and support the local community with good, nutritious food. In less than seven years, EcomAmor has directly impacted over 4,500 people. Of one of its programs, she said, “The teenagers learned more than just gardening. They learned how they could connect their dreams and passions, and how to make money from it. In underserved communities like that, people are dealing with a lot of trauma and grief. Food has the power to change relationships and lives, and the activities we held could give them some future prospects.”

IMD / Real learning
Real impact

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*Lloyd Greif Center for
Entrepreneurial Studies*

