



CUP Progetti H53D23002450006 | H53D23002120006

Shades of Hybrid



Second Paper Development Workshop

Venice School of Management (Yunus Social Business Centre & Bliss – Digital Impact Hub)

May 12-13, 2025

AGENDA

May 12th (San Giobbe Campus, room: Volpato)

14:00 – 14:15: set up & intro by **Francesco Rullani & Massimiliano Nuccio** (Yunus SBC & Bliss, Venice School of Management)

15:00 – 15:45: *Keynote Speech: Tina Dacin* (Smith School of Business - Queen's University)

15:45 – 17:15: two paper presentations and discussion

Valentina De Marchi (ESADE): *Hybrid Design: Configurations Of Sustainability-Related Activities In Integrated Hybrid Organizations.*

Clara Asempapa (Venice School of Management, Yunus SBC): *Empowerment for democracy through multi-stakeholder partnerships*

17:15 – 17:45 *break*

17:45 – 19:15: two paper presentations and discussion

Andjela Pavlovic (Venice School of Management, Yunus SBC): *Navigating heterogeneity in multi-stakeholder partnerships [ONLINE]*

Tommaso Ramus (ESSEC): *Growing Pains: Mission-driven organizations, mission drift and scaling up*

19:15 – 20:30 *Apericena* (Aperitive-like dinner) at Grey Wine & Bistrot [on the house]

20:30 onwards: free hanging out in the city [NOT on the house]

May 13th (San Giobbe Campus, room: Torcello)

9:00 – 11:15: three paper presentations and discussion

Simone Carmine (IESEG): *Paradoxical by calling: unifying cognition and actions to manage a paradoxical dual mission.*

Riccardo Maiolini (John Cabot): *From motivations to societal impact: Different trajectories of civic wealth creation through community engagement*

Cecilia Mereghetti (Venice School of Management, Bliss): *Data driven innovation in hybrid organizations: a Multi-Case Comparative Analysis*

11:15 – 11:45: *break*

11:45 - 13:15: two paper presentations and discussion

Ilaria Foroni (Venice School of Management): *Maintaining Legitimacy Through Compromise: The Case of Dance Well*

Francesco Rullani (Venice School of Management, Yunus SBC & Bliss): *Replication as an “impact scaling” strategy*

13:15 - 14:15: *light lunch* at Grey Wine & Bistrot [on the house]

COMMENTS WILL COME FROM THE AUDIENCE IN THE ROOM AND ONLINE

INSTRUCTIONS FOR PRESENTERS: The slot allocated for each presentation is **45 minutes**. Presenters can choose how to distribute this time amount between presentation and discussion. Please consider that it is assumed questions can be asked at any moment during the presentation if not told otherwise at the beginning.

LOGISTICS

San Giobbe Campus: <https://maps.app.goo.gl/6KHVkv18bRtD46YF7>

Grey Wine & Bistrot: <https://maps.app.goo.gl/BVMG6CogRNYF8iSA6>
(<https://greyrestaurant.it/grey-ca-foscari/>)

Zoom link: <https://unive.zoom.us/j/2416195897> Passcode: **rulla2zoom**