

## Public-Private Collaboration, Hybridity and Social Value: Towards New Theoretical Perspectives

**Bertrand V. Quélin, Ilze Kivleniece and Sergio Lazzarini**

*HEC Paris; INSEAD; Insper*

**ABSTRACT** Focusing on the collaboration intersecting public, non-profit and private spheres of economic activity, we analyse the conceptual forms of hybridity embedded in these novel inter-organizational arrangements, and link them to different mechanisms of creating social value. We first disentangle alternative notions of hybrid arrangements in existing literature by proposing a conceptual typology on two theoretically complementary yet distinct dimensions: hybridity in governance and hybridity in organizational logics. We show how both forms of hybridity can jointly occur in complex public-private and cross-sector collaborations, and propose the notion of value as a crucial bridging point between these perspectives. Crucially, we develop a conceptual framework on key theoretical mechanisms leading to economic and social value in these inter-organizational collaborations. Our work deepens the understanding of how diverse, hybrid forms of collaboration can create value and builds critical links between previously disparate streams of literature on public-private interaction, cross-sector collaboration and social enterprises.

**Keywords:** cross-sector collaboration, hybrid arrangements, interorganizational governance, organizational design, public-private partnerships, social value

### INTRODUCTION

Hybrid forms of collaboration with mixed economic and social interests represent a phenomenon receiving growing attention in organization science and management studies. Defined as organizational arrangements at the intersection of public, social and private spheres of economic activity (Mahoney et al., 2009), these new inter-organizational

*Address for reprints:* Bertrand V. Quélin, HEC Paris, 1, rue de la Libération, 78350 Jouy-en-Josas, France (queelin@hec.fr).

The three authors contributed equally to this paper, and more generally, in their role as guest editors to this Special Issue. We express our gratitude to the *Journal of Management Studies* General Editors and Dries Faems, in particular, for the continuous support and guidance provided in the development of this issue. We are likewise indebted to numerous reviewers who generously devoted their time and expertise to provide feedback and advance the papers submitted to this Special Issue. Bertrand Quélin would like to thank the HEC Foundation for its financial support.