

Publications
Johanna Mair

November 2023

Book

Seelos, C. and Mair, J. 2017. [Innovation and Scaling for Impact – How effective Social Enterprises do it.](#) Stanford University Press.

2017 Terry Mc Adam Book Award for most inspirational and useful new book contributing to nonprofit management.

2018 ONE Book Award for outstanding book (Awarded by Academy of Management ONE Division).

2019 Virginia A. Hodgkinson Research Book Prize (Awarded jointly by ARNOVA and Independent Sector).

Peer Reviewed Journal Articles

Claassen, C., Mair, J., and Bidet, E. 2023. Social Enterprises within the Public Sector's Purview: A Taxonomy Based Study on South Korea. *Voluntas* (forthcoming).

Gegenhuber, T., and Mair, J. 2023. Open social innovation: Taking stock and moving forward. *Industry and Innovation* (forthcoming). Doi:10.1080/13662716.2023.2271863

Claassen, C. H., Choi, J. E., and Mair, J. 2023. [Forging a Local Social Economy: On the Institutional Work of Local Governments in South Korea.](#) *Public Performance & Management Review*, 1-38. doi: 10.1080/15309576.2023.2243467

Buender, T., Rathert, N. and Mair, J. 2023. [Sustaining the Integration of Social Objectives over Time: A Case-Based Analysis of Access to Medicine in the Pharmaceutical Industry.](#) *Business & Society*, 0(0). doi: 10.1177/00076503231182667

Jakob Sadeh, L., and Mair, J. 2023. [Reinforcing Political Inequality Through Diversity Initiatives: A Field-Level Perspective.](#) *Journal of Management*, 0(0). doi:10.1177/01492063231163579

Seelos, C., Mair, J., and Traeger, C. 2023. [The future of grand challenges research: Retiring a hopeful concept and endorsing research principles.](#) *International Journal of Management Reviews*, 25, 251-269. doi:10.1111/ijmr.12324

Gegenhuber, T., Mair, J. Lührsen, R., and Thäter, L. 2023. [Orchestrating distributed data governance in open social innovation.](#) *Information and Organization*, 33(1). doi:10.1016/j.infoandorg.2023.100453

Mair, J., Gegenhuber, T., Thäter, L., and Lührsen R. 2023. [Pathways and mechanisms for catalyzing social impact through Orchestration: Insights from an open social innovation project.](#) *Journal of Business Venturing Insights*, 19. doi: 10.1016/j.jbvi.2022.e00366

Cunha, M. P., Gomes, E., Kamoche, K., Mair, J., Miner, A., and Tarba, S. 2022. [Improvisation, strategy, and strategic improvisation in emerging markets.](#) *European Management Review*, 1-8. doi: 10.1111/emre.12543

- Mair, J., and Seelos, C. 2021. [Organizations, Social Problems, and System Change: Invigorating the Third Mandate of Organizational Research](#). *Organization Theory*, 2(4). doi: 10.1177/26317877211054858
- Chandra, Y., Shang, L., and Mair, J. 2021. [Drivers of success in social innovation: Insights into competition in open social innovation contests](#). *Journal of Business Venturing Insights*, 16, doi:10.1016/j.jbvi.2021.e00257
- Weber, C. E., Okraku, M., Mair, J., and Maurer, I. 2021. [Steering the transition from informal to formal service provision: labor platforms in emerging-market countries](#). *Socio-Economic Review*, 19(4), 1315-1344. doi: 10.1093/ser/mwab008
- Uzo, U., and Mair, J. 2021. [How informality affects habitual improvisation in firms: insights from the Nigerian movie industry](#). *International Studies of Management & Organization*, 51(2), 162-184. doi: 10.1080/00208825.2021.1898102
- Uzo, U., Mair, J., and Adewusi, A. 2021. [How firms strategically navigate informal and formal copyright practices: insights from Nollywood](#). *International Journal of Organizational Analysis*, ahead-of-print(ahead-of-print). doi:10.1108/IJOA-06-2020-2236
- Mair, J., and Rathert, N. 2021. [Alternative organizing with social purpose: revisiting institutional analysis of market-based activity](#). *Socio-Economic Review*, 19(2), 817–836. doi:10.1093/ser/mwz031
- Bitektine, A., Haack, P., Bothello, J., and Mair, J. 2020. [Inhabited Actors: Internalizing Institutions through Communication and Actorhood Models](#). *Journal of Management Studies*, 57(4): 885-897. doi:10.1111/joms.12560.
- Chliova, M. Mair, J. and Vernis, A. 2020. [Persistent category ambiguity: The case of social entrepreneurship](#). *Organization Studies*. 41(7): 1019-1042. doi:10.1177/0170840620905168.
- Amis, J. M., Mair, J., and Munir, K. A. 2020. [The Organizational Reproduction of Inequality](#). *Academy of Management Annals*, 14(1), 195-230. doi.org/10.5465/annals.2017.0033
- Hehenberger, L., Mair, J., and Metz, A. 2019. [The Assembly of a Field Ideology: An Idea-Centric Perspective on Systemic Power in Impact Investing](#). *Academy of Management Journal*, 62(6), 1672-1704. doi:10.5465/amj.2017.1402
- Uzo, U., Mair, J., and Adewusi, A. 2019. [Relational activities and channel contracts: Insights from channel intermediaries in Nigeria](#). *Journal of Strategic Contracting and Negotiation*. 4(1-2): 75-97. doi:10.1177/2055563619867341
- Wolf, M. and Mair, J. 2019. [Purpose, Commitment and Coordination around Small Wins: A Proactive Approach to Governance in Integrated Hybrid Organizations](#). *Voluntas*, 30(3): 535-548. doi:10.1007/s11266-019-00116-5.

Best Paper Award in Voluntas for 2019

- Mair, J. 2018. [Scaling innovative ideas to create inclusive labour markets](#). *Nature Human Behaviour*, 2: 884. doi:org/10.1038/s41562-018-0352-1
- Romme, A.G.L., Ansell, C., Buck, J., Choi, Y., Van der Eyden, R., Figueroa Huencho, V., John, E., Kunckler, T., Mair, J., Meijer, A., Meyer, R.E., Stephenson, K., Välikangas, Whitestone, N., Yu, C. 2018. [United People: Designing a New Model of Global Governance](#). *Journal of Asian Scientific Research*, 8 (4): 152-170. doi:10.18488/journal.2.2018.84.152.170

Reischauer, G. and Mair, J. 2018. [How Organizations Strategically Govern Online Communities: Lessons from the Sharing Economy](#). *Academy of Management Discoveries*, 4(3): 220-247. doi:10.5465/amd.2016.0164

Mair, J. and Reischauer, G., 2017. [Capturing the dynamics of the sharing economy: Institutional research on the plural forms and practices of sharing economy organizations](#). *Technological Forecast and Social Change*, 125: 11-20. doi: 10.1016/j.techfore.2017.05.023

Moschieri, C. and Mair, J. 2017. [Corporate Entrepreneurship: Partial Divestitures as Real Option](#). *European Management Review*, 14(1): 67-82. doi:10.1111/emre.12099.

Mair, J., Wolf, M., and Seelos, C. 2016. [Scaffolding: A Process of Transforming Patterns of Inequality in Small-Scale Societies](#). *Academy of Management Journal*, 59(6): 2021-2044 doi:10.5465/amj.2015.0725.

Finalist for Best AMJ Paper Award for 2016

Markman, G. D., Russo, M., Lumpkin, G. T., Jennings, D., and Mair, J. 2016. [Entrepreneurship as a Platform for Pursuing Multiple Goals: A Special Issue on Sustainability, Ethics, and Entrepreneurship](#). *Journal of Management Studies*, 53(5): 673-694. doi:10.1111/joms.12214

Stephan, U., Patterson, M., Kelly, C., and Mair, J. 2016. [Organizations driving positive social change: a review and an integrative framework of change processes](#). *Journal of Management*, 42(5): 1250–1281. doi:10.1177/0149206316633268

Venkataraman, H., Vermeulen, P., Raaijmakers, A., and Mair, J. 2016. [Market Meets Community: Institutional Logics as Strategic Resources for Development Work](#). *Organizations Studies*, 37(5): 709-733. doi:10.1177/0170840615613370

Mair, J., Mayer, J., and Lutz, E. 2015. [Navigating Institutional Plurality: Organizational Governance in Hybrid Organizations](#). *Organization Studies*, 36(6): 713-739. doi:10.1177/0170840615580007

Daskalaki, M., Hjorth, D., and Mair, J. 2015. [Are Entrepreneurship, Communities, and Social Transformation Related?](#) *Journal of Management Inquiry*, 24(4):419-423. doi:10.1177/1056492615579012

Ebrahim, A., Battilana, J., and Mair, J. 2014. [The Governance of Social Enterprises: Mission drift and accountability challenges in hybrid organizations](#). *Research in Organizational Behavior*, 34: 81–100. doi:10.1016/j.riob.2014.09.001

Mair, J. and Hehenberger, L. 2014. [Front-Stage and Backstage Convening: The Transition from Opposition to Mutualistic Coexistence in Organizational Philanthropy](#). *Academy of Management Journal*, 57(4): 1174-1200. doi:10.5465/amj.2012.0305

Featured in Stanford Social Innovation Review Fall 2012

Best Paper Award 2016 by the Organizational Theory section of the German Business Research Association

Uzo, U. and Mair, J. 2014. [Source and Patterns of Organizational Defiance of Formal Institutions: Insights from Nollywood, the Nigerian Movie Industry](#). *Strategic Entrepreneurship Journal*. 8:56-74. doi.org/10.1002/sej.1171

Tobias, J. M., Mair, J., and Barbosa-Leiker, C. 2013. [Toward a theory of transformative entrepreneuring: Poverty reduction and conflict resolution in Rwanda's entrepreneurial coffee sector](#). *Journal of Business Venturing*, 28(6): 728–742. doi: 10.1016/j.jbusvent.2013.03.003

Moschieri, C. and Mair, J. 2012. [Managing divestitures through time – expanding current knowledge](#). *Academy of Management Perspectives*, 26 (4): 35-50. doi: 10.5465/amp.2011.0115

Mair, J., Battilana, J., and Cárdenas J. 2012. [Organizing for Society: A Typology of Social Entrepreneuring Models](#). *Journal of Business Ethics*, 111(3): 353-373. doi: 10.1007/s10551-012-1414-3

Mair J., Martí I., and Ventresca M. 2012. [Building Inclusive Markets in Rural Bangladesh: How Intermediaries Work Institutional Voids](#). *Academy of Management Journal*, 55(4): 819-850. doi.org/10.5465/amj.2010.0627

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Moschieri, C. and Mair, J. 2011. [Adapting for innovation: including divestitures in the debate](#). *Long Range Planning*, 44(1): 4-25. doi: 10.1016/j.lrp.2010.11.002

Mair, J. 2011. Social entrepreneurship: On origins and future of a concept. *Planning Administration*, 34(3): 31-37.

Mair, J., and Martí, I. 2009. [Entrepreneurship in and around institutional voids: A case study from Bangladesh](#). *Journal of Business Venturing*, 24(5): 419-435. doi: 10.1016/j.jbusvent.2008.04.006

Ganly, K. and Mair, J. 2009. [Small Steps toward Institutional Change – social entrepreneurship in rural India](#). *Ökologisches Wirtschaften*, Special Issue, December: 5-10.

Ganly, K. and Mair, J. 2009. Kleine Schritte zum institutionellen Wandel. *Ökologisches Wirtschaften*, 2: 15–17.

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Moschieri, C. and Mair, J. 2008. [Research on Corporate Divestitures: A Synthesis](#). *Journal of Management & Organization*, 14(4): 399-422. doi:10.1017/S1833367200003163

Mair, J. and Turner, C. 2008. [Going global: how middle managers approach the process in medium-sized firms](#). *Strategic Change*, 17 (3-4): 83-99. doi:10.1002/jsc.818

Mair, J., and Mitchell, J. 2008. Waste Concern: Turning a Problem into a Resource. *Journal of Business Ethics Education* 5: 223-246.

Seelos, C. and Mair, J. 2007. [Profitable business models and market creation in the context of deep poverty: A strategic view](#). *Academy of Management Perspectives*, 21 (4): 49-63. doi:10.5465/amp.2007.27895339

Gold Prize “IFC - Financial Times Essay Competition” on Private Sector Development – Creating Markets, Transforming Lives

SMS Best Conference Paper for Practice Implication Award. Strategic Management Society Conference 2007

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Seelos, C. and Mair, J. 2006. Social entrepreneurship. The contribution of individual entrepreneurs to sustainable development. *The ICFAI Journal for Entrepreneurship Development*, March 2006: 30-46.

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Mair, J., Seelos, C. and Borwankar, A. 2005. Social entrepreneurial initiatives within the sustainable development landscape. *Journal of Entrepreneurship Education*, 2(4): 431-452.

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Seelos, C. and Mair, J. 2005. [Social Entrepreneurship: Creating new business models to serve the poor](#). *Business Horizons*, 48(3): 241-246.

Translated into Arabic

Edited Books

Maurer, I., Mair, J. and Oberg, A. 2020. [Theorizing the Sharing Economy: Varieties and Trajectories of New Forms of Organizing](#). Research in the Sociology of Organizations, Vol. 66: Emerald Publishing Limited: Bingley, UK.

Zilber, T.B., Amis, J.M. and Mair, J. 2019. [The Production of Managerial Knowledge and Organizational Theory: New Approaches to Writing, Producing and Consuming Theory](#). Research in the Sociology of Organizations, Vol. 59: Emerald Publishing Limited: Bingley, UK.

Hockerts, K., Mair, J. and Robinson, J. 2010. [Values and Opportunities in Social Entrepreneurship](#). Palgrave Macmillan: Basingstoke, UK and New York.

Robinson J., Mair, J. and Hockerts, K. 2009. [International Perspectives on Social Entrepreneurship Research](#). Palgrave Macmillan: Basingstoke, UK and New York.

Mair, J., Robinson J. and Hockerts, K. 2006. [Social Entrepreneurship](#). Palgrave Macmillan: Basingstoke, UK and New York.

Nominated for "Most Promising Forthcoming Management Book" by the European Academy of Management

Book Chapters / Peer Reviewed Chapters in Edited Volumes

- Bünder, T., Rathert, N. and Mair, J. 2022. [Understanding firm- and field-level change toward sustainable development: insights from the pharmaceutical industry and access to medicines, 1960–2020](#). In G. George, M. R. Haas, H. Joshi, A.M. McGahan, and P. Tracey (Eds.), **Handbook on the Business of Sustainability**. Edward Elgar: Cheltenham, UK: 300-319.
- Mair, J. and Wolf, M. 2021. Hybrid organizations as sites for reimagining organizational governance. In G. Donnelly-Cox, M. Meyer & F. Wijkström (Eds.), **A Nonprofit Governance Research Handbook**. Edward Elgar: Cheltenham, UK: 311-326.
- Sezgi F. and Mair J. 2021. [To Control or Not Control: A Coordination Perspective to Scaling](#). In R. Bali Swain & S. Sweet (Eds.) **Sustainable Consumption and Production**, Volume II. Cham: Palgrave Macmillan: 355-376. doi: 10.1007/978-3-030-55285-5_15.
- Mair, J., Wolf, M. and Ioan, A. 2020. [Governance in Social Enterprises](#). In H. K. Anheier and T. Baums (Eds.), **Handbook on Advances in Corporate Governance: Comparative Perspectives**. Oxford University Press: Oxford: 180-202.
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- Mair, J. and Rathert, N. 2020. [Sozialunternehmertum](#). In B. Blättel-Mink, I. Schulz-Schaeffer, and A. Windeler (Eds.), **Handbuch Innovationsforschung**. Springer Fachmedien: Wiesbaden: 1-16. doi: 10.1007/978-3-658-17671-6_51-1.
- Mair, J. and Reischauer, G. 2020. Sharing Economy. In R. A. List, H. K. Anheier, and S. Toepler (Eds.), **International Encyclopedia of Civil Society**. Springer International Publishing: Cham: 1-6.
- Mair, J. 2020. [Social Entrepreneurship: Research as Disciplined Exploration](#). In W.W. Powell and P. Bromley (Eds.), **The Nonprofit Sector: A Research Handbook**. Stanford University Press: Stanford: 333-357.
- Seelos, C., and Mair, J. 2020. [Social Innovation: Specifying Pathways for Impact](#). In O. Laasch, D. Jamali, R. E. Freeman & R. Suddaby (Eds.), **Research Handbook of Responsible Management**. Edward Elgar Publishing: Cheltenham, UK: 624-639.
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- Mair, J., and Reischauer, G. 2019. [Plurality and Effects of the Sharing Economy](#). In J. Howaldt, C. Kaletka, A. Schröder and M. Zirngiebl (Eds.), **Atlas of Social Innovation**, Vol. 2nd: A World of New Practices). Munich: oekoem verlag: 30-33.
- Battilana, J., Butler, B., Kimsey, M., Mair, J., Marquis, C., and Seelos, C. 2019. [Problem, person and pathway: a framework for social innovators](#). In G. George, T. Baker, P. Tracey, & H. Joshi (Eds.), **Handbook of Inclusive Innovation: The Role of Organizations, Markets and Communities in Social Innovation**. Edward Elgar Publishing: Cheltenham, UK: 61-74. doi:10.4337/9781786436016

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- Radeke J., Mair J., Seelos C. 2019. [Waste Concern: Fixing Market Failures](#). In G. Lenssen and N. Smith (Eds.). *Managing Sustainable Business*. Springer: Dordrecht: 561-578.
- Reischauer, G. and Mair, J. 2018. [Platform Organizing in the New Digital Economy: Revisiting Online Communities and Strategic Responses](#). In L. Ringel; P. Hiller and C. Zietsma (Eds.), *Towards permeable boundaries of organizations?* *Research in the Sociology of Organizations*, Vol. 57. Emerald Publishing Limited: Bingley, UK 57: 113-135. doi:10.1108/S0733-558X20180000057005.
- Hehenberger, L., Mair, J., and Seganti, S. 2018. Impact Investing: Financing Social Entrepreneurs. In L. Alemany & J. J. Andreoli (Eds.), *Entrepreneurial Finance: The Art and Science of Growing Ventures*. Cambridge: Cambridge University Press: 485-529.
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- Mair, J. 2017. [Middle Managers and Corporate Entrepreneurship: Unpacking Strategic Roles and Assessing Performance Implications](#). In S. W. Floyd and B. Woolridge (Eds.) *Handbook of Strategy Process Research from a Middle Management Perspective*. Edward Elgar: 448-472.
- Mair, J. 2016. [Soziale Innovationen – Ideologie oder Prozess?](#) In Kongress der Sozialwirtschaft e (Ed.), *Tradition und Innovation: Strategien für die Zukunft der Sozialwirtschaft*. Baden-Baden: Nomos Verlagsgesellschaft mbH: 27-32. doi:10.5771/9783845265551-27.
- Seelos, C. and Mair, J. 2014. [Organizational Closure Competencies and Scaling: A Realist Approach to Theorizing Social Enterprise | Emerald Insight](#). In J. C. Short (Ed.), *Research Methods in Social Entrepreneurship*. Emerald: 147-188.
- Mair, J. and Ganly, K. 2014. [Social Entrepreneurship: Innovation on dual frontiers](#). In *Wiley Encyclopedia of Management*, 3rd edition. Wiley: Volume 6.
- Moschieri, C. and Mair, J. 2014. [Successful Divestitures Need Proper Cultivation](#). In A. A. Thompson, Jr., M.A. Peteraf, J. E. Gamble, and A.J. Strickland III (Eds.) *Crafting & Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases*. 19th Edition. McGraw-Hill: Reading 16.
- Mair, J. and Sharma, S. 2012. [Performance Measurement and Social Entrepreneurship](#). In C.K.Volkmann, Tokarski, K.O. and Ernst, K. (Eds.) *Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies*. Wiesbaden: Springer Gabler: 175-189.
- Rimac, T., Mair, J. and Battilana, J. 2012. [When Social Entrepreneurs Act as Institutional Entrepreneurs: The Case of Sekem](#). In K. Golden-Biddle and Dutton, J. E. (Eds.) *Using a Positive Lens to Explore Social Change and Organizations: Building a Theoretical and Research Foundation*. Routledge, Taylor and Francis Group: 71-89.
- Seelos, C., Mair, J., Battilana, J. and Dacin, T. 2011. [The embeddedness of social entrepreneurship: Understanding variation across geographic communities](#). In C. Marquis, M. Lounsbury, & R. Greenwood (Eds.), *Research in the Sociology of Organizations*. Communities and Organizations. 33: 333 – 363. doi.org/10.1108/S0733-558X(2011)0000033013.

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Seelos, C. and Mair, J. 2007. [How social entrepreneurs enable human, social, and economic development](#). In Rangan, V., Quelch, J., Herrero, G. and Barton, B. (Eds.), *Business Solutions for the Global Poor: Creating Social and Economic Value*. Jossey-Bass: San Francisco: 271-294.

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Mair, J. and Seelos, C. 2006. [The Sekem initiative: a holistic vision to develop people](#). In F. Perrini (Ed.), *New Social Entrepreneurship: What awaits social entrepreneurship ventures?* Edward Elgar: Cheltenham, UK: 210-223.

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Seelos, C., Ganly, K. and Mair, J. 2006. [Social entrepreneurs directly contribute to global development goals](#). In Mair, J., Robinson, J. and Hockerts, K. (Eds.), *Social Entrepreneurship*. Palgrave Macmillan: Basingstoke, UK and New York: 235-254.

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- Mair, J., Kindt, J. and Mena, S. 2023. [The Emerging Field of Political Innovation](#). *Stanford Social Innovation Review*, 21(2), 25-29. doi: 10.48558/R5XX-CP70
- Henriques, I., Mair J., and Beckman C. 2022. [Researching Social Innovation: How the Unit of Analysis Informs the Questions We Ask](#). *Rutgers Business Review*, 7 (2), 153-165.
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