

# Filipe M. Santos

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## APPOINTMENTS

- Dec 2016 - Present* **Católica Lisbon – Full Professor and Chair in Social Entrepreneurship**
- Jan 2015–Nov 2016* **President of the Executive Committee of Portugal Inovação Social** - mission structure created by the Portuguese Government in December 2014 to strengthen the social innovation eco-system in Portugal and promote a market for social investment
- Jan 2015 –Present* **INSEAD Visiting Professor of Social Entrepreneurship**
- Sept 2010– 2014* **INSEAD: Associate Professor of Entrepreneurship**
- Sept. 2007- 2015* **Academic Director: INSEAD Social Entrepreneurship Initiative.**  
Founding director of the initiative which includes an executive education program and a global network with more than 500 members. Responsible for research output and teaching innovations. Raised 1M euros of funding. [http://sites.insead.edu/social\\_entrepreneurship/](http://sites.insead.edu/social_entrepreneurship/)
- Sept 2009–Nov 2013* **Director: Rudolf & Valeria Maag INSEAD Centre for Entrepreneurship (ICE)**  
Grew the Centre from 3 to 10 people in 4 years and raised the centre endowment from 3 to 8 million euros in the same period. The centre launched several teaching innovations such as the entrepreneurship bootcamps, and won the global AMBA teaching award for teaching innovations in MBA programme with the sci-tech commercializer programme
- Sept 2003–Aug 2010* **INSEAD: Assistant Professor of Entrepreneurship**
- Sep 1996–Aug 1998* **Instituto Superior Técnico (Portugal): Lecturer in Economics and Management**
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## EDUCATION

- September 2016* **Agregação Degree in Management by Universidade Católica Portuguesa**
- August 2003* **Ph.D. in Management Science and Engineering from Stanford University:**  
**Dissertation:** “Constructing Niches and Shaping Boundaries: Entrepreneurial Action in Nascent Markets”  
**Committee:** Kathleen Eisenhardt (Chair), Robert Sutton, Walter Powell
- March 1997* **M.S. in Industrial Strategy and Management** from ISEG-UTL, Portugal (Economics and Management School of the Technical University of Lisbon)  
**Thesis Title:** “The Organization and Management of Universities: Application to the Portuguese Higher Education System”. Ranked as the top student of his Class.
- June 1994* **Licenciatura in Economics** (4 year degree) from FE-UNL, Portugal (Economics School of the New University of Lisbon). Ranked among the 2% best students.
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## RESEARCH AND TEACHING INTERESTS

My work lies at the intersection of strategy, organization theory and entrepreneurship. I study the process of emergence of markets and new ventures. I am particularly interested in the rise of social entrepreneurship as a field of research and practice, including the management of hybrid organizations and the growth of impact investing. I am passionate about academic management and teaching innovations.

## RESEARCH AND PUBLICATION AGENDA

I have just published in 2016 the 2nd edition of the book “The Social Entrepreneur’s Guide to Changing the World” in Portuguese and English. I am starting to write another book with a framework and methodology for scaling social innovations. I have ongoing research work with two former doctoral students, one on “the process of corporate social entrepreneurship” and the other on the “rise of impact investing”. I am also planning an analysis of the business model elements of social innovations.

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## AWARDS

2012	<b>EFMD Award for Best Case</b> in the Category of Africa: Nuru Energy (A) and (B)
2011	<b>Finalist for best 2010 Paper</b> published in the Academy of Management Review
2010	INSEAD - Deans' Commendation for <b>Excellence in MBA Teaching</b>
2009,2010, 2011	Finalist for <b>Outstanding Teacher</b> of Non-Core Courses: INSEAD EMBA Program
2008	<b>The Outstanding Teacher of Non-Core Courses:</b> INSEAD EMBA Program
2008	<b>IDEA Award for Research Promise - AOM Entrepreneurship:</b> “ <i>Constructing Markets and Organizing Boundaries: Entrepreneurial Power in Nascent Fields</i> ”
2006	<b>Honorable Mention for Best Paper</b> of the Strategic Management Society 2006 Conference: “ <i>Strategic Organization in Traditional Industries: Boundary Architecture as a Source of Competitive Advantage</i> ”
2004	Finalist for the <b>Heizer Award</b> for best entrepreneurship dissertation in 2004 (AOM)
2003	<b>Lieberman Fellow</b> – awarded annually by Stanford University to doctoral candidates in recognition of outstanding scholarship, teaching, and university service
1996	<b>IAPMEI award</b> for best Masters student of the year

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## PEER REVIEWED PUBLICATIONS

Goggle Scholar Citations = 3800

1. Santos, F., Pache A. C., Birkholz C (2015) **Making hybrids work: Aligning business models and organizational design for social enterprises** *California Management Review*, Vol.57, Issue 3, p.36-58.
2. Ozcan, P., Santos, F. (2014) **The Market that never was: Turf wars and failed alliances in mobile payments** *Strategic Management Journal*, Vol 36, Issue 10, p.1486-1512.
3. Pache A. C., Santos F. (2013) **Inside the hybrid organization: Selective Coupling as a Response to Competing Institutional Logics** *Academy of Management Journal*, Vol.56, Issue 3, p. 971-1001, August 2013.
4. Pache A. C., Santos F. (2013) **Embedded in hybrid contexts: how individuals in organizations respond to competing institutional logics**, *Research in the Sociology of Organizations*, Institutional Logics in Action, Vol. 39B, p. 1-35.
5. Santos F, et al. (2013) **Social Entrepreneurship and Broader Theories: Shedding New Light on the ‘Bigger Picture’** *Journal of Social Entrepreneurship* Vol. 4 (1), 88-107
6. Santos F. (2012) **A Positive Theory of Social Entrepreneurship**, *Journal of Business Ethics*: Volume 111, Issue 3, Pages 335-351.
7. Pache A. C. and Santos F. M. (2010) **When Worlds Collide: The Internal Dynamics of Organizational Responses to Conflicting Institutional Demands.** *Academy of Management Review*, Vol. 35 Issue 3, p. 455-476. July 2010.
8. Santos F. M. and Eisenhardt K. M. (2009): **Constructing Markets and Organizing Boundaries: Entrepreneurial Power in Nascent Fields.** *Academy of Management Journal* Vol. 52, Issue 4, p. 643-671. August 2009. (Lead Article)
9. Santos F. M., and Eisenhardt K. M. (2005): **Organizational Boundaries and Theories of Organization.** *Organization Science*, Vol. 16, No. 5, September-October, pages 491-508.

10. Santos, F. M. (2003) **The Co-evolution of Firms and Their Knowledge Environment: Insights from the Pharmaceutical Industry.** *Technological Forecasting and Social Change*, Vol. 70, Issue 7 - September, Pages 687-715.

11. Santos, F. M. (2003): **The Role of Information Technologies for Knowledge Management in Firms.** *International Journal of Technology Policy and Management*, Vol. 3, No. 2, Pages 194-203.

12. Santos F., Heitor M., and Caraça J. (1998) **Organisational Challenges for the University,** *Higher Education Management*, Vol. 10, N°3, OECD.

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**BOOKS**

13. Santos, F., Salvado J., Carvalho, I. (2013) **Manual para Transformar o Mundo** (The Social Entrepreneur's Guide to Changing the World): Gulbenkian Foundation, Lisbon; 2<sup>nd</sup> Edition launched in Portuguese and English in 2016.

14. D. Durão, P. Conceição, M. Heitor and F. Santos (1998), **Novas Ideias para a Universidade** (New Ideas for the University): IST Press, Lisbon.

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**BOOK CHAPTERS**

15. Santos F et al (2013) **The Life Cycle of Social Innovations** *Social Innovation*, p.183-195, Springer,Berlin.

16. Chowdhury I. and Santos F. (2010) **Scaling Social Innovations: The Case of Gram Vikas** in (ed) Light P.: *Scaling Social Impact: New Thinking*, Palgrave Macmillan, NY.

17. Santos F. (2009): **Corporate Responsibility in Entrepreneurship** in (eds.) Smith, C. and Lenssen, G.: *Mainstreaming Corporate Responsibility* Wiley Publishers.

18. Santos F. M. and Heitor M. V. (2003): **The Cognocratic Organization: Towards a Knowledge Theory of the Firm**, Chapter 19 in (eds.) Conceicao P. et al.: *Systems and Policies for the Globalized Learning Economy*, Greenwood Publishing Group.

19. Eisenhardt K., and Santos F. (2002) **Knowledge-Based View: A New Theory of Strategy?**, Chapter 7 in (eds.) Pettigrew A., Thomas H., and Whittington R., *Handbook of Strategy and Management*, Sage Publications.

20. Conceição P., Heitor M., Oliveira P. and Santos F. (2000) **On the Socioeconomic Context and Organizational Development of the Research University**, in (eds.) Conceição P., Gibson D et al: *Science, Technology and Innovation Policy: Opportunities & Challenges for the Knowledge Economy*, NYC: Quorum Books.

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**DICTIONARY ENTRIES**

21. Santos, F. M. and Eisenhardt, K. M. (2004): **Multiple Case Study.** *Encyclopedia of Social Sciences Research Methods*. M. Lewis-Beck, A. Bryman and T. F. Liao. Thousand Oaks, CA, Sage Publications.

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**TEACHING MATERIALS**

*INSEAD Cases*

22. **Nuru Energy (A), (B)** INSEAD Case 0272013-5847 (with teaching note). (runner up for 2012 Oikos Case Writing Competition, Winner of 2012 EFMD Award in Africa Category)

23. **Gram Vikas: What is the Essence of Social Entrepreneurship?** Case 01/2013 –5633 (with teaching note)

24. **KIVA versus MYC4: Business Model Innovation in Social Lending (A) (B)** Case 06/2009 – 5595 (includes teaching note)

25. **CDI: Growth Challenges of a Social Entrepreneur (A) (B)** Case 06/2009 – 5597 (includes teaching note)
26. **Social versus Commercial Enterprise: The Compartamos debate and the battle for the soul of Microfinance**, INSEAD Case 09/2009 – 5627 (includes TN)
27. **Active Hotels (A) (B) (C): Launching an Online Hotel Booking Business** Case 02/2008 - 5498
28. **Investic (A) (B) (C): Assembling the Founding Team** Case 03/2006-5270 (includes teaching note)
29. **Etheryl (A): Growth Paths for a Lifestyle Venture**, Case 03/2006-5350
30. **Pertinence (A): A Software Startup at a Crossroads**, Case 03/2006-5355
31. **AtomShockwave (A) (B): A Venture Rollercoaster in the Online Entertainment Industry**, INSEAD 03/2006-5356
- Other Original Teaching Materials* 32. **Business Model Innovation Workbook** (INSEAD, 2009): How Entrepreneurs Design Novel Business Models for Value Creation
33. **Venture Replication Workbook: How Entrepreneurs Assess and Transfer an Innovative Business Concept** (INSEAD, 2008)
34. **New Business Venture: Summary of Course Takeaways** (INSEAD 2010)
35. **Venture Design Workbook: How Entrepreneurs Establish and Sustain a Leading Position in a New Market Space** (INSEAD, 2006).
- Course Syllabi* 36. **Social Entrepreneurship and Innovation** (MBA Elective – Sept. 2012)
37. **New Business Ventures** (MBA Elective - May/June 2010)

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**SELECTED  
ACADEMIC  
PRESENTATIONS**

- June 2015* **From Social Entrepreneurship to Social Innovation**, Key-note speech at the DRUID15 Conference on the Relevance of Innovation, Rome.
- October 2014* **The Impact Economy: Enabling the Invisible Heart of Markets**, Opening Key-note at the conference *Global Impact Forum* in Zurich
- June 2014* **Impact Investing: Core Concepts and Framework for Analysis**, Opening Key-note at the Conference *Investing for the Poor* organized at the Vatican, Rome.
- November 2012* **A Positive Theory of Social Entrepreneurship and Implications for Management Theories**, Key-note at the 9<sup>th</sup> NYU Stern Social Entrepreneurship Conference, NYC.
- May 2011* **The Process of Market Creation**, LBS Goshal Conference - Managerial Relevance
- February 2010* **A Positive Theory of Social Entrepreneurship**, Strategy Winter Conf., SLC, Utah
- January 2010* **A Positive Theory of Social Entrepreneurship**, ESSEC Research Seminar, Paris
- December 2009* **A Positive Theory of Social Entrepreneurship**, Key-note presentation at the Entrepreneurship Foundation for Entrepreneurship Research (EFER) Annual Meeting, Vlerick-Ghent Business School, Ghent, Belgium
- November 2009* **A Positive Theory of Social Entrepreneurship**, NYU-Stern School of Business Sixth annual conference on social entrepreneurship, NYC

- August 2009*      **Market Evolution and the Temporal Plasticity of Identity** Academy of Management Conference, Chicago, USA
- July 2009*      **A Positive Theory of Social Entrepreneurship**, International Conference on Technology Policy and Innovation, Porto, Portugal
- August 2008*      Organizer and Speaker at All-Academy Symposium of AOM 2008: **Market Construction Processes**
- August 2007*      **How can David beat Goliath? Nascent Market Competition in the Telecom Equipment Industry** – Conference on “Innovation and Competition in the Global Communications Industry” at INSEAD
- August 2007*      **Strategic Organization in Traditional Industries: Boundary Architecture as a Source of Competitive Advantage** – Academy of Management 2007, Philadelphia
- August 2007*      **How do Young Firms Grow: Scalability as a Driver of Boundaries in Nascent Markets** - Academy of Management 2007, Philadelphia
- May 2007*      **How do Young Firms Grow: Scalability as a Driver of Boundaries in Nascent Markets** – Research Seminar on Entrepreneurial Strategy at IESE
- April 2007*      **How do Young Firms Grow: Scalability as a Driver of Boundaries in Nascent Markets** – 2<sup>nd</sup> LBS Entrepreneurship Conference
- October 2006*      **Strategic Organization in Traditional Industries: Boundary Architecture as a Source of Competitive Advantage** - Strategic Management Society Conference in Vienna, Austria – Honorable Mention for Best Conference Paper
- June 2006*      **Constructing Niches and Organizing Boundaries: Entrepreneurial Action in Nascent Markets** – 3<sup>rd</sup> Atlanta Competitive Advantage Conference, Atlanta GA.
- June 2006*      **Constructing Niches and Organizing Boundaries: Entrepreneurial Action in Nascent Markets** – Invited seminar at Said Business School, Oxford University
- May 2006*      **Constructing Niches and Organizing Boundaries: Entrepreneurial Action in Nascent Markets** – Inaugural Entrepreneurship Conference, London Bus. School.
- August 2005*      **Beyond Make-or-Buy: Scaling Entrepreneurial Firms** - *Academy of Management 2005*, Honolulu, Hawaii
- August 2004*      **Constructing Markets and Organizing Boundaries: Entrepreneurial Action in Nascent Markets** – *Academy of Management 2004*, New Orleans, Louisiana.
- June 2004*      **Constructing Markets and Organizing Boundaries: Entrepreneurial Action in Nascent Markets** – 5<sup>th</sup> Prince Bertil Symposium, Stockholm School of Economics
- December 2003*      **Constructing Markets and Organizing Boundaries: Entrepreneurial Action in Nascent Markets** - *Qualitative Research Workshop*, INSEAD, Singapore.
- November 2003*      **Perspectives on Organizational Boundaries** – Organization Science and NSF Conference “Frontiers of Organization Science”, Laguna Beach, California.
- August 2002*      **Boundary Management and Organizational Growth** – *Academy of Management 2002*, Denver, CO, 9-14 August
- August 2001*      **Perspectives on Organizational Boundaries** – *Academy of Management 2001*, Washington D.C.
- August 2000*      **Knowledge Theory of the Firm and the Meaning of Organizational Boundaries** - *4th Intern. Conf. on Tech. Policy and Innovation*, Curitiba, Brazil.
- August 1999*      **The Cognocratic Organization: Towards a Knowledge Theory of the Firm** – *Academy of Management 1999*, Chicago.
- August 1999*      **Beyond Absorptive Capacity: Unveiling the Underlying Knowledge Processes** - *3rd International Conf. on Tech. Policy and Innovation*, Austin.

<b>OTHER KEY- NOTE SPEECHES</b>	<p><i>Social Entrepreneurship: What it is and how it will change the world:</i> INSEAD EMBA Masterclass, London. April 15 2010 and May 12 2011.</p> <p><i>Social and Commercial Entrepreneurship. IV</i> INSEAD Portugal Entrepreneurship Award, Lisbon, January 2010</p> <p><i>The Social Responsibility of Corporations. C.D. Howe Institute Luncheon, Montreal, October 2, 2009.</i></p> <p><i>Challenges in Business Creation and Growth.</i> INSEAD Portugal National Council, Porto, September 2008</p> <p><i>The Role of Entrepreneurship for Innovation and Economic Growth: Conferência Portugal em Exame 2006</i>, Estoril, Maio 2006</p>
<b>EDITORIAL BOARDS</b>	<p><i>Academy of Management Review</i>, July 2005-July 2008</p>
<b>REVIEWING</b>	<p>Ad-hoc Reviewer: <i>Administrative Science Quarterly, Strategic Management Journal, Organization Science, Academy of Management Review, Academy of Management Journal, Journal of Business Venturing, Journal of Int. Bus. Studies, Management Science, Strategic Entrepreneurship Journal, California Mgmt Review</i></p>
<b>DOCTORAL ADVISOR</b>	<p><b>Christoph Birkholz (University of St. Gallen, 2015, Co-Chair):</b> “Hybrid Organizing under Institutional Complexity: Insights from Impact Investing and Social Entrepreneurship”</p> <p><b>Christiane Bode (INSEAD, 2014, Co-Chair):</b> “Essays in Corporate Social Entrepreneurship”</p> <p><b>Imran Chowdhury (ESSEC Business School, 2012, Co-Chair):</b> “Scaling in Social Entrepreneurship: Knowledge, Partnerships and Business Models”</p> <p><b>Anne-Claire Pache, (INSEAD, 2010, Co-Chair):</b> “Institutional Logics and Hybrid Social Enterprises”</p>
<b>TEACHING ASSIGNMENTS</b>	<p><i>Fall 2016</i> <b>The Lisbon MBA: Impact Investing</b> – Master course for 18 students</p> <p><i>Spring 2016</i> <b>Católica-Lisbon: Impact Investing</b> – International Masters course for 38 students</p> <p><i>Winter 2016</i> <b>Católica-Lisbon: Social Entrepreneurship: Building Impact Ventures</b> – International Masters course for 36 students</p> <p><i>From 2010 (12 times)</i> <b>INSEAD: Social Entrepreneurship and Innovation</b> – MBA mini-elective and EMBA course introduced in 2010. These electives have reached 400 students.</p> <p><i>From October 2007- Oct 2014 (15 times)</i> <b>Director of the INSEAD Social Entrepreneurship Program (ISEP)</b> running twice a year (Fontainebleau and Singapore) for audience of 35 social entrepreneurs. 500 social entrepreneurs have taken the course and are part of the ISEP network. Faculty member teaching the program from January 2015 onwards.</p> <p>10 times: 2004-2010 <b>INSEAD: New Business Ventures</b> - MBA Elective. The course focuses on the process of building new organizations and creating new markets. I have taught 880 students over the years in multiple sections of the course.</p> <p>11 times: 2005-2015 <b>INSEAD: Key Management Challenge in Entrepreneurship</b> – EMBA Elective. The 3-day intensive course focuses on central learnings for launching new ventures.</p> <p><i>Spring 2004 &amp; 2005</i> <b>INSEAD: Entrepreneurial Field Studies</b> – MBA Elective involving the mentoring of student field research projects</p> <p><i>Fall 1998, 1999, 2001</i> <b>Stanford University:</b> Head Teaching Assistant for Prof. Kathleen Eisenhardt in the course <i>Strategy in Technology Based Companies</i> for graduate students.</p> <p><i>Winter 2000</i> <b>Stanford University:</b> Head Teaching Assistant for Prof. Thomas Byers in the undergraduate course <i>Introduction to High Technology Entrepreneurship</i>.</p>

Oct 1996 – August 1998 **IST, Portugal:** Instructor at Economics and Management Department. Developed and taught new courses on **Introduction to Management** and **Corporate Finance**.

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**UNIVERSITY SERVICE**

Sept 2009- 2011 **Member, EMBA Committee, INSEAD** (advising EMBA Dean on academic issues)

Sept 2005-2008 **Member, MBA Committee, INSEAD** (advising MBA Dean on policy issues).

Sept 2001-July 2002 **Member, Board of Trustees of Stanford University - Committee on Academic Planning, Policy, and Management** (the governing body of Stanford University)

May 2001-May 2002 **Chair, Graduate Student Council of Stanford University** (the governing body for Stanford's 7500 graduate students).

Sept 2000-July 2001 **Member, Graduate Housing Advisory Committee.** Received the Graduate Service Recognition Award in May 2001 from Stanford University for service contributions.

Mar 1997- Aug 1998 **Executive Board Member, Pedagogic Council of Instituto Superior Técnico** in Portugal. Developed and oversaw the implementation of a new teaching evaluation system; launched new program for pedagogical training of faculty members.

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**PROFESSIONAL ASSOCIATIONS**

*European Venture Philanthropy Association – Board Member, April 2016*

*Global Steering Group on Impact Investing – Portugal representative – Sept 2015*

*Strategic Management Society, January 2005 – December 2014*

*EGOS – European Group of Organizational Studies, January 2004–December 2010*

*Academy of Management, October 1998 - present*

*Portuguese Order of Economists, September 1995 – December 2003*

*European Association for International Education (EAIE), 1995 to 1998 – served as board member of the Research and Industrial Liaison Officers Section in 1997-98.*

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**MANAGEMENT POSITIONS**

Jan 2015 - Present **President of the Executive Committee of Portugal Inovação Social** - mission structure created by the Portuguese Government in December 2014 to strengthen the social entrepreneurship and innovation eco-system in Portugal and promote a market for social investment

Jan 2009 – Jan 2015 **Co-Founder and Chair of the Strategic Council** of the *Institute for Social Entrepreneurship* in Portugal (pro-bono) - a non-profit organization dedicated to promoting social entrepreneurship in the Portuguese speaking countries through education, research and outreach activities. The organization has grown to 15 staff and operates in Portugal and Mozambique.

Sept 2000 - Aug 2003 **Director, Board of the Stanford Student Enterprises**, an organization that runs the endowment and business activities of the Stanford Students Association. The organization has assets of about \$10M and yearly revenues of \$1.5M.

Sept 1995-Nov 1996 **Coordinator, Studies and Planning Office of Instituto Superior Técnico**, the largest Engineering School in Portugal. Managed a team of 12 people. Development of several studies and policy recommendations on academic and governance issues.

Jul 1994 - Sep 1995 **Founder and Vice-President, Nova Júnior**, a student entrepreneurial association of the Economics School of UNL. Managed team of 20 students in the development of several projects including 12 published case studies of Portuguese companies.

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**ADVISORY  
ROLES**

Regular judge of entrepreneurship competitions including President of Judging Committee of INSEAD Portugal Entrepreneurship Award since 2010 and of the Judging Committee for FAZ-IOP Ideias of Origem Portuguesa promoted by Gulbenkian Foundation since 2012 until 2014.

*Jan 2012- Jan 2015* President of the Academic Council of the Methodology ES+ to identify social innovations that developed the project MIES - Mapping of Social Innovations.

*Sept 2013- Jan 2015* Co-founder and Scientific Advisor of Social Investment Laboratory with mission of promoting eco-system of financing for social innovation in Portugal. Published 8 research notes during 2015 available at [www.investmentosocial.pt](http://www.investmentosocial.pt) and launched Portuguese Taskforce on Social Investment

*Jan 2013 – Jan 2015* Member of Advisory Board of the Human Development Program of the Calouste Gulbenkian Foundation

*Sept 2011 – Jan 2015* Academic Advisor to KPMG for Family Businesses in the MESA Region

*Jan 2011 – Jan 2015* Advisor to the Investment Committee of the Inter-Risco II Venture Capital Fund

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**LANGUAGES**

**Portuguese:** Native Language      **English:** Fluent

**French:** Intermediate knowledge (3 years of learning; Completed course of the Institut de Francais, in Villefranche-sur-Mer in 2003 with level Très Bien)

**Spanish:** Basic knowledge (reading and conversation)

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