

# **ENTREPRENEURS OF CHAOS?**

## **FROM DISRUPTIVE INNOVATION TO NEGENTROPIC ENTREPRENEURSHIP**

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International Research Conference, 19 – 20 May 2025, Lüneburg  
Organized by Igor Galligo, Elke Schüßler, Matthias Wenzel and Erich  
Hörl

**SPEAKER BIOS AND ABSTRACTS**

## **Oliver Ibert and Suntutje Schmidt**

Leibniz Institute for Research for Society and Space, Germany

### **Agency in disruption – a prismatic approach**

19.05.25, 09:20 – 9:45

“Disruption” has turned into a buzzword of the present world. Disruption is not an established concept with a clear definition. Rather, most typically, it is used as a self-evident attribute to more conventional terminology to specify a certain quality or it is used as a verb (‘to disrupt’). In the case of ‘disruptive innovation’ (Christensen, 2006), the term has mainly been used with reference to a certain type of innovation, namely those innovations that unfold under the radar screen for a while and therefore take incumbent firms by surprise when penetrating their respective markets. Disruptive innovations radically reshape markets and industries and thereby unfold the full ambivalence of what Schumpeter has termed “creative destruction”. In contrast, more recent societal debates have shifted the perspective towards those who are affected by disruption. Here a rather pessimistic tone prevails, associating disruption with chaos, radical uncertainty and crisis and referring to extreme events, natural disasters but also political upheavals.

The presentation seeks to contribute to present debates first by developing a heuristic notion of disruption encompassing features such as (perceived) accelerated change, radical uncertainty, surprise, emotionality or public attention synthesized from a broad, inter-disciplinary literature and illustrated with empirical vignettes taken from ongoing research at the Leibniz Institute for Research on Society and Space. We present a socio-constructivist and spatial approach, that allows to identify different facets from which to view on processes of disruption. Finally, in the main part three perspectives on social agency related to disruption are unfolded: (1) disruptive entrepreneurship, (2) adaptability in the face of disrupted routines, and (3) (potential acts of) desperation. The first facet highlights proactively created disruption in order to create an advantageous situation, the second facet foregrounds the ability to respond swiftly to disruption in order to regain status while the latter sheds light on experiences of powerlessness that leave only a choice between resignation and – oftentimes illegitimate – alternative actions.

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Suntutje Schmidt is heading the Research Area “Economy and Civil Society” at the Leibniz Institute for Research on Society and Space (IRS). She is also Professor for Applied Economy Geography at the Humboldt-Universität zu Berlin in form of a joint affiliation with the IRS. She was a fellow at the Institute for Advanced Studies (IAS) at the University of Loughborough in 2023. She was working as a guest researcher at the University of Turku in 2017, the University of Toronto in 2016, and the University of Freiburg in 2013. Between 2019 and 2020 she was substitute professor for Economic Geography at the RWTH Aachen. She has been acting as the German ambassador for the Regional Studies Association since 2019.

Her research is interested in the relationships between knowledge, innovation, creativity and work in the context of economic and social change processes in urban and rural regions. In this context, local manifestation of trans-local dynamics of digitization, innovation and work processes as well as social transformation processes are explored. In addition, civil society and entrepreneurial solutions in dealing with uncertainties and disruptions (disruptions and crises) in creative and innovative processes are investigated as well as collaborative, sometimes conflictual negotiation processes of valuation in these processes. Conceptually, her work makes use of and further elaborates approaches of collaborative

knowledge work and spatio-temporal perspectives on the emergence of novelty with an actor-centered approach. Eventually her research tackles topics, strategies, and instruments for development and innovation policies at various spatial scales.

In July 2019 Oliver Ibert took over the position of the director of the Leibniz Institute for Research on Society and Space and Professor of Socio-Spatial Transformation at the Brandenburg University of Technology Cottbus-Senftenberg. From 2009-2019 he was Professor of Economic Geography at the Freie Universität Berlin in a joint affiliation with the IRS (where he led a research department). From 1991 to 1997 he studied Geography (major), German Literature and Political Sciences (both minor) at the Carl von Ossietzky University of Oldenburg and obtained his master's degree in 1997. In 2002 he acquired his PhD in social sciences at the University of Oldenburg and in 2009 he completed his post-doctoral habilitation thesis at the faculty of maths and sciences at the University of Bonn.

In summer 2014 Ibert was a Visiting Professor at the Department of Political Sciences at the University of Toronto, in autumn 2018 he was a Simon and Hallsworth Visiting Professor at the Department of Geography at Manchester University and in summer 2023 he was an Institute for Advanced Studies (IAS) Open Program Fellow at the University of Loughborough. Ibert is a member of the board of editors of the journal *Raumforschung und Raumordnung* | *Spatial Research and Planning*. From 2021 to 2022 Ibert served as spokesperson of the Leibniz Research Network Spatial Knowledge for Society and Environment (short: Leibniz R). From 2017 to 2020, he acted (together with Rüdiger Graf) as spokesperson for the Crisis Concepts working group within the Leibniz Research Alliance Crises in a Globalized World and from 2018 to 2020 he was a member of the steering group of this research alliance. In 2022 he joined the Editorial Board of the journal *Progress in Economic Geography*.

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## Jochen Koch

European University of Viadrina, Germany

### **Disruptions, tertiary retentions and morphogenetic processes: From Stiegler to Luhmann and back and forth**

19.05.25, 09:50 – 10:15

| To get started: Contrasting disruption with negentropy? A Caveat | On the idea of disruption – ontological and epistemological perspectives | Objects of disruption: processes vs. structures | Structures from processes of retention: the interplay of primary, secondary and tertiary retentions | Structures from morphogenetic processes | Exosomatic memory, sociocultural evolution, and disruptions | Application cases: Perspectives on book print and AI | A temporary end: The sober mind and the pharmakon |

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Jochen Koch is chaired Professor of Management and Organization and PI at the Entrepreneurship Research Lab (ERLab) at the European University Viadrina, Frankfurt | Oder, Germany. His research activities focus on strategic practices and communication, organizational and entrepreneurial creativity, the relationship between organizations and (emerging) markets, and the theory of strategic and organizational path dependence. Empirically, Koch is especially interested in process studies of nascent organizations and firms (including early-stage startups), ecosystems and institutions fostering the development of startups and firms (e.g., accelerators), and highly complex incumbent organizations and their strategic development. From a theoretical point of view, he essentially refers to a broader range of modern and postmodern sociological theories and philosophies, whereas systems theory and the theory of social practices are of utmost importance. His empirical research is focused on tailor-made qualitative process studies with a variety of methods and analytical techniques, such as discourse, narrative and

video analysis. Koch has published several books and articles in journals such as the Academy of Management Review, Journal of Management Studies, Journal of Product Innovation Management, Organization Studies, Organizational Behavior and Human Decision Processes, and the Strategic Management Journal. Koch has acquired several major research grants and has authored several best paper award-winning articles, amongst others the Academy of Management Review Decade Award.

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## **Discussion with Markus Reihlen**

Leuphana University Lüneburg

19.05.25, 10:20 – 10:30

Markus Reihlen is Professor of Strategic Management and Entrepreneurship and Vice President of Entrepreneurship, Transfer, and Internationalization at Leuphana University of Lüneburg. From 2010 to 2012, he was the Graduate School Dean of Studies, and from 2012 until 2020, and from 2023 to 2024, he was Vice President in different roles. Reihlen is the author and co-editor of 10 books on innovation, process management, networks and alliances, internationalization of professional services, entrepreneurship in professional services, and university management. Together with Cristina Neesham and Dennis Schoeneborn he edited the Handbook on the Philosophy of Management (over 1,000 p.). His academic work has been published in such journals as Accounting, Organization and Society, Journal of Management Studies, and Organizational Research Methods. He serves on the editorial boards of the Journal of Management Studies and the Journal of Professions and Organization and regularly reviews for several international journals.

<https://www.leuphana.de/en/institutes/imo/persons/markus-reihlen.html>

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## **Jeffery McMullen**

Kelley School of Business, Indiana University, USA

### **It's So Easy from Above: Why Baumol and Pigou are Analytically Interesting but Practically Useless for Improving Sustainable Entrepreneurship**

19.05.25, 11:20 – 11:45

Recently, McMullen (2024) asked whether new value creation was possible if natural and human resources were fully accounted for, such that external effects were largely eliminated as a source of profit. His model of new value creation forced the entrepreneur to account for depletion effects from consuming natural and human resources in production when calculating the expected return of innovation in a closed system. He shows that, even if it were possible to value natural and human resources at their real cost to society and include them on one's financial statements alongside material resources, it would still be possible for an activity to provide economic profit without ensuring sustainability, making the implied beneficial environmental effects of Baumol's notion of productive entrepreneurship misleading.

Additionally, the McMullen (2024) model shows that sustainable entrepreneurship must factor time into the production equation. If production consumes biotic resources at a rate below their rate of regeneration and if biotic resources are substituted for abiotic resources where possible, then entrepreneurs can profit from nature's agency (profiting from the natural reproduction of life). However, it is difficult for entrepreneurs to determine what the threshold of sustainable regeneration is, to estimate the return on innovation needed to justify investment in innovation, and to enforce use of a rate of return that ensures sustainability and not merely profitability.

For instance, unlike Mark Watney on Mars who possessed the all-seeing eye when making investment decisions, entrepreneurs on Earth rarely if ever know what rate of return is required from an innovation to ensure that it improves ecological sustainability. Thus, for Mark Watney, any return short of rescue – despite promising economic profit – was not considered acceptable, because once resources were used in production, they could not be reused, recycled, or repurposed to ensure survival.

On Earth, however, entrepreneurial agency is effectively spread across eight billion people, each making economizing decisions at the agent level with insufficient information about whether innovation promises sufficient economic profit to ensure ecological sustainability. Welfare economists, like Pigou (1934), have sought to tackle this problem by incorporating external effects into individual financial decisions through taxes. These taxes are intended to encourage greater alignment between the benefits of production and the costs of the inputs used to generate them. For instance, carbon taxes have been advocated to capture the “true” costs of using fossil fuels in production. Critics of this approach have questioned why a bureaucrat should be expected to possess more knowledge or better information than entrepreneurs about the true costs of natural resources consumed in production. However, difficulty calculating those costs is not the only issue because knowing what the full cost of an activity to society is does not mean that one will choose to pay those costs voluntarily. Given the practical limitations of Baumol’s and Pigou’s analyses, I discuss some possible paths forward for responsible decision making in sustainable entrepreneurship that rely less on the all-seeing eye and instead seek to empower the entrepreneurs deciding whether and how much to invest in innovation promising ecological sustainability.

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Jeffery S. McMullen is David H. Jacobs Chair in Strategic Entrepreneurship and Professor of Entrepreneurship at the Kelley School of Business at Indiana University. He is current Editor-in-Chief for the Journal of Business Venturing and former Editor-in-Chief of Business Horizons. McMullen earned his M.B.A. and Ph.D. in Strategic Management and Entrepreneurship at the University of Colorado, and his Bachelor of Accountancy at New Mexico State University. He studied entrepreneurship as both a process of self-discovery and socio-economic change, investigating entrepreneurial cognition, motivation, action, and opportunity in the contexts of commercial, social, sustainable, and development entrepreneurship. McMullen’s research has been published in numerous premier journals, including Academy of Management Annals, Academy of Management Journal, Academy of Management Review, Entrepreneurship Theory and Practice, Journal of Business Venturing, Journal of International Business Studies, Journal of Management Studies, Organization Studies, Strategic Entrepreneurship Journal, and Strategic Management Journal, among others, and honored by the Academy of Management’s (AOM) Entrepreneurship Research Exemplars Conference, the National Federation of Independent Business, the Ewing Kauffman and Coleman Foundations, the AOM’s Entrepreneurship Division, and both the Hankamer and Kelley Schools of Business. In 2018, he won the Foundational Paper Award from the AOM’s Entrepreneurship Division for his paper, „Entrepreneurial action and the role of uncertainty in the theory of the entrepreneur.“

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**Nevena Radoynovska**

EM Lyon Business School, France

**Towards more harmonious realities of entrepreneurship – collective, plural, satisficing**

19.05.25, 11:50 – 12:15

Entrepreneurship fundamentally relies on imagining and bringing into existence novel realities. Yet, despite this focus on novelty and imagination, entrepreneurial attention, policies, and resources have long prioritized a rather homogenized and increasingly standardized “Silicon Valley” vision of entrepreneurship, emphasizing a particular form of disruption through the founding of high-growth, rapidly scalable, technology ventures by charismatic entrepreneurs. The over-emphasis on such a vision – which is increasingly contested by both scholars and social control agents – contributes to three key processes that promote entropy: 1) an individualization of entrepreneurship that prioritizes the role of disruptive founders over forms of collective entrepreneurial organizing, 2) a standardization of entrepreneurial models and aspirations over attention to their pluralism and historical roots, and 3) an obsession with rapid, limitless growth in an ecosystem of finite natural resources over the possibility of reaching a balanced state of entrepreneurial satisficing. Drawing on two ongoing research projects – one focused on criminal prosecutions of investor fraud among Silicon Valley tech start-ups and the other on a French incubator for marginalized entrepreneurs – as well as on my own experience in a business school catering to “(early) makers”, I offer some provocations regarding the three processes as well as consider existing (and all too often marginalized) alternative visions that carry the potential for less chaotic, more harmonious, yet still creative realities of entrepreneurship.

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Nevena Radoynovska is Associate Professor of Strategy and Organization at emlyon business school, where she is a member of the STORM (Strategy, Organization and Management) and the InvEnt (Innovation and Entrepreneurship) research centers. Her research, published in *Business & Society*, *Organization Science*, *Organization Studies*, and *Strategic Organization* examines how organizations and institutions construct, contribute to, and aim to address social problems, with a particular focus on social innovation and social entrepreneurship in disadvantaged communities. Her past and ongoing research projects have investigated principles of resource distribution in an organization for the homeless, audience perceptions of social-commercial hybrids, democratic governance in social cooperatives, fraud among Silicon Valley start-ups, and entrepreneurial initiatives to reduce inequalities in marginalized communities. She teaches change management, social innovation, and qualitative methods.

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### **Discussion with Laura Hille**

Leuphana University Lüneburg

19.05.25, 12:20 – 12:30 pm

Laura Hille is a sociologist and media scholar, writing and speaking on all things digital. She studied Sociology and Cultural Anthropology at the University of Hamburg and finished her PhD at Leuphana University Lüneburg. Her dissertation discusses the changed relationship of humans and machines through Biohacking and analyses how cybernetic biopolitics are taking hold of life. She currently works as a researcher at the *Center for Digital Cultures* (CDC), Leuphana University Lüneburg, in the project “Automating the Logistical City: Space, Algorithms, Speculation”. Her teaching focuses on the darker sites of our digital day-to-day and the power relations shaping it. She spent the last years following a rabbit hole into dystopian and utopian futures envisioned by Silicon Valley.

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### **Michał Krzykowski**

University of Silesia, Poland

### **The Moral Constraints of Negentropic Entrepreneurship**

19.05.25, 14:30 – 14:55

In this talk, I want to suggest that negentropic entrepreneurship, as a conceptual alternative to the unsustainable paradigm of disruptive innovation, requires us to develop a better understanding of the relation between negentropy and human values as discussed in moral philosophy or virtue ethics. The point is not to return to a faintly anachronistic humanism but, rather, to go beyond the limits of the critique of technology and to explore the possibilities of making social change at a practical level as specifically related to entrepreneurial practices. Building negentropic enterprise culture(s), I argue, is a matter of life or death for entrepreneurship in times when computational capitalism (Stiegler) mutates into technofeudalism (Durand, Varoufakis) and traditional free market is replaced by a closed platform system entrepreneurs depend on. To make such a culture happen, it is however necessary to rediscover how the economy is linked to moral philosophy and why moral philosophy should address anew the question of how to live a good life.

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Michał Krzykowski, PhD (dr hab.), is Professor in philosophy at the Faculty of Humanities of the University of Silesia, Poland, where he heads the Centre for Critical Technology Studies. His research revolves around philosophy of technology, social philosophy and political ecology. He is coordinator of the research field Social Framework for AI-Based Systems at Open Eyes Economy Hub and vice-president of the foundation Pracownia Współtwórcza (Contributory Lab). Recently published works are *Bifurcate. "There is No Alternative"* (edited by Bernard Stiegler with the Internation Collective, Paris 2020, London 2021) and (in Polish) *The Economy and Entropy. Overcoming the Polycrisis* (co-edited with Jerzy Hausner, Warszawa 2023).

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## **Dimo Dimov**

University of Bath, UK

### **Technology, complexity, creative destruction, and entrepreneurial agency**

19.05.25, 15:00 – 15:25

Technology has an inherent complexity due to its recursive structure. Each technology consists of other technologies, which gives rise to combinatorial complexity (Arthur, 2009). Technologies evolve constantly as new natural phenomena are harnessed for productive purposes and combinatorial possibilities beget new technologies. Technology itself is part of a broader complex interplay with society and economy. Every technology (1) creates opportunities for its purpose to be done more cheaply or efficiently; (2) requires supporting technologies (which require their own supporting technologies); and (3) causes problems and thus generates opportunities for solutions.

Technology evolution can be modelled as a network of nodes that grows organically. It creates opportunity niches reflecting needs in society and mediated via the economy. New nodes in the network can replace old (groups of) nodes, with opportunities and economy readjusting accordingly. Thus, while technology creates the structure of the economy, the economy facilitates the creation of new technologies. The economy thus operates in perpetual novelty, with continuity in the short term and upheaval in the long-term. This is driven by the creative destruction arising from cascading events and collapse of entire pillars of network nodes. Various complexity models such as percolation and self-organised criticality produce power-law-like

distributions of outcomes that resemble the distributions of the effects of technological innovations.

In this sense, creative destruction is an inevitable consequence of technological evolution. As new technological order is created, old orders inevitably succumb to increase in entropy when the economic energy supporting them disappears. Crucially, this conception of creative destruction implies a positive entrepreneurial force associated with the introduction of new technologies, in the sense that the primary purpose of the entrepreneurial effort is not to destroy or disrupt existing things but to create new things. This is in contrast with more recent conceptions of disruptive entrepreneurship, where it is a force that is explicitly negative, i.e., concerned with disrupting existing industrial and social order. This raises important questions about the nature and virtues of entrepreneurial practice as we move from the systemic patterns of technological evolution to the drivers of entrepreneurial agency.

Arthur, B.W. 2009. The nature of technology. London: Allan Lane.

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Dimo Dimov is Professor of Entrepreneurship and Innovation at University of Bath, UK. Before Bath, he was on the faculty at Newcastle University (UK), University of Connecticut (USA), and IE Business School (Spain). Prior to entering academia, Dimov was finance director with Marriott International, overseeing two hospitality businesses in Budapest, Hungary. Dimov's research focuses on entrepreneurial thinking, process, and practice, embracing eclectic perspectives and approaches. His work explores how ideas in philosophy, complexity, and design can develop deeper understanding of entrepreneurial phenomena and practice. He is founding editor-in-chief of Journal of Business Venturing Insights and currently serves as associate editor at Entrepreneurship Theory and Practice and Entrepreneurship and Regional Development. Dimov is co-founder of Kinetic Thinking, a validated framework for personal and organisational development. It helps individuals, teams and entire organizations capitalize on the changing world of work by deploying new ways of thinking, managing and leading.

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## **Discussion with Elke Schüßler**

Leuphana University Lüneburg

19.05.25, 15:30 – 15:40

Prof. Elke Schüßler studies dynamics of organizational and institutional change with a focus on the development of sustainable forms of work and organizing. With a background in Psychology (BSc, University of Sussex) and Industrial Relations (MSc, London School of Economics), she takes an interdisciplinary approach to her research and frequently collaborates with colleagues from other disciplines, e.g. in the context of the Global Garment Supply Chain Governance Project funded by the Volkswagen Foundation, the DFG Research Unit Organized Creativity or the DFG Scientific Network Field Configuring Events. Her research has been published in leading social science journals such as the *Academy of Management Journal*, *Academy of Management Perspectives*, *Creativity and Innovation Management*, *Development and Change*, *Human Relations*, *Industrial and Corporate Change*, *Industrial and Labor Relations Review*, *Industry and Innovation*, *Organization Science*, *Organization Studies*, *Regional Studies* or *Socio-Economic Review*. She has received several awards, including the *Academy of Management Journal Best Reviewer Award* (2023), the *Labor and Employment Relations Association Best International/Comparative IR Paper Award* (2021), the *Ideas Worth Teaching Award* (2020), the *Academy of Management Journal Best Article Award* (2015) or the *VHB Best Paper Award* (2014).

<https://www.leuphana.de/en/institutes/imo/persons/elke-schuessler.html>



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**Neharika Vohra**

Indian Institute of Management Ahmedabad, India

**To Be Compared Is Not to Be: Bangalore and the Myth of the Indian Silicon Valley**

19.05.25, 16:40 – 17:05

Bangalore, often dubbed the "Indian Silicon Valley," has become a global symbol of India's digital aspirations. Yet, beneath the glittering surface of tech parks, unicorn valuations, and venture-backed hype lies a more complex and troubling narrative. This talk critiques the assumptions behind this popular comparison, arguing that while Silicon Valley was built on a foundation of frontier technological innovation - driven by cutting-edge R&D, deep capital, and a culture of radical experimentation, Bangalore's growth has increasingly relied on servicing the global economy (Gereffi and Fernandez-Stark, 2011). Drawing on a range of empirical sources, the talk maps how Bangalore's dependency on servicing the Global North has come at a steep cost—straining its infrastructure, stunting local innovation and education ecosystems, and reshaping workforce aspirations into passive compliance.

The startup ecosystem, often cited as Bangalore's innovation engine, presents its own paradox. While there has been a tectonic shift in entrepreneurship over the last decade, most startups remain focused on replicating proven global models, rarely addressing India's grassroots challenges. Historically, Indian entrepreneurs shied away from solving local problems due to low margins, long gestation periods, and a lack of investor appetite for risky ventures. Even today, despite increased venture funding, the orientation remains towards rapid exits rather than nation-building (Pandole, 2022). Flipkart's acquisition by Walmart and the foreign capital behind Zomato, Ola, and Paytm underscore this trend, raising concerns about data sovereignty and platform dependency.

In sum, the metaphor of Bangalore as the "Indian Silicon Valley" obscures more than it reveals. This paper calls for a critical reimagining of Bangalore's tech future—one rooted in infrastructural equity, mental well-being, local innovation, and autonomy. Without such a shift, India's digital capital risks becoming a neo-colonial outpost: wired to the world but increasingly disconnected from its own aspirations.

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Neharika Vohra is currently a Professor in the Organizational Behaviour Area at Indian Institute of Management, Ahmedabad. With a Ph.D. from the University of Manitoba, she has been a Visiting Professor in the same University. She started her career at the Xavier Institute of Management, Bhubaneswar. She has also been a visiting professor at University Erlangen at Nuremberg. Her academic and research interests include leadership and gender issues in organizations; diversity and inclusion, management across cultures, entrepreneurship, and leadership. She has published more than 70 papers in international and national journals, written 30 cases, and presented several papers in conferences and seminars. She is also the co-author of two popular text books - *Organizational Behavior and Management*, both published by Pearson, and one book, *ICT for Schools*, published by Sage. She has been the editor and is on the editorial board of several international journals and is also a regular reviewer for many international journals. She has been an actively contributing member of IIMA Ventures (previously known as CIIE). She has consulted with several organizations in the area of organizational development and has been involved in the competency development of thousands of managers, school principals, and bureaucrats. She won the best Instructor Award at University of Manitoba in 1995. She is also the

recipient of Young Psychologist Award at the International Congress of Psychology in 1996. Currently she serves on the board of two educational Institutes, for four companies as an independent member of the board, and director of two non-profit organizations. She also served as the founder Vice Chancellor of a newly formed State University, Delhi Skill and Entrepreneurship University for two years.

She can be reached by e-mail at [neharika@iima.ac.in](mailto:neharika@iima.ac.in).

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## **Srivardhini K Jha**

Indian Institute of Management Bangalore, India

### **Disruptive Innovation and Its Discontents: Navigating the Unintended Consequences of Entrepreneurship in India**

19.05.25, 17:10 – 17:35

In the past decade, India has undergone a significant transformation, emerging as a dynamic hub for technology-driven entrepreneurship. The country now hosts over 150,000 startups, including more than 110 unicorns. A substantial number of these ventures are focused on addressing context-specific challenges—such as promoting financial inclusion, expanding access to education and healthcare, and fulfilling diverse everyday consumer needs. In doing so, they frequently seek to plug institutional voids—weak or absent formal and informal institutions that are essential for effective market development and functioning (Khanna & Palepu, 2005; Mair & Marti, 2009; Webb et al., 2020), a condition typical of many developing economies – and unleash market reform.

Although these startups seek to catalyze market reform and development through technological, organizational, and business model innovations, their interventions may also generate adverse societal and ecological outcomes. These negative externalities are generally unintended and unanticipated. Indeed, many of the entrepreneurs who seek to disrupt existing systems are motivated by aspirations of fostering a more equitable and prosperous society. However, due to bounded rationality and a limited understanding of the complex interdependencies among technology, society, and ecology, such innovations may inadvertently lead to cumulative and systemic disruptions – potentially culminating in broader social or ecological crises over time.

In my talk, I will draw on examples from the Indian context to shine the spotlight on the unintended but undesirable consequences of entrepreneurial disruption (Zankl and Grimes, 2024). I will also propose measures that can be taken at the individual, organizational and societal level that can harness the positive outcomes of innovation and entrepreneurship while preventing and mitigating its negative consequences.

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Srivardhini K. Jha is Professor of Entrepreneurship at the Indian Institute of Management Bangalore (IIMB) and Chairperson of NSRCEL, IIMB's startup incubator. Her research interest is in Innovation and Entrepreneurship in the emerging country context. She has published papers in several prestigious journals such as *MIS Quarterly*, *MIT Sloan Management Review* and *Annals of the New York Academy of Sciences*. She has co-edited a book titled "Shifting Orbits: Decoding the Trajectory of the Indian Startup Ecosystem", which was published in 2021. She works closely with many startups, mentoring and advising them. She has also contributed to policy formulation around innovation and entrepreneurship at the international, national and state government levels. Jha holds a Ph.D. in Corporate Strategy

and Policy from IIMB, an MS in Management Science and Engineering from Stanford University and a BS in Information Science and Engineering from VTU. Prior to entering academia, she held senior managerial positions at Microsoft, Sun Microsystems, and Infosys.

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### **Discussion with Igor Galligo**

Leuphana University Lüneburg

19.05.25, 17:40 – 17:50

Igor Galligo is an entrepreneur and French researcher in media philosophy and design. He initially trained in the humanities, leading to four masters degrees: contemporary philosophy, visual arts and aesthetics at the University of Paris 1 Sorbonne, and political science at the École des Hautes Etudes en Sciences Sociales. Since the end of 2012, he has been conducting research on ecology of attention, design of attention and relationships between attention and aesthetic experience. In 2013, he joined the Reflective Interaction program at EnsadLab in Paris. He also became an associated researcher at GER-PHAU, a research center in architecture and urbanism, attached to the ENSPLV. In 2015, he became a research officer for the Ministère de la Culture et de la Communication à la Direction de la Recherche, de l'Enseignement Supérieur et de la Technologie. From 2013 to 2015, he directed three international seminars with Bernard Stiegler at Centre Pompidou in Paris on the transformation of attentional capacities in a digital milieu and participated in the creation of the chair of contributory research, led by Bernard Stiegler, on the territory of Plaine Commune. In 2019, under the supervision of Yves Citton and within the EURArTeC, he began working towards obtaining his PhD on the themes of Automedias, contributory media and Post-Truth. In 2021, he was appointed associate researcher at the COSTECH laboratory, at the Université Technologique de Compiègne. From april 2022, he is a researcher in residence at the Berlin Open Lab, a project associating the Technische Universität Berlin (ECDF) and the Weizenbaum Institute. In 2022, he founded [AUTOMEDIAS.ORG](https://www.leuphana.de/en/institutes/icam/team/igor-galligo.html), a platform that brings together researchers, software developers, and political actors from the automedia world, notably from the Gilets Jaunes movement. From August 2022 to July 2023, he was a Visiting Scholar at the University of California, Berkeley (USA), sponsored by the Networking Ecologically Smart Territories program, funded by European Commission. In autumn 2023, he was once again a researcher in residence at the Berlin Open Lab. Since March 2024, he has been a guest researcher in "The Disruptive Condition" program at the University of Leuphana, Lüneburg, under the direction of Erich Hörl.

<https://www.leuphana.de/en/institutes/icam/team/igor-galligo.html>

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### **Tim Weiss**

Imperial College London, UK

### **The Dual Nature of Frontier Markets: In-Between Underdevelopment and Novel Possibilities**

20.05.25, 09:10 – 09:35

Management research has increasingly incorporated the Global South into theorizing. A major research focus prominently galvanized around larger emerging markets, such as Brazil, India, China and Russia. Yet, the literature largely overlooked frontier markets—smaller, low-income countries with high future potential – despite their potential not only for theory building but also to rethink management scholarship. I advance a definition of frontier markets as both contexts of underdevelopment—least developed, low income countries with historically low socioeconomic performance—and of novel possibilities, projected to generate rapid socioeconomic

progress in the coming decades. Wrestling with both underdevelopment and novel possibilities requires that the research paradigm evolves further. Hence, I identify four blind spots that must be addressed to unlock the full promise of frontier market research in the field of management.

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Tim Weiss is an Assistant Professor in the Department of Management and Entrepreneurship at Imperial College London. He is cofounder of the Interdisciplinary Network for Technology and Entrepreneurship Research in Africa (INTERA) and editor of the open access book *Digital Kenya: An Entrepreneurial Revolution in the Making*.

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## **Rajashekar Reddy Konduru**

Great Lakes Institute of Management, India

### **Negentropic Entrepreneurship: Digital Sovereignty Through Local Transindividuation Circuits**

20.05.25, 09:40 – 10:05

This paper critically examines the pervasive ideology of 'disruptive innovation,' particularly within digital infrastructure in post-colonial contexts. Aligning with the symposium's theme, we argue that disruption, far from being neutral progress, often acts as a neo-colonial force, generating significant socio-ecological entropy (Georgescu-Roegen, 1993). Driven by global platforms and capital prioritizing rapid scaling (Srnicsek, 2017), disruption models frequently dismantle local systems. This occurs through entropic mechanisms: Epistemic displacement, where external algorithmic logic overwrites context-specific knowledge and local governance needs (Santos, 2024; Elish, 2019); Data extraction, where value generated locally is captured and controlled by distant entities, undermining community data sovereignty (Couldry & Mejias, 2019; Zuboff, 2019); and Cultural standardization, imposing homogenizing interfaces eroding unique techno-diversity (Hui, 2016; Winthereik & Verran, 2012). This process mirrors Stiegler's (2016) critique of disruption as potentially destructive 'barbarism.'

As a constructive alternative, we propose negentropic entrepreneurship. This framework moves beyond disruption's inherent link to destruction (Aldrich & Ruef, 2018) by emphasizing principles of local adaptation, ecosystemic balance, and the creation of durable socio-technical order (Montevil et al., 2020). Central to this is bifurcation: not rupture, but a radical, integrative reorientation. Bifurcation selectively incorporates beneficial technologies while fundamentally preserving and revitalizing local knowledge systems, ecological wisdom, and community structures. It aligns with post-colonial aspirations for autonomy (Spivak, 2023; Ndlovu-Gatsheni, 2023). The mechanism for achieving negentropy and enabling bifurcation lies in cultivating robust transindividuation circuits (Stiegler, 2016; Simondon, 2014). These are the collective processes and relational networks—engaging diverse local actors like community members, innovators, policymakers, and elders—through which shared meaning, purpose, and technical direction are co-created. It is through these active circuits that communities can assert digital sovereignty, shaping technology according to local values, resisting external imposition. Negentropic models, such as community-owned data trusts (Singh & Gurumurthy, 2021), participatory platforms co-designed with users (Costanza-Chock, 2020), or locally governed digital payment systems, contrast with extractive platform colonialism (Chen & Wang, 2024). Implementing digital negentropy requires intentional efforts: establishing participatory governance; developing knowledge commons that value and integrate local and indigenous knowledge with

technical standards (Nakashima et al., 2012; Benkler, 2022); and building technical capacity for local control over core infrastructure (Haché, 2014). Supportive policies are vital, including regulatory sandboxes fostering local innovation, public funding prioritizing community benefit and long-term sustainability (Mazzucato, 2018), and educational initiatives bridging technical skills with deep cultural and ecological understanding (Heeks et al., 2021).

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Prof. Rajashekar Reddy contributes over two decades of multifaceted experience – spanning senior management, consulting, academia, and entrepreneurship – to the critical discourse on entrepreneurial paradigms central to the "Entrepreneurs of Chaos?" symposium. As Director for Executive Education at Great Lakes Institute of Management, his work directly engages with the tensions between dominant innovation ideologies and the potential for more constructive, 'negentropic' approaches to organizational transformation and sustainable value creation. His expertise in Innovation, Digital Transformation, and Leadership Impact enables critical examination of prevailing disruption paradigms while developing frameworks for more balanced entrepreneurship. Rather than uncritically adopting Silicon Valley's disruption rhetoric, his approach emphasizes strategic differentiation and capability building that creates value across multiple stakeholder dimensions, aligning with the symposium's exploration of entrepreneurial models that foreground construction and socio-ecological well-being over exploitation.

In leadership roles with full P&L accountability at premier Indian institutions (Great Lakes, ISB), Reddy scaled operations and revenue by 200-250% through strategic portfolio architecture and ecosystem development – demonstrating that significant growth can be achieved through constructive approaches that build rather than merely disrupt existing structures. This practical experience offers empirical counterpoints to the entrepreneurial ideology of disruption that Bernard Stiegler and others have critically examined. His leadership in Digital Transformation implementation at ISB (Salesforce, Adobe Experience Cloud) and process automation initiatives yielded significant operational efficiencies (\$7.5M documented savings) without the socio-organizational disruption often associated with technological change. This experience provides insights into managing technological shifts within a metastable framework, offering alternatives to the 'shock doctrine' approaches that Stiegler identifies with contemporary disruption ideology.

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## **Discussion with Steffen Farny**

Leuphana University Lüneburg

20.05.25, 10:10 – 10:20

Steffen Farny is Professor for Business Administration, in particular Social and Sustainable Entrepreneurship, at the School of Management and Technology at the Leuphana University Lüneburg. From 2020 to 2024, he was Junior Professor of International Social and Sustainable Entrepreneurship at the School of Sustainability. Before that, he worked as a PhD student and post-doc at Aalto University, Finland, including a project researcher role at Vaasa University, Finland, and visiting fellowship at University of Notre Dame, US. In his research, Farny studies practices and processes of sustainable, resilient and regenerative forms of organizing. In particular, he connects sustainability and entrepreneurship theories to develop a better understanding of (1) entrepreneurship and disruptions (such as natural disasters, climate change and biodiversity loss), and (2) entrepreneurship and sustainability transformations. His current research projects examine how to build inclusive work environments (SinTrA project), effectively scale social innovations (TriCo project), and develop a more circular packaging industry (MEHRCE project). In his research he predominantly applies a variety of qualitative, including transdisciplinary, research methods to study entrepreneurial practices and processes, emotions and institutions. His research has been published in leading management and entrepreneurship as well as sustainability science journal such as *Academy of Management Journal*, *Business & Society*, *Ecology & Society*,

## **Ludovic Duhem**

Haute Ecole des Arts du Rhin, Strasbourg, France

### **From disruption to bifurcation. For a negentropical, therapeutic, and contributory entrepreneurship after Stiegler**

20.05.25, 11:00 – 11:25

The thought of French philosopher Bernard Stiegler is considered in France, Europe, and even the world to be profound, challenging, and important for understanding our era and addressing the ecological, economic, technological, and political challenges that characterize it. Heir to the great Western metaphysical tradition and its critique, inventor of concepts, and committed to grassroots action, he waged a lifelong battle against "systemic stupidity" and for the elevation of the mind. This struggle has notably taken shape in the collective construction of a new industrial model and a "pharmacology" of digital technologies, with the aim of bringing about a major change within our society. But instead of appealing to "revolution" as a principle of radical transformation brought about by a popular uprising against an exclusive and oppressive power, to progressive reformism based on negotiations and compromises, or to the liberal belief in automatic market regulation based on calculations of individual interests, it is the notion of "bifurcation" that Stiegler mobilized so that our era could transform itself without destroying itself, and even more so, to produce the "negentropy" necessary to maintain the conditions of life on Earth as well as our individual and collective existence. Far from being confined to philosophical thought or practice, such a requirement for bifurcation has direct and concrete consequences for economic activity, particularly for entrepreneurship, that is, for the very meaning of enterprise, and therefore of investment, value, wealth, and finance; but also and above all, on the way in which today's business produces, above all, entropy, negligence, and ignorance. Taking the requirement for bifurcation seriously therefore means reconsidering the vocation of business, rethinking the sciences and knowledge it presupposes, and reviewing all the practices it implies, to make it negentropic, therapeutic, and contributory. The main objective of this presentation is to problematize the question of entrepreneurship through Stiegler's thinking, by explaining how he thinks about bifurcation through the notions of transindividuation, negentropy, pharmacology, and contribution. This could thus propose something like a new ecopolitical economy applicable to business.

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Ludovic Duhem is an artist and philosopher. He teaches philosophy of art at the HEAR in Strasbourg. His research focuses on the relationships between aesthetics, technology, and politics within current ecological issues. He is also developing a technoaesthetics of human and non-human worlds (a critical extension of Simondon's thinking) and an ecosocial theory of territory through creative practices in art, architecture, design, and landscape design (in dialogue with mesology). He recently published in French *Crash Metropolis. Ecosocial Design and Critique of the Metropolitanization of Territories* (T&P, 2022), *Ecology and Technology. Rethinking Progress after Simondon* (with Jean-Hugues Barthélémy, Matériologiques, 2022), and *The Ecologies of the Digital* (NUMA, online, 2022). In English he published *Hic et nunc. Critical Elements for a Techno-Aesthetics of Performance* (in JSTA Universidad Catolica, Portugal, 2025), *Ecology, Technology, Culture. Thinking about the Meaning of the Future After Simondon* (in Andrea Bardin, The Edinburgh Companion to Gilbert Simondon, Edinburgh University Press, 2025).

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**Igor Galligo**

Leuphana University Lüneburg

**Negentropic entrepreneurship or how to extend technological innovation to the scale of ecosystems?**

20.05.25, 11:30 – 11:55

In one of his major works, «The Age of Disruption: Technology and Madness in Computational Capitalism», Bernard Stiegler uses fundamental concepts from his philosophy to explain the phenomenon of Disruption and to sketch out a way out. His concepts of doubly epochal redoubling, exosomatisation, organology, bifurcation and the transindividuation circuit are reinterpreted through the entropy/negentropy pair to develop the concept of the Negentropocene, which designates the age of negentropy. The Negentropocene then refers to a general matrix within which the destructive effects of technological innovation can be mitigated. However, while Stiegler links the formation of the Negentropocene to the creation of new circuits of transindividuation, he attributes the task primarily to the State and more specifically to its “Public Function”. In this conference, we would like to extend the status of the actors of the Negentropocene to the field of entrepreneurship in order to conceive the creation of a technological innovation not only as a technological and commercial creation, but also as an organological and ecosystemic creation. To do this, we will first explain the concepts of the Negentropocene, and then we will try to build several bridges with the models of sustainable entrepreneurship, with the aim of developing models of transindividuation circuits for negentropic entrepreneurship.

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Igor Galligo is an entrepreneur and French researcher in media philosophy and design. He initially trained in the humanities, leading to four masters degrees: contemporary philosophy, visual arts and aesthetics at the University of Paris 1 Sorbonne, and political science at the École des Hautes Etudes en Sciences Sociales. Since the end of 2012, he has been conducting research on ecology of attention, design of attention and relationships between attention and aesthetic experience. In 2013, he joined the Reflective Interaction program at EnsadLab in Paris. He also became an associated researcher at GERPHAU, a research center in architecture and urbanism, attached to the ENSPLV. In 2015, he became a research officer for the Ministère de la Culture et de la Communication à la Direction de la Recherche, de l'Enseignement Supérieur et de la Technologie. From 2013 to 2015, he directed three international seminars with Bernard Stiegler at Centre Pompidou in Paris on the transformation of attentional capacities in a digital milieu and participated in the creation of the chair of contributory research, led by Bernard Stiegler, on the territory of Plaine Commune. In 2019, under the supervision of Yves Citton and within the EURArTeC, he began working towards obtaining his PhD on the themes of Automedias, contributory media and Post-Truth. In 2021, he was appointed associate researcher at the COSTECH laboratory, at the Université Technologique de Compiègne. From april 2022, he is a researcher in residence at the Berlin Open Lab, a project associating the Technische Universität Berlin (ECDF) and the Weizenbaum Institute. In 2022, he founded [AUTOMEDIAS.ORG](https://AUTOMEDIAS.ORG), a platform that brings together researchers, software developers, and political actors from the automedia world, notably from the Gilets Jaunes movement. From August 2022 to July 2023, he was a Visiting Scholar at the University of California, Berkeley (USA), sponsored by the Networking Ecologically Smart Territories program, funded by European Commission. In autumn 2023, he was once again a researcher in residence at the Berlin Open Lab. Since March 2024, he has been a guest researcher in “The Disruptive Condition” program at the University of Leuphana, Lüneburg, under the direction of Erich Hörl.

## **Discussion with Erich Hörl**

Leuphana University Lüneburg

20.05.25, 12:00 – 12:10

Prof. Dr. Erich Hörl is the professor of Media Culture and Media Philosophy at Leuphana University Lüneburg since 2014 and holds the position of Vice President for Research since 2022. He is also co-director of the Leuphana Institute for Advanced Studies in Culture and Society and deputy speaker of the DFG Research Training Group "Cultures of Critique". In November 2024 he has been appointed as an Extraordinary Professor at the Center for the Humanities Research of the University of the Western Cape, South Africa. Previously, he was Professor of Media Technology and Media Philosophy at the Ruhr University in Bochum and has directed the Bochum Colloquium on Media Studies (bkm) there. He is currently working on the theory and history of disruption, which grasps disruptivity as a key problem for understanding the contemporary world, and on a general ecology and critique of environmentality. He publishes internationally on the history, problems and challenges of the contemporary technological condition.

<https://www.leuphana.de/en/institutes/icam/team/erich-hoerl.html>