

FRONTIERS OF ENTREPRENEURSHIP RESEARCH 2018

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We will treasure the enjoyable memories of the 2018 BCERC and hold dear the warmhearted friendships we experienced at the conference and reminisce the beauty of Ireland. Until we have the opportunity to meet again, we wish you all well and thank you.

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INSTRUCTORS

Aaron Anglin
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Northeastern University

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FRONTIERS OF ENTREPRENEURSHIP RESEARCH 2018**SUMMARY TABLE OF CONTENTS**

Acknowledgements	iv
Summary Table of Contents	xiii
Detailed Table of Contents	xv
I. FINANCING ANGELS	1
II. FINANCING CROWDFUNDING.....	20
III. FINANCING OTHER	39
IV. THE ENTREPRENEUR AND CHARACTERISTICS	56
V. ENTREPRENEURIAL COGNITION	92
VI. ENTREPRENEURIAL MOTIVATIONS.....	133
VII. NETWORKING	166
VIII. WOMEN IN ENTREPRENEURSHIP.....	186
IX. ORGANIZATION: TEAM & GOVERNANCE	196
X. STRATEGY	217
XI. FAMILY	267
XII. ENVIRONMENT.....	294
XIII. INTERNATIONAL	349
XIV. CORPORATE ENTREPRENEURSHIP	366
XV. PUBLIC POLICY.....	381
XVI. SOCIAL ENTREPRENEURSHIP	388
XVII. ENTREPRENEURSHIP OTHER.....	403
Index of Participating Authors	420

FRONTIERS OF ENTREPRENEURSHIP RESEARCH 2018



DETAILED TABLE OF CONTENTS

Acknowledgements	iv
Summary Table of Contents	xiii
Detailed Table of Contents	xv

BEST PAPER AWARDS

THE JOURNAL OF SMALL BUSINESS MANGEMENT (JSBM) AWARD FOR THE BEST PAPER ON THE TOPIC OF PUBLIC POLICY

THE RETURNS TO ENTREPRENEURSHIP ON REENTRY INTO WAGE EMPLOYMENT <i>Vivek Kumar Sundriyal</i>	56
---	----

THE NATIONAL FEDERATION OF INDEPENDENT BUSINESS (NFIB) AWARD FOR THE BEST PAPER ON GENERAL TOPIC OF ENTREPRENEURSHIP

FEEL THE BURN: THE INFLUENCE OF PASSION ON ENTREPRENEURS' SUBJECTIVE WELL-BEING AND EXHAUSTION <i>Charles Y. Murnieks, Melissa S. Cardon and J. Michael Haynie</i>	133
--	-----

THE BABSON COLLEGE BERTARELLI FAMILY AWARD FOR THE BEST PAPER ON THE TOPIC OF FAMILY ENTREPRENEURSHIP

FAMILY GOVERNANCE AND FIRM INNOVATIVENESS: THE MODERATING ROLES OF FAMILY PRIDE AND FOUNDING GENERATION INVOLVEMENT <i>Clay Dibrell, Jordan Gamble, Chelsea Sherlock and Gabby Swab</i>	267
---	-----

I. FINANCING ANGELS

BUSINESS ANGELS AND THEIR CO-INVESTMENT NETWORKS: A LONGITUDINAL ANALYSIS OF ANGEL GROUP MEMBERS' PORTFOLIO RETURNS <i>Torben Antretter, Charlotta Sirén, Dietmar Grichnik and Joakim Wincent</i>	1
---	---

ANGEL INVESTORS: DOES SIMILARITY MATTER <i>Svenja Jarchow and Barbara Stolz</i>	7
--	---

SUMMARIES

SEPARATING THE WHEAT FROM THE CHAFF: A CONFIGURATIONAL ANALYSIS OF ENTREPRENEURS' PITCHES TO ANGEL INVESTORS <i>Lakshmi Balachandra and Bradley George</i>	13
--	----

A SOCIAL NETWORK ANALYSIS OF THE EARLY STAGE RISK CAPITAL MARKET: THE CASE OF SCOTLAND <i>Giulia Boi, and Richard T. Harrison</i>	14
BUSINESS ANGEL INVESTMENT AS A LEARNING PROCESS: DOES EXPERIENCE MATTER? <i>Tiago Botelho, Richard Harrison and Colin Mason</i>	15
50 SHADES OF GREEN – ANGEL INVESTING IN GREEN BUSINESSES <i>Tiago Botelho, Konstantinos Chalvatzis and Colin Mason</i>	16

INTERACTIVE PAPERS

THE FUNDING PROCESS OF NEW TECHNOLOGY BASED FIRMS: THE ROLE OF LEGITIMACY <i>Marianne Arntzen and Roger Sørheim</i>	17
A PERSONALITY PERSPECTIVE ON BUSINESS ANGEL SYNDICATION <i>Joern Block, Christian Fisch, Martin Obschonka and Philipp Sandner</i>	18
FOLLOW THE LEADER: DOMAIN EXPERT INFLUENCE IN ANGEL GROUP INVESTMENT DECISIONS <i>Anna Long and Matthew S. Wood</i>	19

II. FINANCING CROWDFUNDING

IS EQUITY CROWDFUNDING A MARKET FOR LEMONS? AN EMPIRICAL INVESTIGATION OF EARLY-STAGE STARTUPS' PERFORMANCE <i>Carolin Bock and Simon Tatomir</i>	20
FOLLOWING THE CROWD – DOES CROWDFUNDING AFFECT VENTURE CAPITALISTS' SELECTION OF ENTREPRENEURIAL VENTURES? <i>Ferdinand Thies, Alexander Huber, Carolin Bock and Alexander Benlian</i>	26

SUMMARIES

VOCAL PITCH AND CROWDFUNDING OUTCOMES <i>Richard C.S. Chan, Annaleena Parhankangas, Pyayt Oo and Julie Huang</i>	32
THE EMERGENCE OF EQUITY CROWDFUNDING: A MULTISTAKEHOLDER PERSPECTIVE <i>Denis Iurchenko and Jeffrey S. Petty</i>	33
TRUST IN CROWDFUNDING <i>Krystallia Moysidou and Johan P. Hausberg</i>	34
BE YOURSELF: DISPLAYS OF AUTHENTICITY IN ENTREPRENEURIAL RESOURCE ACQUISITION <i>Pyayt P. Oo and Thomas H. Allison</i>	35
HE SAYS, SHE SAYS: THE IMPLICATIONS OF GENDER-SPECIFIC LINGUISTIC FEATURES ON CROWDFUNDING OUTCOMES <i>Annaleena Parhankangas, Maija Renko and Abigail McWilliams</i>	36

INTERACTIVE PAPERS

SOCIAL SPEAK: FUNDING SOCIALLY RESPONSIBLE ENTREPRENEURS THROUGH CROWDFUNDING <i>Aaron H. Anglin, Shane Reid, Jeremy C. Short, Aaron F. McKenny and Marcus T. Wolfe</i> . . .	37
DO CROWDFUNDING ENTREPRENEURS LEARN FROM THEIR BACKERS? AN EMPIRICAL INVESTIGATION INTO THE INNOVATION POWER OF THE CROWD <i>Nils Eiteneyer and David Bendig</i>	38

III. FINANCING OTHER

GENDER GAPS IN FINANCING NEW BUSINESS: WIDENED BY TRADITIONAL CULTURE, NARROWED BY INSTITUTIONAL SUPPORT? <i>Luca Naitana and Thomas Schött</i>	39
--	----

SUMMARIES

MENTORSHIP WITHIN ACCELERATOR PROGRAMS <i>Gil Avnimelech and Eyal Rechter</i>	45
WHEN IS IT TIME TO SHIFT GEARS: HOW PERFORMANCE FAILURES, SUCCESSES, AND NETWORK STRUCTURE INFLUENCE CHANGE IN VENTURE CAPITAL INVESTMENT STRATEGIES <i>Jake Duke, Taha Havakhor and Rachel Mui</i>	46
NEGOTIATING INCOMPLETE CONTRACTS: THE ROLE OF TRUST IN VENTURE CAPITAL CONTRACT DESIGNS <i>Truls Erikson, Mirjam Knockaert and Dennis Y.C. Gan</i>	47
THE BRAVE VERSUS THE RECKLESS: ENTREPRENEURIAL OVERCONFIDENCE AND CORPORATE FINANCING DECISIONS <i>Weixi Liu</i>	48
THE ROLE OF GOVERNMENT LIMITED PARTNERS IN VENTURE CAPITAL FOLLOW-ON FUNDRAISING <i>Thomas Standaert, Yan Alperovych, Anita Quas and Sophie Manigart</i>	49

INTERACTIVE PAPERS

OVEROPTIMISTIC WINNERS: ANTECEDENTS OF FINANCIAL FORECASTING VERSUS PERFORMANCE <i>Luisa Alemany, Sebastian Aparicio, Antonio Davila and David Urbano</i>	50
ENTREPRENEURSHIP FOR THE MOMENT – THE INFLUENCE OF TOP MANAGEMENT TEAM CHARACTERISTICS ON PRE-IPO EARNINGS INFLATION <i>Markus Kroeckel</i>	51
DIALECTIC OF EMANCIPATION AND CONTROL: TOWARDS A CRITICAL APPROACH TO COACHING PRACTICES IN BUSINESS INCUBATORS <i>Xavier Lesage, Naveed Akhter and Amélie Jacquemin</i>	52

HEART MONEY: A LONGITUDINAL STUDY OF INVESTMENT DECISION- MAKING BY SOCIAL VENTURE CAPITALISTS <i>Nettra D. Pan</i>	53
ENTREPRENEURIAL MYOPIA – HOW FOUNDERS AND INVESTORS AFFECT IPO OUTCOMES WHEN ENTERING WALL STREET <i>Laurenz Preusse</i>	54
THE VENTURE CAPITAL SCREENING PROCESS: GUT FEELING AND ACCURACY OF THE INITIAL ASSESSMENT <i>Sara Utmishi and Oliver Bauer</i>	55

IV. THE ENTREPRENEUR AND CHARACTERISTICS

<i>THE JOURNAL OF SMALL BUSINESS MANGEMENT (JSBM) AWARD FOR THE BEST PAPER ON THE TOPIC OF PUBLIC POLICY</i>	
THE RETURNS TO ENTREPRENEURSHIP ON REENTRY INTO WAGE EMPLOYMENT <i>Vivek Kumar Sundriyal</i>	56
WHEN EXPERIENCE IS NOT ENOUGH: ON THE ROLE OF ENTREPRENEURIAL EXPERTISE FOR EFFECTUAL AND CAUSAL BEHAVIOR <i>Gry A. Alsos, René Mauer and Sølvi Solvoll</i>	62
HEALTHY BUSINESS – HEALTHY ENTREPRENEUR? THE IMPACT OF VENTURE PERFORMANCE ON FOUNDER HEALTH <i>Carina Lomberg and Lars Alkærsig</i>	68
DISPOSITIONAL POSITIVE AND NEGATIVE AFFECT AND SELF-EMPLOYMENT TRANSITIONS: THE MEDIATING ROLE OF JOB SATISFACTION AND HEALTH <i>Boris Nikolaev, Nadav Shir and Johan Wiklund</i>	74
SUMMARIES	
FOUNDER EFFECTS AND CHANGES OVER TIME IN NEW VENTURE PERFORMANCE <i>Hooman Abootorabi, Alexander McKelvie and Alan Johnson</i>	80
“IT’S NOT WHAT YOU SAY—IT’S HOW YOU SAY IT!”: AN AUDIO CONTENT ANALYSIS OF CROWDFUNDING PITCHES <i>Thomas H. Allison, Benjamin J. Warnick and Blakley C. Davis</i>	81
UNDERSTANDING THE RELATIONSHIP BETWEEN COLLECTIVE INTELLIGENCE AND ENTREPRENEURIAL TEAM PERFORMANCE THROUGH ONLINE CREATIVE PROBLEM-SOLVING <i>Georgiana Avram and Chris James Carter</i>	82
LOOKING AT THE ‘BRIGHT-SIDE’ OF PERSONALITY: CEO HUMILITY, FIRM ENTREPRENEURIAL ORIENTATION, AND THE MODERATING INFLUENCE OF ENVIRONMENTAL FACTORS <i>Sanjay Chaudhary, Vishal K. Gupta, Lou Marino, Safal Batra and Shruti Batra</i>	83

WHY SOME ENTREPRENEURS ARE MORE PRODUCTIVE AND HAPPIER:
THE JOINT EFFECTS OF ENTREPRENEURS' HEALTH AND THEIR SPOUSES'
HEALTH
Isabella Hatak and Haibo Zhou84

CRAZY LIKE A FOX: THE ADAPTIVE NATURE OF DARK TRIAD PERSONALITY
CHARACTERISTICS IN THE NEW VENTURE DEVELOPMENT PROCESS
Keith M. Hmieleski85

COSTLY MARKET PIVOTS: DOES PRACTICE MAKE PERFECT FOR THE
EXPERIENCED ENTREPRENEUR?
Matthew R. Marvel, Marcus T. Wolfe and Donald F. Kuratko86

HOW SHOULD DIVERSE ENTREPRENEURIAL TEAMS BEHAVE TO ACHIEVE
FIRM GROWTH?
Anne Tryba and Nicola Breugst87

DARK TRIAD AND ENTREPRENEURIAL BEHAVIOR
Reginald Tucker, Louis D. Marino, Randall Croom and Patrick M. Kreiser88

INTERACTIVE PAPERS

ASSESSING ENTREPRENEURIAL MINDSET: RESULTS FOR A NEW MEASURE
Kelly G. Shaver, Jan Wegelin and Immanuel Commarmond89

JUST DO IT: ACTION ORIENTATION AND ENTREPRENEURIAL PROGRESS
AND PERSISTENCE
Paul Steffens, Scott Gordon and Carina Lomberg90

PRIOR ENTREPRENEURIAL EXPOSURE AND THE FORMATION OF
ENTREPRENEURIAL PASSION: THE MODERATING EFFECT OF LEARNING
ORIENTATION
Sarah Türk, Florian B. Zapkau and Christian Schwens91

V. ENTREPRENEURIAL COGNITION

WELL-BEING CHALLENGES FROM DUAL IDENTITIES OF HYBRID
ENTREPRENEURSHIP
Melissa S. Cardon, Charles Y. Murnieks and Kathryn Winsted92

EVOLVING NEW VENTURE IDEAS: A PROCESS STUDY OF EARLY VENTURING
ACTIVITIES
Thomas Cyron98

EXOSKELETONS, ENTREPRENEURS, AND COMMUNITIES: A PROCESS MODEL OF
OPPORTUNITY CO-CONSTRUCTION
Stella K. Seyb, Dean A. Shepherd and Trenton A. Williams104

WHY SOME ENTREPRENEURS THRIVE WHILE OTHERS FAIL: COGNITIVE
APPRAISALS AS MEDIATORS OF BUSINESS PROBLEMS AND HEALTH OUTCOMES
Regan M. Stevenson, Guillaume Soenen, Olivier Torres and Devin S. Burnell110

SUMMARIES

DISPOSITIONAL AND EXPERIENCE-BASED TRUST OF ENTREPRENEURS: INFLUENCE ON DISCOVERY SKILLS, EXPLORATIVE PARTNERSHIPS AND INNOVATION PERFORMANCE <i>Qingqing Bi, Waifong Boh and Georgios Christopoulos</i>	116
A FAMILY EMBEDDEDNESS VIEW ON ENTREPRENEURSHIP EDUCATION AND VENTURE CREATION: EVIDENCE FROM A LONGITUDINAL STUDY <i>Giulio Bosio, Lucio Cassia, Davide Hahn and Tommaso Minola</i>	117
EQUITY DISTRIBUTION AND ENTREPRENEURS' SATISFACTION WITH THE TEAM <i>Rieke Dibbern and Nicola Breugst</i>	118
VENTURE AUTOPSIES: TOWARD A GRIEF PROCESSING MODEL <i>Nathan S. Greidanus and Zulfiqer Haider</i>	119
THE IMPACT OF MENTAL HEALTH ON ENTREPRENEURIAL OUTCOMES <i>Josh Wei-Jun Hsueh, Miriam Bird and Thomas Zellweger</i>	120
DISENGAGING FAST OR SLOW? THE ROLE OF PREDICTION AND CONTROL IN THE NEW VENTURE CREATION PROCESS RESULTING IN DISENGAGEMENT <i>Stela Ivanova, Theresa Treffers and Fred Langerak</i>	121
DREAM BIG BE HAPPY? AN ASPIRATIONS-BASED PERSPECTIVE ON ENTREPRENEURIAL WELL-BEING <i>David R. Marshall, Erik Markin, Gabby Swab, Bill Meek and Robert Gigliotti</i>	122
IS THAT AN OPPORTUNITY? THE PERSUASIVENESS OF TECHNOLOGICAL AND SOCIOECONOMIC CONSTRAINTS <i>E. Shaunn Mattingly, Manju K. Ahuja, Andrew Manikas and Trayan Kushev</i>	123
IMPACTS OF HOUSEHOLD MEMBERS' EMOTIONAL SUPPORT ON ENTREPRENEURIAL COGNITION <i>Tobias Pret and Aviel Cogan</i>	124
HOW NEW GOALS EVOLVE OUT OF EFFECTUAL ENTREPRENEURSHIP- PSYCHOLOGICAL UNDERPINNINGS OF LEVERAGE CONTINGENCY <i>Somayeh Taghvaei, René Mauer, Kambiz Talebi and Seyed Reza Hejazi</i>	125

INTERACTIVE PAPERS

TIME MATTERS: TEMPORAL DISTANCE AND MENTAL REPRESENTATION IN CROWDFUNDING DECISION MAKING <i>Elsa Chan and Noel Wong</i>	126
THE ROLE OF TIME IN ENTREPRENEURIAL BRICOLAGE: INSIGHTS FROM SUSTAINABLE VENTURING IN BURKINA FASO <i>Catherine Dal Fior, Frédéric Dufays and Benjamin Huybrechts</i>	127

PROMOTING EFFICACY IN ENTREPRENEURSHIP EDUCATION: AN INVESTIGATION INTO REGULATORY FOCUS AND SELF-EFFICACY
Jenni M. Dinger, Chaim R. Letwin, Regan Stevenson, Michael Ciuchta and George Moker . . . 128

IT IS IN THE EYE OF THE BEHOLDER: ANALYZING THE LINK BETWEEN ENTREPRENEURS’ GOAL ORIENTATIONS AND PERSPECTIVE-TAKING
Nusrat Farah, Jonathan Arthurs and Violetta Gerasymenko-Bacon 129

THE WILLFUL PURSUIT OF ENTREPRENEURIAL IDENTITY: UNDERSTANDING ITS ROLE FOR WELL-BEING
Sarah Fitz-Koch 130

HELP SEEKING IN ENTREPRENEURSHIP
Anusha Ramesh, Nicholas Dew, Stuart Read and Saras Sarasvathy 131

HOW TO MAKE IT WORK? INVESTIGATING FOUNDER IDENTITY MANAGEMENT IN NEW SUSTAINABLE VENTURES
Anna M. Wagenschwanz and Frank-Martin Belz 132

VI. ENTREPRENEURIAL MOTIVATIONS

THE NATIONAL FEDERATION OF INDEPENDENT BUSINESS (NFIB) AWARD FOR THE BEST PAPER ON GENERAL TOPIC OF ENTREPRENEURSHIP

FEEL THE BURN: THE INFLUENCE OF PASSION ON ENTREPRENEURS’ SUBJECTIVE WELL-BEING AND EXHAUSTION
Charles Y. Murnieks, Melissa S. Cardon and J. Michael Haynie 133

STIGMA ENTREPRENEURSHIP: EXPLORING STIGMA AS A SOURCE OF ENTREPRENEURIAL MOTIVATIONS
Sophie Bacq, Madeline Toubiana, Ifeoma Ajunwa, Jarrod Ormiston and Trish Ruebottom 139

UNDER THE EASTERN SUN: EXPANDING THE HORIZONS OF FOUNDER IDENTITY RESEARCH
Shirah E. Foy and Marc Gruber 145

HELL NO, WE WON’T GROW...OR WILL WE? ARTISAN ENTREPRENEURSHIP AND THE CHALLENGE OF FIRM GROWTH
Shelby J. Solomon and Blake Mathias 151

SUMMARIES

DESCRIPTIVE NORMS ON ENTREPRENEURIAL INTENTIONS
Tae Jun Bae 157

USING LOVING-KINDNESS MEDITATION TO COPE WITH ENTREPRENEURIAL FEAR OF FAILURE: THE ROLE OF SELF-COMPASSION
Yuval Engel, Stephany Noordijk and Afra B. Spoelder 158

THE UPSIDE OF BEING DOWN: NEGATIVE AFFECT, TEMPORAL FOCUS AND BRICOLAGE FOR ENTREPRENEURS
David R. Marshall, Clay Dibrell, Jeff Gish, Walter Davis and Paul Johnson 159

SHOULD WE INSURE ENTREPRENEURS? UNEMPLOYMENT INSURANCE AND ABILITY TO BOUNCE BACK AFTER FAILURE <i>Sophie Pommet and Jean-François Sattin</i>	160
FOUNDER, JOINER, OR NEITHER? A SOCIAL-COGNITIVE APPROACH TO UNDERSTANDING ENTREPRENEURIAL ASPIRATIONS OF STEM DOCTORAL STUDENTS AND POSTDOCTORAL RESEARCHERS <i>Marilyn A. Uy, Kim-Yin Chan, Terri Su-Mei Tan, Ringo Moon-Ho Ho and Trevor Kang-Yang Yu</i>	161
THE EFFECTS OF THE NATIONAL SYSTEM OF SOCIAL SECURITY OVER SENIOR ENTREPRENEURS <i>Allan O. Villegas-Mateos and José E. Amorós-Espinosa</i>	162

INTERACTIVE PAPERS

ENTREPRENEURIAL IDENTITY AS A KEY MECHANISM FOR REALIZING THE BENEFITS OF BRICOLAGE: EVIDENCE FROM A TRAINING PROGRAM <i>Maija Renko and Pekka Stenholm</i>	163
THE LINK BETWEEN ENTREPRENEURIAL ROLE IDENTITY ASPIRATIONS AND OPPORTUNITY EXPLORATION AND EXPLOITATION <i>Laurence Rijssegem, Jolien Roelandt and Sarah Boone</i>	164
INTEGRATING THROUGH VENTURING? AN INDUCTIVE STUDY OF NASCENT IMMIGRANT ENTREPRENEURS <i>Sara Thorgren and Trenton A. Williams</i>	165

VII. NETWORKING

SOCIAL SYSTEM VIEW ON DEVELOPING DYNAMIC CAPABILITIES FOR KNOWLEDGE-INTENSIVE ENTREPRENEURSHIP <i>Olga A. Belousova, Aard J. Groen and Aniek M. Ouendag</i>	166
SOCIAL MEDIA IN OPPORTUNITY RECOGNITION: EFFECTS OF ENTREPRENEURS' CONTROL BELIEFS <i>Leon Schjoedt, Atthaphon Mumi, Krittaya Sangboon, Jason Fitzsimmons and Khyati Shetty Datta</i>	172

SUMMARIES

ENTREPRENEURIAL COLLECTIVE EFFICACY, SOCIAL SUPPORT AND ENTREPRENEURIAL TEAM EFFECTIVENESS: A THREE-PATH MEDIATIONAL MODEL <i>Ying Chen, Kim Klyver and Xiaohu Zhou</i>	178
BEYOND "WHAT'S IN IT FOR ME?" ENTREPRENEURIAL NETWORKING MOTIVATION AND ACTIONS <i>Yuval Engel, Julianne Senyard and Nathan Kizilirmak</i>	179

NETWORKING INTENSITY AND SOCIAL SKILLS AMONG NASCENT ENTREPRENEURS: A THREE YEAR LONGITUDINAL STUDY
Kim Klyver and Pia Arenius180

HOW AND WHEN ARE SOCIAL NETWORKS BENEFICIAL? A SIMULATION APPROACH TO THE MECHANISMS AND CONTEXTS OF SOCIAL NETWORKS IN THE VENTURE DEVELOPMENT PROCESS
Jaehu Shim and Jiyoung Kim181

THE NETWORK THEORY IMPLICATIONS OF FOUNDERS’ ONLINE NETWORKING BEHAVIOR
Claudia G. Smith and J. Brock Smith182

CREATING INNOVATORS THROUGH KNOWLEDGE NETWORKS: THEORY AND EVIDENCE
Siwei Zhu, Peter A. Koen, Heidi M.J. Bertels and Murad Mithani183

INTERACTIVE PAPERS

RESOURCE SHARING, TECHNICAL SKILLS, AND GROUP LEARNING: THE PROPENSITY FOR ENTREPRENEURIAL ACTION IN THE MAKER MOVEMENT
Russell E. Browder, Steven W. Bradley and Howard E. Aldrich184

DEVELOPMENTAL SUPPORT PATHS: OF ENTREPRENEURS AND THE RELATIONAL CONTEXT BEYOND PEERS AND MENTORS
Sean White and Andrew Parker185

VIII. WOMEN IN ENTREPRENEURSHIP

SUMMARIES

DO WOMEN WHO “ASK” OBTAIN CAPITAL? EXPLORING WOMEN’S EQUAL ACCESS TO VCS AND FUNDING OUTCOMES
Lakshmi Balachandra, Angela Randolph and Janice Byrne186

PERSON INSTITUTION FIT: ABOUT THE GENDER GAP REGARDING INNOVATION ACTIVITIES OF ACADEMICS
Teita Bijedić and Simone Chlosta187

OPPORTUNITIES OR OBSTACLES: THE CHALLENGES FACED BY WOMEN IMMIGRANT ENTREPRENEURS
Aziza Al Ghafri188

THE NARRATIVES OF CHOICE: CONTEXTUALIZING MUMPRENEURSHIP IN SWEDEN
Magdalena Markowska, Helene Ahl and Lucia Naldi189

HELP OR HINDRANCE? THE ROLE OF HUSBANDS IN WOMEN ENTREPRENEURSHIP IN DEVELOPING COUNTRIES
Kathrin Wolf190

INTERACTIVE PAPERS

ASPIRING FEMALE ENTREPRENEURS IN EMERGING ECONOMIES: THE WAY TO EMPOWER WOMEN IN PAKISTAN <i>Sarfraz Ahmed Dakhan and Veronika Gustafsson</i>	191
WOMEN'S ENTREPRENEURSHIP RESEARCH: WHAT'S CONTEXT GOT TO DO WITH IT? <i>Colette Henry, Helene Ahl, Lene Foss and Geir Mikalsen</i>	192
THE MYTH OF THE ENTREPRENEURIAL GENDER-FUNDING GAP? THE MECHANISMS AND BOUNDARY CONDITIONS THAT EXPLAIN DIVERGENT AND UNRECONCILED FINDINGS. <i>Michael A. Johnson and Chaim Letwin</i>	193
INSTITUTIONAL PERSPECTIVES SHAPING TRUST RELATIONSHIPS AMONG WOMEN ENTREPRENEURS IN DEVELOPING COUNTRIES EXPLORING NIGERIAN AND PAKISTANI FEMALE ENTREPRENEURSHIP <i>Kingsley Obi Omeihe, Mohammad Saud Khan, Sarfraz Ahmed Dakhan and Isaac O. Amoako</i>	194
CAREER EXPECTATIONS FOR ENTREPRENEURS AND NON-ENTREPRENEURS: A GENDER AND CULTURAL COMPARISON <i>Diane M. Sullivan and Bari Bendell</i>	195

IX. ORGANIZATION: TEAM & GOVERNANCE

DISENTANGLING THE ORIGINS OF NEW VENTURE PERFORMANCE: BUSINESS MODELS, INDIVIDUAL FACTORS, AND HEREDITY <i>Richard A. Hunt and Daniel A. Lerner</i>	196
THE INFLUENCE OF SOCIAL EXCHANGE ORIENTATION ON THE FINANCIAL PERFORMANCE OF ENTREPRENEURIAL TEAMS <i>Tomas Karlsson and Mark T. Schenkel</i>	202

SUMMARIES

ENTERPRISE-LEVEL BLOCKCHAIN ENTREPRENEURSHIP: THE IMPACT OF SMART CONTRACTS ON AGENCY COSTS AND ORGANIZATIONAL CAPABILITIES <i>Thomas Ding</i>	207
MARKET ACCEPTANCE: HOW EARLY SALES INFLUENCE LONG-TERM SURVIVAL AND GROWTH OF HIGH-TECHNOLOGY NEW VENTURES <i>Eli Gimmon and Jonathan Levie</i>	208
THE IMPRINTING EFFECT OF FOUNDERS ON NEW VENTURE PERFORMANCE: A CLOSER LOOK AT THE EMERGENCE, DISSIPATION, AND CONTINGENCY <i>Lucas Grilli, Paul H. Jensen, Samuele Murtinu and H. Dennis Park</i>	209

BUILDING FOUNDATIONS FOR SME GROWTH THROUGH HR AND WORK DESIGN DECISIONS <i>O. Koryak and N. Nicolaou</i>	210
NETWORK TIES IN EARLY-STAGE VENTURES: THE ROLE OF LOCAL ENTRENCHMENT <i>Eric C. Mota and Peter G. Klein</i>	211
BE CAREFUL WHAT YOU WISH FOR! A LONGITUDINAL PROCESS STUDY OF NEW VENTURE TEAM FORMATION AND THE CONSEQUENCES OF GETTING WHAT YOU WANT <i>Pamela Nowell</i>	212
A CONFIGURATIONAL PERSPECTIVE ON THE NEW VENTURE TEAM HETEROGENEITY-PERFORMANCE RELATIONSHIP <i>Adrian M. Wuethrich and Artur Baldauf</i>	213
INTERACTIVE PAPERS	
ADAPTATION AND SELECTION MECHANISMS IN OVERCOMING THE LIABILITY OF NEWNESS <i>Alex Coad, Julian S. Frankish, Erik Lundmark and David J. Storey</i>	214
ALL ENTREPRENEURS ARE EQUAL BUT SOME ARE WOMEN AND IMMIGRANTS: LEGITIMACY PERCEPTIONS OF BUSINESS FAILURES <i>Sonia Siraz, Ferran Giones and Luisa Delgado-Marquez</i>	215
AN INTEGRATIVE MODEL OF GROWTH IN VENTURE CAPITAL BACKED COMPANIES <i>Thomas Standaert and Sophie Manigart</i>	216
<hr/>	
X. STRATEGY	
GOOD TIMES, BAD TIMES: INNOVATION AND SURVIVAL OVER THE BUSINESS CYCLE <i>Elena Cefis and Orietta Marsili</i>	217
AMUNDSEN VS SCOTT AND THE GROWTH PATH OF FIRMS <i>Alex Coad, Sven-Olov Daunfeldt and Daniel Halvarsson</i>	223
VENTURING INTO THE MUCK: COOPERATIVE AND COMPETITIVE DYNAMICS IN THE EMERGENT “MUD RUN” CATEGORY <i>Greg Fisher, Matthew A. Josefy, Rene M. Bakker and Emily Neubert</i>	228
THE IMPACT OF FIRM PERFORMANCE ON THE BUSINESS TRANSFER MODE <i>Rosemarie Kay, André Pahnke and Susanne Schlepphorst</i>	234
IS EXCEPTIONAL GROWTH SUSTAINABLE? EXPLORING HOW ENTREPRENEURIAL GAZELLES CAN MAINTAIN EXCEPTIONAL GROWTH <i>Serhan Kotiloglu, Thomas Lechler and Yan Chen</i>	240
THE REASONS FOR ENTREPRENEURS’ COOPETITION: THE EFFECTS OF TRUST <i>Leon Schjoedt and Kittaya Sangboon</i>	246

PRESENCE OF CTOS IN TOP MANAGEMENT TEAMS – WHEN DO FIRMS ELEVATE INNOVATION TO THE C-SUITE <i>Zexiong Yan and Steffen Strese</i>	252
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SUMMARIES

WHEN AND HOW CEO AND PROFESSIONALS PULL THE PLUG ON THEIR RELATIONSHIPS? EXPLORING DISSOLUTION OF CLIENT-AUDITOR RELATIONSHIP FOR THE POST-IPO FIRMS <i>Masaru Karube, Daisuke Uchida and Ilir Haxhi</i>	258
DOES A LONG-TERM ORIENTATION LEAD TO CORPORATE VENTURE CAPITAL INVESTMENTS? A LONGITUDINAL STUDY <i>Sebastian Mayer and Steffen Strese</i>	259
REMEMBER THE OLD DAYS? THE EFFECT OF SHORT AND LONG TERM HISTORICAL PERFORMANCE ON STRATEGIC ACTIONS IN ENTREPRENEURIAL FIRMS <i>Jeroen Neckebrouck and Miguel Meuleman</i>	260
SEARCH STRATEGIES FOR EXTERNAL INFORMATION AND EARLY-STAGE TECHNOLOGY VENTURE PERFORMANCE <i>Laurence Rijssegem and Petra Andries</i>	261

INTERACTIVE PAPERS

THE ROLE OF KNOWLEDGE ACQUISITION ON BUSINESS MODEL INNOVATION IN NEW VENTURES: A LATENT GROWTH MODEL APPROACH <i>Jon C. Carr, J. Kirk Ring, Timothy L. Michaelis and Jeffrey M. Pollack</i>	262
ENTREPRENEURIAL APOLOGIES: A STRATEGIC TOOL FOR INCREASING LEGITIMACY <i>Samuel L. Clarke and Eric S. Rhodes</i>	263
ACCELERATING DYNAMIC CAPABILITY DEVELOPMENT: HOW CAN BUSINESS ACCELERATORS HELP EMERGING VENTURES ACHIEVE PRODUCTIVE DYNAMISM FOR SUSTAINABLE GROWTH? <i>Thomas Ding</i>	264
TO DANCE WITH STRANGERS ONE NEEDS A GOOD WINGMAN: HOW EXISTING TIES ENABLE SEARCH FOR NEW PARTNERS <i>Jake Duke and Taha Havakhor</i>	265
BLOCKCHAIN TECHNOLOGIES AND BUSINESS MODEL INNOVATION: A MIXED-METHODS ANALYSIS OF THE PROCESS OF TRANSACTIONAL ORGANIZING <i>Mark B. Mondry and David M. Townsend</i>	266

XI. FAMILY

**THE BABSON COLLEGE BERTARELLI FAMILY AWARD
FOR THE BEST PAPER ON THE TOPIC OF FAMILY ENTREPRENEURSHIP**

**FAMILY GOVERNANCE AND FIRM INNOVATIVENESS: THE MODERATING
ROLES OF FAMILY PRIDE AND FOUNDING GENERATION INVOLVEMENT**
Clay Dibrell, Jordan Gamble, Chelsea Sherlock and Gabby Swab267

PATHWAYS TO LEADERSHIP: FEMALE SUCCESSION IN FAMILY FIRMS
Linda F. Edelman, Tatiana S. Manolova and Candida G. Brush273

**FAMILY UNITY AND FIRM PERFORMANCE: THE MODERATING ROLE OF INTERNAL
STAKEHOLDERS WITHIN FAMILY FIRMS**
Chelsea Sherlock, Jordan Gamble, Walter Davis and Paul Johnson279

SUMMARIES

**ENTREPRENEURIAL LEGACY AND ENTREPRENEURIAL EXAPTATION
AMONG BYPASSED SIBLINGS**
James G. Combs, Peter Jaskiewicz and Sabine B. Rau285

**THE IMPACT OF SOCIAL CAPITAL ON THE INNOVATION EFFECTIVENESS
OF FAMILY FIRMS AND NON-FAMILY FIRMS**
Stefan Endriß and David Bendig286

PARENTHOOD, CHILD GENDER AND ENTREPRENEURSHIP DYNAMICS
Virgilio Failla and Vera Rocha287

**ARE SECOND GENERATION FAMILY BUSINESS OWNERS IN MAINLAND
CHINA ENTREPRENEURIAL?**
Nan Jiang, Alison Rieple and Jane Chang288

**YOUNG AND RADICAL? – THE ROLE OF THE NEXT GENERATION FOR
INNOVATION IN FAMILY FIRMS**
David M. Lehmann289

**CLAIMING (AND GRANTING) THE ENTREPRENEURIAL LEADERSHIP
IDENTITY IN THE FATHER-DAUGHTER SUCCESSION PROCESS WITHIN A
FAMILY BUSINESS.**
Maura McAdam and Martina Brophy290

**FAMILY FIRM PERFORMANCE SUCCESSION EFFECT: THE MODERATING
ROLES OF INDUSTRY TYPE AND BIRTH ORDER**
Mark T. Schenkel and Sean S. Yoo291

**FAMILY ENTREPRENEURSHIP ACROSS TRANSNATIONAL SPACES:
EXPLORING GENDER, CULTURE AND FAMILY BUSINESS**
Natalia Vershinina, Peter Rodgers, Maura McAdam and Eric Clinton292

INTERACTIVE PAPERS

**SOCIAL CAPITAL: FAMILY INVOLVEMENT AS AN ORGANIZAZIONAL LEVEL
ANTECEDENT**
Stefan Endriß and Malte Brettel293

XII. ENVIRONMENT

DOES PERCEPTION MATTER? THE INTERPLAY BETWEEN HOW FIRMS PERCEIVE INSTITUTIONS AND THEIR ENTREPRENEURIAL ORIENTATION <i>Ashenafi Biru, David Gilbert and Pia Arenius</i>	294
INVOLVING CUSTOMERS IN THE NEW VENTURE CREATION: EXPLORING THE PERFORMANCE CONSEQUENCES <i>Mickaël Buffart and Erno T. Tornikoski</i>	300
DEVELOPING, VALIDATING AND TESTING A NEW MEASURE OF OPPORTUNITY CONFIDENCE <i>Per Davidsson, Denis A. Grégoire and Maike Lex</i>	306
DOES STRONGER IP PROTECTION SPUR NEW VENTURE CREATION? PATTERNS OF FINANCIAL INNOVATION EXPLOITATION <i>Peter T. Gianiodis, Mark Geiger and Matthias Thürer</i>	312
A STRUCTURAL APPROACH TO THE INFLUENCE OF REGULATION ON INNOVATION <i>Almantas P. Palubinskas and Maria Minniti</i>	317
URBAN FARMERS AND RURAL CODERS: STRUCTURE VERSUS CULTURE IN THE CHANGING FACE OF RURAL ENTREPRENEURSHIP <i>David M. Townsend</i>	323
SUMMARIES	
ENTREPRENEURIAL ECOSYSTEMS AS ISSUE OR EXCHANGE FIELDS? AN ANALYSIS OF THE BERLIN START-UP ECOSYSTEM <i>Carolin Auschra, Thomas Schmidt and Jörg Sydow</i>	329
HOW IMPORTANT ARE ENTREPRENEURIAL ECOSYSTEMS? A VARIANCE DECOMPOSITION OF RESEARCH-BASED SPIN-OFF PERFORMANCE <i>Alan R. Johnson, Einar A. Rasmussen and Hooman Abootorabi</i>	330
INDUSTRIAL DIVERSITY IN ENTREPRENEURSHIP <i>Jiyoung Kim and Jaehu Shim</i>	331
BANKRUPTCY LAW, PERSONAL WEALTH AND ENTREPRENEURSHIP: APPLICATION OF PROSPECT THEORY <i>Chong Kyoong Lee</i>	332
WHISKEY BUSINESS: CULTURE, PROHIBITION, AND THE INDUSTRY EVOLUTION OF KENTUCKY BOURBON DISTILLING <i>David S. Lucas and Maria Minniti</i>	333
SOOTHE MY FEARS, BUT PUSH ME FORWARD: HOST COUNTRY'S SOCIAL SECURITY, TOLERANCE TOWARD IMMIGRANTS, AND IMMIGRANT ENTREPRENEURS' BUSINESS SUCCESS <i>Serghei Musaji and Julio de Castro</i>	334
SPEED AND LEARNING IN THE OPPORTUNITY DEVELOPMENT PROCESS <i>Tadeu F. Nogueira, Tommy H. Clausen and Andrew C. Corbett</i>	335

THE ROLE OF THE BOARD OF DIRECTORS FOR OPPORTUNITY
DEVELOPMENT IN TECHNOLOGY-BASED VENTURES
Jolien Roelandt and Petra Andries336

HOW NETWORKING PRACTICES CONSTITUTE ENTREPRENEURIAL
ECOSYSTEMS
Katharina Scheidgen and Thomas Schmidt337

AN INDUSTRY CLUSTER GROWTH PERSPECTIVE ON ENTREPRENEURIAL
ECOSYSTEMS: CALIBRATING POLICY AND INSTITUTIONALIZATION
EFFECTS
*Vitaliy Skorodziyevskiy, Abdallah M. Assaf, J. Brock Smith, Ronald K. Mitchell and Benaissa
Chidmi*338

A SOCIOCOGNITIVE MODEL OF INDUSTRY SECTOR EMERGENCE: THE
IMPACTS OF REGIONAL PROENVIRONMENTAL LOGICS ON CLEANTECH
ENTRY
Siddharth Vedula, Jeffrey York and Andrew Corbett339

INTERACTIVE PAPERS

CHANNELS OF KNOWLEDGE SPILLOVER FOR SMALL FIRMS
Sergio Botelho Junior, Valerie Brett and Bill O’Gorman340

NEW BOURBON IN OLD BARRELS: USES OF THE PAST IN A NEW MARKET
CATEGORY
Michael Conger, Stephen Lippmann and Rhett A. Brymer341

PRODUCT QUALITY AND ENTREPRENEURIAL FAILURE: THE CASE OF BEER
Stephan Gohmann and Jacob Burgdorf342

IS MORE REALLY BETTER? ABUNDANCE, INEQUALITY, AND HOW THEY
NEGATIVELY IMPACT CREATIVITY
Ketan Goswami and Lawrence Plummer343

REGIONAL SOCIAL CAPITAL AND THE ENTREPRENEURIAL
ESTABLISHMENT PROCESS: A MULTI-LEVEL STUDY
Johannes Kleinhempel, Sjoerd Beugelsdijk and Mariko J. Klasing344

CAPITAL IS NOT ENOUGH: THE ROLE OF INSTITUTIONS IN
THE RELATIONSHIP BETWEEN CAPITAL AND OPPORTUNITY
ENTREPRENEURSHIP
Boris Nikolaev and Christopher Boudreaux345

CONSTRUCTING CONTEXT TO NEGOTIATE CONTEXT: A STUDY OF
COLLECTIVE ENTREPRENEURSHIP IN AN URBAN SLUM
Philip O’Donnell, Colm O’Gorman and Eric Clinton346

MAKERSPACES, HACKATHONS, AND PITCHING COMPETITIONS: NEW
PERSPECTIVES ON THE HETEROGENEITY OF START-UP INCUBATION
Paul Sterzenbach347

THE INFLUENCE OF FAMILY ON ENTREPRENEURIAL INTENTION: THE ROLE OF PARENTAL REARING BEHAVIORS <i>Fei Zhu and Wei Yu</i>	348
---	-----

XIII. INTERNATIONAL

MOVING TOWARDS GREATER INSTITUTIONAL CONTEXTUALIZATION: EXAMINING DETERMINANTS OF THE ENTREPRENEURIAL ORIENTATION-PERFORMANCE RELATIONSHIP ACROSS 41 COUNTRIES <i>Tatiana Beliaeva, Galina Shirokova and William Wales</i>	349
---	-----

SUMMARIES

EXPLORING COGNITIVE FLEXIBILITY DURING ACCELERATED INTERNATIONALIZATION: INSIGHTS FROM YOUNG DIGITAL FIRMS <i>Anne Domurath, Nicole E. Coviello, Holger Patzelt and Benjamin Schneck</i>	355
NEVER WASTE A CRISIS: PERFORMANCE EFFECTS OF SMES' CRISIS RESPONSE IN EMERGING MARKETS <i>Linda F. Edelman, Tatiana S. Manolova and Galina V. Shirokova</i>	356
VENTURING OUT FOR EUROPE: COORDINATING INSTITUTIONAL SUPPORT IN THE ENTREPRENEURIAL ECOSYSTEM <i>Paul Lassalle and Sakura Yamamura</i>	357
REVISITING THE INTERNATIONAL NEW VENTURE PHENOMENON: EARLY INTERNATIONALIZATION AMONG THREE FINNISH SMALL- AND MEDIUM-SIZED FAMILY ENTERPRISES IN THE TURNING OF 20TH CENTURY <i>Tanja Leppäaho, Satu Korhonen, Jaakko Metsola, Roly Petter Amdam and Sarah Jack</i> . . .	358
ANATOMY OF AN ENTREPRENEURIAL ORGANIZATION: ANTECEDENTS OF EFFECTUAL ORIENTATION IN MANUFACTURING SME'S <i>Lars Stäbe</i>	359
ENTREPRENEURIAL ORIENTATION: LEVERAGING ITS IMPACT ON INTERNATIONAL SUCCESS THROUGH EXPORT CHANNEL SELECTION <i>Alexander Strunz</i>	360

INTERACTIVE PAPERS

GOVERNMENT INTERVENTION TO BOLSTER ENTREPRENEURSHIP: THE CASE OF START-UP CHILE <i>Naeimah B. Alkhurafi</i>	361
AGENCY CULTURE, CONSTITUTIONAL PROVISIONS, AND ENTREPRENEURSHIP <i>Emanuela Carbonara, E. Santarelli, Martin Obschonka, Tran Hien Thu and Samuel D. Gosling</i>	362
A MULTI-DIMENSIONAL PERSPECTIVE ON COUNTRY FAMILIARITY, MODERATED BY ENTREPRENEUR COGNITIVE STYLES <i>Daniel R. Clark</i>	363

ENTREPRENEURIAL ORIENTATION AND TRAJECTORIES OF DIGITAL TECHNOLOGY-BASED BORN-GLOBALS
Bilal Jathol and Véronique Favre-Bonté364

THE EFFECT OF HOME COUNTRY INSTITUTIONS ON EARLY-STAGE INTERNATIONAL ENTREPRENEURIAL ACTIVITY
Susan L. Young and Sinéad Monaghan365

XIV. CORPORATE ENTREPRENEURSHIP

IT AIN'T EASY BEING GREEN: THE ROLE OF TECHNOLOGICAL UNCERTAINTY AND GREEN IDENTITY ON PURCHASE INTENTIONS
Trey Lewis, Michael P. Lerman, David W. Williams and T. Russell Crook366

SUMMARIES

BUILDING AN INNOVATION PIPELINE ON A BIG DATA PLATFORM: THE CASE OF A CORPORATE ENTREPRENEURSHIP INTERMEDIARY
Russell E. Browder, Anna Long, James Hernandez and Hope Koch372

UNEXPECTED SUCCESSION, ENTREPRENEURIAL BEHAVIOR AND PERFORMANCE IN FAMILY FIRMS
Mara Brumana, Lucio Cassia and Tommaso Minola373

ENTREPRENEURIAL ORIENTATION AND THE DYNAMICS OF FIRM GROWTH: A SYSTEM DYNAMICS MODELLING APPROACH
Jinfeng Lu and Dimo Dimov374

INCENTIVIZING CONTRIBUTIONS OF INTERNAL CORPORATE VENTURES TO PARENT ORGANIZATIONS
Matthias A. Tietz and Simon C. Parker375

RESOURCE MOBILIZATION FOR TEMPORARY OPPORTUNITIES
Karin A. Wigger and Gry A. Alsos376

INTERACTIVE PAPERS

HOW TO DRIVE PERFORMANCE IN CVC RELATIONSHIPS? A META-ANALYSIS OF THE VARIOUS OUTCOME LEVELS IN CVC INVESTMENT ACTIVITIES
Daniel Fischer, Christiana Weber and Christopher Schlaegel377

KEEP YOUR STARTUP MIND: EFFECTUAL ORIENTATION AS A DRIVER FOR INTERNATIONAL SUCCESS OF SME'S
Lars Stäbe378

SUCCESSFUL DEVELOPMENT OF TECHNOLOGICAL OPPORTUNITIES: FITM LEVEL ANTECEDENTS
Maryna Vakulenko and Tommy H. Clausen379

(UN)LEASHING THE ENTREPRENEURIAL SPIRIT? EMPIRICAL EVIDENCE ON CORPORATE SPIN-OFFS' ENTREPRENEURIAL ORIENTATION
Johannes W. Veile, Ralf Meinhardt, Lukas Maier, Julian M. Müller and Kai-Ingo Voigt ...380

XV. PUBLIC POLICY

SUMMARIES

- THE ECONOMIC AND SOCIETAL IMPACT OF ACADEMIC SPIN-OFFS – A
TAXONOMY AND EMERGING EMPIRICAL EVIDENCE
Anders Billstrom, Tommy Høyvarde Clausen and Einar Rasmussen381
- POLICY CHALLENGES IN SUPPORTING ENTREPRENEURS WITH
DISABILITIES: EXPLORING A FUNNEL APPROACH
Thomas M. Cooney, John Kitching and Eva Kašperová382
- DOES MONEY BUY ENTREPRENEURIAL UNIVERSITIES? INSIGHTS FROM
GERMANY
James Cunningham, Hanna Hottenrott and Matthias Menter383
- LET’S BE RATIONAL. EDUCATION, POVERTY AND NEW VENTURE
CREATION. WHAT IS THE IMPACT OF GOVERNMENT IN THE EQUATION?
Luisa Delgado-Márquez and Julio De Castro384

INTERACTIVE PAPERS

- THE ANTECEDENTS AND CONSEQUENCES OF SCIENCE PARK CUSTOMER
SATISFACTION: AN ANALYSIS OF SCIENCE PARK STAYERS AND LEAVERS
Laura Lecluyse and Evy Van Lancker385
- DEVELOPMENT OF A CITY-WIDE INCUBATOR THROUGH CROSS-SECTOR
SOCIAL PARTNERSHIP
Laurel F. Ofstein and Melissa Intindola386
- IN A PERMANENT STATE OF DISEQUILIBRIUM: TECHNOLOGY TRANSFER
OFFICE VALUE CREATION IN MANAGING FOR DISPARATE STAKEHOLDERS
Conor O’Kane, Will Geoghegan and Alexander McKelvie387

XVI. SOCIAL ENTREPRENEURSHIP

SUMMARIES

- FROM SUSTAINABLE PROBLEMS TO NEW VENTURE IDEAS: THE
IMPORTANCE OF COGNITIVE REFRAMING
Julia K. Binder and Denis A. Grégoire388
- ENTREPRENEURIAL COLLECTIVE EFFICACY, SOCIAL SUPPORT AND
ENTREPRENEURIAL TEAM EFFECTIVENESS: A THREE-PATH MEDIATIONAL
MODEL
Ying Chen, Kim Klyver and Xiaohu Zhou389
- UNDERSTANDING OPPORTUNITY FORMATION IN COMMUNITY
ENTREPRENEURSHIP
Christina J. Hertel and Frank-Martin Belz390

RECOGNIZING AND DEVELOPING OPPORTUNITIES TO ALLEVIATE OTHERS’ SUFFERING – EVIDENCE FROM A REFUGEE CRISIS
Alexandra Mittermaier and Holger Patzelt391

BRIDGING DIVERSE STAKEHOLDERS’ INTERESTS: THE CREATION OF A COMMON IDENTITY TO FOSTER HYBRIDIZATION
Mariarosa Scarlata, Itziar Castello and Antonino Vaccaro392

GETTING UP AFTER FALLING DOWN: A TALE OF THREE COMMUNITIES
Sonia Siraz, Björn Claes and Deycy Sanchez-Preciado393

NARCISSISM AND SOCIAL ENTREPRENEURSHIP
Reginald Tucker, Randall Croom and Patrick M. Kreiser394

DO RELATION-SPECIFIC INVESTMENTS PAY OFF? COMPARING CROSS-SECTOR AND WITHIN-SECTOR PARTNERSHIPS FROM A RELATIONAL VIEW PERSPECTIVE
Christiana Weber, Kathrin Weidner, James Wallace and Nelarine Cornelius395

CHANGING TO STAY THE SAME: THE PLACE-BASED TENSIONS AND PARADOX OF SOCIAL ENTERPRISE
Blair W. Winsor, Natalie Slawinski, Jennifer L. Smith and Mark C. Stoddart396

INTERACTIVE PAPERS

FESTIVAL FOUNDERS: COMMUNITY CHAMPIONS AND SOCIAL ENTREPRENEURS
Aviel Cogan, Tobias Pret, Juliette Wilson, Norin Arshed and Eleanor Shaw397

COLLABORATING FOR IMPACT: SOCIAL ENTERPRISES AND THEIR IMPACTS ACROSS REGIONS
Emma Folmer, Ute Stephan and Inna Kozlinska398

THE ROLE OF LEADERSHIP IN BUILDING A COMMUNITY FOR COLLECTIVE NEW VENTURE CREATION
Christina J. Hertel, Julia Binder and Emmanuelle Fauchart399

AN EXPLORATION OF HOW ENTREPRENEURSHIP IS SHAPED BY AND SHAPES CONTEXT: A BAKHTINIAN PERSPECTIVE OF COMMUNITY ENTREPRENEURSHIP IN IRELAND
Joanne Larty and Ed McKeever400

ENTREPRENEURS’ DECISION TO EXPLOIT SOCIAL ENTREPRENEURIAL OPPORTUNITIES
Alexandra Mittermaier401

IMPRINTING MULTIPLE LOGICS: THE ROLE OF HETEROGENEOUS TEAMS IN ENVIRONMENTAL ENTREPRENEURSHIP
Sanwar A. Sunny and Jeffrey S. Hornsby402

XVII. ENTREPRENEURSHIP OTHER
SUMMARIES

- “NOW, JUST NOW, AND NOW NOW”: THE EFFECT OF TEMPORAL ORIENTATION ON TOWNSHIP ENTREPRENEURSHIP
Sophie Bacq, Robert S. Nason, Brad Aeon and David Gras 403
- YOU SAY HERO, I SAY MARTYR: IDENTITY CONFLICT WITHIN ENTREPRENEURS
A. Erin Bass, Varkey K. Titus Jr., Ivana Milosevic and Keith Leavitt 404
- ZERO-TO-100 REAL QUICK: INVESTIGATING THE DRIVERS OF OUTLIER GROWTH IN THE EMERGENCE OF NEW VENTURES
G. Christopher Crawford and Harry Joo 405
- START ME UP: ON BECOMING AN ENTREPRENEUR IN A SHARED WORKSPACE
Eliana Crosina 406
- EMERGENCY EXIT: ENTREPRENEURIAL EXIT IN POLITICALLY AND ECONOMICALLY ADVERSE ENVIRONMENTS
Ramzi Fathallah and Oana Branzei 407
- THE EVOLUTION OF ENTREPRENEURS’ ROLES WITHIN THE CRAFT BEER COLLECTIVE
Casey J. Frid, Tera L. Galloway, Annelore Huyghe and Blake Mathias 408
- ENTREPRENEURIAL ACTION AMONG NON-HUMANS
Richard A. Hunt, Avery J. Ortiz-Hunt and Daniel Lerner 409
- GOOD FOR THE VENTURE BUT NOT FOR ME? THE ROLE OF PASSION IN ENTREPRENEURS’ WORK-FAMILY CONFLICT
Annelore Huyghe, Mirjam Knockaert and Frederik Anseel 410
- LINKING THE ENTREPRENEUR’S CHILDHOOD COMMUNICATION PATTERNS TO THE INNOVATIVENESS OF THEIR VENTURES
Kincy Madison, Emily Garrigues Marett and Taewoo Kim 411
- PAST, PRESENT AND FUTURE: UNDERSTANDING FAMILY ENTREPRENEURSHIP IN SUCCESSORS’ PROSPECTIVE AND RETROSPECTIVE THINKING THROUGH VISUAL NARRATIVE ANALYSIS
Miruna Radu-Lefebvre, Vincent Lefebvre, Jean Clarke and William B. Gartner 412
- TALES OF THE COMMUNITY: USING TOPIC MODELS TO IDENTIFY REGIONAL ENTREPRENEURIAL NARRATIVES
Siddharth Vedula, Christina Kyprianou, Wenxi Pu, Phillip Kim and Markus Fitza 413

INTERACTIVE PAPERS

- HOLDING A KNIFE AT ONE’S THROAT? FAMILY FINANCING AND THE ENTREPRENEUR’S CAUSATION & EFFECTUATION
Ilija Braun and Philipp Sieger 414

FROM CREATIVE DESTRUCTION TO OPPORTUNITY CREATION: MUSIC ENTREPRENEURSHIP AS A SOURCE OF BRICOLAGE <i>Rebecca J. Franklin</i>	415
INDIVIDUAL LEARNING PROCESS OF REFUGEE ENTREPRENEURS <i>Julia Freudenberg and Aki Harima</i>	416
ENTREPRENEURIAL LEADERSHIP: SETTING THE SCENE FOR A BEHAVIOURAL APPROACH <i>Eleni Kesidou and Sara Carter</i>	417
BEYOND CAPITAL: EARLY LIFE SOCIETAL PRESSURES, RULE BREAKING AND FUTURE ENTREPRENEURIAL CAREERS <i>Angela F. Randolph, Jessica K. Simon and Danna Greenberg</i>	418
DEPRESSION SYMPTOMS IN THE SELF-EMPLOYED: THE MEDIATING EFFECT OF QUALITY OF LIFE <i>Shane W. Reid</i>	419

≈ SUMMARY ≈

**BRIDGING DIVERSE STAKEHOLDERS' INTERESTS:
THE CREATION OF A COMMON IDENTITY
TO FOSTER HYBRIDIZATION**

Mariarosa Scarlata, University of Surrey, UK

Itziar Castello, University of Surrey, UK

Antonino Vaccaro, IESE Business School, Spain

Principal Topic

Recent immigration flows have created extreme contexts whereby social inclusion has become a grand challenge that needs sustained and coordinated effort (George et al., 2016; Ferraro et al., 2015). Recent work has looked into the role of values in the process of institutional change (Gehman et al., 2013; Vaccaro and Palazzo, 2016; Lee et al., Forthcoming), uncovering the micro-mechanisms that allow for that process to happen. We know little about how this process is instigated by social entrepreneurs who have been presented as institutional entrepreneurs (Mair and Marti, 2009). More specifically, the little we know about the process through which individual agency of social entrepreneurs is driven by one main central value when the context is extreme; we also know little on how this overarching value is then used to activate other values, in an effort to engage and motivate stakeholders. The research question becomes: *how do some primary, overarching values are used to engage and activate new ones?*

Methods

An inductive, theory building approach, focused on a single, highly representative case of a social enterprise in Italy, was used (Glaser and Strauss, 1978). This is located in a town with one of the highest immigration rates in the country, created by a priest, and is accountable to multiple stakeholders. Archival and interview data are used, spanning a twelve years period (2006-2018).

Results and Implications

Through the inductive exercise the overarching value of “tolerance” was identified. This is used by the social entrepreneur to enact sub-values depending on the specific situation that fits the most with the specific context. Ultimately, the social entrepreneur acts as an institutional entrepreneur who uses the “tolerance” value to activate and find other values that engage and motivate people in the creation of a safe space (Rao and Dutta, 2012; Mongelli et al., 2018) where immigrants are progressively integrated into a community.

This work contributes to the value literature (Vaccaro and Palazzo, 2016; Lee et al., Forthcoming) by identifying the micro-processes through which the social entrepreneur links the overarching value to each of the other different values, highlighting the different processes related either to the different values, the different context, or different objectives.

CONTACT: Mariarosa Scarlata; m.scarlata@surrey.ac.uk; (T): +44 1483 98 3798; University of Surrey, Guildford, GU2 7XH United Kingdom.