

# Revisiting the Nexus of Entrepreneurship and Sustainability

Towards an Affective and Interactive Framework for the Sustainability  
Entrepreneurship Journey

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Steffen Farny



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The aim of this essay-based dissertation is to reframe the nexus of entrepreneurship and sustainability. First, it develops our practice-based and emotive understanding of the mechanisms and outcomes of the individual and collective sustainability-oriented entrepreneurship journey. Second, it provides an integrative framework of how entrepreneurship research and education could adopt a longer-term orientation that emphasizes intra- and inter-generational equity. The dissertation comprises three empirical studies (a longitudinal single-case study, a multiple-case analysis, and a six-year ethnographic study), a conceptual paper and a discussion paper. The empirical work is based on different data sets collected in a community in Haiti and in community-based enterprises in Europe.

Paper 1 questions how a successful sustainable cooperative enterprise evolves to shed light on the elements that constitute the sustainability entrepreneurship journey, from initial idea, via opportunity development and exploitation to becoming profitable. Paper 2 addresses how entrepreneurs manage members' attachment to and engagement in sustainability entrepreneurship. The paper reveals the importance of managing internal tensions and the subsequent building of emotional attachment and affective loyalty between members and the venture. Paper 3 questions how collective emotions are created through, contain, and enable institutional work practices. It illustrates that sustainability entrepreneurship can create and maintain collective compassion, hope and passion in a community. Paper 4 revisits the basic assumptions of sustainability entrepreneurship. This conceptual paper introduces a novel framing of entrepreneurship at the action-interaction nexus that perceives opportunities as intersubjectively imagined and negotiated. Paper 5 challenges the beliefs and uncontested values present in most entrepreneurship education conducted in higher education institutions in order to build awareness of and argue for the necessity of there being a sustainability entrepreneurship perspective in education.

In sum, the thesis contributes novel ideas substantiated by empirical findings on how to reconceptualize the sustainable entrepreneurship journey on four distinct levels of enquiry. By discussing the beginning, management of, and end of the sustainable entrepreneurship journey, the dissertation extends the entrepreneurship journey framework towards alternative pro-social and environmentally-conscious forms of entrepreneurship, strengthening and integrating the affective and interactive nature of hybrid venturing.

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My curiosity in research, perhaps, began with a deep dive into empirical field work in a culturally different, rather chaotic, yet highly interesting environment during my Bachelor's thesis trip to post-tsunami Indonesia. Together with my dear friend Santiago Delgado Calderon, with whom I would later publish my first academic work titled '*Entrepreneurship: The missing link for democratization and development in fragile nations?*', we walked into the unknown to explore rural communities exploiting natural resources. This initial engagement with ethnographic research had a stark imprint on me. Years later when having to decide on a Master's thesis topic I realized my continuing curiosity for enterprising activities of communities in extreme environments. A year before, on January 12, 2010 a horrendous earthquake had struck the capital region of Haiti. Thanks to Prof. Paula Kyrö, head of the Entrepreneurship Master's Program at Aalto University at the time, I was introduced to the efforts of Earth Aid Finland that supported the disaster recovery and long-term rebuilding in Haiti. CEO Erpo Heikkilä warmly welcomed me to the team traveling to Haiti in April 2011, which provided me with a unique opportunity to collect data and learn from a local community in Northern Haiti. The images and stories gathered during that trip were the final push to decide on researching post-disaster development and eventually to join a PhD program. It is thanks to Paula and Erpo that I decided to apply for a PhD position at Aalto University's School of Business. In September 2012 I was officially accepted to begin the program.

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who motivated me, both, to continue engaging in post-disaster research as well as to explore novel, unfamiliar phenomena such as community-based entrepreneurship. Thanks to our collaboration I became a much more skillful researcher. Most invaluable though is to have experienced and to be able to count on Ewald's friendship. I am also particularly grateful for the support from co-advisor Prof. Teemu Kautonen in making smart strategic decisions and for connecting me to experienced researchers. Moreover, I am indebted to the Haitian entrepreneurs Gabrielle Aurel and Steve Mathieu who invited me into their homes and shared their experience during four trips and up until today. Without their openness and willingness to tell their personal stories the post-disaster study would have been far less insightful. Alongside their collaboration, I have also greatly benefitted from the expertise and exchange with my distinguished co-authors Prof. Simon Down, Prof. Pablo Munoz, Prof. Sally Jones, Prof. Martin Hannibal, Signe H. Frederiksen, Prof. Paolo Landoni and Solange Hai. On a day to day basis I was lucky to be able to share the ups and downs of becoming a researcher with my colleagues and friends Vera Haataja and Fabian Sepulveda. Fabian also mentored me on becoming a more passionate educator. Even though it is not possible to give credit in such few lines to all those academics who have influenced my professional development, I would like to express my gratitude to (in alphabetical order): Prof. Frank-Martin Belz, Julia Binder, Ranajoy Choudhury, Prof. Minna Halme, Prof. Helle Neergaard, Virva Salmivaara. This work has benefitted from financial support from Aalto University, EC FP7 'EUInnovatE', Liikesiivistryhasto and HSE Foundation.

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# List of Papers

This doctoral dissertation consists of a summary and the following papers, which are referred to in the text by their numerals:

- 1.** Muñoz, Pablo; Farny, Steffen; Kibler, Ewald. The Entrepreneurial Journey of Sustainable Cooperative Ventures.
- 2.** Farny, Steffen; Kibler, Ewald; Hai, Solange; Landoni, Pablo. How Entrepreneurs Sustain Member Engagement in Pro-Social Business Venturing?
- 3.** Farny, Steffen; Kibler, Ewald; Down, Simon. Post-disaster Institutional Work.
- 4.** Farny, Steffen. The Promise Sustainability Entrepreneurship Holds for Our Common Future.
- 5.** Farny, Steffen; Fredriksen, Signe H.; Hannibal, Martin; Jones, Sally. 2016. A CULTure of Entrepreneurship Education. *Entrepreneurship & Regional Development: An International Journal*, **28** (7-8), 514-535.

# 1. Introduction

## 1.1 Background

Entrepreneurship is a journey; a sequence of opportunity discovery, development, and exploitation activities undertaken by entrepreneurial actor(s) to bring into existence future goods and services (McMullen & Dimov, 2013; Shane & Venkataraman, 2000). Broadly speaking the entrepreneurship domain is the study of opportunities for value creation (Venkataraman, 1997). Through this sequence of activities, entrepreneurship creates value for the entrepreneur(s) and potentially for society. Taking a process perspective (Langley, Smallman, Tsoukas, & Van de Ven, 2013; Van de Ven & Engleman, 2004), entrepreneurship is perceived as a sequence of activities and events that are disjointed, discontinued, and non-linear; an adaptive process constantly in flux (Bygrave, 1989; McMullen & Dimov, 2013; Shepherd, Williams, & Patzelt, 2015). The nature of entrepreneurship research is thus found in the curiosity about the transformative process by which desires become goals, actions and systemic outcomes (McMullen & Dimov, 2013; Van de Ven & Engleman, 2004).

The curiosity for transformation means entrepreneurship has great potential to challenge dominant practices. The present direction of business activity is on an unsustainable path (Markman, Russo, Lumpkin, Jennings, & Mair, 2016). Current human action causes ecosystem degradation, resource scarcity, reductions in biodiversity, and even climate change, thereby changing the conditions for life on earth (Rockström et al., 2009; Steffen et al., 2015). Despite the fact that extant business practices distribute socio-cultural and economic wealth neither within nor across societies equitably (in the process causing for instance unprecedented global migration effects), it is remarkably resistant to criticism. Since economists have highlighted the unsustainability of economic activity for several decades (e.g. Daly & Cobb Jr, 1994; Daly, 1973; Meadows, Meadows, & Randers, 1972), I wonder why the macroeconomic and business agenda remains on a fairly stable course. It is within this frame that entrepreneurship has a major role to play. Since the early works of Schumpeter (1934), entrepreneurs have been conceptualized as innovators and risk-takers that affect economic development as they introduce new technology, competition, and economic dynamism. They are vehicles to drive human and economic development (Gries & Naudé, 2011) as they are alert to exploiting market disequilibrium (Kirzner, 1997) while generally striving for economic growth (Gartner, 1990; Kyrö, 2001). However, a shift in perspective towards a different form of business activity and

type of dynamism is needed. Due to the detrimental effects of the past, entrepreneurship, as with all economic activity, should be viewed as being embedded in, and thus limited by, the natural environment and society (Markman et al., 2016).

Instead of trying to minimize social and environmental harm, entrepreneurship should seek to regenerate the environment and instil positive social change, beyond mere economic wealth generation (Cohen & Winn, 2007; Markman et al., 2016; Muñoz & Dimov, 2015; Pacheco, Dean, & Payne, 2010; Patzelt & Shepherd, 2011; Shepherd & Patzelt, 2011). The recognition of entrepreneurial activity as a potential solution to environmental degradation and social inequality (York & Venkataraman, 2010) has moved the field to identify novel types of entrepreneurship, labelled as community-based entrepreneurship (Johannisson, 1990; Peredo & Chrisman, 2006; Somerville & McElwee, 2011), ecopreneurship (Dixon & Clifford, 2007; Gibbs, 2009; Kirkwood & Walton, 2010), environmental entrepreneurship (Linnanen, 2002), hybrid organizing (Battilana & Lee, 2014; Kraatz & Block, 2008; Pache & Santos, 2013), pro-social venturing (Shepherd, 2015), social entrepreneurship (Haugh & Talwar, 2016; Mair & Marti, 2006; Neck, Brush, & Allen, 2009), societal entrepreneurship (Berglund, Johannisson, & Schwartz, 2012; Berglund & Wigren, 2012; Johannisson et al., 2015; Ratten & Welppe, 2011), sustainable/sustainability entrepreneurship (Cohen & Winn, 2007; Parrish, 2010; Shepherd & Patzelt, 2011) and sustainable-ethical entrepreneurship (Markman et al., 2016). All those labels indicate a shared desire to conceptualize the interactive (often triadic) and dynamic relationship between entrepreneurship as an economic actor, society, and the environment.

In this dissertation I will refer to *sustainability entrepreneurship*, a term that in addition to the triadic relationship (between the economy, society and ecology) captures the idea of theorizing on a nexus between two fields of research. In this regard, entrepreneurs are viewed as crucial actors in the reduction, and not just the creation, of detrimental environmental and societal impacts (Shepherd & Patzelt, 2011). Hence, entrepreneurs possess strong agency in addressing societal and environmental problems. As sustainability-aspiring agents, entrepreneurs are not only market actors but also institutional workers pushing for field-level changes beyond the marketplace. An entrepreneur's agentic ability to create institutional change has so far been under appreciated in the literature (for an exception see, Alvarez, Young, & Woolley, 2015). Moreover, this conceptual shift of entrepreneurs as institutional workers, inherent in sustainability entrepreneurship, challenges some fundamental truth about the role of enterprises in society. However, despite numerous voices promoting entrepreneurship as a driver of the change process towards a sustainable future (Dean & McMullen, 2007; Young & Tilley, 2006), it remains to be seen whether it can really offer a panacea for today's environmental and societal concerns (Hall, Daneke, & Lenox, 2010).

The beginning of a sustainability entrepreneurship process can be found in the recognition of a specific ecological or social problem (Belz & Binder, 2015). Belz

and Binder argue that resourceful entrepreneurs then recognize an opportunity in the socio-ecological problem and move to develop triple bottom line solutions that can be introduced into the market. However, we still know little about the actual practices driving the opportunity process over time. Likewise, it is unclear how this particular process is distinct from any creative or product development process (McMullen & Dimov, 2013). Entrepreneurship scholars have not yet examined what constitutes success, that is, where the sustainability entrepreneurship journey ends. This is particularly difficult as one needs to say when and for whom value has been created, while adhering to the social, ecological, and economic promises inherent in this form of entrepreneurship. Previous research has provided only a starting point for how we can empirically investigate these questions. McMullen and Dimov (2013) stress that progress most likely happens when process research adopts a sequence of events view, and Shepherd (2015) recommends the better integration of other disciplines, for instance psychological and sociological perspectives, into entrepreneurship research.

On an individual level, sustainability entrepreneurship starts with a pro-social motivation (Grant & Berry, 2011), a willingness to exercise a more compassionate enterprising practice (Shepherd & Williams, 2014). Sustainability entrepreneurship is motivated by compassion, and similar emotions, to support other people's well-being (Shepherd, 2015). Compassion is an inherent human quality (Arend, 2013) that can be stimulated to activate engagement (Grant, 2008; Polman & Emich, 2011; Schwartz & Bardi, 2001). Entrepreneurship process research should thus include affect, moods and feelings of individuals (Cardon, Foo, Shepherd, & Wiklund, 2012). This would also more efficiently capture the highly emotional, and sometimes extreme, experiences that entrepreneurship creates for the entrepreneur (Schindehutte, Morris, & Allen, 2006) and for those engaged in the process.

A specific feature of sustainability entrepreneurship is that collective agency on the part of a larger community is integral to the venture development process. Ventures typically rely on member involvement to compensate for lower efficiency levels (Boone & Özcan, 2014). Supporting collective agency in the entrepreneurship journey thus helps to enhance the ability of motivated members to contribute (Bogaert, Boone, & van Witteloostuijn, 2012). Previous research has argued that members need to possess a pro-social motivation and also an ability to engage in sustainability entrepreneurship (Shepherd, 2015). For the enterprise, strong member involvement in turn requires that the organization possesses the emotional capability to handle its members' emotions (Huy, 1999). Currently the understanding of the role of emotions as antecedents, mediators, and outcomes of entrepreneurship is fragmented; in fact, that is even more true in the case of emotions and collective behaviour. Research on the role of passion (Cardon, Wincent, Singh, & Drnovsek, 2009; Cardon, 2008; Duckworth, Peterson, Matthews, & Kelly, 2007; Vallerand et al., 2003) has recently begun to theorize on emotion in a collective setting (Cardon, Post, & Forster, 2016; Drnovsek, Cardon, & Murnieks, 2009). Similarly, research on hope has started to view social change as a relational effort to produce and reproduce hope (Branzei, 2012). However, research on the wide spectrum of emotions and

their multiple roles in sustaining pro-social motivation that guarantees member involvement in a sustainability entrepreneurship process over time is still in its early stages. This might include reinterpreting the boundary of the enterprise as collective agency transcends the firm and moves into the community.

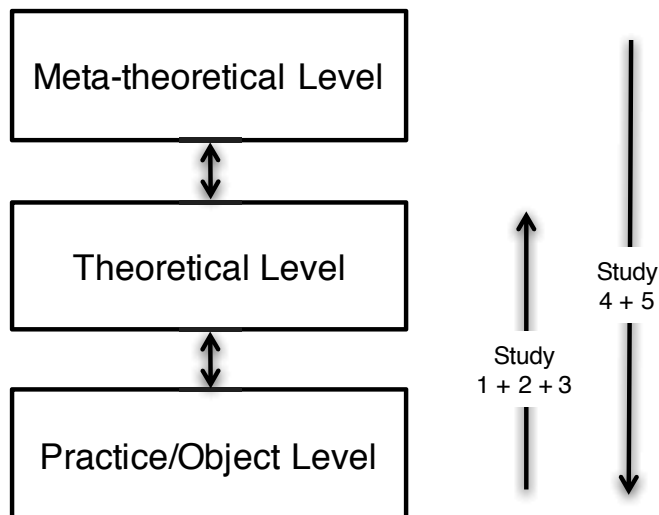
In light of the complexity and collective nature of sustainability entrepreneurship, entrepreneurship researchers increasingly call for process research to investigate entrepreneurship phenomena over time (Aldrich, 2001; Chandler & Lyon, 2001; Kyrö & Kansikas, 2005; McMullen & Dimov, 2013). The kind of activities constituting the process and the cognitive and emotive structures influencing it are not yet known (Shepherd, 2015). Directing attention to micro-level activities offers a useful starting point here (McMullen & Dimov, 2013), which shifts the focus of enquiry from studying a single act, such as exploiting an opportunity, towards a series of activities (Shepherd, 2015). At its core, the entrepreneurship journey framework theoretically and methodologically enforces this epistemological shift. To advance the framework as a theory, both the relationships between units and its boundaries must be clarified (Bacharach, 1989). Regarding the journey of sustainability enterprises, setting the boundaries will require statements on the potential outcomes and the end of the process (McMullen & Dimov, 2013). So far we know that by definition, an entrepreneur's intention to create a specific set of social, environmental, and economic values is the aspirational goal of the process (Belz & Binder, 2015). The process assumes that entrepreneurs act upon the objective to create value for themselves and others. In theoretical terms, the framework of institutional work captures the idea that actors purposively act to create value for a community and beyond (Lawrence, Suddaby, & Leca, 2009). Institutional work reveals the rather mundane, day-to-day practices that actors undertake over a certain time span (Jarzabkowski, Matthiesen, & Van de Ven, 2009). Therefore, it seems natural to apply institutional work theory to study how potential opportunities develop when confronted, transformed, and evaluated in partnership with or within a community. The entrepreneurship journey and also institutional work both stress the interactive nature of venturing.

Concerning the development and end of the sustainability entrepreneurship journey, embracing entrepreneurial agency in sustainability entrepreneurship has several implications at the individual and collective level. As I have argued, an initial pro-social motivation and intention to create higher-order change keeps the process alive. A community develops along the journey, creating a notion of collective agency that becomes decisive in the development. Purposive collective agency aspires to create long-term socio-environmental and socioeconomic change. The journey then evolves into a form of institutional work. The outcome of a successful entrepreneurship journey, is that sustainability entrepreneurship has created institutional change. While the subject of entrepreneurs has been increasingly integrated into institutional theory research (e.g. Khan et al., 2007; Marti and Mair, 2009), the process of morphing institutional work concepts into entrepreneurship is only beginning (Alvarez et al., 2015). I argue that as an actor-centric practice-lens on creating, maintaining and disrupting institutions (Lawrence & Suddaby, 2006; Smets & Jarzabkowski, 2013),

institutional work is a suitable lens for a purpose driven journey. How emotions, activities and collective agency constitute this process is the focus of this thesis.

## 1.2 Objectives

In entrepreneurship research, the individual-opportunity nexus forms the core of the process (Moroz & Hindle, 2012; Shane & Venkataraman, 2000). Following Habermasian knowledge-constitutive interests, this article-based dissertation has an emancipatory interest, which is to challenge the status-quo and to offer alternative modes of conduct (Scherer & Marti, 2014; Willmott, 1997). Instead of looking for specific gaps in the literature, such emancipating, theoretical developments are more likely to happen through problematizing theory and underlying assumptions (Alvesson & Sandberg, 2011; Sandberg & Alvesson, 2011). Both dominant institutions and practices often go unchallenged, despite their potential to harm society, the economy and the environment (Willmott, 1997). The agentic nature of entrepreneurship theory sometimes merits taking a more critical view (see Papers 4 and 5), and sometimes a pragmatist, social-constructivist view (see Papers 1, 2, and 3) to explore the nexus of entrepreneurship and sustainability. Applying the general frame of Tsoukas and Knudsen (2003), the thesis combines inductive research extrapolating theory from examining micro-practices (practice level) and proposing ideal-typical applications on a practice-level by reflecting up meta-theoretical level considerations.



**Figure 1.** Meta-theoretical, Theoretical and Practice Level Applied in this Thesis

In sustainability entrepreneurship, for instance, a critical assumption that needs to be revisited is the relationship between an enterprise and the natural environment (Markman et al., 2016). Likewise the entrepreneurship journey is assumed to end in some form of profit generation (McMullen & Dimov, 2013), which can potentially be of secondary concern for sustainability enterprises with



goals of making a social and ecological impact. In addition to the common explorative quest (technical and practical interests), pursuing an emancipatory interest in social science research signifies challenging societal structures and power balances (Habermas, 1973). I therefore pose the meta-theoretical question:

How can we better understand the beginning, management and end of the sustainability entrepreneurship journey?

The thesis addresses the meta-theoretical research question through three empirical studies, a conceptual paper, and a pamphlet. The sustainability entrepreneurship journey is revisited in particular with regard to its beginning (Papers 1, 2 and 3), the management of its development over time (Papers 1 and 3), and its end (Papers 1 and 3). Methodologically, I combine an inductive-abductive research design (Gioia, Corley, & Hamilton, 2013) with conceptual theory development. The inductive research comprises an event-structure analysis (Stevenson & Greenberg, 2000), a multiple-case study (Eisenhardt, 1989) and a longitudinal grounded theory paper (Corbin & Strauss, 1990). The conceptual studies emphasize the opportunity-entrepreneur-society nexus (Paper 4) and the potential to support emancipatory agentic abilities among entrepreneurs to be (Paper 5). As a whole the five papers offer a more affective and interactive framework of sustainability entrepreneurship.

The motivation for this thesis is partly derived from an aim to challenge the accepted truth and common understandings of the nature of entrepreneurship, in theory, practice and education: *The aim of this dissertation is to reframe the nexus of entrepreneurship and sustainability. First it does so by developing our practice-based and emotive understanding of the mechanisms and outcomes of the individual and collective sustainability-oriented entrepreneurship journey. Second, it provides an integrative framework of how entrepreneurship research and education could adopt a longer-term orientation that emphasizes intra- and inter-generational equity.* In the following paragraphs, I briefly summarize each paper's individual theme, core concepts, research design, findings, and main contribution to the thesis (see Table 1).

Paper 1 specifically raises the question of how a successful sustainable cooperative enterprise evolves in order to shed light on entrepreneurial practices and also the outcome of a sustainability entrepreneurship journey. The paper titled "The Entrepreneurial Journey of Sustainable Cooperative Ventures" conducts an event-structure analysis on a single case to explore the entrepreneurship journey as a sequence of events that unfold over time. The study reveals the elements that constitute the entrepreneurial journey, from initial idea, via opportunity development and exploitation to becoming profitable. The main contribution of this paper to the thesis is its suggestion that entrepreneurial storytelling and reorganizing hybridity are integral to a sustainable entrepreneurship journey.

**Table 1.** Synopsis of the Five Paper in this Dissertation

Research question	<b>How can we better understand the beginning, management and end of the sustainability entrepreneurship journey?</b>				
	↓				
	Paper I	Paper II	Paper III	Paper IV	Paper V
Title	The Entrepreneurial Journey of Sustainable Cooperative Ventures	How Entrepreneurs Sustain Member Engagement in Pro-social Business Venturing?	Post-disaster Institutional Work	The Promise of Sustainability Entrepreneurship Holds for Our Common Future	A CULTure of Entrepreneurship Education
Theme	Event structure of a sustainable cooperative venture	Sustaining member engagement in pro-social cooperatives	Daily venturing practices to recover from a disaster	Alternative conceptualization of sustainability entrepreneurship	Challenging assumptions in mainstream entrepreneurship education
Core concepts	Entrepreneurship Process; Hybridity	Pro-social Orientation; Emotional Connectivity	Collective Emotions; Cultural Trauma; Institutional Work	Opportunity Imagination; Science of the artificial	Cult; Entrepreneurship Education; Hidden Curriculum
Research design	Single-case event-structure analysis	Inductive-abductive multiple-case study	Six-year ethnographic study	Conceptual Paper	Discussion Paper
Process meaning and focus	Process as sequence; proximate focus	Process as entity, but theorized as sequence; distal Focus	Process as sequence; distal focus	-	-
Findings	A sustainable cooperative process model; emphasis on continuous (re)framing the narrative and reorganizing hybridity	A novel cognitive-emotive model of pro-social venturing; propositions on sustaining member engagement	Practice model of post-disaster institutional work; three mechanisms of collective emotions in institutional work	Revisits dominant assumptions of sustainability entrepreneurship within main entrepreneurship theories	Reveals untested values and beliefs prevalent in entrepreneurship education
Main contribution to this thesis	A successful sustainable entrepreneurship journey comprises six generalized practices	Creating an emotional connectivity between members and the venture sustains their engagement in the journey	Collective compassion enables sustained venturing legitimacy and builds up hope and passion that engages the community	Alternative theoretical framing viewing opportunities as designed and intersubjectively developed at the action-interaction nexus	Application ideas of alternative, sustainable entrepreneurship framings in education
	↓				
Conclusions	A more interactive and affective framework of sustainability entrepreneurship				

Paper 2 continues to ask how entrepreneurs manage members' attachment to and engagement in sustainability entrepreneurship. The article is entitled "How Entrepreneurs Sustain Member Engagement in Pro-social Business Venturing?" and applies an inductive-abductive multiple-case analysis to reveal the importance of managing internal tensions and the subsequent building of emotional attachment and affective loyalty between members and the venture. The main contribution of this paper to the thesis is that it suggests that sustainable ventures manage members' emotional connectivity to sustain their pro-social engagement in the sustainability entrepreneurship journey.

Paper 3 takes the idea of emotions and member engagement in entrepreneurship one step further. Based on a six-year ethnographic study of entrepreneurs' venturing practices in a post-disaster setting, "Post-disaster Institutional Work" reveals how collective emotions are created through, contain, and enable institutional work practices. The main contribution of this paper to the thesis is to illustrate that sustainability entrepreneurship can create and maintain collective compassion, hope and passion in a community.

Paper 4 revisits the basic assumptions of sustainability entrepreneurship and positions the topic within the main entrepreneurship theories. The conceptual paper entitled "The Promise Sustainability Entrepreneurship Holds for Our Common Future" details the implications of developing a more affect- and activity-driven theoretical framework of sustainability entrepreneurship. The main contribution of this paper to the thesis is to introduce a novel framing of entrepreneurship at the action-interaction nexus that perceives opportunities as intersubjectively imagined and negotiated.

Paper 5 stresses the implications of rather critical, sustainability-oriented entrepreneurship framings on entrepreneurship education. The paper entitled "A CULTure of Entrepreneurship Education" challenges the beliefs and uncontested values present in most entrepreneurship education conducted in higher education institutions. The main contribution of this paper to the thesis is that it builds awareness of and argues for the necessity of there being a sustainability entrepreneurship perspective in education.

The three empirical studies and the two conceptual papers provide suggestions for future theorizing, education on, and the practice of sustainability entrepreneurship.

### **1.3 Structure**

This dissertation is of the article-based type. In addition to the compilation of five individual studies in Part II, it contains the 'dissertation kappa' (Part I), which presents the theoretical framework connecting the paper and the dissertation's overall contribution to the literature. The papers are presented at the end of the dissertation. A summary of those papers is provided in Table 1.

The structure of the dissertation deviates slightly from the typical academic format. The thesis comprises an introduction (Section 1), theoretical grounding,

summary of the papers (including methodologies), discussion, limitations, and contribution. In Section 2, the theoretical grounding presents a review of sustainability entrepreneurship. Moreover, the beginning, process and end of a sustainability entrepreneurship process are discussed within the entrepreneurship journey framework. The core concepts are further linked into a theoretical framework that guides each individual study. Section 3 contains a summary of the papers, presenting the various research designs and methodologies. Additionally, the findings of each paper are briefly summarized. Section 4 dissects the contribution of each paper and discusses them within the current literature, building on the guiding framework of the sustainability entrepreneurship journey. Section 5 presents the main limitations of each paper and of the dissertation as a whole. Finally, Section 6 stresses the contribution of this dissertation to five literature streams and introduces ideas for future research.



## 2. Theoretical Grounding

### 2.1 Sustainability Entrepreneurship

Sustainability entrepreneurship is the nexus between entrepreneurship and sustainable development. The most frequently quoted definition of sustainable development is from *Our Common Future*, known as the Brundtland Report (Brundtland, 1987):

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

This Brundtland report contained two core elements of sustainable development: (i) the concept of needs, particularly the essential needs of the world's poor to which overriding priority should be given and (ii) the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs (WCED, 1987). Referring both to the present and the future, the Brundtland commission emphasized that development, including economic activity, has to maintain intra-generational equity and also inter-generational equity (Cohen & Winn, 2007). The commission thereby recognized short-term and long-term needs and also the interdependence of the natural environment, societal welfare, and economic performance (Markman et al., 2016). Sustainability entrepreneurship departs from and embraces these maxims.

Taking stock of the literature, Binder and Belz (2015) identified five elements commonly included in definitions on sustainability entrepreneurship. First and foremost, researchers share a process interest in how opportunities are recognized, developed, and exploited (Dean & McMullen, 2007; Hockerts & Wüstenhagen, 2010; Muñoz & Dimov, 2015). Second, the triadic relationship to balance economic, social and ecological consequences inherent in the definition of sustainable development is supported (Cohen, Smith, & Mitchell, 2008; Parrish, 2010). Third, definitions include a reference to the transformative promise to create future goods and services (Gibbs, 2009; Hockerts & Wüstenhagen, 2010; Parrish & Foxon, 2006). Fourth, the authors further include the source of opportunities: either resourceful entrepreneurs create them (Pacheco et al., 2010; Schaltegger & Wagner, 2011) and/or an actor's alertness uncovers a market failure that can be exploited (Cohen & Winn, 2007; Dean & McMullen, 2007; Patzelt & Shepherd, 2011). Last, some researchers explicitly acknowledge who exploits opportunities (i.e. the entrepreneurs) (Kuckertz &

Wagner, 2010; Schlange, 2009; Spence, Ben Boubaker Gherib, & Ondoua Biwolé, 2010). This thesis embraces the five common definitional features (Binder & Belz, 2015) and the process nature (McMullen & Dimov, 2013) to define sustainability entrepreneurship as Brundtland report contained two core elements of sustainable development: (i) the concept of needs, particularly the essential needs of the world's poor to which overriding priority should be given and (ii) the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs (WCED, 1987). Referring both to the present and the future, the Brundtland commission emphasized that development, including economic activity, has to maintain intra-generational equity and also inter-generational equity (Cohen & Winn, 2007). The commission thereby recognized short-term and long-term needs and also the interdependence of the natural environment, societal welfare, and economic performance (Markman et al., 2016). Sustainability entrepreneurship departs from and embraces these maxims:

The process, in which entrepreneurial actor(s) discover or create, and develop an opportunity to bring into existence future goods and services, that maximizes intra- and inter-generational economic, social and environmental equity.

The concept of sustainability entrepreneurship reflects a recent turn in management and organization research in general to take a more holistic perspective on the role of business in today's society. Until the 1960s, enterprises had not developed an awareness of the potentially negative societal and environmental impacts of business activities. During the 1960s and 1970s, leading companies started worrying about pollution control, in response to societal and political pressures pointing to devastating environmental effects (Young & Tilley, 2006). At the time, concepts such as job satisfaction (often included in social value) were viewed as a result of the worker's rational, utilitarian job situation (Simon, 1976). At the time, mainstream research discredited any emotional or non-cognitive reasons as 'arational', irrational (Ashkanasy, Härtel, & Daus, 2002) or feminine (Mumby & Putnam, 1992). In Western politics, the 1970s became the decisive years to adopt the neoliberal paradigm and to largely abandon post-war Keynesian forms of governance (Mason, 2016). From the mid-1980s and all through the 1990s, major enterprises started to perceive environmental management as a way to save costs because efficiency and competitive advantage were the dominating paradigms in business science (Young & Tilley, 2006). It took until the end of the twentieth century before the thinking about environmental management saw a third shift; this time an emphasis on win-win scenarios changed to become a belief in eco-effectiveness as the guiding maxim of corporate sustainability (Young & Tilley, 2006). In essence the last adaptation asserted that firms needed a novel way of doing business that restored and even enhanced the environment, instead of merely mediating behaviour through pollution control and eco-efficiency (Braungart & McDonough, 2002; Young & Tilley, 2006). Such holistic views of business as a net contributor to society and the environment provided the seeds for the emergence of a holistic entrepreneurship framework that integrates goals of economic, social, and environmental

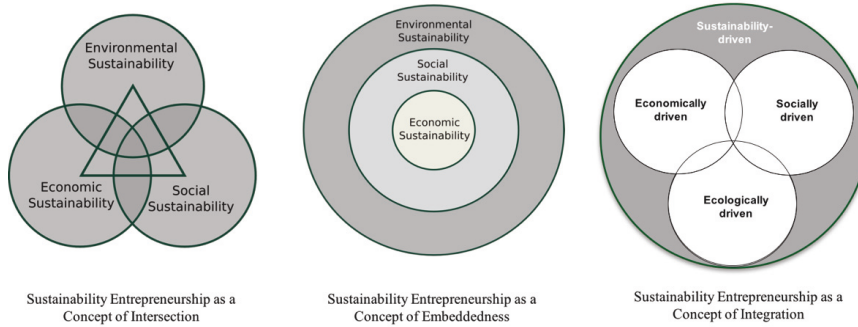
value creation (Cohen & Winn, 2007; Hockerts & Wüstenhagen, 2010; Shepherd & Patzelt, 2011).

In my view, today at least three views on sustainability entrepreneurship exist that differ in their conceptualization of the intersection of economic, social, and environmental sustainability. The most prominent perspective is the adaptation of Elkington's Triple Bottom Line (TBL) model (Elkington, 1997) into *sustainability entrepreneurship as a concept of intersection* between the economy, society, and the environment, applied widely in entrepreneurship research (Binder & Belz, 2015; Cohen & Winn, 2007; Hockerts & Wüstenhagen, 2010; Thompson, Kiefer, & York, 2011; Tilley & Young, 2006; Young & Tilley, 2006). The TBL perspective assumes that the three sustainability dimensions are of equal value (there is no prioritizing) and can be addressed separately (Hopwood, Mellor, & O'Brien, 2005; Sciarelli & Tani, 2015). Criticism has challenged the assumption that each dimension can be addressed separately, when in reality they are strongly intertwined (Lehtonen, 2004), and has also questioned how to arbitrate between unavoidably conflicting objectives stemming from the three dimensions (Sciarelli & Tani, 2015). In addition, this traditional approach of only balancing the needs of the environment, society, and the economy has not created a single fully sustainable firm so far (Markman et al., 2016).

The second conceptualization of sustainability adopts Passet's Bioeconomy model (Passet, 1996) and results in *sustainability entrepreneurship as a concept of embeddedness*. The Bioeconomy model views sustainability in three concentric circles, in which the economy is embedded in the wider society, and again embedded and constrained by its natural environment. While economic activities constitute the core of the model (Sciarelli & Tani, 2015), they must be carried out without endangering social life nor sacrifice resources in the natural environment (Lehtonen, 2004). Even though concentric circles portray the dependency of economic activity on the other two dimensions, the model is open to the criticism that it does not clarify whether it prioritizes the economy ('doing less harm') or the environment ('doing good') as the reference point. Therefore it has to be stressed that the environment comes first, because it is the ultimate foundation for all human activity, and society comes second, within which the economy is nested (Markman et al., 2016).

Another, albeit probably the least applied, perspective views *sustainability entrepreneurship as a concept of integration*, in which the economically-driven, socially-driven and ecologically-driven entrepreneurship only jointly form sustainability entrepreneurship (Muñoz & Dimov, 2015; Schlange, 2009). The integration approach expands the notion of sustainability to include an ethical and even spiritual sphere (Schlange, 2009). This is consistent with common statements describing sustainability venturing as a form of entrepreneurship that is sustainable both in its goals and means of wealth creation (Young & Tilley, 2006), but also indicates that sustainable entrepreneurship, at least implicitly, assumes more dimensions are meaningful (e.g. a moral dimension, a technological dimension, and a political dimension) (Pawłowski, 2008). Figure 2 portrays the three approaches graphically.





**Figure 2.** Three Conceptualizations of Sustainability Entrepreneurship

The core idea that unites all of the above concepts is that activities carried out by entrepreneurs in pursuit of financial gain must not adversely affect the natural and social environments in which they operate (Young & Tilley, 2006). Even more so, entrepreneurship should become a net contributor to environmental restoration and poverty alleviation (Markman et al., 2016). Recent works have sought to understand how these elements are connected by looking at, for example, how the different dimensions of sustainability are enacted in the development of new sustainable ventures (Muñoz & Dimov, 2015), the role of territorial embeddedness in shaping the sustainable process (Kibler, Fink, Lang, & Muñoz, 2015), the role of conflicting logics in building legitimacy through the process (De Clercq & Voronov, 2011), the emerging principles driving sustainable forms of organizing (Parrish, 2010) and the creation of a sustainable, ethical and entrepreneurial organizational identity (York, O’Neil, & Sarasvathy, 2016).

## 2.2 Sustainability Entrepreneurship Journey: A True Process Perspective

Recent sustainability entrepreneurship research, in common with most entrepreneurship scholarship, focuses on the often elusive entrepreneurial process (De Clercq & Voronov, 2011; Kibler et al., 2015; Muñoz & Dimov, 2015; Pacheco et al., 2010; Parrish, 2010), either viewing the process as a category of concepts (e.g. Shepherd et al., 2003) or as a sequence of events (e.g. Langley et al., 2013). In the category of concepts view, also known as the variance approach, outcome-driven explanations build backwards from the outcome to prior meaningful events (Van de Ven & Engleman, 2004). The focus in variance approaches to process research is on a set of independent variables to statistically rationalize variations in a certain outcome (Langley et al., 2013; Van de Ven & Engleman, 2004). In such research, the meaning of process is reduced to a single entity at one point in time (compare Table 1 quadrant I and II) (McMullen & Dimov, 2013). Variance approaches can be distinguished by their focus on process, either examining process directly (Quadrant I), for instance VC’s decision-making process (Shepherd et al., 2003), or from a greater distance (Quadrant II), by dealing with attributes underlying the process (e.g. (Gruber, 2007). However,

to study a process unfolding over time, and not just its antecedents and consequences, a variance approach is inappropriate and should be replaced by narrative process methods (Van de Ven & Engleman, 2004).

**Table 2.** Types of Process Research in Entrepreneurship

		<i>Process Focus</i>	
		Proximate	Distal
<i>Process Meaning</i>	Entity	I	II
	Sequence	III	IV

(Source: McMullen & Dimov, 2013, p. 1483)

Previous studies have shown that today most entrepreneurship research grapples with opportunities through a variance, rather than a true process, perspective (McMullen & Dimov, 2013). Studies commonly employ linear models presumably occurring at a single moment in time (Dimov, 2011). “The entrepreneurship field has thus failed to capitalize on the main strength of process explanation, namely how things change and develop over time” (McMullen & Dimov, 2013). While true process explanations look at arrangements of discrete events, variance approaches focus only on relationships between variables. The authors’ critique highlights how in variance-oriented theorizing on the entrepreneurial process, time becomes irrelevant, and merely a source of noise. Accordingly, process is treated as a fixed entity, and distinctions drawn between variables not between discrete events. McMullen and Dimov (2013) elucidate that the empirical observation space is thereby partitioned vertically, making the time dimension redundant. As a result, variance explanations attribute a priori significance to an event because it is implicitly assumed that each variable is of itself necessary and sufficient to explain an outcome. Consequently, this type of process research establishes only causal relationships, but no causal explanations (McMullen & Dimov, 2013).

Instead, arguably the most promising and interesting research occurs when process is understood as a sequence of events (compare Table 1, quadrant III and IV) (McMullen & Dimov, 2013). For example, a widely cited work identifies three pathways to cope with resource constraints through entrepreneurial bricolage (Baker & Nelson, 2005), by operationalizing process as a description of change over time. In addition, studies applying a process understanding as a sequence of events are distinguishable by their process proximity. Baker and Nelson for instance reduce the process focus to descriptive concepts rather than proper event sequences (McMullen & Dimov, 2013). In contrast, studies in quadrant IV longitudinally follow streams of sequences. Relevant examples of sequence-oriented process explanations are Venkataraman et al.’s (1990) model of firm failure, and West’s (2008) narratives of commercialization pathways. By highlighting motive, means, and opportunity as the three pillars of explanation, the entrepreneurship journey framework intends to embrace the meaning and focus of the latter process (McMullen & Dimov, 2013). It is in this spirit that this dissertation aims to advance the literature.

The process underlying the development of sustainable ventures can take many different forms depending on how sustainability is integrated into entrepreneurial action (Muñoz & Dimov, 2015), not only at the idea stage, but also throughout a journey that is shaped by action, social interaction, and learning (Dimov, 2007). By engaging with the entrepreneurial process, one witnesses the evolution of intent (Krueger, Reilly, & Carsrud, 2000), beginning with a subjective belief that a problem might be solved differently, perhaps sustainably. Those firms interested in balancing social, environmental and economic value creation have shown that the pursuit of sustainability opportunities is complex (Muñoz & Dimov, 2015) and includes resolving both ethical (community-related) and practical (commerce-related) issues around the actual role of the business in society as the firm evolves.

The entrepreneurship journey perspective does not eliminate time from a process understanding, and instead perceives the order and necessity of discrete events as focal points for theorizing on a process. Time is no longer empirical noise that needs to be controlled for, but central to advancing theory. A shift in enquiry from act to journey is thus more suitable for those wishing to gain an understanding of the logic of causal relationships and the nature of cause (McMullen & Dimov, 2013). Such sequence-oriented process research treats each entrepreneurial effort as a holistic unit, a long chain of events, culminating in a final cause. Reference to an end point provides meaning to previous events. Thus certain events are meaningful only in the context of an eventual outcome, a final cause.

The need to attain intra-generational and inter-generational equity in sustainability entrepreneurship makes defining such a final outcome challenging. However, in the journey framework one needs to identify a final outcome and also the discrete events lying on its path in order to understand any entrepreneurship process (McMullen & Dimov, 2013). Including an inter-generational time frame refutes the famous Keynesian macroeconomic perception that “in the long run we are all dead”, which discredits an overtly long-term view, suggesting it is an inadequate guide to current problems. Keynes’ emphasis of time as essentially intra-generational is certainly easier, and arguably also more relevant, to management practice. However, this thesis supports a balanced, intertemporal perspective on value creation, and also a balanced (non-prioritized) view on the environmental, ecological, and social domains in sustainability entrepreneurship.

### **2.2.1 Where does the Journey Begin? Pro-social Motivation and Affect-emotions**

Sustainability entrepreneurship is substantially motivated by non-economic gains and emotions: it is the compassion to support the well-being of others that creates a shared vision between the founders, the enterprise, and its members (Arend, 2013; Miller et al., 2012). Pro-social motivation is the desire to contribute to other people’s well-being (Grant, 2007). It can be understood as a psy-

chological state in which an individual has the objective of benefiting other people (Batson & Powell, 2003; De Dreu, 2006; Grant, 2007). Pro-social motivation is associated with personal initiative, organizational citizenship behaviour, and strong work engagement (De Dreu & Nauta, 2009). Within this context, I perceive pro-social motivation as an antecedent of pro-social entrepreneurial action (Miller et al., 2012; Renko, 2013). It explains individual-level engagement for the benefit of others, even future generations (Grant, 2008; Schwartz & Bardi, 2001). In sustainability entrepreneurship individual members need to have both the ability and the motivation to increase communal or societal well-being (Shepherd, 2015). So far, research has attended more to the cognitive, non-economic motivational triggers of wanting to make a pro-social difference. The purely emotive triggers and affect experiences are less well understood.

Emotions research has recently taken centre stage in the organization and management literature (Elfenbein, 2007), but still suffers from basic inconsistencies in the proffered definitions of emotions (Gooty, Gavin, & Ashkanasy, 2009). The most common definition in research has probably been to define emotions as adaptive responses to the demands of the environment (Elfenbein, 2007; Scherer, 2005; Smith & Ellsworth, 1985). In the organizational sciences, the motivational, cognitive, and behavioural components of emotional experiences are argued to be the most important (Gooty et al., 2009). However, the populist use of the concept, that is, an emotion being what people say they are (Frijda, 1996), is also present (Scherer, 2005). The fuzziness and complexity of semantic fields of such a vague populist understanding of emotions makes scientific conceptualizations problematic (Scherer, 2005). Emotions are empirically and conceptually difficult to capture (Arend, 2013), something that is important because the research objective is predominantly to “examine fine-grained differences, spanning all of the components of the respective emotion processes, to grasp the specificity of the processes referenced by the respective terms” (Scherer, 2005, p. 708).

A useful starting point is to at least broadly distinguish between positive (e.g. excitement, happiness) and negative affect (e.g. anger, fear) (Maitlis, Vogus, & Lawrence, 2013), because positive affect emotions have been shown to lead to positive appraisals of a process (Shin, Taylor, & Seo, 2012), which motivates individuals to engage in an enterprising effort. Likewise, it is useful to separate emotions into affect and feelings. Feelings represent the total pattern of cognitive appraisal and also a subjective experience of an emotional episode (Scherer, 2005). Scherer defines a feeling as a “subjective cognitive representation, reflecting a unique experience of mental and bodily changes in the context of being confronted with a particular event” (Scherer, 2005, p. 712). Examples of a feeling are hope or passion. Hope is a feeling of pleasure in expectation of a desirable future (Curry, Snyder, Cook, Ruby, & Rehm, 1997). Affect comprises both discrete, intense, short-lived experiences and also moods, which are longer, more diffuse experiences that lack the person being aware of the stimulus (Elfenbein, 2007).

All decisions by entrepreneurs involve both social and emotional influences (Polman & Emich, 2011). Emotions stimulate action, and thus are often more influential than stimuli from cognitive thought (Haidt, 2001). Furthermore, emotions are somatic markers that guide action (Damasio, 2010) and through experiences create emotional schemas (Izard, 2011) that help an individual in coping with and making sense of a situation (Maitlis et al., 2013; Steigenberger, 2015). Whenever a person starts to think about a situation the emotional evaluation already exists (Steigenberger, 2015). Owing to the highly uncertain and often complex nature of entrepreneurship processes, that sometimes involve extreme experiences, affective explanatory variables are useful in researching sustainability entrepreneurship (Arend, 2013; Miller, Grimes, McMullen, & Vogus, 2012). This does not translate into separating each emotion and making trait-like statements on which specific emotions drive either a sustainability entrepreneur or a commercially-oriented entrepreneur (Arend, 2013); rather it signifies building a most useful theory integrating emotions (Lazarus, 1991a).

With regard to the entrepreneur-opportunity nexus forming the heart of entrepreneurship (Shane & Venkataraman, 2000), emotions are best studied when linked to motivation, awareness, and capability aspects and those aspects influence the entrepreneurship process (Arend, 2013). The few studies that examine emotions in sustainability entrepreneurship seem to agree that compassion is the dominating motivator (Miller et al., 2012; Shepherd & Williams, 2014). Compassion organizing refers to a “collective response to a particular incident of human suffering that entails the coordination of individual compassion” (Dutton, Worline, Frost, & Lilius, 2006, p. 61). While using compassion as a single emotive category uniting pro-social forms of entrepreneurship simplifies the complexity inherent in emotions research, it also overlooks the similarity between concepts. For instance compassion “lies at the core of what it means to be human” (Kanov et al., 2004, p. 808) and overlaps heavily with empathy (Arend, 2013). For others compassion is a borderline emotion (Lazarus, 1991b) and compassionate empathy should be distinguished from emotional and cognitive empathy (Goleman, 2007). The complicated nature of the concept makes theorizing relationships relating to compassion as a whole construct challenging (Arend, 2013).

Similar to emphasizing members’ shared pro-social motivation, emotions in sustainability entrepreneurship research can also be perceived on a collective level. Examining emotions on a collective level highlights the influence of feeling states in the entrepreneurship process. Although emotions are largely intra-personal phenomena (Gooty et al., 2009), they are best understood empirically through inter-personal relationships considering their relational meaning (Lazarus, 2006). Therefore collective emotions are mainly treated as a social and contextualized process (Gooty et al., 2009; Jasper, 2011; Sanchez-Burks & Huy, 2009), which Elfenbein (2007) described as reflecting a feeling state directly linked to a collective experience. The same research stated.

The emotion process begins with a focal individual who is exposed to an eliciting stimulus, registers the stimulus for its meaning, and experiences a feeling state

and physiological changes, with downstream consequences for attitudes, behaviours, and cognitions, and also facial expressions and other emotionally expressive cues (Elfenbein, 2007, p. 315).

Emotional reactions to a stimuli refer to the emotional appraisal of the consequences of an event (Lazarus, 1991a), which influences whether actors are willing and ready to act upon the experience and to influence its consequences (Frijda, 1996; Huy, Corley, & Kraatz, 2014). In this sense, emotional responses can activate or deactivate an individual's engagement in certain activities (Grodal & Granqvist, 2014; Russell & Feldman Barrett, 1999). In sustainability entrepreneurship, the collective is an essential part of venturing. Similar to certain social movement activities, ideal-type sustainability enterprises are based on collective solidarity and shared emotions (Jasper, 2011; Peredo & Chrisman, 2006) geared towards explicit social and ecological purposes, where the commitment to supporting each other outweighs personal costs (Arend, 2013; Miller et al., 2012). As others have before, I treat emotions as collective processes (Brown, 1997; Kets de Vries & Miller, 1986; Voronov & Vince, 2012).

### **2.2.2 How should the Journey be Managed? Collective Venturing and Organizational Hybridity**

Sustainability enterprises tend to be entrepreneurial and collaborative rather than opportunistic (Stead & Stead, 2000). A cooperative governance form emerges as a natural way of organizing because it allows for collaboration and collective decision-making at the governance level. It makes it possible to articulate democratic business models and enables the involvement of different groups of community members in the business development process (Ashforth & Reingen, 2014). In this sense cooperatives or community-based enterprises can be seen as an ideal-type sustainability enterprise. In general, they are collectively owned, managed, and governed by the people, rather than by a small group of entrepreneurs on their behalf. Their business practices are based on place-based resources (McKeever, Jack, & Anderson, 2015), to pursue a common good for the hosting community (Peredo & Chrisman, 2006). Moreover, modern cooperatives pursue multiple objectives, an aim which separates them from more traditional, single-objective cooperatives (Soboh, Lansink, Giesen, & van Dijk, 2009).

Modern cooperatives (co-ops) exemplify ideal-type features of sustainability enterprises such as democratic structures, a heterogeneous member base from various societal layers, and societal and ecological aspirations. At the same time, they are subject to strong economic disincentives (Aldrich & Stern, 1983), mainly because a lack of hierarchy makes them operationally inefficient (Williamson, 1985). Co-ops thus face higher ownership (coordination) costs (Boone & Özcan, 2015), in particular when membership preferences are heterogeneous (Hansman, 1996). The emergence of co-ops might even depend on the presence of an anti-corporate movement and market-dominance of corporate rivals

(Boone & Özcan, 2014), making potential synergistic collaborations with incumbents ideologically challenging. Additionally, it is harder for co-ops to benefit from economies of scale than it is for corporations (Bonin, Jones, & Putterman, 1993). Co-ops also struggle with performance-monitoring problems (Williamson, 1985) and an underinvestment in assets that materializes only in the long term (Soboh et al., 2009). Yet for some entrepreneurs, co-ops are symbols of hope; a democratic impulse in the market place (Knupfer, 2013), and co-ops have been heralded as an alternative to capitalism (Barton, 2011; Boone & Özcan, 2014; Schneiberg, Smith, & King, 2008). Since they compensate for inefficiencies through greater member engagement, they sometimes even outlive corporations in the market place (Boone & Özcan, 2014; Núñez-Nickel & Moyano-Fuentes, 2004).

At the same time, idealistic objectives and democratic structures can be sources of internal tension. Specifically, sustainability enterprises face structural tensions resulting from maintaining multiple objectives (Battilana & Lee, 2014), which are likely to create internal conflicts (Glynn, 2000; Pache & Santos, 2013) and unpleasant emotional reactions (Grodal & Granqvist, 2014) among active organizational members. The conflicts mainly stem from the level of integration or separation of multiple objectives in organizational design, organizational activities, and of organizational actors (Battilana & Lee, 2014). For instance, while the integration of *organizational activities* in the initial phase appeals to multiple (external) audiences and generates interest (Battilana & Dorado, 2010), the non-conformity with typical business principles creates conflict in the maintenance of hybridity (Pache & Santos, 2013). By promoting a hybrid logic through organizational activities, enterprises often defy the organizing principles of the external field (Reay & Hinings, 2009). Sustainability enterprises are therefore strongly encouraged to conform to expected organizational practices emphasizing a market logic.

As a consequence, the persistence of the community logic is threatened, originally being developed as a critique of dominant market-driven activities (Marti, Courpasson, & Barbosa, 2013). These conflicting interests also affect the *organizational design*, reflecting governance structures, incentives, and control systems (Battilana & Lee, 2014). This is because in community organizations, the local community serves as an institutional template (Marquis & Battilana, 2009; Selznick, 1994) and is simultaneously both the enterprise and the entrepreneur (Peredo & Chrisman, 2006). Therefore, the organizational design in community organizations needs to address the community as an integrated, socially regionalized notion (Friedland, Mohr, Roose, & Gardinali, 2014), simultaneously being actor *and* place in a sustainable community logic (Parrish, 2010). In practice, the governance structures are designed to be participative and not merely representative (Somerville & McElwee, 2011). This makes democratic negotiation on means and goals resource-intensive and amplifies internal tensions between member groups (Battilana & Lee, 2014; Pache & Santos, 2013).

As a result of such an organizational design, including the associated democratic decision-making processes, highly integrated sustainability enterprises

need to manage an assemblage of *organizational actors* and different interests. Since such enterprises are likely to incorporate a heterogeneous skillset among a local workforce, they must find ways to secure collaboration among individuals from diverse backgrounds (Marti et al., 2013; Somerville & McElwee, 2011). This necessity is not an issue for enterprises that distinguish pro-social and economic activities, where the workforce is usually hired based on individual skills and organizational demand in order to avoid productive tensions (Battilana, Sengul, Pache, & Model, 2015). Naturally, the local workforce composition of community-oriented sustainability enterprises suppresses the strict application of a market logic. Thus, compensating for reductions in workforce efficiency puts a strain on the maintenance of multiple objectives and calls for organizational strategies that help sustain the organization's multiple objectives. Those strategies might include selectively (de)coupling some specific organizational features (Pache & Santos, 2013) that do not risk the stability of a sustainability enterprise by making it either too financially-oriented or insufficiently financially-oriented.

Since sustainability enterprises, and community-based organizations in particular, initially emerge through a strong pro-social motivation (Arend, 2013; Miller et al., 2012; Peredo & Chrisman, 2006), maintaining an inclusive democratic decision-making process and the strong involvement of local members in the workforce are core interests for these ventures. The high level of member integration in core operating activities requires frequent social interactions between members, and an inclusive process addressing how to handle different interests and emotional feedbacks (Hallett, 2003). Naturally different tensions can produce different emotional reactions (Russell & Feldman Barrett, 1999) that the organization must manage (Ashkanasy et al., 2002). Because actors involved in sustainability enterprises are substantially driven by the desire to support others (Arend, 2013; Miller et al., 2012), unpleasant emotional reactions can jeopardize their engagement in organizational activities (Grodal & Granqvist, 2014). Prior research supports the important role of emotions by illustrating how members' emotions can shape their level of engagement in activities, while affecting organizational decision-making and change (Elsbach & Barr, 1999; Hochschild, 1979; Huy, 1999; Podoyntsyna, Van der Bij, & Song, 2012). Similar to social movements (e.g. Jasper, 2011), I conclude from reviewing the literature that sustainability enterprises continue their development if tensions are managed in a way that member's positive emotions are stimulated and affective loyalty is build up and strengthened over time.

### **2.2.3 What is the Outcome of the Journey? Collective Agency and Institutional Work**

The entrepreneurship process can only be fully captured with reference to a final cause, a meaningful eventual outcome (McMullen & Dimov, 2013). To be considered a theory or theoretical framework, conceptual boundaries have to be defined (Bacharach, 1989). Moreover, without stating the boundary conditions (the end of a process), we cannot distinguish the entrepreneurship process horizontally from an innovation management/new product development process



nor vertically from any creativity process (McMullen & Dimov, 2013). The conventional entrepreneurship journey ends with the introduction of a new product into the market that generates a profit for the firm and/or economy (McMullen & Dimov, 2013). McMullen and Dimov (2013) thus attribute two elements to determine the conclusion of a journey. First, a novel good or service is made available in the marketplace. Second, the new product creates economic value for the company and/or economy. However, this narrow, economy-centric view of the end of an entrepreneurship journey only partially fulfils the requirement of a sustainability entrepreneurship journey. We should acknowledge the need to conclude with societal and ecological outcomes too (Belz & Binder, 2015).

The triadic value framing of sustainability entrepreneurship as processes of ecological, social, and economic value creation suggests defining (at least) three ends. It is feasible to think of social value creation ending with the employment of disabled people, or lifting people from poverty (Farny, 2015a). Similarly, ecological value creation might conclude with reducing CO<sub>2</sub> emissions or the amount of waste an organization produces (Farny, 2015b, 2015c). With regard to the economic outcome, McMullen and Dimov (2013) suggest profit as a generic end for the economic domain. Another angle available to help to integrate all three dimensions simultaneously, due to the dynamic nature of sustainability (Hopwood et al., 2005), is to broaden the point of reference from the enterprise centric to the interplay between community and enterprise.

An alternative view on the end of a sustainable entrepreneurship journey is therefore that it is marked by a change in social arrangements (institutional change), which to varying degrees involves the marketplace, a community, and the ecological environment. Theoretically speaking entrepreneurship and institutional theory are merged. The approach captures everyday entrepreneurial action as culturally embedded in an inter-institutional system (Greenman, 2013; Thornton, Ocasio, & Lounsbury, 2012). An institutional perspective provides a framework to theorize how multiple and conflicting objectives influence entrepreneurial action and the opportunity space (Barreto, 2012). Institutional theory is thus concerned with regulatory, social, and cultural influences that create meaning beyond economic rent-seeking behaviour for the organizations (Roy, 1999) focused upon in this dissertation.

Sustainability entrepreneurship can therefore evolve into a form of institutional work. Institutional work practice—“the purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions” (Lawrence & Suddaby, 2006, p.215)—reflects a broad vision of agency in relation to institutions (Lawrence et al., 2009). Institutions are human made constraints that structure social interaction. As social structures they are composed of the cultural-cognitive, normative, and regulative elements, commonly referred to as the three-pillars framework (Scott, 2010). Social structures, combined with associated activities and resources, emphasize symbolic processes in all social activities, and provide stability and meaning to social life (Scott, 2001). Following a practice approach in institutional work, the unit of analysis is the

actors' everyday work, in other words, their practices (Jarzabkowski et al., 2009).

The key idea is that institutions constrain and enable entrepreneurship in that they both create and limit the opportunity space (Bruton, Ahlstrom, & Li, 2010; Bruton & Ahlstrom, 2003; Scott, 2010) which affects the emergence of entrepreneurship (Mair, Marti, & Ventresca, 2012; Manolova, Eunni, & Gyoshev, 2008; Santos & Eisenhardt, 2009). The Schumpeterian imagery of entrepreneurship inducing institutional change is gaining momentum (Lawrence & Suddaby, 2006). Entrepreneurs instantiate, reproduce, and modify institutionalized practices by enacting their tacit culture, knowledge, routine, motivation, and emotions (Reckwitz, 2002). Hence, human action reflects an enactment of cultural-cognitive and normative rules (Lawrence et al., 2009), even though action directed towards change occurs within a set of more explicit, institutional rules (Lawrence & Suddaby, 2006). However, the portrayal of the entrepreneur as a heroic change agent has resulted in controversy, mainly around the 'un-embedded' conception of individual action (Marti & Mair, 2009). The paradox of embedded agency (Battilana & D'Aunno, 2009) is a direct outcome of scholarly discussion arguing that institutional work enables the capture of the idea of the agency of the powerless (Marti & Mair, 2009). Thus, agency does not span a continuum of the powerful versus the powerless. Instead it addresses practices of enlightenment, encouragement, and emancipation (Marti & Mair, 2009), which supports the creation of societal and environmental value.

Research on institutional work emphasizes actors' practices in the three domains of creating, maintaining, and disrupting institutions (Jarzabkowski et al., 2009).

*Creating.* Lawrence and Suddaby (2006) distinguish three types of work associated with creating institutions; (1) political work that redefines boundaries/access to material rights (regulations); (2) actions to reconfigure belief systems (norms); (3) actions to alter meaning systems/categories (cognitions). Each type involves a different set of practices that could be essential to create new institutions in contested environments; but how they co-exist in this creational process remains unclear (Jarzabkowski et al., 2009). Creation work has been primarily focused on entrepreneurs as actors (Lawrence, Leca, & Zilber, 2013; Tracey & Phillips, 2011) who creatively customize existing resources in a new way to alleviate pain after a hazard (Shepherd & Williams, 2014).

*Maintaining.* Maintenance work refers to the actions of the rule creation, socialization, monitoring, and enforcement activities institutional workers execute (Lawrence et al., 2009; Lawrence & Suddaby, 2006). Lok and de Rond (2012) identified custodial, negotiation and reflexive normalization practices by the Cambridge University rowing team as essential in maintaining a 185-year-old institution, where members frequently change. These practices helped the members to overcome temporal practice breakdowns either through containing or restoring them. Maintaining institutional arrangements requires building trust to unharness the collective emotional energy required, for instance, to circumvent disruptive regulations (Micelotta & Washington, 2013).

*Disrupting.* Institutional work that disrupts institutions, that is, work counteracting the mechanisms of member compliance (Lawrence & Suddaby, 2006), might also be necessary to achieve institutional stability. One form is identity work geared towards resisting powerful yet illegitimate institutionalized practices (Creed, DeJordy, & Lok, 2010; Marti & Fernandez, 2013). In the best case, disruptive work corrects exploitative behaviour, for instance in the use case of child labour in the manufacturing in some places (Khan et al., 2007). Typically, disruptive practices involve a process of de-institutionalization and cause a shift in the power relations between actors (Lawrence & Suddaby, 2006; Marti & Fernandez, 2013), which requires a strong collective emotional bond among individuals. Building confidence to free oneself from pre-existing structures becomes necessary.

### 2.3 Conceptual Framework for this Thesis

The field of sustainability entrepreneurship is still in its infancy. As I have argued, only recently have scholars acknowledged the need to apply a holistic and true process perspective to the creative, iterative and elusive opportunity construct (Dimov, 2011; Kibler et al., 2015; Markman et al., 2016; Muñoz & Dimov, 2015). Due to the still unrefined conceptual clarity of opportunities (Davidsson, 2015; Wiklund, Davidsson, Audretsch, & Karlsson, 2011) and the variety of perspectives on what entrepreneurship actually is (Shane, 2012; Venkataraman, Sarasvathy, Dew, & Forster, 2012), it becomes necessary to define one's own perspective. In this thesis I follow the prominent view of entrepreneurship as the nexus of enterprising individuals and opportunities to create future goods and services (Shane & Venkataraman, 2000). To account for the triadic nature of sustainability, containing the economy, environment and society, the nexus perspective needs to be broadened. I define sustainability entrepreneurship as: *the process through which entrepreneurial actor(s) discover or create, and develop an opportunity to bring into existence future goods and services, that maximizes intra- and inter-generational economic, social, and environmental equity.* Sustainability entrepreneurship comprises an opportunity process that incorporates the individual entrepreneur(s) being embedded in a community within a specific natural environment (Markman et al., 2016). The entrepreneur's individual agentic ability to develop and exploit opportunities is complemented with collective agency, emphasizing the necessity of integrating and also the promise to integrate the wider community benefiting from the venture into the sustainability entrepreneurship journey.

The guiding framework of this thesis intends to capture the idea that an entrepreneurship journey comprises a beginning, a development process that is managed, and an end, which can be empirically studied on various levels of enquiry. The beginning of a sustainability entrepreneurship process is typically found in a novel idea influenced by the individual entrepreneurs' characteristics (e.g. entrepreneurial orientation, past experience). Additionally, sustainability entrepreneurs specifically need to broadly possess a pro-social motivation (Grant,

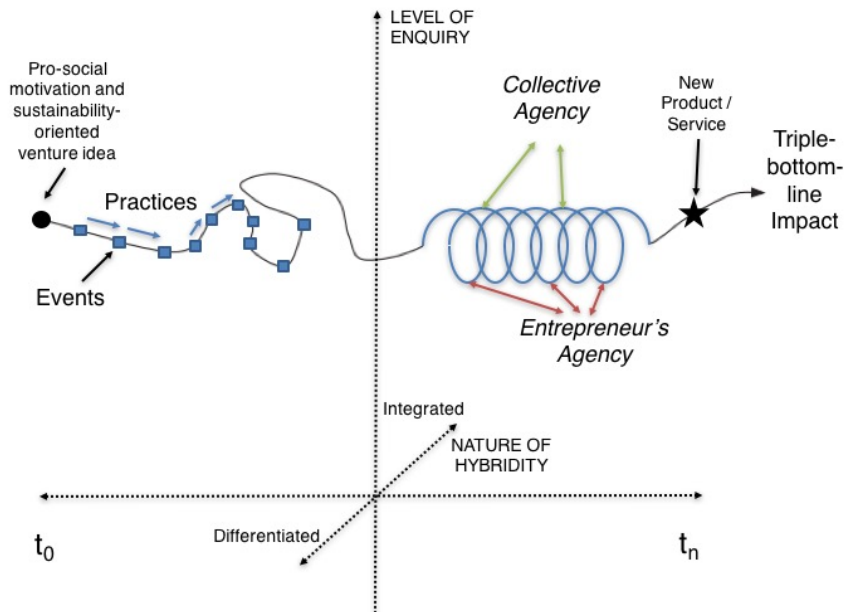
2007), serving as an antecedent for engagement in sustainability entrepreneurship activities (Shepherd, 2015). These entrepreneurs are motivated by a new venture idea and an entrepreneurial intention (Krueger et al., 2000) to address a sustainability problem that is also an opportunity for novel enterprise activities (Belz & Binder, 2015). When entrepreneurs possess sufficient opportunity confidence, entrepreneurial action is likely to occur (Davidsson, 2015). Hence, previous research provides a useful entrepreneur centric, and to some extent opportunity-centric, view on the beginning of the journey.

To study the development process, the sustainability entrepreneurship journey assumes that a process comprises a sequence of events that occur over time (McMullen & Dimov, 2013; Van de Ven & Engleman, 2004). Instead of taking a variance perspective in process research, the journey framework highlights the importance of time, which affects empirical research design, making it more longitudinal and causing it to view each entrepreneurial effort as a separate unit before comparing one another. In this regard, the evolution of an enterprise can for instance be seen as a chronological sequence of events (enterprise centric). But also, the same process can be understood as entrepreneur centric, for instance by looking at their practices. On yet another level of enquiry, the journey is formed through an interactive dialectic process between an affected community, influencing the opportunity process, and the enterprise reacting to and shaping its environment (Korsgaard & Anderson, 2011; Korsgaard, Ferguson, & Gaddefors, 2015; Lang, Fink, & Kibler, 2014). Due to the notion of maximizing social/communal and environmental equity, in addition to economic wealth, sustainability entrepreneurship becomes a form of institutional work that creates new socio-ecological arrangements. Since institutional work requires strong cognitive and emotional investment on the part of agents (Voronov & Vince, 2012; Voronov, 2014), the entrepreneurial process has to attend to both the community's cognitions and also emotional well-being. Sustainability entrepreneurship thus assumes that both the head and heart are immersed in venturing activities (Cardon et al., 2012; Miller et al., 2012; Shepherd, 2015). To understand the journey as a more interactive multilayered process, one could attend to individual and collective forms of agency affecting the process, for instance by looking at collective emotions that potentially constitute a community's investment into the venturing process. In summary, including various levels of the enquiry in the guiding framework enables revisiting the dynamic nature of the entrepreneurship journey.

What comprises the end of the sustainable entrepreneurship journey has not yet been clarified. Some view this particular journey's end in the creation of future goods and services (Belz & Binder, 2015; McMullen & Dimov, 2013). However, this neglects the objective of achieving a TBL impact, maximizing intra-generational and inter-generational equity. Developing solutions for the present without compromising the ability of future generations to do likewise is essential to conceptualizations of sustainability and sustainable development (Binder & Belz, 2015; Daly, 1990; Hockerts & Wüstenhagen, 2010; WCED, 1987). Therefore, future research would be needed to scrutinize and clarify the outcome of the journey, and that process would be aided by a greater appreciation of the

nature of hybridity throughout the process. Either a venture can integrate the various sustainability dimensions into a single organizational design and its activities, or it can choose to differentiate economic activities from social and ecological value creation (Battilana & Lee, 2014). It might be that only over time, during the venture’s development path, are sustainability dimensions integrated (Belz & Binder, 2015). Extending the framework with a third dimension makes it possible to capture the notion that hybridity is in flux, and needs to be actively managed to be maintained. Distinguishing the nature of hybridity over time might also reveal when a sustainability journey has ended, and whether the introduction of new products into the market is only another point in time on the route to making a TBL contribution.

Figure 3 depicts a guiding framework of the sustainability entrepreneurship journey. It includes three dimensions: time, nature of hybridity, and level of enquiry. On the x-axis the entrepreneurship journey, conceptualized as a sequential process, is portrayed as a measure of time. The y-axis represents the level of enquiry used to study the journey. The z-axis refers to the nature of hybridity, ranging from that fully differentiating economic from social and from ecological value creation activities to an integrated view of sustainability. The framework is entrepreneurship centric and helps to determine the end of a sustainable enterprise development journey and its TBL impact. Through the level of enquiry axis, the framework implies that activities are nested on a higher organizational level and again on a higher communal level.



**Figure 3.** Guiding Framework for Researching Sustainability Entrepreneurship

### 3. Summary of Research Paper

This section provides brief summaries of the five research papers that constitute this dissertation. Following a synopsis of each paper’s (empirical) research design and findings in this section, the main contributions of each individual paper and the dissertation as a whole are elaborated upon and reviewed in the discussion section.

#### 3.1 Research Methodologies

The dissertation comprises three empirical studies, a conceptual paper and a discussion piece. The empirical work is based on different data sets and contexts, and applies a variety of qualitative research designs to analyse the research questions (see Table 3).

**Table 3.** Research Methodologies in the Empirical Papers

	<b>Paper 1</b>	<b>Paper 2</b>	<b>Paper 3</b>
Research Methodology	Qualitative	Qualitative	Qualitative
Research Design	Longitudinal Single-Case Study	Inductive Multiple-Case Study	Six-year Ethnographic Study
Primary Data Collection Methods	2-field trips: non-structured interviews, participant observation	Semi-structured interviews	4-field trips: non-structured and semi-structured interviews, participant observation
Data Source(s)	15 interviews, 10 days of non-participant observation, 100+ documents and media files (2010-2015)	46 interviews, 46 days of participant observation, variety of secondary sources (e.g. press articles, social media content, meeting minutes)	34 interviews, 39 days of participant observation, 1897 photographs, 12 hours of film, secondary data (833 emails, 13 folders of printed project documents, 12,000 pages of official reports, 1500+ media articles)
Empirical Case	The People’s Supermarket, Food Retailing, UK	Two cases food industry; Two cases energy industry	Two social returnee entrepreneurs: Gabrielle Aurel and Steve Mathieu, food, education, and sanitation industries in Haiti
Research Context	Member-led cooperative supermarket in London	community-based enterprises	Limonade community in Haiti after the 2010 earthquake
Data Analysis Methods	Event-Structure Analysis with ETHNO	Inductive-Abductive Analysis (Gioia methodology)	4-step inductive-abductive analysis

The first three papers apply qualitative research methodologies: a longitudinal single-case study (Eisenhardt, 1989; Lok & de Rond, 2012; Smets, Jarzabkowski, Burke, & Spee, 2015), a multiple-case analysis (Santos & Eisenhardt, 2009), and a six-year ethnographic study (Down & Reveley, 2009; Geertz, 1972; Van Maanen, 2011). The group of papers aims to unravel a variety of different relationships fundamental to opportunity processes in entrepreneurship. While the combined work revisits and challenges the assumptions made in sustainability entrepreneurship, the three empirical studies inductively analyse the entrepreneurship journey as a whole, the management of tensions and member emotions, and multilevel changes.

In Paper 1 uses purposive sampling to identify a representative case at the heart of a neoliberal market economy to examine the venture's development process. Event-structure analysis (e.g. Bloom, 2015; Eder & Enke, 1991; Stevenson & Greenberg, 2000, 1998) allowed us to understand the complexity involved in the development process of a sustainable cooperative enterprise. Event-structure analysis perceives social processes as a successive series of events (Stevenson, Zinzow, & Sridharan, 2003). Using ETHNO 2 qualitative ethnographic software (Heise, 2012) the first paper studies the formal causal structure of a journey and draws inferences about the generalized model underlying this particular process. The paper uses event-structure analysis to deconstruct a hypothetical explanation (a chronological order of events) into its component actions (Bloom, 2015) in order to reveal streams of causally linked necessary pre-requisites and outcomes (Corsaro & Heise, 1990; Heise, 1989, 2014). Thus, we first created an overview of component actions in chronological order before reducing the list to 57 key events representing the six-year venture development timescale. The remaining events were then coded by applying the eight attributes Action-Frame-Coding suggested by (Heise, 2014). After linking individual events and summarizing chains of events into composites, using ETHNO 2 we causally tested the event relationships. As a result, we received a web-of-events that allowed us to distil generalized events that thematically aggregated events. Previous researchers have used event-structure analysis to study time periods ranging from a few weeks (O'Neill, Calia, Chess, & Clarke, 2007) to decades of evolution of an industry (Kim, 2010).

Paper 2 reports on an inductive-abductive multiple-case analysis (Gioia et al., 2013; Huy et al., 2014; Shepherd & Williams, 2014) that focused on entrepreneurs' management of internal tensions in pro-social ventures as the unit of analysis. Our theoretically sampled cases are revelatory (Coynne, 1997; Neergaard, 2007), in that they are sustainability-oriented community enterprises operating in close proximity to centres of economic activity in Western developed economies. We spent 46 days in the field and conducted 45 interviews with the founders and venture members. In line with principles of grounded theory, in which the research focus emerges out of the data (Corbin & Strauss, 1990, 2008), we followed inductive-abductive data analysis procedures

developed and refined by Gioia and Corley. Those procedures require researchers to recursively move back and forth between the data (interviews, non-participant observations, and archival data) and emerging theoretical accounts (Gioia et al., 2013; Gioia, Price, Hamilton, & Thomas, 2010; Harrison & Corley, 2011; Huy et al., 2014). The study adopted a three-step systematic analysis to ensure the findings were trustworthy. First we created descriptive narratives of each case (Granqvist & Gustafsson, 2015; Mair & Marti, 2009; Marti et al., 2013), which spurred our interest in organizational tensions and entrepreneurs' management techniques. In a second step, we used open and axial coding (Corbin & Strauss, 2008) to understand how entrepreneurs manage organizational tensions and member engagement in pro-social venturing. In a third step, the codes were compared between the cases and abstracted into theoretical subcategories and aggregate theoretical dimensions (Gioia et al., 2013). The inductive-abductive procedures ensured that emerging theoretical categories were correctly attributed to existing concepts in the literature (e.g. affective loyalty—Jasper, 2011; pro-social activism—King, 2008; pro-social motivation—Grant, 2007), and new ones were specified properly (Huy et al., 2014). The inductive-abductive form of data analysis has been lauded for increasing rigour in the rather creative inductive research process (e.g. Granqvist & Gustafsson, 2015; Shepherd & Williams, 2014; Smets et al., 2015).

Paper 3 used a six-year ethnographic study to understand the daily practices of entrepreneurs seeking local institutional change. The study adopts a naturalistic mode of enquiry (Guba & Lincoln, 1994) and follows an inductive logic to capture the unfolding of practices within the context of day-to-day post-disaster situations (Garud, Jain, & Kumaraswamy, 2002; Mair & Marti, 2009). Purposive sampling led to the selection of two returnee entrepreneurs (Kenney, Breznitz, & Murphree, 2013; Wright, Liu, Buck, & Filatotchev, 2008) with a social mission that arose because local response groups often act before institutional bodies (Majchrzak, Jarvenpaa, & Hollingshead, 2007) and are more likely to adopt resourceful bricolage solutions with what is at hand (Shepherd & Williams, 2014). Four field trips undertaken between 2011 and 2016, and being immersed in the material full-time for two years resulted in a rich body of data. Living with two entrepreneurs and their families, and following them in their daily routines for 39 days in total further ensured the ethnographic nature of the research. The data analysis followed an inductive-abductive procedure similar to that undertaken in Paper 2. Due to the analytical process I could deconstruct entrepreneurs' distinct venturing practices as they changed in the post-disaster recovery and reconstruction process.

### **3.2 Paper I: The Entrepreneurial Journey of Sustainable Cooperative Ventures**

The first paper focuses on the sustainability entrepreneurship journey, which has not been empirically examined. In particular, the study investigates *how sustainability enterprises formulate and sustain their character successfully over time*. Embedded in the theory of the entrepreneurship journey (McMullen



& Dimov, 2013) and organizational hybridity (Battilana & Lee, 2014), investigating the development process of a modern cooperative (Boone & Özcan, 2014, 2015; Núñez-Nickel & Moyano-Fuentes, 2004) the study advances theoretical understanding of the dynamic nature of organizational hybridity in financially viable sustainable cooperative enterprises, characterized by shared governance, a diverse workforce and multiple objectives (Ashforth & Reingen, 2014). The event-structure analysis of the formal event structure of ‘The People’s Supermarket’ as it unfolded over a six-year period showed the causal connection between specific entrepreneurial events. That information led to the creation of an event-based model of sustainable cooperative venture development (Morgesen, Mitchell, & Liu, 2015). Paper 1 accordingly presents a generic model of a sustainability entrepreneurship journey that provides the foundation for investigating specific concepts within this opportunity process. Moreover, the study demonstrated (1) the relevance of the narrative as a continuous (re)framing mechanism and (2) the reorganization of hybridity throughout the journey. While the former finding shows that entrepreneurs’ storytelling (Garud, Schildt, & Lant, 2014; Lounsbury & Glynn, 2001) is an essential practice for attracting and maintaining stakeholders in sustainability enterprises, the latter highlights a need to alter socioeconomic relationships throughout the journey. Reshaping a relationship includes having engaged members driving community building activities beyond the direct boundaries of the venture. The first study indicated that sustainability entrepreneurship is a collective process that merits further in-depth investigation.

### **3.3 Paper II: How Entrepreneurs Sustain Member Engagement in Pro-Social Business Venturing?**

The second paper examines entrepreneurs’ management of internal tension and the impact on members’ pro-social motivation, emotional attachment and affective loyalty. Specifically, the study explores *how entrepreneurs manage members’ engagement in pro-social business venturing*. Embedded in positive psychology (Fredrickson, Tugade, Waugh, & Larkin, 2003; Fredrickson, 2001; Grant, 2007, 2008, 2013; Kok et al., 2013) and the theory of emotions in social movements (Emirbayer & Goldberg, 2005; Jasper, 2011; King, 2008), we conceptualize the relationships between individual pro-social motivation, collective pro-social engagement, and the potential emotional reactions emerging from tensions in collective sustainability entrepreneurship. Based on an inductive-abductive, multiple-case analysis of four community enterprises the study reveals that inclusive practices to resolve organizational tensions sustain members’ emotional connectivity with the pro-social venture. Theorizing on a pro-social venture engagement model, the authors develop our understanding on (1) emotional connectivity to sustain members’ pro-social engagement and (2) how to maintain a volunteer membership base in the generation of non-economic gains.

### 3.4 Paper III: Post-disaster Institutional Work

The third paper investigates entrepreneurial activities in a post-disaster environment. Specifically, the study reveals how entrepreneurial actors create new local institutional arrangements through daily practices addressing traumatogenic emotions. Embedded in a practice perspective on institutional work (Jarzabkowski et al., 2009; Lawrence et al., 2009; Lawrence & Suddaby, 2006; Reckwitz, 2002; Schatzki, 2005) and the emotions literature in institutional theory (Grodal & Granqvist, 2014; Voronov & Vince, 2012; Voronov, 2014), the study demonstrates how everyday practices in post-disaster recovery can achieve local institutional change. We theorize on a novel practice-based model of post-disaster institutional work and add to discussions of emotions in institutional theory. Furthermore, the study demonstrates that sustainability entrepreneurship is in essence institutional work, because entrepreneurs engage in building novel societal structures as part of the opportunity development and exploitation process. In short, Paper 3 is an empirical example of the synergistic potential of institutional theory and sustainability entrepreneurship.

### 3.5 Paper IV: The Promise Sustainability Entrepreneurship Holds for Our Common Future

The fourth paper provides a re-conceptualization of sustainability entrepreneurship. The theoretical framing perceives opportunities as imagined by individuals and developed intersubjectively at the action-interaction nexus (Venkataraman et al., 2012). By revisiting the theoretical assumptions of the venture creation framework (Gartner, 1985), the entrepreneur-opportunity nexus (Shane & Venkataraman, 2000) and the entrepreneurship journey (McMullen & Dimov, 2013), the paper provides ideas and outlines the limitations of sustainability entrepreneurship research in each theoretical framework. Challenging the boundaries of each theoretical foundation, the develops an integrated framework for future sustainability entrepreneurship research that builds on an ontology of becoming (as a science of the artificial) and an epistemology of a process journey to explain global sustainable value transformation. Framing *Entrepreneurship as Sustainable Value Imagination*, the paper discusses three distinct elements of sustainability entrepreneurship: (i) pro-social motivation as a distinct, stable intention, (ii) the intersubjective nature of activities and (iii) the non-achievability of sustainability as end for the journey. The study contributes to the discussion on suitable paradigms connecting sustainability, ethics and entrepreneurship (Markman et al., 2016).

### 3.6 Paper V: A CULTure of Entrepreneurship Education

The fifth paper is a pamphlet about the dangers of and also the opportunities presented by a rapid institutionalization of entrepreneurship education in higher education institutions. Today the creation of an enterprise culture in higher education is perceived by many as a solution to an economic crisis afflicting Western economies (European Commission, 2012; Holmgren & From,

2005). However, the way in which values and beliefs about entrepreneurship are institutionalized in entrepreneurship education (EE) remains relatively unchallenged. We therefore question *how values and beliefs about entrepreneurship are institutionalized in EE*. Applying the lens of a cult to entrepreneurship education, we reflect on the production and reproduction of entrepreneurship in EE. In particular, we discuss rituals, deities and the promise of salvation, critical elements of any cult, as we see them produced in EE. Based on vignettes from our own teaching experience, and also examples in the literature, we address uncontested values and beliefs that form a hidden curriculum in EE. The concept of the hidden curriculum (Apple, 1971; Margolis & Romero, 1998; Sambell & McDowell, 1998) is useful to open up a discussion on alternative pedagogies of educating students in, on, and through entrepreneurship (Blenker, Korsgaard, Neergaard, & Thrane, 2011; Hannon, 2005). We contribute to this discussion with a direct call for more critical pedagogy in EE to challenge the current normative promotion and thus ‘cultification’ of entrepreneurship in our teaching. Sustainability entrepreneurship is one example of an alternative conceptualization of entrepreneurship that we believe essential to strengthen the agentic abilities of students.

## 4. Discussion: A more Affective and Interactive Theory of Entrepreneurship

Based on the insights gained from the five papers, the Discussion section presents ideas on a more affective and interactive perspective of the sustainability entrepreneurship journey. So as to provide explanations on the guiding question, first the research aim is revisited and the distinctive operationalized research questions of each paper are connected (Section 4.1). Thereafter, in light of to the guiding research framework the papers are discussed as a group. Section 4.2 discusses the beginning of the sustainable entrepreneurship journey on the individual, enterprise, community and field levels. Section 4.3. reviews the development and management of the journey, providing conceptual ideas to better understand its interactive, multilayered nature. Section 4.4. presents novel ideas on the end and outcome of the sustainable entrepreneurship journey. In addition, Section 4.5. revisits hybrid organizing, central to maintaining the venture's multiple objectives throughout the journey and over time.

### 4.1 Research Objective Revisited

The aim of this dissertation is to attempt to reframe the nexus of entrepreneurship and sustainability. As a whole the work was guided by a meta-theoretical research question: *how can we better understand the beginning, management, and end of the sustainability entrepreneurship journey?* To address this question, three empirical studies and one conceptual study were conducted and a pamphlet was drafted. Each paper raised another question that helped to clarify and address the main research interest. The papers had an explorative goal of increasing our practice-based, emotive and interactive understanding of the sustainable entrepreneurship journey (Papers 1, 2, and 3) and also an emancipatory interest in challenging societal structures and power balances (Habermas, 1973) influencing and influenced by entrepreneurship (Papers 3, 4, and 5). The following paragraphs briefly present the research questions posed in each paper and the association each study has with regard to the guiding framework of the thesis.

Paper 1 contributed to this dissertation by asking *how sustainability enterprises formulate and sustain their characters successfully over time.* Thus, the first study looked at the entire entrepreneurship journey empirically, applying a proximate focus on process research as a sequence of events (compare Table

4). Instead of following a rigid framework on the entrepreneurship process (e.g. Bruyat & Julien, 2000; Sarasvathy, 2008; Shane, 2003), it inductively derived a process model of the sustainability entrepreneurship journey. Gaining a better understanding of the entire process permitted further partitioning, and the study could then clarify the beginning, development, and end of the sustainable entrepreneurship journey, stages that were investigated further in the second study.

With an emphasis on the beginning and change in pro-social engagement as a result of the sustainability venturing process, Paper 2 investigated *how entrepreneurs manage members engagement in pro-social business venturing*. The second study focused on the entrepreneurs' management practices (Shepherd, 2015) and its effect on member's emotional attachment and affective loyalty (Jasper, 2011). The process was studied as an entity, but propositions were formulated on the process as a sequence over time; in this paper as a sequence of tensions, emotional appraisals and changes in emotional connectivity. Hence, the second study contributed to this dissertation by complementing our understanding of the management of intra-organizational processes essential to sustaining member engagement in the sustainable entrepreneurship journey.

In contrast, Paper 3 emphasized community-level changes resulting from different sustainability entrepreneurial practices. In that paper we asked *how do entrepreneurial actors create new local institutional arrangements through daily practices addressing traumatogenic emotions*. Here the entrepreneurship process was examined as it unfolded, by exploring entrepreneurs' practices that constitute the venturing process in a post-disaster context. The third study provided examples of future goods and services created over six years, and also institutional and TBL changes in a local community context. It mainly contributes to the dissertation by providing evidence of the individual and collective agentic potential of sustainability entrepreneurship, at all stages of the journey. In Table 4 the process perspective applied in each empirical paper is visually portrayed within the two-dimensional matrix of McMullen and Dimov (2013, p. 1483).

**Table 4.** Process Perspective in Each Empirical Paper

		<i>Process Focus</i>	
		Proximate	Distal
<i>Process Meaning</i>	Entity	P1	P2
	Sequence	P3	P2

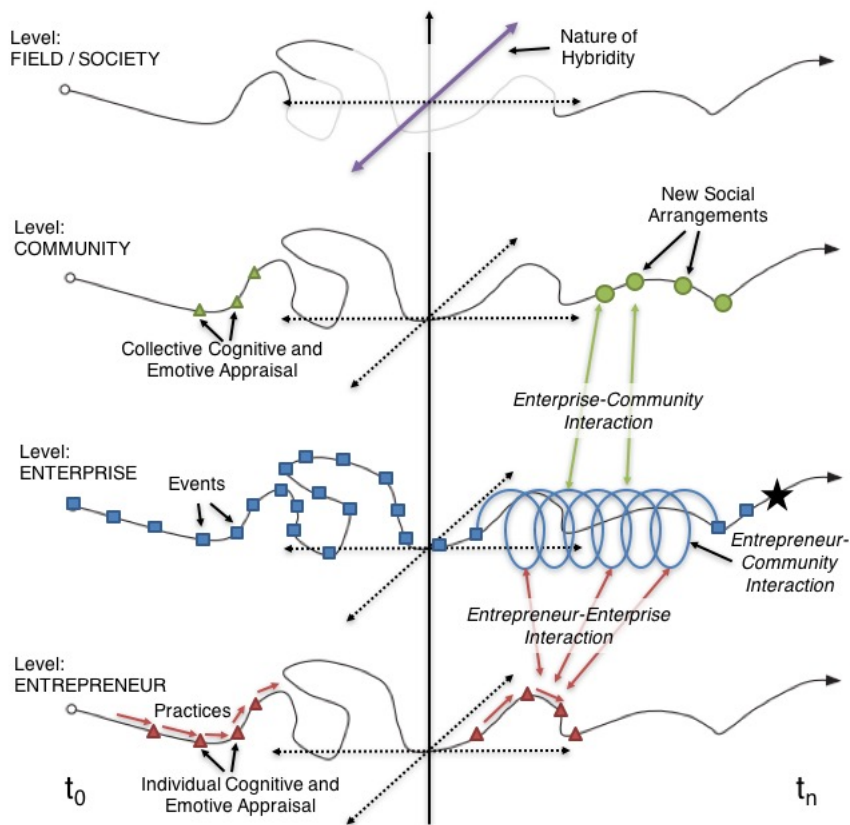
As a guide for the following discussion, Figure 4 provides an abstraction of the guiding sustainable entrepreneurship journey framework on multiple levels of enquiry. It serves to position the findings of each paper and to commence exploring the affective and interactive nature of the sustainable entrepreneurship journey at the beginning, during its evolution, and at the end of the journey. Most notably the framework is enterprise centric. Correspondingly the

reference point of the entrepreneurship-opportunity nexus is the enterprise, interacting with the three other levels (indicated by the spiral in Figure 4). The lowest level of enquiry captures the cognitive and emotive nature of the practices of individual entrepreneurs. The arrows indicate that on the individual level, one can study the sustainable entrepreneurship journey by looking at the entrepreneur's practices (as in Paper 3), and the triangles convey that one can attend to within-person processes, in particular the entrepreneur's cognitive and emotive appraisal as a consequence of action (partly done in Paper 2). Positioned on the second level, the entrepreneurship journey can also be understood as a sequence of micro-level practices and events. Such practices can be investigated by looking at specific critical events (blue squares), as snapshots of the venture's development phases over time (Paper 1). On an even higher level of enquiry, the journey unfolds as a result of a collective appraisal of community members' engagement (Paper 2), resulting in the creation of new social (institutional) arrangements (Paper 3). The enterprise-community nexus, or the sustainable entrepreneurship journey on the community level, shows the journey both as a sequence of collective appraisals (green triangles) and also the social arrangements that are created, maintained or disrupted throughout the journey (green circles). Paper 3 reveals these new social arrangements by looking at the institutional work, bridging the entrepreneurs' activities, enterprise practices, and the community engagement (blue spiral). The article essentially shows the interactive nature of the sustainable entrepreneurship journey in which venturing activity becomes a form of institutional work. The highest level of enquiry views the entrepreneurship journey as embedded in societal and industrial field dynamics. The interaction between the enterprise and the societal level is particularly revealing with regard to the tripartite nature of hybridity and to what extent a TBL impact has been achieved. The multilayered research framework thus embraces recent calls for a more interactive, activity-based and emotion-driven process view of entrepreneurship (Shepherd, 2015).

In Paper 4 the analytical level shifted towards meta-theoretical assumptions of core constructs in sustainability entrepreneurship. By asking *how to conceptualize sustainability entrepreneurship in the domain of entrepreneurship research*, the paper revisited the dominant assumptions in explaining (explanans) the core interest (explanandum) in various entrepreneurship frameworks (Bacharach, 1989). It also reviewed the paradigmatic assumptions in the entrepreneurship field. The paper contributes to the dissertation by (re)conceptualizing sustainability entrepreneurship. In particular it integrates the ontology of entrepreneurship as a science of the artificial (Venkataraman et al., 2012) with an epistemology of the entrepreneurship journey.

As a result of the attempted reconceptualizing of sustainability entrepreneurship, Paper 5 opens a discussion on an alternative course of education that would be required to allow the materialization of the sustainable entrepreneurship journey in the future. The fifth paper therefore questioned the way we currently educate people about the creation of future goods and services, and the aspirational impact such education entails. *How values and beliefs about entrepreneurship are institutionalized in EE* challenged the dominant, often

implicit, value creation practices present in and reproduced through most EE in higher education. Paper 5 mainly contributes to this dissertation by demonstrating that the dominant educational practices do not create sufficient awareness of alternative forms of entrepreneurship. Current EE neglects the aspirational impact essential to the sustainable entrepreneurship journey.



**Figure 4.** Multilayered Framework for Analysing the Sustainability Entrepreneurship Journey

## 4.2 Beginning of the Sustainability Entrepreneurship Journey

*Entrepreneurs' pro-social motivation and intention to start a sustainability enterprise.* The entrepreneur's desire to make a pro-social difference triggered the emergence of all sustainable entrepreneurship journeys studied in this dissertation. As an antecedent for action in pro-social forms of venturing (Miller et al., 2012; Renko, 2013), such as sustainability entrepreneurship, pro-social motivation is a prerequisite for individual initiative and venture engagement for the benefit of others, even future generations (De Dreu & Nauta, 2009; Grant, 2008; Schwartz & Bardi, 2001). Each of the empirical studies, and particularly that in Paper 2, found supportive evidence that entrepreneurs possess a pro-social motivation prior to starting their venture. For instance, Arthur, the co-founder of TPS, says:

The spark of the idea was founded in the incapacity of my restaurants to affect more of the people that I wanted to affect. So, in the first instance, when you are running a sustainable restaurant, you have a sustainable restaurant chain or the creation of the concept of sustainability in food, it tends to be frequented by and... supported by people who believe in sustainability. So, you've got a successful restaurant, full of people who believe, but I am not really the type of person who likes to be patted on the back by somebody who believes in the same thing. But it doesn't make any difference, it doesn't make any sustainable change... So the concept, or the only real understanding of why I went from a restaurant scenario to a bigger food situation was that five, six, ok maybe 4% of the population, maybe, had a sustainable option or tried my restaurant. So I thought well what do the 95%, the rest of the people on the planet or in this country, do with their food time, and [the answer] is basically use supermarkets.

Combined with a novel venture idea and confidence in an entrepreneurial opportunity (Davidsson, 2015), the entrepreneurs' pro-social motivation and intention to act upon the idea (Krueger et al., 2000) prompted the emergence of a sustainability enterprise. While other commonly listed factors, such as psychological and demographic attributes or industry and macro-environmental structures (Shane, 2003) might influence the founders' initial strategic choices (Boone & Özcan, 2015), possessing a pro-social motivation drives entrepreneurs towards starting alternative, not purely commercially-oriented, types of enterprises. On the personal level, I view pro-social motivation, as an intention to act upon a venture idea to form the beginning of the sustainability entrepreneurship journey.

*Envisioning a hybrid enterprise and creating an initial hybrid narrative.* Investigating the evolution of the sustainability entrepreneurship opportunity through a six-year event-based analysis, revealed a six-step journey to reach financial, social, and ecological sustainability (Paper 1). To the best of my knowledge, we provide the first empirical event-based study of sustainability entrepreneurship (for event-based studies in other fields compare Corsaro & Heise, 1990; Heise, 1989, 2014; Morgesen et al., 2015): a study that spans (1) initial vision building, (2) narrative building and enforcing, (3) business model development, through a circular hybridity reorganizing process of (4) community building, (5) external validating, (6) reshaping relationships to resolve internal tensions and external pressures up to becoming a successful sustainability enterprise. On an enterprise level, the findings from Paper 1 suggest that the beginning of the journey consists of the initial envisioning of a hybrid venture, including its mission and vision, and the creation of a hybrid narrative. While sustainability aspirations can in some quite rare cases accidentally emerge in the opportunity development process of sustainable ventures (Farny, 2015d), a sustainability entrepreneurship journey usually starts with an explicit objective to achieve multiple objectives, commonly acknowledged to co-exist in these enterprises (Battilana et al., 2015; Pache & Chowdhury, 2012; Pache & Santos, 2013; Parrish, 2010). Accordingly, I argue for a need to develop alternative conceptual models but not to call it a sustainability journey. On an enterprise level,



in all three papers the distinguishing element for the beginning of the sustainability entrepreneurship journey is a hybrid vision from its inception and a corresponding hybrid venture narrative.

*Positive emotional appraisal of a first encounter with a hybrid venture triggers collective engagement.* Community engagement is triggered through a positive emotional appraisal of the venture's activities and objectives (Paper 2). Sustainability entrepreneurship sets out to create value for society. Pro-socially motivated members of an affected community might be inclined to engage with, or at least be aware of the venture's activities. However, I argue that a community needs to have a positive emotional appraisal of a joint encounter—a first venturing experience—in order to collectively engage (Paper 2). In particular, attending to emotional appraisals by examining the community member's motivation, awareness, and also capability, permit the role of emotions in influencing and being influenced by entrepreneurship to be better understood (Arend, 2013). Paper 3 showed that the existence of a collective negative affective state, arising for instance as a result of a natural disaster, additionally requires the creation of positive emotional experiences to generate engagement in the sustainability entrepreneurship journey. Positive emotions are a stronger motivator for action. As others have before, we show that positive affect emotions (e.g. excitement and happiness) lead to positive appraisals of a process (Shin et al., 2012), that are decisive in a communal member's willingness and emotional readiness to embark on further engagement (Frijda, 1996; Grodal & Granqvist, 2014; Huy et al., 2014; Russell & Feldman Barrett, 1999). The observable emotional reactions to positive or negative stimuli refer to the intra-personal emotional appraisal resulting from the stimulating event (Lazarus, 1991a). Affective appraisals comprise discrete, intense, short-lived experiences, and potentially even longer-term moods (Elfenbein, 2007; Scherer, 2005). In a post-disaster environment, the entrepreneurs surveyed caused positive emotional appraisals among community members, forming the beginning for a collective engagement in the journey. Similarly, the entrepreneurs examined in Paper 2 triggered an emotional appraisal of new members through a joint venturing activity in their community. While those members themselves possess a pro-social motivation, a compassion to help others, that raises their awareness and creates a willingness to engage (Arend, 2013; Grant, 2008; Miller et al., 2012), it requires a positive appraisal, as a consequence of a joint experience, to create future commitment and engagement. Therefore, at a communal level the beginning of the sustainability entrepreneurship journey is found in community members' positive emotional appraisal of a first joint venturing activity.

*Awareness of an enterprise addressing pressing socio-ecological needs.* Whether it is a temporary disturbance in the socioeconomic and natural environment (Paper 3), or a general malfunctioning of an economic/welfare system (Paper 4), the macroeconomic and cultural climate can boost the emergence of sustainability ventures. There might be criticism of the business status quo (Boone & Özcan, 2014), or because someone identifies the existence of market opportunities in the current incapacity (Cohen & Winn, 2007). It is likely that the sustainable entrepreneurship journey starts with some form of resistance

(Kokkinidis, 2015), requiring a cultural shift (Marti et al., 2013) that legitimizes the emergence of such enterprises. As any decision-making entails both social and emotional influences (Polman & Emich, 2011), a culturally positive view of sustainability entrepreneurship, and a negative view of unsustainable entrepreneurship would facilitate the emergence of sustainable ventures. Moreover, it might prevent the up-front stigmatization of new sustainability-oriented venture forms in the industry and in broader society, as Kate, co-founder of TPS, notes: “When you go to a bank as you say we are 100% cooperative, [... they think that] we are a bunch of latter-day hippies, and we think this is going to work, and what we are trying to do is to reduce the carbon footprint, give people employment, and sell them healthy goods. We had nowhere to put the money...that we were given. We had nowhere. That is how amazing it was”. Paper 5 argues that if there were a greater appreciation of alternative, sustainability-oriented venturing forms incorporated into EE, we might see a culture shift that would boost the chances of future sustainability entrepreneurship journeys occurring. From a society or industry perspective, the sustainable entrepreneurship journey begins with an awareness of a hybrid venture addressing a wider pressing socio-ecological problem or need.

### **4.3 Managing the Development of the Sustainability Entrepreneurship Journey**

#### **4.3.1 Entrepreneurial Storytelling and Integrating Emotionality in Practices**

*Entrepreneurial storytelling reinforces the journey.* Paper 1 suggests that that sustainable enterprise narrative serves as a critical means to reinforce hybridity and venture activities despite internal tensions and external pressures to legitimize. The role of entrepreneurial storytelling is increasingly seen as an important means to achieve a venture’s goals (Garud & Giuliani, 2013; Garud et al., 2014; Lounsbury & Glynn, 2001). In sustainability entrepreneurship, the venture idea must be both credible and salient to commercial and community audiences alike. This increases the need to plausibly argue for and connect the micro activities to future *venture-, community- and industry-specific* expectations throughout the journey (Garud et al., 2014). As the sets of beliefs and meanings that inspire and legitimate a sustainability enterprise’s activities are continuously under scrutiny, Paper 1 in particular shows that a sustainability enterprise needs to present an entrepreneurial narrative that captures members’ and external audiences’ attention and reflects their expectations. This suggests that entrepreneurs should practice storytelling related to the hybrid venture narrative throughout the sustainability entrepreneurship journey.

*Integrating emotionality into social practices.* Set at the interplay between an entrepreneur’s activities and community engagement, Paper 3 demonstrates the value of integrating emotionality into daily social practices. In the extreme, post-disaster context, through compassion, hope and passionate organizing,

entrepreneurs build and organize collective positive emotions into their venturing work. We find that integrating emotionality into social practices (Vaara & Whittington, 2012; Voronov & Vince, 2012; Voronov, 2014) enables entrepreneurs to strengthen their agentic ability to create and maintain institutional arrangements in a community. In effect, sustainability entrepreneurship thereby becomes institutional work. Individual entrepreneurs introduce novel templates for organizing social life (Beckert, 1999; Lawrence & Suddaby, 2006; Zietsma & McKnight, 2009) in order to achieve both their socio-ecological and economic objectives. The practice model of post-disaster institutional work offers an explanation of how this integration can be achieved.

#### **4.3.2 Hybrid Organizing**

*Inclusive activities to solve internal tensions on means and goals.* In Paper 2, we reported how inclusive management practices (i.e. those aiming to benefit others-yet-oneself, leading to inclusive decision-making and creating a TBL impact) that value member engagement are likely to strengthen the connection between members and the venture. This liaison is necessary to achieve a pro-social difference, as sustainability ventures suffer from greater inefficiencies and conflict potential stemming from their multiple organizational objectives (Boone & Özcan, 2014; Núñez-Nickel & Moyano-Fuentes, 2004). Internal conflict over both goals and means is integral to organizational hybridity, and is something that must be managed (Battilana & Lee, 2014; Pache & Santos, 2013). While in commercial enterprises hierarchical top-down decision-making legitimizes power asymmetries between managers and obedient workers, sustainability enterprises function based on egalitarian structures and democratic principles. In the second study, we find that sharing decision-making responsibilities empowered members to engage with and accept ownership of the venture, which strengthens the future evolution of that venture.

*Reshaping socioeconomic relationships to sustain hybridity.* Without refuting the notion that the journey is necessarily influenced by the founders' initial strategic decisions (Boone & Özcan, 2014, 2015), the emergent organizing and development of patterns of practices (Battilana & Lee, 2014) help to reshape socioeconomic relationship to maintain the venture's hybridity. A key question in the development of the sustainable entrepreneurship journey is whether to integrate or link the various sustainability dimensions throughout the process (compare Figure 1). All four community enterprises at some point had the option to give up one of their sustainability objectives in favour of financial performance, but refrained from doing so. Instead, as the TPS case shows, emergent patterns of practice were critical to keep the venture developing. This was for instance evident in the complete departure of the entrepreneurs in the middle of TPS's development process, and the members' acceptance of ownership of the founders' activities. By embedding organizational hybridity (Battilana & Lee, 2014) into the study of managing tensions in the sustainable entrepreneurship journey (Kibler et al., 2015; Muñoz & Dimov, 2015), both Papers 1 and 2 suggest

that reshaping of socioeconomic relationships is critical to maintain the venture's hybridity. The empirical studies suggest a move beyond the notion of organizational hybridity in design at one moment in time towards the dynamic nature of reorganizing hybridity over time. We add to calls for research on the dynamic nature of the management of intra- and inter-organizational relationships (Battilana & Lee, 2014) that reorganizing hybridization happens via the reshaping of governance structures, workforce compositions, value propositions and commercial relationships. Paper 1 shows that through a circular pattern of self-reinforcing loops—the reshaping of socioeconomic relationships in order to solve internal tensions in turn creates new tensions that must be confronted—the venture acquires maturity.

#### **4.3.3 Collective Enterprising, Emotions and Agency**

*Collective enterprising.* All three empirical studies provide novel insights into collective entrepreneurial practices and the role of collective emotions in the sustainable entrepreneurship journey. In Papers 1 and 2, all companies practised collective enterprising (Lyons, Alter, Audretsch, & Augustine, 2012; Peredo & Chrisman, 2006; Somerville & McElwee, 2011). Accordingly, the sustainable entrepreneurship journey attracted a heterogeneous group of members representing various layers of society. Instead of depending primarily on the entrepreneurs' ingenuity and activities, a collective agency developed, embedding the venture more deeply into local communal structures. The empirical studies highlight the importance of collective agency to the evolution of the sustainable entrepreneurship journey over time.

*Continuous integration of the community into business practices.* The evolution of sustainability enterprises occurs through continuous reinforcement of narrative and reorganizing hybridization by the entrepreneurs and the enterprise through which a community is integrated into the sustainable entrepreneurship journey (Paper 1). The sustainability entrepreneurship journey then unfolds as a complex, non-linear process that views the community as an integral part of the journey. Instead of perceiving sustainable entrepreneurship as neither a dialogue between a company and society (Dimov, 2007), nor as a strategic opportunity development and exploitation process (Belz & Binder, 2015), our study introduces an event-based model (Morgesen et al., 2015) to the entrepreneurship literature, which highlights community-enabled micro-level practices in its journey. As Paper 1 revealed, TPS faced closure several times in its development process, but managed to stir the community to support its development and eventually accept ownership of the enterprise. The founders stepped down and community members were recruited to replace them and take on the founders' responsibilities. Both time and the sequence of events played a major role in delivering a TBL impact. From an interactive enterprise-community perspective, our findings suggest that micro-level practices that integrate the community into the business development keep the sustainability entrepreneurship journey alive.

*Creating emotional connectivity between community members and the venture.* Positive appraisals of joint venturing activities strengthen the emotional connectivity between community members and the venture (Paper 2). Paper 3 demonstrated that collective agency is activated and maintained by integrating collective emotions into daily social practices. This finding empirically responds to the recent conceptualizations of emotions in institutional work as intra-personal constructs (Voronov & Vince, 2012). Through bundles of activities (compassion, hope and passion organizing) they reshaped the relationship between the community and the post-disaster macro-level institutional order. By exercising a set of micro-practices on a daily basis, their purposive cultural trauma work created and strengthened the community's emotional connection with the institutional order (Friedland, 2013; Voronov, 2014) and to gradually contribute to wider institutional stability. This suggests that sustainability entrepreneurship can be understood as bundles of activities that enhance collective agency through emotive work. Paper 3 revealed three mechanisms illustrating how collective emotions are co-created (community-level outcome) through, temporally contain (community-level mediator), and enable (community-level antecedent) institutional work practices. Both creating and maintaining the emotional connectivity enables working towards longer-term institutional change that, at its best can make communal life more resilient and sustainable. On a communal level, the empirical studies suggest that building and organizing compassion (Arend, 2013; Miller et al., 2012; Shepherd & Williams, 2014), hope (Branzei, 2012; Curry et al., 1997; Shin et al., 2012) and passion (Cardon et al., 2016; Cardon, 2008; Vallerand et al., 2003) are an integral part of sustainability entrepreneurship.

#### **4.3.4 Societal and Industry Validation of the Sustainability Entrepreneurship Journey**

*External validation of the creation of social and ecological value.* Due to the paradox of embedded agency (Battilana & D'Aunno, 2009; Battilana, 2006), entrepreneurs' social practices are shaped by the societies they live in and the cognitive, normative and regulative institutions that influence their work. As Papers 1 and 3 have shown, receiving external validation for novel practices, from beyond the participating community, is part of a successful sustainable entrepreneurship journey. Paper 1 reports how TPS won several awards, and its staff was invited to expert talks and formed alliances with legitimized organizations, such as Fairtrade International, thus receiving external validation of their novel and disruptive approach to enterprising. Paper 3 describes how the Haitian entrepreneurs formed alliances with the local university, foreign professors, international governmental institutions, such as USAID and the UN, joined the regional Chamber of Commerce and formed several professional associations (e.g. the one for chicken farmers) all in order to become validated while transforming social arrangements. In sustainable entrepreneurship, both individual entrepreneurial and organizational agency seek to create novel socio-cognitive, normative, and sometimes even regulative, institutions, while being embedded

in them. Recent scholarly discussions have challenged the ‘un-embedded’ concept of individual action, with studies arguing that institutional work makes it possible to capture the idea of agency of ‘seemingly’ powerless entrepreneurs (Marti & Mair, 2009). In this light, the finding suggests that, because of the entrepreneur’s institutional work on a field or societal level, the development of the sustainable entrepreneurship journey can be viewed as an external validation process of introducing novel social and ecological value creation forms into an established field

#### 4.4 End and Outcome of the Sustainability Entrepreneurship Journey

In order to distinguish the entrepreneurship journey horizontally from other creative, artistic processes and vertically from small business and/or innovation management, one needs to clarify the boundaries and thus the end of the journey (McMullen & Dimov, 2013). For commercial enterprises, the end of the journey is creating revenue or breaking even, while for sustainability enterprises conceptualizing the end and outcome has to somehow incorporate social and ecological value (Belz & Binder, 2015). Already for purely commercial entrepreneurship journeys with a single objective (economic value creation) defining the end is problematic due to the fluidity of the process; the end is artificially contrived and in some cases the journey might never finish (McMullen & Dimov, 2013). This is an unsatisfying situation because for theory development one has to be able to set boundaries and explain relationships between explanatory units (Bacharach, 1989). Therefore, it should be in the interest of entrepreneurship research to define horizontal and vertical boundaries. Below I attempt to approximate an, albeit artificially contrived, end of sustainability journey, which might have some theoretical and practical utility.

*Transfer of agency towards the venture and its members.* On an individual level, the end of the sustainable entrepreneurship journey could be conceptualized as the successful transfer of agency from the entrepreneur to the collective. This does not mean that the entrepreneurs need to leave the venture, however it requires venture members to accept a collective ownership. In social entrepreneurship research, critical voices have suggested a narrative change towards “messianism without a messiah” (Dey & Steyaert, 2010, p. 85) to move beyond heroic portrayals of individual entrepreneurs (Marti & Mair, 2009), partly because of the dependence of several social enterprises on their founder(s). Alternatively, one could conceptualize the end of the sustainable entrepreneurship journey as the transfer of agency—“self-hood, motivation, will, purposiveness, intentionality, choice, initiative, freedom, and creativity” (Emirbayer & Mische, 1998, p. 962)—from the entrepreneur to a broader group of people. I therefore suggest that from an entrepreneur’s point of view, the journey ends when the organization has established a self-organizing capacity, and possesses the collective agency to continue enterprising.

*Triple bottom line impact: Economic (break-even point), self-defined social and self-defined ecological value-creation goal reached.* On an enterprise level,

the end of the sustainable entrepreneurship journey includes reaching the financial break-even point and the enterprise's own social and ecological targets (Paper 4). This builds on the notion that different conceptualizations of success (e.g. venture emergence, profitability, growth) exist (McMullen & Dimov, 2013). Internally the enterprise needs to identify its social and ecological goals, which need to be externally evaluated to maximize intra- and inter-generational equity. Sustainability entrepreneurship is to a great extent a contextual process (Welter, 2011), situated in and shaped by a specific place (Lawrence & Dover, 2015) and a participating community (Marti et al., 2013). Therefore, universal social and ecological metrics are difficult to classify for conceptualizing the end of the sustainable entrepreneurship journey. It might be more useful to embrace a subjective understanding of the end of the process with regard to self-proclaimed TBL aspirations. First, organizational practices are more likely to change from the sustainable entrepreneurship journey towards small business management when the organization perceives this step to be necessary. Second, since we found the enterprise narrative to be currently reinforced (Paper 1), a shift in outcome aspirations might present the beginning of another journey, beginning once more with an idea to create specific value, a new narrative and subsequent business modelling and community building actions. Third, the practical utility of a narrower, self-defined end is greater than an (almost unattainable) objectified, universal metric for researching the sustainable entrepreneurship journey. As previous researchers have stressed, the sustainable entrepreneurship journey is only meaningful in the event of a final outcome; the intention and preparations to commit murder are only significant for the process with regard to the occurrence of the final event (McMullen & Dimov, 2013). On an enterprise level, achieving triple bottom line impact, including all three and not just one dimension, could constitute the end of the journey.

*Collective self-organizing capacity and increased communal resilience.* To embrace the transformational capability of sustainability entrepreneurship, generating collective compassionate agency could be seen as the outcome of the sustainable entrepreneurship journey. Compassionate empathy is at the heart of sustainability entrepreneurship (Miller et al., 2012). Since the sustainable entrepreneurship journey is embedded in a matrix of institutions, it requires entrepreneurial agency on the part of a community to participate in and enable the opportunity process to unfold (Grimes, McMullen, Vogus, & Miller, 2013). By increasing the collective self-organizing capacity, the sustainable entrepreneurship journey results in a more resilient community. Broadly aiming to generate social and ecological value, a resourceful and compassionate application of key resources available in the community adds to the local resilience (Shepherd & Williams, 2014; Williams & Shepherd, 2016). In Paper 3, we showed that entrepreneurs effectively addressed local cultural traumata through their daily post-disaster venturing activities. They situated their daily practices within the local emotional environment in the community. Through *cultural trauma work* entrepreneurs purposively build collective positive emotional investments into sustainability entrepreneurship. While such transformative work is likely




shaped by the contextual dynamics of place (Lawrence & Dover, 2015), the findings generally suggest the end of the sustainable entrepreneurship journey is a more resilient community with an increased capacity for self-organizing.

*Create new institutional arrangements.* Due to the transformative capacity of sustainability entrepreneurship, evidenced in Paper 3, I view the sustainable entrepreneurship journey as culminating and thereby ending in institutional change, which entails to varying degrees the marketplace, a community and the ecological environment. This suggests separating the sale of a new product/service from its tippie bottom-line impact. The end of the sustainable entrepreneurship journey is reached when new socio-ecological arrangements are attained. The main reason for aspiring to a higher social order outcome is the current incapacity of the majority of businesses, even acknowledging the need to capture the social and ecological footprint, to alter the meaning of entrepreneurship (Paper 4). The economic imperative is so pervasive that social and ecological aspects must have a utility in the business logic in order to have a reason to address them. Within this paradigm, sustainability entrepreneurship will at best lead to the creation of less environmentally degrading and less socially destructive products. This is problematic as it will not change consumption pattern necessary to reach sustainable lifestyles, but will lead to a reductionist perception of sustainability rather as a CSR-initiative. Instead, at a societal or field level, a more ambitious perspective is to view the end of the sustainable entrepreneurship journey in the creation of social arrangements, a combination of better products and more responsible consumption patterns.

The discussion section presents novel ideas substantiated by empirical findings in the attached papers, on how to reconceptualize the sustainable entrepreneurship journey. In Table 5, the four levels of enquiry and the ideas presented on the beginning, management of the development process, and end of the sustainable entrepreneurship journey are summarized. The dissertation thereby extends the entrepreneurship journey framework towards alternative pro-social and environmentally-conscious forms of entrepreneurship (McMullen & Dimov, 2013), by strengthening and integrating the affective and interactive nature of hybrid venturing.



**Table 5.** Interactive Multilevel Consideration of the Sustainability Entrepreneurship Journey

Level of Enquiry	Sustainability Entrepreneurship Journey		
	Beginning	Managing the Development	End and Outcome
<b>ENTREPRENEUR</b>	Pro-social motivation and intention to start a sustainability enterprise	Entrepreneurial storytelling reinforces the journey; Integrating emotionality into social practices	Transfer of agency towards the venture and its members
			
<b>ENTERPRISE</b>	Envisioning a hybrid enterprise; Creating initial hybrid narrative	Inclusive activities to solve internal tensions on means and goals; Reshaping socioeconomic relationships to maintain hybridity;	TBL impact: Economic (break-even point), self-defined social and self-defined ecological value-creation goal reached
			
<b>COMMUNITY</b>	Positive emotional appraisal of a first encounter with a hybrid venture triggers collective engagement	Continuous integration of the community into business practices; Creating emotional connectivity between community members and the venture; Collective enterprising	Self-organizing capacity developed (collective agency); Increased communal resilience
			
<b>INDUSTRY / SOCIETY</b>	Awareness of an enterprise addressing pressing socio-ecological 'needs'	External validation of the creation of social and ecological value	Create new institutional arrangements

## 5. Limitations

The dissertation is limited in at least five ways: (i) the data were qualitatively rich, but not quantitatively extensive; (ii) only analytical generalizations were possible with the chosen methodology; (iii) literature review is not strictly systematic; (iv) the risk of ethnocentricity in qualitative research; (v) there are methodological constraints on studying emotions retrospectively. Below I will briefly discuss those limitations.

*Qualitatively rich, quantitatively constrained.* Due to the relative novelty of the research phenomenon and the purpose of this thesis, a qualitative research method was chosen. Data collection consisted of only a few cases, with a limited amount of data collected. Instead the quality of data was emphasized through ethnographic field research and the access to large amounts of data for triangulation. Of course a greater number of cases could have been collected to further strengthen the reliability of the findings. However since the main contribution of qualitative research is to develop new constructs (Suddaby, 2010), collecting *rich* data is more important. For instance, the four field trips to Haiti, spending full-time with the entrepreneurs and their families, made it possible to build deeper trust and consequently to collect richer data.

*Only analytical generalization possible.* A issue debated in qualitative research is the possibility of generalizing from the findings (see for instance the point-counterpoint arguments in Dyer & Wilkins, 1991; Eisenhardt, 1989). Inductive theory building from a case-oriented process is highly iterative and tightly data driven (Eisenhardt & Graebner, 2007). To be rigorous in the iterative process between data and emerging theoretical themes, I followed the analytical steps suggested by Gioia, Corley and colleagues (Gioia et al., 2013, 2010; Huy et al., 2014). Doing so made the results more trustworthy, because existing constructs are identified from the literature, and new ones are built with the help of first and second-order codes. In comparison to statistical generalizations based on a representative sampling procedure, case-oriented analytical processes allow scholars to draw analytical inferences (Yin, 2009). This dissertation is limited to analytical generalizations based on the research questions posed, which could be statistically generalized through future quantitative studies.

*Literature review not strictly systematic.* It has become a common practice to include a systematic literature review in a doctoral dissertation. I have chosen to abstain from this methodological practice (Jones, Coviello, & Tang, 2011; Macpherson & Holt, 2007; Thorpe, Holt, Macpherson, & Pittaway, 2005), for

two main reasons. First, I was made aware of a well-orchestrated presentation of a systematic literature review on sustainability entrepreneurship (Binder & Belz, 2015) soon after starting the dissertation process, which clarified my perception of the field. Therefore, the work of my colleagues ensured the main purpose of conducting a systematic review had been achieved. Second, and most importantly, the phenomenon of interest in the separate papers has been very broad and required a distinct theoretical framework in each study. In this respect, it was necessary to revisit a body of literature far broader than could have been captured in a single systematic review. However, this choice has contributed a major limitation. Unfortunately, important bodies of literature might have been overlooked. Instead the theoretical framing rather emerged from the data in the analysis process, something typical of the applied inductive methodology (Gioia et al., 2013).

*Ethnocentricity in qualitative fieldwork.* Engrained in ethnographic research is the problem of ethnocentricity. Since it is the objective of field work to go native (Van Maanen, 2011), researchers seek to immerse themselves in the subject and eventually become part of what used to be foreign (Geertz, 1972). Therefore it is inevitable to explicate the research process, beyond the general listing of data collection and analysis, and additionally present the research task, ideas and emotions at different points in time (Weick, 1993). In Paper 3 this is made explicit and included in the data table. Moreover, to avoid suffering from ethnocentricity, the time spent in the field and the time later spent working with the data, detached from the setting, has to be considerable. Otherwise one risks becoming too immersed in, and thus biased towards, the subject. In my case, I suffered from such a bias after the first three field trips. I became part of the entrusted circle of the Haitian entrepreneurs, and developed strong empathy for their cause. It took two years to emotionally distance myself, and through the iterative analysis procedure revisit the data with a different perspective several times. Only by inserting a substantial time period between initial data collection and data analysis could I mitigate the effect of such bias.

*Lack of proper methods to study emotions in action.* Externally qualitatively interpreting emotions is prone to an ethnocentric researcher bias. When emotions are observed, or sometimes even when directly enquired about, it is the task of researchers to interpret what they witness. However, emotions are already conceptually difficult to clearly separate (Scherer, 2005). Different people manifest the exact same emotions in many different ways. Therefore, I refrained from making a positivistic, direct interpretation of what was said, and instead looked at emotional reactions among a larger group of individuals. Thus emotions were approximated on a collective level, which helped reduce potential bias. Nonetheless, field research that studies processes in-situ suffers major methodological constraints. While in non-natural lab-experiments emotions can be studied in great detail, the process nature of the entrepreneurship phenomenon greatly limited such opportunities. This limitation could potentially be overcome in the future through the development of new ICT-enabled methodologies, such as experience sampling methods (ESM) (Inkinen et al., 2014; Uy, Foo, & Aguinis, 2010; Uy, Foo, & Ilies, 2015).

## 6. Implications for Future Research

### 6.1 Sustainability Entrepreneurship

*Examining series of activities instead of acts.* While others have studied the process of sustainability entrepreneurship through a variance approach (Belz & Binder, 2015; Choi & Gray, 2008; Larson, 2000; Poldner, Shrivastava, & Branzei, 2015), this dissertation offers the first empirical account of a ‘true’ process perspective. Only by examining the journey as a sequence of events over time, was it possible to track the co-evolution of the business opportunity and its societal dynamics (Ebrahim et al., 2014). The six-step journey exposed provides a novel theoretical model on a creation and development process of hybrid, sustainability-oriented enterprises. Hence, the applied process perspective contributes to a deeper theoretical understanding of the dynamic nature of organizational hybridity in financially viable collective sustainability enterprises, characterized by shared governance, a diverse workforce, multiple objectives (Ashforth & Reingen, 2014). Since this was achieved via an inductive single-case study, Future research could try to replicate the model with bigger sample sizes, or distinguish several opportunity development streams within an enterprise.

*Event-structure analysis as a novel methodology in entrepreneurship research.* Investigating processes in entrepreneurship through the lens of formal event structures enhances systematic qualitative data analysis (Corsaro & Heise, 1990; Heise, 1989). ESA departs from the retrospective and piecemeal logics prominent in process research in entrepreneurship (McMullen & Dimov, 2013; Morgesen et al., 2015). Despite requiring a deep understanding of the data and thus being demanding in its execution, it is a powerful methodological approach to examine processes in organization studies in general (Stevenson & Greenberg, 1998; Stevenson et al., 2003). Moreover, ESA provides a rigorous analytical tool and helps communicating results, particularly useful to those conducting single-case studies.

*Greater appreciation of the micro-foundations of entrepreneurship.* This dissertation provides ample evidence of the micro-foundations of sustainability entrepreneurship. Recently authors have called for a greater appreciation of those micro-foundations of entrepreneurship arrived at by studying a series of actions instead of a single act of opportunity exploitation (Shepherd, 2015). In sustainability entrepreneurship, micro activities potentially preserve the environment (Dean & McMullen, 2007) and create value for society (Dacin, Dacin, & Tracey, 2011). Paper 1 shows the importance of practising storytelling to keep the hybrid

narrative alive. Paper 2 portrays inclusive micro activities, such as democratic decision-making, to resolve internal tensions. In Paper 3 several post-disaster practices, for instance advocating emergent roles and visioning, are summarized in three bundles of practices, namely compassion, hope, and passionate organizing. Even more importantly, applying a practice perspective (as in Paper 3) is advocated to advance theory development as it pertains to the profoundly social embeddedness of entrepreneurship (Clercq & Voronov, 2009). I argue that the practice aspect is likely to advance the literature on sustainability entrepreneurship due to the holistic and agentic view of entrepreneurial habitus, in Bourdieu's sense, whereby a newcomer in the market is not automatically an entrepreneur. Instead a practice perspective emphasizes the actor-society interplay. Future studies should stress the micro-foundations as they unfold in routine practice, which requires shadowing and other ethnographic research methods.

*Collective community engagement in sustainability entrepreneurship.* In the past, venturing endeavours have often been perceived as an entrepreneur or small entrepreneurial team effort. For sustainability enterprises the goal of positively affecting a community naturally connects the enterprise with a group of people. The empirical studies, in particular those in Papers 2 and 3, have shown successful entrepreneurship journeys motivate and sustain collective engagement throughout the evolution of the opportunity and the enterprise. In the case of TPS, the founders have even transferred their roles and tasks to communal members, who were both capable of leadership and were willing to accept ownership of the venture. Future research could embrace the community-entrepreneurship nexus (Marti et al., 2013; McKeever et al., 2015), and examine both the motivation for (and also conflict arising from) communal members engaging in one sustainable enterprise versus joining other communal services.

*Four new perspectives to define the end of the journey.* The end of the sustainable entrepreneurship journey is artificially contrived (McMullen & Dimov, 2013) based on a set of criteria accepted in a research community. To contribute to this discussion, I have presented four different perspectives to clarify the end of the journey (compare Table 5). Defining clear conceptual boundaries is necessary to advance theory development (Bacharach, 1989). On the enterprise level, since the sustainable entrepreneurship journey is an ongoing (and perhaps never ending) endeavour to create benefits for others and the environment, I suggest separating internal criteria (e.g. profit making) from external criteria like aspirations to make a sustainability impact. In practice, this might sometimes lead to situations where an organization has made a profit, but not achieved its self-proclaimed goals, or vice-versa, indicating the journey has not ended. On an individual level, the outcome aspiration should be that members' capacity has been built to such an extent that agency can be transferred from the individual to the collective. On a community-level the end of the journey is that collective organizing capacity has been developed, which makes the community more resilient. Pertaining to the concept of institutional work (Lawrence et al., 2009), on a wider societal level, the end is constituted by the creation of

novel social arrangements (institutional change). Depending on the level of enquiry, this distinction probably creates different points in time for the end the same sustainable entrepreneurship journey. Future research could theorize and study the relevance and possibility of a multilevel theory of the entrepreneurship journey (an example of such a multilevel theory can be found in Bitektine & Haack, 2015).

## 6.2 Emotions in Entrepreneurship

*Novel evidence of the constituting role of emotions in entrepreneurship.* During the last decade the role of emotions has been strongly emphasized in entrepreneurship research (Cardon et al., 2012). The reason being that purely cognitive models over rationalize and thus only capture one part of the creative entrepreneurship process (Shepherd, 2015). The other parts are affect emotions and feelings (Lazarus, 2006). In Paper 2, the emotive appraisal of entrepreneurial action is suggested to be a constituting factor in maintaining member engagement in sustainability entrepreneurship. In such pro-social alternative forms of venturing, monetary objectives are a secondary motivator. Instead the immaterial and emotive side of entrepreneurship dominates. The novel evidence provided in this dissertation could be further studied by research designs better suited to the situation than the qualitative inductive designs applied here. For instance, ESM make good use of novel technological opportunities to capture emotional reactions in real-time and in-situ (Inkinen et al., 2014; Uy et al., 2010, 2015). In addition, mobile phone enabled ESM could be extended or triangulated with mood-metric rings that measure dermatological changes on the skin surface, and attribute basic affect emotions to such changes.

*Positive collective emotions as a vehicle for a broader societal impact.* So far emotions have been mainly conceptualized as positive (Vallerand et al., 2003) or negative antecedents (Cardon et al., 2009), or independent variables, for a certain entrepreneurship-related outcome (Shepherd, 2015) and on an individual level. To the best of my knowledge, the recent studies on team passion among founders constitute the first attempt to broaden the analytical level (Cardon et al., 2016; Drnovsek et al., 2009). Even though emotions are often conceptually understood as a social and contextualized process (Gooty et al., 2009; Sanchez-Burks & Huy, 2009), reflecting feeling states linked to an organizational event experience (Elfenbein, 2007), the collective nature inherent in the process has not been embraced sufficiently yet. Papers 2 and 3 contribute to the collective process nature of emotions in entrepreneurship following this operationalization and focusing on the dominant shared experience. Future studies could follow this line of research and emphasize other emotions that are decisive to sustainability entrepreneurship, such as hope (Branzei, 2012) and compassionate empathy (Shepherd & Williams, 2014).

### 6.3 Entrepreneurship as Institutional Work

*Examining entrepreneurs' social practices as institutional work.* We took up the call for a stronger practice-driven approach to the development of institutional theory (Jarzabkowski et al., 2009; Smets et al., 2015; Smets, Morris, & Greenwood, 2012; Vaara & Whittington, 2012), by looking at entrepreneurs' transformative capacity to be institutional workers. In Paper 3, we took everyday social practices seriously (Vaara & Whittington, 2012) to theorize on the unfolding of bottom-up institutional work which induce community-level institutional change. This dissertation argues that sustainability entrepreneurship essentially aspires to be a social change-maker, and could thus be examined through an institutional work lens. As already indicated in Paper 3, sustainability entrepreneurs are agents who create, maintain and disrupt institutions through their daily practices (Lawrence et al., 2009). This suggests merging two streams of literature in future studies in order to reveal novel insights into practising institutional work.

*Emphasizing emotions in institutional entrepreneurship.* Paper 3 in particular complements the few works that have integrated emotions as inherently social, dynamic, and contextualized processes into the analyses of institutional work (e.g. Creed, DeJordy, & Lok, 2010; Gooty et al., 2009; Hallett, 2010; Voronov & Vince, 2012; Voronov, 2014). This thesis contributes to the literature by revealing three critical mechanisms on the incorporation of collective emotions by institutional workers: collective emotions as outcome, collective emotions as mediators, and collective emotions as antecedents of institutional work. This thesis provides empirical evidence of the need to examine emotions in institutional theory (Voronov & Vince, 2012; Voronov, 2014). Further investigations could stress the local and temporal embeddedness of institutional entrepreneurship, and reveal other mechanisms of emotions in more stable environments.

*Entrepreneurs' cultural trauma work as post-disaster institutional work.* Previous studies have argued that external disruptions challenge existing templates of organizing and social life in general (Barin Cruz, Aguilar Delgado, Leca, & Gond, 2015). Paper 3 showed that entrepreneurs practice cultural trauma work. Their micro-level practices operate as an enabling dynamic (Greenwood & Hinings, 1996), as a form of temporal emotional work (Grant, 2013), in institutional creation work (Lawrence & Suddaby, 2006). We discovered that cultural trauma work transforms a community's negative emotional experience and creates and maintains positive collective emotions. The thesis thus adds post-disaster institutional work to the literature on entrepreneurship and institutional theory. Future research could further examine the multilayered (Smets et al., 2012), dialectical perspective (Seo & Creed, 2002) of the processes involved in emotional work and institutional work.

## 6.4 Entrepreneurship and Extreme Environments

*The potential of entrepreneurship to contribute to post-disaster management.* While it is still not clear what forms the body of literature on post-disaster management, it has been acknowledged widely that extreme environment research is underappreciated and underrepresented in mainstream outlets (Bamberger & Pratt, 2010; Bamberger, 2008; Kolk & Lenfant, 2015). The recent works of Shepherd and Williams have started to establish a bridgehead in mainstream entrepreneurship journals (Shepherd & Williams, 2014; Williams & Shepherd, 2016). They suggest that future research on institutional entrepreneurship could advance our understanding of entrepreneurship in extreme environments (Williams & Shepherd, 2016). The current dissertation incorporated this conceptual idea and is a pioneer of empirical work integrating institutional theory and entrepreneurship research after a major disaster. However, this should only be the beginning of a stream of research linking entrepreneurship to resourcefulness (Shepherd & Williams, 2014), adversity (Powell & Baker, 2014) or resilience (Williams & Shepherd, 2016). That research stream might encompass both conflict-affected (Branzei & Abdelnour, 2010) and disaster-struck settings (Johannisson & Olaison, 2007), and compare how different extreme environments affect entrepreneurship (Farny & Delgado Calderon, 2015). Such extreme environments are also found in institutional voids, where entrepreneurship is based more on relational governance than it is on a set of legal rules and regulations (Mair et al., 2012; Mair & Marti, 2009; Puffer, McCarthy, & Boisot, 2010). Future research is faced with the challenge of conveying a better understanding of the nature of opportunities and the creative potential of entrepreneurship in extreme environments.

*Social returnee entrepreneurs as important actors in extreme environments.* This dissertation contributes to the post-disaster management literature by revealing social returnee entrepreneurs to be an important and uniquely positioned actor group. Research to date has focused on returnee entrepreneurs in high-tech industries where their foreign expertise and education enables them to drive the sale of products abroad (Kenney et al., 2013; Wright et al., 2008). This thesis further shows that their *non-local localness* helps them to acquire necessary social approval in crisis situations (Bundy & Pfarrer, 2015). I argue that social returnee entrepreneurs possess a valuable cognitive and emotional attachment to (Voronov & Vince, 2012), and also partial detachment from disaster affected communities, that enables them to act as efficient and trusted agents that alleviate suffering. Such actor groups can potentially deliver on the promise of entrepreneurship as enlightenment, encouragement and emancipation (Mair & Marti, 2009). Future research should identify the detail of what constitutes non-local localness with regard to the recovery process within local communities.



## 6.5 Entrepreneurship Education

*A stronger appreciation of an alternative narrative of entrepreneurship in education research and practice.* This thesis also contributes to critical scholarship in entrepreneurship research. Paper 5 in particular challenges the institutionalization of the entrepreneurship process as a normative promotion of beliefs and values. That study advocates exploring EE at the intersection between religion and entrepreneurship (Dodd & Seaman, 1998; Sorensen, 2008; Tracey, 2012). Challenging assumptions in EE enhances our understanding of the potential for embedded agents to promote and also challenge uncritical reproduction of a belief system. Comparing uncritical education practice to forms of evangelizing (Tedmanson, Verduyn, Essers, & Gartner, 2012), the rituals, deities and salvation promise of entrepreneurship requires future critical engagement with the institutionalization of entrepreneurship within and beyond education. Otherwise sustainability entrepreneurship seems likely to remain an outlier, situated at the extreme margins of the entrepreneurship conundrum in society.

*An alternative narrative of the entrepreneur and what is 'entrepreneurial'.* As the field of entrepreneurship has grown, so it has increasingly become institutionalized as a field of research, with a number of dominating assumptions and prominent myths about the entrepreneur (Rehn, Brännback, Carsrud, & Lindahl, 2013). One such myth is a reference to entrepreneurs as exceptional people, the heroes and warriors of society (Dodd & Anderson, 2007; Ogbor, 2000), while referring predominantly to their economic success and wealth acquisition capability. In this dissertation I provide numerous ideas to reassess what constitutes success in entrepreneurship, which extends the image of the entrepreneur. Moreover, to avoid mythologizing and creating conceptual metaphors through education, research should promote alternative, rather mundane narratives. To start this process, research could first identify what is commonly understood as entrepreneurial, for instance through conceptual metaphor analysis (Lachaud, 2013), and further investigate how to better integrate the student lifeworld into EE. Papers 4 and 5 provide examples of alternative framings of entrepreneurship for EE.

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The topic of this thesis is the nexus of sustainability and entrepreneurship. In particular, it questions: *How can we better understand the beginning, management and end of the sustainability entrepreneurship journey?* This work develops a more emotions-sensitive and interactive understanding of the process of sustainability-oriented entrepreneurship.

The three empirical papers examine (I) the event structure of a sustainability entrepreneurship journey of The People's Supermarket, (II) the role of emotions in collective venturing efforts in four community-based enterprises, and (III) collective emotions in institutional work during post-disaster community development in Haiti. The two conceptual papers discuss (IV) the opportunity-entrepreneur-society nexus and (V) the potential to support emancipatory agentic abilities among entrepreneurs to be. In sum, the thesis provides suggestions for future theorizing, education on, and the practice of sustainability entrepreneurship.



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