

The Relationship between Entrepreneurial Identity and Business Identity in Early-Stage Entrepreneurship

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ABSTRACT,

The social identity of an individual influences the decisions one makes. Fauchart and Gruber (2011) identified three different social identities; Darwinian, Communitarian and Missionary. This research identified three business identities; Ricardian (Lim et al. 2012), Schumpeterian (Lim et al., 2012), and Sustainable Entrepreneurship Organization (Stubbs, 2016).

The aim of this research is to answer the question whether there is a relationship between the social identities and business identities. Our hypotheses were that the Darwinian social identity relates to the Ricardian business identity, the Communitarian social identity relates to the Schumpeterian business identity, and that the Missionary social identity relates to the Sustainable Entrepreneurship Organization business identity.

The mixed-method approach is adopted for answering the question. Quantitative data is obtained from a sample of 66 students. Through a survey, consisting out 15 questions, the social identity of the individuals were measured. Through content analysis (a qualitative data approach) of the Business Model Canvasses of the 21 student teams, the business identity of each team was measured.

The data revealed that there is a significant correlation between the Communitarian social identity and the Sustainable Entrepreneurship Organization business identity. Furthermore, the individual social identity appeared to influence the social identity of the team.

It is recommended to study the relationship between the social and business identity more, as this research encountered many limitations and only investigated a small part regarding this topic.

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Keywords

Social identity, business identity, team social identity, mixed-method approach, early-stage entrepreneurship

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1. INTRODUCTION

The perceived usefulness of entrepreneurship changed overtime. Nowadays, governments are increasingly aware of the importance of entrepreneurship for the economic, and therefore they stimulate and support it actively (Block, Fisch & van Praag, 2017). The capability of an entrepreneur influences the competitiveness of a firm (Tülüce & Yurtkur, 2015). Entrepreneurship positively relates to innovations, and they stimulate business growth on the long-run (Aghion, 2016), which can stimulate the economic growth and it can contribute to an increase in the amount of jobs. Therefore, entrepreneurship influences the economic development (Angulo-Guerrero, Pérez-Moreno & Abad-Guerrero, 2016; Miranda, Chamorro-Mera & Rubio, 2017). The importance of entrepreneurship is also acknowledged within education, the amount of entrepreneurial programs has increased over time and during the majority of the business courses this topic is addressed. (Donnellon, Ollila & Middleton, 2014). During entrepreneurial courses within educational programs, whereby students can create their own venture, students can already get familiar with entrepreneurship and create affinity with that field of expertise. (Donnellon et al., 2014). Therefore, the importance of entrepreneurship during education is a significant factor in the creation of new entrepreneurs and the positive effect on the economy. As the meaningfulness of entrepreneurs within society increases, it becomes more relevant to gain more knowledge regarding this topic.

According to Murnieks and Mosakowski (2007), identity is about the question “Who am I?”, an identity is “a set of meanings that represent the self in a social role, defining who one is in that status” p. 2. The identity of a person is strongly connected to the way one behaves, it is the motivation for certain behaviour (Murnieks & Mosakowski, 2007), and it is quite stable over time (Rauch & Frese, 2007). The social identity refers to the social environment one acts within, that has set norms the individual must live up to (Alsos, Clausen, Hytti & Solvoll, 2016). Individuals often perceive the role they identify themselves the most with as important (Cardon, Wincent, Singh & Drnovsek, 2009). It also works the other way around; if an individual sees himself in a specific role, one will have a strong motivation to act upon that role, and engage in activities that confirm the role (Burke & Reitzes, 1981). The role identity may change over time, but as Rauche and Frese (2007) stated, it might take a lifetime before the role identity has changed. Multiple studies have constructed different social identities for entrepreneurs, based on the motivation the entrepreneurs have to start a business (Fauchart & Gruber, 2011; Donnellon et al, 2014; Bacq & Janssen, 2011; Mars & Rios-Aguilar, 2009).

A business can adopt different goals, based on the strategies they opt to follow (Lim, Celly, Morse & Glenn Rowe, 2012). The business identity is based on multiple building blocks, as it covers the core and unique aspects of the organization (Kroezen & Heugens, 2012).

Due to the increasing interest in entrepreneurship, more research has been conducted within this specific field (Mars & Rios-Aguilar, 2009). The ideal combination of personality traits for an entrepreneur is often investigated (Yildirim, Çakir & Aşkun, 2016; Miranda, et al., 2016; Donnellon et al., 2014), but only a few focused on defining different entrepreneurial social identities (Fauchart & Gruber, 2011; Bacq & Janssen, 2011; Mars & Rios-Aguilar, 2009). Alongside this, many different business identities can be defined due to previous research (Lim et al. 2012; de Jong & Marsili, 2010; Mars & Rios-Aguilar, 2009; Bacq & Janssen, 2011). Currently, scholars have not yet investigated the possibility of a link between one's social identity and the kind of

business they are willing to start within student entrepreneurship. Deepening our understanding in this field results in closing of the existing knowledge gap by creating an insight in what social identities start what kind of business within student teams.

This paper will aim to answer the following research question:

“What is the relationship between the social identity of student teams and the creation of business identity?”

Both the definitions of social identities and business identities should be clearly defined within the context of entrepreneurship. Therefore, we will develop an understanding of social identities and business identities within entrepreneurship based upon relevant literature. This research will be carried out on students within entrepreneurial teams in the Netherlands, therefore, we will look into literature regarding the social identity creation of teams. The data will be collected through two methods; a survey and the analysis of Business Model Canvasses. Both will be inserted into SPSS, and some reliability and correlation tests will be performed. Next to this, a qualitative analysis will be used. Based on the outcome, a conclusion will be made.

In the next section of this research the relevant literature will be discussed regarding social identities, business identities, and teams. The hypotheses, which are developed based upon existing literature, will be tested and discussed. In the third section the methodology used within this research is described, the analysis of the research is stated in section four. Finally, a discussion, limitations and recommendations will be given.

2. LITERATURE REVIEW

2.1 Social Identity

There are different theories who explore the field of social identity within entrepreneurship. Social identity can be defined as “dispositions to exhibit a certain kind of response across various situations” (Rauch & Frese, 2007, p. 355), that appears to be quite stable over time. Due to the stability of the personality traits, it is a good indicator of how someone behaves in a certain situation (Rauch & Frese, 2007). During this research, we are looking at social identities within entrepreneurship, to identify the motivation of an entrepreneur to start a business (Fauchart & Gruber, 2011).

Fauchart and Gruber (2011) identified three different founder identities, based upon three dimensions: (1) the motivation of the founder to start a business; (2) the standards the founder set for himself; and (3) the environment where the business of the founder responds to. The conducted research used the three dimensions as reference point for the definition of the three identities: the Darwinian identity, the Communitarian identity, and the Missionary identity.

2.1.1 The Darwinian Identity

According to Fauchart and Gruber (2011) the primary motivation for the Darwinian founder to start a business is for their own economic assurance, they aim at earning money and creating a comfortable living. They focus on obtaining business success, and want to outperform the competition by differentiating themselves, but they only make small changes to existing products and services (Fauchart & Gruber, 2011). According to Fauchart and Gruber (2011) the Darwinian founder wants to keep the innovations they developed for themselves, and make sure that no one else can use it. Generating profit is an important measure for the business success, as they want to create a strong business (Alsos et al. 2016). In fact, profitability is achieved by being cost-effective, outsourcing the production is a common method to reduce the costs. Next to this, the founder focuses on needs most customers have, like the basic necessities of life. Therefore, mass production is a lucrative method (Fauchart &

Gruber, 2011). ‘May the best man win’ is the motto from the Darwinian entrepreneur, as competition is recognized as valuable because they think that the best firm deserves to have the biggest market share. They all want to be the best, which results in rivalry between the Darwinian firms operating in the same market (Fauchart & Gruber, 2011). Further, the Darwinian identity reflects the traditionally business-oriented approach; a professional attitude is aimed at, they pursue for using this approach as a guideline for the establishment of their firm and their way of behaving (Fauchart & Gruber, 2011). The market the Darwinian founder started their business does not necessarily reflect the identity of the founder, they could have started their business in a different market if they could have made more money there. They even believe that disengagement from the market they are active in is a strength, as it makes it easier for them to keep exploring other, more profitable, markets (Fauchart & Gruber, 2011).

2.1.2 The Communitarian Identity

The motivation that drives the Communitarian founder is based upon their own community, they are active within a certain community and experience something that can be improved within that community (Fauchart & Gruber, 2011). However, they only recognize that there is potential for a new market when they have made a new product for captive use, and others start asking about it. As a result, the customers they serve have the same needs as the founder (Fauchart & Gruber, 2011). Most of the times, the Communitarian founder develops an innovative product. Sometimes the product can be used for a new purpose, and even open up new markets. They do not mind when others want to use their innovation (Fauchart & Gruber, 2011). Firm creation is interconnected with the entanglement from the entrepreneur within the community (Fauchart & Gruber, 2011). The community can contribute to the innovation as well, by being critical and giving feedback (Shepherd & Patzelt, 2017). They are primarily focused on improving things within their own field of interest, contributing something useful to the community they are involved in (Fauchart & Gruber, 2011). According to Fauchart and Gruber (2011) the Communitarian founder is engaged with the community and value reciprocal support. Both parties contribute to the relationship, and benefit from it. The frame of reference for the entrepreneur is the community, as they have a strong sense of solidarity. The Communitarian entrepreneur argues that their product or service is unique, because they have first-hand insights and feedback from the customers, this results in a high-quality product which is based on the needs and wishes of the customer, instead of a standardized product. The Communitarian founder prefers to develop the product himself (Fauchart & Gruber, 2011).

2.1.3 The Missionary Identity

The entrepreneurs with a Missionary social identity wants to use their firm for the greater good, they perceive themselves and the whole business as a role model for society. Therefore, the society is their frame of reference, as they want to set an example and want to positively influence the society (Fauchart & Gruber, 2011). The market the Missionary founder is active in, suits the political view of the founder. The research of Fauchart and Gruber (2011) also stated that with the products or services the Missionary founder offers, one wants to challenge the status quo and show that it is feasible to change. Additionally, the goal of their product is to change the consumer behaviour (Fauchart & Gruber, 2011). They have a strong opinion with regards to global challenges¹, and wants to start a business to stimulate the

accomplishment of a particular cause they have set for themselves, the suppliers they work with should share their vision (Fauchart & Gruber, 2011). They focus on acting in a responsible, transparent, and empathetic manner. For the Missionary founder this means that they want to engage with their firm in activities that can contribute to the improvement of the world. Furthermore, they have adopted the vision that, as they want to set an example for society, their product should be easily accessible and adoptable by others (Fauchart & Gruber, 2011). The social entrepreneur is closely related to the Missionary, as they both aim at addressing social issues, and challenging these issues supported by the means of their business. However, the Missionary founder not only focuses on social issues, but also on sustainable issues (Bacq & Janssen, 2011; Mars & Rios-Aguilar, 2009; Fauchart & Gruber, 2011). The Missionary combines resources to develop the product or service they want to offer for contributing to the society (Rahdari, et al., 2016).

2.2 Identity creation for entrepreneurial teams

Fauchart and Gruber (2011) developed a framework for the individual social identity, as this research also focuses on student teams, we look into literature related to the identity creation of teams.

Entrepreneurial teams can be defined as “a group of entrepreneurs with a common goal which can only be achieved by appropriate combinations of individual entrepreneurial actions” (Harper, 2008). The goal of a team can increase the contribution of the individual team members to the common goal (Hardin, Fuller, Looney & Schechtman, 2013). When multiple individual identities work together in a team, a collective identity can emerge. According to Cardon, Post, and Forster (2015) this depends on two stages the teams needs to go through. The first stage is called “identity imprinting”, and the second “identity enactment”. During the first stage the “identity reservoir” is build, this reservoir consists out of two components; the material and symbolic foundations of the organization, and the organizational practices (the mission and vision, the brand, materials, employees, targets). All the team members contribute to the shaping of the reservoir. During the next stage, the identity enactment, the team members select different identities from the identity reservoir to shape the overall identity (Kroezen & Heugens, 2012). According to Cantner, Goethner and Silbereisen (2017) if an individual has the feeling that they are part of a team, the possibility increases that the individual acts upon the norms of the team.

2.3 Business Identity

A business can focus on different strategic concepts (Lim et al., 2012), these concepts determine the business identity.

2.3.1 Ricardian

The Ricardian business identity focuses on obtaining the cost leadership approach by being efficient (Lim et al., 2012). Efficiency can be obtained by having a comparative advantage over another business, a business has a comparative advantage over another business when it is better at producing a good (Giri, 2011). According to Giri (2011) comparative advantage can be created by being innovative, developing new technologies which allow the business to flourish. Another way of obtaining cost leadership is through strategic buying, that is when the business buys the resources when they are worth less than their marginal productivity. Next to this, they avoid buying products that are not

¹ Global challenges refer to specific topics which affect the whole world, instead of only one or a few countries (Hutt, 2016; The Millennium Project, 2009).

cost-effective (Lim et al., 2012). The Ricardian business aims at making good use of the human capital within the firm, they appoint jobs to people who have the highest productivity (Mahoney & Pandian, 1992). As the Ricardian recognizes that for obtaining the cost leadership advantage it is important not only to look outside the firm, but also internally for an optimal distribution of the assets (Barney, 1986).

2.3.2 Schumpeterian

In the research of de Jong and Marsili (2010) they state that innovation is a key concept of the Schumpeterian business approach, the business is actively seeking for differentiation, through exploring the environment for innovations (Lim et al., 2012). The environment the business is operating in, is often uncertain and complex (Mahoney & Pandian, 1992). The Schumpeterian business wants to be in charge of creating their own destiny. Therefore, autonomy is perceived as crucial (Cantner et al., 2017). They have a broad range of innovations they seek for; product innovations, process innovations, strategy innovations, as long as they can generate profit with it (Tülüce & Yurtkur, 2015). To achieve business success, they have to take risk while deciding on the innovation(s) (Endres & Harper, 2013). A definition often linked to the Schumpeterian business is “creative destruction” (Caliendo & Kritikos, 2012, p. 319), they challenge the status quo to create an opportunity for their own innovation, thereby creating a new status quo (Nunes, 2016). Opportunities are not yet clearly defined by previous scholars, however, they do agree on the fact that an opportunity is ambiguous and can only be detected after it has already happened (Shepherd & Patzelt, 2017, pp. 22-23). The two elements of Schumpeterian thinking are thus (1) differentiation of the firm by innovations, and (2) creative destruction. The stimulation of these elements occurs by the thought of making profit (Tülüce & Yurtkur, 2015).

2.3.3 Sustainable Entrepreneurship Organization

The Sustainable Entrepreneurship Organization (SEO) business identity is built out of two components; a social and a sustainable part. Bacq and Janssen (2011) developed the definition of a “social entrepreneurship organization”, they distinguish three criteria a venture has to meet to be called a social entrepreneurship organization, namely; (1) the mission of the company can be initiated by every citizen, it should have a social focus and must be clearly stated; (2) the market the venture is active in must be in line with the social mission the company has; and (3) the organization should not limit themselves to a not-for-profit legal form, but they should decide which legal form to adapt based on the strategy the company follows. The goal of a SEO is completely integrated in the business activities of the company, because their business success depends on it (Stubbs, 2016). Chavez, Stinnett, Tierney, and Walsh (2016) stresses the fact that a SEO does not necessarily has to be a non-profit organisation. The definition of the SEO is relatively new, entrepreneurs are more familiar with the concept and actions that are associated with it. An important distinction between a SEO and other organizations is that the SEO tries to achieve their goals directly with the influences of their organization, instead of through their organizational design (Rahdari et al., 2016). The goal of the SEO is to develop a product or service that reduces social and sustainable impacts, and being value added (Stubbs, 2016).

2.4 Hypotheses

Multiple scholars acknowledged the fact that the social identity motivates certain behaviour and decisions that are taken (Murnieks & Mosakowski, 2007; Rauche & Frese, 2007; Sieger, Gruber, Fauchart & Zellweger, 2015). The effect of three different types of social identities on three business identities

within early-stage entrepreneurship will be researched in this paper, as literature suggests that the social identity can have an effect of the kind of business that is created.

The achievement of business success through differentiation is of importance for the traditionally business-oriented Darwinian identity (Fauchart & Gruber, 2011). Their focus is on being cost-efficiently, as with the Ricardian business identity (Lim et al., 2012). The fact that they both focus on the cost leadership approach implies that there is a fit between the Darwinian social identity and the Ricardian business identity. This assumption will be tested with a hypothesis:

H1. The entrepreneurial social identity ‘Darwinian’ develops a ‘Ricardian’ business identity.

The Communitarian founder develops a product for their own use, and then finds out throughout their community that there is a demand for the product. Meanwhile, the purpose of the product has changed, and a completely new product has been made (Fauchart & Gruber, 2011). The Schumpeterian business is constantly looking for new opportunities, and even challenges the status quo to create opportunities (Nunes, 2016). Via creative destruction the Schumpeterian business tries to open up a new market, with a product that is non existing yet (Caliendo & Kritikos, 2012). The Communitarian social identity and the Schumpeterian business identity both focus on creating a new market for their product. Therefore, we assume that the Communitarian entrepreneur develops a Schumpeterian business. This results in the following hypothesis:

H2. The entrepreneurial social identity ‘Communitarian’ develops a ‘Schumpeterian’ business identity.

The motivation of the Missionary social identity for starting a business is based on stimulating a solution to solve global challenges (Fauchart & Gruber, 2011). The goal of the Sustainable Entrepreneurship Organization is corresponding to the goal of the Missionary, as the SEO needs to have a mission with a social and sustainable focus (Stubbs, 2016; Bacq & Janssen, 2011). Therefore, we came up with the following hypothesis:

H3. The entrepreneurial social identity ‘Missionary’ develops a ‘Sustainable Entrepreneurship Organization’ business identity.

The adopted hypotheses are summarized in Figure 1.

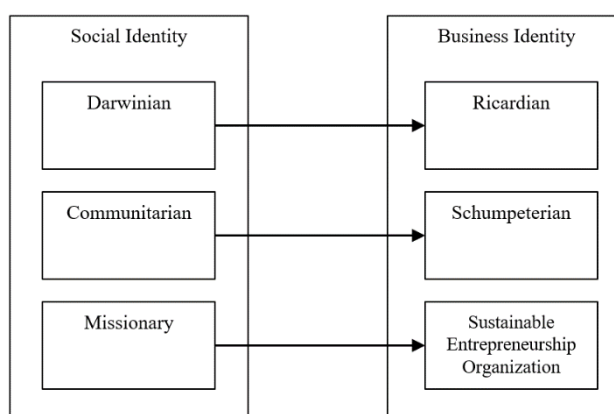


Figure 1 Expected relationships between the independent variables of the Social Identity and the dependent variables of the Business Identity.

3. METHODOLOGY

Based on the collection and analysis of the data we aim to develop an understanding of the relationship between social identities and business identities. This mixed method approach is applied to data obtained from a group of 66 students, the students collaborated in teams. There are in total 21 student teams, consisting of one to four students per team. The students have filled out a questionnaire individually. In team context, the business activities of the teams were tracked with the help of a Business Model Canvas over a period of ten weeks. In week one, the teams started establishing their own company. During the nine weeks that followed, they developed their idea of the company further. The data will be analyzed using SPSS, and a qualitative approach. There are nine possible outcomes (see Figure 2), where the grey boxes indicates the adopted hypotheses.

3.1 Research Goal

As stated in section 1. Introduction, not many research is conducted to investigate whether there is a relationship between the social identity and the business identity one develops. Therefore, this research aims to answer the research questions, with the help of the hypotheses given in section 2.4.

3.2 Data Collection

The data is collected using two methods, a quantitative and qualitative approach, referred to as the mixed-methods approach.

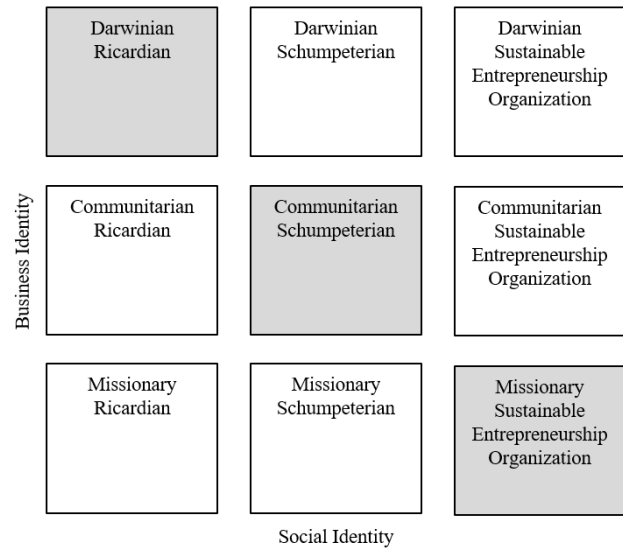


Figure 2 Outcomes of hypotheses testing

An advantage of this method is that it can add extra value to the research, because one can discover different findings, which can provide a more complete view (Stentz, Plano Clark & Matkin, 2012). The mixed-method approach is also reliable when there is

Identity	Construct	Item	Item text
DAR	I	A1	<i>I will create my firm in order... to advance my career in the business world.</i>
		B1	<i>As a firm founder, it will be very important to me... to operate my firm on the basis of solid management practices.</i>
	III	B2	<i>As a firm founder, it will be very important to me... to have thoroughly analyzed the financial prospects of my business.</i>
		C1	<i>When managing my firm, it will be very important to me... to have a strong focus on what my firm can achieve vis-à-vis the competition.</i>
		C2	<i>When managing my firm, it will be very important to me... to establish a strong competitive advantage and significantly outperform other firms in my domain.</i>
COM	IV	A2	<i>I will create my firm in order... to solve a specific problem for a group of people that I strongly identify with (e.g., friends, colleagues, club, community).</i>
		A3	<i>I will create my firm in order... to play a proactive role in shaping the activities of a group of people that I strongly identify with.</i>
	V	B3	<i>As a firm founder, it will be very important to me... to provide a product/service that is useful to a group of people that I strongly identify with (e.g., friends, colleagues, club, community).</i>
	VI	C3	<i>When managing my firm, it will be very important to me... to have a strong focus on a group of people that I strongly identify with (e.g., friends, colleagues, club, community).</i>
		C4	<i>When managing my firm, it will be very important to me... to support and advance a group of people that I strongly identify with.</i>
MIS	VII	A4	<i>I will create my firm in order... to play a proactive role in changing how the world operates.</i>
	VIII	B4	<i>As a firm founder, it will be very important to me... to be a highly responsive citizen of our world.</i>
		B5	<i>As a firm founder, it will be very important to me... to make the world a “better place” (e.g., by pursuing social justice, protecting the environment).</i>
	IX	C5	<i>When managing my firm, it will be very important to me... to have a strong focus on what the firm is able to achieve for society-at-large.</i>
		C6	<i>When managing my firm, it will be very important to me... to convince others that private firms are indeed able to address the type of societal challenges that my firm addresses (e.g., social justice, environmental protection).</i>

Table 1 Scale measure of the social identities (Siegert et al.,2013). DAR = Darwinian, COM = Communitarian, MIS = Missionary

a low n (Leppink, 2017). Two data collection methods are used at the same sample group of entrepreneurial students in the Netherlands.

3.2.1 Surveys

The first method is collecting data through surveys. The surveys were distributed to 86 students, and 66 students filled out the questionnaire. A response rate of 76.7% was achieved. The questions measured the independent variables, the different social identities (Darwinian, Communitarian, and Missionary). The questions were developed using the scale measure (see Table 1) Sieger et al. (2015) developed. The answer possibilities of the questions range between 1 (strongly disagree) to 7 (strongly agree). There were fifteen questions for measuring the social identities, five questions regarding every social identity, the Darwinian identity (items A1, B1, B2, C1, C2), the Communitarian identity (items A2, A3, B3, C3, C4), and the Missionary identity (items A4, B4, B5, C5, C6). There were two cases where one did not answer all the questions of the survey. For them, the mean score on that question was taken.

3.2.1.1 Reliability

The internal consistency of the items of the questionnaire were measured using Cronbach's α , which measures the correlation between the items of the questionnaire. The items of the identities are internally consistent when they measure the same attribute. The outcome can range between 0.0 to 1.0, whereby 0.0 means that there is no correlation, and with 1.0 there is a perfect correlation (Kottner & Streiner, 2010). When α is higher than 0.8, the items are considered as reliable (Leontitsis & Pagge, 2007). According to Adamson and Prion (2013) Cronbach's α can be helpful when the items have two or more answer possibilities. The score on the Cronbach's α for the items measuring the Darwinian identity is 0.802 (Table 2), and by deleting an item the Cronbach's α only decreases, as can be seen in Table 3. Therefore, the internal consistency of the items measuring the Darwinian identity is acceptable. For the Communitarian identity, the Cronbach's α is 0.780 (Table 2). By deleting item A3, the Cronbach's α would increase to 0.797 (see Table 4). However, because the scale is validated and tested by Sieger et al. (2015) with a larger sample size than we have, we have decided not to exclude A3. Last but not least, for the Missionary identity, the Cronbach's α is 0.786 (Table 2), and none of the items results in a higher Cronbach's α when excluded (Table 5).

Although Leontitsis and Pagge (2007) state that with a Cronbach's α higher than 0.8 the items can be labelled as reliable, Sieger et al. (2015) uses 0.7 as threshold. The Cronbach's α of the Communitarian and Missionary identity are higher in the research of Sieger et al. (2015) (respectively 0.82 and 0.84), but the Cronbach's α for the Darwinian items is lower (0.78). The difference can be explained due to the difference in the sample, as our research focuses on students, and sample size. As the mean Cronbach's α of the different social identities is relatively close to 0.8, and because the scale is validated and tested in previous research, we treat the items as reliable.

3.2.2 Coding Business Model

The second data collection method is for testing the dependent variable (Schumpeterian, Ricardian, and Sustainable Entrepreneurship Organization), by analyzing the content of the final Business Model Canvas the students have filled out after a period of ten weeks of developing their ideas. The content was coded using a coding scheme, based on content analysis. The advantage of data coding is the transformation of raw data into standardized data suitable for analysis (Abedinnia, Glock & Schneider, 2017). A latent coding approach was applied, according to Abedinnia et al. (2017) this method analyzes the data based on the perception of the researchers.

Social Identity	Cronbach's α	N of items
Darwinian	0.802	5
Communitarian	0.780	5
Missionary	0.786	5

Table 2 Cronbach's α for the social identities

Item	Cronbach's α if item deleted
A1	0.795
B1	0.787
B2	0.769
C1	0.749
C2	0.719

Table 3 Cronbach's α for the items measuring the Darwinian social identity.

Item	Cronbach's α if item deleted
A2	0.714
A3	0.797
B3	0.731
C3	0.713
C4	0.741

Table 4 Cronbach's α for the items measuring the Communitarian social identity.

Item	Cronbach's α if item deleted
A4	0.765
B4	0.732
B5	0.720
C5	0.737
C6	0.777

Table 5 Cronbach's α for the items measuring the Missionary social identity.

The Business Model Canvas consists out of nine elements; (1) Problem; (2) Solution; (3) Key Metrics; (4) Unique Value Proposition; (5) Unfair Advantage; (6) Channels; (7) Customer Segments; (8) Cost structure; and (9) Revenue Streams (Toró-Jarrín, Ponce-Jaramillo & Güemes-Castorena, 2015). Not all the elements are relevant for identification of the business identities, therefore we only focused on five of them; (1) Problem; (2) Solution; (3) Unique Value Proposition, (4) Unfair Advantage; and (5) Revenue Streams. The Business Model Canvasses were analysed using a coding model. Different categories were developed based on relevant literature, the categories will cover the aspects of the different business identities. It is important to define the categories clearly and explicit, to decrease the possibility of biases in the coding process (Abowitz & Toole, 2010). The categories are arranged according to the three dependent variables; (1) Ricardian; (2) Schumpeterian, and (3) Sustainable Entrepreneurship Organization. Coding categories were composed based on the deductive content analysis approach, existing of elements relevant for that group (see Table 10). According to Graneheim, Lindgren and Lundman (2017) the deductive approach for content analysis is used when existing theories are tested by the research. However, a common thing when using this approach is that one has to deal with left over data; data that does not fit in a category. First, the categories were composed, and the second step is to analyse the data using the constructed categories (Abedinnia et al., 2017). The coding was done by one student, and one professor. We came up by a team business identity based on the coding. The categories were divided over the three business identities, the business identity were the team scored the highest on (the sum of the categories)

was assigned to the team. The business identities were filled out in SPSS as a dichotomous variables (1= the assigned business identity, 0= other business identities).

4. DATA ANALYSIS

The obtained data will be analysed on two different levels. First on the individual level. The social identity is measured on individual level, and the data of the business identity will be treated as individual businesses. A quantitative method is applied on the analysis of the individual level. The second analysis is based on the team level, a qualitative method is used. The data of the social identity will be treated as obtained within the teams (the mean score per social identity is taken for the team), instead of at individual level. The business identity is already on team level.

4.1 Analysis on the individual level

The sample size of the dataset for the individual level was 66. Table 6 indicates the adopted social identities for the sample. As Fauchart and Gruber (2011) investigated the social identities as well, we are comparing the outcome of our sample to their results (Table 7). The percentage of present Darwinian identities and Missionary identities is somewhat similar in both samples. However, the percentage of the Communitarian and Hybrid differs with the percentages denoted from the sample of Fauchart and Gruber (2011).

Social Identity	N	Percentage
Darwinian	25	37.9%
Communitarian	23	34.8%
Missionary	11	16.7%
Hybrid	7	10.6%
Total	66	100%

Table 6 Number of Social Identities on the individual level

Social Identity	N	Percentage
Darwinian	19	38.8%
Communitarian	13	26.5%
Missionary	6	12.2%
Hybrid	11	22.4%
Total	49	100%

Table 7 Number of Social Identities in the sample of Fauchart and Gruber (2011)

Table 8 gives a representation of the number of businesses per business identity for the individual level. As can be seen, the Ricardian business identity is adopted twice as many as the other two, whereby there were the least Schumpeterian business identities.

Business Identity	N
Schumpeterian	13
Kirznerian	37
Sustainable Entrepreneurship Organization	16

Table 8 Number of Business Identities on the individual level

After having obtained all the data, we computed new variables. The social identity was measured based on a Likert-scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The business identity was measured on a dichotomous scale. We assigned the numbers 0 or 1 to the businesses. The number 1 was assigned when they achieved the highest score on a certain business identity, the other two business identities received then the number 0.

4.1.1 Correlation

The correlation between the social identities and the business identity was assessed by Kendall's tau, as this measure can be used to assess the degree of similarity between two items. Whereby 0 indicates that there is no relationship, and with -1 and 1 there is a perfect relationship (Abdi, 2007). The correlation between three independent variables (Darwinian, Communitarian and Missionary) and one dependent variable is tested using Kendall's tau. An outcome is significant, when the p-value is lower than 0.10.

First, Kendall's tau was performed for the correlation between the Ricardian business identity and the social identities (Table 11), no significant correlation was found.

Second, the correlation between the Schumpeterian business identity and the social identities was tested (Table 12). Two significant correlations were found. There was a correlation between the Darwinian social identity and the Schumpeterian business identity, $r(66)=-0.184$, $p=0.080$. The other significant correlation was between the Communitarian social identity and the Schumpeterian business identity, $r(66)=-0.259$, $p=0.014$. The correlation coefficients of the Schumpeterian business identity related to the three social identities were all negative.

Third, the correlation between the Sustainable Entrepreneurship Organization business identity and the social identities was performed (Table 13). A positive significant correlation was found between the Communitarian social identity and the SEO business identity, $r(66)=0.198$, $p=0.062$.

4.2 Analysis on team level

A qualitative research is performed to investigate the relationship between the social identities and the business identities on team level, due to the small sample size it was not possible to conduct a quantitative research on team level.

There are 21 student teams. In table 14 the social identities of the student teams are identified. Row 's' indicates the amount of individual students who adopted a certain social identity. For example, three students of team 1 had the Darwinian identity, and one student the Communitarian identity. When a team has a number in row s with a decimal comma, it means that the individual had the highest score on two social identities (hybrid). We assigned the social identity where the team had the highest mean score. This resulted in eight teams with the Darwinian social identity, eight teams with the Communitarian social identity, and three teams with the Missionary social identity. Two teams had the same mean score on two social identities (hybrid), team 7 is a combination of the Darwinian and Communitarian social identity, and team 16 is a combination of the Communitarian and Missionary social identity. Table 9 indicates the amount of social identities and business identities, and which social identity developed which business identity. Hybrid teams are left out.

	RIC	SCH	SEO	Total
DAR	6	1	1	8
COM	4	1	3	8
MIS	1	1	1	3
Total	11	3	5	

Table 9 Social identities related to the business identities on team level.

Note: In the left column all the independent variables are located, DAR = Darwinian, COM = Communitarian, MIS = Missionary. In the first row, the dependent variables are stated, RIC = Ricardian, SCH = Schumpeterian, SEO = Sustainable Entrepreneurship Organization.

In total, there are three teams with the Schumpeterian business identity, one with a Darwinian social identity, one with a Communitarian social identity, and one with a Missionary social identity. There are 13 Ricardian businesses, 6 of them have adopted the Darwinian social identity, 4 with the Communitarian social identity, one with the Missionary social identity, and two Hybrids (Darwinian and Communitarian social identity; Communitarian and Missionary social identity). Five of the businesses are Sustainable Entrepreneurship Organizations, whereby one has the Darwinian identity, three the Communitarian identity and one the Missionary identity. Table 7 represents this outcome.

The Darwinian and Communitarian social identities are more often linked to the Ricardian business identity, then the Missionary social identity. Next to this, three teams with the Communitarian social identity developed a Sustainable Entrepreneurship Organization business identity, compared to only one Darwinian and one Missionary social identity. However, the Communitarian social identity developed four times the Ricardian business identity, and only three times the SEO business identity. The Schumpeterian business identity is developed three times, every social identity has developed the Schumpeterian business identity once.

Based on table 14, there are a few things outstanding. The amount of individuals within the teams who adopted a certain social identity is denoted after the team number (row 's). As can be seen, there are a few teams who adopted a different social identity (because the overall mean was higher on that specific social identity), than the highest number of individuals present with another social identity. For example, team 17 had two individuals with a Darwinian social identity, but the overall mean of the team was the highest on the Missionary social identity ($\mu=4.75$). The same phenomenon accounts for team 2.

Team 7 had the highest mean on both the Darwinian and Communitarian social identity ($\mu=5.55$). However, they had 2.3 students who adopted the Darwinian social identity, and only 0.8 who adopted the Communitarian social identity.

Team 11 had a score of $\mu=4.90$ on the Darwinian social identity, $\mu=5.45$ on the Communitarian social identity, and $\mu=5.15$ on the Missionary social identity. 1.5 Students had the Darwinian and Communitarian social identity, while only 1 student had the Missionary social identity. Despite this, the Missionary social identity has a higher mean than the Darwinian social identity.

Team 13 had 2.34 students with the Darwinian social identity, 1.33 student with the Communitarian social identity, and 0.33 student with the Missionary social identity. The highest overall mean score was on the Darwinian identity ($\mu=4.90$). The gap between the amount of students who adopted a Darwinian social identity versus the other two social identities is quite big, however, the overall mean scores are relatively close to each other (Communitarian $\mu=4.80$, and Missionary $\mu=4.85$).

More than half of the teams (teams 1, 3, 4, 6, 8, 9, 10, 13, 15, 18, 19, and 20) adopted the same social identity as the majority of the individuals within the team has.

4.3 Data analysis summary

Taken together both the individual and team level analysis, the following findings have been obtained:

1. A significant correlation between the Schumpeterian business identity and two social identities.
 - Between the Darwinian social identity and the Schumpeterian business identity, $r(66)=-0.184$, $p=0.080$.

- Between the Communitarian social identity and the Schumpeterian business identity, $r(66)=-0.259$, $p=0.014$.
2. A significant correlation between the Communitarian social identity and the SEO business, $r(66)=0.198$, $p=0.062$.
 3. The Darwinian social identity developed six (out of eight) times the Ricardian business identity.
 4. Three Communitarian social identity teams developed a SEO business identity, compared to five SEO business identities in total.

5. DISCUSSION

The purpose of this research was to study the relationship between the social identity of students and the creation of the business identity, both on individual and team level. To study this, we used a mixed-method approach to create a complete analysis. A survey with 15 questions measured the social identities, while a content analysis of the Business Model Canvas resulted in the business identities. In chapter 2.4 the hypotheses from this research are stated. We expect the Darwinian social identity to develop a Ricardian business identity, the Communitarian social identity to develop a Schumpeterian business identity, and the Missionary social identity to develop a SEO business identity.

Based on our analysis, we reject the hypothesis that the Communitarian social identity develops a Schumpeterian business identity. We also reject the hypothesis that the Darwinian social identity develops a Ricardian business. The hypothesis that the Missionary social identity develops SEO business identity can also be rejected, as our research indicates that the Communitarian social identity develops a SEO business identity.

An interesting finding, not related to the business identity, was done. The individual social identities influences the creation of the social identity of the team. As we did not state a hypothesis regarding this subject, we are unable to reject or accept a hypothesis.

Below, we elaborate on these statements.

The individual analysis showed a slightly negative significant correlation between the Darwinian social identity and the Schumpeterian business identity, and between the Communitarian social identity and the Schumpeterian business identity. For example, when the Darwinian social identity gets weaker, the Schumpeterian business identity gets stronger, and the other way around. Burke and Reitzes (1981) stated that an individual acts upon the role one sees himself in. Thus, one engages in activities that are in line with the role one has in mind. This implies that the individual does not, or seldom, undertakes activities that are not in line with that role. This could explain why there is a negative correlation between the Darwinian social identity and the Schumpeterian business identity, and the Communitarian social identity and Schumpeterian business identity on the individual level. As this could be due to the individual whom sees himself more in the role of the Darwinian or Communitarian social identity, and that the Schumpeterian business identity does not corresponds to the values of the Darwinian or Communitarian social identity. Thus, as the negative correlation coefficient points out, the Darwinian social identity and the Communitarian social identity do not relate to the Schumpeterian business identity.

The analysis on individual level and on team level both indicated a relationship between the Communitarian social identity and the Sustainable Entrepreneurship Organization business identity. The individual level analysis found a positive significant

correlation. Within the team analysis, three out of five teams that adopted the SEO business identity had a Communitarian social identity. Given the fact that this relationship became visibly in both a quantitative, and a qualitative analysis, stresses the fact that there is a relationship between the Communitarian social identity and the SEO business identity. Based on the literature we did not expected to find a relationship between the Communitarian social identity and the SEO business identity. The SEO business identity focuses on solving social and sustainable challenges, while the Communitarian social identity is engaged with their community, and wants to contribute to it (Fauchart & Gruber, 2011). However, a similarity between both is that they prefer to use the influence of their organization to achieve the goal they have set for themselves (Fauchart & Gruber, 2011; Rahdari et al., 2016).

The Darwinian social identity developed often the Ricardian business identity, compared to the development of the other business identities. This implies that there is a relation between the Darwinian social identity, and the Ricardian business identity. However, there was no significant correlation found ($r(66)=0.167$, $p=0.113$). As only one of the analysis indicates this relationship, we conclude that there is no significant relationship between the Darwinian social identity and the Ricardian business identity. What could have happened was that the individuals with a Darwinian social identity were better at convince the rest of the team to follow their strategic approach, being cost-efficient. Fauchart and Gruber (2011) mentioned in their research that some founders made decisions based on external demands, such as investors. They demand that businesses perform financially very good. The Ricardian business identity focuses on the cost leadership approach (Lim et al., 2012). What could have happened was that the individuals with a Darwinian social identity were better at convince the rest of the team to follow their strategic approach, being cost-efficient, because they wanted to keep in mind the external demands.

In total, the majority of the teams adopted the social identity that was most present within the team. According to Cardon et al. (2015) a team goes through two stages when developing the overall team identity. During the first stage, the identity imprinting, the team members work together building the identity reservoir. As soon as the identity reservoir is finished, they go to the second stage; identity enactment. The identity reservoir is used for shaping the overall team identity (Kroezen & Heugens, 2012). Because more than half of the teams adopted the social identity that was the most present within the team it implies that the social identity of the individual team members affects the overall social identity of the team. However, a few teams did not adopt the social identity that most team members had. This could be explained by the theory of Alvesson and Willmott (2002), who stated that within a team, the most dominant individual influences the identity creation the most. This would imply that there is a dominant individual present within the team, and that the social identities of the other team members shrink into insignificance compared to the dominant individual.

6. THEORETICAL AND PRACTICAL IMPLICATIONS

This research has set a step forwards investigating the linkage between the social identity of an entrepreneur and the creation of the business identity. Next to this, we looked into the effect of the individual social identities on the creation of the team social identity. The obtained results contribute to the existing knowledge.

Multiple social identities and business identities were developed during previous research, as there is extensive research on the different social and business identities (Fauchart & Gruber, 2001;

Lim et al., 2012; Bacq & Janssen, 2011; Alsos et al., 2016; Shepherd & Patzelt, 2017; Giri, 2011; Mahoney & Pandian, 1992). This research only focuses on a small amount of the available social and business identities, as we used three social identities and three business identities. However, no research has yet tried to investigate the relationship between the two kinds of identities. This research has set a first step to exploring the relationship between the social and business identities.

This research also contributed to the field of social identity creation for the team, as we have looked into the effect of the individual social identities on the social identity of the overall team. Cardon et al. (2015) expected all team members to contribute to the creation of the overall social identity. Our research stresses this expectation. In practice, this finding could be used by the composition of student teams. According to Hardin et al. (2013), the contribution individual team members do can increase when there is a common goal. The common goal can only be achieved if every individual undertakes the right actions (Harper, 2008). If every team member relates to this goal, they undertake more actions that contribute to achievement of the goal (Burke & Reitzes, 1981). Therefore, if one gets up a team together existing of individuals with the same social identity, the possibility increases that the goal of the team is achieved.

By identifying the relation between the social identity and the business identity, one can create an estimation of the kind of businesses that are being developed. In our case, we know that when someone has the Communitarian social identity, the possibility that the individual develops a SEO business identity increases. While on the other hand, the possibilities of developing a Schumpeterian business identity decreases.

7. LIMITATIONS AND FUTURE DIRECTIONS

During this research, some limitations were encountered.

The first limitation concerns the social identities. Fauchart and Gruber (2011) developed the social identities on the individual level. However, in this research the Darwinian, Communitarian and Missionary social identities are used for both the individual and team level. For future research it is advised to look into social identity theory of Fauchart and Gruber (2011), and whether it can be applied to teams.

The second limitation is linked to the methodology. The social identity is measured on individual level, with the help of a survey. The business identity is measured on team level, by analysing the Business Model Canvas of the teams. It is hard to compare those to each other, as they are both measured on a different level. Therefore, for future research it is recommended to develop a measure for measuring the social identity on team level, to identify how individual, team, and business level identity are related.

The third limitations is regarding the sample size. On the individual level the sample size consisted out of 66 individuals who filled out the survey, while there are nine possible outcomes. Due to the amount of possible outcomes, the sample size is too small. The sample size on the team level was even smaller, with only 21 teams. There are, again, nine possible outcomes. For future research regarding the relationship between social identity and business identity, it is advised to use a bigger sample size, as a bigger sample can increase the reliability of the research.

The fourth limitation concerns the use of the social identities and business identities. As mentioned earlier, there are more social- and business identities available than the three social identities (Darwinian, Communitarian and Missionary) and business identities (Ricardian, Schumpeterian and SEO) included in this research. Therefore, there is a possibility that other identities are

related to each other, which were not tested in this research. For future research, it is recommended to include different, and maybe all, the social- and business identities available.

The last and fifth limitation for this research relates to the assigned social identities. An individual was assigned to a certain social identity based on the highest score obtained. However, it could be that someone else had an even higher score on the same identity, but got another identity appointed, because the score on that identity was higher. For example, student x was denoted as a Darwinian ($\mu=4.00$). Student y scored on Darwinian $\mu=5.00$, but on Missionary $\mu=5.50$. The Missionary social identity was then appointed to student y, and the Darwinian social identity to student x. Another possibility was that the differences in score between the three social identities was not that big, that the individual rather consists of a mix of social identities. Using a mixed-method approach for assigning the social identities to individuals could clarify this. As the results of the survey of Sieger et al. (2013) were taken into account, together with the results of a qualitative approach.

8. CONCLUSION

Applying the mixed-method approach to this research resulted in an interesting conclusion. However, this research is only the first step to investigating the relationship between the social and business identity, therefore, the results should be taken with cautions. This research has found two interesting findings. There is a relationship between the Communitarian social identity and the Sustainable Entrepreneurship Organization business identity, and the social identity of the individual team members translates into the social identity of the team. The first finding implies that the social identity does affect the business identity, as earlier research suggests (Murnieks & Mosakowski, 2007). However, further research is needed to investigate this linkage.

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11. APPENDIX

Time demanding	7	Lim et al., 2012
Expensive	7	Lim et al., 2012
Social problem	2	Bacq and Janssen, 2011
Sustainable problem	3	Stubbs, 2016
Pollution	1	Stubbs, 2016
Time efficiency	5	Lim et al., 2012
Cost leadership	6	Lim et al., 2012
Incremental innovation	14	Giri, 2011
Architectural innovation	3	Tülüce and Yurtkur, 2015
Existing technology	9	Lim et al., 2012
Differentiation	3	Lim et al., 2012
Tackle social problem	2	Bacq and Janssen, 2011
Tackle sustainable problem	3	Stubbs, 2016
Environmental friendly	3	Stubbs, 2016
Application is non-existing	4	Endres and Harper, 2013
Combination of current services/products	13	Lim et al.,
Focus on improving social environment	2	Bacq and Janssen, 2011
Use of human capital (team)	11	Mahoney and Pandian, 1992
Outside help	2	Barney, 1986
Hard to imitate	4	Tülüce and Yurtkur, 2015

Table 10 Coding Model

Correlations

			Ricardian	Darwinian	Communitarian	Missionary
Kendall's tau_b	Ricardian	Correlation Coefficient	1,000	,167	,008	-,029
		Sig. (2-tailed)	.	,113	,936	,781
		N	66	66	66	66
	Darwinian	Correlation Coefficient	,167	1,000	,135	,261**
		Sig. (2-tailed)	,113	.	,134	,003
		N	66	66	66	66
	Communitarian	Correlation Coefficient	,008	,135	1,000	,363**
		Sig. (2-tailed)	,936	,134	.	,000
		N	66	66	66	66
	Missionary	Correlation Coefficient	-,029	,261**	,363**	1,000
		Sig. (2-tailed)	,781	,003	,000	.
		N	66	66	66	66

** . Correlation is significant at the 0.01 level (2-tailed).

Table 11 Kendall's tau_b Ricardian correlated to the social identities

Correlations

			Schumpeterian	Darwinian	Communitarian	Missionary
Kendall's tau_b	Schumpeterian	Correlation Coefficient	1,000	-,184	-,259*	-,106
		Sig. (2-tailed)	.	,080	,014	,312
		N	66	66	66	66
	Darwinian	Correlation Coefficient	-,184	1,000	,135	,261**
		Sig. (2-tailed)	,080	.	,134	,003
		N	66	66	66	66
	Communitarian	Correlation Coefficient	-,259*	,135	1,000	,363**
		Sig. (2-tailed)	,014	,134	.	,000
		N	66	66	66	66
	Missionary	Correlation Coefficient	-,106	,261**	,363**	1,000
		Sig. (2-tailed)	,312	,003	,000	.
		N	66	66	66	66

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table 12 Kendall's tau_b Schumpeterian correlated to the social identities

Correlations

			SEO	Darwinian	Communitarian	Missionary
Kendall's tau_b	SEO	Correlation Coefficient	1,000	-,041	,198	,118
		Sig. (2-tailed)	.	,696	,062	,260
		N	66	66	66	66
	Darwinian	Correlation Coefficient	-,041	1,000	,135	,261**
		Sig. (2-tailed)	,696	.	,134	,003
		N	66	66	66	66
	Communitarian	Correlation Coefficient	,198	,135	1,000	,363**
		Sig. (2-tailed)	,062	,134	.	,000
		N	66	66	66	66
	Missionary	Correlation Coefficient	,118	,261**	,363**	1,000
		Sig. (2-tailed)	,260	,003	,000	.
		N	66	66	66	66

**. Correlation is significant at the 0.01 level (2-tailed).

Table 13 Kendall's tau_b Sustainable Entrepreneurship Organization to the social identities

Table 14 Social identities teams

Team	s	Social Identity	N	Minimum	Maximum	Range	μ	σ
Team 1 K	3	Darwinian	4	4.00	6.00	2.00	5.25	0.87
	1	Communitarian	4	4.00	5.60	1.60	4.50	0.76
		Missionary	4	2.80	4.60	1.80	3.70	0.74
Team 2 K	1,5	Darwinian	4	4.80	5.80	1.00	5.40	0.43
	2	Communitarian	4	5.00	6.00	1.00	5.35	0.44
	0,5	Missionary	4	4.40	6.00	1.60	5.30	0.66
Team 3 K	0,5	Darwinian	4	5.00	6.20	1.20	5.55	0.50
	2,5	Communitarian	4	5.00	6.20	1.20	5.65	0.50
	1	Missionary	4	3.20	6.60	3.40	5.25	1.48
Team 4 K	1	Darwinian	4	4.60	5.20	0.60	4.95	0.30
	2	Communitarian	4	4.80	5.60	0.80	5.10	0.35
	1	Missionary	4	3.40	5.60	2.20	4.60	0.91
Team 5 K		Darwinian	2	4.60	5.00	0.40	4.80	0.28
	1	Communitarian	2	5.40	5.80	0.40	5.60	0.28
	1	Missionary	2	4.60	6.00	0.40	5.30	0.99
Team 6 K	3	Darwinian	4	4.80	6.40	1.60	5.80	0.71
	1	Communitarian	4	5.00	6.00	1.00	5.55	0.53
		Missionary	4	3.20	6.00	2.80	4.70	1.15
Team 7 K	2,3	Darwinian	4	4.00	6.40	2.40	5.55	1.14
	0,8	Communitarian	4	4.00	6.20	2.20	5.55	1.05
	0,8	Missionary	4	4.00	5.80	1.80	5.30	0.87
Team 8 S	1	Darwinian	4	3.00	5.60	2.60	4.00	1.25
	2	Communitarian	4	3.20	5.40	2.20	4.65	0.98
	1	Missionary	4	3.80	4.80	1.00	4.50	0.48
Team 9 K	1	Darwinian	3	3.20	6.20	3.00	4.67	1.50
	2	Communitarian	3	4.60	5.60	1.00	5.13	0.50
		Missionary	3	3.80	5.40	1.60	4.40	0.87
Team 10 SEO	1,5	Darwinian	4	4.00	5.80	1.80	4.90	0.74
	2,5	Communitarian	4	4.80	6.60	1.80	5.65	0.75
		Missionary	4	4.20	6.40	2.20	5.05	1.00
Team 11 SEO	1,5	Darwinian	4	4.40	5.60	1.20	4.90	0.53
	1,5	Communitarian	4	5.00	6.00	1.00	5.45	0.41
	1	Missionary	4	4.60	6.20	1.60	5.15	0.72
Team 12 K	1	Darwinian	2	6.00	6.60	0.60	6.30	0.42
	1	Communitarian	2	3.60	6.20	2.60	4.90	1.84
		Missionary	2	4.80	6.00	1.20	5.40	0.85
Team 13 K	2,3	Darwinian	4	2.40	5.80	3.40	4.90	1.67
	1,3	Communitarian	4	3.00	5.80	2.80	4.80	1.23
	0,3	Missionary	4	3.60	5.80	2.20	4.85	0.93
Team 14 SEO	2	Darwinian	2	2.80	5.00	2.20	3.90	1.56
	1	Communitarian	2	4.20	5.20	1.00	4.70	0.71
	1	Missionary	2	2.20	6.20	4.00	4.20	2.83
Team 15 K	2	Darwinian	3	5.20	6.00	0.80	5.60	0.40
	1	Communitarian	3	2.80	5.80	3.00	4.53	1.55
		Missionary	3	4.20	5.60	1.40	5.13	0.81
Team 16 K		Darwinian	2	4.00	5.60	1.60	4.80	1.13
	1	Communitarian	2	5.00	5.00	0.00	5.00	0.00
	1	Missionary	2	3.80	6.20	2.40	5.00	1.70
Team 17 S	2	Darwinian	4	2.20	6.00	3.80	4.65	1.68
	1	Communitarian	4	4.20	5.20	1.00	4.60	0.49
	1	Missionary	4	3.60	6.60	3.00	4.75	1.33
Team 18 K		Darwinian	1	5.80	5.80	0.00	5.80	-
		Communitarian	1	5.00	5.00	0.00	5.00	-
	1	Missionary	1	6.40	6.40	0.00	6.40	-
Team 19 S	1	Darwinian	1	5.40	5.40	0.00	5.40	-
		Communitarian	1	4.80	2.80	0.00	4.80	-
		Missionary	1	5.20	5.20	0.00	5.20	-
Team 20 SEO		Darwinian	2	5.60	6.00	0.40	5.80	0.28
		Communitarian	2	5.40	6.40	1.00	5.90	0.71
	2	Missionary	2	6.00	6.80	0.80	6.40	0.57
Team 21 SEO	2	Darwinian	4	5.20	6.20	1.00	5.85	0.47
	2	Communitarian	4	5.00	6.40	1.40	5.60	0.63
		Missionary	4	4.60	5.60	1.00	5.10	0.42