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Doing well by doing good:

A study of entrepreneurial action for the well-being of others

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Abbreviations

cf.	Confer
Dr.	Doctor
e.g.	Exempli gratia (for example)
Et al.	Et alii (and others)
ERI	Entrepreneurship Research Institute
i.e.	Id est (that is)
n.a.	Not applicable
Prof.	Professor
TUM	Technical University of Munich

Abstract

Today's world faces crises, disasters, and so-called societal grand challenges. Oftentimes these cannot be tackled by established organizations or governmental authorities only, but require the creation of new ventures to help alleviate the suffering of those affected. Whereas prior research has gained important insights into the emergence and management of such ventures, we still lack substantial knowledge on the founding teams' opportunity development processes, the ventures' continued persistence over time, and the founders' individual motivations.

This dissertation investigates these issues in the context of (1) new ventures emerging to alleviate suffering of refugees that arrive in Germany, and (2) nascent ventures that pursue social/environmental and economic goals at the same time. Examining venturing in these contexts, I built two databases studying the following research questions: (1) how do compassion venturing teams develop opportunities to alleviate suffering, (2) how do compassion ventures build resilience to adversity and persist over time, and (3) how do self-interest motivations impact social venture creation. The first database includes 13 nascent ventures that emerged to help arriving refugees. I build on 105 interviews over two rounds of interviews with the founders, resource providers, and refugees involved in these ventures and a large amount of secondary and observational data to address the first research question, and identify how these ventures develop opportunities to alleviate suffering. For the second project, I extended the database with 10 remaining ventures up to 133 interviews over four rounds of interviews, and collected further secondary and observational data, including four different attacks that adversely impacted the ventures. This enabled me to study these ventures' resilience building process over time. I created the second database, including 52 individuals from 48 social enterprises, to study the third research question.

In Study 1, I use the first sample to explore how compassion venturing teams differ in developing opportunities for suffering alleviation. I find that based on distinctly recognizing needs, compassion venturing teams identify opportunities differently, and consequentially, organize suffering alleviation in different ways. In Study 2, I deploy the extended database of compassion ventures emerging in the context of the Germany refugee crisis. During data collection, four adverse events occurred that threatened the persistence of these ventures, which allows for studying their resilience building processes over time across four different adverse events. I find that this process includes the important steps of analyzing the adversity, perceiving the threat to resource providers' compassionate response, and, eventually, responding to adversity. In Study 3, I apply an inductive comparative case study design using the second database. I find that based on situational triggers, three distinct self-interest motivations can emerge that impact the venturing missions, and ultimately, the organizing for hybridity in terms of the pursuit of social and economic logics at the same time.

In sum, this dissertation reveals key implications on the team, venture, and individual level for management research on suffering alleviation in general, and (social) entrepreneurship more specifically.

1 CRISES, DISASTERS, AND SOCIETAL GRAND CHALLENGES

“More than ever before in history, individuals can now band together to solve grand challenges. We face enormous problems, but we ‘as individuals’ have enormous power to solve them.”

Peter Diamandis, Founder of the XPRIZE Foundation

War, terrorism, poverty, natural catastrophes, diseases, climate change, or hunger are all examples of our society’s grand challenges, crises, and disasters and represent “specific barriers that, if removed, would help solve an important societal problem with a high likelihood of global impact through widespread implementation” (George, Howard-Grenville, Joshi, & Tihanyi, 2016: 3). Grand challenges are *complex* because they comprise an interplay of multiple dynamics, *uncertain* because future occurrences cannot be forecasted and are rather ambiguous, and *evaluative* because they can bring about new challenges while being tackled (Ferraro, Etzion, & Gehman, 2015). These issues have a detrimental impact on our society’s well-being but can potentially be solved through innovative concepts and creative solutions (Eisenhardt, Graebner, & Sonenshein, 2016). It is important to disentangle complex processes, identify underlying mechanisms, and generate novel solutions to tackle the misery arising from crises, disasters, or societal grand challenges that may even be evoked by society itself. It often requires the cohesion and endeavors of many, be it existing organizations, governments, or the emergence of newly created ventures to alleviate suffering—an important stream of research that is of great interest to management scholars, and constitutes the subject area of my dissertation.

1.1 Alleviating suffering—A management perspective

The meaningful purpose of suffering alleviation has gained considerable importance in management research. The spectrum of management research studying suffering alleviation includes among others subject areas from compassion organizing in response to intra-

organizational crises, emergent response groups addressing natural disasters, to social ventures tackling various forms of grand challenges. In its three studies, this dissertation draws on all three perspectives of alleviating others' suffering.

First, others' suffering not necessarily needs to embody a societal grand challenge but also can occur instantly amidst members of an organization (Frost, 1999). The noticing, feeling, and responding to the suffering of other organizational members comprises the act of *compassion organizing* (Dutton, Workman, & Hardin, 2014; Dutton, Worline, Frost, & Lilius, 2006). Effective compassion organizing makes use of the organization's social architecture and the structural and symbolic features of an organization (Dutton et al., 2006), so those suffering can overcome the misery quickly (Vogus & Sutcliffe, 2007). To do so, necessary resources need to be delivered speedily, at broad scale and scope, and customized to the needs of those suffering (Dutton et al., 2006). Moreover, research on compassion organizing has focused on the impact that compassion at work can have on employees (Lilius, Worline, Maitlis, Kanov, Dutton, & Frost, 2008), or the origins of the capability to act compassionately (Lilius, Worline, Dutton, Kanov, & Maitlis, 2011). More recent research has started to explore compassion organizing outside the boundaries of existing organizations but has emphasized the conditions and circumstances communities can provide to alleviate suffering. For example, Shepherd and Williams (2014) find in their study of the 'Black Saturday' natural disaster (i.e., a devastating bushfire in Australia on February 7, 2009) that local communities can rely on their broader community's resourcefulness and their own knowledge and systems in delivering customized resources speedily to alleviate suffering. Research on compassion organizing has provided relevant insights into the dyadic interplay in work organizations, and extended this knowledge to groups outside formal organizations.

Second, management scholars have also contributed to our knowledge on *emergent response groups*, that is, "collectives of individuals who use nonroutine resources and activities to

apply to nonroutine domains and tasks, using nonroutine organizational arrangements” (Drabek, 1986; Drabek & McEntire, 2003; Kreps & Drabek, 1996; Majchrzak, Jarvenpaa, & Hollingshead, 2007: 150). Actually based in sociology as a stream of research that investigates the emergence of task forces responding to natural disasters, Majchrzak et al. (2007) are among the first management scholars to provide insights into the internal dynamics of such emergent response groups by studying how knowledge and expertise are coordinated among members of emergent response groups. Moreover, Williams and Shepherd (2016a) advance this research by studying emergent response groups venturing in the aftermath of the 2010 Haiti earthquake, showing how Haitians themselves help alleviate suffering by either building resilience to the devastating conditions in the aftermath of the earthquake or providing sustenance to carry on at the moment. Additionally, Williams and Shepherd (2016b) found that these victim entrepreneurs are able to cope with the misery resulting from the earthquake by pursuing their ventures to help alleviate others’ suffering. Thus, research on emergent response groups has developed from a pure sociological perspective into the concerns of management scholars by examining the internal dynamics of these ventures to help tackling grand challenges.

Third, *social entrepreneurship* has grown as a vivid field of research within management literature (Short, Moss, & Lumpkin, 2009). Social entrepreneurship is defined as “a process involving the innovative use and combination of resources to pursue opportunities to catalyze social change and/or address social needs” (Mair & Martí, 2006: 37). Social entrepreneurship research occurs on different units of analysis, that is, on the entrepreneurs as individuals (cf. Miller, Grimes, McMullen, & Vogus, 2012; Santos, 2012), the social entrepreneurial opportunities (cf. Corner & Ho, 2010; Di Domenico, Haugh, & Tracey, 2010; Zahra, Rawhouser, Bhawe, Neubaum, & Hayton, 2008), the organization (cf. Kistruck & Beamish, 2010; Lumpkin, Moss, Gras, Kato, & Amezcua, 2013; Moss, Short, Payne, & Lumpkin, 2011), and the society (cf. Berrone, Gelabert, Massa-Saluzzo, & Rousseau, 2016; Dean &

McMullen, 2007; Shepherd, Patzelt, & Baron, 2013). Venturing for the well-being of others not only brings value for those venturing but, more importantly, creates social value that is crucial for our society's prosperity and continued existence. In sum, social venture creation requires the investigation on different levels, antecedents, processes, and outcomes to better understand how new ventures can contribute to social value creation, which I portray in the following.

1.2 Antecedents, processes, and outcomes of social value creation

Social ventures not only aim at capturing value for themselves but at the same time pursue the creation of social value (Santos, 2012). Social ventures differ from commercial ventures in the following aspects (Austin, Stevenson, & Wei-Skillern, 2006) as they: (1) mostly emerge to balance specific market failures, (2) comprise dual missions, that is, following social and economic logics at the same time, (3) use capital differently, (4) differ in their triggering motivations, (4) measure performance differently, and (5) are created in different contexts than commercial ventures.

First, social entrepreneurs other than commercial entrepreneurs are driven by compassion (Miller et al., 2012), a prosocial motivation inciting them to foster others' well-being (Grant, 2008). Miller et al. (2012) suggest that compassion increases the likelihood to become a social entrepreneur by activating their integrative thinking, prosocial cost-benefit analysis, and commitment to alleviate others' suffering, while competing stakeholder interests and accountability demands can decrease and the ineffectiveness of traditional solutions or bandwagon effects can increase the intention to found a social venture. Moreover, Bacq and Alt (2018) add that empathy can increase social entrepreneurial intentions through the mechanisms of self-efficacy and social worth. Social entrepreneurs form missions that emphasize on solving societal problems sustainably (Austin et al., 2006; Lumpkin et al.,

2013). These important and distinct antecedents of social venture creation lead to differing processes of opportunity identification and venture creation.

Second, driven by the intentions to create social value, social entrepreneurs identify opportunities based on recognizing others' social needs (Mair & Martí, 2006; Peredo & McLean, 2006), dynamic interactions in the opportunity identification process, i.e., key stakeholders dynamically joining and leaving the opportunity development process, and opportunity refinement activities (Corner & Ho, 2010). Moreover, whether the pursuit of an opportunity is desirable or not largely depends on the perception of the social ventures' resource providers, that is, how important investors or volunteers think it is to solve a specific social need (Sullivan Mort, Weerawardena, & Carnegie, 2003). When creating a social venture, social entrepreneurs develop dual identities, that is, a utilitarian organizational identity so they focus on the product or service that they aim to offer, and a normative organizational identity so they emphasize on others' well-being (Moss et al., 2011). Research has found that the pursuit of such dual logics within one venture can imply the threat of mission drift (Ebrahim, Battilana, & Mair, 2014; Grimes, Williams, & Zhao, 2018; Smith, Gonin, & Besharov, 2013), that is, deviating from a balanced logic to an either more social or more economic logic over time. Differences in the antecedents of venturing processes of social ventures also entail differences in the outcomes of social venture creation.

Third, social venturing implies different outcomes in terms of value creation instead of value capture (Santos, 2012), satisfying multiple stakeholders (Lumpkin et al., 2013), and measuring success (Kroeger & Weber, 2014). Creating instead of capturing value means that value is created for society rather than for the venture or specific individuals which makes it different to value creation in commercial ventures (Austin et al., 2006; Santos, 2012).

Additionally, it is typical for social ventures that they need to satisfy multiple stakeholders, thus, those that they aim to create social value for are not necessarily those that provide the

resources or pay for the final product or service (Maguire, Hardy, & Lawrence, 2004). Social ventures often rely on the double or triple bottom line which they need to fulfill to satisfy their stakeholders, which makes it an outcome different to commercial venturing outcomes (Lumpkin et al., 2013). Eventually, a distinct outcome of social venturing is the measurement of success, in particular, measuring social value creation and the sustainability of the identified solutions (Lumpkin et al., 2013). Kroeger and Weber (2014) suggest a first framework for measuring social value creation depending on different needs in distinct contexts by merging insights on subjective well-being and organizational effectiveness into a model that allows for comparing social venture creation.

Finally, venturing to create social value implies several differences to commercial venturing. Social entrepreneurship research has so far identified a lot of these differences on different levels of analysis. However, we are still at the early stages of developing social entrepreneurship as a distinct field of research which offers several avenues for further investigation—including those tackled in my dissertation.

1.3 Entrepreneurial action for the well-being of others: What we know and where we need to go

The opportunities to advance research on entrepreneurial action for the well-being of others are manifold. However, in this dissertation, I will focus on three main aspects on the team, venture, and individual unit of analysis to contribute to our knowledge.

First, I provide insights into how the intentions to alleviate others' suffering are transformed into entrepreneurial opportunities. Prior research has much focused on how knowledge is managed within emergent response groups (Majchrzak et al., 2007), how emergent response groups emerge (Williams & Shepherd, 2016a), or how these ventures acquire and manage resources (Shepherd & Williams, 2014; Williams & Shepherd, 2016a). However, it remains

unclear how venturing teams develop opportunities to alleviate suffering. That is, we lack an understanding of the specific steps of identifying and developing opportunities that these ventures pursue based on different needs for those suffering and the entrepreneurs themselves. Insights into such opportunity development pathways contribute to our knowledge on how ventures identify potential opportunities for suffering alleviation, and organize the resources that they are provided with to distribute them to those in need.

Second, I investigate the process how nascent ventures build resilience to adversity. Previous studies have shown that compassion ventures' resource providers need to be reinsured to continue their benevolence (Farny, Kibler, Hai, & Landoni, 2018), and that typically compassion ventures suffer from a rather volatile resource provider commitment (Majchrzak et al., 2007). However, as nascent compassion ventures are highly dependent on their resource providers' resourcefulness and their willingness to provide these resources, we do not yet fully capture how compassion ventures are able to continue their resource acquisition activities over time when facing adverse events that might abruptly diminish resource provider commitment. Understanding how compassion ventures respond to such adversity, we gain knowledge on how they interact with their resource providers, how they adapt, and, eventually, respond to adversity to become resilient and prepare for subsequent adversity while continuously creating social value.

Third, I study the role of self-interest motivations in social entrepreneurship. So far, self-interest motivations have been rather neglected in social entrepreneurship research. The field has focused on better understanding the prosocial motivations that distinguish social entrepreneurs from commercial entrepreneurs (Austin et al., 2006), and that trigger the intentions to become a social entrepreneur (Bacq & Alt, 2018; Miller et al., 2012). However, we still need to better understand what incites the creation of a social venture, that is, the role that self-interest motivation plays in founding a social enterprise (Dacin, Dacin, & Tracey,

2011). Shedding light on this important individual-level antecedent of social venture creation, this study also bridges individual motivations in starting a social venture with venture-level outcomes, that is, the transformational mechanisms within social ventures (Saebi, Foss, & Linder, 2019).

In sum, this dissertation investigates entrepreneurial action for the well-being of others on the team, venture, and individual unit of analysis. In particular, I examine the development of opportunities for suffering alleviation, resilience building to adversity, and the role of self-interest motivations in social venture creation. Thus, this dissertation advances research by providing (1) insights on the internal dynamics of venturing to alleviate suffering (Drabek & McEntire, 2003; Majchrzak et al., 2007), (2) a longitudinal perspective on compassion ventures' persistence (Shepherd, 2015), and (3) knowledge on the important role of self-interest motivations to create a social venture (Dacin et al., 2011; Miller et al., 2012).

1.4 Research methodology and data

As I focus on investigating entrepreneurial action tackling grand societal challenges, I apply qualitative methods because they “excel in situations for which there is limited theory and on problems without clear answers”, and have “the ability to address complex topics in interesting ways” (Eisenhardt et al., 2016: 1113). In line with most qualitative studies, I use interview data as primary data source and enrich this data with observational data, such as, field notes, and secondary data, such as, archival data or internal venture data (Gehman, Glaser, Eisenhardt, Gioia, Langley, & Corley, 2017). I draw on well-established approaches to analyze the data (Gehman et al., 2017; Langley & Abdallah, 2011).

First, I applied a qualitative research design to investigate how emergent response groups develop opportunities for suffering alleviation—an objective that still required theoretical exploration (Denzin & Lincoln, 2011). I purposefully sampled for ventures (Patton, 1990) that

emerged as a response to the arriving refugees' suffering and were based close to Munich, a hub for arriving refugees and the city where I work and live so I could engage in frequent and close contact with the ventures. I built a database consisting of 105 semi-structured interviews over two rounds with the founders, employees, volunteers, and refugees of 13 ventures that emerged to help refugees arriving in Germany, and observational and secondary data enriching the impressions of the interview data. Relying on this rich database, I was able to holistically study the phases and steps of the venture's opportunity development process. Analyzing the data, I initially mapped each venture's steps, started to draw timelines for each venture, and coded the data (Langley, 1999) to organize and structure my findings.

Second, once I started the data collection for the first project, two attacks occurred that were supposedly conducted by arriving refugees so they had the potential to threaten the ventures' existence. In particular, the media questioned the validity of helping arriving refugees, and, consequentially the ventures that emerged to help arriving refugees. This questioning had the potential to deter the ventures' (potential) resource providers to continue their support, thus, threatened the abundance of resources the ventures initially faced. Thus, I immediately started to collect data on these two attacks in combination with the data collection for Study 1 to gain insights into how these ventures built resilience to this adversity. I also collected a large amount of archival data, e.g., newspaper articles, on the attacks. Two months after I stopped data collection for Study 1, two more attacks occurred, so I resumed data collection with 10 of the 13 ventures—while one stopped actively working on the project, two other ventures were too busy to continue with the study. This longitudinal data set enabled me to get rich insights into the process (Langley, 1999; Langley & Abdallah, 2011) of how nascent social ventures build resilience to adversity and how they are able to prepare for subsequent adversity. I analyzed the data following approaches consistent with qualitative data analysis methods (Gehman et al., 2017; Langley, 1999; Langley & Abdallah, 2011).

Third, in investigating the role of self-interest motivations in social venture creation, I employed a qualitative research design as self-interest motivations leading to social venture creation impact social venture creation substantially (Miller et al., 2012), but are still unknown and have been neglected so far in social entrepreneurship research (Edmondson & McManus, 2007). I built a database consisting of 52 interviews with social entrepreneurs from 48 hybrid ventures. I further collected secondary data, such as, relevant information from the ventures' websites. Already having gained insights on motivational aspects for social engagement from Study 1 and 2, I initially started to analyze each case individually, and then compared these first insights across cases (Eisenhardt, 1989). This iterative, comparative case study approach (Glaser & Strauss, 1967) enabled me to induce theoretical insights into the role of individual motivations on venture-level outcomes.

1.5 Outline

This dissertation addresses the three major research objectives I identified above. Specifically, in chapter 2 – 4, I investigate: (1) opportunity development pathways, (2) resilience building processes, and (3) the role of self-interest motivation. I structure each chapter by providing a short abstract of the study followed by the (1) introduction to elucidate the importance of the topic, (2) theoretical background to provide the study's grounding in prior research, (3) methodological approach to illustrate transparency and credibility of the data collection and analysis, (4) findings of the study by providing evidence of the interpretations, and (5) discussion to embed the findings in prior research, reasoning the findings' novelty, relevance, and interestingness. Eventually, in chapter 5, I conclude by summarizing the key findings of my dissertation and their theoretical implications, and provide an outlook for how future research might build on these findings. In Table 1, I display an overview of the three studies presented in this dissertation.

Table 1: Synopsis of the three studies presented in this dissertation

	There's more than one way to lend a helping hand: How new ventures develop opportunities to alleviate suffering in the context of a refugee crisis <i>(Chapter 2)</i>	Compassion ventures building resilience to adversity: Insights from the German refugee crisis <i>(Chapter 3)</i>	Organizing for hybridity: The role of self-interest motivations in social venture creation <i>(Chapter 4)</i>
<i>Research question</i>	How do emergent response groups develop opportunities for suffering alleviation?	How do compassion ventures build resilience to adversity?	How does self-interest motivation impact social venture creation?
<i>Sample and data</i>	<p>13 ventures emerging to alleviate refugee suffering in Germany</p> <p>Primary data: 105 semi-structured interviews</p> <p>Observational data: field notes</p> <p>Secondary data: internal documents, archival data</p>	<p>13 ventures emerging to alleviate refugee suffering in Germany</p> <p>Primary data: 133 semi-structured interviews</p> <p>Observational data: field notes</p> <p>Secondary data: internal documents, archival data</p>	<p>52 social entrepreneurs from 48 hybrid ventures</p> <p>Primary data: 52 semi-structured interviews, interview data from Study 1 and 2</p> <p>Secondary data: archival data, email exchanges, observational data</p>
<i>Findings</i>	There are two distinct opportunity development pathways, a restoring and a rescuing pathway, depending on the recognizing the need to help alleviate suffering. This has implications on how differently venturing teams identify opportunities, and, eventually, organize for suffering alleviation.	In a first step, ventures need to analyze the novelty, the proximity and magnitude of the adversity, to, in a second step, perceive a threat to their resource providers' compassionate response. After perceiving such threat, the ventures need to respond to adversity to continue suffering alleviation and prepare for subsequent adversity.	Based on situational triggers, three distinct self-interest motivations can emerge: (1) entrepreneurial propensity, (2) crisis of meaning, (3) anger about societal inertia. These impact venturing missions, and lead to a (1) dynamic relativity, (2) dynamic intensity, or (3) dynamic relativity and intensity hybridity.
<i>Theoretical implications</i>	Emergent response groups, (Social) entrepreneurial action	Resilience to adversity, Compassion venturing	Social entrepreneurship, Hybrid organizing

2 THERE'S MORE THAN ONE WAY TO LEND A HELPING HAND: HOW NEW VENTURES DEVELOP OPPORTUNITIES TO ALLEVIATE SUFFERING IN THE CONTEXT OF A REFUGEE CRISIS¹²³

ABSTRACT

One of today's grand challenges is coping with the large number of refugees fleeing the disastrous conditions in their home countries. We report on the findings of an interpretative study of entrepreneurial action in the form of new ventures created and organized to alleviate the suffering of refugees in Germany. We develop a theoretical framework of opportunity development to alleviate others' suffering that captures two distinct pathways new ventures take to meet refugees' needs. Based on their primary venturing motivation and prior knowledge founding teams pursue either a *rescuing* or a *restoring opportunity development path*. Depending on the path chosen, teams emphasize exploration or exploitation activities, which are associated with different forms of organizing that address either refugees' urgent needs or long-term needs. Our findings have important implications for the literatures on (social) entrepreneurial action and emergent response groups.

Keywords: Entrepreneurial Knowledge, Entrepreneurial Motivation, Opportunity Identification, Opportunity Development, Suffering Alleviation.

¹ This paper is co-authored by Dean Shepherd and Holger Patzelt. Holger Patzelt and Dean Shepherd advised me during the theory development process, and reviewed the paper.

² This paper has been accepted for presentation at the (1) 21st Interdisziplinäre Jahreskonferenz zu Entrepreneurship, Innovation und Mittelstand, 2017 (Wuppertal, Germany); and (2) Babson College Entrepreneurship Research Conference (BCERC), 2018 (Waterford, Ireland).

³ This paper has received a Revise & Resubmit at the Academy of Management Journal, and has been rejected after the second round.

2.1 Introduction

Many millions of people worldwide suffer—they experience “the anguish over the injury or threat of injury to the self—and thus to the meaning of the self” (Reich, 1989: 85). Suffering can occur as physical pain, the experience of a loss, or psychological misery (Kahn & Steeves, 1986), and is particularly prevalent in humanitarian crises resulting from war, terrorism, natural disasters, poverty, and/or resource scarcity (George et al., 2016). Since victims of humanitarian crises typically face multiple hardships (e.g., psychological, physical, financial losses (Shepherd & Williams, 2014)), opportunities to alleviate suffering are abundant in such environments. As a result, new ventures often emerge to alleviate the suffering of those affected by crises (Drabek, 1986; Majchrzak et al., 2007; Shepherd & Williams, 2014). Recently, scholars have started to explore antecedents to individuals’ intentions and decisions for creating new ventures to alleviate suffering (Dutton et al., 2006; Miller et al., 2012; Williams & Shepherd, 2016a).

Notwithstanding the importance of these prior studies, one important shortcoming is that they do not explain how actors’ intentions and decisions to alleviate suffering are transformed into entrepreneurial actions to meet the victims’ needs. Yet, such a focus can significantly enhance our understanding of venturing for suffering alleviation in several ways. First, humanitarian crises might require different forms of action to address the many and heterogeneous hardships victims face. For example, some victims might face urgent and life-threatening needs, such as a lack of food and clothing, others (or the same ones) suffer from more long-term needs, such as work and education shortages. While urgent and life-threatening needs require individuals to develop opportunities quickly and on a large scale, long-term needs likely require action that is less urgent and sizeable but is more nuanced and sustainable over time. Current theorizing on venturing for suffering alleviation insufficiently acknowledges this heterogeneity in victim needs despite the potentially significant implications for the

entrepreneurs and their actions taken to alleviate suffering. Second, the acquisition and management of resources are central to alleviating suffering (Shepherd & Williams, 2014; Williams & Shepherd, 2016a), and to adequately respond to victim suffering, new ventures must provide these resources at the required speed, scale, scope, and level of customization (Dutton et al., 2006). Although it is known that new organizations emerging in the aftermath of disasters often have difficulties deciding what resources are needed and how available expertise should best be used to address victims' needs (Majchrzak et al., 2007), it is unclear how the process through which teams recognize and develop their potential opportunities impacts the organizing of resources provided for help.

Given these critical limitations of our knowledge about new ventures created to alleviate human suffering, our study is guided by the following overall research question: *How do emergent response teams develop opportunities for suffering alleviation?* To extend current theory on venturing for suffering alleviation, we conducted a qualitative study in the context of the recent refugee crisis in Germany. Over the last years, hundreds of thousands of people have left their home countries (e.g., Syria, Afghanistan, Iraq, Eritrea, and Nigeria) and immigrated to Europe due to war, persecution, terrorism, poverty, and abuse. The situation escalated in 2014 when hundreds of thousands of individuals attempted to cross the Mediterranean Sea to reach Europe (and thousands died attempting to make the voyage), a phenomenon that some called a “tsunami of refugees” (Seher, 2014). In this context, we conducted 105 interviews with founders, volunteers, and refugees involved in 13 ventures created to alleviate refugee suffering in a German metropolitan area. We supplemented the interview data with field notes and secondary data.

Our inductive theorizing yielded a theoretical framework for the recognition and development of potential opportunities to alleviate suffering. The model illustrates two distinct pathways by which entrepreneurial teams—based on different forms of recognizing needs—develop

different types of potential opportunities to address victims' needs. Our model offers novel theoretical insights for the literatures on opportunity development and emergent response groups in the context of humanitarian crises. Next, we briefly review these two literatures to situate our study.

2.2 Theoretical grounding

We ground our study in two streams of relevant literature. First, given our interest in the development of opportunities for suffering alleviation, we draw on the literature on opportunity development, understood as the process of recognizing, evaluating, and exploiting entrepreneurial opportunities (Shane & Venkataraman, 2000) under conditions of high uncertainty (Knight, 1921; McMullen & Shepherd, 2006). Second, our study is informed by the literature on emergent response groups, which refer to groups that establish new social structures to access new resources and take action to alleviate the suffering of those affected by the crisis at hand (Bigley & Roberts, 2001; Drabek, 1986; Drabek & McEntire, 2002; Kreps, 1984).

2.2.1 Opportunity development

Entrepreneurial opportunities refer to “situations in which new goods, services, raw materials, markets and organizing methods can be introduced through the formation of new means, ends, or means-ends relationships” (Eckhardt & Shane, 2003: 336; Shane & Venkataraman, 2000). McMullen and Shepherd (2006) propose that entrepreneurial individuals or teams first recognize a *third-person opportunity*—that is, an opportunity for someone. Second, they evaluate whether the recognized opportunity is a *first-person opportunity*, or an opportunity specifically for them. Underlying this process of third- and first-person opportunity recognition are the entrepreneur's knowledge and motivation to (1) allocate the required

attention toward signals of a potential opportunity and (2) evaluate whether the feasibility and desirability of a specific opportunity are high enough for the entrepreneur to exploit it personally (McMullen & Shepherd, 2006). Prior work has shown, for example, that previous knowledge about entrepreneurship (Ucbasaran, Westhead, & Wright, 2009), prior entrepreneurial experience (Gruber, MacMillan, & Thompson, 2008), diversity of educational levels within an entrepreneurial team (Gruber, MacMillan, & Thompson, 2010), and industry-specific experience (Grégoire, Barr, & Shepherd, 2010) can impact opportunity recognition. Additionally, previous research has highlighted how an individual's motivation affects opportunity recognition, specifically different types of general motivation (e.g., desire for independence, entrepreneurial passion) and task-specific motivation (e.g., goal setting) (Shane, Locke, & Collins, 2003).

Once individuals or teams have determined they want to pursue a specific (first-person) opportunity, developing that opportunity represents a process “through which insights are contemplated, new information is collected and considered, and knowledge is created over time” (Lumpkin & Lichtenstein, 2005: 457). Entrepreneurs continuously and iteratively engage in “scanning and searching for new information, connecting previously-disparate information, and evaluating whether the new information represents an opportunity” (Tang, Kacmar, & Busenitz, 2012: 79). Thus, opportunity development comprises a learning process (Vera & Crossan, 2004) through which entrepreneurs create new knowledge to mitigate uncertainty (Dimov, 2007), making market introduction of the new product or service more likely. Scholars have also emphasized the important role of both external stakeholders (e.g., investors, customers) and internal stakeholders (e.g., employees, team members) as information sources that guide entrepreneurs' key decisions and actions related to opportunity development (Dutta & Crossan, 2005). Based on information received from these sources, entrepreneurs update their beliefs of what future opportunity-development steps are feasible, desirable, and valuable (Felin & Zenger, 2009).

Regarding the specific context of helping others, research has begun to explore the role of knowledge and motivation in entrepreneurs' decision to provide help. For example, scholars have identified different types of knowledge that facilitate the pursuit of opportunities meeting others' needs, such as corporate knowledge of executing social opportunities (Seelos & Mair, 2005) and local knowledge of social needs (Zahra, Gedajlovic, Neubaum, & Shulman, 2009). Moreover, research has suggested that prosocial motivations, such as compassion, increase the likelihood that individuals will engage in the pursuit of opportunities for suffering alleviation (Miller et al., 2012). While for-profit entrepreneurs are often described as self-centered individuals with egoistic motives (Shane et al., 2003), those who venture to help others are typically portrayed as being prosocially motivated (Austin et al., 2006; Miller et al., 2012). However, research has also acknowledged that entrepreneurs who help others are not solely altruistic but also hold self-interested motivations, emphasizing a balance between pro-other and pro-self motivations (Peredo & McLean, 2006). Notwithstanding the important contributions these studies make to our understanding of why ventures for suffering alleviation are initiated, the process of developing an opportunity toward meeting the victims' needs remains elusive.

2.2.2 Emergent response groups

The high uncertainty following humanitarian crises and disasters can trigger the formation of *emergent response groups* (Drabek, 1986; Drabek & McEntire, 2002; Dynes, 1983; Tierney, 2001). The emergence of such response groups is "stimulated by the perception that a problem or issue is not recognized or acknowledged by others" (Stallings & Quarantelli, 1985: 98). Emergent response groups take action to meet the societal needs resulting from disaster events through improvising, taking self-initiative, and engaging in new activities (Drabek & McEntire, 2002, 2003). These groups are highly important after disasters (Majchrzak et al., 2007; Tierney, 2001) as the well-established infrastructures and resources

of existing organizations (e.g., governments, non-government organizations, corporations) are often destroyed in disasters, which inhibits their ability to alleviate others' suffering (Drabek & McEntire, 2003). Majchrzak et al. (2007) also indicate that these emergent groups are able to solve deficiencies that other organizations cannot handle, particularly due to varying interpretations of needs and suffering in the aftermath of disastrous events (Gephart, 1984).

Prior research on emergent response groups has examined responses to disasters (Dynes, Quarantelli, & Kreps, 1972), social action during disaster periods (Kreps & Bosworth, 1993), the role of local communities in managing disasters (Quarantelli, 1997), and the internal management of emergent response groups (Majchrzak et al., 2007). More recent research has focused on how emergent response groups access and manage resources to alleviate suffering. For example, in their study of locals suffering from the 2009 Black Saturday Bushfire in Australia, Shepherd and Williams (2014) find that although local victims suffered from destroyed local physical resources, they were able to use and even enhance local non-physical resources. In another study, Williams and Shepherd (2016a) examine venture creation after the Haitian earthquake in 2010, identifying different pathways of emergent responses by victim entrepreneurs who created new ventures to alleviate other victims' suffering. Although we already have a good understanding of emergent response groups' planning, actions, characteristics, acquisition of necessary resources, and desired outputs, we still lack insights into these ventures' internal organizing processes (Drabek, 1986; Majchrzak et al., 2007).

In sum, our literature review illustrates that both the entrepreneurship and emergent response group literatures provide little insights into opportunity development in the suffering alleviation context, consistent with calls for more research on (1) entrepreneurial action to alleviate others' suffering (Shepherd, 2015), (2) venturing to alleviate others' suffering to extend our understanding of entrepreneurial opportunities and the process of venture emergence (Williams & Shepherd, 2016a), (3) the entrepreneurial journey from a process

perspective (McMullen & Dimov, 2013: 1481), and (4) global challenges from a management perspective (George et al., 2016). Therefore, our study investigates how entrepreneurs develop opportunities for suffering alleviation.

2.3 Methodology

2.3.1 Research setting

One of the current grand societal challenges manifests in the migration of people who need to flee from their home countries (e.g., Syria or Afghanistan) due to war (e.g., the Syrian civil war), poverty or hunger (George et al., 2016), as “more than 1.3 million migrants have reached European shores to apply for asylum” (George et al., 2016: 1893). More specifically, the situation escalated in 2015 when the German Chancellor Angela Merkel declared that “asylum does not know any limit”, and suddenly hundreds of thousands of refugees arrived in Germany each day. The government and existing organizations, including non-profit organizations, struggled with responding to the arriving refugees’ needs. The precarious circumstances in refugee accommodations, the lack of basic equipment like fresh clothes, or the severe traumas that many of the arriving refugees suffered from (Hauschild, 2015), are only a few examples for the refugees’ urgent need for help. The media continuously reported the refugees’ harsh conditions in their home countries, their difficult journey to Europe, and the many needs they suffered from.

These problems generated concern within the government around issues like regaining control of the boarder and limiting Germany’s open-door immigration policy. It also created concern and anxiety for some in the German society. We noticed that many Germans reacted compassionate towards the arriving refugees, and engaged heavily in helping arriving refugees (Kamann, 2015); however, we also saw that some Germans showed fear and concern toward the sheer number of arriving refugees . Still, the Germans’ compassionate response

outweighed, so they created new ventures to alleviate refugee suffering and foster the refugees' integration into the German society. With the creation of so many new ventures to help refugees, we realized that this was a great chance to study the ventures' emergence in the context of a societal grand challenge. Thus, we started to identify and study these ventures.

2.3.2 Sampling

Purposefully, we set three criteria for sampling to select the ventures studied in this paper (Lincoln & Guba, 1985). First, we wanted to start with new ventures because we were interested in studying the early venturing processes through which these teams emerge to alleviate others' suffering. Second, we only included ventures created to address refugees' needs that existing organizations could or did not address so far. Third, for our study we depended on in-depth and frequent contact to these new ventures, so the ventures' sites' needed to be closely located to the first author's base, which was one of the hubs of refugee arrival and suffering in Germany. This sampling strategy enabled us to grasp the early evolution of the different ventures as well as select potentially contrasting cases for further analysis (Lincoln & Guba, 1985). That is, after having started our data collection with the first ventures, we selected new cases that either supported our emerging explanation or provided alternative explanations.

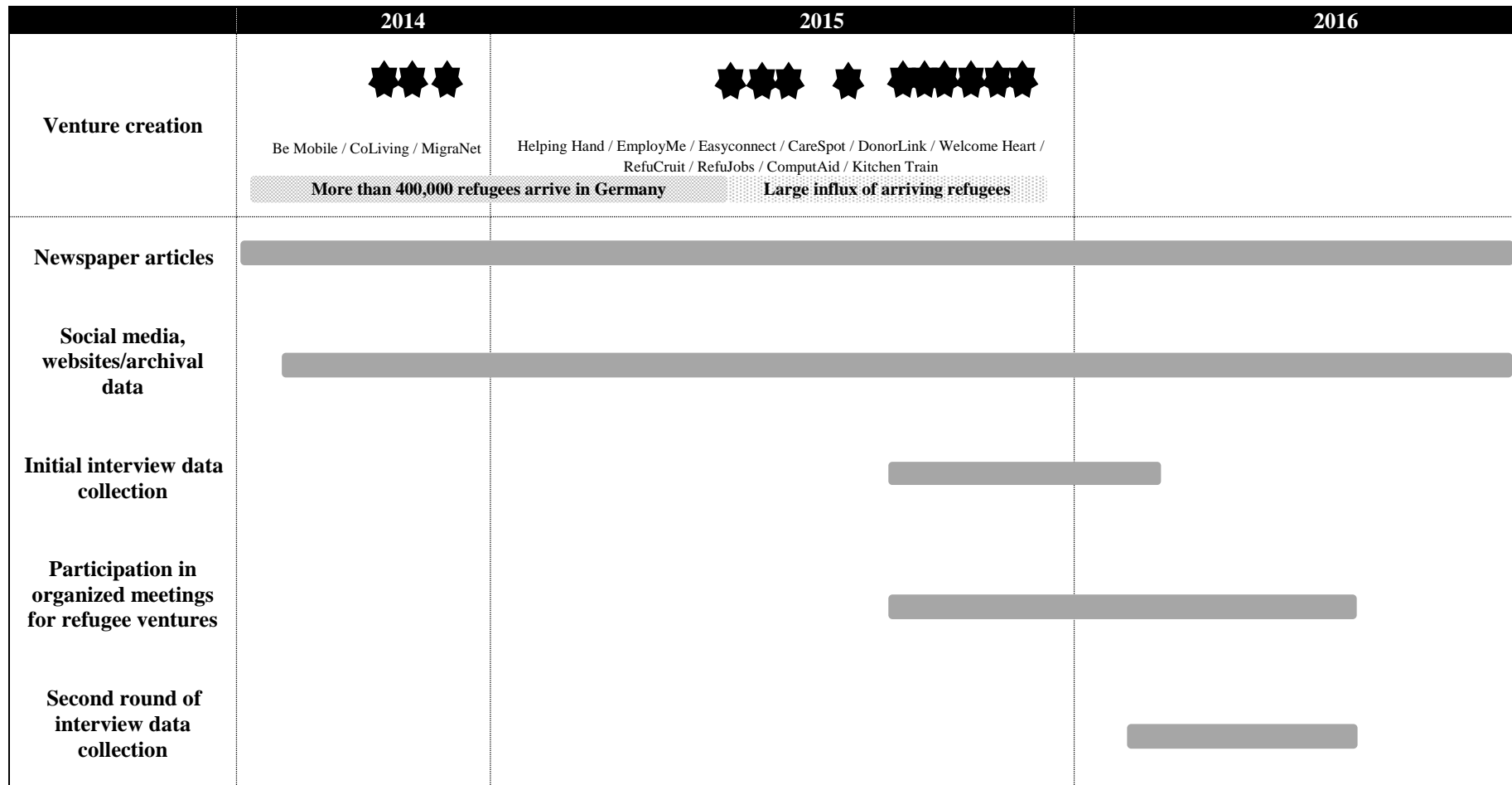
In the end, we reached out to 19 ventures that met the above criteria. Consistent with the snowballing procedure (Lincoln & Guba, 1985), we identified eight additional potentially relevant ventures based on recommendations from the founders of our prior case ventures. Finally, 13 of those 27 ventures agreed to participate in our study. We determined that eight of the thirteen ventures were most relevant in representing the emerging theoretical relationships for addressing our research question. Hence, in describing our findings, we focus

on these eight ventures. Including the remaining ventures in our overall findings did not lead to contradicting, enriching, or alternative explanations.

2.3.3 Data sources

We collected data over an eight-month period and used multiple data sources (Denzin & Lincoln, 2011; Lincoln & Guba, 1985). We sorted data from the various sources into cases representing each new venture. In Figure 1, we illustrate our data-collection approach as well as the ventures' initial starting points (represented by the dots on the timeline).

Figure 1: Data collection approach



Interviews. Our primary data source was semi-structured interviews. We interviewed multiple people for each new venture to grasp a holistic perception on how the new venture was created. The sample included founders, team members, facilitators, volunteers, and refugees. Mainly, we conducted the interviews at the ventures' sites in German, however, our sample also included either native English speakers or native speakers of other languages who spoke English fluently, so we conducted these interviews in English. We also conducted interviews with refugees who were involved in the ventures' operations; these interviews took place at either the refugees' residence or one of the authors' offices. The language barriers for the refugees were rather low as they either got sufficient English training back in their home countries, or had already taken German classes. We audio recorded all interviews and then transcribed them.

We structured the interviews into seven sections: (1) introduction of the interviewee and background information on the venture; (2) the venture's timeline and purpose; (3) recognition and development of the venture's opportunity; (4) venture foundation, the founding team, and venture operations; (5) founders' commitment to the venture; (6) expected future of the venture; (7) and influence of the environment on the venture. The interviews with refugees included sections on (1) their personal characteristics (e.g., age, nationality, education, work experience), (2) their affiliation with the venture (e.g., how they got in touch with the venture, how they are being helped by the venture, how they are engaged with the venture), (3) their view of the venture (e.g., the importance of the new venture, the nature of the venture), and (4) (only if they were willing to share) their personal story of escape. The interviews lasted between 15 and 90 minutes. For the eight case ventures we report on below, we conducted 105 interviews with individuals directly involved in the ventures. In total, the 105 interviews lasted 68 hours and resulted in 1,165 transcript pages (single spaced).

Field Notes. When we conducted the interviews, we were able to observe the founders,

venture teams, and other venture members in their workplace. These observations occurred before, during, and after the interviews. After completing the site visits, we recorded the observations in detailed field notes. Moreover, the first author participated in several of the new ventures' events aimed at alleviating refugee suffering (e.g., hackathons, pitch events, etc.) to gain a better understanding of the challenges the ventures faced. We also took field notes of the different topics, multiple discussions, and our impressions (subjective to the researcher) immediately after these events. Our field notes helped us in triangulating our interview data to better understand the processes and development of the nascent ventures. These field notes resulted in 87 single-spaced pages of text.

Secondary Data. As the migration and the arising refugee suffering reached a remarkable media exposure, we collected a significant amount of secondary data, such as, newspaper and news magazine articles, television broadcasts (recorded), and information from the new ventures' websites and/or social media pages (if available). We also collected data generated by the new ventures, including reports, marketing materials, PowerPoint presentations, and so on, and we collected email exchanges between the research team and the interviewees. Through the secondary data, we gained additional insights into the emergence and development of the new ventures. This data amounted to 1,784 single-spaced pages of text. In Table 2, we detail our data sources.

Table 2: Case description and data sources for cases

Venture #	1	2	3	4	5	6	7	8	9	10	11	12	13
Venture*	Helping Hand	RefuJobs	Be Mobile	Kitchen Train	ReFuCruit	ComputAid	EmployMe	Easyconnect	Care Spot	Welcome Heart	CoLiving	DonorLink	MigraNet
Primary Activities	Volunteers preparing refugees for hearing at Federal Office	Job placement for refugees	Workshops to maintain bikes with refugees	Offer training for refugees to work in the food industry	Job placement for refugees	Maintaining and giving away used laptops to refugees	Job placement for refugees	Digitalize first aid information in different cities/towns for refugees	Provide things needed to help integrate refugees	Collect, sort, and distribute donations	Provide private accommodations for refugees in shared apartments	Online application to coordinate donors and help organizations	Install and maintain internet in refugee camps
Team	4 founders, 3 groups (á 25 people)	1 initiator, 4 founders, few volunteers	1 initiator, 1 co-founder, few volunteers	1 founder, few changing volunteers	1 initiator, 3 founders, changing volunteers	2 founders, changing (only few) volunteers	2 founders, changing (only few) employees	2 advisors, 2 founders, team of volunteers	1 initiator, 4 founders, group of volunteers	2 initiators, 7 founders, group of volunteers	3 founders, big group of employees and volunteers	1 founder, 1 developer, 1 volunteer	1 founder, big group of volunteers
Informants (70 informants, 105 interviews, number of interviews in brackets) (1,165 pages)	<u>Founder 1</u> (2) (1-F1) <u>Volunteer 1</u> (2) (1-V1) <u>Volunteer 2</u> (1) (1-V2) <u>Volunteer 3</u> (1) (1-V3) <u>Refugee 1</u> (1) (1-R1)	<u>Founder 1</u> (2) (2-F1) <u>Founder 2</u> (2) (2-F2) <u>Founder 3</u> (2) (2-F3) <u>Founder 4</u> (2) (2-F4) <u>Founder 5</u> (2) (2-F5) <u>Initiator 1</u> (1) (2-I1) <u>Refugee 1</u> (1) (2-R1)	<u>Founder 1</u> (2) (3-F1) <u>Founder 2</u> (1) (3-F2) <u>Volunteer 1</u> (2) (3-V1) <u>Volunteer 2</u> (1) (3-V2) <u>Volunteer 3</u> (1) (3-V3)	<u>Founder 1</u> (2) (4-F1) <u>Volunteer 1</u> (1) (4-V1) <u>Volunteer 2</u> (1) (4-V2) <u>Refugee 1</u> (1) (4-R1)	<u>Founder 1</u> (2) (5-F1) <u>Founder 2</u> (2) (5-F2) <u>Volunteer 1</u> (2) (5-V1) <u>Volunteer 2</u> (1) (5-V2) <u>Refugee 1</u> (1) (5-R1)	<u>Founder 1</u> (1) (6-F1) <u>Founder 2</u> (2) (6-F2) <u>Volunteer 1</u> (2) (6-V1) <u>Volunteer 2</u> (1) (6-V2) <u>Volunteer 3</u> (1) (6-V3) <u>Refugee 1</u> (1) (6-R1)	<u>Founder 1</u> (1) (7-F1) <u>Founder 2</u> (2) (7-F2) <u>Employee 1</u> (2) (7-E1) <u>Employee 2</u> (1) (7-E2)	<u>Founder 1</u> (2) (8-F1) <u>Founder 2</u> (1) (8-F2) <u>Founder 3</u> (2) (8-F3) <u>Employee 1</u> (2) (8-E1)	<u>Founder 1</u> (2) (9-F1) <u>Founder 2</u> (2) (9-F2) <u>Founder 3</u> (2) (9-F3) <u>Founder 4</u> (1) (9-F4) <u>Volunteer 1</u> (1) (9-V1) <u>Volunteer 2</u> (2) (9-V2) <u>Volunteer 3</u> (1) (9-V3) <u>Volunteer 4</u> (1) (9-V4) <u>Volunteer 5</u> (1) (9-V5)	<u>Founder 1</u> (2) (10-F1) <u>Founder 2</u> (1) (10-F2) <u>Founder 3</u> (2) (10-F3) <u>Founder 4</u> (2) (10-F4) <u>Volunteer 1</u> (1) (10-V1) <u>Volunteer 2</u> (1) (10-V2) <u>Refugee 1</u> (1) (10-R1)	<u>Founder 1</u> (2) (11-F1) <u>Founder 2</u> (1) (11-F2) <u>Employee 1</u> (2) (11-E1) <u>Employee 2</u> (2) (11-E2)	<u>Founder 1</u> (2) (12-F1) <u>Volunteer 1</u> (2) (12-V1) <u>Volunteer 2</u> (1) (12-V2)	<u>Founder 1</u> (2) (13-F1) <u>Volunteer 1</u> (1) (13-V1) <u>Volunteer 2</u> (1) (13-V2) <u>Volunteer 3</u> (1) (13-V3) <u>Volunteer 4</u> (1) (13-V4) <u>Refugee 1</u> (1) (13-R1)
Other data (863 pages)	Field notes (87 pages), Events (10)** Archival sources (e.g., newspaper, reports) on the situation (776 pages)												
Archival sources (921 pages)	News article (5) Venture report (1) Emails (53) Website	News article (3) Venture report (17) Emails (80) Website Social Media	News article (4) Emails (66) Website Social Media	News article (6) Venture report (1) Emails (32) Website Social Media	News article (14) Venture report (10) Emails (30) Website	News article (2) Website Social Media	News article (13) Emails (5) Website Media	News article (22) Venture report (241) Emails (33) Website Social Media	News article (2) Venture report (1) Emails (14) Social Media	News article (27) Emails (17) Website Social Media	News article (47) Emails (67) Website Social Media	News article (13) Emails (9) Website Social Media	News article (33) Emails (8) Venture Report (10) Website Social Media

* Names have been changed to protect anonymity

**Number of events (e.g., networking events) the first author joined

2.3.4 Analytic approach

We followed an inductive-abductive approach, which included going back and forth between our data and the emerging theory, consistent with, e.g., (Langley, 1999; Langley & Abdallah, 2011). We iteratively mapped our cases to develop a theoretical model, while we proceeded in three stages. First, we conducted a detailed analysis across ventures and over time of the key phases of how the ventures developed their opportunities. We identified the forms of recognizing needs, opportunity identification, and organizing for suffering alleviation as key phases of development. Second, we in-depth analyzed the modes of these key phases. Finally, we focused on the mechanisms that allowed the ventures to immerse from the first to the second phase, and from the second to the third phase. We matched the patterns that came across from our within-case and across-case analysis, triangulated primary with secondary data, and matched our data with prior research, to reach internal validity of our theoretical process model (Langley & Abdallah, 2011).

Analysis of key phases for developing suffering alleviation opportunities over time. We began our data analysis with constructing a timeline of the case ventures' key phases in developing their opportunities to create our narrative (Langley, 1999). We focused on the phases that helped them to develop an opportunity to meet the victims' needs. We started analyzing these phases within cases over time, while we continued to extend this analysis and searched for similar patterns and differences across cases.

First, we found that the enormous number of arriving refugees and their suffering attracted entrepreneurs' attention, such that they noticed both the refugee suffering but also the lack organizations that could provide effective help. The attention toward this situation triggered motivations for help and activated entrepreneurs' knowledge potentially helpful for addressing the refugees' suffering. The interplay of activated motivation and knowledge led

the entrepreneurs to identify a specific opportunity for help (McMullen & Shepherd, 2006; Williams & Shepherd, 2016a). Finally, in the third phase entrepreneurs developed this opportunity through organizing for suffering alleviation, utilizing their specific human capital

Although we found these key opportunity development phases for all ventures in our sample, when we broadened our cross case analysis, and we identified substantial differences across cases regarding the specific elements describing the opportunity development process within each phase. With this focus, we coded the data and two distinct pathways for opportunity development emerged to which we now turn.

Analysis of characteristics of the opportunity development phases across ventures.

Although we found that all ventures started to develop an opportunity based on observing refugee suffering, we soon noticed that these attentional triggers differed across entrepreneurs. Thus, we started to focus on how the ventures differed in recognizing the need for venturing to alleviate suffering. Specifically, we focused on how our interviewees explained the triggers to create their venture; while some entrepreneurs were *primarily triggered by the refugees' specific problems*, others were triggered *primarily by their own founding aspirations* based on the observation that there is a need for new organizations addressing refugee suffering because existing organizations were unable to do so. We then tried to capture which implications these differences had for the subsequent venturing processes. We started puzzling out the different activities the ventures engaged in separately according to these initial differing triggers, and revealed two distinct pathways of opportunity development.

First, we started to focus on the implications this initial trigger of seeing the refugees' specific problems had for identifying an opportunity. We iteratively captured how the founders emphasized their *primary prosocial motivation*, that is, a primary compassionate response to others' suffering. Consistent with theory on entrepreneurial action (McMullen & Shepherd, 2006), we focused on the knowledge that this prosocial motivation is combined with. We

realized that it evokes the *know-how knowledge* of the emergent response groups, which is the knowledge of how to help gained from prior experiences as social worker or long-term voluntary work. We then recognized that the combination of the prosocial motivation and the know-how knowledge our sample ventures to identify an *opportunity for immediate help*, i.e., providing fresh clothes or accommodation. Eventually, we concentrated on the activities included in organizing for suffering alleviation, which we identified as *exploiting approach* and *organizing around the resource providers*, which are many to provide the ventures with their help for an extended time frame to offer immediate help. We label this opportunity development pathway a *rescuing pathway*.

Second, we engaged in tracing the implications of an initial founding aspiration trigger. The founders of these ventures stated their *primary pro-self motivation*, that is, a primary response to the refugee suffering based on rather pro-self motives. Then, we started to disentangle the knowledge that these founders relied on in the opportunity identification phase, which we depicted as a *know-what knowledge*, that is, the knowledge from, e.g., prior entrepreneurial experiences or project management. Following the combination of pro-self motivations and know-what knowledge, we paid attention to the type of opportunity these ventures started to pursue, and realized that these ventures rather identified an *opportunity for long-term help*, e.g., job training or job placements which foster refugee integration. As we continued our analysis of the organizing for suffering alleviation phase, we identified that such long-term opportunities required a focus on exploring opportunities which induced an emphasis on *organizing around the founding team*, including only few, changing volunteers. We labeled this opportunity development pathway a *restoring pathway*. In Table 3, we provide examples to illustrate the identified phases of opportunity development and their key activities based on the two distinct pathways.

Table 3: Representative quotes underlying theoretical themes

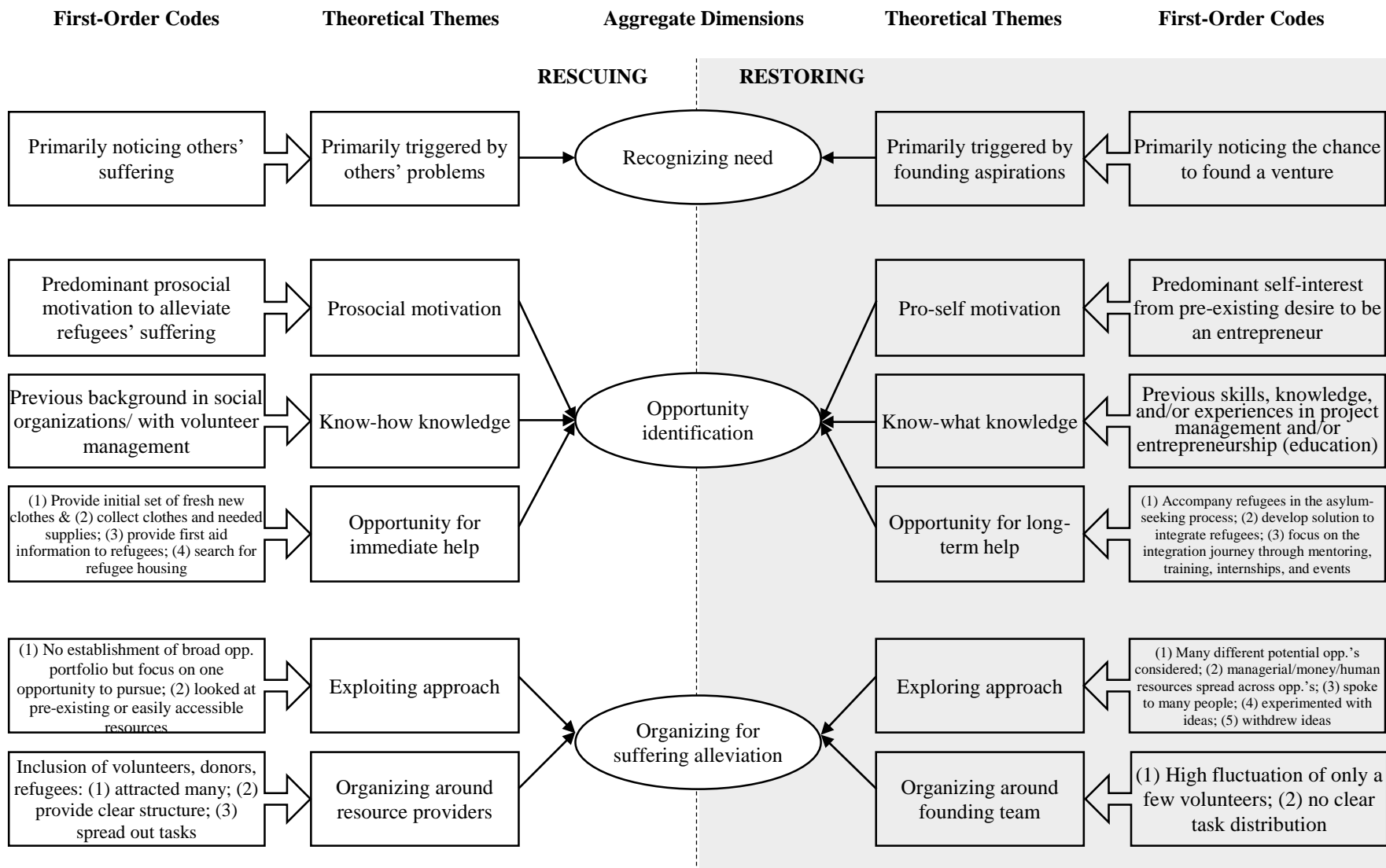
First-Order Codes	Theoretical Themes	Aggregate Dimensions
	Primarily triggered by others' problems	ATTENTIONAL TRIGGER
Attention caught by noticing others' problems	<p>9-F3: And we need to help there, because those pictures on TV . . . the pictures that I saw and I need to help them.</p> <p>8-F3: The basic idea is ideational, we want to help [the arriving refugees who are in need].</p>	
	Primarily triggered by founding aspirations	ATTENTIONAL TRIGGER
Attention caught by noticing a need for new ventures	<p>3-V1: There is some sort of egoism . . . and this is not negative . . . but we will learn so much from this project [in the way of founding a venture and working together] . . . and this definitely plays the major role.</p> <p>2-11: They [the founding team] really wanted to found something and they wanted to have this freedom to think about what they wanted to do and this was the main exciting thing for them.</p>	
	Motivation	OPPORTUNITY IDENTIFICATION
Predominant prosocial motivation to alleviate refugees' suffering	<p>10-F3: And, well, I just am a social person, I work in the social sector . . . and it is no question for me to help people.</p> <p>9-F4: And because we have everything and then when you see them [the refugees], they arrive here and they need help and we really can do something [about their problems].</p> <p><i>Field notes:</i> They really talked about how they saw refugees arriving in their town and how this motivated them to help them and, so, they really saw the need for starting the venture.</p>	
Predominant self-interest motivation from pre-existing desire to be an entrepreneur	<p>2-F2: These experiences to have a startup, because I definitely am very interested in . . . this process at first hand.</p> <p>3-F2: I did some incubator related work. I have a very strong business background . . . so I did have this whole entrepreneurship thinking and all these things already and then I looked for what I can do in this field.</p> <p><i>Field notes:</i> They really were interested in having a startup, making all these experiences, and having the status as a founder and being their own boss.</p>	
Previous background in social organizations/with volunteer management	<p style="text-align: center;">Knowledge</p> <p>10-F1: Definitely, as a social worker. So, working with volunteers, of course, there also were emotionally burdening situations, you have to relax the situation . . . or also recognizing where you can put people best, well, I see that very quickly what someone else might not.</p> <p>9-F2: That you don't do useless things but get a certain structure in it, otherwise you dissipate quickly and you are lost. And this also might be the skill to know whom you can place where and how.</p> <p>11-F1: I think the idea also emerged because I traveled to countries that . . . have been countries which people fled. . . . Onsite, I got an impression how people live and why they move. . . . I also worked there, I engaged in voluntary activities a lot.</p> <p><i>Field notes:</i> Most of them already had some volunteer work experiences and they all, founders and volunteers, . . . are conscientious about social issues and problems . . . how to organize these social projects and how to work with volunteers.</p>	
Previous skills, knowledge, and/or experiences in project management and/or entrepreneurship (education)	<p>2-F3: Well, in the beginning I have to admit I knew very little about the refugee situation, well, the background and that, when you talk to someone, also understand where he is from and that you don't say anything wrong and you have to inform yourself, so that was also a knowledge base that we created.</p> <p>3-F1: Because over time you realize that you can't know everything, especially if you are not trained for it.</p> <p>2-F1: Yes, it is more difficult for us because we are dependent on external people now because we can't do it within the team or only with very high efforts and very slowly. So this definitely is an obstacle.</p> <p>2-F4: We have a business informatics guy but he can't do it.</p> <p><i>Field notes:</i> The team showed a lot of knowledge and experience in project management but also how to setup an organization, however, they probably focused on that too much instead of facing issues with their volunteer management, how to motivate them or even how to attract them.</p>	
	Opportunity for immediate help	OPPORTUNITY IDENTIFICATION
Provide fresh clothes	10-F2: Our initial thought was to provide clothes as much as we can . . . initially not to this extent but it goes quite well.	
Collect clothes and supplies	9-F1: We coordinate our volunteers . . . coordinate shuttle services. . . . We initiated the clothes collection and distribution . . . anything that is just needed at the very first moment.	
Offer first-aid information	8-F3: We offer information for refugees. . . . We provide the platform that enables this . . . because refugees don't [find] it easy to find the first aid local information.	
Search for housing	11-F1: So we check all offers of those that provide housing and look if there is a refugee for this housing space and if he/she could move in.	
	Opportunity for long-term help	OPPORTUNITY IDENTIFICATION
Accompany in the asylum processes	1-F1: We accompany them to the hearing itself to be a support but also to note down everything and just to support the refugee there. . . . We also help with the follow-up when the decision is there and to put the question of whether it makes sense to sue.	
Provide refugees with jobs	2-F4: We want [find] job placement for refugees, we want to record refugees' skills . . . and then provide it to employers and combine it so they can find refugees [as employees].	
Foster refugees' social integration	3-V1: The concept is that we maintain bikes with them together, we prepare everything, we organize the tools and every participant can get one bike in the end.	

First-Order Codes	Theoretical Themes	Aggregate Dimensions
Integration through, e.g., mentoring	4-V2: Different things: learning cooking, mentoring. . . . I wouldn't call it a factory but it's kind of like a platform where people come to . . . integrate a little bit.	
No establishment of broad opportunity portfolio but focus on one opportunity to pursue	<p style="text-align: center;">Exploiting approach</p> <p>8-E1: And what is different is that it is just about local information. So we do not want those typical asylum consulting flyers. . . . What cities or communities spread, well, there is still a lack of information.</p> <p>10-F4: So, for instance yesterday we had another spontaneous call on our amazon wish list . . . so the girls posted it on Facebook, so that we don't have enough underwear . . . and we'll get it this weekend. . . . On Saturday we also have the donations' receipt . . . and we really have every Saturday from 11 to 1 many private people that have collected things and bring it to us and then we sort those. Works surprisingly very well for a long time which I wasn't sure of.</p>	ORGANIZING FOR SUFFERING ALLEVIATION
Looked at pre-existing or easily accessible resources	<p>11-F2: Well, in Berlin it was mostly through the people that I already knew or to put it in quotation marks "my network" but surprisingly this really became independent.</p> <p><i>Field notes:</i> They really saw the opportunity [for] how they can help people and were sure about access to the relevant resources. They did not really recognize other opportunities, starting this new venture with the uncertainty [of whether] they could succeed in helping the refugees or not. However, when it came to how they think about the venture in terms of business models and so on, they really only focus on the one opportunity they recognized and how they can exploit it.</p>	
Many different potential opportunities considered	<p style="text-align: center;">Exploring approach</p> <p>1-F1: She just told me how important it is to prepare those people . . . and it turned out that it is not done systematically but is only done in those tough cases, and this was the original impulse to do that. But after that we looked at it systematically and said, ok, this was then one of many ideas and in the end it turned out, ok, this might be a very useful one. And we should focus on it and develop an offer.</p>	
Managerial/money/human resources spread across opportunities	<p>2-F3: The goal might change next week already, due to our organizational discussion, we might have to refocus. . . . As you might have realized, companies and hobbies might be a bit too much and, well, this is our process that we have, it doesn't really fit, and then we focus on something different.</p> <p>4-F1: Well I have less. The same but they are quite inactive and I don't really have the time or the energy to keep people motivated.</p>	
Spoke to many people	2-F3: After a month, after a research phase we had different ideas and then agreed on this idea. We saw a certain need after [we had] been to refugee camps and we did interviews and then we saw this mismatch and leapt at that idea.	
Experimented with ideas	3-V1: Then, at some point, we realized at the first workshop that the language barrier is too big. So, the refugees are able to speak English but the students do not speak as good so they can actually understand the refugees. And then, at some point, we realized at a refugee camp that bikes are really needed because they don't have the opportunity to buy a ticket for public transportation.	
Withdrew failing ideas	<i>Field notes:</i> They never saw only one opportunity which they could pursue but they just said they would start something and then see what they actually could do leading to so many different opportunities. Thus, they had to do some kind of market analysis which took them several weeks and then, still, they faced the language barrier and had to start thinking about the opportunity again.	
Immediately attracted many resource providers	<p style="text-align: center;">Organizing around resource providers</p> <p>11-E1: It is open to anyone but we always have a phone interview and ask for information. . . . There are no-gos and . . . if someone is obviously discriminatory, racist, . . . then we say no.</p> <p>10-F1: If the volunteer is at clothes distribution and feels upset because he asks [a question] for the third time and the other person doesn't understand what he wants then this is a very frustrating experience for both and this is exciting, what do you need, what instructions do you need, what kind of support do you need, what sort of reflection or securities.</p>	
Provide clear structure and spread tasks out	<i>Field notes:</i> The organization really implemented meetings for all the ventures' members to be able to exchange their experiences but also to give them the feeling of belonging to the venture and to create this nice atmosphere within the venture as the suffering that they have to face in their volunteer engagement really is an emotional burden to them—which, luckily, the founders were aware of.	
High fluctuation of only a few volunteers	<p style="text-align: center;">Organizing around founding team</p> <p>4-F1: Less, the same but they are quite inactive and I don't really have the time . . . to keep people motivated.</p> <p>3-F1: It is all spare time and you cannot expect people to commit so much time, you cannot be angry with them if they say, no, I can't make it today. You need to handle that you cannot plan very well. Also one girl texted me that she'll be on vacation for four weeks. This is, well, it is very last-minute and it is all students, which means, it is really a minor point to them.</p>	
No clear task distribution	<i>Field notes:</i> The organization does have volunteers from time to time but as the founder admitted, they never stay very long—sometimes because the founder is not able to motivate them enough or does not have the power/capacity to keep them motivated, sometimes it is not clear what tasks they should do, sometimes the founder is not able to raise the importance of the venture to actually enhance the refugees' well-being.	

Analysis of immersion from phase to phase. Based on mapping our cases, analyzing the key phases of the opportunity development and analyzing the aspects that characterize these key

phases, we were able to develop a general model that captures the mechanisms of how these new ventures were able to immerse from one phase to the next until they were able to organize for suffering alleviation. Thus, we further analyzed our interview data to trace these mechanisms that linked each opportunity development phase. We primarily relied on our interview data, and identified two mechanisms, which we label *activating* and *transforming*. *Activating* depicts the attentional trigger to opportunity identification, that is, after noticing a trigger based on one's own attention, opportunity identification gets activated. Second, once an opportunity is identified based on the combination of motivation and knowledge, it is *transformed into* organizing for suffering alleviation, starting with an approach to either focus on opportunity exploitation or exploration, continued by organizing around either resource providers or the founding team. In Figure 2, we show the data structure that emerged from our data analysis.

Figure 2: Data structure



2.4 Developing opportunities to alleviate suffering

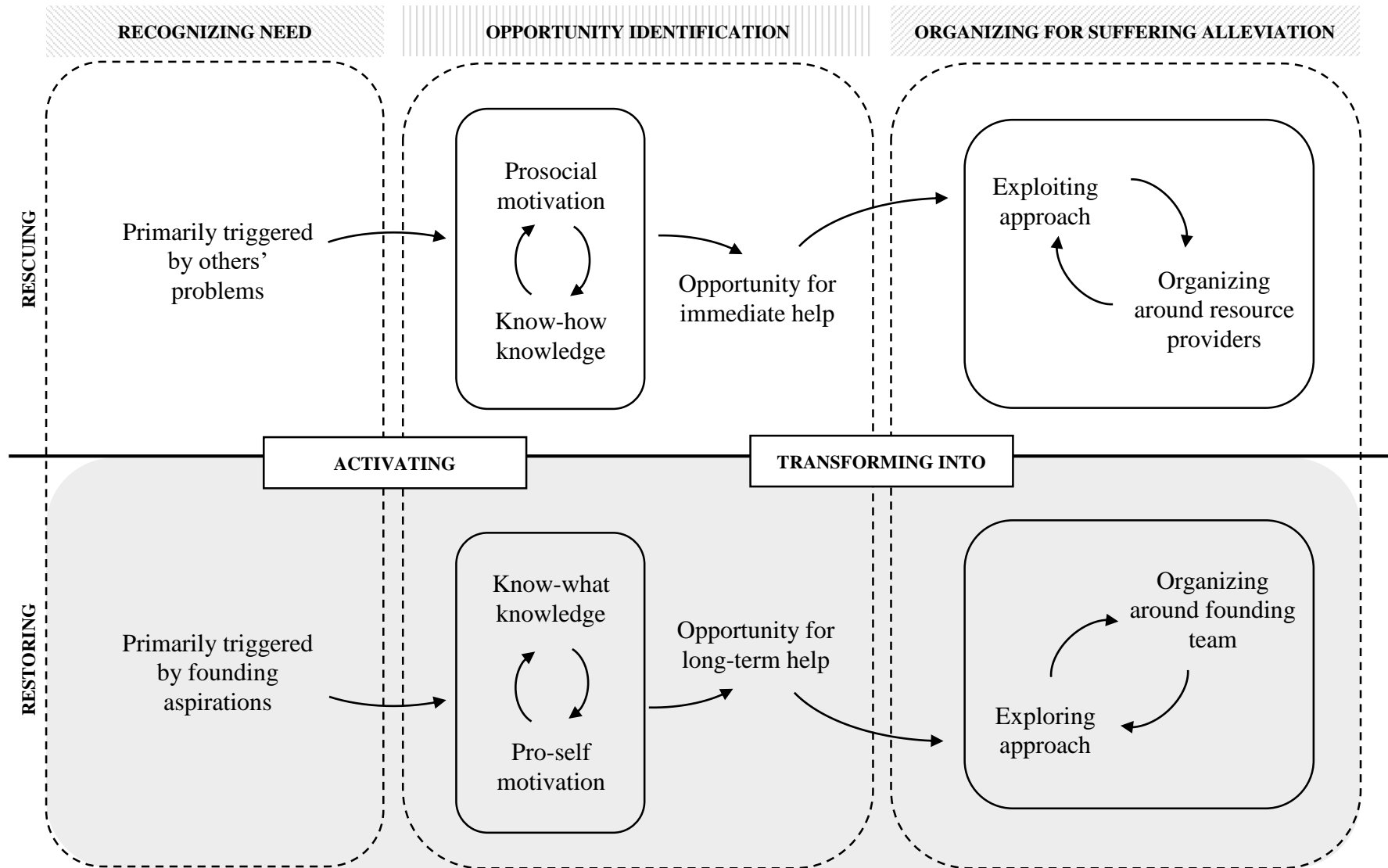
We now turn to presenting our key findings on how ventures develop opportunities to alleviate suffering. Before we elaborate in detail on the *rescuing* and the *restoring* pathways ventures in our sample pursued, we start off with a brief summary of our process model. This model includes the phases of the *need recognition*, *opportunity identification*, and *organizing for suffering alleviation*.

First, we found that all teams initially noticed the suffering of arriving refugees through media reports or personal experiences; however, we also realized that the teams differed in their emphasis on most urgent needs to help arriving refugees. While some ventures noticed primarily the nature and severity of refugees' problems, other teams primarily noticed the need to found new organizations to alleviate refugee suffering because existing organizations were unable to do so. The recognition of these distinct needs triggered two different pathways of opportunity development. Specifically, while we observed that all ventures showed some compassionate motivation to help refugees, we also noticed that this compassion did not serve as the predominant motivator for all the focal ventures. We found that the ventures Easyconnect, Care Spot, Welcome Heart, and CoLiving had primarily prosocially motivated founding teams. In contrast, a predominant *pro-self motivation* was evident in the founding teams of Helping Hand, Kitchen Train, Be Mobile, and RefuJobs. Again, we wish to point out that these ventures also demonstrated some prosocial motivation, but their primary driving force was self-interest. Third, based on the predominant motivation to engage in helping refugees, we found that the teams' motivation was combined with a specific type of knowledge that helped them to eventually identify an opportunity that they want to pursue. Founding teams with a primarily prosocial motivation tended to rely on *know-how* for alleviating others' suffering (i.e., knowledge about social work, experience working with

volunteers, experience as a volunteer, etc.), whereas founding teams with a primarily self-interested motivation tended to rely on *know-what* (i.e., knowledge in project management, prior entrepreneurial experience and/or education, etc.). Fourth, based on the specific combination of motivation and knowledge, the teams also identified different opportunities, which they would pursue: either an *opportunity for immediate help* or an *opportunity for long-term help*. Fifth, we observed that the ventures differed in how they started to organize for suffering alleviation based on the opportunity they identified. These differences became evident in the way how the ventures would focus on *exploiting* (i.e., the immediate pursuit of one identified opportunity with easily accessible and/or pre-existing resources) or *exploring* (experimenting with, getting feedback on, and withdrawing potential opportunities before selecting one out of a possible set) an opportunity, and how they would *organize* their venturing either *around the resource providers* or *around the founding team*.

In sum, we found that different forms of recognizing needs evoked specific forms of opportunity development, that is, identifying an opportunity and organizing for suffering alleviation. The key contribution of our work, however, is that we identify distinct pathways of how emergent response groups develop opportunities to alleviate suffering, that is, a rescuing and a restoring pathway. Thus, we propose a model that explains the opportunity development for suffering alleviation showing both distinct pathways based on recognizing specific needs, the opportunity identification, and the organizing for suffering alleviation (Figure 3). In the following, we elaborate on the two pathways and provide profound evidence of the phases, modes and mechanisms along these two pathways.

Figure 3: Framework of entrepreneurial opportunity development to alleviate suffering



2.4.1 A rescuing opportunity development pathway

Subsequently, we outline the rescuing opportunity development pathway that new ventures followed to develop opportunities for helping refugees and in doing so organize for suffering alleviation primarily based on their prosocial motivation.

Recognizing needs for identification of rescuing opportunities. We found that the rescuing opportunity development pathway initially started with the venture founders attending to the refugees' problems causing desire to help. For example, a Care Spot founder explained his primary motivation as the need "to just help there, because those pictures of refugees . . . when you see what they went through and they get here without anything . . . I just want to give something back" (9-F3⁴). Another founder at Welcome Heart explained that she always had been "just a very social person. . . . It is no question at all that I help people. . . . The issue—big time—is that they [the refugees] need help" (10-F3). Noticing the refugees' suffering and empathizing with them triggered the desire to identify an opportunity to alleviate suffering. In particular, we observed that this specific ways of recognizing needs evoked an interplay of the venture teams' prosocial motivation and know-how knowledge which we now explain in detail.

Identifying an opportunity for immediate suffering alleviation. We found that the activated prosocial motivation of the founding teams helped them identify a potential opportunity to address particularly urgent and substantial refugee needs immediately. In particular, the field notes on CoLiving highlighted the founders' prosocial motivation and how it helped to identify an opportunity for immediately providing refugees with a "normal home" instead of mass accommodations that were (in the founders' opinions) socially unacceptable. Yet,

⁴ Abbreviation for the mentioned interviewee: The first number represents the new venture number indicated in Table 1; the letter indicates the status of the individual within the new venture (F = founder, V = volunteer, E = employee, I = initiator, R = refugee); and the last number serves to differentiate between different founders, volunteers, etc., within one new venture. Hence, 9-F3 constitutes Founder 3 of Care Spot.

recognition for immediately helping refugees was not only based on strongly activated prosocial motivation, but we also observed that this motivation often interplayed with the founders' know-how knowledge. For example, one Easyconnect founder mentioned, "We have a huge leverage effect, and we have the know-how, and that's why we said, we'll do it" (8-F1). Moreover, our field notes highlighted that Welcome Heart's founders had know-how in "managing people and working in the social sector, but they also saw the opportunity in how they can help immediately, and they wanted to act upon that [belief]." Furthermore, an Easyconnect founder explained that they simply wanted to help refugees and that this primary motivation brought him to an organization where he had gained additional know-how in helping refugees—he already had collected much experience in volunteering from previous activities. This organization worked with the city of Jotown [name changed], and he explained that

there emerged a project at Jotown, and it started with a first-steps brochure that Jotown produced, which clarified common questions for asylum seekers, and [then] we thought to digitalize it [the brochure] [because we wanted to do something and this was something where we could start right off (8-F1).

We also identified this interplay of a primary prosocial motivation and know-how knowledge to identify an opportunity for immediate help in other ventures, which was reflected in statements like, "I did a lot of work with refugees before. . . . I worked a lot in this area . . . as my regular job . . . so I did many things, always in the area of migration work and now wanted to help again quickly" (11-F2). A Welcome Heart founder also mentioned that her previously gained knowledge helped her in the new venture because she had "worked [as a social worker] in a youth center with 10 adolescents [so she knew about what sort of immediate needs arriving refugees would suffer from]" (10-F1). Additionally, our field notes revealed that all Easyconnect founding team members had "some previous experience in volunteer work and/or were engaged in helping refugees before they started the new venture which enabled them to identify an opportunity how they could" (field notes).

Therefore, based on the interplay between their pro-social motivation and know-how knowledge, Easyconnect, Care Spot, Welcome Heart, and CoLiving identified an opportunity for immediate help, which enabled them organizing for suffering alleviation.

Organizing for immediate suffering alleviation. Identifying an opportunity for immediate help led the founders to engage in organizing for suffering alleviation by pursuing an exploitation-oriented approach with where the ventures' resource providers were in the center of activities. For instance, one Welcome Heart founder mentioned, "I wouldn't have gone somewhere to look for the opportunity and do it. . . . I didn't say I'll do it; it is rather that the situation was there, and I was in the middle of it, and this is how I am and what I do" (10-F1). Field notes on other ventures also illustrated that they "saw the opportunity and, as they all were motivated prosocially, knew how to help, acted upon the opportunity they identified immediately." Addressing rather urgent needs of refugees, Easyconnect, Care Spot, Welcome Heart, and CoLiving emphasized the necessity for quick opportunity exploitation. For example, a founder of Welcome Heart described just how quickly the venture began to offer its products/services:

We saw each other, it worked. That day we got to know each other, and on that day, we said, ok, let's collect a few clothes, and [she] needed help. And, then, it just was created, and we said, ok, yes, an association. We did the statute on that day, we had the founding meeting in the evening, in October, and then, we had the association. (10-F2)

Similarly, field notes on Easyconnect documented that "Only within a short time, they accomplished a lot from getting people involved, accessing resources, and also converting their idea into a real service very professionally."

In order to achieve quick opportunity exploitation and refugee help, teams of the rescuing pathway tended to organize around resource providers, such as, volunteers as they needed these to scale their venture. As illustrated by an employee, CoLiving had a steady influx of volunteers, and they were open to securing their help: "Basically it [joining the venture] is

open to anyone, but we always have a phone interview and ask for information. Of course, there are no-gos and we say ok, if someone is obviously discriminatory, racist, . . . then we say no” (11-E1). Engaged volunteers were of particularly high importance for these ventures to succeed in alleviating immediate needs on a large scale. As one founder of Easyconnect mentioned, “It wouldn’t have worked out without those volunteers. Also how the project runs at the moment: it wouldn’t run at all; no one else would really do this” (8-F3).

Moreover, founders attracted others who were similarly prosocially motivated. This similar motivation facilitated the process of imparting the quick exploitation focus to volunteers and employees. For example, a founder of Welcome Heart illustrated a deep understanding of the venture’s operations and the importance of understanding the volunteers’ attributes and assigning them to roles they were well suited for:

If someone [a refugee] asks three times [for something], and they [the volunteers] have to keep saying no, then at some point they say “NO!” and, then, you have to make sure that they don’t come across as aggressive. [If] the other person is really irritated, then this could become a conflict, which it clearly shouldn’t. It would be bad if the first contact in Germany would be someone growling at you [and saying] that you cannot have any clothes, and [the refugee] doesn’t understand why. Yes, this is a misunderstanding. If they cannot cope with such a stressful situation like saying no and someone asks three times, and he cannot cope with that, then I would rather put him at the tea station where he just has to hand out tea. (10-F1)

Ventures opting for quick exploitation tended to be managed by founding teams whose members had obtained soft skills and know-how in “volunteer managing and working with refugees” (field notes), especially in terms of volunteers’ or refugees’ motivations and emotions. First, the data indicated that these ventures’ founding teams emphasized their knowledge of managing people. For example, when asked about his most important experience for running the venture, a Welcome Heart founder quickly responded, “Definitely, as a social worker” (10-F1). Experience as a social worker provided him with a deep understanding of people who are willing to help others, which enabled Welcome Heart to quickly select, organize, and engage volunteers. In addition, field notes on Care Spot recorded

that one founder had heavily engaged in volunteer work for many years and that the knowledge she gleaned from this experience “made it easy for her to motivate the volunteers of the project.” This knowledge of how to motivate others engaged volunteers and thus facilitated the immediate alleviation of refugees’ suffering.

Second, the founders also emphasized the emotions surrounding their previous experiences. A founder of Welcome Heart talked about the stress associated with helping refugees and how he had the ability to select the “right” people for scaling operations: “So, working with volunteers, of course, there are emotionally burdensome situations. You have to reduce tension in the situation. . . . [You need to] recognize where you can put people best. Well, I see that very quickly, whereas someone else might not” (10-F1). Such knowledge of how to manage others’ emotions facilitated the engagement of volunteers at Welcome Heart and other ventures. CoLiving also emphasized that they were “only working with people for whom they have no doubt that they can accomplish the required tasks” (field notes). This statement was reinforced by CoLiving’s different online postings for open positions—for example, one requirement was that applicants have “experience in helping refugees” or “experience in coordinating volunteers” (CoLiving’s website).

By organizing around a substantial number of resource providers, these ventures were able to allocate task packages and to quickly exploit their opportunities for help. For example, Care Spot was able to distribute “the right tasks to the right people, who all have so many different skills” (field notes). In a similar vein, a field visit to Welcome Heart’s site revealed that they had a simple but effective model for quickly training new volunteers. Welcome Heart rotated more experienced volunteers and placed them in leader positions for new cohorts of volunteers. These head volunteers stayed with the new volunteers throughout their onboarding, showing them how to accomplish relevant tasks and making sure they were trained well. This process enabled the ventures to focus on solving immediate needs on a

large scale.

With an emphasis on opportunity exploitation, the ventures engaged in (symbolic) actions that more quickly established an organizational culture that helped people immediately address urgent needs. For example, a Care Spot founder described his efforts to create a positive organizational culture: “That is why we always try to inform them [the volunteers] with those articles [on what we achieved so far as an organization]” (9-F2). Welcome Heart also engaged in symbolic actions by “regularly conven[ing] sessions for volunteers” (field notes) to keep them informed about the venture’s objectives as well as try to “empower [a] sense of belonging” (field notes) within the organization’s members.

In sum, the rescuing opportunity development pathway tended to be pursued by ventures whose founding team (1) was primarily triggered by others’ problems, which activated (2) the interplay of primary prosocial motivation and know-how knowledge to identify an (3) opportunity for immediate help, which they (4) quickly exploited at a substantial scale by (5) organizing their activities around central resource providers. In Table 4, we provide further evidence of the rescuing pathway for each of the four ventures.

Table 4: Representative quotes underlying rescuing pathway

Venture	RECOGNIZING NEED		OPPORTUNITY IDENTIFICATION		ORGANIZING FOR SUFFERING ALLEVIATION	
	Primarily triggered by others' problems	Prosocial motivation	Know-how knowledge	Opportunity for immediate help	Exploiting approach	Organizing around resource providers
8 Easyconnect	8-F3: It is a “great” topic, but first of all it is important to me that we help there.	8-F3: Impact . . . we have an . . . impact, a positive one on so many lives. . . . You can support this situation so much.	8-F2: I volunteer at the refugee counsel. . . . I have a strong personal contact there.	8-F1: The project emerged . . . first to provide a brochure for first steps in Germany . . . with everyday questions for asylum seekers . . . and we [quickly] decided to digitalize it.	8-E1: They tried to provide refugees with information and found that it is very hard to do it via hard copies or word of mouth because it takes a lot of time or the information is too old. So they started to build an application.	8-F2: Those 30 [volunteers], we have to involve them We give them status updates, it is like an internal blog where we tell them what happens, what we plan to do next and so on to really include everyone.
9 Care Spot	9-F4: I want to help and I like to help as long as I can help—those that really need help and want that help, and this is important to me.	9-F2: I want to give those people a friendly welcome, and I see that we can engage so much to somehow contribute to enhance their situation.	9-F2: From my studies [on] how to work with authorities . . . you need patience . . . how to persuade people of the importance of the refugees' integration. . . . I also work in a “third-world-shop” [with other volunteers].	9-F1: We have the goal to help those that are here [in our town] in different areas [mainly to provide arriving refugees with clothes and supplies they need immediately].	9-V5: We want to work with the refugees that stay longer here in town to organize different things [i.e., clothes, shuttle services, doctor visits for urgent cases, volunteer coordination].	9-F1: We have a meeting once a month. . . . This circle still grows. . . . We have about 70–80 people. . . . Basically, we organize everything via Facebook, that works very well.
10 Welcome Heart	10-F4: We constantly heard the news about arriving refugees . . . and already then we had in our heads that we need to help there . . . and then she [F1] told everyone that we need to do something.	10-F1: It is my nature. . . . Some would call it helper syndrome.	10-F1: I work as a social worker, I supervised volunteers, those emotionally burdening situations are clear. . . . I know whom to give which tasks.	10-F1: Our main focus is to collect donations, that is, clothes, which is the first set [of fresh clothes] that we want to give them there [the refugees in the camp].	10-F3: We said we are able to care about collecting and then distributing clothes and coordinate the volunteers.	10-F2: We have around 300 volunteers. . . . It is like a huge company and it is the challenge to keep everyone motivated . . . so we do shift schedules, we inform everyone, we give them responsibilities.
11 CoLiving	11-F1: We saw it in the media, specifically, the topic of how to accommodate refugees and then we said, we need to do something about it and started with our own room.	11-F2: It is a matter of the heart and we know it is socially so important, it is a deep conviction.	11-F2: I am a social worker. . . . I also did lots of refugee work . . . so I did many things in that area already.	11-E1: Our main task is—we also do some crowdfunding for it . . . is to provide people that fled from their home countries with private housing space in Germany.	11-E1: So, we do have other things that we do, too. . . . conferences to create awareness for the topic, to shed light on the situation . . . scientific papers, a few things, but the core business is always the accommodation of refugees.	11-F2: We established very quickly more and more a structure for volunteers and at some point we already had more than 50 people that supported us on a volunteering basis.

2.4.2 A restoring opportunity development pathway

In contrast to the rescuing opportunity development pathway, we also found that some ventures pursued a restoring opportunity development pathway primarily triggered founders' own founding aspirations rather than their prosocial motivations.

Recognizing needs for identification of restoring opportunities. We observed that the restoring opportunity development pathway began with the venture founders being primarily interested in realizing their own founding aspirations. For example, a RefuJobs founder described how he recognized the need as to “gain founding experience . . . this is a great chance.” (2-F1). Another RefuJobs founder stated that “for me personally, definitely, this experience to found something because I really am interested in [going] through that process myself” (2-F2). Although these ventures also demonstrated initial prosocial motivation, our data clearly showed that the founders' attention was drawn to identifying potential opportunities for help by their more general desire to found a venture. When searching for a specific opportunity to pursue, the founders drew specifically on their pro-self motivation and know-what knowledge.

Identifying an opportunity for long-term suffering alleviation. We noticed that once their attention was captured by the refugees' situation, the refugees' suffering activated predominantly pro-self motivation (in addition to some pro-social motivation) within the founding teams. For example, an EmployMe founder explained how his own founding aspirations combined with a pro-self motivation motivated him to engage in the opportunity identification phase:

I would like to benefit financially from it. . . . I think what I do with [EmployMe] is a good first step toward creating [value also for others]. I think, in this sense, the financial part is also important because I hope to be independent after this project. . . . In the long run I hope to do, I hope to have an impact on society by doing certain projects. (13-F2)

Additionally, we observed an interplay of the teams' pro-self motivation with a founders' knowledge that came in the form of know-what, including content related to (1) product technology (Be Mobile), (2) project operations (Helping Hand, RefuJobs, Kitchen Train, Be Mobile), and (3) the specifics of business law (Helping Hand). First, our findings indicated that knowledge of technology and products provided a basis for identifying an opportunity how to help. For example, a Be Mobile founder described his background in technology and the ways this training focused attention on finding an opportunity that best "fits" his skills, knowledge, and experience:

Due to my IT background, . . . I did a bit of incubator work. I have a very strong economic background. . . . I already had this whole entrepreneurship thought and those things already, and then, I thought, ok, what can I still do. (3-F2)

We further noticed that the interplay of the founders' pro-self motivation and know-what knowledge led to identifying an opportunity for long-term help, which enabled a restoring pathway. This interplay facilitated the identification of opportunities that addressed refugee needs in the long run rather than urgent needs immediately. For example, a Be Mobile founder mentioned, "we need to establish a structure to coordinate it better, this is extremely important now. . . . This will last for the next five to six years." (3-F1). Aiming at an opportunity for long-term help also enabled the new ventures to identify more complex, time-consuming, and sustainable opportunities. A RefuJobs founder noted that "We first need to find out who we are, what we can do, that is why we need to create a vision and a mission to find that for our founding team" (2-F1).

Therefore, based on their pro-self motivation and know-what knowledge, RefuJobs, Be Mobile, Kitchen Train, and Helping Hand were able to identify an opportunity to alleviate refugees' long-term needs. This identified opportunity led to organizing for suffering alleviation emphasizing on an opportunity exploring approach and organizing around the founding team, which we will now explain in more detail.

Organizing for long-term suffering alleviation. In contrast to ventures that addressed refugees' immediate needs, identifying an opportunity for long-term help led the teams to pursue an exploration-oriented approach combined where the organizing for suffering alleviation was centered around the founding team. For example, these ventures considered the potential downsides of their venture for themselves and their reputation to a considerably larger extent than the prosocially motivated founders. One of the volunteers at Be Mobile reflected on the uncertainty faced by those associated with the venture:

So, if you sit in isolation and write your concept . . . for half a year and define your goals, then you can be sure that you'll be completely wrong. Because the refugee situation in Germany . . . [is] new; nobody knows how it will progress. And even people who say they know, well, they have no clue; nobody knows where it will end up" (3-V1).

Similarly, field notes on Kitchen Train recorded that the organization had "lots of conversations with different organizations because they [tried] to do a needs analysis as the situation is so uncertain." To manage this uncertainty, the founding teams demonstrated a strong tendency to recognize and explore multiple potential opportunities in parallel. First, these teams attempted to manage uncertainty for themselves by remaining flexible and adaptable and frequently changing courses of action, for example, when "they encounter different kinds of problems" (field notes). One RefuJobs founder, for instance, discussed how they created flexibility in the way they selected and implemented their focal potential opportunity:

And the idea was, in the beginning, very broad. We could have done anything from [improving] living [conditions] to education to work. Everything. . . . And then, at some point, we thought to go in the direction of work placements or to register their skills and then give them to organizations. (2-F4)

Second, these founding teams tried to reduce their economic uncertainty by creating a number of experiments to probe the unknown; that is, they used trial-and-error learning to determine an economically acceptable opportunity for exploitation. For example, one Helping Hand founder explained how they approached different people with knowledge of the refugee

situation and bounced ideas around with them. Field notes on RefuJobs also revealed that all founders were primarily interested in founding an organization and thus wanted to try different scenarios to find out which potential business model would be most sustainable for them. Finally, we found evidence that building and relying on a larger set of potential opportunities provided a basis for flexibility and experimentation that the teams used to attempt to manage the financial costs associated with uncertainty. For example, a RefuJobs founder discussed how the venture considered a large opportunity set and how they tried to assess the different potential opportunities to determine which one was best: “The goal might change next week already. Due to our organizational discussion, we might have to refocus. . . . Companies and hobbies might be a bit too much. . . . It doesn’t really fit, and then, we focus on something different” (2-F3). We had a similar impression during the site visit at Be Mobile: the field notes recorded how the venture recognized so many different opportunities that they “tried out, and as several opportunities did not work when they experimented with them,” they eventually had to accept that they needed to “start focusing on one opportunity to exploit.”

Overall, we found that the ventures’ emphasis on recognizing potential opportunities relied on continuously exploring new ideas rather than on exploiting a specific opportunity immediately. The founder of RefuJobs admitted that “We didn’t know anything in the beginning; we didn’t know what it should become, what it will become. Then we looked at different things for two months, we talked to people, to refugees and companies, to associations” (2-F1). Similarly, Be Mobile’s founding team was able to focus on opportunity exploration to generate various ideas of considerable heterogeneity. They started with one idea but soon terminated it to move on to another idea, which enabled them to alleviate long-term life-diminishing deficiencies. RefuJobs also did not focus on one idea in the beginning but had different ideas about how they could help the refugees in the long run. When looking at different opportunities closely and doing “market analysis to see what is really needed”

(field notes), they encountered several problems. For example, they found that “some refugees [were] not really able to fill out the forms themselves” (field notes). Finally, Kitchen Train explored many ways to help and had to adapt their thinking several times as they “faced again and again obstacles of different kinds, for example, no more volunteers that are willing to help, language barriers, lack of financial resources, and so on” (field notes).

The larger opportunity sets of Helping Hand, RefuJobs, Be Mobile, and Kitchen Train in the end necessitated a focus on opportunities to alleviate long-term refugee needs because it slowed down the full-scale exploitation that would have been required for alleviating the refugees’ more urgent needs. In particular, the ventures spent considerable time (1) experimenting with the different possibilities (e.g., 3-V1, 2-F1, field notes), (2) gathering and interpreting a greater amount and variety of feedback (e.g., 4-F1, field notes), and (3) finding their way in terms of building an organizational identity (e.g., 1-F1, field notes). As one of the volunteers at Be Mobile explained the venture’s experimentation process:

Yes, because also the project changed completely. In the beginning, we had lots of theorizing. We sat together very often and talked about the concept and made plans and analyses and everything. And currently, we are really hands on; we just do it, and we start and then, we see if it works or not. (3-V1)

In terms of obstruction to learning, the founder of RefuJobs reflected on the difficulties the venture faced from jumping from idea to idea but hoped that they were now focused so the organization could learn more:

In the beginning, we always wanted to help everyone. . . . We also wanted to place everything, from hobbies to jobs. That was a real struggle to say no. . . . So I think we’ll become more effective because we focus, as well as on [an increased understanding of] the offer side [i.e., suppliers] as well as on the target group [i.e., the refugees]. (2-F1)

In contrast to ventures addressing refugees’ most urgent needs, our data also indicated that founding teams emphasizing an explorative approach did not engage volunteers quickly in terms of (1) attracting them to the venture and keeping them motivated (Kitchen Train), (2)

investing their time in the venture (Be Mobile, Helping Hand), or (3) distributing an appropriate set of tasks (RefuJobs). The founder of Kitchen Train recalled the venture's collaboration with volunteers, telling us that their volunteers "are quite inactive, and I don't really have the time . . . to keep people motivated" (4-F1). Field notes on Be Mobile also revealed that they did "not really have the volunteers that can commit themselves fully or for a longer period of time; thus, they [had] a high fluctuation of volunteers [in the beginning]." Finally, as a RefuJobs founder mentioned after an interview, the organization is "just not able to [develop] clear assignments for volunteers. So, the organization does not even know . . . how to engage volunteers" (field notes).

We also noticed that these founding teams did not organize around resource providers because they (1) focused heavily on other tasks within the organization (e.g., developing the concept, connecting with external partners, preparing materials to create public awareness) (Kitchen Train), (2) did not feel the need for high volunteer engagement (in the beginning) (RefuJobs), or (3) attracted volunteers who were similar minded in terms of seeking and then exploiting the most economically viable potential opportunity (Helping Hand, Be Mobile). For example, one RefuJobs founder mentioned, "only now, we really need people that support us" (2-F2). In addition, the ventures' emphasis on recognizing potential opportunities led to highly creative solutions that had the potential to help refugees but often "presented legal" and "bureaucratic" challenges initially (field notes). For example, one of the few volunteers at Be Mobile noted the following when talking about the challenges associated with operations: "Bureaucracy, legal stuff. Well, I think this is the main thing. So, we do have these small obstacles. Our next workshop was cancelled because we still need this extended police certificate now because there are kids involved, and other details" (3-V2). This managerial and employee focus on resolving legal troubles reduced attention to the organizing necessary to access resources for helping more quickly supporting a restoring opportunity development pathway.

As they developed their opportunity to alleviate refugee suffering, we found that these founding teams' focus on an extended phase of opportunity exploration did not provide the sort of persistence and stability potential resource providers desired in the beginning, which obstructed rapid response to alleviate urgent needs, but on the other hand provided the ventures the time needed to develop opportunities for sustainable and long-term help. For example, when thinking about not yet having established operations on the current focal potential opportunity and the importance that investors/donors place on progress, one RefuJobs founder noted the following:

And someone asks how many have you placed? And, then, you know that you really only have placed one but you have seven more open requests, so that you can say something, you would say seven or maybe ten, and, well, this is dangerous, and when someone then asks about it, and you don't have anything to show, well, it is bad, really bad. (2-F3)

Additionally, Kitchen Train seemed to struggle with getting financial resources through their crowdfunding campaign (Kitchen Train's social media page). They reposted the link to the crowdfunding website again and again and also contacted people personally to ask for funding. Similarly, one Be Mobile founder mentioned that

It [the venture] developed from the thought that we have to focus a bit more because we always planned very openly, which was good on the one hand because we were very flexible [in identifying and developing the right opportunity], but on the other hand, we sometimes pursued too many things at one time and that might become confusing. (3-F1)

Overall, the restoring opportunity development path tended to be pursued by new ventures whose founding teams had (1) by primarily recognizing the need to fulfil their own founding aspirations which activated (2) an interplay of their pro-self motivation and know-what knowledge to (3) identify an opportunity for long-term help (4) based on the exploration of multiple opportunities and (5) organizing around the founding team. In Table 5, we display further evidence of these patterns across the four exemplary ventures.

Table 5: Representative quotes underlying restoring pathway

Venture	RECOGNIZING NEED		OPPORTUNITY IDENTIFICATION		ORGANIZING FOR SUFFERING ALLEVIATION	
	Primarily triggered by founding aspirations	Pro-self motivation	Know-what knowledge	Opportunity for long-term help	Exploring approach	Organizing around founding team
1 Helping Hand	1-F1: Of course we saw the pictures, but for me it was a well-considered decision ... that we go out there and see what kind of help is there and what not to see where we can engage.	1-F1: [I was on a gap year] and I wanted to do something meaningful ... but not as a volunteer. ... All systems were over-challenged and I had the feeling I couldn't really do something there.	1-F1: Because I do know more [about founding], I founded a couple of other projects, I know how to work [as a founder], I know how startup works.	1-V1: We prepare refugees for their hearing at the Federal Office. ... Refugees don't even know what this all includes.	1-F1: So for example with the refugee counsel ... we talked to many organizations within that area and got feedback and again we built the concept. We always challenged it until we got the concept that we have.	1-F1: [We do not engage everyone] because we look for a very special profile of people who exactly know what they want to do and are not triggered by the impulse to engage now [only for a short time].
2 RefuJobs	2-F3: We saw that there is a certain need and we had this project and said, here is something that we can do to help.	2-F2: What I found very cool is to do this as a startup project, all this personal experience you gain. Not necessarily topic specific [regarding the refugee suffering] but really getting the founding experience.	2-F1: Project management and those things ... quality of work, things that I learned in my studies [focus on management]. ... [I] also worked as a student consultant.	2-F5: We want to foster refugees' integration ... by providing a platform for companies where they can reach out to refugees directly ... [regarding] when refugees are allowed to work [in Germany].	2-F1: And we didn't know anything in the beginning, we didn't know what it should become, what it will become. Then we looked at different things for two months, we talked to people, to refugees and companies, to associations.	2-F1: There is this project management tool that we want to use more often now ... to structure it a bit more. ... There is too much going on now ... so we need to create task packages that we also could give to a volunteer or intern.
3 Be Mobile	3-F2: And we sat together and said, we want to start a venture to help refugees because there are many opportunities right now where we could engage social entrepreneurially.	3-F2: I had this whole entrepreneurship mindset and all those things, so I really looked for whether I can do something in that area [some social startup for refugees].	3-F2: I did some work in an incubator. I also have a very strong management background because I went to a business school for three years.	3-V2: We repair bikes together with refugees at their camps for their own use to provide them with mobility.	3-V1: It also was a completely different concept in the beginning. ... It was a very agile, even a lean startup concept that we developed further ... so we tried something that we just withdrew.	3-F1: It is definitely not a concept ... and we also don't expect anyone to invest that much time. ... We always discuss tasks and try to keep people motivated.
4 Kitchen Train	4-F1: I thought It was good to do that [volunteering] but, there was something [bigger] missing for me.	4-F1: Personally for me is being able to deliver a successful project as well and being able to be [my] own boss and make my own decisions.	4-F1: Project management. So I did project management before. Try to be organized. And have milestones and you know keep to tasks and things like that and I think that's important.	4-V1: The whole concept is trying to integrate [by providing workshops and mentorship programs].	4-F1: Our concept is changing a bit and that's based on our conversations with different organizations. ... What we are trying to do is a little bit of a needs analysis. ... And also trying to establish bonds.	4-F1: I have to be realistic with my goals because I'm most of the time I'm on my own.

2.5 Discussion

2.5.1 Theoretical implications

The purpose of our study was to elaborate theory on how emergent response teams develop opportunities to alleviate others' suffering. Therefore, we primarily contribute the literatures on opportunities and social entrepreneurship, but we also provide some insight for scholars studying emergent response groups.

Individuals' motivation plays an important role in opportunity recognition (Shane et al., 2003). In the specific context of venturing to alleviate others' suffering, studies have emphasized the importance of founding teams' prosocial motivation for recognizing and acting on opportunities (Austin et al., 2006; Miller et al., 2012), whereas others have argued that self-interest is an equally (or perhaps more) important motivational component in these contexts (Peredo & McLean, 2006). Although all our case ventures involved a compassionate response to their observation of refugees' suffering, we found a clear difference between the primary motivations founding teams displayed when attending to help others. In particular, while some founding teams were primarily driven by a prosocial motivation to help refugees, others displayed considerable self-interest, such as the desire to learn about the entrepreneurial process. Acknowledging these differences appears particularly important in light of the consequences these motivations entail for the nature of the potential opportunity finally exploited: while a primarily prosocial motivation evokes a quick response and the focus on opportunities for immediately addressing refugees' most urgent needs, pro-self motivation tended to facilitate the recognition and pursuit of opportunities that deliver more sustainable and long-term solutions for the problems refugees face. Thus, pursuing opportunities to help others can come from individuals and teams that are primarily motivated by self-interest, but this leads to other processes and outcomes of suffering alleviation than

those of more prosocially motivated ventures. We believe that prior research's emphasis on pro-social motivation as a key driver for social and compassionate venturing activities is insufficient and needs to be complemented by consideration of potential pro-self motivation.

Prior research has also found that different types of knowledge impact individuals' ability to recognize an entrepreneurial opportunity (e.g., Grégoire et al., 2010; Ucbasaran et al., 2009). For example, knowledge of a particular industry (e.g., Baron & Ensley, 2006; Gruber et al., 2010) and ways to serve customers (Shane, 2000) facilitates the recognition of opportunities for that industry, and knowledge about environmental and societal problems can trigger the recognition of opportunities for sustainability (Patzelt & Shepherd, 2011). However, although these studies illustrate that entrepreneurs sometimes consider more than one opportunity for exploitation (Gruber et al., 2010), they have often explored opportunity identification retrospectively, implicitly assuming that the opportunity exploited by a venture is the only one that the entrepreneur initially recognized. Our work suggests that this view might be too simplistic, in particular, when entrepreneurs possess know-what knowledge (e.g., knowledge about how to start a venture, generate ideas, manage projects, etc.). When this knowledge is activated by entrepreneurs' pro-self motivation such as learning aspirations, it seems to trigger the identification and exploration of multiple opportunities from which the team selects one that has long-term perspectives. In contrast, entrepreneurs who possessed primarily know-how knowledge (e.g., knowledge about how to provide help to suffering individuals, how to recruit and manage volunteers, etc.) tended to identify an opportunity for urgent needs based on their strong pro-social motivation. Thus, our study extends past theorizing on the link between knowledge and opportunity recognition by considering the size of the considered opportunity set and revealing how knowledge needs to be combined with a particular type of motivation to explain what opportunity entrepreneurs eventually decide to pursue and the time horizon of this opportunity.

These findings also inform prior models of entrepreneurial action. While McMullen and Shepherd (2006) propose that entrepreneurial action follows recognizing an entrepreneurial opportunity for someone (third-person opportunity) and assessing the opportunity's feasibility and desirability for oneself based on one's knowledge and motivation (first-person opportunity), the model does not explicitly capture how distinct types of identified opportunities influence the generation of *a set of third-person opportunities* and why one opportunity out of a set of potential opportunities is selected for exploitation. Mostly consistent with McMullen and Shepherd (2006), we found that opportunities for urgent needs are associated with the exploitation of one specific opportunity, which is assessed and exploited quickly at a large scale. Less consistent with this model, however, is our finding that based on opportunities for long-term help, some founding teams tend to focus on generating a larger opportunity set (multiple third-person opportunities) *before* deciding which specific (first-person) opportunity (out of the large set available) to exploit. Thus, at least in the context of alleviating others' suffering, entrepreneurial action can take place through diverging processes in terms of the number of opportunities considered for exploitation, which in turn has key implications for the nature of the potential opportunity exploited (urgent needs vs. long-term needs). This important finding supports a recent call for research that combines the processes of opportunity identification and opportunity development to provide a more holistic understanding of the early entrepreneurial process (McMullen & Dimov, 2013).

Moreover, we add to our understanding of the role of resource providers (e.g., donors, volunteers, etc.) for ventures aiming to help others. Although prior studies have found that these ventures are often constrained by limited resources (Santos, 2012), we illustrate that the engagement of resource providers can play different roles for different opportunity development pathways. In line with prior research (e.g., Austin et al., 2006; Santos, 2012), we found that venturing to benefit others is highly dependent on the benevolence of various and

multiple resource providers when founding teams emphasize opportunity exploitation to quickly alleviate suffering. However, we also found that focusing on opportunity exploration requires an organizing around the founding team as too many resource providers can even obstruct opportunity exploration, and, eventually, delay subsequent exploitation. Although prior studies have highlighted the importance of resource providers for ventures that add social value (Austin et al., 2006; Santos, 2012), our study illustrates how founding teams organize around these resource providers differently depending on their approach to alleviate suffering and the nature of the opportunity pursued. It appears that the time horizon of the helping opportunity pursued is an important boundary condition for the engagement of resource providers at a particular point in time.

The findings of this study also inform the literature on emergent response groups which has explored the role of expertise within emerging ventures and the different ways it is coordinated (Bui & Sebastian, 2011; Majchrzak et al., 2007; Sebastian & Bui, 2009). One important finding in this literature is that there are often considerable problems in drawing on and coordinating available expertise when crafting an effective response to suffering (Bui & Sebastian, 2011). We contribute to this literature by revealing different knowledge types as antecedents to the identified opportunities to alleviate suffering as well as the types of suffering addressed. We find that “suffering-specific” knowledge (e.g., knowledge about social work) enables emerging ventures to focus on an opportunity for long-term help, which leads to (1) rather quick exploitation once an opportunity for help is recognized and (2) the organizing around resource providers to make quick, large-scale suffering alleviation possible. Apart from that, “venturing-specific” knowledge, particularly knowing what to do to initiate the entrepreneurial process, fosters an opportunity for long-term help transforming into an extended opportunity exploration phase with the organizing around the founding team. Thus, certain types of prior member knowledge seem to be of different values depending on the opportunity eventually exploited by groups emerging to alleviate others’ suffering. Rather

than a pure coordination of available expertise, our results suggest that a match between expertise and opportunity is important to effectively initiate and execute a response to suffering.

Finally, we contribute to the emergent response literature by adding important new insights into the role of resources. Suffering alleviation requires ventures to provide victims with customized resources that are delivered quickly and on a large scale and scope (Dutton et al., 2006) but emerging ventures differ in how they assess (Williams & Shepherd, 2016a) and combine (Shepherd & Williams, 2014) the resources available to address suffering. In this regard, recent research has emphasized that local knowledge is key to attracting other resources, including those provided by volunteers and donors (Shepherd & Williams, 2014). Our findings suggest that local knowledge is more important for primarily pro-socially motivated response groups with the intention to pursue an opportunity for the immediate alleviation of suffering because these groups are dependent on the help of many resource providers. In contrast, primarily pro-self motivated groups tend to pursue potential opportunities that address long-term needs and only involve the organizing around the founding team where local knowledge to access resource providers seems less important (at least in early response stages). Thus, differences in emerging response groups' knowledge and motivation appear to be an important contingency for the usefulness of local knowledge in attracting resource providers.

2.5.2 Practical implications

Our findings have practical implications because they show that people's primary motivation and knowledge are key factors in successfully developing an opportunity to address either urgent or long-term needs. Non-local helpers are often attracted to crisis situations based on their individual prior knowledge and skills, which seem to influence what needs can be best

addressed. In crises where urgent needs prevail (e.g., directly after natural disasters), it appears beneficial to systematically attract individuals who are primarily triggered by others' problems because they are most likely to recognize, develop, and set up ventures to pursue opportunities that can alleviate suffering arising from victims' urgent needs. In order to do so, these ventures depend on a large number of resource providers, such as volunteers and donors. In contrast, in situations when less acute needs prevail (e.g., after life-threatening needs have been addressed), it seems beneficial to attract people with founding aspirations who are potentially driven by the chance to refine their own entrepreneurial skills (self-interest). These individuals are more likely to recognize, develop, and exploit opportunities that help those in need sustainably over an extended time period.

2.5.3 Limitations

It is not the purpose of this paper to provide statistically generalizable results; rather, we seek to build theory that is transferable and thus paves the way for statistical generalizations of the induced model (Yin, 2009). That is, the relationships within the emerging model (see Figure 2) still need to be tested statistically. Moreover, the refugee suffering in Germany continues to date. Although the refugees' situation has significantly improved, suffering persists. We do not know about the performance of our case ventures over the long term. Finally, there are established organizations, such as the Red Cross, Caritas, UNICEF, and others, that respond to human suffering and try to quickly deliver customized resources on a large scale and scope. However, our focus was on how new ventures emerge to alleviate suffering. We need future research to investigate whether the processes of developing opportunities to alleviate suffering are similar in established organizations or if their existing knowledge and routines lead to different processes and/or the pursuit of different opportunities.

2.5.4 Conclusion

Worldwide, the well-being of millions of people is threatened by devastating misery resulting in dreadful human suffering. Research on how new ventures emerge in response to these conditions is necessary to provide solutions to address the needs of those who are suffering. In particular, this study highlights how founding teams, based on different motivation and knowledge, develop opportunities for new ventures to help alleviate the suffering of refugees. We also describe how distinct opportunity identifying and organizing processes lead ventures to immerse in either a rescuing or restoring pathway for providing help. We hope our study inspires future research on the important topic of acting entrepreneurially to alleviate the suffering of victims of humanitarian crises, which is one of the grand challenges faced by societies of today.

3 COMPASSION VENTURES BUILDING RESILIENCE TO ADVERSITY: INSIGHTS FROM THE GERMAN REFUGEE CRISIS⁵⁶⁷

ABSTRACT

One of today's grand challenges is coping with the large number of refugees fleeing the disastrous conditions in their home countries. We report on the findings of a study of compassion venturing activities to alleviate the suffering of refugees in Germany over an 11-month period. During this time, there were four attacks on the European public allegedly committed by refugees. These attacks disrupted the German "welcoming culture" for refugees and severely threatened the continued engagement of ventures' resource providers. We develop a process model illustrating how the new ventures built resilience to these adverse events to continue alleviating refugee suffering. In particular, we explain the key steps of building resilience to adversity and the dynamics underlying this process which enable the ventures to continue suffering alleviation across a sequence of adverse events. Our process model adds to research on building resilience and venturing to alleviate suffering.

Keywords: Building Resilience, Compassion Venturing, Adversity, Resource Providers, Suffering Alleviation

⁵ This paper is co-authored by Holger Patzelt and Dean Shepherd. Holger Patzelt and Dean Shepherd reviewed the paper, and advised me during the theory development process.

⁶ Earlier versions of this paper have been accepted for presentation at the (1) CREI Workshop, 2017 (Bath, England); (2) Babson College Entrepreneurship Research Conference (BCERC), 2017 (Norman, USA); (3) CER Workshop, 2018 (Ghent, Belgium); and (4) 78th Annual Meeting of the Academy of Management, 2018 (Chicago, USA).

⁷ This paper is currently under review at Organization Science.

3.1 Introduction

Many millions of people worldwide live in harsh conditions that are extremely difficult to deal with and threaten their lives (Quarantelli, 1993). Such conditions comprise multiple opportunities to engage in *compassionate venturing*—entrepreneurial action to create new ventures to alleviate the suffering of those affected by the crises (Majchrzak et al., 2007; Shepherd & Williams, 2014; Williams & Shepherd, 2016a, 2016b). Compassionate ventures, however, are typically highly dependent on the quite volatile commitment (Majchrzak et al., 2007) of voluntary resource providers (Shepherd & Williams, 2014) whose compassionate motivation needs to be reinsured continuously to prevent withdrawal from the venture (Farny et al., 2018). To date, we do not have an adequate theory that explains how compassionate ventures can ensure resource providers' commitment when the conditions for helping suddenly deteriorate.

More broadly, the entrepreneurship literature has emphasized that young ventures need to develop resilience to survive under conditions of environmental adversity (Holland & Shepherd, 2013). Resilience refers to “the process by which an actor (i.e., individual, organization, or community) builds and uses its capability endowments to interact with the environment in a way that positively adjusts and maintains functioning prior to, during, and following adversity” (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017: 742). Although scholars have investigated how organizations try to prevent the negative impact of adversity (Quarantelli, 1986), how they adapt to adversity (Meyer, 1982), or how they organize for resilience (Sutcliffe & Vogus, 2003), for emerging ventures developing resilience can be problematic because they are often highly vulnerable due to their small size, lack of resources, and unstable internal processes (Katz & Gartner, 1988). The challenge of developing resilience by securing resource providers' commitment thus becomes particularly substantial for compassionate ventures due to the complexity, uncertainty, and consequences associated with

a humanitarian crisis' sweeping conditions (Majchrzak et al., 2007; Shepherd & Williams, 2014).

Yet, understanding how compassionate ventures respond to adverse events likely has implications for how they assess their environment, interact with stakeholders internal and external to the venture, and how they adapt their internal organizing processes. Exploring these dynamic relationships is critical not only because new ventures can hardly escape the experience of adversity (Meyer, 1982), but also due to the consequences their evaluations and responses might have when facing subsequent adverse events. In particular, organizations build resilience by developing capabilities of mindfulness (Weick, Sutcliffe, & Obstfeld, 1999) and reconfiguring resources (Sutcliffe & Vogus, 2003), which likely facilitate developing resilience to subsequent adversity. Therefore, the following research question guides our study: *How do compassion ventures build resilience to adversity?*

We approach this question by inducing a process model of new ventures' suffering alleviation under recurring adverse events in the context of the recent refugee crisis in Germany. Over the last few years, millions of people have left their home countries (e.g., Syria, Afghanistan, Iraq, Eritrea, and Nigeria) and immigrated to Europe to avoid war, persecution, terrorism, abuse, and poverty. The situation escalated in 2014 when hundreds of thousands of people attempted to cross the Mediterranean Sea to reach Europe (Seher, 2014). As a response, ventures were created to alleviate the suffering of refugees in Germany. Over the subsequent 11 months, these ventures experienced adversity arising from four attacks targeting European citizens that refugees had supposedly committed. These attacks included a terrorist attack in Paris, France; a mass sexual assault in Cologne, Germany; an ax attack on a train to Wuerzburg, Germany; and a suicide bombing at a music festival in Ansbach, Germany. The negative press about refugees in light of the attacks threatened resource providers' commitment to the ventures helping refugees. Over this 11-month period, we conducted a

real-time, longitudinal, exploratory study whereby we collected data both before and after each of the attacks, including 133 interviews with founders, volunteers, and refugees as well as substantial observational and secondary data. Our emerging model captures the key steps of building resilience and the process dynamics to continue suffering alleviation over time across a sequence of adverse events. By offering a processual explanation for how new ventures respond to a sudden drop in resource-provider commitment, we provide new avenues for research on the formulation and reformulation of compassion ventures' relationships with (potential) resource providers. Specifically, we unravel the novel ways in which these ventures adapt their interactions with various key stakeholders as a basis for building resilience for ongoing suffering alleviation.

3.2 Theoretical grounding

3.2.1 Compassion organizing and compassion venturing

Compassion organizing refers to “a pattern of collective action that represents a distinct form of organizational capability that alleviates pain by extracting, generating, coordinating, and calibrating resources to direct toward those who are suffering” (Dutton et al., 2006).

Compassion organizing comprises the allocation of vital resources in threatening situations, such as in the aftermath of an organizational crisis to alleviate others' suffering (Dutton et al., 2006). It presupposes a pain trigger, initiating the process of recognizing and feeling others' pain, and then responding to it by aligning relevant resources (Dutton et al., 2006; Lilius et al., 2011; Rynes, Bartunek, Dutton, & Margolis, 2012) to help individuals cope with the difficult circumstances more quickly (Sutcliffe & Vogus, 2003). These resources need to be sufficiently large in scale and scope, speedily delivered, and highly customized to the recipients' needs to accomplish the purpose of recovery (Dutton et al., 2006). Studies on compassion organizing typically focus on the ways existing organizations alleviate

organizational members' suffering. For example, models of compassion organizing explore how the social architecture (i.e., values, routines, networks) of the organization mobilizes compassion, and how an organization's engagement in structural and symbolic features is activated by compassion (Dutton et al., 2006).

However, more recent research focuses on how new ventures are created to engage in compassionate responses to alleviate others' suffering in the aftermath of disasters (Shepherd & Williams, 2014; Williams & Shepherd, 2016a). For example, these studies explore how compassionate ventures access and manage resources to alleviate suffering. In their study of locals suffering from the 2009 Black Saturday Bushfire in Australia, Shepherd and Williams (2014) find that although local victims suffer from destroyed local physical resources, they are able to enhance local non-physical resources. However, only the local emergent actions, enable the psychological, physical, and financial suffering alleviation of the local victims. Moreover, Williams and Shepherd (2016a) examine venture creation after the Haitian earthquake in 2010 and identify different pathways of emergent responses by victim entrepreneurs who create new ventures to alleviate other victims' suffering. While these studies have provided important insight into the role of compassionate ventures during humanitarian crises, their focus has been on the early establishment of the ventures but less on the continuation of their activities over a longer period of time.

3.2.2 Adverse events and organizational resilience

Adverse events represent unprecedented incidences that have the potential to disrupt positive functioning (Meyer, 1982). Although such events often require an immediate response, adversity can cause threat rigidity (Staw, Sandelands, & Dutton, 1981), which constrains information processing; the activation of well-rehearsed routines; and resource conservation (Sutcliffe & Vogus, 2003; van der Vegt, Essens, Wahlstrom, & George, 2015). In the context

of this study, we view adversity from the “crisis as event” perspective (Williams et al., 2017)—that is, a crisis is an event (1) that is almost unforeseeable, (2) that has a high impact on the venture, (3) whose cause can be identified, and (4) whose point of time and location can be specified.

Organizations need to build resilience to maintain positive functioning in the face of an adverse event (Stoverink, Kirkman, Mistry, & Rosen, in press; Sutcliffe & Vogus, 2003). Resilience involves adapting to challenging conditions that arise from adversity and absorbing the potential negative impact of the event (Meyer, 1982). In particular, resource slack can facilitate quick and positive organizational adaptation when facing environmental adversity (Sutcliffe & Vogus, 2003). For example, Gittell, Cameron, Lim, and Rivas (2006) investigated how the US airline industry responded to the terrorist attack on September 11, 2001, and found that airlines endowed with financial slack were better able to adapt to the attack and subsequently performed better than organizations with more limited financial endowments. According to Williams et al. (2017), other key capability endowments for building resilience include cognitive (Weick, 1995), behavioral (Simon & March, 1958), relational (Gittell, 2008), and emotion-regulation (Weick, Sutcliffe, & Obstfeld, 2005) resources.

Given that new ventures often cannot rely on slack resources (Wiklund, Baker, & Shepherd, 2010), adverse events pose substantial challenges to them (Zahra & Bogner, 1999), and frequently result in venture failure (Zahra & Neubaum, 1998). Indeed, new ventures’ strategic responses to adversity vary widely depending on the founders’ identities (Powell and Baker (2014); their ability to foresee, forestall, and mitigate adversity (Wildavsky, 1988); and their ability to build networks that prepare for and prevent future adversity (van der Vegt et al., 2015). To initiate these responses, founders need to adapt cognitively (i.e., recognize, evaluate, and interpret environmental changes), behaviorally (i.e., initiate activities to respond

to environmental changes), and contextually (i.e., build the context for using cognitive and behavioral resilience) (Lengnick-Hall & Beck, 2005; Williams et al., 2017). The dynamic interaction between the venture and its environment when responding to adversity creates a positive feedback loop for building resilience (Lengnick-Hall & Beck, 2005). Networks appear to be particularly important in the resilience building of compassionate ventures given that building as a means for them heavily rely on the benevolence of their external stakeholders to provide them with necessary resources (Farny et al., 2018). Yet, it is an open question how compassionate ventures maintain their resource providers' commitment to the venture in the face of unexpected adverse events that have the potential to disrupt their commitment.

3.3 Research method

3.3.1 Research setting

Although the harsh conditions of war, persecution, and terrorism in countries like Syria and Afghanistan have persisted for an extended period, the situation for refugees from these countries escalated in mid-2014 when hundreds of thousands of refugees arrived in Europe within only a few months. In 2015, German Chancellor Angela Merkel announced that Germany's "asylum law does not know any limit . . . [Germany] can do it. . . . [We] cannot close the borders." As a result of this announcement, there was a substantial and rapid movement of refugees into Germany, particularly to its major cities, where several hundred refugees began arriving each day. This influx of arrivals created an enormous strain on government agencies and established non-profit organizations, which were unable to adequately address the refugees' basic needs. For example, one refugee told a newspaper reporter, "No, we don't have a place to sleep; we're sleeping on the road, outside on the road. Yeah, it's cold. It is very cold, and we don't have anything to wear." (Kieke ma Film Berlin

2.0, 2015). Indeed, over the following months, television news broadcasts were replete with stories of the refugees' suffering, including inadequate living space, lacking job opportunities, and insufficient language training and translation services.

While some Germans were rather unsympathetic to the refugees' situation, many showed compassion for the refugees, as illustrated in a magazine article in which one German citizen noted, "We [Germans] want to balance societal deficits and help them integrate into German society" (Vorwärts, 2015). Indeed, the desire to help was prevalent throughout the German society, and some locals created new ventures to help alleviate refugee suffering. Witnessing the emergence of new ventures in response to the suffering of arriving refugees, we recognized the chance to study ventures in the context of a grand challenge—that is, a "specific critical barrier(s) that, if removed, would help solve an important societal problem with a high likelihood of global impact through widespread implementation" (George et al., 2016: 1881). Thus, we set out to find and study these ventures and the refugees they aimed to help.

A few months after we had started our study, however, several attacks on the European public occurred, with refugees supposedly committing these attacks. This series of adverse events during the time frame of our study included the terrorist attack in Paris on November 13, 2015, in which terrorists hit several major venues, leaving 130 people dead and hundreds wounded (BBC, 2015). It was assumed that Syrian refugees were involved in the attack (Tharoor, 2016). The second attack was the mass sexual assault in Cologne, Germany, on New Year's Eve, in which 2,000 men sexually assaulted 1,200 women (Noack, 2016). Initial reports described the attackers as being Arab or North African in their appearance, and soon after, the event was associated with refugees in Germany (BBC, 2016b). The third event involved an ax attack on a train near Wuerzburg, in which a visiting family from Hong Kong was attacked, leaving three people seriously hurt and one person slightly injured (BBC, 2016a). The attacker was a 17-year-

old Afghan refugee living in Germany (BBC, 2016a). The last event was the suicide bombing close to a music festival in Ansbach. Initial reports identified the attacker as a Syrian refugee (Pleitgen, Hume, & McKirdy, 2016). All events received extensive media attention. The attacks generated concern and transformed the German “refugees welcome” culture into an atmosphere of rejection and anxiety (Janovsky & Rank, 2016) that had the potential to create substantial adversity for the ventures and those they were trying to help. However, we were surprised to find that the ventures we studied were able to continue helping refugees despite the adverse situation (Bertelsmann Stiftung, 2016). Thus, we became eager to learn more about the ventures’ reactions to the adverse events and the ways they secured continued support for their activities to alleviate refugee suffering.

3.3.2 Sampling

We purposefully set three criteria for selecting the ventures to be studied in this paper (Lincoln & Guba, 1985). First, we wanted to start with newly created ventures (Bhave, 1994; Katz & Gartner, 1988) as we were interested in studying the early processes through which entrepreneurial ventures emerge and organize to alleviate refugees’ suffering and how they are able to continue their venturing activities over time. Second, ventures emerge rapidly in the context of discontinuous events (Shepherd & Williams, 2014; Williams & Shepherd, 2016b), so we only included ventures created to address refugees’ needs instead of pre-existing organizations or ventures that also focus on other groups’ suffering in addition to refugee suffering. Third, because in-depth and frequent contact was necessary, these new ventures needed to operate near the first author’s location, which was one of the urban hotspots of refugee arrival and suffering in Germany and was thus an excellent location to study new ventures emerging to help new refugees.

We identified 27 ventures that met these criteria, of which 13 agreed to participate in our study. We initially completed our data-collection process with these 13 ventures after eight months, including intense questioning on the attacks in Paris and Cologne, as we originally focused on these ventures' early venturing processes, particularly how they organized opportunities to alleviate suffering. The attack in Wuerzburg occurred two months after the original deadline for the study, and we realized the importance of extending our study to observe how the ventures responded to these subsequent adverse events. Therefore, we reached out to the 13 ventures again. However, within these two months, one venture stopped actively working on their service. They had created a web application to coordinate donations, and the application was fully developed and functioning, which is why the venturing team exited the project. Two other ventures were reluctant to continue with our study because they were too busy. Therefore, we rely on 13 ventures over eight months that included two adverse events and 10 ventures over 11 months that included four adverse events. All ventures were heavily dependent on resources provided by others. Specifically, these ventures depended on volunteers who helped them provide goods and services to the refugees, and they depended on external donors of physical goods, such as clothes and money. In the appendix, we introduce the ventures and their resource providers. Table 6 describes our sample, including their venture-formation triggers, resources sources, venturing activities, and venturing teams.

Table 6: Venture descriptions

Venture #	Venture*	Trigger	Resource Sources	Primary Activities	Team
1	Helping Hand	Founders' gap year → Look for different opportunities → Engage in refugee suffering → No attractive existing opportunities to engage	Own resources in the beginning, dependent on partners	Train volunteers to prepare refugees for their hearings at the Federal Office for Migration and Refugees and accompany refugees	4 founders, 3 groups (approximately 25 people) of volunteers trained back to back
2	RefuJobs	University spinoff (project to come up with solution to help refugees)	No own resources, dependent on partners, applications for awards and funds, looking for ideal business model	Job placement for refugees	1 initiator, 4 initial founders → 1 left, another joined, few changing volunteers
3	Be Mobile	Project within a program for students to engage in social entrepreneurship	No own resources, dependent on partners, looking for ideal business model, applications for different funds	Workshops to maintain bikes with refugees and then provide refugees with bikes (= mobility) for a small deposit	1 initiator and founder (left), 1 co-founder and head, group of few changing volunteers
4	ReFuCruit	Personal contact with refugees → What would they need most? → Jobs	New venture enabled by initiator's employer (i.e., initial funding)	Job placement for refugees	1 initiator, 3 founders, changing (only few) volunteers
5	ComputAid	Initial experience with refugees in Turkey → Contact with home country and family is most needed by refugees	Dependent on private donations, corporate partners, own resources	Maintaining and giving away used laptops to refugees	2 founders, changing (only few) volunteers
6	Easyconnect	Problem = only analogue data available → digitalize data (i.e., first aid information for refugees)	Huge internal resources, successful applications for funds and awards	Digitalize first aid information in different cities/towns for refugees	2 advisors, 2–3 inherent founders, virtual team of many volunteers
7	Care Spot	Help refugees who arrive in town and live in the first aid camp	Huge internal resources, many private donors and external partners	Provide anything needed to help integrate refugees in the small town	1 initiator and founder, 4 co-founders, big group of volunteers
8	Welcome Heart	Aware of the emerging refugee camp → No one to provide clothes and welcome refugees	Huge internal resources, many private donors and external partners	Collect donations, sort donations, give out donations, welcome refugees in the camp	2 initiators → 7 founders, big group of volunteers
9	CoLiving	Against mass accommodations → Private spare rooms in shared apartments → Rent to refugees	Successful crowdfunding campaign, different funds	Provide private accommodations for refugees in shared apartments	3 founders, big group of employees and volunteers
10	MigraNet	Aware of the emerging refugee camp → No one to provide internet	Personal resources, many donors	Install and maintain internet in refugee camps	1 founder, big group of volunteers
11	Kitchen Train	New in Germany, looking for startup opportunities → Engage in refugee suffering	Crowdfunding campaign, no own resources, looking for partnerships and donors	Offer training for refugees to work in the food industry	1 founder, few changing volunteers (sometimes even no volunteers)
12	DonorLink	Donations were not coordinated → App solution seemed perfect	Only one developer needed, personal resources	Online application to coordinate donors and help organizations to optimize donations	1 founder, 1 developer, 1 volunteer
13	EmployMe	Personal motive to become a founder, not necessarily a social venture	Dependent on corporate partners, outside funding	Job placement for refugees	2 founders, changing (only few) employees

*Names have been changed to protect anonymity

3.3.3 Data sources

Interviews. Our primary data source was semi-structured interviews. We sampled multiple people for each new venture to gain different perspectives on the process of organizing for alleviating refugee suffering and the impact of adversity (i.e., the attacks) on the ventures' organizing activities. The sample included facilitators, founders, team members, volunteers, and refugees who were involved in the ventures to get a holistic perspective on the ventures' operations. We conducted interviews primarily on site and in German, but we conducted interviews in English when the interviewee was either a native English speaker or a native speaker of another language but spoke English fluently. We arranged interviews with refugees who were either involved in the ventures' operations or were helped by the ventures; we conducted these interviews at either the refugee's residence or one of the authors' offices. For the refugees interviewed, the language barriers were quite low because many either (1) had received sufficient English training back in their home countries or (2) had already taken extensive German classes. We audio recorded all interviews and then transcribed them.

We structured the interviews with the venture founders into seven sections: (1) introduction of the interviewee and background information on the venture; (2) the venture's timeline and purpose; (3) recognition and development of the venture's opportunity; (4) venture foundation, the founding team, and venture operations; (5) founders' commitment to the venture; (6) expected future of the venture; (7) and influence of the environment on the venture. After the initial attack in Paris, we started to include questions on how the attack influenced each venture's activities. After the Cologne attack, we continued to ask questions on both attacks: their impact on the venture, on the refugees' situation, and on how the attacks differed. In the follow-up interviews after the Wuerzburg and Ansbach attacks, we asked about the venture members' reactions, the impact of the attacks on the venture and the refugee situation in general, the motivation to continue venturing, and differences between the attacks.

The interviews with refugees included sections on (1) the refugees' personal characteristics (e.g., age, nationality, education, work experience), (2) how the refugees affiliated with the venture (e.g., how they connected to the venturing, how the venturing was helping them, how they were engaging in the venture), (3) the refugees' perceptions of the venturing effort (e.g., the importance of the venturing effort, the nature of the venturing, and so on), and (4) (only if they were willing to share) their personal story of escape to Germany and the challenges they faced. We conducted 133 interviews, ranging from 5 minutes (e.g., quick follow-up interviews) to 85 minutes. We collected a total of 4,032 minutes of audio, with an average of 30.5 minutes per interview. This data amounted to 1,295 pages of single-spaced transcribed text.

Field notes. When we conducted the interviews, we were often able to observe the founders and other venture members in their workplaces, and for most refugees, we were able to observe them in their living environments. We used field notes to record these observations. We also used field notes for other observations. First, the first author spent several days in a refugee camp to help one of the ventures distribute clothes, interact with venture members, and experience the venture's organizing activities. This engagement helped us better understand the structure of the team, the different venture tasks, and the experience of helping refugees and also enabled us to observe the internal dynamics of the organizing process. Second, the first author joined a local press meeting to launch one venture's web application. The author engaged in informal talks about the venture with the founders and with resource providers, such as financial donors and volunteers, before the press meeting; stayed after the press meeting to capture the team's impressions of how the press meeting went; and engaged in further informal talks. Finally, the first author joined one hackathon in which some of the ventures pitched their ideas to attract new resource providers, participated in two workshops in which the ventures developed their ideas with potential resource providers, joined three prototyping events that helped develop the ventures' products and services, took part in two

communal events that helped introduce activities to integrate refugees into local society, and spent five days in the town where one of the ventures operated to better understand the venturing activities on site. After completing the site visits and observing other venture-related activities, we recorded detailed field notes to provide richer data on the ventures' tasks, potential challenges, and activities. These field notes resulted in 97 single-spaced pages of text.

Secondary data. Since the refugee crisis received considerable attention in the media, we were able to collect substantial secondary data, including newspaper and news magazine articles and television broadcasts (recorded). While there was already broad media coverage of the refugee crisis, the media covered the terrorist attacks even more extensively. Thus, we continued to collect material on all four adverse events, including newspaper articles, TV/radio broadcasts, and social media reports. We also collected data generated by the new ventures, including websites and social media pages (if they had them), reports (e.g., press reports), minutes from internal meetings, marketing materials (e.g., mockups, films, or flyers), and PowerPoint presentations (e.g., pitch decks). We also collected email exchanges between the research team and informants to (1) follow up on ideas, such as business-development ideas or more general business models discussed in the interviews; (2) seek clarity after transcribing the interviews; (3) collect additional data on the refugee situation in general or on the ventures; and (4) schedule follow-up interviews. The secondary data provided us with additional insights into the activities and specific challenges of venturing to alleviate refugee suffering. In total, this data represents 2,324 pages of single-spaced text.

In Figure 4, we illustrate a timeline that displays our data-collection efforts in relation to the ventures' creation and the timing of the adverse events. Table 7 further illustrates our data sources, including a detailed overview of the interview data per venture and venture member.

Figure 4: Data collection approach

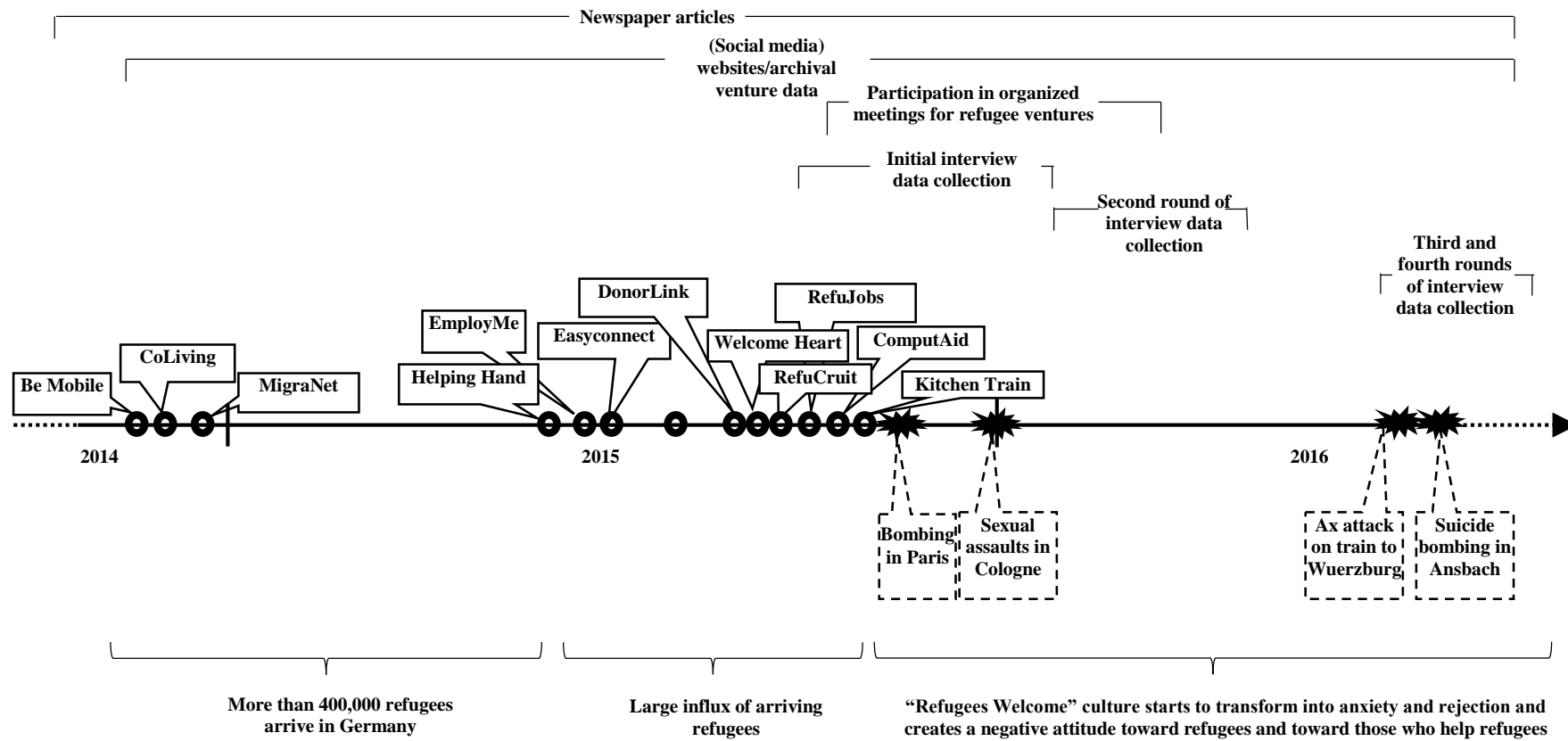


Table 7: Data sources

Venture #	1	2	3	4	5	6	7	8	9	10	11	12	13
Venture	Helping Hand	RefuJobs	Be Mobile	ReFuCruit	ComputAid	Easy-connect	Care Spot	Welcome Heart	CoLiving	MigraNet	Kitchen Train	Donor Link	Employ Me
Informants (71 informants, 133 interviews, number of interviews per interviewee in brackets) (1,295 pages)	Founder 1 (4) (1-F1)	Founder 1 (4) (2-F1)	Founder 1 (4) (3-F1)	Founder 1 (4) (4-F1)	Founder 1 (4) (5-F1)	Founder 1 (4) (6-F1)	Founder 1 (4) (7-F1)	Founder 1 (2) (8-F1)	Founder 1 (3) (9-F1)	Founder 1 (4) (10-F1)	Founder 1 (2) (11-F1)	Founder 1 (2) (12-F1)	Founder 1 (1) (13-F1)
	Volunteer 1 (4) (1-V1)	Founder 2 (4) (2-F2)	Founder 2 (1) (3-F2)	Founder 2 (4) (4-F2)	Founder 2 (2) (5-F2)	Founder 2 (3) (6-F2)	Founder 2 (3) (7-F2)	Founder 2 (1) (8-F2)	Founder 2 (1) (9-F2)	Founder 2 (1) (10-F2)	Volunteer 1 (1) (11-V1)	Volunteer 1 (2) (12-V1)	Founder 2 (2) (13-F2)
	Volunteer 2 (1) (1-V2)	Founder 3 (2) (2-F3)	Volunteer 1 (2) (3-V1)	Initiator 1 (1) (4-I1)	Volunteer 1 (2) (5-V1)	Founder 3 (2) (6-F3)	Volunteer 1 (1) (7-V1)	Founder 3 (4) (8-F3)	Employee 1 (4) (9-E1)	Volunteer 1 (1) (10-V1)	Volunteer 2 (1) (11-V2)	Volunteer 2 (1) (12-V2)	Employee 1 (2) (13-E1)
	Volunteer 3 (1) (1-V3)	Founder 4 (2) (2-F4)	Volunteer 2 (1) (3-V2)	Employee 1 (2) (4-E1)	Volunteer 2 (1) (5-V2)	Employee 1 (2) (6-E1)	Volunteer 2 (2) (7-V2)	Founder 4 (2) (8-F4)	Employee 2 (2) (9-E2)	Volunteer 2 (1) (10-V2)	Refugee 1 (1) (11-R1)		Employee 2 (1) (13-E2)
	Refugee 1 (1) (1-R1)	Founder 5 (2) (2-F5)	Volunteer 3 (1) (3-V3)	Volunteer 1 (1) (4-V1)	Volunteer 3 (1) (5-V3)	Refugee 1 (1) (5-R1)	Founder 3 (2) (7-F3)	Volunteer 1 (1) (8-V1)		Volunteer 3 (1) (10-V3)	Refugee 1 (1) (10-R1)		
Other data (1,403 pages)	Field notes (97 pages)												
	Archival sources on each attack: Paris (177), Cologne (170), Wuerzburg (99), Ansbach (119) Archival sources (e.g., newspaper articles, reports) on the situation in general (776 pages) Events (10 pages)												
Archival sources (921 pages)	News articles (5) Venture reports (1) Emails (53) Website	News articles (3) Venture reports (17) Emails (80) Website Social media	News articles (4) Emails (66) Website Social media	News articles (14) Venture reports (10) Emails (30) Website	News articles (2) Emails (35) Website Social media	News articles (22) Venture reports (241) Emails (33) Website Social media	News articles (2) Venture reports (1) Emails (14) Social media	News articles (27) Emails (17) Website Social media	News articles (47) Emails (67) Website Social media	News articles (33) Emails (8) Venture reports (10) Website Social media	News articles (6) Venture reports (1) Emails (32) Website Social media	News articles (13) Emails (9) Website Social media	News articles (13) Emails (5) Website Social media

3.3.4 Analytic approach

We developed our theoretical model while iteratively mapping the cases and conducted our analysis in three stages. First, we conducted a detailed analysis of the steps included in the process of building resilience to adversity over time, across ventures, and across adverse events to better understand the steps of the process of how new ventures are able to continue suffering alleviation in our study context. Second, we undertook an in-depth analysis of how the different resilience building steps (analyzing adversity, perceiving a threat to resource providers' compassionate response, and responding to adversity) to identify key activities that enabled the venture to continue alleviating suffering. Finally, we analyzed the dynamics of the resilience building process to continue alleviating suffering to understand how they were able to build resilience to subsequent adversity over time, and thereby continue their suffering alleviation activities.

Analysis of key steps of building resilience to adversity across ventures, over time, and across adverse events. We started analyzing the data by constructing a timeline of the ventures' key steps following adverse events to create our researcher narrative (Langley, 1999). We focused on the ventures' steps in building resilience to adversity, which helped us better understand how new ventures organize for continuing suffering alleviation. For example, one Welcome Heart founder explained,

For instance, you have to talk about it [the adverse event], you need to reassure your volunteers and you need to inform them and say that here everything is ok, and if you need a break it is ok, too, but you need to make sure that you take this serious and that you care about this [by talking to your helpers]. (8-F3)

Our interpretative analysis of the key steps based on such statements led us to identify how new ventures were able to build resilience to adversity over time and across adverse events.

We then started to sequence the key steps the ventures engaged in by aligning the changes in the refugees' and the ventures' environment and the activities that the ventures conducted. The events created adversity for the refugees because they undermined the German society's goodwill toward refugees, and they created adversity for the ventures because resource providers stopped or diminished their commitment to venturing to alleviate refugee suffering. For example, after the attack in Paris, the media started to report on the refugee situation with an increasingly negative connotation, publishing newspaper headlines like "When terrorists utilize refugee routes" (Rüesch, 2015). Our analysis revealed that in a first step, the interviewees *analyzed this change in society's attitude*. For example, one founder noted that after the attack in Paris, "The attitude in the society became more critical, and people fear that they don't know who is here, whether the background information [provided by arriving refugees themselves] is true. . . . Attacks such as in Paris support a changing attitude." Although the entrepreneurs we interviewed largely believed that the Paris attack would have no substantial impact on their ventures, it was clear that the all-welcoming attitude of the German public was beginning to waver. The ventures, in a second step, *perceived* that this change was *a threat to venturing activities* to alleviate refugee suffering from subsequent founder statements, such as "One impact that we saw was that we got less support immediately after the attack in Cologne and also some intimidating messages." In a third step, we identified that the ventures *responded to the threatened resource providers' compassionate response* so they would not withdraw from supporting the ventures as a Helping Hand volunteer described a meeting following the Cologne attack "yes, of course, they [the Helping Hand founding team] do talk with us [the volunteers] about it [the Cologne attack]" (1-V1).

As we observed that the ventures took important steps to become resilient to adverse events due to the changing environmental conditions, we broadened our emphasis to include the

activities that comprised these key steps to respond to the adverse events. With this focus, we coded the data.

Analysis of activities of resilience building steps. After identifying the key steps that the ventures actively took to build resilience to the immediate adversity, we continued to analyze the activities of these key steps. Initially, we identified the activities of the analyzing adversity step as being twofold: analyzing *the novelty of the adversity* and the *proximity and magnitude of the adversity*. For the analyzing the novelty of the adversity mode, we found that the attacks could comprise *a novel manifestation of violence* and/or *attacked the social and legal order*, as highlighted in statements like “[I think that the attack in] Cologne has much more impact because it questioned our joint basis of values” (1-F1). We identified that analyzing the proximity and magnitude of the adversity mode comprises the *perceived closeness to the ventures* and the *number of attackers/accumulation of attacks*, consistent with statements like “in Ansbach, we now even had refugees advocating for themselves on the market place and saying that not every refugee is like him [the Ansbach attacker] and that they would never support such attacks” (7-F1).

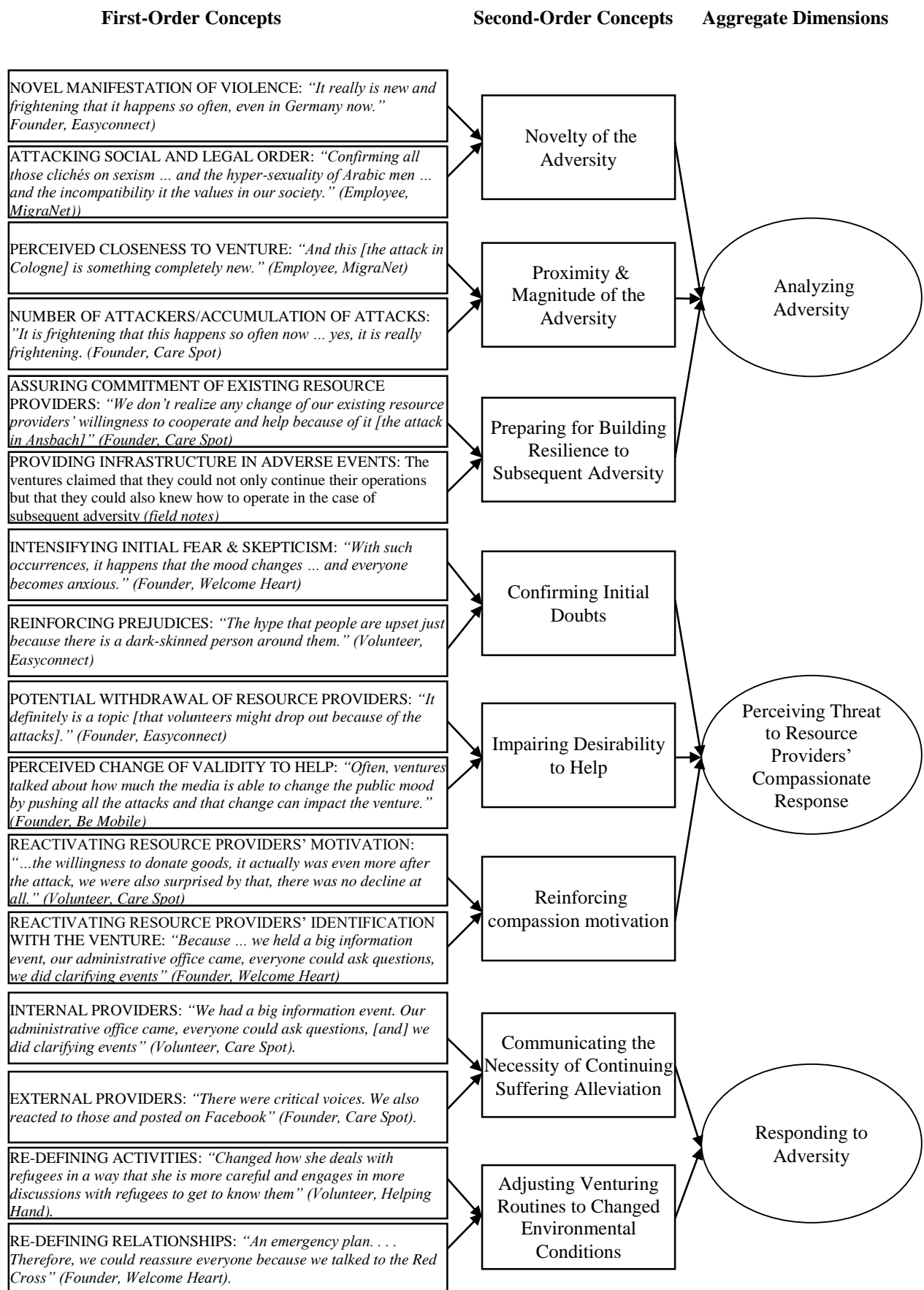
Second, we focused on the activities of perceiving threat to resource providers’ compassionate response step and found that this step includes two activities: *confirming initial doubts* and *impairing the desirability to help*. We found that communicating the necessity of continuing suffering alleviation contains *intensifying initial fear and skepticism* and *reinforcing prejudices*, which becomes explicit in statements like “yes, I guess that the skepticism and the ‘what’s next and will we be able to manage that, what do we do in case of conflicts’ etc. [intensifies initial fear and skepticism] tremendously” (4-F2). The impairing the desirability to help mode includes the *potential withdrawal of resource providers* and the *perceived change of the validity to help*, manifesting in statements like “it [the Ansbach attack] will have an

impact on us [financially] and we do not only feel it since Wuerzburg but the whole year [since the attack in Cologne on New Year's Eve]" (10-F1).

As a result, we focused our coding on the ventures' responses to the attacks. The data revealed two intertwined micro-processes to respond to this adversity: *communicating the necessity of continuing suffering alleviation* and *adjusting venturing routines to changed environmental conditions*. Consistent with previous research (Meyer, 1982), we found that communicating the necessity of continuing suffering alleviation (second-order concept) consisted of intensifying and re-establishing relationships with internal resource providers, such as volunteers (first-order concept of *internal providers*), and external resource providers, such as donors (first-order concept of *external providers*). Our coding also identified adjusting venturing routines to changed environmental conditions as a second micro-process, which we defined as ventures' re-definition of the nature of their activities and relationships with stakeholders. Eventually, these steps enabled the ventures to continue their suffering alleviation and, additionally, built strong dynamics within the resilience building process, to which we now turn.

Analysis of the dynamics of the resilience building process for continuing suffering alleviation over time. Based on our temporal mapping of activities and our analysis of the activities of these activities to continue to alleviate suffering, a general model emerged from our data that captures different dynamics. First, the model reflects the dynamics of responding to adversity that *reinforces the ventures' resource providers' compassion motivation*. Second, the model displays how responding to adversity *prepares the ventures for building resilience to subsequent adverse events*. In Figure 5, we provide an overview of the data structure that emerged from our analysis.

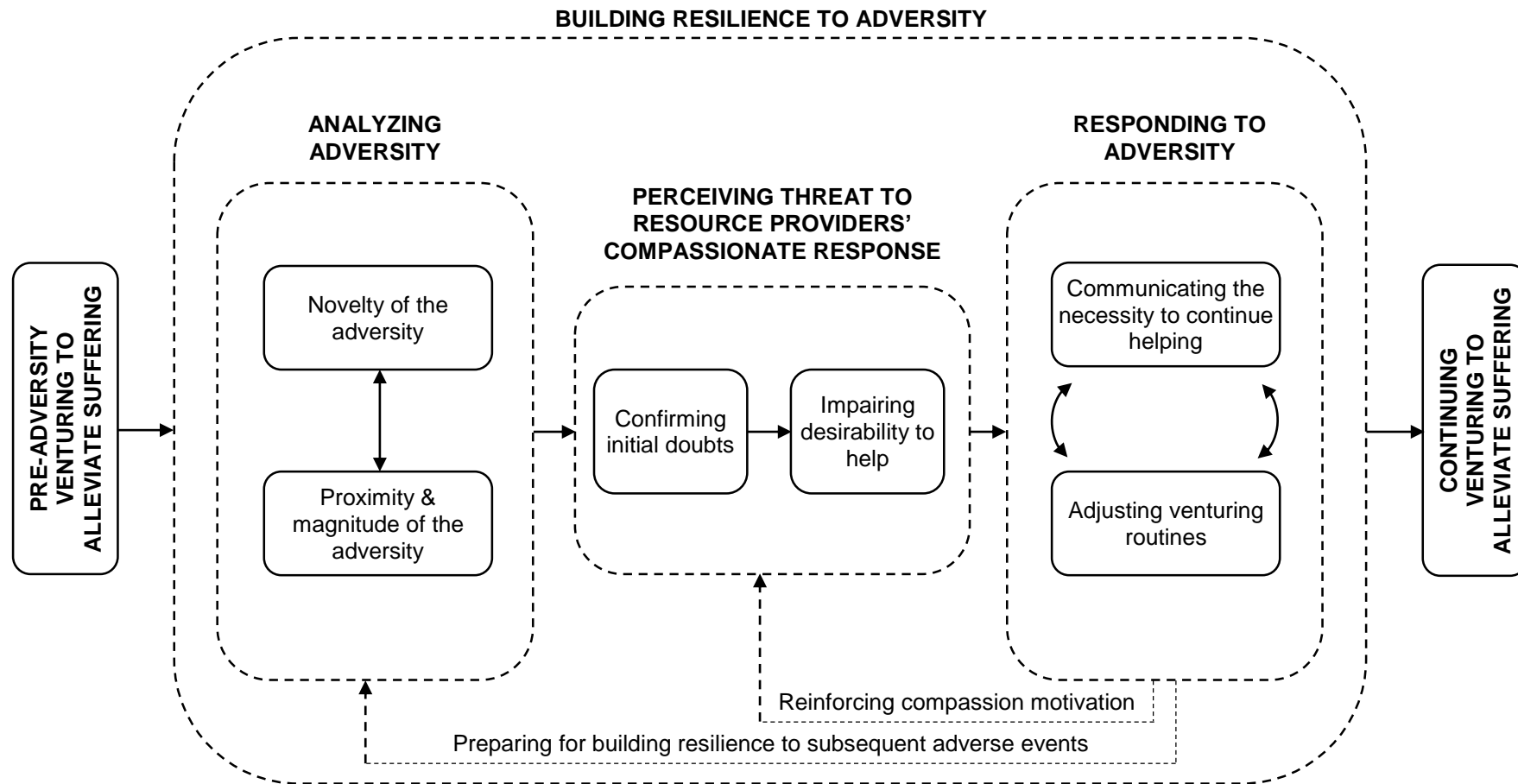
Figure 5: Data structure



3.4 Building resilience to adversity

In the following, we elaborate on the key patterns constituting how the ventures in our sample built resilience to adversity to continue alleviating refugee suffering. First, we focus on summarizing the key steps of the resilience building process across the adverse events. In particular, we show how the initial attack triggered the adversely changing environment, followed by a detailed explanation of the process on the second, most influential, attack, and unveil the dynamics that enable the ventures to build resilience to subsequent adversity, that is, the last two attacks. Finally, we conclude by highlighting the differences among the ventures in building resilience to adversity. In Figure 6, we portray our resilience building process model.

Figure 6: Process of building resilience to adversity



3.4.1 Adverse event: The Paris attack (November 15th, 2015)

Three attackers blew themselves up in the football stadium Stade de France in the North of Paris where the football match Germany-France was held. Further attackers bombarded restaurants and bars downtown. The third group of terrorists crashed the rock concert of the “Eagles of Death Metal” band in the concert hall Bataclan, shot in the crowd and then blew themselves up. (Zoch, Bielicki, & Gammel, 2015)

While the terrorist attack in Paris was disastrous for those directly involved, it had broader implications for the general attitude toward refugees within society. Before the attack in Paris, there were already concerns about the high number of refugees arriving in Germany and questions how the country would be able to integrate these refugees into society. The Paris attack raised concerns about politicians’ refugee approach, which led some people and the media to question the value of the German welcoming culture. For example, a newspaper article stated, “The terror of Paris, possibly committed by extremists disguised as refugees, could poison the atmosphere even more” (Afhüppe & Hoppe, 2016). Another newspaper article emphasized how “quickly after the attacks in Paris the first sardonic posts on Facebook emerged ‘you take them into our country, now you count the cost’” (Menkens, 2015).

Analyzing adversity. This change of attitude in the Germany society did not get unnoticed by our case ventures. We found that the ventures initially started to analyze the adversity in terms of the *novelty of the adversity* and *the proximity and magnitude of the adversity*. First, the novelty of the adversity manifested in a *novel manifestation of violence* and as an *attack on the social and legal order*. One MigraNet founder explained that the attack showed how easy it was to undermine and weaken the German legal order, and as refugees were immediately associated with the attack, it really changes the view how the arrival of so many refugees was perceived (field notes). One refugee involved in MigraNet’s activities as a translator also explained that the attack in Paris has a strong negative impact on how people think about refugees:

“it is very much devastating ... and yes it has an impact on the refugee status because the gentlemen who did the bombing he came as a refugee from Greece to here ... so that’s ... not only impacting us as refugees but also creating some wall ... that even those who might have calls from love or also have to assist refugees” (10-R1)⁸.

Second, we noticed that the founders also engaged in analyzing the proximity and magnitude of the attack in terms of the *perceived closeness to the venture* and the *number of attackers*.

Specifically, the attack in Paris represented the first attack related to refugees in general, e.g., one newspaper claimed that “however: the terror of Paris [being the first related to refugees] does have implications on refugees, also in Germany, the opposing wind becomes stronger”

(news article, November 16, 2015). The attack in Paris appeared close as it took place in

Europe in a neighboring country of Germany, as one news article stated: “we now will move together. We also need the solidarity of the other Europeans” (news article, November 16,

2015). However, in our primary data, we did not find such a strong manifestation of this

theme as we found it in subsequent events; still, we see slight indications of how the

proximity and the magnitude of the Paris attack played a role in changing the attitude toward

refugees, as highlighted in the following statement by a MigraNet founder “there are the first endeavors to link these attacks [to Germany] ... and here in Bavaria, we have some politicians

who also emphasize these attacks” (10-F1).

Perceiving threat to resource providers’ compassionate response. After analyzing the attack, the ventures perceived a potential threat to their resource providers’ compassionate response, which becomes apparent in the *confirmation of initial doubts* and the *impairing of the desirability to help*. First, the confirmation of initial doubts comprises intensifying *initial fears and skepticism* and *reinforcing prejudices*, as one Easyconnect founder stated in an interview that “therefore, it should be clear that this app [that they offer] is even more

⁸ Abbreviation for the cited interviewee: The first number represents the new venture indicated in Table 1; the following letter stands for the status of the individual within the new venture (F=founder, V=volunteer, E=employee, I=initiator, R=refugee); the last number differentiates between the founders, volunteers, employees, etc. within the respective new venture; thus, 10-R1 represents Refugee 1 of MigraNet.

important than thought before because the people ... flee exactly those people that caused the attack in Paris ... and we now have to make this clear in peoples' heads that not all of them are like this [so they continue supporting our venture]" (6-F1). Our field notes also confirmed this impression. For example, in the notes taken after our interviews at Easyconnect directly after the attack in Paris, we summarized that the founders told us how much such an event could confirm initial doubts so many had had about refugees and the German welcoming culture even before the Paris attack. We also noted that initial fear and skepticism over the consequences of so many refugees arriving in Germany were intensified by the attack and attracted the ventures' attention. One newspaper article, for example, after the attack in Paris questioned: "How do I explain the fear of terror to my child?" (news article, November 19, 2015). In particular, when talking to MigraNet and Easyconnect about the attack, interviewees from both ventures confirmed that those initial doubts so many had before the attack were intensified (field notes).

Second, the impairing of desirability to help includes the *potential withdrawal of resource providers* and the *perceived change of the validity to help* the ventures and refugees. One MigraNet founder, for example, stated that the Paris attack had "a real impact on our [the German public's] mindset, on thinking about where to go [as the attack has the potential to threaten their resource providers' commitment to and support for the venture]" (10-F1). Also, one DonorLink volunteer mentioned that "maybe like the attitude towards like refugees ... has been changing a bit" (12-V1). Moreover, our field notes highlight how the Easyconnect founders perceived a potential threat to continuing people's support for such ventures in general, and in particular, were worried whether their volunteers would withdraw from the venture. A RefuJobs founder also explained that he perceives a potential threat that the companies they work with to allocate jobs for refugees might hesitate to work with them, he said

it will definitely become more complicated, especially for the companies [that we work with], they need to consider their public image ... and on a scale from 1 - 10 to find such companies to collaborate with it now will become even worse by one point for us to find companies. (2-F2)

Although the attack in Paris was the first adverse event and we only started our data collection, we already gained some evidence for how negatively this attack could impact the ventures and how the ventures started to analyze the adversity and perceive a potential threat to their resource providers' compassionate response. The situation, however, became dramatically worse after the second attack one and a half months later in Cologne.

3.4.2 Adverse event: The Cologne attack (December 31st, 2015)

According to the police, 400 to 500 young men have gathered in front of Cologne's main station, and the cathedral square who displayed fireworks unbridled into the crowd and already have "lost their inhibitions." At midnight, 500 more joined ... in the meantime groups of young men aged from 15–35 years attacked people together to steal from them. Later, they additionally harassed and touched women. (Ludwig, 2016)

Analyzing adversity. The *novelty* of the Cologne attack was even more extreme than what occurred in Paris. Across all public media the novelty of the attack was a big topic, e.g., "on New Year's Eve, Cologne has experienced 'completely new dimensions of crime'" (news article, January 5, 2016). Therefore, the ventures analyzed that the attack in Cologne must have a detrimental impact on the public attitude toward refugees. As a consequence, one founder of Easyconnect highlighted that among the attacks "New Year's Eve in Cologne definitely sticks out because this is something we haven't thought of" (2-F2). While the Cologne attack not only represented a *novel manifestation of violence*, it also was an extreme *attack on the social and legal order*. For example, a newspaper article stated that "one thing has to become clear: who lives and wants to live in Germany has to respect our legal and social order and has to integrate" (news article, January 6, 2016). This potential effect was also recognized by one Easyconnect founder who commented that "it [the attack] shows us

that it, in some way, attacked our society on a special level” (2-F2). Furthermore, the ventures also analyzed the proximity and magnitude of the Cologne attack in terms of the *perceived closeness to the venture* and *the number of attackers and accumulation of attacks*. First, the Cologne attack was the first attack associated with refugees that occurred on German grounds, as one CoLiving employee explained: “I don’t think that those events [the attacks in Paris and Cologne] don’t differ that much in public perception, they do differ in one of them occurring on German grounds” (6-E2). Second, the attack in Cologne, representing the first attack within the German national borders, created an even increased perception of closeness and potential adversity. For example, one founder of CoLiving mentioned that “now [after the attack in Cologne] the general, basic atmosphere in Germany becomes less supportive toward refugees” (6-F1). Third, newspaper articles stated that the sheer number of attackers of the Cologne attack changed the mood across Germany from positive to negative toward arriving refugees, e.g., “one event that marks the change of mood from welcoming culture to discardment” (news article, June 28, 2016). This mood change did not go unnoticed by the ventures as one Easyconnect founder explained “this [the attack in Cologne] has led to a big change in mood” (2-F2).

The attack in Cologne—occurring quite soon after the Paris attack—created an even stronger change in the public’s mood, in particular because of the complete novelty of the attack and the perceived closeness to the public. Thus, after analyzing this adversity, the ventures started to perceive a more substantial potential threat to their resource providers’ commitment, to which we now turn.

Perceiving threat to resource providers’ compassionate response. The ventures started to perceive a potential threat to their resource providers’ compassionate response, in particular, in terms of confirming initial doubts and impairing the desirability to help. First, the *intensifying of initial fear and skepticism* lead to a confirmation of initial doubts after the

Cologne attack. For example, one news article was headed “Women, fear, and prejudices—fear after New Year’s Eve” (news article, January 6, 2016). These descriptions mirrored the perceptions of some ventures, that the events might potentially be adversely to fulfilling the mission of helping refugees. One founder of CoLiving believed that “they [the people in general] just became scared [after what happened in Cologne]” (6-F2), and a ComputAid founder stated that “the main obstacle is that individuals could be cared after what happened at New Year’s Eve in Cologne ... and that they [the volunteers] are not willing to help anymore” (5-F1). One founder of MigraNet explained how *prior prejudices were reinforced*, and told us in an interview that he perceived that “now people try to associate it [the attack in Cologne with refugees] ... those that were ... against the ‘foreign infiltration’ already ... have more discussion points now” (5-F1), and one employee of CoLiving illustrated her perception of the event by explaining that “it [the attack in Cologne] really fueled the Islamophobia in the country extremely” (6-E2). One Be Mobile founder even described situations where she was asked how she could still continue helping and she was asked “by fellow students ... are you not scared ... when you are alone with them” (3-F2) indicating that she as a woman should be scared of being harassed, too, after what happened in Cologne. In the aftermath of the attack on New Year’s Eve in Cologne, the public media stated that “the worst now is the blanket suspicion, those that even grew up here have to explain themselves and get worried about their reputation” (news article, January 30, 2016). Consistently, a ReFuCruit employee mentioned that “Cologne led to a strong change of the public perception of refugees [which becomes more and more negative]” (4-E1).

Second, due to these changes in public attitude, the ventures perceived the Cologne attack as a potential cause for impairing the desirability to help as *resource providers could potentially withdraw* and question the *validity to help* the ventures. For example, one Care Spot founder believed that venturing required greater effort because the public was less likely to welcome such activities anymore. This founder explained that “More people probably have even more

prejudices against them [the refugees] and that might imply that we have to do more to integrate them, and we have to show that we cannot lump them [the refugees and attackers] together” (7-F1). This change in public attitude led some people to purposefully attempt to damage the reputations of those involved in helping the refugees. For example, one Care Spot founder explained how people started writing negative comments about their venturing activities on social media (7-F1). Another founder mentioned that “Right now also, after the attacks in Cologne, we do get negative posts on our Facebook page” (7-F3). He added that “It is fake profiles that give us only one-star evaluations [on Facebook] . . . and I can’t delete that . . . and sometimes we also get some very negative picture posts.” We found that this perceived threat of resource providers disengaging from venturing also included concerns over the loss of volunteers. One Care Spot founder described his fear that the venture’s volunteers might reduce their commitment because they no longer considered the venture’s mission to be positive. He believed that “The more attacks there are, the more we have to justify ourselves, so [they ask themselves whether] it is . . . good what we do?” (7-F1). This concern not only spread among the founders but also among some of the volunteers, who believed that their colleagues might leave as a result of the negative public mood in Germany, which they felt would eventually affect them personally. For example, one Welcome Heart volunteer told us that she started to talk to other volunteers to evaluate the situation: “I talked to them [the other volunteers], and they also were similarly engaged and very well reflected . . . and we now had to realize that not everyone who comes to Germany is well disposed toward Germany” (8-V2).

Responding to adversity. The ventures perceived strong threats to their resource providers’ compassionate response after the Paris and Cologne attacks, which is why they proactively started to actively respond to this adversity. Responses included *communicating the necessity of continuing suffering alleviation* and *adjusting venturing routines to changed environmental conditions* to strengthen relationships with key resource providers. The ventures proactively

communicated the necessity of continuing suffering alleviation to both *internal and external resource providers*. They engaged internal resource providers by introducing regular internal meetings with employees and volunteers or, if they already had internal meetings, increasing the frequency of those meetings. For example, in our field notes, we documented that “Welcome Heart implemented more frequent internal meetings and addressed all attacks in special roundtables starting with the attack in Cologne.” The founders and volunteers of Welcome Heart dedicated time to elaborate on the attack and potential implications for the venture. Care Spot followed a similar strategy to ensure resource providers’ commitment and made the attack dedicated topics in meetings. In sum, our field notes recorded that all “These ventures heavily engaged in internal meetings [as a response to the attack].” Eventually, the ventures also engaged in meetings with external resource providers to prevent their disengagement. For example, one Care Spot volunteer said, “One thing that you have to care about in such an organization is the trust of people . . . inviting people and show them the camp . . . so they can see what happens inside. . . . They went through it, and some of them started to donate things” (7-V5). The ventures also re-engaged external resource providers by running events that brought all resource providers together, which enhanced their identification with both the venturing activities and alleviating refugee suffering. Welcome Heart invited the first author to an event organized for all internal and external resource providers shortly after the Cologne attack. At this event, “People wore branded t-shirts [in support of the refugees], the entrepreneurs and others gave speeches supporting the need to help refugees, and the huge communal spirit was almost visible” (field notes). Indeed, the entrepreneurs also made venturing activities open and transparent to create awareness of the importance of alleviating refugee suffering. In our field notes, we documented that “Care Spot’s roundtable meetings were publicly held so everyone who was interested could join the meetings, which many used to gain information on the current situation.”

Furthermore, adjusting venturing routines to changed environmental conditions in response to adverse events involved questioning what *activities* should be pursued and how the ventures would *interact with their stakeholders* in the future. After the Cologne attack, the founders of Welcome Heart immediately approached the Red Cross, which was one of their partners in the refugee camp, for help regarding how the venture should structure and manage volunteers in the increasingly adverse environment. In the meetings with the Red Cross, Welcome Heart asked for information about how to prevent and react to cases of sexual harassment or rape by refugees—as happened during the Cologne attack. As one founder reported, “We also talked to the German Red Cross and asked, ‘What if,’ so we created an emergency plan. . . . Therefore, we could reassure everyone because we talked to the Red Cross” (8-F3). The founders communicated their new management approach to volunteers in one of their internal meetings to assure them of the venture’s thoroughness. Moreover, the ventures were concerned that the Cologne attack would damage their volunteers’ relationships with the refugees, and as a result, they tried to ensure that the refugees they helped had the best intentions. We captured the following in our field notes:

A Welcome Heart volunteer mentioned after the interview that the Cologne attack changed how she deals with refugees in a way that she is more careful and engages in more discussions with refugees to get to know them, their needs, and their way of thinking better.

With an increased understanding of the refugees, the volunteers felt more *reassured* that these people in need had the best of intentions and that those who committed the attack in Cologne were only a small minority. With perceptions of the refugees’ good intentions, the volunteers maintained their commitment to Welcome Heart and to alleviating refugee suffering. Overall, the ventures’ responses to the Cologne attack convinced the resource providers to continue their support and (again) legitimized helping, which allowed the ventures to continue their activities toward suffering alleviation. Also, an EmployMe founder highlighted that

Because we're working in the logistics sector, they have different, like, very high security restrictions, so now we have to find out ways to get a security certificate from the state [to show that our stakeholders can trust us] and that turns out to be very difficult. And that might also be one obstacle that we are facing because, um, you have to, for the logistics sector, you have to prove that he's not a terrorist background and we also have to try and find a way to prove that. (13-F2)

A Kitchen Train founder also mentioned that

I guess to emphasize that we do need to have a component that tackles like women's rights [that were harmed by the Cologne attack]. But to be honest, yes, ... we will do some workshops or some things but that is such a cultural, you know, thing to tackle, we cannot tackle that in two workshops. But we should definitely add a component that deals with that, that touches on these subjects. (11-F1)

These quotes show that the ventures saw the need to respond to the potential adversity that they have analyzed and perceived to avoid any harm on their venturing activities by losing their resource providers. These steps enabled the ventures to build resilience to the adverse events which we show in the following.

Building resilience. Our data indicated that communicating the necessity of continuing suffering alleviation and adjusting venturing routines to changed environmental conditions were key to building resilience to adversity. Specifically, the ventures were able to maintain existing resource providers' commitment and even attract new resource providers despite the adversity they faced. First, all ventures stated that as a result of their efforts, they did not notice any difference in existing resource providers' commitment. For example, one Easyconnect founder said, "Those people that we deal with, it seems, they now [more positively] assess the situation [as a result of our communication]" (6-F2). One Welcome Heart volunteer also emphasized that she "really feel[s] connected to it [the venture] . . . and would not consider [stopping her engagement]" (8-V1). Indeed, some ventures stated an even stronger commitment by existing resource providers (after the attack compared to before the attack). When asked about potential donor withdrawal after the attack, one Care Spot volunteer replied, "No, not really. The willingness to donate goods was then even more" (7-V4). This experience was mirrored by Easyconnect, whose founder confirmed that "It [the

venture's intense communication] even increased the willingness to help . . . just like now more than ever. . . . Now, we really want to help the people. Therefore, it even strengthened this whole initiative" (6-F3). Similarly, when asked about new resource providers, one Welcome Heart founder mentioned "huge financial donations, in particular, after the attack in Cologne" (field notes). Our field notes also indicated that "Welcome Heart's continuous and frequent internal meetings created the necessary motivation and identification for all venture members and people external to the venture, so the massive attack in Cologne had no major impact on the venture's operations" (field notes). Thus, proactively responding to the adversity helped the ventures build resilience to current and subsequent adverse events.

In Tables 8-10, we provide further evidence of the resilience building steps of analyzing adversity, perceiving threat to resource providers' compassionate response, and responding to adversity and the activities of these key steps. In the following, we show the dynamics of this resilience building process on the examples of the axe attack on a train to Wuerzburg and the suicide bombing in Ansbach occurring, which followed the Paris and Cologne attacks and took place only two weeks apart from each other.

Table 8: Data supporting interpretations of the resilience building process—Analyzing adversity

ANALYZING ADVERSITY	
<p>Novelty of the adversity. The ventures evaluated the novelty of the type of violence created by the attacks and how heavily these attacked the social and legal order.</p>	<p><i>Novel manifestation of violence.</i> “The first suicide bombing in Germany” (news article). “Yes, differentiation is difficult, and the actual danger created by the Cologne attack is that faint and anger splits our society now even more than the ‘refugee question’ did before already. Conspiracy theories brew everywhere” (news article). “New Years’ Eve in Cologne definitely sticks [among the Paris, Cologne, Wuerzburg, and Ansbach attacks] out because this is something that we never saw before.” (6-F2). <i>Attacking social and legal order.</i> “What was really alarming for me is how the Cologne attack changed our society ... from sympathy to antipathy within a couple of months only in many parts of our society ... how quickly this atmosphere can change” (3-V3). “Cologne has so much more impact [than Paris] because it questions our common values” (1-F1). “The bodies were not even identified when the Bavarian Treasury Secretary already postulated ‘Paris changes everything . . . the time of unregulated immigration finally has to stop’” (news article).</p>
<p>Proximity & magnitude of the adversity. The ventures evaluated the attacks by their perception of how close to the ventures the attacks occurred and the number of attackers and attacks in total (i.e., the accumulation of attacks over time).</p>	<p><i>Perceived closeness to venture.</i> The attacks in Paris, well, the attacks in Cologne yes because I think that the public perception changed rapidly because of Cologne [how close it felt compared to Paris].” (4-E1). “Well, the big thing was the attack in Cologne...the general public mood, for instance things like we want to help them, we want to do something...compared to the attacks in Paris...then, Cologne really had an impact [because it felt so much closer to us]” (2-F5). <i>Number of attackers/accumulation of attacks.</i> “You can clearly detect a polarization within our society [that more and more people really reject refugees], and Wuerzburg [as an additional attack] adds to that” (9-E1). “The more attacks there are, the more we have to justify ourselves, so [for our volunteers] it is the question is it really good what we do that we are so bountiful” (7-F1). “With such frequent occurrences, it happens that the mood swings . . . and the people become anxious [and are scared of arriving refugees more and more]” (6-F2).</p>
<p>Preparing for building resilience to subsequent adversity. The responding to initial attacks prepared the ventures for subsequent attacks and helped by assuring the resource providers’ commitment and provided an infrastructure for responding to subsequent attacks.</p>	<p><i>Assuring commitment of existing resource providers.</i> “Neither positive nor negative because it doesn’t change anything for me anymore [occurring attacks] ... it is just logical for me that there is a percentage of people who are ... a little mad ... and this percentage is as high as in Germany ... and then it is just normal that there are difficulties.” (1-V1). “Because for my work and my approach [at CoLiving] it [the attacks] doesn’t have such a high significance as it is portrayed in the media and I believe ... and [at CoLiving] we make sure that it [our work] is independent from that [the attacks].” (9-E1). <i>Providing infrastructure in adverse events.</i> “We have another roundtable [which we have established after the Cologne attack] tomorrow [two days after the attack in Ansbach] and this [the Ansbach attack] will be a crucial topic for sure ... what kind of measures we can still take.” (7-F1). “So far, we have not yet discussed how we deal with such hate-posts [on their social media page] ... and we will discuss this now to find a way how to best deal with it ... whether we simply ignore it, whether we respond ... I personally think that the dispute is also important and we also need to engage in it. But I don’t think we need to respond to any sort of hate messages.” (5-V1).</p>

Table 9: Data supporting interpretations of the resilience building process—Perceiving threat to resource providers' compassionate response

PERCEIVING THREAT TO RESOURCE PROVIDERS' COMPASSIONATE RESPONSE	
<p>Confirming initial doubts. The attacks confirmed initial doubts by intensifying initial fear and skepticism of Germany's citizens and reinforced prejudices.</p>	<p><i>Intensifying initial fear & skepticism.</i> "They [the public] now have to understand that there are other people . . . with other ideas, other mindsets, other religions . . . and people have those basic conditions . . . to now fuel it [the initial doubts over the arrival of so many refugees]" (4-F2)</p> <p>"They [those that always were skeptic] exploit this, I guess. This is what happens now. They found a gate through which they can run now, and we have to try to close this gate again" (8-F3).</p> <p>"This [the attack] will again be grist for the xenophobic forces' mills" (news article).</p> <p><i>Reinforcing prejudices.</i> "More people probably have again or even more prejudices against them [the refugees] and that might imply that we have to do more to integrate them, and we have to show that we cannot lump them [the refugees] together" (7-F1).</p> <p>"I think no [because an attack happened close to the venture] more people have again prejudices here" (7-F1).</p> <p>"It is very much devastating . . . and, yes, it has an impact on the refugee status because the gentlemen who did the bombing he came as a refugee from Greece to here . . . so that's . . . not only impacting us as refugees but also creating some wall . . . even those who might have calls from love or also have to assist refugees" (10-R1).</p>
<p>Impairing desirability to help. The attacks heavily influenced the general desirability to help refugees which had the potential also impact resource providers' to continue their support.</p>	<p><i>Potential withdrawal of resource providers.</i> "The whole mood out there starts to change. . . . Many people let themselves guide by that changing mood" (8-F2).</p> <p>"The whole debate about refugees and how to help them might have a negative impact" (8-F3).</p> <p>"However: the terror of Paris [being the first related to refugees] does have implications on refugees, also in Germany, the opposing wind becomes stronger" (news article).</p> <p><i>Perceived change of validity to help.</i> "Therefore, it should be clear that this app [that they offer] is even more important than thought before because the people . . . flee exactly those people that caused the attack in Paris . . . and we now have to make this clear in peoples' heads that not all of them are like this" (6-F1).</p> <p>"There is a clear trend now . . . that because of political or societal events . . . more and more people reject the help for refugees" (9-E1).</p>
<p>Reinforcing compassion motivation. Re-organizing convinced resource providers to continue helping.</p>	<p><i>Reactivating resource providers' motivation.</i> "Among us helpers, we don't experience much indecisiveness anymore [their organization is quite established] . . . and not many let them polarize anymore . . . and most of us even have this 'that makes us even more determined to help' attitude" (9-E1).</p> <p>"We have to act against that [the push by the media and the wrong reporting] There was one picture that they published already three times [the same picture three times in three different contexts] in different contexts and that contributes a lot to the negative attitude but we know this and we know that we have to continue helping [and should not care about the media's wrong reports]" (7-V4).</p> <p><i>Reactivating resource providers' identification with the venture.</i> "I don't perceive any change in my personal motivation . . . as I said, we all [members and supporters of CoLiving] still [also after all these attacks] only care about the decentralized accommodation of refugees and not any kind of stigmatization [such as, that arriving refugees threaten our country." (9-E1).</p> <p>"There is no direct feedback now but new things that emerge . . . existing structures continue working just as before . . . that is indirect." (6-F2).</p>

Table 10: Data supporting interpretations of the resilience building process—Responding to adversity

RESPONDING TO ADVERSITY	
<p><i>Communicating the necessity of continuing suffering alleviation.</i> The relationships with human, physical, and financial resource providers were strengthened by communicating to enable the pursuit of venturing activities.</p>	<p><i>Internal Providers.</i> “For example, in our venture, still everyone—well, we held a meeting immediately afterwards—everyone still supports it” (7-F1). “One founder at Welcome Heart mentioned how important it was that they held an internal meeting shortly after the sexual assaults on New Year’s Eve in Cologne to strengthen internal relationships and get to know the fears and anxieties of their volunteers regarding their tasks in the refugee camp” (field notes).</p> <p><i>External Providers.</i> “We want to provide the quality of placements now ... we want to meet those that provide living space personally and want to tighten the personal contact with them.” (9-F1). “We do talk about it [the attack] when we collect donations and meet them [the resource providers] on purpose to talk with them” (8-F3). “Ventures that realized the potential threat of the attacks met their actual resource providers (internally or externally) considerably more often” (field notes).</p>
<p><i>Adjusting venturing routines to changed environmental conditions.</i> The ventures reassessed their venturing activities and made sure everyone was clear on their mission and the steps to achieve it.</p>	<p><i>Re-Defining Activities.</i> “We also addressed it. For example, we talked about it to the German Red Cross and said, ‘What if?’ Well . . . we also have an emergency plan because maybe we were a little blue-eyed. We never thought about what could happen” (8-F3). “Because we always tried to wise up our society, we held a big information event. Our administrative office came, everyone could ask questions, [and] we did clarifying events” (7-F2). “It is remarkable that these ventures tried a lot to increase venture members’ identification with the venture—some even created branded venture t-shirts” (field notes).</p> <p><i>Re-Defining Relationships.</i> “At our next round table, we want to discuss how to change our work with refugees, how to structure it differently, also to avoid something like that happening again” (7-F2). “I realized that people want to talk a lot about it internally, all the helpers. . . . Therefore, we do not only have to organize meetings but also need to create the space to talk about opinions, what to do, what is right, what is wrong” (7-F1). “It [how to proceed after the attack in Ansbach] will definitely be a topic at our next conference. . . . That we talk about it” (6-F1).</p>

3.4.3 The Wuerzburg attack (July 18th, 2016) and the Ansbach attack (July 24th, 2016)

Half a year after the Cologne attack, there was an attack on a train to Wuerzburg closely followed by a suicide bombing in Ansbach. The Wuerzburg attack was described as “a 17-year old attacker who acted with the intention to kill and hammered on his victims [with an ax on a train to Wuerzburg]” (Auer, Przybilla, & Krüger, 2016). In Ansbach, a “refugee from Syria detonated a bomb at the entrance of a music festival” (Banse, Bewarder, & Peters, 2016).

Dynamics of the resilience building process. Our findings indicated that the ventures gained valuable experience from responding to the previous attacks, which *prepared them for the potential adversity from the previous attacks*. In particular, the ventures were able to rely on previously established structures when responding to these subsequent attacks. For example, they immediately realized how the attacks could potentially threaten their venture and were then able to engage in adjusting their venturing routines to changed environmental conditions. Care Spot drew on the regular and frequent meetings they had begun after the Cologne attacks. In an interview after the Ansbach attack, for instance, one founder mentioned, “So now we’ll meet tomorrow evening [because they had already implemented regular meetings with their volunteers], and this [the attack] will for sure be a very important topic” (7-F1). Similarly, a ReFuCruit founder mentioned they saw the need to talk to a relatively new employee about the attacks in Ansbach and Wuerzburg:

Of course, we have talked to him. He is Pakistani himself; he already told me shocking stories [about his home country] . . . and because of this threatening atmosphere and fear [now in Germany]. . . . This shocks me [that he has to relive such occasions in Germany]. (4-F2)

Adjusting routines to changed environmental conditions, the founders increasingly showed how their venturing alleviated refugee suffering to foster (potential) resource providers’

identification with the ventures. The ventures communicated with stakeholders via the websites and social media activities they had established, expanded, and professionalized after the Cologne attack. For example, one Care Spot founder recounted the venture's communication efforts following the attack in Ansbach:

We did react to that and posted the background of our refugees on our social media page. So we communicated that we started to collect our refugees' background and experiences individually and post[ed] a statement that communicates that we should not put every refugee under general suspicion by providing counterexamples to make clear who our refugees are and how we help them. (7-F1)

The Care Spot post immediately following the Ansbach attack stated the following:

We are shocked by the events in Ansbach. However, we want to ask you not to put every refugee under general suspicion. We try to continue our strong connection to the refugees in our decentralized housing to understand their backgrounds and stories as well as possible. (social media page, Care Spot, July 26, 2016)

To further adjust their venturing routines, some founders started developing and displaying plans for new initiatives to alleviate refugee suffering. These plans added to the thoroughness of their venturing activities. For example, one Care Spot founder explained, "I have proposed solutions that we also have to be more responsive to [refugee] families, to integrate them more [e.g., in local sports associations or musical societies]" (7-F2), which would facilitate the integration of the refugee children as well as their parents. He continued,

At our next roundtable, we will discuss how to change our work with refugees, how to structure it differently also to prevent that something like that [the attack in Ansbach] happens again. Therefore, this [the attack in Ansbach] has clear implications that we have to change our work with refugees. (7-F2)

Moreover, in responding to the adversity, the ventures were also able to *reinforce their resource providers' compassionate response* immediately; one Welcome Heart founder told us that they "had an info booth at a local festival almost immediately after the attack in Ansbach to talk to local stakeholders and inform them about the venturing activities and also

gain insights on what and how we could change” (3-F3). Our field notes also indicate that “Welcome Heart’s continuous and frequent internal meetings created the necessary motivation and identification for all venture members and people external to the venture so, in particular, the massive attack in Cologne had no major impact on the venture’s operations” (field notes), and an Easyconnect founder mentioned that “new things emerge, new people who will join the project, therefore, not only existing structures continue to work, but also that there are new people that want to engage in that topic detached from what happens around it” (6-F2).

These resilience building process steps created dynamics that *reinforced* resource providers’ commitment because the ventures successfully conveyed the importance of helping the refugees. Further, the new venturing activities restored the validity of helping which was threatened by the attacks. As an illustration, when asked how the venture influenced his motivation after the attack in Ansbach, one CoLiving employee responded, “My motivation remained high. As I said, the work that we do is important to me. I care about the decentralized accommodations [accommodation other than big refugee camps in smaller and more private houses] for refugees and not some stigmatization” (9-E1).

3.4.4 Differences in resilience building among ventures

Although we found evidence of the key resilience building process steps of analyzing adversity, perceiving threat to resource providers’ compassionate response, and responding to adversity in all our case ventures, we also noticed that there were differences among the ventures in terms of when they initiated the resilience building process. Almost one year after the Wuerzburg and Ansbach attacks we set out to understand what had happened to the ventures that participated in all four rounds of interviews and did not immediately start to analyze and act on the negative attitudes towards refugees that formed after the attacks

(CoLiving, MigraNet, Helping Hand, RefuJobs, and ReFuCruit). First, we learned that all the ventures were still in operations. When we interviewed the founders, employees, and volunteers of these ventures again, however, they critically reflected on their past situation, and they admitted that the attacks indeed had had a negative impact on the venture's operations and functioning initially. For example, one CoLiving employee admitted "for our work, maybe a tiny little difference, that those attacks in those last twelve months occurred, or 1.5 years, that we see somehow a polarization" (9-E1). More drastically, a MigraNet volunteer reflected that "Cologne was a nightmare for us ... well, everything we established was through donations ... nowadays, it is no longer like this" (10-V1). Thus, these ventures recognized the actual adversity only after already suffering from it. Indeed, some ventures even developed a late response, as one ReFuCruit founder mentioned: "well, we now did talk [internally] about it" (4-F2), or a CoLiving founder explained "we are now in the process of adapting our concept a little bit as we have less registrations and, therefore, have the capacity for that" (9-F1). Revisiting the ventures almost one year after the attack in Ansbach had occurred also showed that the ventures were still operating and recovering from the negative impact the events have had.

3.5 Discussion

The purpose of our research was to shed light on how compassionate ventures continue suffering alleviation in the face of subsequent adverse events by building resilience. Thus, we contribute primarily to the literatures on venturing to alleviate suffering and building resilience to adversity.

Rather than exploring how major crises trigger the *creation* of ventures to alleviate suffering (Shepherd & Williams, 2014; Williams & Shepherd, 2016a), we provide novel insights into how such venturing *continues* under adverse conditions that could potentially disrupt these

efforts. Previous research has investigated how suffering triggers new ventures in the form of compassionate venturing that act in the aftermath of disasters (Shepherd & Williams, 2014; Williams & Shepherd, 2016a) and how these ventures manage internal knowledge and other aspects of coordination (Johansson, Danielsson, Kvarnlöf, Eriksson, & Karlsson, 2018; Majchrzak et al., 2007), acquire and use resources, and interact with the broader community to alleviate suffering (Shepherd & Williams, 2014; Williams & Shepherd, 2016a). With a focus on ventures' emergence and early stages, existing theories how venturing can alleviate suffering has viewed such efforts as reactions to one-off adverse (albeit difficult) events with ample opportunities to acquire resources for alleviating suffering in the broader community (e.g., non-disaster regions) (Shepherd & Williams, 2014). However, as the attacks in the present study demonstrate, this resource availability can change unexpectedly and radically and can create adversity that ventures must react to. Thus, understanding compassion venturing requires paying attention not only to the initial suffering-triggering event but also to take a more long-time perspective accounting for potential subsequent events in the environment that may threaten the ventures' activities.

A recent study by Farny et al. (2018) found that prosocial ventures can establish volunteers' emotional connectivity and thus ensure their continued resource investments through (1) emotion-focused practices that transform the volunteers' affective commitment into emotional attachment and (2) duality-focused practices that strengthen the volunteers' emotional loyalty toward the venture. These findings are important because they show how ventures can counteract the tendency of volunteers' commitment to decline over time (Farny et al., 2018; Majchrzak et al., 2007). However, it is unclear how the effectiveness of these practices is impacted by subsequent adverse events, such as those experienced by the ventures in the current study. Indeed, our study reveals venture responses to adverse events that involve communicating the necessity of continuing suffering alleviation to internal and external resource providers to ensure their continued commitment to venturing efforts to alleviate

refugee suffering. However, our study also indicates that to ensure resource-provider commitment under adversity, additional efforts may be necessary. Specifically, our analysis reveals that in responding to adversity, the sample ventures adjust their venturing routines to the changed environmental conditions. The ventures fundamentally questioned the nature of their helping activities and the way they interacted with stakeholders to avoid a potential threat to their resource providers' commitment. Thus, our study uncovers novel ways for how prosocial ventures can maintain volunteer engagement and resource-provider engagement in dynamic and hostile environments.

Our model contributes to a better understanding of the challenges often experienced in the ongoing management of social ventures more generally (Hale, Dulek, & Hale, 2005).

Previous research has indicated that venturing for others' well-being is not necessarily linear but is driven by victims' continually changing needs (Bigley & Roberts, 2001) as well as by unstable voluntary resource-provider engagement (Farny et al., 2018). Indeed, we show that after adverse events, ventures' attention suddenly shifts from activities directly addressing victim needs to activities aimed at maintaining the commitment of those who provide the resources necessary for suffering alleviation. In particular, an adverse event requires activities related to communicating the necessity of continuing suffering alleviation and adjusting venturing routines to changed environmental conditions. These findings extend our knowledge of the challenges associated with internal resource management that social ventures face (Majchrzak et al., 2007) by highlighting the potential complexity of tasks and the breadth of founder capabilities required to continue successfully alleviating suffering when adverse events have the potential to derail resource providers' commitment. For founders of social ventures, these insights demonstrate the importance of setting up a team whose capabilities go beyond organizing help to handle interactions with resource providers under difficult conditions.

Prior research on resilience has established the importance of relational resource endowments for organizations facing adversity. These relational capabilities build the foundation for the cognitive (Lengnick-Hall & Beck, 2005), behavioral, and emotional (Weick & Sutcliffe, 2015) capabilities needed to develop appropriate responses to adverse events. However, existing studies have mostly focused on relationships among organizational members and have explored how relational work practices, communication, trust, and relationship formation facilitate resilience building (Colquitt, LePine, Zapata, & Wild, 2011; Gittell, 2008). In contrast, our study emphasizes how important it is for new ventures to build relational capabilities beyond their organizational boundaries and with resource providers that are not necessarily long-term organizational members (Farny et al., 2018; Majchrzak et al., 2007). Communicating the continued importance of their activities and invigorating ties with key stakeholders by questioning current activities and re-defining interactions were key practices the ventures in our study took to build relational capabilities through internal and external resource-provider engagement.

Finally, prior studies have established the key role of organizations' resource stock to build resilience to adversity (Gittell et al., 2006; Kraatz & Zajac, 2001) and have emphasized the importance of resource slack (Gittell et al., 2006). However, new ventures rarely have slack resources that would facilitate resilience. Instead, Powell and Baker (2014) demonstrated that founders with different identities develop different strategic responses to adversity based on ideological narratives that serve to align stakeholders with ventures' activities. While Powell and Baker (2014) identified three different types of narratives (based on three different founder identities), all founders in our sample used an "authenticating" narrative type to reassure existing resource providers and other stakeholders that their ventures were pursuing the right activities despite the adversity emerging from the attacks (i.e., they were continuing to help refugees in the same way). Extending Powell and Baker's (2014) model, however, we demonstrate that it is not only the narrative itself that impacts a venture's response to

adversity but also the way the narrative is communicated. To re-engage resource providers after the attacks, it was crucial for the ventures in our study to adapt their internal communication (e.g., through more frequent meetings) and external communication (e.g., through enhanced social media presence) as well as enhance volunteers' and donors' commitment to the ventures' activities (e.g., through joint events). Thus, it appears that stakeholders' alignment with a venture's activities can be affected not only by "what" is told in an ideological narrative but also by "how" it is told to them.

Our study opens up various opportunities for future research. First, although we analyzed new ventures founded to alleviate refugee suffering in Germany that experienced a series of adverse attacks, the findings may not be transferrable to other types of suffering followed by other types of adverse events. For example, when ventures are organized to alleviate suffering in the aftermath of natural disasters and these disasters are followed by aftershocks that destroy necessary resources, the public's attitude toward helping is unlikely to drastically diminish (although it may diminish steadily over time). Thus, the effect of subsequent adverse events and the responses required may be both specific and extreme in our study. Therefore, we hope that future research explores the dynamics of resilience building in other contexts of suffering alleviation and for other types of adverse events.

Second, we are aware that the refugee crisis in Germany entails high adversity in general, with many nuanced changes in the environment over time. However, we focused on those extreme adverse events that resulted in high media coverage and thus had high potential to negatively impact venturing to alleviate refugees' suffering. Therefore, we see great potential for future cross-level research examining how a society's attitude toward those suffering impacts resource-provider commitment and how venturing to alleviate suffering affects the society's attitude toward victims. In addition, it will be interesting to investigate the multi-level and cross-level relationships involved in organizing for suffering alleviation and

responding to a series of adverse events that both cause suffering and have the potential to obstruct venturing to alleviate suffering.

Third, we believe resource-provider commitment is central to maintaining ongoing suffering-alleviation activities. However, future research might focus on further aspects of venturing that are highly relevant for ongoing venturing, such as prior knowledge (Grégoire et al., 2010), compassion (Miller et al., 2012), and network structure (Birley, 1985), particularly because these aspects might change after adverse events.

In conclusion, venturing to alleviate the suffering of the millions of individuals who live under miserable conditions worldwide is an important grand challenge. Our study presents a process model of how compassionate ventures build resilience to adversity by analyzing the adversity, perceiving a potential threat to their resource providers' compassionate response, and, finally, responding to adversity. These key steps allow compassionate ventures to continue alleviating suffering in the face of adverse events. We hope that our study inspires future scholarship on building resilience in new ventures and venturing to alleviate others' suffering.

4 ORGANIZING FOR HYBRIDITY: THE ROLE OF SELF-INTEREST MOTIVATIONS IN SOCIAL VENTURE CREATION⁹¹⁰

ABSTRACT

Prior research has emphasized entrepreneurs' prosocial motivation as a trigger for social entrepreneurial action. However, social entrepreneurs also possess self-interest motivations which can impact new social venture creation and the organizing for hybridity with regard to social and economic logics. We report on the findings of an inductive study drawing on interviews with 52 nascent social entrepreneurs and secondary data to explore their motivation and organizing for hybridity. First, we identify specific types of self-interest motivations. Second, we develop a process model of how these self-interest motivations manifest in distinct venture missions that lead to dynamic hybrid organizing. We provide a novel understanding of (1) the role of self-interest motivations in social venture creation, (2) the interplay of individual motivations and venture-level outcomes, and (3) the dynamic development of social ventures' hybrid organizing.

Keywords: Self-interest Motivation, Degree of Hybridity, Mission, Social Entrepreneurship, Hybrid Organizing, Social Venture.

⁹ This paper is co-authored by Holger Patzelt. He advised me during the theory development process and reviewed the paper.

¹⁰ This essay has been accepted for presentation at Babson College Entrepreneurship Research Conference (BCERC), 2019 (Boston, USA).

4.1 Introduction

To engage in social entrepreneurship, individuals' prosocial motivation, such as compassion (Miller et al., 2012) or empathy (Bacq & Alt, 2018), serves as an important trigger (Miller et al., 2012), and motivates them to act for others' well-being (Batson & Shaw, 1991). Social entrepreneurs intend to create value for others instead of capturing value for themselves primarily (Santos, 2012) by recognizing social needs for help and transforming them into venturing opportunities (Corner & Ho, 2010). Thus, social ventures pursue dual social and business logics (Moss et al., 2011), and draw on different ways of organizing than commercial entrepreneurs to achieve their social mission (Mair, Battilana, & Cardenas, 2012). Prior research has generated important insights into social entrepreneurship at the individual and venture level (Short et al., 2009), focusing on the differences between a commercial and a social entrepreneur (Austin et al., 2006).

However, we still lack an understanding of the role of social entrepreneurs' motivations other than prosocial motivational triggers (Miller et al., 2012; Peredo & McLean, 2006). In particular, scholars have pointed to the potential role of self-interest motivation (Miller et al., 2012) for starting social ventures and the venturing process (Saebi et al., 2019). Shedding light on the role of self-interest motivations in social venture creation may not only enhance our understanding of the factors that increase the chance to engage in social entrepreneurship, but may also have potential implications for our understanding of organizing social venturing activities. Social enterprises represent a form of hybrid organizations simultaneously pursuing social and economic logics (Battilana & Lee, 2014; Mair & Martí, 2006; Moss et al., 2011; Santos, 2012; Short et al., 2009), conceptualized as a continuum from purely social to purely economic (Battilana, Besharov, & Mitzinneck, 2017). Given that entrepreneurs' motivation is known to influence their organizing (Shepherd, Williams, & Zhao, in-press), the purpose of this research is to address the following question: *How do social entrepreneurs' self-interest*

motivations impact hybrid organizing of social and economic logics in social venture creation?

Answering this question allows us to gain important knowledge on the role of non-prosocial motivation as a driver of social entrepreneurship, as well as to better understand the link between individual-level motivations and venture-level outcomes in this context (Saebi et al., 2019). To do so, we conduct a comparative case study (Eisenhardt, 1989) with 52 nascent social entrepreneurs in Germany. These social entrepreneurs, all based in the same geographic region, had begun their entrepreneurial journey at a similar starting conditions regarding the chances, risks, and boundary conditions they would face, and were all compassionately motivated to solve societal shortcomings. However, their underlying triggering motivations of why to start a social venture had differed and led to distinct hybrid organizing outcomes. Therefore, these entrepreneurs provide a valuable base for this study.

The analysis of our data reveals distinct types of self-interest motivations not yet described in the entrepreneurship literature. These motivations turned out to be associated with distinct ways of hybrid organizing. Our findings emphasize the formation of a venture's missions as an outcome of individual, self-oriented motivation that triggers social venture creation, and as an antecedent of organizing for hybridity. Thus, this study links individual characteristics to meso-level outcomes in social entrepreneurship, an important unresolved issue in the literature (Saebi et al., 2019). Equally important, our findings suggest that social ventures' hybridity is dynamic in nature. That is, the relativity and intensity of the pursuit of social and economic logics are not set ab ovo but change over time based on a social entrepreneur's self-interest and associated venturing mission.

4.2 Theoretical grounding

4.2.1 Social entrepreneurial motivation

Social entrepreneurs primarily aim to create value for others instead of capturing value primarily for themselves (Santos, 2012). Therefore, social entrepreneurs differ from commercial entrepreneurs in their motivations of why to start a social venture (Austin et al., 2006; Lumpkin et al., 2013). Previous conceptual research proposes that prosocial motivation is a key individual factor to influence the likelihood of social engagement (Miller et al., 2012). Batson (1987) defines prosocial motivation as “directed toward benefiting others, a system separate from and not reducible to motivation to benefit oneself.” (p. 67). Miller et al. (2012) suggest that compassion instigates integrative thinking, a prosocial cost-benefit analysis, and the commitment to alleviate others’ suffering within the compassionate individual, which increases the likelihood that this empathetic trigger turns into social entrepreneurial engagement. Empathy is an inherent characteristic of social entrepreneurs (Dees, 2012), and increases social entrepreneurial intentions by activating social entrepreneurial self-efficacy and social worth (Bacq & Alt, 2018).

Although prosocial motivation triggers social venture creation (McMullen & Bergman Jr., 2017), it can also become an obstacle for social venture creation, especially, when the offered solution is new to the market (Renko, 2013). We must acknowledge that prosocial behavior is not purely altruistic but also has the power to benefit oneself (Batson, 1987). Thus, we need to better understand how self-interest motivations—and events that incite such motivations—shape social venture creation (Dacin et al., 2011). One primary aspect of why people start entrepreneurial ventures is the pursuit of financial returns (Knight, 1921). However, over time research has found that individual values (Herron & Sapienza, 1992), the desire for continuous learning (Shane, Kolvereid, & Westhead, 1991), or emotional motivations, such as

passion (Cardon, Wincent, Singh, & Drnovsek, 2009), also motivate entrepreneurial action. While research on commercial entrepreneurship has so far investigated motivational triggers to become an entrepreneur, social entrepreneurship research, so far, only speculates about the impact of social entrepreneurs' self-interest motivations (Miller et al., 2012). It still remains unclear how prosocial and self-interest motivations are balanced or weighed by social entrepreneurs (Austin et al., 2006; Dees, 2012; Kraatz, Ventresca, & Deng, 2010; Peredo & McLean, 2006). The exploration of social entrepreneurs' self-interest motivations that seem to trigger the decision to become a social entrepreneur (Bacq & Alt, 2018; Miller et al., 2012) can help us understand how individual characteristics influence social venture creation.

4.2.2 Hybrid organizing

Social ventures represent a form of hybrid organizing as they combine “two or more organizational elements that would not conventionally go together” (Battilana et al., 2017: 129); that is, they combine economic and social logics in their organizing (Battilana & Lee, 2014). Prior research on hybrid organizations has much focused on the tensions when pursuing these dual logics (Battilana & Dorado, 2010), how hybrid organizations manage these tensions (Smith & Tracey, 2016), or how these tensions impact the organization (Wry & Zhao, 2018). Tensions between contradicting logics can enforce mission drift, i.e., when “audiences perceive discontinuity between ... actions and the organization's image” (Grimes et al., 2018: 3). Mission drift occurs within hybrid organizations (Ebrahim et al., 2014; Grimes et al., 2018) due to dysfunctional resource allocations (Smith et al., 2013), petrified decision-making processes (Pache & Santos, 2010), or a reduced organizational performance (Fiol, Pratt, & O'Connor, 2009). Hybrids can avoid mission drift through sense-making (Jay, 2013), hiring and socializing structures (Battilana & Dorado, 2010), or a strategic set of an organization's stakeholders (Pache & Santos, 2010). However, hybrid organizing not

necessarily entails tensions of dual logics. For example, in community-based entrepreneurship dual logics can indeed reinforce each other (Peredo & Chrisman, 2006).

Regarding the emergence of hybrid organizing, Wry and York (2017) suggest that the individual influences social venture creation and thus, the degree of hybridity (Shepherd et al., in-press). Degree of hybridity refers to the relativity of pursuing social and economic logics, and the intensity with which these logics are pursued (Shepherd et al., in-press). Mair and Marti (2009) claim that the outcome of hybrid organizing depends on the nature of the opportunity. Hybrid organizing can be sustained over time through the interplay of organizational stability and adaptive enactment processes (Smith & Besharov, 2017). So far, we have a good understanding of the challenges and risks that social ventures face in the hybridity of their organizing. Recent research also goes beyond differentiating between the manifestations of more pronounced social, economic or balanced logics, to also consider the intensity with which these logics are pursued, i.e., the vigor with which these logics are pursued (Shepherd et al., in-press). It is important to particularize the relativity and intensity of hybrid organizing to acknowledge and better understand the diversity and complexity of hybrid ventures. This more nuanced view of hybrid organizing provides an area for research that is more precise and acknowledges the multiple ways of social ventures' hybrid organizing to create and capture both, social and economic value (Santos, 2012).

In sum, our study aims to explore how social entrepreneurs' self-interest motivations impact hybrid organizing. In addressing this issue, we respond to calls for research on (1) social entrepreneurs' self-interest motivations (Dacin et al., 2011; Miller et al., 2012), (2) the link of individual characteristics of social entrepreneurs with meso-level, venturing outcomes of the nascent social ventures (Saebi et al., 2019; Short et al., 2009), and (3) the degree of hybridity (Battilana et al., 2017; Shepherd et al., in-press).

4.3 Methodology

To examine our research question, we applied an inductive comparative case study design (Eisenhardt, 1989) in the setting of social enterprises in Germany. This approach enabled us to investigate the relationships between the constructs of motivation and hybrid organizing (Glaser & Strauss, 1967). Thus, we were able to identify new types of motivation that have so far not been investigated, and how these impacted hybrid organizing in the social venture creation process. We could identify patterns moving from within case to across case analysis of constructs using different data sources and iteratively consulting prior research to strengthen our initial insights (Eisenhardt & Graebner, 2007; Yin, 2009). We gained initial in-depth insights, specifically, on social entrepreneurs' motivation from qualitative data that we had collected for a prior bigger research project on social enterprises in Germany. Therefore, we considered this setting as appropriate for our study objective. We relied on a replication logic across cases (Yin, 2009) where we use multiple individual cases as a series of independent experiments confirming theoretical insights derived from an in-depth analysis.

4.3.1 Sampling

To investigate the impact of self-interest motivations on hybrid organizing outcomes, we selected entrepreneurs who combine economic venturing logics with the pursuit of an opportunity for creating social value. These entrepreneurs created ventures that pursue the goal to have a positive, beneficial impact on society by pursuing a financially viable business model at the same time (Pache & Santos, 2013). Thus, we theoretically sampled for study participants appropriate rather than representative for our study (Glaser & Strauss, 1967). Our sample included entrepreneurs that are (1) early in the entrepreneurial journey, (2) based in the same region, and (3) pursue ventures that include social logics. We primarily focused on the local area where the first author is based which is an aspiring entrepreneurship hub

offering multiple support options for social entrepreneurs. These include networking organizations for social entrepreneurs, co-working spaces specifically designed for social ventures, social entrepreneurship associations for students, and specific social startup consultancy. Additionally, the closeness to the ventures enabled us to engage in personal contact with them to gain in-depth (observational) insights.

As there is no data base on social ventures available publicly, first, to identify a potential sample, we made use of the first author's local network of which we contacted five ventures that the first-author knew from the beginning of their venturing. The first author had closely observed their entrepreneurial journey for three years, and had already created a considerable data base for a bigger research project previously. Simultaneously, we searched online for entrepreneurs that fit our theoretical sampling criteria. Once we started to conduct our first interviews, we also sampled following a snowballing procedure (Lincoln & Guba, 1985) by consulting our initial interviewees for additional, appropriate entrepreneurs from their network. This sampling strategy enabled us to (1) identify diverse early entrepreneurial journeys (Lincoln & Guba, 1985) capturing how entrepreneurs' initial motivations triggered their organizing for hybridity, and (2) compare our emerging theoretical insights across multiple cases (Yin, 2009). While we drew on the detailed data for the five cases that we had observed previously, and started to collect additional data in line with the comparative case study approach (Glaser & Strauss, 1967). In sum, we conducted interviews with 52 entrepreneurs from 48 hybrid ventures. The five detailed cases covered detailed insights including multiple rounds of interviews, secondary data, and observations over a three-year period (40 interviews in total for these ventures). For the remaining 43 ventures, our data is based on one founder interview per venture.

4.3.2 Data sources

While the existing large data base—including interviews, observational data, and secondary

data—on five ventures which helped us to understand their hybrid organizing processes in-depth, semi-structured interviews served as a main data source to replicate our emerging theoretical insights. We complemented these interview data with secondary data.

In-depth cases. As part of a prior project on social entrepreneurship, we had investigated 13 ventures' entrepreneurial journeys and had asked interviewees about their motivations and purpose of their ventures in several rounds of interviews. Furthermore, we had collected detailed field notes from several on-site visits, and secondary data, such as, email exchanges, internal data (i.e., business plans, pitch decks, etc.), and data from the venture websites or social media pages. When we started the current project, we contacted five of these ventures that fit the current study's sampling criteria and were still operating again. We asked whether they would be willing to participate in our new study and whether we could conduct another interview with at least one of the founders.

Interviews. For the 43 sample cases that were not part of our prior research project, our main data source consists of interviews with the entrepreneurs. Upfront, we told our interviewees that we wanted to better understand their entrepreneurial journey. We guaranteed our interviewees their own and their ventures' anonymity, and all interviewees agreed to be audio taped. The interviews lasted between 20 and 140 minutes, and we transcribed all interviews verbatim. We conducted semi-structured interviews as we tried to achieve some consistency in the topics across our interviews; however, we also wanted to allow some flexibility to dig deeper when conversations made an interesting twist. Moreover, after the initial interviews, we also adapted, added, and withdrew some questions to advance our questioning technique. For example, we included questions like “since when have you considered becoming an entrepreneur, and why?” once we identified how some founders have previously taken entrepreneurial action and were interested in the reasons and mechanisms behind. Our semi-structured interviews consisted of questions on (1) why our interviewees started their venture,

(2) how they recognized the opportunity for starting a social venture, (3) their early journey including risks and challenges, (4) background information on the founder him- or herself (e.g., education, prior social engagement, prior working experience, etc.) and the team, and (5) future expectations for the venture. In Table 11, we provide an overview of the ventures in our sample, including their self-interest motivations (which we will explain below in detail).

Table 11: Case characteristics and primary data sources

Venture	Venture Name*	Primary Activities	No. of Interviewees	Type of Self-Interest Motivation		
				Rec. Opp. to Become a Founder	Crisis of Meaning	Anger about Societal Inertia
1	Naturepens	Naturally produced pens including highly sophisticated technology	1		X	
2	Socialnurse	Programs for child development within nurseries	1		X	
3*	Welcomeapp	Offline application for information within cities for newly arriving people	1		X	
4	Multiway	Sustainable solution for take-away cups	2			X
5	Without	Social café	1	X		
6	Bikesocial	Bike workshops with refugees	1	X		
7	Soullabel	Social design label	2		X	
8	Socialwrap	Ecological gift wrap	1	X		
9	Savemybike	Maintenance of old bikes	1			X
10	Smartglass	Application for simplified mobility for disabled people	1	X		
11	Socialtruck	Healthy food truck in schools	1			X
12	Luckycook	Seasonal, regional and vegetarian cooking	1		X	
13	Socialvacay	Socially responsible travel agency	1			X
14	Cleanstar	Ecological electricity made of plant waste	1	X		
15	Greengy	Green energy smoothie	1			X
16	Fairclothes	Fair fashion label	1		X	
17	Crookedveg	Selling of crooked fruit and vegetables that would be thrown away	2			X
18	Hibike	Connecting refugees with people living in Germany	1			X
19	Localcook	Safe oven development for women in India	1	X		
20	Studycon	Consulting projects by students	1	X		
21	Optistore	Food demand forecast	1	X		
22	Sustainbake	Saving bread from being thrown away	1			X

Venture	Venture Name*	Primary Activities	No. of Interviewees	Type of Self-Interest Motivation		
				Rec. Opp. to Become a Founder	Crisis of Meaning	Anger about Societal Inertia
23	Newcomers	Job matching for refugees	1	X		
24	Sustainshop	Sustainable, fair and vegan products	1		X	
25	Freeeducation	Free education and economic sustainability	1		X	
26	Fairfashion	Fair fashion	1	X		
27	Socialwork	Short-term employing of refugees	1	X		
28	Digimental	Digital mentoring	3		X	
29	Ecoclothes	Ecological fashion	1	X		
30	Nursycare	Social babysitting	1	X		
31	Socialdonor	Donation tool	1			X
32	Diversempathy	Fostering diversity	1		X	
33	Livingcare	Center for living and culture	1		X	
34	Regiocosmetics	Ecological cosmetics	1		X	
35	Freegrocers	Grocery store without packaging	1		X	
36	Ecothing	Social, regional and ecological groceries	1	X		
37	Careselect	Curated, ecological social network	1		X	
38	Desertgrow	Solutions to grow food in the desert	1	X		
39	Noplasts	Avoiding plastic waste in Thailand	1	X		
40	Waterclean	System for clean water in Tanzania	1	X		
41	Nanbake	Bringing elderly people to bake cake and sell it to cafés or online	1	X		
42	Sustainplan	Sustainability tracking for companies	1	X		
43	Sustainfilm	Sustainable filming	1	X		
44	Helpfree	Transforming advertising into donations	1	X		
45	Sustaingrow	Sustainable insurances	1		X	
46	Glassic	Glasses at extremely low prices	1			X
47	Healthysnack	Delivery of healthy fruit snacks	1			X

* Names have been changed to protect anonymity

** Grey rows imply in-depth cases

Secondary data. Additional to our interview data, we collected data from the ventures' websites (if they had one), email exchanges, or other internal documents that the ventures were willing to share. We used these secondary data to contrast our interview data with insights from how they present their ventures' purpose, missions, and goals to an external audience.

4.3.3 Data analysis

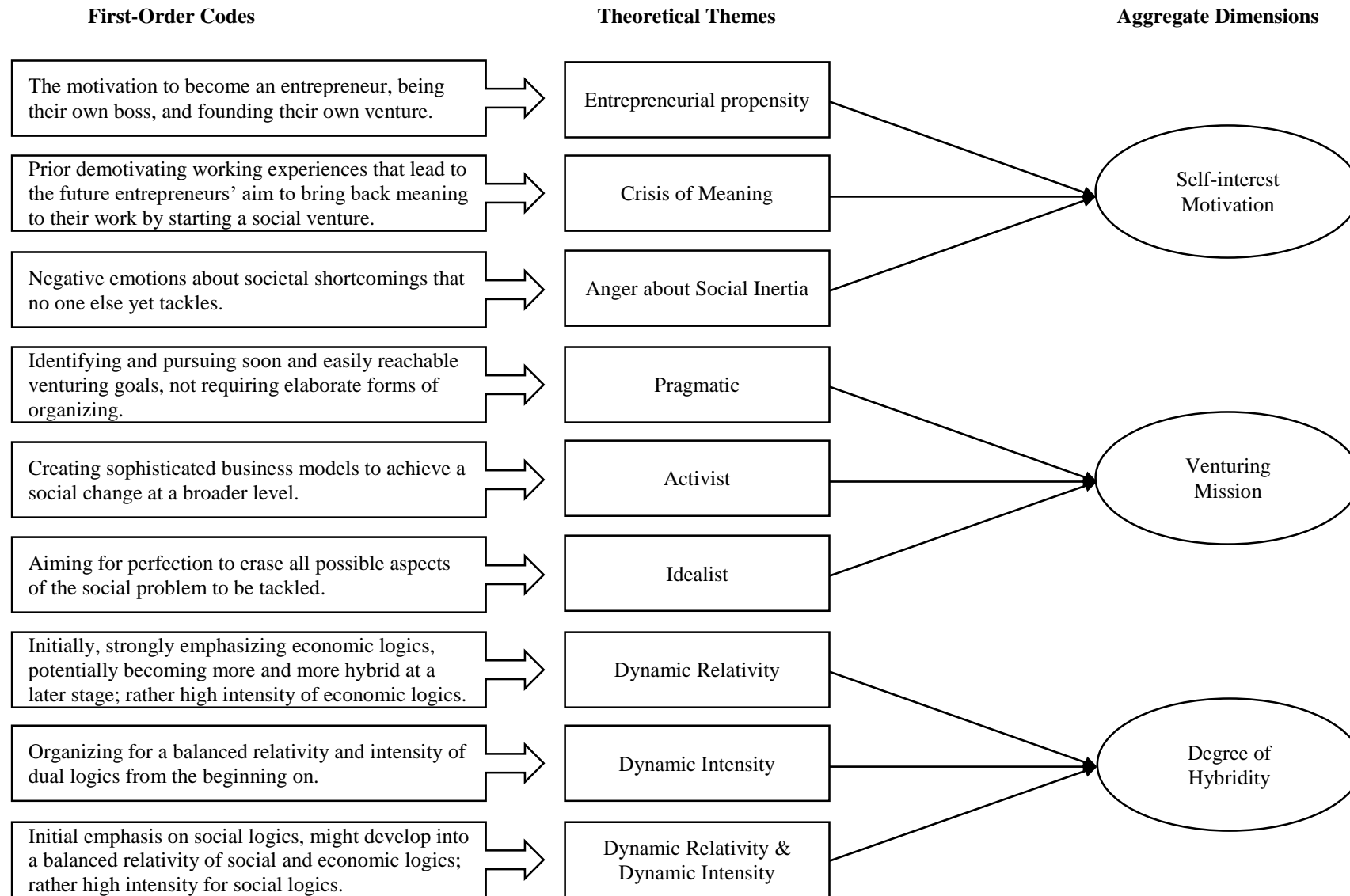
We analyzed our data through comparing differences and similarities in the self-interest motivations of the social venture founders across our cases (Eisenhardt, 1989). We identified patterns in our collected data after we engaged in within case analyses for individual motivations and their impact on social venture creation. We then moved on to compare these findings across cases (Strauss & Corbin, 1998). In total, our data analysis included three steps to understand the role of self-interest motivations in social venture creation.

First, before we started to collect the primary interview data for this study, we engaged in analyzing self-interest motivations of the five social ventures we knew well through prior research. Specifically, based on the substantial data we had on these ventures (see above), we assessed for these ventures the extent to which we believed that founders' self-interest motivations played an important role for creating a social venture. This approach helped us to better understand the distinct types of self-interest motivation that social entrepreneurs might pursue, and also if and how they potentially impact their organizing. We found that these social entrepreneurs showed differences in their self-interest motivations, and so, we sought out to sharpen and substantiate these findings making use of a larger group of social entrepreneurs. Thus, we started with our new data collection effort. We simultaneously began exploring the data and its inherent categories and constructs (Eisenhardt, 1989). We sorted the

data into first-order-codes (using NVivo for analysis) based on the founders' explanations of why they started their social ventures, how they described the venture's objective, and their desired outcome regarding social and economic returns.

In a second step, we started to compare individual cases to identify similar constructs and relationships across all individuals and ventures until we were able to detect patterns across all cases. Following the constant comparative approach (Glaser & Strauss, 1967), we started to interpret our coded data by labelling and sorting coded text sections, aggregating or adapting existing codes, and creating new codes if necessary. This process was iterative in its nature until we reached second-order themes that embody characteristics of broader categories of our data (van Maanen, Sørensen, & Mitchell, 2007). We noticed that founders' self-interest motivations were based on (1) an entrepreneurial propensity to create a venture, (2) a crisis of meaning which made the founders actively look for opportunities to create a social venture, or (3) anger about the societal inertia to a specific social problem. We combined these triggers into the aggregate dimension of self-interest motivations that played a role in inciting the social venturing process. Additionally, we identified that these self-interest motivations implied the formation of differing venturing missions that we identified as either (1) pragmatic, (2) activist, or (3) idealist in their nature; we aggregated these as venturing goal which combines the missions of social and economic returns. Finally, we found that all ventures pursued a specific degree of organizing hybridity—the combination of the pursuit of social and economic logics and the intensity with which these are pursued (Shepherd et al., in-press)—which could entail a (1) dynamic relativity (pursuing social vs. economic logic), (2) dynamic intensity (with which a specific social/economic logic is pursued), or (3) both, a dynamic relativity and dynamic intensity. This process of iteratively discussing emerging theoretical concepts and aggregating them into overlying dimensions helped us to structure our data as described in Figure 7.

Figure 7: Data structure



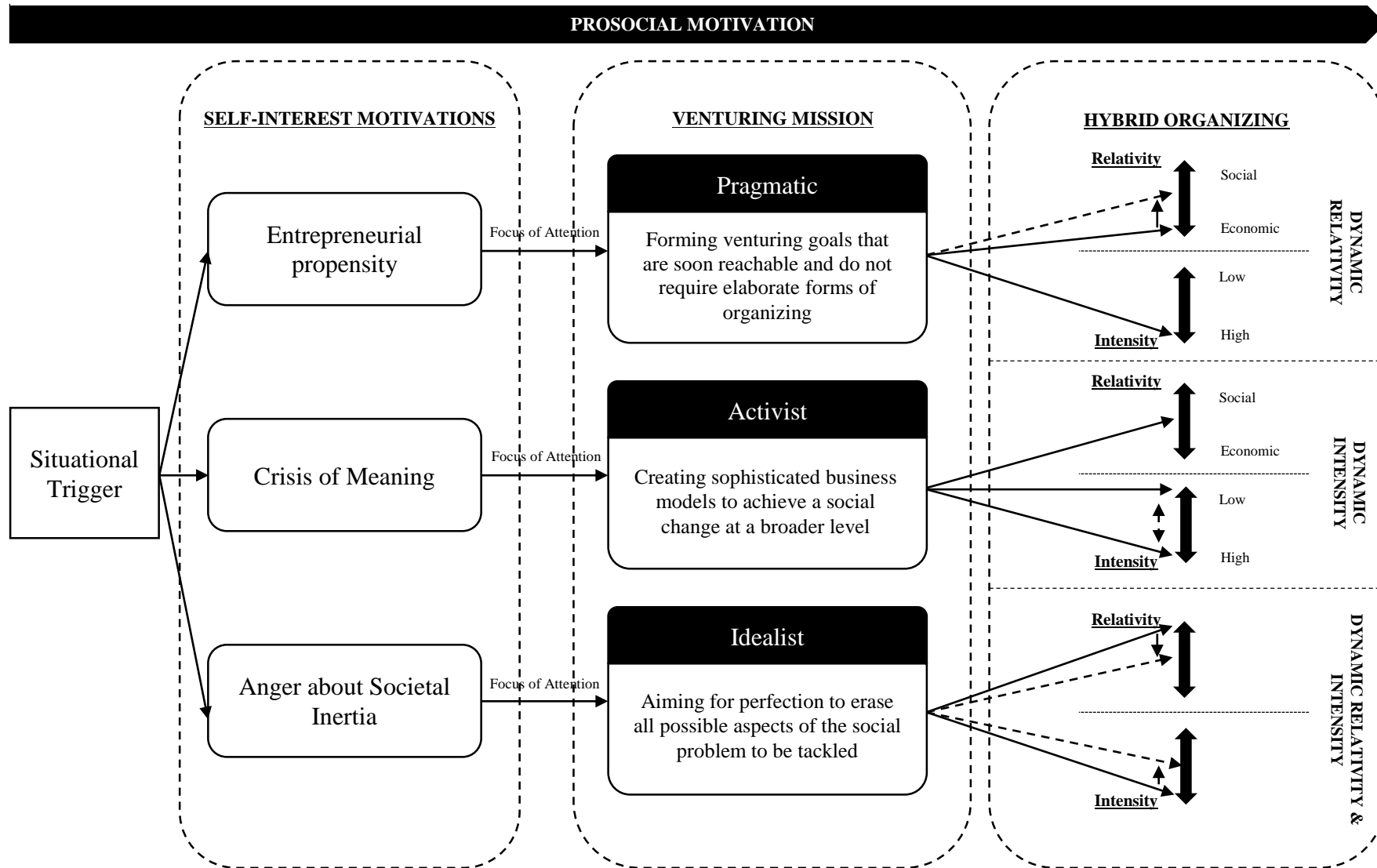
Finally, as we sought to organize our findings we tried to better understand the relationships and mechanisms of how self-interest motivations impact venturing missions, and how distinct venturing missions turn into distinct degrees of hybrid organizing. We found that the different self-interest motivations were associated with distinct foci of attention that let the founders to form venturing missions, and that these venturing missions resulted in degrees of hybridity that changed over time based on the dynamic, relative importance of achieving different venturing missions. Additionally, we continuously contrasted our findings with our data and prior research (Mantere & Ketokivi, 2013) to strengthen our conclusions about how self-interest motivations impact the creation and outcome of social ventures in terms of venturing missions and the degree of hybrid organizing.

4.4 The role of self-interest motivations in social venture creation

Through our inductive data analysis, we found that all interviewees experienced a situational trigger of self-interest motivation that initiated social venture creation. While all interviewees also displayed some sort of pro-social motivation (i.e., they felt compassion with those who were in need), we found three distinct types of self-interest motivation that accompanied this compassion and eventually led them to start a social venture (rather than, e.g., making donations or volunteering at existing help organizations). These self-interest motivations manifest in: (1) entrepreneurial propensity, (2) experiencing a crisis of meaning, and (3) feeling anger about societal inertia toward the recognized social deficit. The distinct self-interest motivations tended to be associated with different venturing missions that were either (1) pragmatic, (2) activist, or (3) idealist missions. As we continued with our analysis, we found that, eventually, the nature of the venture's mission was associated with different ways of hybrid organizing. In the end, we not only identified distinct degrees of hybridity across the three different mission types, but we also found that it emerges dynamically based on the venturing mission and achievement of goals. Thus, in the following, we portray our emergent

findings on how (1) dynamic relativity, (2) dynamic intensity, and (3) dynamic relativity and intensity of hybrid organizing are formed through an individual's self-interest and the pursuit of venturing missions. Figure 8 displays our model of self-interest motivation and social venture creation.

Figure 8: A model of the role of self-interest motivation on social venture creation



4.4.1 Entrepreneurial propensity, pragmatic venturing mission, and the dynamic relativity of hybrid organizing

We portray the first path of implications of self-interest motivations in the following. We show how the self-interest of entrepreneurial propensity impacts venturing missions. Additionally, we provide insights into how the formation of these venturing missions affect organizing for hybridity.

Entrepreneurial propensity. The founders in our first category showed self-interest in the form of a strong entrepreneurial propensity, that is, they were alert to entrepreneurial opportunities and are motivated to act on them to create their own venture. These founders had already made prior experiences with entrepreneurship or social entrepreneurship, and then recognized the social problem they attended to as an opportunity to become a founder (again). Thus, these individuals developed their motivation to become a founder for their specific venture by the focal social problem. For example, a Cleanstar founder mentioned that

it was more like ‘oops, here is a chance’, and I worked on it and maybe we can even found something. And we could, and then I just did it. There was lots of coincidence in retrospective ... I always had some affinity for something like that ... otherwise I would have never done it [founding Cleanstar].

The same founder also told us that he had always recognized entrepreneurial opportunities and took action in the past. He said “I can remember, I guess I was still in school, when we said ‘when we sell waffles with apple puree for D-Mark 1.50, we can earn lots of money’ and then we just did it ... very early on, I felt this entrepreneurial spirit in me”. Moreover, a founder of Optistore expressed his entrepreneurial propensity, and explained that “it just happened ... I was always interested in it [entrepreneurship] and I led different initiatives ... because it was lots of fun and I could learn a lot and then I saw that I could have a real impact,

a sustainable impact [and I just started that venture]”. An Ecoclothes founder highlighted his self-interest motivating the creation of the venture in saying

probably for ten years [that I wanted to found a venture] ... when sitting at the table with friends ... discussing ideas ... and we always knew that we would want to do something on our own ... and if so, then in the sustainability sector ... and then the opportunity was just there ... pure luck ... we got the store ... maybe we would have never opened that store if the chance wouldn't have just been there.

These examples suggest that although all interviewees were compassionate or empathetic about specific societal shortcomings, they all had some self-interest motivation in the form of the propensity to become a founder, which initiated social entrepreneurial action and the foundation of their social venture. For instance, a Socialwork founder said

During my studies I realized that I wanted to do something with entrepreneurship ... and then I realized that I can do something social ... be a social entrepreneur”. In a similar vein, a Helpfree founder mentioned “if it would have been a different idea that I would have been convinced of, without any social impact, maybe I would have done it, too. But now it is just great because it unites everything [I always wanted to do] ... and it wasn't my motivation to become rich [but to live from it] and that works.

These cases show that some prosocial motivation in combination with the strong desire to act entrepreneurially can lead individuals to focus on initiating a social venture. This specific type of self-interest motivation had an impact on the nature of their venture's mission.

Forming a pragmatic venturing mission. We found that the self-interest motivation of entrepreneurial propensity tended to be associated with a rather pragmatic venturing mission. We define a pragmatic venturing mission as a mission that pursues goals that are soon reachable and do not require elaborate forms of organizing. Specifically, pragmatic missions include a venturing purpose that is rather task-oriented and pertinent. Because these founders wanted to become entrepreneurs, be their own boss and run their own venture, they were quite focused on forming venturing missions that were in line with that particular self-interest. For example, in describing the venture's mission a Desertgrow founder explained

the clear goal is that it is self-sustainable after a while ... in the beginning we get donations to get started ... but this is not the way so it can function independently. That's why we focus on that empowerment to show it to the people [how to grow plants in the desert], how it all works and ... that we teach them entrepreneurship skills ... so, here in Germany we have the know-how that they lack.

This mission shows that the venture itself would focus on the founders' own skills and passing the knowledge that they have onto those who lack these competencies to pursue the mission. Moreover, a Without founder explained their mission to

be an event agency ... which serves integration and inclusion of deaf people in Germany. Through our events and jobs ... all of our waiters are deaf ... we make this happen. At the same time, we sensitize our society—because at our events deaf and people that are able to hear get together. In a second step we want to create sustainable job perspectives for deaf people through our events ... and want to sustainable place jobs through a matching system.

Optistore, who aimed to optimize food consumption and to reduce food waste, explained their mission as follows

basically, it is a web application that enables small grocers in developing countries to forecast how much food they will need on one specific day. Based on a machine-learning algorithm, we calculate ... so many kilograms of tomatoes for example ... and so, they can buy more optimized and they can also optimize their profits because they don't have so much waste.

Also Newcomers identified their mission as “quite simple ... we've developed an online platform for refugees to place jobs for refugees ... the goal is to do this automated ... and all different parties, that is, companies, refugees and their mentors have access.” And the founder of Fairfashion stated “we had the idea of founding a fashion label ... but with a social purpose ... for example we focus on women that have been freed from sexual slavery and give them the chance to do an apprenticeship ... so we created a production with them to sell the goods in Germany.”

As exemplified in these types of comments, the entrepreneurs viewed their venture rather as means to an end, i.e., a venture that is financially sustainable on the one hand, but with the potential to do good. This strategy also showed in the way these founders would measure their ventures' success. For example, a Cleanstar founder explained "most importantly, both works ... so the most important thing is that at both parts [the social and the economic] there is a black number". The Without founder found even more extreme words for how she would measure success

it is really important for me [financial benefits] ... I am very competitive and I don't want my startup to be labelled as social ... well, I don't want it to be so starkly social and dependent from others and then such a pitiful thing for disabled people ... it should be a sustainable business.

And the Nanbake founder said that "we increase and grow" when she was asked how she would define the mission's success of her venture. Consistently, the venture publicly stated its mission to "tackle the problem [of elderly people's isolation] with their social engagement by applying an economic approach" (modified from the venture's website).

In sum, we found that these founders were very much interested in a pragmatic pursuit of venture creation and their mission emphasized financial sustainability in the near future. These founders wanted to live from their venture, make it viable in the long-term, but at the same time also record a success for themselves as founders. This venturing mission tended to impact on the emergence of their venture's hybridity.

Pragmatic mission and dynamics of hybrid organizing. The self-interest of entrepreneurial propensity and a pragmatic venturing mission led to a dynamic relativity of hybrid organizing. That is, these ventures strongly emphasized economic logics in the beginning due to the emphasis on financial sustainability, which later was balanced with the pursuit of social logics. The initial strong focus on economic logics became evident in statements like "financials were important to us to make profit that we could reinvest ... and

after three years both of us [both founders] started a family and we realized that we need to care for our families ... and so we developed our materialistic returns and social returns, and our impact became bigger and bigger” by the Fairfashion founder. Additionally, the Sustainfilm founder said “we are a traditional company ... we celebrate every profit that we make”; and the Nursycare founder explained “[financials are] very important ... definitely ... I need the money ... and it is important to me that I can build that company”. These quotes show that the ventures focused on building a business that is economically viable, consistent with a primarily economic organizing logic.

Second, we found that the intensity with which these founders pursued the rather strong economic logic was rather high. The founders were interested in founding a venture that is sustainable over time, so they wanted to make sure that they could quickly gain money to reinvest in their business and grow. Thus, they developed business models that intensely focused on achieving these economic missions. In particular, we found that these ventures applied business models that were primarily based on successful and profitable business models of purely commercial ventures. For example, the Smartglass founder told us that they sold their product as a medical device, thus, “these products are per se refundable ... we get the money from purchasers, that is, private or statutory health insurances ... basically, this is a B2B business model”. Moreover, the Cleanstar founder explained that they were “an energy provider ... we started with two products green energy and green gas”. A further example is Nursycare whose founder stated “our business model is basically a traditional placing model ... we get a commission ... for our service and our technology ... thus, we are also a technology company ... we also have further thoughts on how to grow.”

However, the combination of a rather strong focus on economic logics with a high intensity was not static but subject to change as the ventures matured. When asked about the mission for their social ventures in the future, we found that the interviewees mentioned potentially

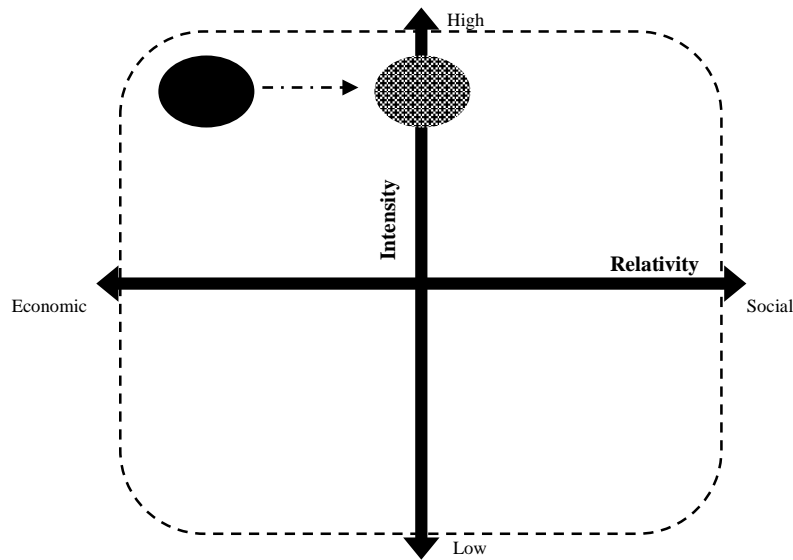
pursuing more social logics combined with the pursuit of economic logics. The founders emphasized the importance of the social impact needed to go hand in hand with the achieved financial sustainability of their ventures. For example, a Socialwrap founder mentioned “I have that strong wish that we are known as the ecological gift wrap on the German market ... so when someone asks for a sustainable alternative to this extreme pile of garbage on Christmas, then someone says ‘yes, that’s [Socialwrap]’”. Moreover, the Optistore founder envisioned that “in the long-term it would be great to have at least one country for at least two years and where we can see our impact and observe the effect on the daily life in this country.” Therefore, although they had started drawing on rather strong economic logic, the ventures had started to develop (or were aiming to develop) a stronger social logic afterwards.

In sum, our findings suggest that the self-interest motivation of entrepreneurial propensity implies pragmatic venturing missions of building a venture that is sustainable and viable. This mission entails dynamically shifting from the strong pursuit of economic logics at venture foundation toward including social logics. Yet, the logic relativity was, although changing over time, continuously pursued with a rather high intensity. Figure 9 shows illustrates this form of dynamic organizing. We provide further evidence on our findings in Table 12.

Table 12: Entrepreneurial propensity, pragmatic venturing mission, and the dynamic relativity of hybrid organizing

Dimension	Theme	Representative Quotes
Self-interest Motivation	Entrepreneurial Propensity	<p>“I always wanted to help people that don’t do as well as we do. But combining this with entrepreneurship, which is part of my studies, was the best combination ever. And that’s why I decided for a social startup.” (Localcook)</p> <p>“I always look for opportunities to become self-employed and creating something that has a sustainable impact, not only for me but also for society. My working philosophy was always: create something where people benefit from. Definitely not something that harms people. And for me this is absolutely legitimate that I gain from this financially, too. Because this is a win-win situation” (Nursycare)</p> <p>“I developed the desire and affection for entrepreneurship during my studies. So I realized that at one point, I want to have create my own company [and started to look for opportunities]” (Newcomers)</p>
Venturing Mission	Pragmatic Venturing Mission	<p>“For the company, it is important that both works and for me it personally doesn’t matter whether we make € 200,000 – 300,000 profits or whether we donate it to Cambodia. I just find it really cool that both works. And this is the most important that we have a positive number for both sides. And it hasn’t been like this from the beginning [but it was always the goal]” (Cleanstar)</p> <p>“It [the business model] definitely has to become viable after a while because otherwise we can’t continue.” (Optistore)</p> <p>“for us it is the social aspect [that counts most], however, I think it is extremely difficult to create a social enterprise because many social enterprises are not able to finance themselves, or most of them, I would say. But for me this is crucial. Otherwise it is not a social enterprise. Thus, we are entrepreneurial but it is always important to us to reach our social impact that we want to have.” (Socialwork)</p>
Degree of Hybridity	Dynamic Relativity	<p>“Basically we want to offer it [our solution] to as many people as possible ... globally. And now we also started to look into ... third-world countries ... so we now want to do this, too ... so the monetary aspect is important to us but also now the social aspect or the social impact gets more and more important to us.” (Smartglass)</p> <p>“Right now we donate €0.10 per gift wrap and now this is not as much that we feel good anymore to talk so much about the social impact [which we want to change]. We donate something but we also want to create a sustainable business model.” (Socialwrap)</p> <p>“For us, the interesting part was the combination [of social and economic logics] and that is why we decided against founding an association ... we want to show that societal challenges, in our case poverty of elderly people and disintegration of elderly people, can be tackled with a business model” (Nanbake)</p>

Figure 9: Dynamic relativity



4.4.2 Crisis of meaning, activist venturing mission, and the dynamic intensity of hybrid organizing

In the second category of founders, we also found prosocial motivations to start a social venture among these entrepreneurs. However, we identified implications of specific self-interest motivations; these founders experienced a crisis of meaning that played a key role in forming their venturing missions, and, finally, also in the emergence of a dynamic hybrid organizing.

Crisis of meaning. We found that the founders in this category were triggered to become a social entrepreneur by experiencing a crisis of meaning. A crisis of meaning is the seeking for a task that would bring back the meaning to their work they were missing. For example, a Socialnurse founder explained “I only ever did things that made me happy. I couldn’t do anything to just earn money ... I always left my job when it didn’t make me happy anymore”. Moreover, the Freegrocers founder told us

I worked as a secretary, and then I became a tailor and then I started to work for a big fashion company and there I wasn’t happy, too. Thus, I often thought that being self-

employed would be great ... and for me, it also was always important that I do something that is meaningful ... and now I do this.

Additionally, a Welcomeapp founder described

we then worked in the social sector ... for us [the cofounders] it didn't play a role to make the big money ... because both of us had that already, making money. And it doesn't make you any happier. You only have less weekends. Or you realize that you have less days in the week and you are only a small cogwheel ... and now we are in a cool environment, where IT is extremely important ... and that is why we said, we stay in the social sector because it is fun ... because you work with people and you help people and you get the feedback that it has a direct impact ... and in a big company you know that when you're gone nobody will notice.

And the Sustaingrow founder explained her crisis of meaning as follows

originally, I studied biology ... there I also wanted to contribute to society ... then I left research because it didn't have any impact as I would have expected and I studied management because I thought there would be higher implementations ... I didn't know that this wasn't the case ... and then I started to study sustainable development studies [which fostered creating my venture].

These statements make it clear that in founding their venture, the founders had a clear self-interest to give some sort of meaning to their work which they did not experience in their prior and current education or working environments. As these founders aimed at finding a new meaningful activity for themselves thorough founding of their own ventures, but at the same time creating social value. This motivation led to an activist venturing mission.

An activist venturing mission. To overcome the crisis of meaning the founders experienced, they created ventures based on an activist mission. We define an activist mission as the mission to achieve a social change at a broader level of society. The pursuit of an activist mission required business models that not only provided a new job opportunity for the founders, but that potentially initiated societal-level change that founders found necessary to cope with the social problem at hand. For example, a Naturepens founder stated

for me the social, for my cofounder the financial ... [laughs] ... it is not about making the big money, he only makes sure that we can survive and this is fair enough ... and we trade goods ... and this is human and healthy ... and as an organization you have lots of opportunities to have an impact ... we create value, real social value, and this is good.

Additionally, a Sustainshop founder described their business model calculation as being based on the combination of social and economic logics; he said

of course, we wanted to have that social aspect ... but for us it is different ... we questioned ourselves with how a business model could look like that is different from 'I want to be social' to 'I am social' ... which means, the second shoe is from the beginning taken into account. It's not an add-on, it is part in the holistic calculation of our company, and thus, we are different, because we are both at the same time.

A Digimental founder explained that "for both of us [founders], it was important from the beginning that we have a social business, that generates income, that is, that is not non-profit. Which is not easy in Germany to develop something like this." Moreover, describing the mission to create a job that was meaningful for oneself, a Fairclothes founder mentioned "we still need to earn way more money to implement these things that we want [the impact]".

This activist mission, which entailed the creation of both profit and social impact, also became evident in the founders' measurement of success. We found that these entrepreneurs had clear performance indicators of how they would perceive their venture as successful. For example, a Soullabel founder described their outcome as "for us it would be too early to have a clearly defined impact measurement ... however, we do focus on building a good sales network so we can regularly place orders locally, to give them work ... and that we have good sales and have as much profit as possible, this is our focus right now." Soullabel described their mission on their website as "making gorgeous fabrics that benefit all involved parties" (modified from their venture website). The Sustainshop founder explained

we can measure our success relatively easy by looking at our financials. When we see that we have sold 10.000 shoes in the last year, we know that we have donated 10.000

shoes last year, too. Thus, our social impact directly relates to our financial success. And this, for me is extremely important.

Moreover, Digimental measured both “the social impact and the business impact. It is extremely important to me that we have these programs for socially disadvantaged groups ... and that we have simply budget decisions and project decisions which is quite entrepreneurial”.

Thus, in pursuing missions that create high social benefit and broad societal impact the founders motivated by a crisis of meaning developed rather sophisticated business models allowing them to pursue both, social and economic logics simultaneously. Even in this case, however, we found that the ventures were not static in their organizing for hybridity.

Activist mission and dynamics of hybrid organizing. An activist mission entails the creation of both a personal job for the founder and social impact. We found that ventures pursuing this mission pursued a balance of social and economic logics at all points of time in their organizing. For example, the founder of Sustaingrow said

I want to see it [economic and social] as equally important. I mean, an insurance company needs to be profitable. Imagine an insurance company that only makes losses, it wouldn't survive very long. And once the insurance is gone, it can't help anymore ... that's why it is absolutely clear also for the sustainable insurance that there can't be any decisions for the impact and against the economic profitability because that wouldn't make sense. But it is, of course, important to have an impact and we need to measure that impact and maximize it.

A Digimental founder explained that working on the venture would be demotivating in case the equal importance of social and economic logics couldn't be pursued anymore, as “once we have overcome the difficulty to combine both [social and economic], because we now realize that only one of them wouldn't motivate us ... and as soon as one of them [social or economic] disappears ... then also the motivation of the whole team would decrease”.

Therefore, for these ventures balancing economic and social logics was important in current activities but also in future visions for the venture.

With regard to the intensity with which these logics are pursued, we find that initially the ventures pursued either high or low intensity. For example, Soullabel showed a rather low hybridity intensity in the beginning of their venturing, as they still needed to overcome local barriers and aimed to alleviate local shortcomings. Focusing on their local environment made them realize a social problem first, as one founder explained “once we get into the profit zone, we need to do more locally. We need to get there that we have a viable business and then we can create processes to create work there on a regular basis to generate salaries [for all parties]”. A Welcomeapp founder told us that they had started as “an application to create information for refugees”. And a Freegrocers founder told us about the initial intensity of their venture that “basically, we pursued the principle of eliminating disposable packaging in daily shopping”.

However, we saw that these intensities could vary over time in both directions due to unexpected or unplanned developments during and after the social venture creation phase. Sticking to the previously mentioned examples, we found that Soullabel was intensifying the pursuit of their hybrid logics. The founder explained “it should become very big ... we want it [the venture] to sustain for a very long time, grow, and have a huge impact ... not only in Guatemala but also in other countries ... and that is what we work on.” For Welcomeapp, the founder explained their intensity increase as follows

We never knew how big the project would become ... we started with the project to create free Wi-Fi ... and then we started to create the application for first-aid information for refugees ... and now I want the venture to become the biggest digital consultancy in this sector [the social sector] ... at least in Germany until 2020.

In contrast, Freegrocers, for example, showed that they aimed at reaching a rather low intensity in their hybrid organizing approach, the founder said “well, the plans that we have,

we would maybe expand in the city that we are ... if there are any free spaces, which is not that easy here ... so we just see whether something in that direction might even develop”.

To sum it up, our findings show that the self-interest motivation to overcome a crisis of meaning in one’s personal study or work experiences triggers the desire to create a social venture based on an activist mission aiming to catalyze societal change. Such ventures tend to pursue the balancing of social and economic logics, but the intensity with which they pursue these logics is dynamic – while it can initially be high or low intensity, it shifts over time. In Figure 10 we portray this dynamic intensity, and we provide further evidence in Table 13.

Figure 10: Dynamic intensity

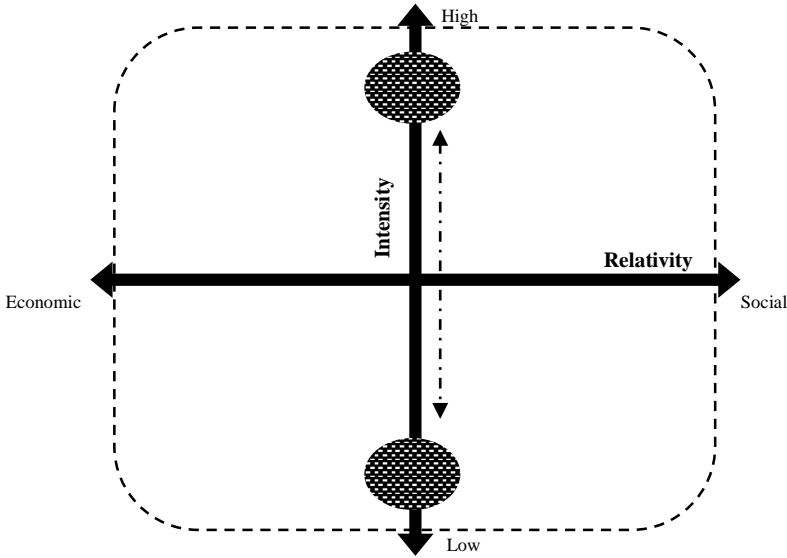


Table 13: Crisis of meaning, activist venturing mission, and the dynamic intensity of hybrid organizing

Dimension	Theme	Representative Quotes
Self-interest Motivation	Crisis of Meaning	<p>“I’ve worked for big corporations for a long time, then I’ve worked for startups in the energy sector and in advertising agencies ... and when I gave birth to my daughter, I knew, I needed a change, and I wanted that change ... I’ve only known career and salary and higher, higher, higher.” (Diversempathy)</p> <p>“And when working I’ve realized that ... I always wanted to work more strategically and bring myself in ... that was the one side that I wanted to be more creative and have more time to think about things ... and the other side is that I asked myself what this work is that I do, what kind of impact it has in the big picture.” (Soullabel)</p> <p>“Desperation, indeed ... and it was about earning money without changing oneself completely and to make something better.” (Careselect)</p>
Venturing Mission	Activist Venturing Mission	<p>“So are confident that the natural cosmetics market needs products that do not only provide unique care but also can really be used ecologically friendly.” (Regiocosmetics)</p> <p>“The special thing about our business model is that we strongly connect both, that we say that it has to be viable over time and that we do have a business orientation.” (Freeeducation)</p> <p>“I think that in the social sector it is still something special that we act like a common for-profit startup and that we do not depend on external financial means and that we still are able to provide it for free to our customer group.” (Digimental)</p>
Degree of Hybridity	Dynamic Intensity	<p>“And now we even think about expanding toward architecture so that we build houses from textile left-overs and create them with our [product].” (Naturepens)</p> <p>“And then we really think that we want to pay the kids’ schools and something like this ... and when we grow that we can employ even more people and so on and our people in Malawi, well they get three times as much as other local people but we still want to pay them six times more, so there is still some space [to do this more intensely].” (Fairclothes)</p> <p>“And I want to become the biggest digital consultancy in this sector [the social sector]. At least in Germany until 2020 ... and I only want projects in the company that have an impact orientation ... but in the beginning, we never knew how big the project would become.” (Welcomeapp)</p>

4.4.3 Anger about societal inertia, idealist venturing mission, and a dynamic relativity and intensity of hybrid organizing

The last category of founders in our sample also revealed some distinct form of self-interest motivation, namely anger about societal inertia in addressing a social problem. Such a motivation led to a venturing mission that was idealist, which in turn impacted the ventures' organizing for hybridity.

Anger about societal inertia. Next to their basic prosocial motivation, these founders showed anger about social inertia to address a social problem. We define anger about societal inertia as anger that emerges from seeing social shortcomings and observing that others saw them, but did not take action to alleviate them. To alleviate their anger, these founders took action themselves by forming new social ventures. For example, the Savemybike founder mentioned that “my cofounder said to me ‘look at those old bike carcasses, carcass, carcass. The city, what do they do with those bikes. And who would do this to their bike?’ ... and this is how we started to think about what we could do with it”. Moreover, the Socialdonor founder argued that “since I moved here 25 years ago, I always donated and at one point ... I realized that only few people donate, only 14% of our population. And then I wondered: how can this be, and how can I improve it and make it bigger?”. A Greengy founder explained their starting situation as follows

I find it extremely difficult with food [making everything cheaper to make more money which means to save at the product itself] because we all should feed ourselves healthily ... for us, it is highly questionable whether you can feed the world like this ... therefore, we believe that you can solve that with an awesome online system ... because then you can sell other premium foods there and you don't need to have it as cheap as possible because everyone can buy it there.

A Multiway founder told us “it was a project at university, to find something that you can create sustainably and at my university ... there only disposable cups and this is how it

emerged. And then our professor declined the project and so we started doing it ourselves”.

From these exemplary quotes, it becomes clear that these founders had a self-interest in overcoming their anger about society’s inertia in tackling social shortcomings. Their anger triggered the search for a solution and led them to start their own social venture. This type of motivation entailed implications for the venture’s mission.

An idealist venturing mission. The self-interest of coping with their anger about societal inertia led founders to pursue an idealist venturing missions. An idealist venturing mission is a mission which aims for perfection to erase all possible aspects of the social problem to be tackled. This idealist mission was important for the founders because only if the problem appeared to be fully and sustainably addressed, they would be able to alleviate their anger about the situation and others’ reluctance to act. For example, a Crookedveg founder explained the mission of their venture as follows “so we try to reduce food waste by selling ugly fruit and vegetables ... we do not really consider it to be ugly, it is simply fruit and vegetables that don’t fit into the norm, also when it is too big, too small, a little crooked or has some other deficiencies for example”. The same founder even added “we even hope, of course, that at one point we make ourselves redundant because then crooked fruit or vegetables don’t exist anymore [the concept that fruit or vegetables can be too ugly to be sold]. Of course, we would adapt our business model then ... ideally, we grow and exist many many years.” The founding team of Greengy even stated that

the financial aspect always comes at the end ... the product needs to great [and serves its purpose] ... because if I only did everything from a financial perspective, then I would have to reduce the quality of the smoothie so that the consumer wouldn’t notice ... and that is not what we intend to do ... we believe that you can feed people with good products at a fair price.

Thus, the founders expressed missions that included ideal perceptions of intended outcomes, which was also mirrored in success measurement. For example, a Multiway founder

explained

we live from the membership fee ... thus, it is a question of scaling ... the more locations we have, the more we get ... but we don't get anything by selling the cup itself ... so no special editions that would end up in someone's shelf at home ... it has to be sustainable, and the cups should be used in line with this.

Multiway stated on their website that they aimed at revolutionizing the takeaway business extensively (condensed from the venture's website). Additionally, a Socialvacay founder described their success measurement as follows

we measure it by seeing whether it sustains itself, respectively whether it grows into other communities and whether it is a self-sustained initiative where we don't have to do much anymore or don't want to do much anymore ... we don't look at how much money we make to finance something ... but we look at how well it works bring people forward.

We find that making money was not a primary mission for these ventures; even though, most of the founders created the venture to live from it. It was rather important to these founders that they sustain themselves without their ventures making large profits that would primarily benefit stakeholders other than those whose shortcomings should be alleviated. The leads to a success assessment that mainly looked at how much of the mission to erase social shortcomings had been achieved rather than how much monetary income had been reached. This idealist mission had considerable implications on the ventures' hybrid organizing.

Idealist mission and the dynamics of hybrid organizing. The pursuit of an idealist mission based on founders' anger about societal inertia to a social problem implied that both, the pursuit of social and economic logics and the intensity of hybridity varied over time as the venture matured. First, these ventures had a strong emphasis on social logics in the beginning, which could then be developed into a more balanced pursuit of social and economic logics. This dynamic relativity of hybrid organizing, however, was coupled with a dynamic hybrid intensity such that intensity was high in the beginning but tended to decrease to a rather low

intensity over time (at least for some ventures). For example, the Crookedveg founder explained “always the social impact but [we realized] that we can only sustain this when we have financial incomes, otherwise this is no longer possible. And this is an interplay. But we still focus very much on our values and our social impact”. This statement already indicates that the venture had very much started with a strong social logic based on the strong desire to completely solve the social problem. However, over time the founder became more realistic regarding the necessity of generating financial income to create the desired social impact, thus shifting toward a more balanced logic. The founder added later

I guess, in the beginning it was not that important to me because I burnt for that idea and I wanted to change everything ... now we exist for almost two years and it became essential that we can continue ... we now are able to finance ourselves but still no salaries ... right now it [being paid] is very important to me.

As another example of these dynamic developments, a founder of Multiway reflected that

we now see that you need that mix ... the balance of socially ecological and economic. We said we definitely want to do something sustainable, something that makes the world a better place ... but we also want to do that profitably ... we want to make money to reinvest them later, but we don't want to do this as a non-profit-organization.

However, this change from a relatively high social logic pursuit to a balanced one was not necessarily the case for all ventures. Some ventures continued to emphasize the social logic over the economic logic (albeit the latter gained importance over time), as the example of Socialvacay shows. Specifically, the founder said

it is still the most important thing to know why you are doing this ... and without money or financials it would be extremely difficult. And if we had to live from it, we probably wouldn't be here anymore ... therefore, such founding programs and scholarships are extremely important ... and that's why it is twice as difficult for a social entrepreneur because you need to manage both worlds ... most importantly, you need to keep your identity and your social character.

As the quotes illustrate, the shifts in balancing social and economic logics also came hand in

hand with dynamic hybridity intensity, which was necessary to adapt business models to make them work. For example, Crookedveg had the mission to erase all discussions about ugly vegetables and make themselves redundant. However, the founder learned over time that this mission was not realistic, as he explained “so, we might internationalize ... winning customers outside of Germany, customers and suppliers ... so we wouldn’t have to ship the food from Germany to France, for example, but French customers get the food from French suppliers.” On the mission to tackle the problem of disposable packaging, the founder of Multiway said “no, we live in the here and now, and we will bring it forward and that we can still enjoy it [creating a venture with social mission] ... why we still continue doing this is because it is fun to work in such a team and thus, we don’t know where we will end up but we’ll just keep doing this”.

In sum, a self-interest of alleviating anger about societal inertia to a social problem tends to trigger an idealist venturing mission to erase these problems completely and holistically. This mission is likely associated with the dynamic development of both, the venture’s pursuit of social and economic logics and the intensity with which these logics are pursued. Figure 11 displays these hybrid organizing dynamics, while Table 14 offers more representative quotes.

Figure 11: Dynamic relativity and intensity

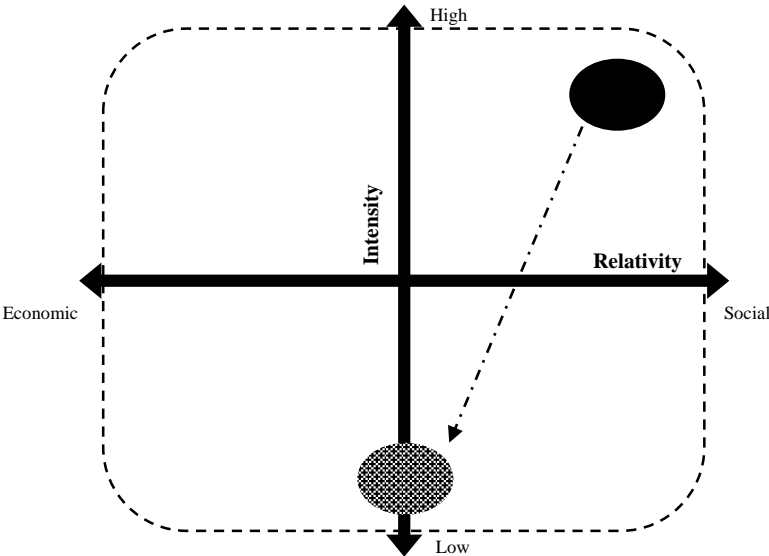


Table 14: Anger about societal inertia, idealist venturing mission, and a dynamic relativity and intensity of hybrid organizing

Dimension	Theme	Representative Quotes
Self-interest Motivation	Anger about Societal Inertia	<p>“I guess it is important to me because I think that so much in this world is going wrong. So much is unfair. So much is also simply redundant. So this problem is just not contemporary anymore and it actually it is also ridiculous.” (Crookedveg)</p> <p>“So this idea got stronger and stronger in me. It is not only the idea to sell good bread from yesterday via bikes but also to give people a second chance [which no one else does].” (Hibike)</p> <p>“And we said ‘healthy food for everyone’ and we mean for every person from any social class and we saw that the retailers just don’t do it.” (Greengy)</p>
Venturing Mission	Idealist Venturing Mission	<p>“Our main task is to support communities in those countries were we travel to with projects. And for this we developed a guiding concept ... and we get money by donations ... or travel groups ... and this is how we want to become stable and create jobs.” (Socialvacay)</p> <p>“So our startup ... [has] the goal is to provide glasses ... at a very cheap price so that the poorest of our society can afford it ... and then the second point is to go into these countries ... and teach those people how to manufacture the glasses ... so to teach them how they can help themselves.” (Glassic)</p> <p>“So we want to provide yesterday’s bread via bikes to private people, but also to bigger companies ... because for bigger companies there is CSR [corporate social responsibility], and they want to take responsibility to give something back to society [and we want to support there].” (Sustainbake)</p>
Degree of Hybridity	Dynamic Relativity and Intensity	<p>“And now the third thing [that started to think about] will be that we want to attract people that this is a nice place to stay and to network and to get inspiration ... and gastronomy should be there, too ... and we want to do this regional, and seasonal.” (Savemybike)</p> <p>“So we want to do this nationwide and then also across Europe ... there are many countries in Europe that work similarly ... but our first goal was always Germany [and now we see chances to do it in Europe].” (Multiway)</p> <p>“Initially the social aspect but then we realized that we can earn money with it in case we reach a specific size ... so the model is scalable and there is no logistics ... and there is always the same effort ... everything is fully digitalized.” (Socialdonor)</p>

4.5 Discussion

This study reports on a comparative inductive case study to investigate the role of self-interest motivations for social venture creation. First, our results suggest that situational triggers lead to three distinct self-interest motivations in the form of (1) entrepreneurial propensity, (2) crisis of meaning, and (3) anger about societal inertia. We find that these self-interest motivations tend to be associated with distinct venturing missions that are either (1) pragmatic, (2) activist, or (3) idealist. These venturing missions enforce venturing goals and objectives which are associated with different dynamics in hybrid organizing regarding the pursuit of social and economic logics and the intensity of the venture's hybridity. These findings imply theoretical contributions for the literatures on social entrepreneurship and hybrid organizing, which we detail below.

4.5.1 Theoretical implications

First, we contribute to research on an individual's motivation to engage in social entrepreneurship. So far, social entrepreneurship research has focused on how prosocial motivation, such as, compassion (Miller et al., 2012) or empathy (Bacq & Alt, 2018) trigger social entrepreneurial intentions, and it has highlighted that these motivations distinguish social entrepreneurs from commercial entrepreneurs (Austin et al., 2006). While some previous studies some argue that social entrepreneurs often balance prosocial and self-interest motivations (Peredo & McLean, 2006), others suggest that social entrepreneurs always put their prosocial motivation first (Austin et al., 2006; Dees, 1998). Our findings suggest that some prosocial motivation is indeed inherent in all social entrepreneurs; however, social entrepreneurs also pursue self-interest motivations that substantially influence their decision to act and their founded venture. One contribution of our study is that we identify distinct types of social entrepreneurs' self-interest motivations, namely (1) the motivation to become

an entrepreneur, (2) overcoming a crisis of meaning, and (3) alleviating the anger about societal inertia toward a social problem. In identifying these different self-interest motivations types and exploring their role for social venture creation, this paper extends our understanding of why social ventures are founded and how these motivations oriented around the founders themselves impact the process of social venture creation (Miller et al., 2012). Insights on the role of self-interest motivations for social venture creation are, therefore, crucial for our understanding of how not only the likelihood to become a social entrepreneur is triggered but also how venture creation unfolds.

Second, this study contributes to research on social entrepreneurship by providing insight into the link between individual characteristics that explain actions and outcomes on the venture level, which is poorly understood so far (Saebi et al., 2019). Although there is research on how individual characteristics such as working experiences with social organizations (Hockerts, 2017), self-efficacy (Bacq & Alt, 2018), or perceived support for the social venture (Mair & Noboa, 2006) contribute to the intention to engage in social entrepreneurship, we extend this research by showing how social entrepreneurs' self-interest motivations trigger specific venturing missions and hybrid organizing. Thus, our study advances research on social entrepreneurship in identifying the transformational mechanisms (Saebi et al., 2019) of how motivations entail social venturing missions and, eventually, organizational outcomes. Thus, our findings suggest that the often neglected heterogeneity among social entrepreneurs' (self-interest) motivations has important implications for the type of venture they create to alleviate social problems.

Third, we shed light on the role of social venturing missions bridging individual characteristics with venture-level outcomes. Previous studies have found that prosocial motivation leads to the intention to create a social venture (Austin et al., 2006; Miller et al., 2012), thus, clearly impacting the nascent venture's orientation regarding the dual impact it

strives to have—economically as well as socially. Moss et al. (2011) compared mission statements of social and commercial ventures to investigate social ventures' dual identities, and found that social and commercial ventures are similar in their product orientation, while social ventures show a stronger people orientation. Moreover, Lumpkin et al. (2013) theorized on the differences of entrepreneurial processes for social ventures, and identified social ventures' missions as a distinct antecedent in social entrepreneurial processes. Thus, prior research on social ventures' missions focuses much on differences between social and commercial missions, however, has not investigated differences among social ventures, distinct antecedents, or outcomes of social ventures' missions. We find that social ventures form missions based on their founders' self-interest. As these self-interest motivations may differ among social ventures, we found that consequentially social ventures' may differ. We identify the distinct types of pragmatic, activist, and idealist venturing missions. Additionally, we contribute to knowledge on social ventures' missions by illustrating implications for hybrid organizing. Specifically, we show that social venturing missions impact the degree of hybridity in terms of the pursuit of social and economic logics, and how intensely these are pursued. Therefore, we provide novel insights on the link of antecedents and outcomes of social venture missions.

Finally, this study also extends current research on the hybrid organizing of social ventures (Battilana et al., 2017; Battilana & Dorado, 2010; Battilana & Lee, 2014; Shepherd et al., in-press). While prior research strives to better understand social ventures' hybrid organizing by investigating the tensions that may arise from the pursuit of competing logics (economic, social) and how these tensions can be managed to avoid mission drift (Battilana & Dorado, 2010; Ebrahim et al., 2014; Smith & Besharov, 2017), we offer a more dynamic perspective on the emphasis of social vs. economic logics in hybrid organizing (Battilana et al., 2017; Shepherd et al., in-press). Specifically, we investigate the process of how social ventures' degree of hybridity evolves over time. It appears that key to understanding these dynamics is

the social entrepreneurs' self-interest motivations, which trigger the formulation of venturing missions that have implications for hybridity and hybridity dynamics. Our analysis suggests that there are three distinct patterns for hybridity to evolve, namely (1) dynamic relativity, i.e., a shift from pursuing more economic logics toward a more balanced pursuit of social and economic logics with constant hybridity intensity, (2) balanced pursuit of social and economic logics with increasing or decreasing hybrid intensity, and (3) the combination of both. Thus, the degree of hybridity is not a characteristic of a social venture that is determined by the entrepreneur at venture start, but that emerges as the result of a dynamic organizing process based on the venture's mission, and, more fundamentally, the founders' self-interest motivations.

4.5.2 Practical implications

Our findings also have important implications for social entrepreneurs. So far, many consider social entrepreneurs as the do-gooders that altruistically strive to make the world a better place. However, our study shows that it is important to acknowledge potential self-interest motivations that shape the organizing the process of creating a social venture. Thus, perceiving and admitting one's self-interest in creating a social venture can facilitate finding similarly minded co-founders, potential investors, or future stakeholders supporting the venture. Additionally, our findings suggest that the degree of hybridity rather dynamically evolves over time. Social entrepreneurs need to acknowledge this dynamism which does not necessarily imply a mission drift, but can rather be seen as a consequence of the venturing missions and as an interplay of individual motivation and venture-level development. Finally, policy makers need to acknowledge the importance of self-interest motivations for social venture creation and may indeed support (or at least not ignore) these self-interest motivations by offering programs that teach future social entrepreneurs how to create viable social business. Additionally, when implementing early-venturing grants or funds for enabling social

entrepreneurs to start off their business, the evaluation of venture proposals should acknowledge that entrepreneurs can have a self-interest that helps them in turning their ideas into businesses to create social value; such self-interests can indeed be conducive to social value creation.

4.5.3 Avenues for future research

It would be tempting to infer from our study that the self-interest motivations we identify can be found across all social entrepreneurs. However, our study focuses on social entrepreneurs that are based in Germany and can enjoy a form of resourcefulness that cannot be found everywhere. Often, social ventures are created by those suffering themselves to overcome crises or disasters (Shepherd & Williams, 2014; Williams & Shepherd, 2016a, 2016b; Williams & Shepherd, 2017), thus, it would be interesting to combine our initial findings on social entrepreneurs' self-interest motivations with insights on motivational triggers in such other settings. Moreover, our study only focuses on the impact of the lead entrepreneur's motivation on venture-level outcomes, but we have not explored social entrepreneurial team heterogeneity and dynamics regarding self-interest and prosocial motivations of team members. Thus, it would be interesting to investigate the role of motivations of entrepreneurial teams when founding a social venture; how these motivations can differ within and across teams, how these motivations are balanced, and what impact different motivations have on social venture creation. Moreover, future research should look at the impact of team level characteristics on organizational structure, design, and performance.

Our study illustrates the important role of self-interest motivations in hybrid organizing, but there might be other important person-related antecedents of a venture's mission and organizing process. For example, future research could examine the role of a social entrepreneur's family background that might impacted the founder's values and norms, and

therefore the mission he or she strives to pursue by founding a social venture. Future studies could also look at the importance of education, that is, what types of education lead to which motivations for becoming a social entrepreneur. Moreover, future research might investigate whether more prosocially related study programs, such as, social worker or environmental studies, lead to different self-interest motivations than more technological or business oriented study programs. Additionally, future studies can examine the impact that different educational programs have on the process of crafting a mission and organizing the venture.

Finally, we were interested in explaining how entrepreneurs' initial self-interest impacts nascent social ventures, but we did not explore the long-term impact of this self-interest. Future research should look at the long-term effect of self-interest motivations, e.g., on organizational performance, and whether the initial self-interest changes over time and at which stage. Moreover, future studies should investigate how social entrepreneurs balance the specific types of self-interest with their prosocial motivation. Such studies can focus on the longitudinal development of a balance of both motivations, or whether over time prosocial dominates self-interest motivations or vice versa, and what impact this development has on a potential mission drift. It would also be interesting to see what role self-interest motivations play in causing or avoiding mission drift, that is, examining the potential benefits or downsides of self-interest motivation for social venture creation.

4.5.4 Conclusion

Opportunities to engage pro-socially are manifold, and some exploit them by founding ventures that pursue social and economic logics at the same time. In this study, we highlight three distinct forms of self-interest in founding a social venture, and we elaborate on prior research that focuses more on prosocial motivations for social entrepreneurial engagement. In doing so, we contribute to knowledge of how individuals are motivated to become a social

entrepreneur. By bridging individual-level characteristics with venture-level outcomes, we advance theory on social entrepreneurship by enhancing the understanding of the impact of individual motivation on venturing missions, and, eventually, hybrid venture organizing. Based on the novel understanding of these transformational mechanisms, we hope that future scholars build on our work in exploring how desired social venturing outcomes, such as suffering alleviation, can materialize.

5 CONCLUSIONS

In this dissertation, I present three qualitative studies on entrepreneurial action tackling grand societal challenges. The three studies examine the following objectives: (1) I study compassion venturing teams' opportunity development pathways, (2) I explore compassion ventures' resilience building process, and (3) I investigate the role of self-interest motivations in social venture creation. Studying these research objectives, I employ and analyze qualitative data consisting of semi-structured interviews as primary data, and observational and archival data as secondary data. In the remainder, I conclude this dissertation by providing a summary of the key findings of the three studies, indicating their theoretical implications and key contributions, opening up avenues for future research, and offering concluding remarks.

5.1 Summary of findings

This dissertation aims at examining entrepreneurial action for the well-being of others, in particular, shedding light on relevant processes, and similarities and differences among social ventures. Each study (Chapter 2 – 4) focuses on different research objectives, thus, offers different insights on integral elements of the social entrepreneurial process.

In Chapter 2, I study how founding teams emerging to alleviate suffering in the context of the German refugee crisis develop their opportunities. I rely on qualitative data retrieved from 13 ventures including 105 interviews with founders, employees, volunteers, and refugees involved in these ventures. Following common qualitative research methods, I find two distinct pathways of how to develop opportunities for suffering alleviation, a rescuing and a restoring pathway. I identify their initial distinction to be grounded in the different recognitions of needs. While some ventures were primarily triggered by others' problems and

feeling the urge to tackle these problems, others rather recognized the opportunity to realize their founding aspirations by creating ventures to alleviate suffering. The first group of ventures then identified their opportunity by relying on their prosocial motivation and know-how gained from prior social engagements or work experiences, and started to pursue an opportunity for immediate help, such as, providing fresh clothes or first-aid information. These ventures then immersed in the approach to exploit this identified opportunity by organizing their suffering alleviation around many resource providers who enabled the ventures to help at a broad scale and scope. The second group of ventures, however, triggered by their founding aspirations, identified an opportunity by relying on their know-what knowledge, i.e., the knowledge gained from prior management or entrepreneurship experiences, activating their pro-self motivation in becoming a founder and creating their own venture. This led the ventures to identify an opportunity for long-term help, and transformed into an opportunity exploration approach and an organizing around the founding team to create a venture that alleviates long-term needs and can be sustained over time.

In Chapter 3, I study the process of how compassion ventures build resilience to adversity and continue venturing over time, and build on an extended data base from Chapter 2. I find that once adversity hits the ventures, they need to analyze this adversity's potential impact in an initial step. They do so by analyzing the adversity's novelty, e.g., whether such type of adversity occurred for the first time. Moreover, they analyze the proximity and magnitude of the adversity. This oftentimes includes also the perceived proximity to the venture and its resource providers and perceived magnitude, that is, how strong the adversity's impact is perceived by the venture and its resource providers. In a second step, the ventures engage in perceiving the threat to their resource providers' continued commitment. They saw that the adversity confirms their resource providers' initial doubts in supporting the venture, and the consequent impairing of the resource providers' desirability to help refugees. To bolster their continued venturing, the ventures need to respond to the adversity by actively communicating

the necessity to continue helping, and adjusting their venturing routines. This response then reinforces their resource providers' compassionate response, and, additionally, prepares the ventures for building resilience to subsequent adversity. These findings are true for all sampled ventures; however, some ventures only perceive the threat to the venture after some time. Thus, they respond only at a later stage, and need longer to become resilient to adversity.

In Chapter 4, I investigate the role of self-interest motivations on social venture creation. Doing so, I rely on qualitative data which I collected in the form of semi-structured interviews with 52 social entrepreneurs from 48 social/environmental ventures, and secondary data. While the analysis of the data shows that all social founders intend to create a social venture because of their prosocial motivation to doing good, the findings also highlight the importance of self-interest motivations to eventually create a social venture. Depending on situational triggers, I find three distinct types of self-interest motivations, that is, (1) pursuing one's entrepreneurial propensity, (2) overcoming a crisis of meaning from, e.g., prior work experiences, and (3) coping with anger about societal inertia. These forms of self-interest lead to distinct foci of attention which create different venturing missions. First, a pragmatic mission to form venturing goals that are soon reachable without elaborate forms of organizing; second, an activist mission creating sophisticated business models to achieve a social change at a broader level; and, finally, an idealist mission aiming for perfection to erase all possible aspects of the social problem to be tackled. These distinct missions lead to dynamic degrees of hybridity because of different perceptions of what is important in the social venture creation. The findings show a dynamic relativity, a dynamic intensity, and a dynamic relativity and intensity emerging in the creation of a social venture.

In sum, the findings of these three studies entail important theoretical implications and key contributions, to which I now turn.

5.2 General implications and contributions

This dissertation advances management research in general, and contributes to the literatures on (social) entrepreneurship, emergent response groups, compassion organizing, and resilience to adversity more specifically. In the following, I highlight the key contributions that each study makes to specific literatures.

The findings presented in Chapter 2 offer key contributions to the literatures on opportunities, social entrepreneurship, and emergent response groups. First, this study offers novel insights into the role of motivations triggering entrepreneurial action for others' well-being. Building on prior research suggesting that social entrepreneurs are primarily triggered by prosocial motivations (Miller et al., 2012), the findings highlight self-interest motivations as potential triggers for recognizing opportunities for social engagement. The difference between these two distinct motivations entails differences of identifying an opportunity and organizing for suffering alleviation. Second, this study extends our knowledge on the link between knowledge and opportunity recognition. While prior research found that recognizing opportunities and the number of opportunities recognized depend on prior knowledge (Grégoire et al., 2010; Gruber, MacMillan, & Thompson, 2013; Ucbasaran et al., 2009), this study finds that different types of knowledge as well as knowledge-motivation combinations lead to different ways and outcomes of identifying opportunities. Third, this study contributes to research on entrepreneurial action that explains the process of recognizing third-person opportunities and how they are transformed into first-person opportunities inciting entrepreneurial action (McMullen & Shepherd, 2006). The findings of this study specify this process by explaining different opportunities considered for exploitation based on distinct knowledge-motivation combinations. Fourth, this study sheds light on the role of resource providers for nascent social ventures. Prior research suggests that it is key to attract resource providers supporting the early venturing (Santos, 2012), this study highlights that different

identified opportunities require different forms of organizing around resource providers. Fifth, the findings of this study offer novel insights into the coordination of expertise within emergent response groups. While prior research found that effective management of expertise within emergent response groups is crucial (Majchrzak et al., 2007), this study adds that the expertise within emergent response groups need to match the identified opportunity to effectively organize for suffering alleviation. Finally, this study contributes to knowledge on the role of resources for emergent response groups, which highlights the importance of the localness and community to deliver resources customized and speedily (Shepherd & Williams, 2014). This study extends these insights by showing that localness plays different roles depending on the identified opportunity.

Chapter 3 contributes to research on compassion organizing/venturing and building resilience to adversity. First, this study looks beyond the initiation and creation of compassion ventures (Shepherd & Williams, 2014; Williams & Shepherd, 2016a), and emphasizes on how compassion ventures can be continued in the long-term to keep alleviating suffering. Second, this study's findings shed light on how prosocial ventures keep resource providers committed. While prior research suggests specific practices to ensure their resource providers' commitment (Farny et al., 2018), this study's findings suggest that, specifically under adverse conditions, prosocial ventures need to engage in additional efforts so resource providers continue their support. Third, this study contributes to research on social ventures. Prior research has found that social ventures are challenged by the changing needs of those in need (Bigley & Roberts, 2001) and a rather high volatility in resource providers' commitment (Majchrzak et al., 2007). This study adds that also managing internal resource providers can pose substantial threats to social ventures, in particular, when facing adversity. Fourth, the findings of this study contribute to research on resilience building. Previous studies have suggested that ventures need to possess cognitive (Lengnick-Hall & Beck, 2005), behavioral, and emotional capabilities (Weick & Sutcliffe, 2015). In addition, this study highlights the

importance of relational capabilities for continued suffering alleviation. Finally, this study sheds light on the role of organizational slack for building resilience to adversity (Gittell et al., 2006; Kraatz & Zajac, 2001). While Powell and Baker (2014) found that to keep resource providers and stakeholders engaged it is important to communicate the importance to continue venturing, this study shows that it is not only important “that” communication takes place, but also “how” it takes place.

The findings displayed in Chapter 4 provide important theoretical contributions for research on social entrepreneurship and hybrid organizing. First, this study extends our knowledge on individual motivations inciting social entrepreneurial engagement. While prior research focuses on the role of prosocial motivations increasing the intention to act social entrepreneurially (Bacq & Alt, 2018; Miller et al., 2012), this study emphasizes on the role of self-interest motivations triggering the creation of a social venture. Second, the findings of this study provide initial insights into the link between individual motivations and venturing outcomes. Thus, this study contributes to our understanding of the transformational mechanisms of how individual level characteristics impact organization level outcomes in social entrepreneurship (Saebi et al., 2019). Third, this study offers insights into the role of venturing missions. While prior social entrepreneurship research suggests that venturing missions have an impact on measuring venturing outcomes (Lumpkin et al., 2013), this study’s findings illustrates that how venturing missions are formed based on distinct self-interest motivations has implications for a social venture’s hybridity. Finally, this study adds to our understanding of hybrid organizing. Research so far suggests that hybrid organizing implies the a priori definition of a certain relativity of social and economic logics and an intensity with which these logics are pursued (Battilana et al., 2017; Shepherd et al., in-press). However, this study finds that this degree of hybridity emerges dynamically and can have distinct manifestations.

In sum, this dissertation advances our current knowledge, specifically, on (social) entrepreneurship, compassion organizing, emergent response groups, building resilience to adversity, and hybrid organizing. Yet it also holds promising avenues for future research.

5.3 Future research

Prior research has repeatedly called for advancing management research on societal grand challenges to better understand and tackle them effectively (Eisenhardt et al., 2016; George et al., 2016). In this dissertation, I offer relevant contributions to research on entrepreneurial action for others' well-being. However, the journey of studying antecedents, processes, and outcomes of venturing to alleviate suffering still needs to go further to fully grasp how to tackle our society's grand challenges. While all three studies presented in this dissertation offer potential avenues for future research described in each particular chapter, I now portray further opportunities. These include suggestions for research on (social) entrepreneurship, compassion venturing, and hybrid organizing.

First, this dissertation investigates the antecedents of social venturing, in particular, the role of prosocial and self-interest motivations and how they impact social venturing. So far, entrepreneurship research has often focused on individual returns for the entrepreneur when creating a venture, e.g., gaining autonomy (Bradley & Roberts, 2004), maximizing their own utilities in terms of prestige or power (Benzing, Chu, & Kara, 2009; Douglas & Shepherd, 2000), or becoming their own boss (Levesque, Shepherd, & Douglas, 2002). However, it might be interesting for future research to better understand the role of prosocial motivations for the creation of commercial ventures. Prosocial motivations might just as self-interest motivations affect important commercial venturing processes. For example, prosocial motivation as an emotional trigger might have implications for opportunity identification in terms of opportunity evaluations (Foo, 2011), opportunity development regarding the

venturing mission formation (Lumpkin et al., 2013), or venturing outcomes, such as, venture growth (Baum & Locke, 2004). Moreover, future research might study the effect of prosocial motivations on the link between risk perceptions and venture creation (Simon, Houghton, & Aquino, 2000). Such an empirical investigation might have important implications for how we see commercial entrepreneurs in light of their self-interest regarding founding a venture (Douglas & Shepherd, 2000) and becoming their own boss (Brown, Dietrich, Nuñez, & Taylor, 2013; Douglas & Shepherd, 2002).

Second, I study the so far neglected role of self-interest motivations in the process of creating a social venture. Although research has gained insights into the role of prosocial motivation inciting the intentions to create a social venture (Bacq & Alt, 2018; Grimes, McMullen, Vogus, & Miller, 2013; Miller et al., 2012), it has so far ignored a potential dark side of prosocial motivations. It might be interesting to understand the role of prosocial motivation with regard to social entrepreneurs' regulatory focus (Higgins, 1998), in particular, for the venture's exploration and exploitation engagements (Kammerlander, Burger, Fust, & Fueglistaller, 2015). The desire to venture for others' well-being might imply negative outcomes with regard to a potential escalation of commitment (McMullen & Kier, 2016; Staw, 1981). This might have important implications on how we regard prosocial motivations in general, and social engagement more specifically. Additionally, future research should investigate how social ventures exploit opportunities regarding their desire to gain a competitive advantage over other social ventures offering similar solutions. Thus, it might be interesting to study social entrepreneurs' perceptions of competitiveness impacting the decision to exploit a social entrepreneurial opportunity. Moreover, social entrepreneurship research should focus on social entrepreneurs' risk taking behavior. Empirically investigating the combination of perceived consequences in terms of the social impact they might reach by creating a social venture (Mair & Martí, 2006) and the economic risks they are exposed to

(Weerawardena & Mort, 2006) will offer important insights into social entrepreneurs' assessments of social entrepreneurial opportunities.

Third, this dissertation provides insights how compassion ventures develop opportunities for suffering alleviation. Based on their motivation-knowledge combinations, they identify potential opportunities for either immediate or long-term help, while prior entrepreneurial knowledge can even increase this relationship (Patzelt & Shepherd, 2011). Future research could examine the long-term effects of such knowledge-motivation combinations, in particular, how motivations might change over time. So far, research is not clear about how social entrepreneurs balance their motivations—they might either balance their prosocial and pro-self motivations (Peredo & McLean, 2006), or put prosocial motivations first (Austin et al., 2006). However, better understanding potential motivational shifts might shed light on the development of venturing outcomes. Dutton et al. (2006) state that compassion is the primary motivation to engage in organizing to alleviate others' suffering, however, such motives might change over time due to compassion fatigue. This compassion fatigue might have important consequences for continuing compassion venturing.

Fourth, future research on compassion venturing could study characteristics of individuals that might incite venturing to alleviate others' suffering other than their motivations, specifically in terms of recognizing third- and first-person opportunities (Shepherd & Patzelt, 2011). For example, social embeddedness (Larson & Starr, 1993), education (Clark, Davis, & Harnish, 1984), the health of the entrepreneur (Shepherd & Patzelt, 2015), conditions of fulfilling basic needs (Dencker, Bacq, Gruber, & Haas, In-Press), e.g., in the aftermath of natural disasters, or individual beliefs or values (Busenitz & Lau, 1996) might have important implications for engaging in compassion venturing. Moreover, prior research has started to investigate how social ventures empower others to help themselves, e.g., through entrepreneurship programs in prisons to foster ex-prisoners' integration into society (Patzelt,

Williams, & Shepherd, 2013). Future research should engage in longitudinal studies to not only investigate the effectiveness of such efforts, but also to examine for whom such programs work, and what adaptations need to be done to improve these programs. Thus, future research should empirically investigate factors that impact the decision to engage in compassion venturing, compassion venturing processes, or compassion venturing outcomes.

Finally, this dissertation provides insights into the dynamic emergence of social ventures hybridity. Research on the degree of hybridity so far has acknowledged that it does not only comprise the continuum from purely social to purely economic logics but also the intensity with which these logics are pursued varies (Battilana et al., 2017; Shepherd et al., in-press). This study adds to research on hybrid organizing by showing that this degree of hybridity emerges dynamically in the venture's early phase. Future research might conduct long-term studies to explore the process of how a dynamic degree of hybridity emerges and changes over longer timeframes. Additionally, future research on hybrid organizing should shed light on the dynamics of founding teams and their impact on hybrid organizing. For example, it will be interesting to study hybrid organizing teams' heterogeneity regarding their motivations, knowledge, and values, and how these differences impact social venture hybridity. With regard to the high uncertainty for hybrid ventures, e.g., the high volatility of resource providers (Farny et al., 2018), future research should also investigate such influences on the social context of the founding team (Breugst & Shepherd, 2017). Prior research on equity distribution (Breugst, Patzelt, & Rathgeber, 2015) has found that high perceived justice is crucial for positive team interactions. Thus, it might be interesting for future research to look into the role of perceived justice within social entrepreneurial teams that are not solely driven by self-interest but display strong prosocial intentions. Additionally, future research can investigate the role of the social founders themselves in keeping their resource providers' committed (Breugst, Domurath, Patzelt, & Klaukien, 2012) to contribute to our understanding of effective resource provider management (Farny et al., 2018). Moreover, self-efficacy plays

an important role in inciting social entrepreneurial intentions (Bacq & Alt, 2018), and it shapes entrepreneurs' decisions to exploit an entrepreneurial opportunity (Shepherd et al., 2013). Examining the role of self-efficacy for hybrid organizing empirically can imply important contributions to our understanding of how decisions are made within hybrid organizations.

These avenues for future research make it explicit how important it is to further advance research on entrepreneurial action to tackle grand societal challenges. These advancements will not only contribute to theoretical scholarly discussions, but will also hold important practical implications to effectively shape social venture creation.

5.4 Conclusion

In sum, this dissertation provides new insights on entrepreneurial action for the well-being of others including key contributions to research on compassion organizing, emergent response groups, and social entrepreneurship. It is crucial to further advance these fields of research as they help tackling our society's grand challenges to prosper and thrive into a positive future. As this dissertation shows, it is necessary that management scholars aim to better understand the internal dynamics of venturing teams to form efficient and capable organizations that are able to tackle others' suffering. Moreover, it is important to explore the factors influencing new ventures' continued existence so they can develop into long-term organizations making a substantial impact on the well-being of others, and individual characteristics that shape these ventures. I hope that this dissertation incites other management scholars to devote their research to the important issues of tackling grand societal challenges.

“Human creativity is unlimited. It is the capacity of humans to make things happen which didn't happen before. Creativity provides the key to solving our social and economic problems.”

Muhammad Yunus, Nobel Peace Prize Laureate and founder of the Grameen Bank

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Appendices

5.5 A—There's more than one way to lend a helping hand: How new ventures develop opportunities to alleviate suffering in the context of a refugee crisis

5.5.1 Interview guideline for venture founders—First round

Semi-structured interviews, one interviewer, questions can be chosen selectively from different sections according to conversation's progress, interview is recorded

INTRODUCTORY QUESTION

- Can you please introduce yourself and the venture you have founded / co-founded?
- Demographics
 - Age
 - Gender
 - Education / Job

SUPPORT FOR REFUGEES

- How does your venture help the refugees?
- Can you please explain the purpose of the venture and the timeline by which it was created and has since operated? What were the most significant milestones and which can you see in the near future?
- When did you come up with the idea of this venture and when did you create this new venture?

IDEA GENERATION

- Who did come up with the idea? Was it one person in particular? What was the trigger?
- How did you come up with the idea?
- What was the original intention?
- What motivated you to do it? Was it rather a personal motivation?

VENTURE FOUNDATION & OPERATION

- Which funds were necessary to start this venture? Was it easy to get those?
- Where did the funds come from to start the venture?
- If you do not mind me asking how much time and money have you put into the venture?
- How much did others invest?
- Are there any tangible returns that you will get out of the business?
- What are the personal gains and personal costs of the current venture?
- What skills and knowledge did you have that prepared you to create and operate this new venture?
- Where there skills, knowledge and experiences that would have been useful, in retrospect? → Are lacking these holding your venture back in any way?
- Who are the people who have been instrumental in getting this venture started and helping the refugees? How would you describe instrumental?
- How did you come into contact with these people?
- Of the people you knew before what were they able to bring to the venture?

- Of the people you did not know before the refugees arrived what were they able to contribute to the venture?
- Can you think of any barriers that came across founding the venture? What are barriers that could still emerge?

FUTURE OF THE VENTURE

- How long do you think this venture will last?
- How could the goal of the venture change?
- Would you like this period to be longer or shorter?
- Do you have any plans for the future of the venture?
- How long will you be involved with the venture?
- What could happen that you leave the venture?

FOUNDER'S RELATEDNESS

- How does it make you feel to create this new venture?
- How does it make you feel to help alleviate the suffering of these people?
- Would you say that your venture has been effective? How would you define effective?
- Is it important to you that you help people? → Why do you think this is the case?
- What were you doing before the refugees arrived? → What has happened to this job or business while you are engaged in the current venture?
- When the crisis is over what will you go back to?

IMPACT OF ATTACKS

- What impact do the attacks in Paris have on your venture?

→ *Any questions, want to add anything? Thank you....end of interview.*

5.5.2 Interview guideline for venture members—First round

Semi-structured interviews, one interviewer, questions can be chosen selectively from different sections according to conversation's progress, interview is recorded

INTRODUCTORY QUESTION

- Can you please introduce yourself and the organization for refugees you are involved with?
- Demographics
 - Age
 - Gender
 - Education / Job

SUPPORT FOR REFUGEES

- How does the organization help the refugees?
- Can you please explain the purpose of the venture and the timeline by which it was created and has since operated? What were the most significant milestones and which can you see in the near future?
- When and how did know about the organization?
- What motivated you to join this organization, particularly for refugees?

IDEA GENERATION

- Who did come up with the idea? Was it one person in particular? What was the trigger?
- How did they come up with the idea?
- What was the original intention?
- What motivated you to do it? Was it rather a personal motivation?

VENTURE FOUNDATION & OPERATION

- Which funds are necessary to run this venture? Is it easy to get those?
- Where do the funds come from to start the venture?
- If you do not mind me asking how much time and money have you put into the venture?
- How much do others invest?
- What are the personal gains and personal costs of the current venture?
- What skills and knowledge did you have that prepared you to create and operate this organization?
- Where there skills, knowledge and experiences that would have been useful, in retrospect? → Are lacking these holding your venture back in any way?
- Who are the people who have been instrumental in getting this venture started and helping the refugees? How would you describe instrumental?
- How did you come into contact with these people?
- Of the people you knew before what were they able to bring to the venture?
- Of the people you did not know before the refugees arrived what were they able to contribute to the venture?
- Can you think of any barriers that came across founding the venture? What are barriers that could still emerge?

FUTURE OF THE VENTURE

- How long do you think this venture will last?
- How could the goal of the venture change?
- Would you like this period to be longer or shorter?
- Do you have any plans for the future of the venture?
- How long will you be involved with the venture?
- What could happen that you leave the venture?

RELATEDNESS

- How does it make you feel to be part of this organization?
- How does it make you feel to help alleviate the suffering of these people?
- Would you say that your venture has been effective? How would you define effective?
- Is it important to you that you help people? → Why do you think this is the case?
- What were you doing before the refugees arrived? → What has happened to this job or business while you are engaged in the current venture?
- When the crisis is over what will you go back to?

IMPACT OF ATTACKS IN PARIS AND COLOGNE

- What impact do the attacks in Paris and Cologne have on your venture?

→ *Any questions, want to add anything? Thank you....end of interview.*

5.5.3 Interview guideline for refugees involved in the ventures

Semi-structured interviews, one interviewer, questions can be chosen selectively from different sections according to conversation's progress, interview is recorded

INTRODUCTORY QUESTIONS

- To start the interview, can you please describe your background (age, gender, nationality, education/job etc.)?

VENTURE RELATION

- Please tell me something about the venture you are involved with.
- How did you become aware of this venture? When?
- How did you get in touch with the venture? → Is there any network?
- How does this venture help you?
- How important is this venture for you? Why?
- How does it feel being helped and in what ways does it help? → Which needs are satisfied / which are not?
- How has the venture changed since you are involved?
- How long do you want to be member in this venture? Do you want this period to be shorter or longer?
- Why do you think someone would found such a venture? What would you do differently?

GENERAL

- How important is it, do you think, that social ventures like these are founded?
- Do you think big organizations can help the same way as these new ventures do?
- Could you imagine to found such a venture, too? What would you need to do so?

THE TRIP TO GERMANY

- Why did you choose Germany as a country to flee to?
- Can you please tell me more about the process of your fleeing? Family etc.? When did you arrive in Germany etc.?

IMPACT OF ATTACKS

→ *Any questions, want to add anything? Thank you....end of interview.*

5.5.4 Interview guideline for founders and venture members—second round

Semi-structured interviews, one interviewer, questions can be chosen selectively from different sections according to conversation's progress, interview is recorded

GENERAL SITUATION REGARDING REFUGEES

- Since we last spoke, what has happened regarding the refugee issue?

PROGRESS

- How is your venture going? → please explain / Can you please explain to me how your organization has developed/changed, since we last talked?

- Has the opportunity to help refugees of your new venture changed over time? → are you pursuing the same opportunity or slightly different or a completely different opportunity? → why? → are you considering any other opportunities? → if yes, how did you discover it?
- Is the founding team the same? → has it changed? / why? → if there is no change, has there been any consideration to change the team in any way?
- Are you getting all the resources you need? → what is the main source of resources? → who is not giving resources that you thought would give you resources? → what are the main challenges of accessing resources for your venture? → what have you learned about effectively accessing resources?
- Has your strategy been effective? → are you motivated to continue to grow? / explain! → what have been the challenges to growing so far? → how have you addressed those challenges?

VOLUNTEERS

- What about the volunteers? → do you now have more of them? → how do you manage them? → is that different from how you first managed them? → what have you learned about effectively managing volunteers? → what are the greatest challenges?

PERSONAL

- What motivates you in running this venture today? → in what way is that different to your original motivation, that is, how has your motivation changed over time?
- How has your mindset changed / the way that you think about the venture?
- Over the last couple of weeks, have you experienced positive emotions? → when? / why? → over the last couple of weeks have you experienced negative emotions? → when? / why?
- How much time & money do you now spend for the organization?
- What did you learn from this organization?
- How long do you want to be involved? Has that changed? Why? → what could happen that you leave the organization?
- Do you talk to your friends about the organization?

SUCCESS

- To what extent have you (and your venture) been successful? → please explain → what does success mean to you?

FUTURE

- What plans do you have for the future?
 - How long do you think the organization can still last? On what does it depend?
- Is there something important missing that you want to add?

→ *Any questions, want to add anything? Thank you....end of interview.*

5.6 B—Compassion ventures building resilience to adversity: Insights from the German refugee crisis

5.6.1 Description of ventures and their resource providers

Easyconnect was formed in the summer of 2015 by three informatics and software engineering students supported by an academic chair and a non-profit organization with the goal of providing digital first aid information to refugees in different communities throughout Germany. The venture's activities included reaching out to different municipalities, collecting first aid information in those municipalities, translating that information into the refugees' languages, storing the information in digital format, and enabling municipalities to effectively distribute this information to refugee communities (through the organization's website). In providing these services, the venture relied on volunteers to develop the application and translate the application's content into different languages. These volunteers were professional translators, application developers, and students. In total, *Easyconnect* engaged up to 50 volunteers. Moreover, the venture had to draw on external resource providers, specifically financial donors who supported the founding team so they could work full-time on the venture. For example, the academic chair invested in the venture, and the venture received various grants to pay the two founders and one employee.

Care Spot was initiated in the summer of 2015 by a group of five people who all had full-time jobs and wanted to provide arriving refugees with various urgently needed goods and services that would help them adjust to living in Germany in the short term and then more fully acclimate to their new environment over time. The venture's activities included "collecting clothes and other necessary items; providing amateur language classes, shuttle services, and more" (field notes). In delivering a considerable variety of items, the venture engaged up to 100 volunteers (people of every age and occupation) who helped not only provide these items but also to coordinate the venture's activities and to maintain the venture's social media page. Moreover, most of the goods delivered by the venture (e.g., clothes) were collected from private donors who were instrumental to the venture's operations. Similarly, the venture's services, such as language classes, were delivered for free by volunteers the venture recruited for various occasions. External resource providers also included, for example, the local authority helping to legitimize the venture's activities, companies providing warehouses to store donated goods, and organizations providing larger donated items (e.g., home appliances).

Welcome Heart was established at the end of 2015 by a social worker and a project manager to be the welcoming host to refugees at Germany's biggest refugee arrival camp. In this function, the venture performed different activities, which included "collecting, sorting, and distributing clothes to refugees as well as welcoming refugees and providing them with a hot drink and a bite to eat" (field notes). In performing these activities, the venture drew on up to 200 volunteers (people of every age and occupation) who were willing to take over collecting, sorting, and distributing clothes and other goods (e.g., baby buggies) received from donors. Due to the irregular arrival of refugees in the camp and their large number, the venture also relied on volunteers to manage work shifts. While the volunteers provided the human resources enabling the delivery of resources, the venture also needed to rely on resource providers who donated physical goods, such as clothes, and people who donated money so that the venture could buy new items (e.g., underwear).

CoLiving was established at the end of 2014 by a social worker, a religious and cultural studies scholar, and a communication designer with the goal of providing homes for refugees

in shared accommodations as an alternative to the government-provided refugee camps (organization's website). This venture's activities included reaching out to refugees and to people with spare rooms in their apartments or houses to provide the refugees accommodation. In delivering this service, the venture needed volunteers who were engaged in identifying, approaching, and acquiring potential sources of private accommodations; volunteers who were willing to connect refugees with accommodations; and financial donors who allowed the founding team to commit to the venture fully. Moreover, the founders ran several crowdfunding campaigns and applied for different funds, which provided the venture with financial donations to pay salaries for up to five of employees.

MigraNet was founded at the end of 2014 by an entrepreneur in the information technology sector to provide internet access in refugee accommodations to facilitate refugees' communication with their family members and friends. Moreover, through using the internet, the refugees would be able to self-manage important tasks online, such as their asylum-seeking process. Thus, the venture engaged in activities to acquire the necessary hardware to install the internet in different refugee accommodations and to eventually install the internet. The venture relied on up to 30 volunteers to install and maintain the internet in refugee camps. These volunteers were mainly people who were familiar with installing the necessary hardware for internet access. Thus, many of them were retired workers from information technology departments, or they had experience with hardware implementation. Moreover, the venture was dependent on financial donors who were willing to pay for the equipment. The venture attracted those financial donors by communicating their activities via media reports, social media postings, and word-of-mouth communication. The venture quickly attracted volunteers as well as financial donors, thus enabling the venture to grow rapidly.

ReFuCruit was initially formed in the summer of 2015 by a talent manager and two business administration students to connect refugees with corporate organizations and open up employment opportunities for refugees. On the one hand, the venture's activities included collecting information about the refugees' skills and documenting this information to provide it to corporations. On the other hand, the venture identified and approached potential corporations and delivered the refugee information to them. For these tasks, the venture not only depended on organizations willing to employ refugees but also on up to five employees willing to help the venture gather information and establish contact between the refugees and potential employers. The employees were often students who wanted to help refugees and were also looking for a side job to earn some money. A company that wanted to help refugees but could not provide resources other than money provided the salaries for the founding team and the employees. The companies that were willing to employ refugees came from different sectors, and the venture attracted them by contacting them personally, introducing the venture, and asking for support.

Helping Hand was created during the founder's gap year in 2015 (before that, he worked as a corporate responsibility project manager) when he began volunteering to help arriving refugees. Together with three other co-founders (a project manager, a controller, and a founder of another refugee association), he started to look for opportunities to help refugees, concentrating on finding something that no other organization already offered. After speaking to many different people in the area of refugee help, he started to think of an initiative to train volunteers who would prepare refugees for their official hearings at the Federal Office for Migration and Refugees—a service not yet offered. The venture is highly dependent on volunteers who are willing to prepare refugees for and accompany them to their hearings. The venture needed to train volunteers, which they achieved with the help of volunteering specialists (e.g., lawyers in the field of asylum law). They selected the volunteers carefully through an application process that required several preconditions (e.g., a certificate of good

conduct). The venture also secured several financial donations from private individuals and organizations to initially cover expenses and later to cover the salaries of a few employees to professionalize the workforce.

RefuJobs was founded at the end of 2015 by a student team that worked on a project to help arriving refugees. The student team was interdisciplinary and consisted of members of an entrepreneurship scholarship program. They started to develop a venture that places jobs for refugees. Their activities included attracting potential employers who would be willing to employ refugees, reaching out to refugees, and matching refugees with jobs that fit their skills and interests. In the beginning, they only had few resources. Thus, they relied on partners and applied for awards and funds. They also depended on potential employers who would be able and willing to employ refugees. To reach out to employers, they heavily relied on members of the scholarship program's network, who put them in contact with several corporations. The few volunteers the venture engaged were mainly students who helped out with short projects (e.g., setting up a business model, conducting market analysis on the requirements of potential employers, or helping with the algorithm for the online platform to match employers with employees [i.e., the refugees]). They also tried to collaborate with other refugee-helping ventures to benefit from synergy effects and increase their impact on alleviating refugees' suffering.

Be Mobile started at the end of 2014 as a project within a student organization that engage in social entrepreneurship projects—that is, they develop projects that will be passed on to someone outside the organization after the project-development phase. The project was initiated by one student who wanted to engage in helping refugees arriving in Germany. While he initially thought to offer language classes, the idea quickly changed after an early phase of testing and experimenting. Eventually, the venture's activities focused on offering workshops with refugees to maintain bikes so the refugees could rent the bikes for a small deposit and become mobile. The venturing team had no personal resources. Thus, they relied on external partners, volunteers, and donors to provide them with the necessary material to conduct the workshops. The volunteers were mostly students, and they took care of all tasks within the project (e.g., preparing and running the workshops, communicating with donors, and developing the project so an external partner could eventually take it over). Donors mainly comprised financial donors, who enabled the venture to buy the items needed to run the workshops, and people who donated necessary items, such as old bikes.

ComputAid started after the founders' initial experience with refugees in Turkey in 2014. While they engaged in helping refugees in Turkey who were making their way to central and western Europe, they realized the refugees' needed to get in contact with their home countries and needed access to the internet in general. Both founders had a lot of experience with hardware and software and saw that they could create value for refugees with relatively little effort. Once they returned home, they started venturing by collecting and maintaining laptops with a group of volunteers who took care of the laptop collection and maintenance. Eventually, they donated the laptops to refugees. The venture did not rely on corporate donors but rather tried to collect laptops from private donors. They did so by communicating via social media and their networks. The volunteers were people of every age and occupation who were either experienced in repairing laptops or willing to collect and deliver the laptops. The venture engaged up to 10 volunteers.

Kitchen Train was founded at the end of 2015 by a project manager who only recently moved to Germany as her husband changed jobs. She became a member of an organization that focuses on projects in the area of education, cross-cultural understanding, and gender equality. When she realized how much help the arriving refugees needed, she started to combine seeing

this need with her interest in founding her venture. After getting feedback on different ideas, she decided to develop a venture that focused on training refugees in the food service industry to foster the refugees' integration. The venturing activities included reaching out to refugees interested in receiving training in the food service industry, finding partners who would be willing to train the refugees, finding investors who would fund the initial trainings to get the first workshop started, and attracting volunteers who would help organize the efforts. She relied on only a few volunteers (up to four) who she got to know at different events organized to connect ventures engaging in helping refugees and through a network for people who recently moved to Germany. These volunteers mainly helped develop the concept, worked on the business model, contacted potential donors and external partners, and helped create the venture's crowdfunding and social media pages. The crowdfunding initiative was mainly aimed at funding the first workshops and all necessary marketing material. External partners were necessary to find people who could train the volunteers and provide locations where the workshops could take place.

Donor Link was formed in 2015 by a project manager who started donating items to refugees. However, he realized that he never knew what was currently needed. Thus, he researched whether a tool existed that connects potential donors with refugee accommodations to let donors know what was needed and what they could buy or give away. Additionally, the founder was interested in developing a web application. Thus, he realized there was an opportunity to develop an application that connects donors with organizations that provide refugee accommodations to optimize the donation process. The venturing activities included reaching out to a developer who could help create the application and reaching out to refugee accommodations/help organizations that were willing to use the application. He told a colleague who worked in information technology about his idea. The colleague was willing to help out with developing the application as he was (1) interested himself in helping arriving refugees and (2) motivated to develop the application. Developing the initial application did not take too much time, and the founder then presented the application to several help organizations, got feedback, and improved the application based on their needs. One more volunteer engaged to help develop the code for the application. Thus, the founder did not have to rely on any other volunteers or donors to realize the venture.

EmployMe was founded in 2015 by graduate students who were interested in founding a venture. Although highly compassionate about the refugee situation, the founders were mainly interested in experiencing the founding process and starting a successful venture. They saw the need to provide refugees with jobs so they could integrate into German society easily and quickly. In particular, they focused on the employee assignment for sustainable integration of refugees. Thus, the venture engaged in activities to attract corporate partners who were willing to employ refugees and activities to reach out to refugees. In the beginning, they also relied on external funding to start the venture and to pay salaries to the founding team. They also engaged a few volunteers and employees to help organize the process of matching jobs with refugees—that is, recruiting refugees, preparing them for potential jobs, employing them, mentoring the refugees, and caring about different integrational activities (e.g., support, qualification, and development as well as the refugees' subsequent employment and integration into German society).

5.6.2 Interview guideline—Wuerzburg attack

Semi-structured interviews, one interviewer, questions can be chosen selectively from different sections according to conversation's progress, interview is recorded

FIRST ROUND

- What was your initial reaction to that event?
- How does this attack impact your organization?
- What general effects does this attack have regarding the refugee situation in Germany?
- How does this affect your own motivation to further commit to your organization?
- How does this attack differ from the attacks in Paris and/or Cologne? Do they differ? Why?
- How, do you think, might this attack affect your work with the refugees?
- What would you do if this was one of the refugees that you are helping?
- As we know this person might not have been who he stated he was (Afghan or Pakistani background? etc.). What is your opinion on that?

Are there any stakeholders that were impacted? Who? → Follow-up

FOLLOW-UP

- Regarding our last talk, what has changed within your organization?
- How has your own motivation changed?
- How has the commitment of volunteers changed?
- How has the support of funders changed?
- How has the cooperation with the refugees changed?
- What has changed on the refugee side?

Is there something important missing that you want to add?

→ *Any questions, want to add anything? Thank you....end of interview.*

5.6.3 Interview guideline—Ansbach attack

Semi-structured interviews, one interviewer, questions can be chosen selectively from different sections according to conversation's progress, interview is recorded

FIRST ROUND

- What was your initial reaction to that event?
- How does this attack impact your organization?
- What general effects does this attack have regarding the refugee situation in Germany?
- How does this affect your own motivation to further commit to your organization?
- How does this attack differ from the attacks in Paris and/or Cologne? Do they differ? Why?
- How, do you think, might this attack affect your work with the refugees?
- What would you do if this was one of the refugees that you are helping?
- As we know this person might not have been who he stated he was (Afghan or Pakistani background? etc.). What is your opinion on that?

Are there any stakeholders that were impacted? Who? → Follow-up

FOLLOW-UP

- Regarding our last talk, what has changed within your organization? → org + yourself
- What actions do you take from this?
- How has your own motivation changed?
- How has the commitment of volunteers changed?
- How has the support of funders changed?
- How has the cooperation with the refugees changed?
- What has changed on the refugee side?

Is there something important missing that you want to add?

→ *Any questions, want to add anything? Thank you....end of interview.*

5.7 C—Organizing for hybridity: The role of self-interest motivations in social venture creation

5.7.1 Interview guideline

Semi-structured interviews, one interviewer, questions can be asked selectively from different sections depending on course of the interview, the interview will be recorded.

INTRODUCTORY QUESTIONS

- It would be great if you could just start with telling me a bit about yourself.
- Ok, let's turn to your startup, can you tell me a bit about what you do there?

THE IDEA

- How did you come up with the idea for this startup?
- Who had the idea and when?
- How do your current activities differ from the initial idea? Why?

THE VENTURE

- Can you please tell me a bit about your (social) business model?
- What were the most important milestones so far, and what do you think lies ahead?
- What was priority when thinking about potential ideas, the social or the financial aspect? Why?
- Did you have other ideas? Why did you not pursue those?
- What is special about your business model? How successful is it and how do you measure that?
- What were your biggest challenges? How unexpected were they? Why and what could you have done differently?
- What resources (financial or human) were necessary so far? Where did you get those, was it easy to get those? Why?
- What were your main risks so far? How did you overcome those?
- Which risk was the most difficult to overcome? Why?
- How much time and money do you invest in the startup? How much do others invest?
- How important are financial returns to you, and to the startup? How is it for other founders/investors/volunteers etc.? How does it relate to your social impact?
- Which skills and knowledge did you already have that is now useful to you? How is it with other founders/investors etc.? If you look back, what would have been useful (to have, to know etc.)
- Who are the people that were essential to realize the venture?

THE FOUNDER

- (Since) when did you think of founding your own startup?
- Why did you decide to start your own venture?
- Why a social venture?
- Why a venture and not a non-profit organization?
- What was essential for you in deciding to pursue this startup? → where there other ideas, other opportunities (jobs, startup ideas), that you did not pursue? Why (not)?

- Which of your skills contribute to the venture's success/would make it successful? What could be an obstacle to pursue the venture?
- How does it feel like being the founder of this venture? Why?
- Is it important for you to help others? Why?
- To what extent did you engage socially before this startup?
- What will you do once you're no longer involved in this startup? Why?
- If you could decide again, would you again pursue a social startup? Why (not)?
- How high is your own risk and how far would you go for this startup?

THE TEAM

- How did you find the venture founding team? Did you know each other before? How?
- Can you please explain each founder's role and how you decided on each founder's role?
- Can you please tell me a bit about the other founders' motivation for this startup?
- Is it easy to find new venture members? Why (not)?
- Does everyone get financial returns?
- What are the biggest challenges within the team?

THE FUTURE

- How long do you think the startup can/should/will exist?
 - Do you think the venture's goal could change? How?
 - What are your future plans for the venture?
 - What would have to happen that you leave the venture?
- ➔ *Do you have any remaining questions, is there anything we have not talked about yet but something you still want to add or talk about, something important that I might have missed? Thank you very much for your time and efforts!—end of the interview;*
- ➔ *make notes!!*