

UNIVERSITÀ CATTOLICA DEL SACRO CUORE  
MILANO

**PhD in Management and Innovation**

Cycle XXXII

SECS-P07

**UNPACKING SUSTAINABLE ENTREPRENEURSHIP:  
DEEPENING THE ROLE OF PASSION, BRICOLAGE  
AND AUTHENTICITY.**

Coordinatore: Ch.mo Prof. Anessi Pessina Eugenio

Supervisor: Ch.mo Prof. Pedrini Matteo

PhD Thesis of: Chiara De Bernardi

Student number: 4612253

Academic year: 2018/219



**PhD in Management and Innovation**

Cycle XXXII

SECS-P07

**UNPACKING SUSTAINABLE ENTREPRENEURSHIP:  
DEEPENING THE ROLE OF PASSION, BRICOLAGE  
AND AUTHENTICITY.**

Coordinator: Ch.mo Prof. Anessi Pessina Eugenio

Supervisor: Ch.mo Prof. Pedrini Matteo

PhD Thesis of: Chiara De Bernardi

Student number: 4612253

Academic year: 2018/2019

*The sun, with all those planets revolving around it and dependent on it,  
can still ripen a bunch of grapes as if it had nothing else in the universe to do.*

*(Galileo Galilei)*

### *Acknowledgements*

I have been very fortunate these past three years, and I most sincerely wish to thank all the people that are mentioned in this acknowledgement, who supported and encouraged me, and made my Ph.D. work a great deal more rewarding.

First of all, I must express my appreciation and gratitude to my supervisor, Dr. Matteo Pedrini. You have always patiently supported me and all my *beautiful* ideas. Your guidance and help have been invaluable. Thank you for your constant availability, your optimism and for believing in me from the beginning. Also, I would like to thank my co-authors Dr. Daniel Arenas Vives and Elena Rodríguez Blanco, who I have had the luck to work with during my visiting period at ESADE Business School. You were supportive and co-operative in all aspects.

I would also like to thank the Ph.D. students I met during this path, both in Italy and Spain. Sant Cugat's group and, above all, Victor and Pau, made me feel home and I couldn't have asked for more. However, above all, I must thank Alisa, a colleague but, especially, a friend. Thank you for guiding me from the beginning, for all your precious advices, for being enthusiastic and motivating, and for the valuable conversations we had. Thank you for being Italian somehow.

My gratitude extends to all the entrepreneurs I have interviewed. Thank you for the wine, thank you for the cake, thank you for the free tours. But, especially, thank you for sharing your passion and for let me understand that some people still believe in beauty.

My special thanks to Giorgio and Diego, who also made this possible. You were more than sympathetic, giving me the possibility to chase the Ph.D. and, in the meanwhile, keep on working at BeS. Thank you for the opportunity you gave me and the trust you had in me.

I wish to thank my whole family who assisted me during this path. My father, for teaching me what bricolage means; my mother, who let me think what really matters; Francesco, for always encouraging me in achieving *la bella vita*; and Matteo, for ..... sete?!

*Table of contents:*

INTRODUCTION.....	5
1. References.....	8
ENTREPRENEURIAL BEHAVIOUR: GETTING ECO-DRUNK FEELING ENVIRONMENTAL PASSION.....	11
1. Introduction.....	12
2. Literature review .....	14
3. Methodology.....	16
4. Results.....	24
5. Discussion.....	34
6. Conclusions and guiding questions.....	37
7. References.....	40
TRANSFORMING WATER INTO WINE: ENVIRONMENTAL BRICOLAGE FOR ENTREPRENEURS.....	46
1. Introduction.....	47
2. Literature review .....	48
3. Methods and data.....	50
4. Findings.....	54
5. Discussion.....	65
6. Conclusions.....	67
7. References.....	69
NAVIGATING MISSION DRIFT AND MISSION LOCK-IN IN SOCIAL ENTERPRISES: THE ROLE OF AUTHENTICITY.....	73
1. Introduction.....	74
2. Literature review .....	75
3. Methods.....	81
4. Findings.....	88
5. Discussion .....	97
6. Perspectives for future research.....	99
7. References.....	101
CONCLUSION.....	111
1. References.....	113

## INTRODUCTION

Sustainable development is perhaps the most prominent topic of our time (Shepherd and Patzelt, 2010) and challenge for businesses (Ploum et al., 2018). Today, we are facing both social issues, such as an ever-increasing population, and environmental issues, like climate change. We are thus suffering from ozone depletion, destruction of biodiversity, loss of living species, overpopulation, overtourism, and the need of individuals who are able to deal with these challenges through their entrepreneurial behaviour is more than urgent (Ploum et al., 2018). The serious consequences of environmental degradation have been pointed out for decades (Casaló and Escario, 2018), and the current situation requires us to recognize that resources, especially our natural ones, are finite (Korsgaard et al., 2016).

According to Dean and McMullen (2007), the role of entrepreneurship in resolving such environmental challenges is emerging as a subject of some debate. In the recent years, scholar have started to consider entrepreneurship as a solution, rather than a cause, of social and environmental issues. In my thesis, I have embraced this view, following the growing recognition that businesses need to more directly support, rather than undermine, the ecological and social processes on which society depends (Parrish, 2010). Thus, my aim, as a researcher, is here to hop on board the exploration of how entrepreneurship can usefully contribute to the goal of sustainable development.

Aligned with the call for more sustainable businesses, entrepreneurship research has experienced the birth of several subfields (Gast et al., 2017). Shepherd and Patzelt (2011) provide a definition of sustainable entrepreneurship – *entrepreneurship focused on the preservation of nature, life support, and community in the pursuit of perceived opportunities to bring into existence future products, processes, and services for gain, where gain is broadly constructed to include economic and non-economic gains to individuals, the economy, and society* – able to create value through positive externalities or a reduction of negative externalities. Different facets of sustainable entrepreneurial behaviours have been analysed in the recent years and thus became the dominant discourse within entrepreneurship research. Among others, social and environmental entrepreneurship appear to be the most cited and discussed. While social entrepreneurship encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner (Zahra et al., 2009), environmental

entrepreneurship focuses on preserving the natural environment including the earth, biodiversity, and ecosystems (Pastakia, 1998; Schaper, 2005; Shepherd and Patzelt 2011). Thus, sustainable entrepreneurship represents a prosperous context to advance research, both from a theoretical and practical point of view. In order to pursue the objective to extend knowledge about the drivers of sustainable entrepreneurship, trying to add to the understanding of individual psychological aspects, I have focused my research on three different perspectives of entrepreneurship.

First of all, I believed to approach the sustainable entrepreneurship context with an individual level of analysis was salient. Assuming the perspective of identity theory, being beliefs (Hiltin, 2003) and values (Stern, 2000) influencers of personal identity (Burke and Reitzes, 1981, 1991), and being passion studied as an antecedent of identity for fostering a certain behaviour (Vallerand et al., 2007), I have explored a specific type of passion – *environmental passion* – and its impacts on entrepreneurs' pro-environmental behaviour. With this study, using a psychological perspective, as suggested by Shepherd and Patzelt (2011) as a way to advance knowledge on sustainable entrepreneurship, I have both gained knowledge on the mechanisms that push people to invest time and energy in businesses that strongly stress environmental features, and I have clarified the nature and the relevance of environmental passion in the development of identity and environmental entrepreneurial behaviours.

In my second article, I focused on the specific role that environmental entrepreneurs have in the fight for reducing environmental degradation. As they recognize the importance of protecting natural resources (Casaló and Escario 2018), they are entrepreneurs who enact their values and beliefs to have an impact on environmental problems through their behaviour (O'Neil and Ucbasaran 2016). Since they are used to adapt their behaviour to overcome the scarcity of resources to preserve and save natural resources, I have argued that, dealing with natural resource constraints in a unique way, they acquire and combine resources through peculiar processes. In light of the theoretical approach of entrepreneurial bricolage, recognized as one of the “emerging theoretical perspectives” for entrepreneurship research (Eisenhardt et al., 2010), I have found the existence of a specific bricolage framework: environmental bricolage.

In my last project, I took a first step into the realm of social entrepreneurship. Adopting a more philosophical perspective, I have analysed the concept of authenticity and its role in social enterprises. Given its roots in ethical values (Mazutis and Slawinski, 2015), it is no surprise that, besides being a relevant construct in the fields of philosophy and

psychology, which have studied the concept of authenticity and its meaning and discrepancies, management scholars have become equally enamoured by the topic in recent years (Lehman et al., 2019). According to Leidtka (2008), the study of authenticity in management is relevant for its potentiality to bring new insights or powerful lens for management theorizing and practice – particularly at the intersection of discussions of ethics and management. Being social enterprises organizations able to better lend themselves to authenticity (Mazutis and Slawinski, 2015), I have explored the role of authenticity in helping to navigate the typical tensions of social enterprises – mission drift (Battilana et al., 2012) and mission lock-in (Staessens et al., 2018; Young et al., 2012). A longitudinal in-depth single case study was chosen to explore the social issue of overtourism in Barcelona. Authenticitys, a Spanish social enterprise, and its internal dynamics, were precious to bring new insights to emerge. Findings revealed that is the search for authenticity – in terms of authenticity as consistency, conformity, connection and experimenting – what makes a social enterprise navigate the tensions of mission drift and mission lock-in.

Thus, while the first and second papers have been developed in the wine industry, considered a green industry at the world level (Barbosa et al. 2018), the last one has been set on the tourism industry in the specific setting of Barcelona. Being the tourism context a still unexplored industry under an entrepreneurial perspective, I believe I have, at least partially, answered the call of Fu et al. (2019) of focusing on social entrepreneurship.

In the following chapters I present these three papers refining the general understanding of sustainable entrepreneurship's drivers, when engaging in behaviours aimed at resolving environmental degradation and achieving sustainable development. Main findings and contributions are outlined in each article, providing both theoretical and practical implications.



## 1. References

Barbosa, F. S., Scavarda, A. J., Sellitto, M. A., and Lopes Marques, D. I., 2018. Sustainability in the winemaking industry: An analysis of Southern Brazilian companies based on a literature review. *Journal of Cleaner Production*, 192: 80-87.

Battilana, J., Lee, M., Walker, J., & Dorsey, C. (2012). In search of the hybrid ideal. *Stanford Social Innovation Review*, 10(3), 51-55.

Burke, P.J., Reitzes, D.C., 1981. The link between identity and role performance. *Social Psychology Quarterly*, 44(2), 83-92.

Burke, P.J., Reitzes, D.C., 1991. An identity theory approach to commitment. *Social Psychology Quarterly*, 54(3), 239-251.

Casaló, L. V., and Escario, J. J., 2018. Heterogeneity in the association between environmental attitudes and pro-environmental behaviour: A multilevel regression approach. *Journal of Cleaner Production*, 175: 155-163.

Dean, T. J., and McMullen, J. S., 2007. Toward a theory of sustainable entrepreneurship: reducing environmental degradation through entrepreneurial action. *Journal of Business Venturing*, 22(1): 50-76.

Eisenhardt, K., Kotha, S., Meyer, A., and Rajagopalan, N., 2010. Technology entrepreneurship: Call for papers for a special issue. *Strategic Entrepreneurship Journal*. Available at <http://sej.strategicmanagement.net/>, accessed 15 March 2019.

Fu, H., Okumus F., Wu, K., and Köseoglu, M. A., 2019. The entrepreneurship research in hospitality and tourism. *International Journal of Hospitality Management*, 78: 1-12.

Gast, J., Gundolf, K., and Cesinger, B., 2017. Doing business in a green way: A systematic review of the ecological sustainability entrepreneurship literature and future research directions. *Journal of Cleaner Production*, 147: 44-56.

Hiltin, S., 2003. Value as the core of personal identity: drawing links between two theories of self. *Social Psychology Quarterly*, 66(2): 118-137.

Korsgaard, S., Anderson, A.R. and Gaddefors, J., 2016. Entrepreneurship as re-sourcing: Towards a new image of entrepreneurship in a time of financial, economic and socio-spatial crisis. *Journal of enterprising communities: people and places in the global economy [online]*, 10(2): 178-202.

Lehman, D. W., O'Connor, K., Kovács, B., & Newman, G. E. (2019). Authenticity. *Academy of Management Annals*, 13(1).

Leidtka, J. (2008). Strategy making and the search for authenticity. *Journal of Business Ethics*, 80(2), 237-248.

Mazutis, D. D. & Slawinski, N. (2015). Reconnecting business and society: Perceptions of authenticity in corporate social responsibility. *Journal of Business Ethics*, 131(1), 137-150.

O'Neil, I., and Ucbasaran. D., 2016. Balancing “what matters to me” with “what matters to them”: Exploring the legitimation process of environmental entrepreneurs. *Journal of Business Venturing*, 31(2): 133-152

Parrish, B. D., 2010. Sustainability-driven entrepreneurship: Principles of organization design. *Journal of Business Venturing*, 25: 510-523.

Pastakia. A., 1998. Grassroots ecopreneurs: change agents for a sustainable society. *Journal of Organizational Change Management*, 11(2): 157-173.

Ploum, L., Blok, V., Lans, T., and Omta. O., 2018. Exploring the relation between individual moral antecedents and entrepreneurial opportunity recognition for sustainable development. *Journal of Cleaner Production*, 172: 1582-1591.

Schaper, M. 2005. *Making Ecopreneurs: Developing sustainable entrepreneurship*. Bodmin, Cornwall, UK: MPG Books.

Shepherd, D. A., and Patzelt, H., 2011. The new field of sustainable entrepreneurship: studying entrepreneurial action linking “what is to be sustained” with “what is to be developed”. *Entrepreneurship Theory & Practice*, 35(1): 137-163.

Staessens, M., Kerstens, P. J., Bruneel, J., & Cherchye, L. (2018). Data envelopment analysis and social enterprises: analysing performance, strategic orientation and mission drift. *Journal of Business Ethics*, 1-17.

Stern, P.C., 2000. New environmental theories: toward a coherent theory of environmentally significant behaviour. *Journal of Social Issues*, 56(3): 407-424.

Vallerand, R. J., Salvy, S., Mageau, G. A., Elliot, A. J., Denis, P. L., Grouzet, F. M., Blanchard, C., 2007. On the role of passion in performance. *Journal of Personality*, 75(3): 505-534.

Young, D. R., Kerlin, J. A., Teasdale, S., & Soh, J. (2012). The dynamics and long-term stability of social enterprise. In J. Kickul & S. Bacq (Eds.), *Patterns in social entrepreneurship research* (pp. 217-242). Cheltenham: Edward Elgar.

Zahra, S. A., Gedajilovic, E., Neubaum, D. O., and Shumlan, J. M., 2009. A typology of social entrepreneurs: motives, search processes and ethical challenges. *Journal of Business Venturing*, 24 (5): 519-532.

# **ENTREPRENEURIAL BEHAVIOUR: GETTING ECO-DRUNK BY FEELING ENVIRONMENTAL PASSION<sup>1</sup>.**

## **ABSTRACT**

The antecedents of entrepreneurial behaviours with an orientation toward the natural environment are attracting academic interest. At this point, however, little is known about the relationship between environmental passion, environmental identity and environmental entrepreneurial behaviours. This paper is aimed to understanding how unique emotions that feed environmental passion impact on development of entrepreneurs' identities and behaviours. With this goal in mind, a qualitative inductive study of 22 entrepreneurs was conducted using the Italian wine industry as a research setting, and their histories were analysed. The findings suggest that environmental passion does affect entrepreneurial behaviours and that different levels of passion lead to different identities and behaviours. Thus, the results prove that entrepreneurial behaviours with an environmental orientation are passion- and identity-relevant. The interviews revealed that they do not make decisions in a calculating manner but rather apply criteria related to their passions and identities. The study results show that entrepreneurs that have an intense passion for the natural environment develop an environmental identity, which in turn leads to entrepreneurial behaviours with a stronger environmental orientation. These significant findings open interesting avenues for future research, such as the analysis of the studied relationships under a family business lens. The research also offers practical implications for helping managers develop an alternative perspective to that of traditional economy-oriented entrepreneurs.

## **KEYWORDS**

Environmental passion; environmental self-identity; environmental identity; pro-environmental entrepreneurial behaviour; wine industry.

---

<sup>1</sup> Status: Journal of Cleaner Production. Minor Revision – 4<sup>th</sup> round.

## **1. Introduction**

In recent years, a growing number of individuals have embedded an environmental perspective in their entrepreneurial actions (Gast et al., 2017). Given the resulting expansion of green firms, this emerging trend has drawn academic attention to the antecedents of entrepreneurial behaviours characterized by a strong environmental orientation. The trend has also made academics more aware of the role played by emotions for entrepreneurs whose behaviours have an environmental orientation (Afsar et al., 2016; Casalo and Escario, 2018; Ploum et al., 2018). Their results about the relation between emotion and environmental orientation call for establishing a deeper knowledge of the antecedents of entrepreneurial behaviours that have an environmental orientation. Taking the perspective of identity theory, earlier studies have largely recognized that beliefs (Hiltin, 2003) and values (Stern, 2000) influence behaviours by affecting personal identity. These beliefs and values have such an effect through their incorporation into the self of expectations and meanings related to the perception of the self as occupying a role (Burke and Reitzes, 1981, 1991). Among the various antecedents of identity development, some academics have focused on passion, trying to understand the relationship between a strong inclination toward an activity that individuals like and identities in entrepreneurship. While Vallerand and colleagues (Vallerand et al., 2003, 2007) proposed two types of passion (obsessive and harmonious) and studied how they come to be internalized in one's identity, Cardon et al. (2009) conceptualized the nature of entrepreneurial passion associated with salient entrepreneurial role identities. In addition, Murkiens et al. (2014) further explored the relationship between entrepreneurial passions and entrepreneurial identities. Aware of the importance of this passion-identity link, Cardon and Kirk (2015) also examined the role of entrepreneurial passion as a mediator of the relationship between self-efficacy and persistence.

Among the different kinds of constructs related to passion, an emerging one is the so-called environmental passion. This passion comprises the positive emotions, intense feelings and inspiration that prompt an individual to engage in pro-environmental behaviours (Fineman, 1996; Robertson and Barling, 2013). While the relation between environmental values and general environmental identity was pointed out by Gatersleben et al. (2012), Van der Werff et al. (2013) clarified the relationship between biospheric values and environmental self-identity and how they are related to environmental preferences, intentions and behaviours. A broad set of studies has been carried out on the relation between overall environmental orientation and environmental behaviours. Van

der Werff et al. (2014), explored when past pro-environmental actions lead to more environmentally friendly behaviours, hypothesizing that it depends on the extent to which initial actions are linked to people's environmental self-identity. In addition, Ratliff et al. (2017) found evidence that attitudes toward the prototypical environmentalist predict environmentally friendly behaviour. Further analyses have been carried out by Nejati et al. (2011), who examined the influence of attitude towards environment and subjective norms on the ecological purchase intentions of customers, by Stern et al. (1999), who worked on the case of environmentalism by developing a value-belief-norm theory to support social movement, by Blok et al. (2015), who identified the factors that could predict pro-environmental behaviour in the workplace, and by Morren and Grinstein (2016), who recognized that understanding how determinants of environmental behaviour vary across countries and national culture was an urgent, understudied need. Even if several constructs about environmental behaviour exist, the focus on environmental passion has been driven by its definition as a positive emotion that results in an individual wanting to engage in pro-environmental behaviours (Robertson and Barling, 2013), and by the grounded academic establishment of passion as antecedent of entrepreneurial behaviour.

Even if passion has been discussed to be a strong antecedent of behaviours, in the field of environmental entrepreneurship studies the research on the role of environmental passion is still underdeveloped. Being environmental entrepreneurship a tremendous opportunity to solve environmental issues (York and Venkataraman, 2010), the study and refinement of the concept of environmental passion are worth to be studied within this area. In fact, since meanings are often related to feelings (Gruber and MacMillan, 2017), unique emotions might be found in environmentally oriented entrepreneurial behaviours that enable a more comprehensive description of environmental passion. Recognizing the growing demand for a deeper understanding of entrepreneurship with an environmental orientation and the increasing role of personal passion in entrepreneurship, the present paper attempts to answer the following research question: How does environmental passion affect identity in environmental entrepreneurship?

Because the topic of this paper is nascent and poorly understood, the authors adopted an inductive reasoning methodology (Gioia et al. 2013) for their research. The study began with interviews of 22 entrepreneurs active in the Italian wine industry. The setting was chosen because Italy ranks first in wine quality worldwide (Fortis and Sartori, 2016), because the wine business is one where personal passions and feelings are more likely to

be transparently observable and because wine entrepreneurs may have intense environmentally-related feelings given their industry's worldwide recognition as a green industry (Barbosa et al., 2018).

The results of this study confirm that environmental entrepreneurs do not only make decisions in a calculating manner. Rather, they frequently make choices based on how well decisions match their identity (Fauchart and Gruber, 2011). While decisions are coherent with identity if that identity is central to the individuals, if individuals hold a hybrid identity, it may cause hesitancy when making decisions. The authors found evidence that environmental passion is a structured set of feelings that influences the entrepreneurs' decisions and, consequently, their identities. Furthermore, the authors gained knowledge on the mechanisms that push people to invest time and energy in businesses that strongly stress environmental features. They also clarified the nature, intensity and relevance of environmental passion in the development of identity and environmental entrepreneurial behaviours. Thus, the concept of environmental passion in the entrepreneurial realm has been validated, addressing the call by York and Venkataram (2010) for additional knowledge about entrepreneurs' role in the environmental realm. By applying an identity perspective, the authors found that behaviours are mainly driven by emotions and meanings that entrepreneurs associated with specific environmental activities. In addition, different behaviours may occur depending on the level of individual environmental passion. As such, this research may help entrepreneurs to regulate their passions and may provide insights for practices that nurture their passion for entrepreneurial effectiveness.

The remainder of the paper is organized as follows. In Section 2, "Literature Review," the relevant literature on passion is reviewed and identity theory extended into the realm of the natural environment. Section 3, "Methodology," outlines the nature of the research setting, details the research design and describes the approach to data analysis. In Section 4, "Results," the study findings and their significance are explained and the four key contributions of this research are elaborated. The paper concludes with a discussion (Section 5) of theoretical and practical implications of the results and several guiding questions for future research (Section 6).

## **2. Literature Review**

Entrepreneurship scholars are fascinated by the concept of passion, and several researchers have written on the pivotal role of different facets of passion (e.g., Baum and

Locke, 2004; Vallerand et al., 2007). In the entrepreneurial field, passion is considered to be an antecedent of entrepreneurs' personal inclinations to engage in behaviours that represent central features of their individual identities (Stryker and Burke, 2000). In this vein, passion is a predictor of entrepreneurial behaviour as it pushes entrepreneurs to recognize activity as important and to invest time and energy in this activity (Vallerand et al., 2007). In addition, entrepreneurs may vary greatly in terms of the intensity and focus of their passions (Breugst et al., 2012; Cardon et al., 2013). The concept of passion in entrepreneurship is a multi-dimensional construct. For instance, while Cardon et al. (2009) developed the concept of entrepreneurial passion and later refined it by analysing its sources (Cardon et al., 2017), Omorede (2014) examined the role of passion for a social cause in social entrepreneurship.

Identities are critical elements of personal behaviours because once identities are integrated into the self, once they become central, individuals are strongly motivated to act in a manner consistent with those identities (Burke and Reitzes, 1981). Relevant contributions to the literature have been made on the relationship between identity and entrepreneurial behaviour (Fauchart and Gruber, 2011; Sieger et al., 2016). Moreover, Gruber and MacMillan (2017) constructively adopted an identity theory perspective based on individuals' emotions and meanings, explaining why different entrepreneurs behave in different ways depending on which entrepreneurial behaviour they deem appropriate. In addition, according to identity theory, the self is composed of multifaceted identities that are organized hierarchically based on their centrality (Stryker and Burke, 2000). An identity becomes central when the individual places upon its high relative importance compared to the other identities (Murkiens et al., 2014). However, recent studies suggest that identities may co-exist and occur simultaneously and that individuals can thus combine elements of pure identities into a hybrid one (Fauchart and Gruber, 2011; Murnieks et al., 2014).

In earlier studies on general individual behaviours, identity has been considered in relation to environmental behaviour in terms of two types of emerging identities: environmental self-identity and environmental identity. The former refers to the extent to which someone sees himself or herself as a type of person who acts in an environmentally friendly way and is more action-related. The latter identity is conceptualised as a sense of connection to some part of the nonhuman world and a sense of belonging to nature (Brick et al., 2017; Van der Werff et al., 2013). Depending on which values and beliefs individuals find important and what type of people they want to be, environmental self-



identity prevails over the environmental identity or vice versa, thus becoming central to the individual. While Van der Werff et al. (2013) argue that environmental self-identity and environmental identity are not the same, they state that these identities may be related but they did not explore this analysis. This self-identity is a significant predictor of an individual's environmental behaviours (Whitmarsh and O'Neil, 2010).

While it is understood that passion plays a substantial role in entrepreneurship (Breugst et al., 2012; Cardon et al., 2005; Cardon et al., 2009; Chen et al., 2009; Thorgren and Wincent, 2013) and that environmental entrepreneurship is increasingly an important driver in the development of new firms, the role played by individual environmental passion in entrepreneurship is still under-investigated. Since a positive relationship exists between environmental passion and individual pro-environmental behaviours (Afsar et al., 2016), it is reasonable to predict that environmental passion is playing and will play the main role in environmental entrepreneurship. The aim of the research presented here is to explore the relationships between environmental passion and environmental identities and to integrate these two concepts into a model of entrepreneurial behaviours.

### **3. Methodology**

#### *3.1 Sample selection*

To address the relationship between environmental passion and identity in entrepreneurship, the authors conducted a qualitative field study. It fits with the nature of the research question (how) and with the early stage of theory development of the field (Gioia, Corley, & Hamilton, 2013). An inductive non-quantitative research strategy is suitable with both small business and entrepreneurship contexts, allows to learn directly from the field, and results in a deeper holistic understanding (Dana and Dana, 2005). Initially, the authors identified the wine industry as an appropriate setting to study environmental passion and identity. The industry is recognized globally as a green industry (Barbosa et al., 2018), is currently experiencing a gradual shift to more sustainable production practices (Villanueva-Rey et al., 2014), and numerous studies have emphasised the substantial role played by natural environment and contact between man and nature (Annunziata et al., 2018; Pullman et al., 2010; Santini et al., 2013; Szolnoki, 2013). Therefore, in the wine industry personal feelings on the natural environment are lived by entrepreneurs and are easily observable. In addition, the research field was narrowed to the Italian region of Piemonte for several reasons. First,

Italy is a leading country in world wine production and ranks first in the quality of wines produced (around 45 hl) and the number of wineries (384,000) (Fortis and Sartori, 2016). Second, the Italian wine industry enjoys an international reputation for its proactivity in addressing the growing concerns regarding pro-environmental business practices (Fortis and Sartori, 2016). Third, the Piemonte setting is experiencing a rise in new entrepreneurship as many young people are returning to the land there and finding professional opportunities in agriculture to build their future.

The authors employed a theoretical sampling: decisions regarding who to talk with were determined mainly by theoretical appropriateness and information-richness rather than representativeness (Eisenhardt and Graebner, 2007; Glaser and Strauss, 1967). Pursuing data relevant to the themes (Glaser and Strauss, 1967), after examining their websites, looking at sections which may let passion for nature shine through – e.g. the way wineries tell their stories, the way they describe their passion or history or ongoing projects, the choice of specific words they use – the authors initially chose informants who seem to care about green matters and to be passionate for the natural environment. In addition, once the authors identified the first set of informants (30% of the final sample), they used a snowball technique by asking at the end of interviews for recommendations as to who could best explicate the subjects of interests. The suggested entrepreneurs were recommended based both on the awareness that they have implemented a nature-oriented kind of business and on their enthusiasm to follow such view. The informants were in all cases the current entrepreneur at their winery. Some of them were founders, and others were second or third generations of the founding family who decided to carry on the wine activity.

Each of these entrepreneurs was contacted by phone or e-mail by the first author and asked about their availability to arrange an interview for talking about their feelings and their way of expressing their personality through entrepreneurial behaviour. This procedure involved an iterative process of simultaneously collecting information and analysing it which resulted in an evolving sample of informants and increasingly focused on data until further data collection and analysis yielded to theoretical saturation (Corley and Gioia, 2004; Glaser and Strauss, 1967; Strauss and Corbin, 1998). As Table 1 shows, the final sample comprises 22 entrepreneurs (59% male and 41% female) of various ages and backgrounds.

Table 1. Profiles of entrepreneurs.

Case	Gender	Age	Agriculture	Place of childhood	Educational background	Professional background	Foundation
#01	Male	33	Conventional	Rural	Enology	Farmer	2009
#02	Male	55	Conventional	Rural	Engineering	Mechanical Engineer	2008
#03	Male	57	Conventional	Rural	Chemistry/Enology	Entrepreneur (Chemical Industry)	1973
#04	Female	52	Conventional	Rural	Viticulture	Farmer	1958
#05	Male	31	Biodynamic	Urban	Law	Lawyer	2003
#06	Male	54	Organic	Rural	Agriculture	Farmer	1982
#07	Male	42	Biodynamic	Urban	Management	Business employee	2000
#08	Male	67	Organic	Rural	Agriculture	Farmer	1972
#09	Male	43	Biodynamic	Rural	Agriculture	Farmer	1885
#10	Female	36	Organic	Urban	Law	Notary	1980
#11	Female	34	Conventional and Organic	Rural	Economics	Accountant	1969
#12	Male	55	Organic	Rural	Agriculture	Farmer	1968
#13	Male	38	Organic	Urban	Management/Enology	Business consultant	1978
#14	Female	34	Organic	Urban	Oenology	Sommelier	2011
#15	Male	71	Organic	Rural	Technical studies	Farmer	1965
#16	Female	49	Organic	Rural	Economics	Business employee	1980
#17	Male	37	Organic	Urban	Oenology	Farmer	1902
#18	Male	49	Biodynamic	Rural	Management	Business employee	2010
#19	Female	46	Biodynamic	Urban	Oenology/Viticulture	Farmer	1968
#20	Female	32	Organic	Rural	Viticulture	Farmer	1975
#21	Female	46	Biodynamic	Rural	Agriculture	Farmer	1992
#22	Female	43	Biodynamic	Urban	Oenology	Farmer	1963

Following an inductive approach (Glaser and Strauss, 1967), the authors separated the selected entrepreneurs into three groups categorized according to their approach to wine production: 1) those who produce wine in a conventional manner, using chemical additives (fertilizers, pesticides, fungicides and herbicides) to speed up and control production; 2) those who had adopted an organic approach, making wine from grapes grown in accordance with organic farming principles, which typically exclude the use of chemical additives; and 3) those who had adopted a biodynamic method. This method is like organic methods but also employs soil supplements prepared according to Rudolf Steiner's formulas, which are designed to treat the earth as a living and receptive organism. The decision to explore distinct types of production was driven by the desire to capture all potential entrepreneurial passions underlying the entrepreneurial activity.

### *3.2 Data collection*

To address the research question, the authors adopted an inductive approach to data collection and analysis following the Gioia et al.'s methodology (2013). This approach is consistent with the purpose of theory generation, and it is particularly suitable to address questions requiring a detailed analysis of the phenomenon being studied (Kreiner et al., 2009). In addition, it is meant to systematize the thinking while providing the wherewithal to discover revelatory stuff and it may be the place to start for understanding the lived experiences of informants (Gehman et al., 2018). To avoid any perception bias, the first author of this study collected the data, which allowed the second author to maintain a valuable distance (Langley et al., 2013). Data from multiple sources were collected via semi-structured interviews, additional documents and non-participant observation to guarantee the reliability of results.

The first author conducted 22 semi-structured, in-person interviews performed with the promise of anonymity (Gioia et al., 2013). The interviews typically lasted 30 to 90 min and were conducted between July 2017 and the end of November 2017. They were carried out in Italian, the language of respondents, audio-recorded and transcribed verbatim. The initial interview protocol was mostly standardized across informants. The interviewer asked the subjects questions about their feelings about deciding to become entrepreneurs, the reasons behind their pro-environmental choices and their attachment to the natural environment. During the interviews, follow-up questions were asked which allowed for deep clarifications of responses. These additional questions were formulated using emerging terms from informants, which were stimulated through discussion to allow new

concepts and constructs to emerge. Accompanying each entrepreneur's interview were field notes that covered any additional non-recorded discussions, along with general observations and details about the entrepreneur's mood and emotional expressions. The authors also made in-person visits to the fields and companies where the entrepreneurs operated. During these visits, they shadowed the winemakers as they went about their activities, capturing observations relevant to the research questions and acquiring useful information about different entrepreneurial behaviours (e.g., the organic method versus the biodynamic method).

### *3.3 Data analysis*

The interviews were the main source of data for this study. The observations and secondary source data served as important sources for triangulation and supplementary materials (Corley and Gioia, 2004). In addition to the interviews, the authors collected archival materials and documents from sources such as company websites, blogs, videos and local news outlets (see Table 2).

Table 2. Data sources.

Case	Primary data (No. of pages)	Secondary data and related length (No. of pages/time)
#01	Interview (7); field notes (1)	Website
#02	Interview (10); field notes (2)	Website; Local press (1); Online press (8); blog (1)
#03	Interview (6); field notes (1)	Website
#04	Interview (6); field notes (1)	Website; Local press (6)
#05	Interview (19); field notes (3)	Website; Local press (4); Magazines (13); online interview (2)
#06	Interview (7); field notes (2)	Website
#07	Interview (6); field notes (2)	Website
#08	Interview (9); field notes (1)	Website; Blog (4)
#09	Interview (7); field notes (1)	Website; Magazine (11); press (8); blog (4); video (24')
#10	Interview (22); field notes (3)	Website; Local press (6)
#11	Interview (18); field notes (1)	Website
#12	Interview (8); field notes (1)	Website; Press (2)
#13	Interview (7); field notes (2)	Website; Book (26)
#14	Interview (8); field notes (1)	Website
#15	Interview (8); field notes (1)	Website
#16	Interview (7); field notes (1)	Website; Press (1)
#17	Interview (6); field notes (1)	Website; Videos (8')
#18	Interview (10); field notes (2)	Website; Press (3); Wine sample form example (3)
#19	Interview (8); field notes (1)	Website; Magazine (3); Press (5)
#20	Interview (6); field notes (1)	Website; Blog (8); Wine tasting
#21	Interview (7); field notes (1)	Website
#22	Interview (6); field notes (1)	Website

In order to ensure the trustworthiness of our data (Corley and Gioia, 2004), we meticulously managed our data, filing contact records, interview transcripts, field notes, and extra documentation we collected. The latter documentation not only provided a secondary data source but also proved helpful for understanding the trend of sustainable behaviours among winemakers, as well as their personal feelings about the natural environment.

Both authors began their data analysis following Gioia et al.'s methodology (2013). Specifically, they identified three key steps of inquiry that might help to generate novel conceptual insights on the relationship between environmental passion and entrepreneurial behaviours oriented toward the natural environment.

In the first step (the open coding) authors independently analysed and coded each interview, thus reducing the risk of personal bias. Each author read and listened to the interviews and created a dataset of codes using words or short phrases summarizing the meaning of different parts of the text (i.e., 'in-vivo' codes; cf. Gioia et al., 2013). Through several briefings, authors discussed the emerging patterns in the data, compared the themes across cases, and mutually solicited critical questions about the data collection and findings. In addition, in comparing their opinions and results, they went through field notes, websites and documentation to find support and the first degree of reliability of their insights. Following this procedure, the authors inductively developed 34 first-order codes while remaining faithful to the data (Gioia et al., 2013). Whenever possible, to code first-order concepts, they tried to adhere faithfully to informant terms with little attempts to distil categories. The next step involved the axial coding, a process that eventually reduces the germane categories to a more manageable number. The authors worked to establish similarities and to clarify and resolve any differences between the codes. This involved a back-and-forth process with constant conversations and coding comparisons between the authors to resolve problems of interpretation and coding inconsistency. This process produced a final list of 17 first-order codes.

In the third step of data analysis, the 17 elements were compared to existing theories and studies, asking whether the emerging themes suggested concepts that might help them describe and explain the phenomena they were observing (Gioia et al., 2013). A more deductive stage ensued whereby, through further exploration of the literature, the authors were better placed to cluster together with the first-order codes into second-order themes. Moreover, they focused on nascent concepts within the existing literature. These themes were categories that were combined with insights from the data and the literature to piece

together ‘What’s going on here?’ theoretically (Gioia et al., 2013). Through meetings and discussions, the authors combined the 17 codes into a final list of six second-order themes. The authors then focused on examining the relationships between second-order themes and on distilling them even further into aggregate dimensions. They concluded that they had three aggregate dimensions displaying entrepreneurial behaviours that depended on the intensity of environmental passion and its expression through three different feelings: eco-sober, eco-tipsy and eco-drunk. These aggregate dimensions were intentionally named using a wine-related terminology that could fit the idea of the emotions’ intensity. Thus, for example, the term eco-drunk means a positive awakening driven by a higher environmental passion. Table 3 illustrates the process of investigation and presents the first-order concepts that led to the categories’ formation. It also shows the three aggregate dimensions that emerged from the analysis.

*Table 3.* Data structure.

1st Order Concepts	2nd Order Themes	Aggregate Dimensions
Respect for (grand)parents' experience Memories of childhood Sense of belonging Uniqueness of the area	Heritage	
Employability of people Care about future generations	Sustainability	Eco-sober
Long-term economic perspective Non-financial choice	Making a living	
Health and safety of workers Personal health Organic as self-lifestyle	Healthy lifestyle	Eco-tipsy
Recognition of environmental problems Perception of ecological improvements Knowledge of environmental solutions	Environmental awareness	
Philosophy of life Harmony with nature Need for cultural change	Environmental faith	Eco-drunk



The final stage in the analysis was to work with the second-order themes and the aggregate dimensions and return to each case to establish a process model (Langley et al., 2013) capable of summarising how environmental passion affects entrepreneurial behaviours (see Figure 1).

#### **4. Results**

The findings of this study are presented in a structured manner according to the stages of entrepreneurial behaviours. To provide a clear understanding of the results, the authors have detailed representative quotations supporting each of their second-order categories and first-order themes (see Table 4).

Table 4. Data table.

2 <sup>nd</sup> Order Themes	1st Order Concepts	Representative Quotations	Case
Heritage	Respect for (grand)parents' experience	"These are memories that come from your childhood. And you respect them. But, above all, you respect your grandparents' long experience".	#06
	Memories of childhood	"When I was a child, I was used to going at least twice in these lands, for finding truffles, or wine, and friends [...] and I loved these journeys, I keep it in my heart [...]"- To me, this was a magic world, a magical journey. So, I have all these memories, which come with territory's knowledge".	#19
	Sense of belonging	"Since my grandparents already own a farm and produce wine, I decided to run it. Not only. I have always been passionate about our hills, about our wine, which, in the end, is our history, is where we have our roots. We belong to that".	#01
	Uniqueness of the area	"The ground is the most important part that turns wine into good wine. We have everything. A unique ground, and we must be able to promote it. People from all over the world envy it, Chinese for example [...] because wine is deeply tied to the territory where it is produced. They can copy the bottle's shape or our clothes, but the wine you produce here, is unique: you can't replicate it somewhere else".	#02
		"It is a great territory, with the perfect ground. Rocks are so particular, and the reason is that here, many years ago, there was a volcano. Year by year, due to movements of tectonic plates, this territory shews a unique ground's stratification, making this area unique".	#11
Sustainability	Employability of people	"As I was telling you before, I believe in these lands. In my opinion, it can give many opportunities. Here it is a small reality, but if you count all the hectares around, as was in the last century, well, it means to provide job to many people".	#02
	Care about future generations	"We look at our daughters, and perceiving their passion, we are stimulated to go forward [...]. They are both now in high school, but we are trying to transmit our experience, passion and values of sustainability, and we are happy to provide them with an honest job for their futures".	#04
		"To me, my job is respect for the natural environment. I really believe in it. Our way to cultivate comes from the awareness that agriculture is nutrition and that nutrition is fundamental. And agriculture is behind everything. I strongly believe in respecting the ground. You can't be invasive. Otherwise, you destroy the lands, as it is happening right now. We are growing in number, and lands are destroyed. A commitment to the earth is a commitment to the future".	#05

2 <sup>nd</sup> Order Themes	1st Order Concepts	Representative Quotations	Case
		"What most matters to me are to be a good example for future generations. I want to demonstrate you can do what you want. In a good way, granting high quality".	#07
Making a living	Long-term economic perspective	"I am still investing in it, but without making a profit from it. If you want to keep high quality, you must invest money".	#02
		"Emotional motivation is way stronger than the financial one. Otherwise, we should have stopped before. We have always reached a breakeven point, but without counting for structural investments, such as new machines and equipment, or new lands acquisition. It is a matter of investments".	#03
	Non-financial choice	"My choice was not an economic one. It is difficult to earn your living from agriculture. [...] In agriculture, you can't think in terms of costs, otherwise, it means you are working in an improper way".	#11
Healthy lifestyle	Health and safety of workers	"Above all, I am interested in the health and safety of my workers. I am at peace with myself when they go in the vineyards and they do not get intoxicated, or they don't come back home smelling bad, etc. I know what I am using, and walking around the wine yards, you can easily recognize and smell if it is an organic ground or it is not".	#13
		"A safe working natural environment, both for my personal and myself [...]. To me, their health is fundamental".	#20
	Personal health	"One day I was strolling around my vineyard, and I could feel the chemical smells in my nose and on my skin. And then I decided I must stop. Really. I began to understand that something should have been done. Something different, something without chemicals".	#17
		"Organic agriculture was a consequence of my allergy to chemicals. My father was used to use chemical products and I noticed that I could not stand them anymore. [...] it was a personal need, driven by the willingness to be healthy".	#21
	Organic as self-lifestyle	"At the beginning, my wife was really sceptical. But then, once she understood the big potentialities of biodynamic agriculture, she changed her mind, and now, she really believes in it. Just to let you better understand... every morning, she wakes up and prepares extracted juices for the whole family. Now, biodynamic, as homoeopathic, has become a lifestyle".	#18
Environmental awareness	Recognition of environmental problems	"In the last decades, people have followed the wrong strategies. Big chemical companies make a huge profit selling chemical components and convincing winemakers to focus on quantity, instead of quality. Wrong strategies plus new technologies: that was a disaster. For instance, before, the compost was handled in the correct way, and the ground was full of microorganisms. Then, we have started to use chemical fertilizers and pesticides, and guess what we did? A mess! We saw vineyard were suffering climate changes or drought, and this is because there is not balance on the ground, biodiversity. With organic methods, everything gets better".	#12

2 <sup>nd</sup> Order Themes	1st Order Concepts	Representative Quotations	Case
		"When chemicals arrived, this allowed walking away from real knowledge about agriculture, forgetting everything that mattered. And it came with many environmental problems such as pollution and intensive exploitation of grounds and vineyards. The production was artificial, not natural as it should have been".	#16
	Perception of ecological improvements	"I began a "knowledge path" through organic methods. I have studied. But it let me see something I never dreamed possible. But this was possible only because I have studied, with a deep knowledge of it. When you see certain things, it's impossible to go back to previous practices".	#15
		"I have started to use organic agriculture and I have noticed how everything has changed. It let you see the vineyards under a different lens. Not only. You also see life differently".	#17
	Knowledge of environmental solutions	"Biodynamic implies a knowledge of the moon and the planet because they have an influence on agriculture. You used to follow a specific timing depending on which activities have to be done. Specific biodynamic sowing and planting calendar exists, and, based on that, we decide when to do specific activities such as sowing, weeding and harvesting, depending on what we want from our glass of wine. We intend to engage non-physical beings and elemental forces. This has not been scientifically proven, but many people have dedicated their entire life to studying these methods".	#18
Environmental faith	Philosophy of life	"Organic and biodynamic are very different. The biodynamic world is very spiritual. It is a philosophy, a credo. You must believe in and, if you do, you see uncommon things, you notice the difference with organic methods. But, first of all, it is a credo. And I strongly believe in it".	#07
		"Philosophy? Yes, definitely. Organic looks only at the roots of the vine. Biodynamic is more complex. There is the whole universe, and everything has a role: the earth, the moon, etc. [...] There is poetry in biodynamic. It is something you must believe in. I don't, you can't do it. It is a philosophy you should commit to".	#21
	Harmony with nature	"Our farm was already self-sustaining. It was an organism which survives by itself. [...] What is needed, is produced within the farm. But, you know, this is the real biodynamic philosophy. Today, many talk about biodynamic, but the real philosophy, the Steiner's philosophy, implies a self-sustaining system. You should produce your own manure and animal feed, the compost and all you need to be biodynamic. That's the only way to create something positive on the ground, something alive. Everything is in harmony".	#09
	Need for cultural change	"Personally speaking, I really believe in biodynamic agriculture. But, in my opinion, this is a transition. It is a natural transition that comes with a strong cultural change. And people should begin to accept it, and that's not easy. We have the idea to move to biodynamic methods, but it's a step process. Biodynamic is a cultural change, a change in people mentality".	#13

Drawing from previous literature on identity theory, they developed a model to better understand the impacts of environmental passion on pro-environmental entrepreneurial behaviours (Figure 1).

Figure 1. Impact's model of environmental passion on entrepreneurial behaviours.

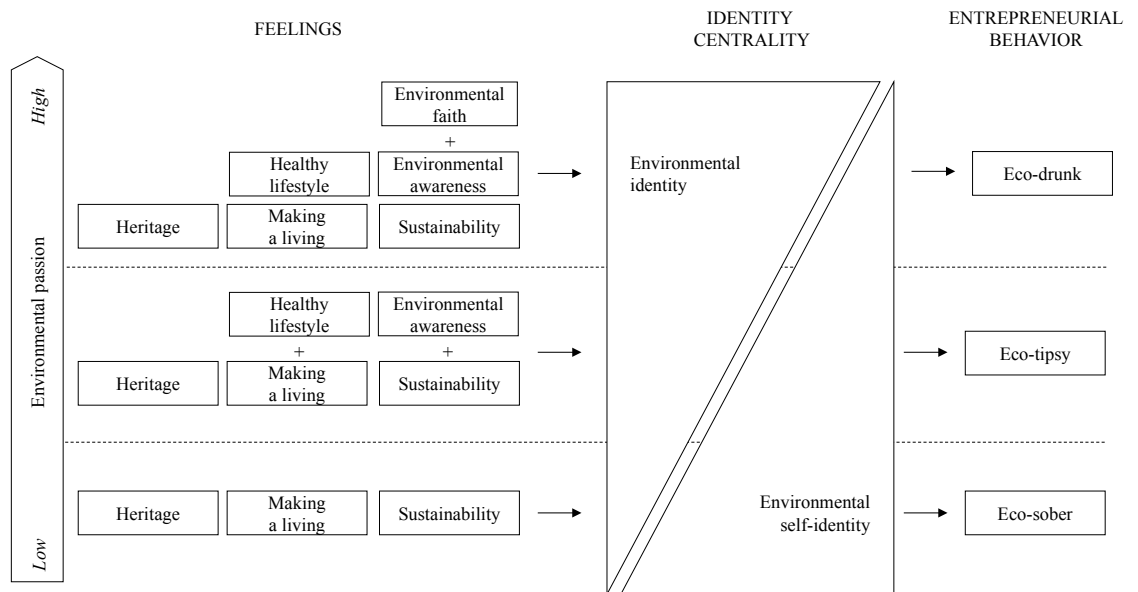


Figure 1 depicts how entrepreneurial behaviours are shaped first by environmental passion and second by identity. According to the interviewed entrepreneurs, six feelings characterised their environmental passion: heritage, sustainability, making a living, healthy lifestyle, environmental awareness and environmental faith. A detailed description of these feelings is provided below. First, however, attention should be placed on two main considerations.

The model is composed of three dimensions. Consistent with identity theory and the literature on passion and its nature as the antecedent of identity (Stryker and Burke, 2000; Vallerand et al., 2007), the left-most box in Figure 1 is linked with the middle one, meaning that environmental passion triggers environmental self-identity and environmental identity. When an identity is activated and becomes central to the entrepreneur, a specific entrepreneurial behaviour occurs – eco-sober, eco-tipsy, eco-drunk – since entrepreneurs engage in behaviours that represent the central features of

their identity.

In the model, environmental passion, identity and pro-environmental entrepreneurial behaviours are dynamic elements. The authors have described how environmental passion is a set of feelings, but its intensity is what determines how many and which of these feelings are experienced by the entrepreneur. Similarly, identity is split into environmental self-identity – when the entrepreneur sees himself or herself as someone who acts pro-environmentally (Van der Werff et al., 2013) – and environmental identity – when the entrepreneur perceives himself or herself as part of the natural world (Brick et al., 2017). Since environmental passion and identity show degrees of intensity, entrepreneurial behaviours inevitably occur through growing attention to the natural environment. They evolve from an eco-sober to an eco-tipsy and from an eco-tipsy to an eco-drunk entrepreneurial behaviour.

In the first stage, for instance, environmental passion is at its lowest level. It consists of heritage, sustainability and making a living. Passion leads the entrepreneur to define himself or herself as someone who behaves pro-environmentally but not to conceive of himself or herself as a natural element. He or she thus develops an environmental self-identity. Passion and this identity let the entrepreneur engage in eco-sober entrepreneurial behaviour. In the same way, environmental passion affects identity and behaviour in the two next stages, depending on its intensity and its inclusion of more feelings, which gradually moves the entrepreneur toward an environmental identity and engagement in eco-tipsy or eco-drunk behaviours. Thus, while the second stage of environmental passion is characterized by heritage, making a living, sustainability, healthy lifestyle and environmental awareness, the third one occurs through a combination of these first five, plus environmental faith. The three behaviours are described in more detail below.

#### *4.1 Eco-sober entrepreneurial behaviour*

Eco-sober is the first entrepreneurial behaviour. It characterises entrepreneurs who believe in their contribution to environmental solutions and in entrepreneurial behaviours for tackling green issues such as environmental degradation. Their concern for the planet is expressed by their environmental passion, which becomes central for their identity. According to what the entrepreneurs said, their actions reflect their environmental self-identity as they practice entrepreneurial behaviours with an environmental orientation and perceive themselves as people who act pro-environmentally, believing in the power of their actions to sustain the natural environment:

*Our agriculture is not invasive. We also try to practice green agriculture within our family. With our behaviour, we seek to protect the natural environment, and the idea that we do not damage the natural environment is satisfying. The good thing is that you complete a day and you do not feel guilty because you have not ruined the planet. (Interviewee 18)*

Environmental passion is the antecedent of their entrepreneurial behaviours, and its intensity is created by the first four main feelings – some of them typical of traditional entrepreneurs and others more context-specific. These feelings are described below.

*4.1.1 Heritage.* Heritage refers to memories and knowledge that come from parents and grandparents, as illustrated by a local press article about interviewee 2's business:

*Passion is probably handed out through the DNA. Since I was a kid I was following my dad into the vineyard, learning with constant curiosity the pruning techniques and the long, periodic activities which let me reap the benefits of his work. I remember my curiosity to taste that red liquid was finally satisfied when I was 4 years old. (Local press)*

Entrepreneurs remember their childhood in the vineyard and what they have learned, and these memories create a strong feeling of attachment to their own territory and natural environment. Most of the entrepreneurs showed a strong level of heritage. One of them expressed this feeling with respect to his grandparents' experience:

*Thanks to the elders that passed down the values and secrets of our lands, some people of my generation had the chance to stay here. We strongly respect them and their knowledge. (Interviewee 20)*

*4.1.2 Sustainability.* Winemakers strongly care about future generations. For instance, they believe in the strength of their lands to provide jobs for local people and so develop the local economy. During their job experience, they have developed a robust inner personal feeling of caring about the natural environment and, consequently, about future generations (Brundtland Report, 1987), providing them with healthy lands and green,

sustainable job opportunities. One entrepreneur who sought sustainability stated that

*I can't stand the idea of exploiting a resource that we have inherited. We are extremely lucky for that. I would like to take care of our planet, to be able to keep something for future generations. (Interviewee 18)*

*4.1.3 Making a living.* The winemakers spoke very little about being profit-driven and more about just wanting to earn a living or cover their costs (Kirkwood and Walton, 2010). Investments were mandatory, and none of the interviewees mentioned a desire to make, at least from a short-term perspective, a personal profit. Some of them were definitely “not profit-driven”, underlining that they prioritised other feelings such as taking care of the natural environment. Overall, they showed emotional motivations. In other words, the choice to undertake these ventures was not driven by economic reasons, as expressed by these statements from entrepreneurs:

*In the end, it was a choice. And it's here that my values came in, because I had to choose between my job and this farm, and I opted for the second one. This was a choice between values and beliefs and money. I decided not to take the easiest path. (Interviewee 10)*

*Sustainability is not a dress that makes you look more attractive. There must be a soul, a beating heart. You must believe in it even if, often, it means to make choices that apparently, in the immediate profit logic, seem uneconomical. (Blog – interviewee 20)*

#### *4.2 Eco-tipsy entrepreneurial behaviour*

The second stage of environmental passion implies eco-tipsy behaviour. This is a sequential step, meaning that the feelings associated with eco-tipsy behaviour are an addition to the ones characterising eco-sober behaviour. A strong level of environmental passion leads to an identity that falls somewhere between environmental self-identity and environmental identity, as the entrepreneurs care about maintaining and improving the natural environment while conceiving of themselves as being part of something bigger. Since both environmental self-identity and environmental identity are central to these entrepreneurs, their identity seems to be hybrid instead of pure, causing hesitancy when



making business-related decisions. At this point, two dimensions should be added to the previous feelings that shape environmental passion.

*Healthy lifestyle.* This refers to the search for personal or familial well-being. A healthy lifestyle also includes consuming healthy food and wine. It is a real way of life for the people who engage in it. They prefer sustainable production that tends to eliminate chemical components, as it makes the ground they step on and the air they breathe a bit more natural. For example, some of the winemakers have moved from conventional practices to organic methods in pursuit of health and safety for themselves, their family or their workers:

*We gave more value to our health, and this is why we began to opt for an organic production [...]. First of all, what matters to us is to feel good. We are maybe a little selfish, but who knows[...]. (Interviewee 6)*

*Environmental awareness.* Environmental awareness refers to the amount of an individual's environmental knowledge, to his or her ability to bring about positive change in the natural environment by changing his or her pro-environmental behaviours and to the recognition of environmental problems and their causes (Afasr et al., 2016; Madsen and Ulhøi, 2001). Entrepreneurs recognise current environmental issues, and they are aware that the environmental condition is changing. One of the entrepreneurs confirmed that climate change has had an impact on his vineyard:

*I became aware that the hole in the ozone layer really exists and has effects. It does not only mean you have to use sun cream but now the sun is strong enough to burn the grapes. Or, to provide you with another example, boars have arrived in our area, and they are a problem for the vineyards. Something is changing, and we should be aware of that. (Interviewee 10)*

#### 4.3 *Eco-drunk entrepreneurial behaviour*

The last stage of environmental passion's development applies to entrepreneurs who exhibit eco-drunk behaviour. While eco-sober or eco-tipsy behaviours were adopted by entrepreneurs who produce wine in a conventional or an organic way, in the research, only biodynamic winemakers appeared to be committed to the eco-drunk behaviour

because of their specific agricultural production. Biodynamic agriculture is a form of alternative agriculture that is like organic farming but includes various esoteric concepts drawn from the ideas of Rudolf Steiner. Steiner argues that everything is interconnected and that farmers are characterised by their spiritual or mystical perspectives. The eco-drunk entrepreneurs told the interviewer that they perceived themselves as being part of nature, that they felt a deep connection with nature that influenced how they acted toward the natural environment, as this example illustrates:

*We are humans because a mineral let the plant follow its evolution process [...] and so on. Humans are nature itself, its evolutionary history. Nature is not something “bucolic” where you stay out there, and you do not kill insects, but it is more complete. I do not perceive the man in nature, but the man as nature. (Interviewee 19)*

These entrepreneurs often wonder about humans’ proper role on earth, and they strongly identify with nature and the natural environment, as described below:

*There are capable farmers, able to bring out the best in their vineyards, to interpret and describe a territory through their wines; but there are others – sometimes less capable, but that’s not the point – that go beyond, identifying themselves with the land to become its paradigm. [...] Here, the vineyard is passion without compromises, especially when you do everything by yourself. To be a winemaker here, you must really believe it. [...] In his history there is nothing extraordinary, but authenticity. Even the biodynamic choice has been naturally made: after all, is there any other possible way to work the land? (Press – interviewee 18).*

Sometimes, the eco-drunk entrepreneurs are even defined as wizards because they use practices that deeply follow natural laws and lunar and astrological cycles – for example, in the making of biodynamic preparations. One of these is horn-manure preparation. This is made from cow manure that is fermented in a cow horn buried in the soil for six months through autumn and winter. It is then used as a soil spray to stimulate root growth and humus formation. Another example is the horn-silica preparation, which is made by packing powdered quartz inside a cow horn and burying the horn in the soil for six months

through spring and summer. The resulting preparation is then applied as a foliar spray to regulate growth.

*Environmental faith.* This term refers to a credo within an eco-centric philosophy that there is only one acceptable way of behaving. Entrepreneurs with environmental faith see themselves as part of nature. Consequently, they believe in the power of living in harmony with nature and its biodiversity. Biodynamic agriculture is a philosophy, and environmental faith allows winemakers to embrace it. The entrepreneurs who use, or want to begin using, this type of agriculture confirmed the power of this feeling:

*Biodynamic moves away from organic because it is something more philosophical – it is a credo. It is the willingness to understand some wizard doctrines. But it is so intriguing that we had to start experiencing it. (Interviewee 6)*

*Biodynamic? Not yet. It is really intriguing for us, but I still miss the “faith part”. I am not there yet. You must believe in it – it’s like a credo. For instance, I believe in universal laws and in the power of nature, but this, in my opinion, is a stronger faith. (Interviewee 14)*

## **5. Discussion**

This study moves forward the understanding of passion in entrepreneurship, improving on the research practice of informed scholars (Whetten, 1990) by developing a model that explains the feelings that built the study participants’ environmental passion and how various levels of environmental passion led to different identities and entrepreneurial behaviours.

The findings advance and disassemble the concept of environmental passion (Robertson and Barling, 2013). The authors observed that in the entrepreneurial field with an environmental orientation, environmental passion is a set of specific feelings. They found that some of these feelings are new and context-specific, namely heritage, healthy lifestyle and environmental faith, while others already exist in the current literature, namely sustainability (Brundtland Report, 1987), making a living (Kirkwood and Walton, 2010) and environmental awareness (Afsar et al., 2016; Madsen and Ulhøi, 2001). Heritage not only refers to tradition but to a mix of feelings related to the entrepreneurs’ homeland. Specifically, it is respect for parents and grandparents’ experiences that allows

entrepreneurs to generate country memories and to learn the tricks of the trade. It denotes a deep sense of belonging. Moreover, environmentally oriented people are driven by heritage to promote ecological practices for themselves and for nature. Hence, healthy lifestyle refers to their inclination to favour personal, familiar and social health over, for instance, producing an extra bottle of wine and to be organically oriented. In conclusion, environmental faith is the feeling able to turn an eco-tipsy behaviour into an eco-drunk one by absorbing the biodynamic philosophy as a credo for life. The research underlines the relevance that a single feeling may hold for passion, and consequently entrepreneurial behaviours. Thus, the findings suggest that entrepreneurial behaviours are passion-relevant in addition being to identity-relevant.

The authors support the relevance of environmental passion in the entrepreneurial realm. They showed that it is not just a spark that ignites entrepreneurial behaviours but also a perennial and necessary source of energy that can sustain and fuel entrepreneurs in their journeys (Mueller et al., 2017). If passion is the starter of sustainable entrepreneurial behaviour, or a factor of persistence, or even a factor of excelling, is not clear yet but definitely worth to be investigated. The number of studies on the role of entrepreneurship in solving environmental issues is growing (Cohen and Winn, 2007; Dean and McMullen, 2007). While earlier research already suggests that passion may be a critical ingredient in the entrepreneurial realm (Breugst et al., 2012; Chen et al., 2009; Thorgren and Wincent, 2013) the findings of this study provide an analysis of passion's environmental side. The results point out that environmental passion is a driver of entrepreneurial behaviours and that its intensity leads to diverse levels of entrepreneurial behaviours. Thus, environmental passion not only has a role as an antecedent of entrepreneurial behaviour but also holds different intensities. The more intense the environmental passion, the more the environmental identity is central to the entrepreneur and the more his or her entrepreneurial behaviours will be environmentally oriented. Finding that, in the environmental realm, the intensity and foci of entrepreneurs' passion may vary greatly (Breugst et al., 2012; Cardon et al., 2013), the authors have advanced the understanding of environmental passion, a passion that emerges with different identities depending on the strength of the feelings that motivate entrepreneurs to devote time and energy to their activities.

Furthermore, the study contributes to the literature of identity, providing original and useful insights (Corley and Gioia, 2011). Mainly, the authors have learned that even if identity centrality often occurs because an individual places importance upon a focal

identity compared to others (Murnieks et al., 2014), environmental identity and environmental self-identity can co-exist, creating an entrepreneurial behaviour that stands between extremes. Besides confirming existing studies that pointed out that identities are organized hierarchically such that an identity placed higher is more central to the individual (Cardon et al., 2009; Stryker and Burke, 2000), the authors also have provided insights into the relevance of the co-existence – centrality – of identities, showing how, in the studied setting, this co-existence may occur. Specifically, they argue that they have significantly contributed to the call by Sieger et al. (2016) for research that examines “hybrid identities” that occurs when beliefs’ and motivations’ indecision causes inner turmoil when making decisions and behaving (Fauchart and Gruber, 2011). Eco-tipsy entrepreneurs reflect a hybrid identity. Their level of environmental passion leads to an identity that swings between the two pure identities (environmental self-identity and environmental identity) as they care about maintaining and improving the natural environment while just starting to conceive of themselves as part of something bigger. In this state, they have not reached the highest level of environmental passion that could lead them to behave and make decisions based on their environmental identity only. These findings explain why entrepreneurs with different types of identities – and especially different intensities of these identities – make behavioural decisions that stretch from “simply” tackling environmental degradation to embracing environmental laws as a way of living and behaving.

Moreover, aligned with the recommendation by Ploum et al. (2018) about the need for individuals aimed at contributing to changes toward sustainability, this research may have practical implications for helping managers embrace knowledge about entrepreneurial behaviours with an environmental orientation, thus contributing to changing the dominant narration towards more environmental-values embracing. The study adds to the weakening of traditional narrow views on business, being predominantly profit-driven activity, explains why entrepreneurs choose to pursue behaviours and actions, and provides novel insights into the differences among environmentally-oriented entrepreneurs.

In addition, mentors and educators might inspire future entrepreneurs to explore their identities and passions. They can encourage them to embrace those passions and identities that are salient and central to them and their relationship with the natural environment to pursue business ideas that align with their feelings. Given the increasing attention on business models and sustainability (Schaltegger et al., 2016; Stubbs and Cocklin, 2008;

Varadarajan, 2017), not only managers and entrepreneurs but especially millennials, may rely on their environmental passion to develop new and nature-oriented business models. Furthermore, interactions between individuals and groups inside and outside companies may help in fashioning new business models for sustainability (Roome and Louche, 2015), and new structures of sharing environmental passion may strengthen interactions which, in turn, may lead to innovative practices.

According to the stories of some informants, the intensity of their passion has grown year by year, doing their job and both recognizing and embracing their feelings. Some entrepreneurs have moved from traditional production to a biodynamic one, after having perceived and accepting the growing – and sometimes, unexpected – level of attachment they had to nature, soil and grapes. Their passion has increased and let them move to a greener way of working. Thus, constant experience and personal contact with natural aspects may increase the intensity of environmental passion.

## **6. Conclusions and guiding questions**

Current research has only begun to identify the channels through which passion influences specific behaviours (Mueller et al., 2017). Consistent with the research setting, the authors studied how environmental passion impacts entrepreneurial behaviours, positing that three levels of passion lead to three different entrepreneurial behaviours. Therefore, after providing a preliminary link between the two concepts and the literature, they present here several guiding questions for future research, using the study's limitations as a starting point.

First, after carrying out this research in the specific setting of the Italian wine industry, they are aware that the cultural context where entrepreneurs not only operate but have grown up may have a role in their passion development. Moreover, the experience of specific feelings may come from a specific country's culture, as some countries are more environmentally oriented than others. Hence, the authors propose a cross-country study as future research to provide interesting insights on the passion-identity-behaviour relationship and on how individuals understand the environmental dimensions of their lives: *“How do cultural influences shape passion and environmental identities of entrepreneurs?”*.

Second, the authors did not use the dualistic model of passion that Vallerand (2015) proposes, which distinguishes between harmonious and obsessive passion. Harmonious passion results from an autonomous internalisation of the activity into the individual's

identity, whereas obsessive passion arises from a controlled internalisation of the activity into the individual's identity. This leads to a second set of guiding questions: *“Is environmental passion a harmonious passion? May it turn into an obsessive one?”* Obsessive passion may lead to obsessive behaviour, which may occur even if certain feelings of passion are more intense than others. In this research setting, environmental faith was the passion more inclined to generate bizarre agricultural practices and farming techniques. This cannot surely be described as obsessive entrepreneurial behaviour, but, the authors argue, it may evolve and turn into a real obsession for nature.

Moreover, future research is necessary to extend the knowledge of entrepreneurs' hybrid identity centrality. As the findings suggest, eco-tipsy entrepreneurs behave according to a hybrid identity that occurs when both environmental self-identity and environmental identity become central for them. Future research avenues may address the following questions: *“Does one of the two identities prevail and become central? How and when does it happen?”* Entrepreneurial strategic decisions are made that combine the meanings of two identities (Fauchart and Gruber, 2011), and an understanding of the dynamics of these identities may reveal valuable insights.

Furthermore, the data used in this study do not capture longitudinal interviews and observations, which would help researchers understand several aspects of passion and identity. Hence, future studies should investigate the enduring nature of environmental passion as it relates to identities' longevity. This is based on Burke and Reitzes (1981), who state that identities place people in social categories that they are then motivated to maintain and confirm. Moreover, the authors suggest examining identities in relation to entrepreneurial behaviour with a long-term perspective, aligning with the call for future research of York et al. (2016). The latter argue that the literature on identity and entrepreneurship should not only ask how identity influences entrepreneurial action but also how identity is changed through entrepreneurship. Hence, an additional question captures these insights: *“How does the impact of environmental passion on identity and behaviours change over time?”* Furthermore, this research setting is suited for in-depth biographical research on entrepreneurs. As Fauchart and Gruber (2011) noted, this kind of analysis may be helpful in clarifying the causal relationship between passion, identity and behaviour. A biographical study may let answers emerge to these questions: *“How is environmental passion and, consequently, environmental identity, initially developed?”* or *“Have entrepreneurs experienced a specific epiphany that triggered their environmental passion?”*

Finally, the high percentage (80%) of wine family firms in the sample confirm that family businesses have a crucial role in the wine sector (Köhr et al., 2016). Since biodynamic methods are often introduced by the new generation, it makes the analysis of founder entrepreneurs' and second-generation entrepreneurs' identity a valuable area of analysis. "*How does the divergence of their identity affect firm management?*" is a question worthy of being addressed. In addition, while on one side first and second generations may differ in their environmental passion, on the other side, family members, due to strong networks, may be "infected" with one's passion. It makes this kind of business a challenging context to further explore environmental passion.

By studying environmental passion, identity and entrepreneurial behaviour, and finding that passion is made up of unique feelings, the authors have provided a basis for expanding the development of these fields. They expect that scholars from different theoretical perspectives will make valuable contributions and advance this knowledge by sharing their different backgrounds and interests. They hope that readers find their research questions fascinating and decide to analyse them via different lenses, both as a set of analyses and as a research method.



## 7. References

- Afsar, B., Badir, Y., Safdar Kiani, U., 2016. Linking spiritual leadership and employee pro-environmental behaviour: the influence of workplace spirituality, intrinsic motivation, and environmental passion. *J. Environ. Psychol.* 45, 79-88.
- Annunziata, E., Pucci, T., Frey, M., Zanni, L., 2018. The role of organizational capabilities in attaining corporate sustainability practices and economic performance: Evidence from Italian wine industry. *J. Clean. Prod.* 171, 1300-1311.
- Barbosa, F.S., Scavarda, A.J., Sellitto, M.A., Lopes Marques, D.I., 2018. Sustainability in the winemaking industry: An analysis of Southern Brazilian companies based on a literature review. *J. Clean. Prod.* 192, 80-87.
- Baum, J.R., Locke, E.A., 2004. The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth. *J. Appl. Psychol.* 89 (4), 587-598.
- Blok, V., Wesselink, R., Studynka, O., Kemp, R., 2015. Encouraging sustainability in the workplace: a survey on the pro-environmental behaviour of university employees. *J. Clean. Prod.* 106, 55-67.
- Breugst, N., Domurath, A., Patzelt, H., Perry, A., Klaukien., 2012. Perceptions of entrepreneurial passion and employees' commitment to entrepreneurial ventures. *Entrepreneursh. Theory Pract.* 36(1), 171-192.
- Brick, C., Sherman, D.K., Kim, H.S., 2017. "Green to be seen" and "brown to keep down": visibility moderates the effect of identity on pro-environmental behaviour. *J. Environ. Psychol.* 51, 226-238.
- Burke, P.J., Reitzes, D.C., 1981. The link between identity and role performance. *Soc. Psychol. Q.* 44(2), 83-92.
- Burke, P.J., Reitzes, D.C., 1991. An identity theory approach to commitment. *Soc. Psychol. Q.* 54(3), 239-251.
- Cardon, M.S., Kirk, C.P., 2015. Entrepreneurial passion as mediator of the self-efficacy to persistence relationship. *Entrepreneursh. Theory Pract.* 39(5), 1027-1050.
- Cardon, M.S., Glauser, M., Murnieks, C.Y., 2017. Passion for what? Expanding the domains of entrepreneurial passion. *J. Bus. Ventur. Insights.* 8, 24-32.
- Cardon, M.S., Gregoire, D.A., Stevens, C.E., Patel, P.C., 2013. Measuring entrepreneurial passion: conceptual foundations and scale validation. *J. Bus. Ventur.* 28(3), 373-396.

- Cardon, M.S., Wincent, J., Singh, J., Drnovsek, M., 2005. Entrepreneurial passion: The nature of emotions in entrepreneurship. *Acad. Manag. Proc.* 1.
- Cardon, M.S., Wincent, J., Singh, J., Drnovsek, M., 2009. The nature and experience of entrepreneurial passion. *Acad. Manag. Rev.* 34(3), 511-532.
- Casaló, L.V., Escario, J.J., 2018. Heterogeneity in the association between environmental attitudes and pro-environmental behaviour: A multilevel regression approach. *J. Clean. Prod.* 175, 155-163.
- Chen, X.P., Yao, X., Kotha, S., 2009. Entrepreneur passion and preparedness in business plan presentations: A persuasion analysis of venture capitalists' funding decisions. *Acad. Manag. J.* 52(1), 199–214.
- Cohen, B., Winn, M.I., 2007. Market imperfection, opportunity and sustainable entrepreneurship. *J. Bus. Ventur.* 22(1), 29-49.
- Corley, K.G., Gioia, D.A., 2004. Identity ambiguity and change in the wake of a corporate spin-off. *Adm. Sci. Q.* 49(2), 173-208.
- Corley, K.G., Gioia, D.A., 2011. Building theory about theory building: what constitutes a theoretical contribution? *Acad. Manag. Rev.* 36(1), 12-32.
- Dana, L. P., Dana, T. E., 2005. Expanding the scope of methodologies used in entrepreneurship research. *Int. J. Entrep. Small Bus.*, 2(1), 79-88.
- Dean, T.J., McMullen, J.S., 2007. Toward a theory of sustainable entrepreneurship: reducing environmental degradation through entrepreneurial action. *J. Bus. Ventur.* 22(1), 50-76.
- Eisenhardt, K.M., Graebner, M.E., 2007. Theory building from cases: opportunities and challenges. *Acad. Manag. J.*, 50, 25-32.
- Fauchart, E., Gruber, M., (2011). Darwinians, communitarians, and missionaries: The role of founder identity in entrepreneurship. *Acad. Manag. J.* 54(5), 935-957.
- Finenam, S., 1996. Emotional subtexts in corporate greening. *Organ. Stud.*, 17, 479-500.
- Fortis, M., Sartori, A., 2016. Food & wine: quality, tradition and innovation. In: Fortis, M. (Ed.), *The Pillars of the Italian Economy. Manufacturing, Food & Wine, Tourism.* Springer International Publishing, Cham Switzerland, pp. 283-317.
- Gast, J., Gundolf, K., Cesinger, B., 2017. Doing business in a green way: a systematic review of the ecological sustainability entrepreneurship literature and future research directions. *J. Clean. Prod.* 147, 44-56.

- Gatersleben, B., Murtagh, N., Abrahamse, W., 2012. Values, identity and pro-environmental behaviour. *Contemp. Soc. Sci.* 9(4), 374-392.
- Gehman, J., Glaser, V. L., Eisenhardt, K. M., Gioia, D., Langley, A., Corley, K. G., 2018. Finding Theory-Method Fit: A Comparison of Three Qualitative Approaches to Theory Building. *J. Manag. Inq.* 27(3), 284-300.
- Gioia, D.A., Corley, K.G., Hamilton, A.L., 2013. Seeking qualitative rigor in inductive research: notes on the Gioia Methodology. *Organ. Res. Meth.* 16(1), 15-31.
- Glaser, B., Strauss, A., 1967. *The discovery grounded theory: strategies for qualitative inquiry.* Aldine, New York.
- Gruber, M., Macmillan, I.C., 2017. Entrepreneurial behaviour: A reconceptualization and extension based on identity theory. *Strateg. Entrep. J.* 11(3), 271-286.
- Hiltin, S., 2003. Value as the core of personal identity: drawing links between two theories of self. *Soc. Psychol. Q.* 66(2), 118-137.
- Kirkwood, J., Walton, S., 2010. What motivates ecopreneurs to start businesses? *Int. J. Ent. Behav. Res.* 16(3), 204-228.
- Köhr, C.K., Corsi, A.M., Capitello, R., Szolnoki, G., 2016. It's a family business: investigating organisation and values of family-owned wineries in Australia, Germany and Italy. 9<sup>th</sup> Academy of Wine Business Research Conference.
- Kreiner, G.E., Hollensbe, E.C., Sheep, M.L., 2009. Balancing borders and bridges: negotiating the work-home interface via boundary work tactics. *Acad. Manag. J.* 52(4), 704-730.
- Langley, A., Smallman, C., Tsoukas, H., Van de Ven, A.H., 2013. Process studies of change in organization and management: unveiling temporality, activity, and flow. *Acad. Manag. J.* 56(1), 1-13.
- Madsen, H., Ulhøi, J.P., 2001. Greening of human resources: environmental awareness and training interests within the workforce. *Ind. Manag. Data Syst.*, 101, 57-65.
- Morren, M., Grinstein, A. 2016. Explaining environmental behaviour across borders: A meta-analysis. *J. Environ. Psychol.* 47, 91-106.
- Mueller, B.A., Wolfe, M.T., Syed, I., 2017. Passion and grit: an exploration of the pathways leading to venture success. *J. Bus. Ventur.* 32, 260-279.
- Murnieks, C.Y., Mosakowski, E., Cardon, M.S., 2014. Pathways of passion: identity centrality, passion, and behaviour among entrepreneurs. *J. Manag.* 40(6), 1583-1606.

- Nejati, M., Salamzadeh, Y., Salamzadeh, A., 2011. Ecological purchase behaviour: insights from a Middle Eastern country. *Int. J. Environ. Sustain. Dev.* 10(4), 417-432
- OIV – The International Organization of Vine and Wine. <http://www.oiv.int/en/the-international-organisation-of-vine-and-wine> (accessed 6 June 2017).
- Omoredede, A., 2014. Exploration of motivational drivers towards social entrepreneurship. *Soc. Enterp. J.* 10(3), 239-267.
- Ploum, L., Blok, V., Lans, T., Omta, O., 2018. Exploring the relation between individual moral antecedents and entrepreneurial opportunity recognition for sustainable development. *J. Clean. Prod.* 172, 1582-1591.
- Pullman, M.E., Maloni, M.J., Dillard, J., 2010. Sustainability practices in food supply chains: how is wine different? *J. Wine Res.* 21(1), 35-56.
- Ratliff, K.A, Howell, J.L., Redford, L., 2017. Attitudes toward the prototypical environmentalist predict environmentally friendly behaviour. *J. Environ. Psychol.* 51, 132-140.
- Robertson, J.L., Barling, J., 2013. Greening organizations through leaders' influence on employees' pro-environmental behaviours. *J. Organ. Behav.* 34(2), 176-194.
- Roome N, Louche C. 2015. Journeying toward business models for sustainability: A conceptual model found inside the black box of organisational transformation. *Org. & Environ.* 29(1), 11-35.
- Santini, C., Cavicchi, A., Casini, L., 2013. Sustainability in the wine industry: key questions and research trends. *Agric. Food Econ.* 1(9), 1-14.
- Schaltegger S, Hansen EG, Lüdeke-Freund F. 2015. Business models for sustainability: Origins, present research, and future avenues. *Org. & Environ.* 29(1), 3-10.
- Sieger, P., Gruber, M., Fauchart, E., Zellweger, T., 2016. Measuring the social identity of entrepreneurs: scale development and international validation. *J. Bus. Ventur.* 31(5), 542-572.
- Stern, P.C., 2000. New environmental theories: toward a coherent theory of environmentally significant behaviour. *J. Soc. Issues.* 56(3), 407-424.
- Stern, P.C., Dietz, T., Abel, T., Guagnano, G.A., Kalof, L., 1999. A Value-Belief-Norm Theory of Support for Social Movements: The Case of Environmentalism, *Hum. Eco. Rev.*, 6(2), 81-97.

- Strauss, A., Corbin, J., 1998. Basics of qualitative research: techniques and procedures for developing grounded theory, second ed. Sage Publications, Thousand Oaks, CA.
- Stryker, S., Burke, P.J., 2000. The past, present, and future of an identity theory. *Soc. Psychol. Q.* 63(4), 284-297.
- Stubbs, W., Cocklin, C., 2008. Conceptualizing a “sustainability business model.” *Org. & Environ.* 21, 103-127.
- Szolnoki, G., 2013. A cross-national comparison of sustainability in the wine industry. *J. Clean. Prod.* 53, 243-251.
- Thorgren, S., Wincent, J., 2013. Passion and habitual entrepreneurship. *Int. Small Bus. J.* 33(2), 216-227.
- Vallerand, R.J., 2015. The psychology of passion: a dualistic model. Oxford University Press, New York.
- Vallerand, R.J., Blanchard, C., Mageau, G.A., Koestner, R., Ratelle, C., Leonard, M., Gagne, M., Masolais, J., 2003. Les passions de l’ame: On obsessive and harmonious passion. *J. Pers. Soc. Psychol.* 85, 756-767.
- Vallerand, R.J., Salvy, S., Mageau, G.A., Elliot, A.J., Denis, P.L., Grouzet, F.M., Blanchard, C., 2007. On the role of passion in performance. *J. Pers.* 75(3), 505-534.
- Van der Werff, E., Steg, L., Keizer, K., 2013. The value of environmental self-identity: the relationship between biospheric values, environmental self-identity and environmental preferences, intentions and behaviour. *J. Environ. Psychol.* 34, 55-63.
- Van der Werff, E., Steg, L., Keizer, K., 2014. Follow the signal: When past pro-environmental actions signal who you are. *J. Environ. Psychol.* 40, 273-282.
- Varadarajan R. 2017. Innovating for sustainability: a framework for sustainable innovations and a model of sustainable innovations orientation. *J. of the Acad. Mark. Sci.* 45, 14-36.
- Villanueva-Ray, P., Vázquez-Rowe, I., Moreira, M.T., Feijoo, G., 2014. Comparative life cycle assessment in the wine sector: biodynamic vs. conventional viticulture activities in NW Spain. *J. Clean. Prod.* 65, 330-341.
- WCED: The World Commission on Natural Environment and Development, 1987. *Our Common Future*. Oxford University Press, New York.

- Whetten, D.A., 1990. Editor's comments: personal comments. *Acad. Manag. Rev.* 14(4), 490-495.
- Whitmarsh, L., O'Neil, S., 2010. Green identity, green living? The role of pro-environmental self-identity in determining consistency across pro-environmental behaviours. *J. Environ. Psychol.* 30(3), 305-314.
- York, J.G., O'Neil, I., Sarasvathy, S.D., 2016. Exploring environmental entrepreneurship: identity coupling, venture goals, and stakeholder incentives. *J. Manag. Stud.* 53(5), 695-737.
- York, J.G., Venkataraman, S., 2010. The entrepreneur-environment nexus: uncertainty, innovation, and allocation. *J. Bus. Ventur.* 25(5), 229-463.

## **TRANSFORMING WATER INTO WINE: ENVIRONMENTAL BRICOLAGE FOR ENTREPRENEURS<sup>2</sup>.**

### **ABSTRACT**

Application of bricolage in the entrepreneurial realm requires further refinement and development in unexplored entrepreneurial contexts. Our analysis puts bricolage into the hands of environmental entrepreneurs and shows how they can acquire and combine resources in a natural resource-scarce environment. We thus shed light not only on basic constructs that belong to bricolage literature – making do, refusal to enact by limitation and improvisation – but also on three further unique processes associated with environmental entrepreneurship: environmental gain, sensibilisation and network establishment. Using data from a qualitative study, we argue the existence of a specific bricolage framework: environmental bricolage.

### **KEYWORDS**

Environmental entrepreneurship; bricolage; environmental bricolage.

---

<sup>2</sup> Status: Journal of Cleaner Production. Under Review.

## 1. Introduction

Our society faces several growing issues related to the natural environment, such as climate change, ozone declines, widespread air and water pollution (Cohen and Winn, 2007). In recent years, prompted by these issues, a group of individuals began to enact their beliefs to give a contribution to the solution to natural environmental problems through their entrepreneurial behaviour: the so-called environmental entrepreneurs (O'Neil and Ucbasaran, 2016).

Increasingly, environmental entrepreneurs have become a domain of enquiry in the entrepreneurial academic realm and earlier studies emphasised that environmental entrepreneurs' behaviours are mainly driven by their awareness of the importance of protecting natural resources (Casaló and Escario, 2018; Fisher, 2012). The specific concerns about natural resources let environmental entrepreneurs take extra efforts in resources-related processes of their entrepreneurial action. While most of the entrepreneurs deal with the obvious problem of scarcity of resources, environmental entrepreneurs voluntarily decide to cut the natural resources they use in their firms even if they are not scarce. For instance, even if the water is largely available in the land, the environmental entrepreneurs willingly decide to do not use water and they limit the portfolio and amount of available resources for their entrepreneurial action. In this vein, environmental entrepreneurs are facing higher resource constraints than traditional entrepreneurs face and they are forced to developing specific processes to acquire and manage resources in their enterprises.

Inspired Di Domenico, Haugh and Tracey (2010) study on social entrepreneurs' behaviour that pointed out the novel framework of *social bricolage*, in the light of the broad theoretical approach of entrepreneurial bricolage, we think the growth of environmental entrepreneurship raises an interesting issue about characteristics of resource acquisition processes developed by environmental entrepreneurs. More specifically this study is aimed to address the following question 'How do environmental entrepreneurs acquire and combine resources?' may represent an opportunity to refine the concept of entrepreneurial bricolage.

To answer our research question, we utilized an inductive reasoning methodology, as suggested by Gioia, Corley and Hamilton (2013) for investigating subtle, nascent or poorly understood contexts. An inductive and non-quantitative research is a useful strategy, applicable to both small businesses and entrepreneurship, which include the



ability to learn directly from the research subject (Dana and Dana, 2005). We believed the Italian biodynamic wine industry was the right setting for our study because of its worldwide recognition as a green industry (Barbosa et al., 2018).

Our results provide a novel framework of environmental bricolage which highlights that environmental entrepreneurs acquire and combine resources according to the main principles of bricolage but, at the same time, they embed the aim to not only preserve natural resources indispensable for their entrepreneurial business but also to exert a positive impact on the environment itself.

The remainder of this paper is organised as follows. In the next section, we review the relevant literature on both environmental entrepreneurship and bricolage to layout our theoretical framework. In the research design and methods sections, we describe our sample choice, our selected methodology and our approach to data analysis. Then, we present our findings and give evidence of the environmental bricolage framework. Finally, we first outline our main contributions, then point to some limitations of the study and ultimately propose an agenda for future research.

## **2. Literature review**

Considerable research has shown that entrepreneurs are playing an important role in the transformation towards a more environmentally sustainable world (e.g. Kirkwood and Walton, 2014; Markman et al., 2016; Walton and Kirkwood, 2013). In this vein, earlier research pointed out the existence of environmental entrepreneurs, defined as entrepreneurs who lead the discovery, evaluation and exploitation of economic opportunities that are present in environmentally relevant market failures (Dean and McMullen, 2007), to contribute to preserving the natural environment (Shepherd and Patzelt, 2011). Environmental entrepreneurs, through their entrepreneurial behaviour, aspire to contribute to the preservation of natural resources (Fisher, 2012). Natural resources possess unique characteristics which are not easily amenable to market allocation (Dean and McMullen, 2007), causing distinctive natural resource constraints which push the environmental entrepreneurs to innovative and creative behaviour in resource creation, acquisition and combination, to preserve (and improve) the quality of the natural. Since environmental entrepreneurs are used to adapting their behaviour to overcome the scarcity of resources, we expect that they will deal with natural resource constraints in a unique way.

The concept of resource scarcity is at the core of bricolage. Originally introduced by Lévi-Strauss (1966), bricolage was defined as the process of *making do* with ‘whatever is at hand’. Baker and Nelson (2005), who first brought the theory into the entrepreneurial realm, extended the concept beyond *making do* to include *refusal to enact (or be constrained) by limitations*, emphasising an entrepreneurial resistance to environmental constraints imposed by others. Bricolage involves reinterpreting depleted environments, paying attention to the resources that others dismiss and putting these back into play, creating something from nothing in an innovative way (Fisher, 2012; Linna, 2013). Finally, the construct of *improvisation*, meaning the ability to adapt standard ways of working and to think creatively to counteract environmental limitations, has been found to be a precursor of bricolage (Baker and Nelson, 2005).

In the realm of entrepreneurship, authors have suggested the lens of bricolage for explaining various entrepreneurial dynamics (e.g. Linna, 2013; Sarkar, 2018). Many scholars (e.g. Bojica et al., 2018; Janssen et al., 2018; Ladstaetter et al., 2018) have stressed the uniqueness of social entrepreneurship, where several forms of bricolage have been identified: internal vs external bricolage (Vanevenhoven et al., 2011), material and ideational bricolage (Molecke and Pinkse, 2017), and conventional-based bricolage (Duymedjian and Rüling, 2010). Other academics have studied bricolage in venture creation, a moment when most entrepreneurs suffer substantial resource constraints (Senyard et al., 2010). Although much about the bricolage of social entrepreneurs has previously been said, other types and contexts of entrepreneurship should be investigated (Di Domenico et al., 2010; Janssen et al., 2018). Moreover, as Sarkar (2018) also noted, more attention needs to be paid to resource assembly and not only to opportunity discovery in the entrepreneurial realm. Resource constraints faced by environmental entrepreneurs are distinctive and unique. Thus, the specific context of environmental entrepreneurship represents an opportunity to further refine the concept of entrepreneurial bricolage. This acknowledgement is implicit in our research question: ‘How do environmental entrepreneurs acquire and combine resources in a resource-scarce environment?’. We believed that the individual level of analysis was the most appropriate. Defined as dreamers and pioneers (Mair and Martí, 2006) the individual bricoleurs focus on solving problems not previously tackled, combining easily accessible (and often free) resources – both tangible and intangible –.

### **3. Methods and data**

#### *3.1 Sample selection*

We followed Eisenhardt and Graebner's (2007) guidelines for 'theoretical sampling' and we focused on a specific setting that would assist in our theory-building efforts: the wine industry. Our sample consisted of wine entrepreneurs who belong to the Italian wine industry and who had adopted a biodynamic agricultural approach. Our rationale for selecting this sample was three-fold. First, the wine industry is known to be facing several environmental issues (Ene et al., 2013), which makes it a context where resources, such as water and soil, or natural dynamics essential for wine production, are seriously threatened. Attention to natural resource constraints has prompted wine entrepreneurs to search for biodiversity and efficient machinery, with the aim of optimising products' (pesticides and fertilisers) use and water (Annunziata et al., 2018).

Secondly, it is an appropriate setting given its worldwide recognition as a top wine producer in terms of the volume and number of existing wineries, the quality of wines produced and the biodiversity of cultivated grapes. Italian agriculture is also a European frontrunner in recycling, industrial waste recovery and carbon dioxide emission reduction (Fortis and Sartori, 2016).

Lastly, according to Villanueva-Rey, Vázquez-Rowe, and Moreira (2014), both organic and biodynamic viticulture has begun to be applied in many vineyards as attractive alternative agricultural techniques, and Italy is spearheading this trend. Biodynamic viticulture is a specific type of organic viticulture based on a holistic approach concerning the exploitation of the natural resources, taking into consideration the sustainability of various elements, such as the crops themselves, animal life preservation and the maintenance of a high-quality soil, in order to recover, preserve or improve ecological harmony. Labels and certifications often prove the quality of wine produced and land biodiversity. In the biodynamic agriculture field, Demeter is the largest certification organisation. Established in 1928, it currently covers over 50 countries. Demeter certifies that biodynamic products meet international standards in production and processing, verifying that objectives, including biodiversity and ecosystem preservation, soil husbandry, livestock integration, the prohibition of genetically engineered organisms and viewing the farm as a living 'holistic organism', are fulfilled. In the Italian context, up to 61 wine realities (producers, distributors, etc.) achieved Demeter's biodynamic certification. The sample of this research was selected based on these certified

entrepreneurs. Even if, out of the sample, some informants were the founders of the winery, while others were second-generation entrepreneurs, they all had been responsible for the introduction and implementation of biodynamic production and related resource processes. Table 1 provides their demographics.

*Table 1.* Environmental entrepreneurs.

Case	Gender	Age	Region	Founder	Demeter certification
#01	Male	41	Tuscany	No	2015
#02	Male	73	Emilia-Romagna	Yes	2001
#03	Male	37	Veneto	Yes	2017
#04	Male	35	Trentino-Alto Adige	Yes	2004
#05	Male	33	Trentino-Alto Adige	Yes	2010
#06	Male	55	Veneto	Yes	2005
#07	Female	35	Lombardy	Yes	2010
#08	Male	42	Trentino-Alto Adige	Yes	2004
#09	Male	65	Emilia-Romagna	Yes	2009
#10	Male	67	Lazio	Yes	2007
#11	Male	56	Emilia-Romagna	No	2013
#12	Male	52	Emilia-Romagna	No	2015
#13	Male	58	Piedmont	No	1996
#14	Male	56	Piedmont	No	2013
#15	Female	47	Abruzzo	No	2014
#16	Male	47	Abruzzo	Yes	2012
#17	Female	37	Piedmont	Yes	2007
#18	Male	55	Piedmont	No	1971
#19	Male	31	Piedmont	No	2007
#20	Male	34	Lombardy	Yes	2015

Although the final sample consists of small number of entrepreneurs (20), the choice is aligned with a qualitative research strategy, which needs not have a large sample as it allows to concentrate on a very small sample of individual entrepreneurs – here, Demeter’s certified biodynamic entrepreneurs – (Dana and Dana, 2005).

### *3.2 Data collection*

To generate new and theoretical insights, we adopted a qualitative inductive research approach. Such inductive enquiry is especially appropriate when asking ‘how’ questions (Barratt et al., 2011). Data collection included primary and secondary data sources, where, respectively, primary data were identified through semi-structured interviews, while secondary data sources included wineries’ websites and eventual online interviews (videos) available on their websites.

First, we identified our informants from Demeter’s biodynamic winemakers’ list and executed a preliminary analysis by looking at their websites to confirm the wine entrepreneurs’ real biodynamic production and to search for some resource-related information). Second, we called them and arranged a field visit to conduct an interview. Out of 61, we reached a ‘theoretical saturation’ (Glaser and Strauss, 1967) talking with 20 biodynamic entrepreneurs, depending on their availability to speak with us and to explain how they overcome natural resource constraints. We employed a semi-structured interview to provide as wide a scope as possible for data collection (Corley and Gioia, 2004). Interviews lasted from 45 to 60 min each and were combined with notes taken in Italian, which were then translated into English. To respect the anonymity of our informants, the names have been allocated a code (see Table 1). We developed an interview guide, which included broad questions about the background, motivations and activities of the entrepreneurs and specific questions about their relationship with the environment and their determination to preserve it. Once these concepts were identified, informants, using emerging terms, were stimulated through discussion to allow new concepts and constructs to emerge (Yin, 1999), focusing the discussion on processes and methods they used to acquire and combine resources. The semi-structured interviews were conducted over seven months (May to November of 2018). Data were collected by the first author, allowing the second author to maintain a valuable distance. Interviews were recorded to ensure that the answers were not misinterpreted and later transcribed verbatim with both authors reading and analysing them, thus reducing the risk of personal bias.

### 3.3 Data analysis

Since Gioia et al.'s (2013) methodology has been suggested as well-suited for understanding the lived experiences of informants (Gehman et al., 2018), we based our analysis on it and started by reading and listening to the interviews several times, constantly dialoguing between ourselves, looking for similarities and differences amongst emerging categories and solving problems of interpretation. We delved deeply into words and their meanings to find evidence of potential new bricolage processes. Firstly, we individually applied an open coding (Strauss and Corbin, 1998), retaining, whenever possible, the informants' own terms (Corley and Gioia, 2004; Gehman et al., 2018). After consulting with each other, we came up with a constellation of 31 first-order concepts. Through a highly iterative process and by establishing similarities and resolving, or clarifying, differences amongst the codes, the number of initial codes was reduced to 20 first-order themes. Next, we proceeded with axial coding (Strauss and Corbin, 1998), looking for relationships, deeper structures and processes within these categories, thus engaging in second-order themes. In this step, we approached the theoretical realm, further exploring the literature, to find emerging themes that might have helped us describe and explain the phenomena we were observing (Gioia et al., 2013). In this step, our analysis, which combined new insights with literature, provided support for existing constructs of bricolage – *making do, refusal to enact (or be constrained by) limitations, and improvisation* – but also allowed new environment-related concepts to emerge. Even this step was a back and forth process, which, through meetings and discussions, allowed us to combine the 20 codes into a final list of six second-order themes. The last step required the identification of the aggregate dimensions, focusing on examining the relationships amongst and within second-order themes and setting on *environmental bricolage* as a unique aggregate dimension. Table 2 provides a graphic representation of the data structure.

Table 2. Data structure.

First-order concepts	Second-order themes	Aggregate dimension
Use of old knowledge and production techniques Recombination of resources Exploitation of local resources	Making do	
Cultural acknowledgement Inadequate (unsustainable) market return Climate-related business	Refusal to enact by limitation	
Initiating several experiments and adapting them Self-taught knowledge	Improvisation	
Consciousness of the planet Recycling Biodiversity creation for equilibrium Environmental choice of resources Environmental piety	Environmental value creation	Environmental bricolage
Land promotion Transmission of knowledge Environmental sense-giving Community involvement	Sensibilisation	
Network as a resource provider Learning through network	Network establishment	

#### 4. Findings

Our analysis suggests the existence of a peculiar and distinct resource bricolage model related to environmental entrepreneurship: the *environmental bricolage*. Table 3 provides representative quotations supporting each of first- and second-order themes.

Table 3. Data table.

SECOND-ORDER THEMES First-order concepts	Representative quotations	Case
<b>MAKING DO</b>		
Use of old knowledge and production techniques	‘Biodynamic is a philosophy. But, in my opinion, is it also a science. An applied science. We already knew many techniques, we already saw something from our grandparents, from their tales. You may have heard them saying “we bottle and prune following the moon”. We received a strong influence from them, which we then adapted in our activity, giving it a pseudoscientific basis’.	#14
Recombination of resources	‘Well, we needed some electrical pumps. But, in those years, to get an electrical pump was quite impossible. How did we do it? Well, we searched a lot, and, in the end, we found something. But in the beginning, we built it by ourselves, using the washing machine motors. [...] we made do with what we had’.	#13
Exploitation of local resources	‘To cultivate in a biodynamic manner is way more complicated. You must manage the soil. You work the land. You put bacteria in the soil, the same bacteria you cultivate in the farm. It means the fertilization is made with resources from the farm itself. The goal is to create a humus layer, that now, in current farms, in current vineyards, has almost completely disappeared’.	#06
<b>REFUSAL TO ENACT BY LIMITATIONS</b>		
Cultural acknowledgement	‘The biggest obstacle is surely the cultural one. Biodynamics obviously bring a different cultural message, that is a philosophy about the whole life, not only about farm. But, you know, if the organic is already a niche, Demeter is an even smaller niche. As we were saying before, it is another very difficult cultural transition’.	#03



SECOND-ORDER THEMES First-order concepts	Representative quotations	Case
Inadequate (unsustainable) market return	‘In the last years, big producers started to move towards organic products and, obviously, they have a commercial power way higher than mine [...]. Now, at the supermarket, you see more biological products than traditional ones. Do you know why? Because you get paid. [...]. But I was convinced my way was the right way, the honest way to work. So, I kept in behaving honestly’.	#11
Climate-related business	‘Since you are at the mercy of rains and climate, this is a very fluctuating business. You may have years where you have an insane production and some others where you produce less [...]. The main issue for a farm is the climatic variable, it is always uncertain, and you can’t control it’.	#19
IMPROVISATION		
Initiating several experiments and adapting them	‘You must experiment; you must test. Since I was ignorant about it, I have done so many trials. And the results were not always the best. Step by step [...]. Obviously, you must test everything. It was a continuum trial, an experiment. Sometimes we put into the soil the horn manure, sometimes the horn silica, it depends. But we do not follow a strict rule, we observe, we try, and we bet on quality. It is an <i>in itinere</i> process’	#12
Self-taught knowledge	‘I needed books to learn. So many readings. And classes. I actually read a lot about the main biodynamic influencer. Even now, as soon as I have a moment, I try to read as much as I can. Think that I look forward to summer holiday to go to the seaside, these three to four days, every three years more or less, and while my wife plays with my daughter, I am happy because I can read’.	#14
ENVIRONMENTAL GAIN		
Consciousness of the planet	‘I have studied agriculture, and during my studies, I have developed the belief that the three main elements for agriculture, that are air, water, and soil, are limited. This is the reason why I moved towards a more respectful way of production, of cultivation, of farming’.	#03

SECOND-ORDER THEMES First-order concepts	Representative quotations	Case
Recycling	‘In everything I do, I care about the recycling aspect. But, I mean, I have no choices. [...]. For instance, I try to use bottles or corks which are biodegradable or, at least, recyclable. This is why, if I buy something, to me, it makes no sense to buy something with a strong environmental impact’.	#15
Biodiversity creation for equilibrium	‘The main objective of the biodynamic methods is to create auto-sufficiency. And I believe I have reached it. My farm lives in harmony, with animals, even wild animals’.	#11
Environmental choice of resources	‘Yes, the backpacks [...]. The real problem is to find them. Now you can find them only made of plastic, but I don’t want them. I want a copper backpack. They do not pollute as plastic does’.	#05
Environmental piety	‘[...] It was clear to me that it was possible to have a different approach, that corresponded exactly with what I was looking for. It was not only the rejection of chemical products. It was way better, way more complex than the organic vision. Biodynamic, to me, was a way to find the good alternative. [...]. With these techniques you help the soil, you bring something to it, something positive’.	#01
SENSIBILISATION	‘Then, I was able to turn a poisoned soil into a healthy one. And this is the greatest satisfaction ever’.	#11
Land promotion	‘With this job, I have tried to respect and help the environment. In fact, I have not only decided to study native vineyards, but also to reinstall them’.	#10
Transmission of knowledge	‘From attending some courses, we started to organize some. At an international level, also. For instance, the last one ended last week. [...]. It was a ‘full immersion’ of four days, but you could learn a lot.’	#09
Environmental sense-giving	‘Before your visit, I was here with some clients. [...] I believe that they went back home fascinated by my story, fascinated by what I have told them, <i>how</i> I have told them. It is important to transmit it, to talk about it. But, more than this, it is fundamental how you talk about it. Because if you use your passion, your inner passion, well, you hit the heart of the person in front of you’.	#02

SECOND-ORDER THEMES First-order concepts	Representative quotations	Case
Community involvement	‘We organize children’s courses. We collaborate with schools and kindergartens. And they were very successful. Every year we are forced to close the registrations because there is not enough space. [...]. It is a way involve the community, aiming to change something’.	#09
NETWORK ESTABLISHMENT		
A network as a resource provider	‘We are two hundred partners, and we produce them [composts]. We make the horn manure the first weekend of October, and the horn silica the first of May. We do composts all together, and there is a continuous exchange’.	#04
Learning through network	‘I am always attending conferences, courses. It is a continuous instruction. With the associations, we have meetings; we exchange understanding and knowledge. There is a strong cohesion with the other farmers. And I am really grateful for it. This is how farmers should behave’.	#04
Certification organization as a knowledge provider	‘Demeter offers many courses about biodynamic practices. And it is a big advantage for us. It is also able to guarantee you along the whole supply chain, till the end of your production. Controls are strict but very useful’.	#15

#### 4.1 Making do

Lévi-Strauss (1966) described the first concept of bricolage, *making do*, as ‘always make do with whatever is at hand’. The interviewed environmental bricoleurs engage in resource acquisition processes, such as the use of old knowledge and production techniques, recombining and exploiting local resources.

The Italian wine industry is not only characterised by physical resources. Hidden assets (Linna 2013), such as traditional or indigenous knowledge, have a fundamental role, but they were often moved to the background due to more modern chemical and agricultural practices. However, biodynamic production involves a new *forma mentis* based on techniques and knowledge discarded by others. This concept was very well explained by informant #11:

I already have some knowledge about it because my father, around 1946, hung out in these areas. I don't know what he was doing when he was here, or why he came here, but he grabbed my books about biodynamic production. The first volume, from 1946, contains the same information, the same ‘secrets’ we are talking about today.

Moreover, the concepts of recombination and exploitation of local resources, which are ascribable to the concept of making do, were clearly expressed by our informants. Specifically, environmental entrepreneurs make do with what they already have, both regarding production machinery and agricultural products for biodynamic production. This idea is emphasised by the following statement:

The soil was ready because the company was already ongoing, and we already hold a biodynamic approach. But, regarding resources, we began by preparing everything by ourselves. For instance, a very nice thing is the preparation of the cow horns manure. It's really funny. We always prepare them in September, during Saint Michael Day. We use what we have, our resources, to produce these horns for biodynamic agriculture. That's how we get our hands dirty. I don't think that those who buy the composts are real biodynamic farmers. To preserve the land, to create equilibrium, you must do it by yourself.

Here, informant #15 expresses two concepts. While the first one is related to the recombination of resources (cow horns and manure), the second is linked to the idea of caring about the environment by using only local resources. Entrepreneurs are extremely

conscious about biodiversity loss, and they believe in reclaiming it by exploiting local natural resources.

#### *4.2 Refusal to enact by limitations*

Environmental entrepreneurs face several limitations but, at the same time, they tend to disregard these limitations; instead, they try new solutions, observing and dealing with the results (Baker and Nelson, 2005). Due to their intrinsic esoteric aspects, biodynamic methods are not easy to accept, being significantly different from both conventional and organic agriculture. Consequently, as informant #09 pointed out, people do not acknowledge this kind of production as the correct one, believing it is something too far from what they can conceive as true and effective:

The main obstacle is surely the cultural one. The difference between the conventional approach and the organic one is minimal. Regarding products used, you substitute chemical processes with some natural processes. But the agricultural cycle, the way of production, is the same. With the biodynamic approach instead, you must change your paradigm. Completely. You must reach harmony with another kind of world.

In addition, entrepreneurs face an inadequate (unsustainable) market return. However, even if their business is not profitable enough, they irrevocably refuse to be constrained by this limitation, trying to adapt their business by focusing on their products' quality rather than quantity. This leads to an obvious reduction in sales and a related lower market return.

Biodynamic bricoleurs challenge limitations imposed by natural resource constraints by adapting their working techniques to the new natural environment they currently face, which has already been partially modified by climate change. Entrepreneur #04 stated:

Then, you have the agronomic aspect. We, as farmers, have the task to stop  $\text{CO}_2$ , not to increase it. Otherwise, the consequences are devastating. You can also perceive it. I mean, it's the 15th of November, and it's 16°C. It's not normal at all. This is not the right temperature. We must figure out a solution. We need a radical change.

Due to climate change, and the fact that agricultural activity, per se, is a kind of activity subject to climatic variables, such as rain, wind, snow, etc., respondents explained how they had to change their behaviour to face resource availability differently than they had previously.

### 4.3 Improvisation

In order to reply to resource constraints, environmental bricoleurs often incur in improvisation, as Entrepreneur #17 stressed:

Since I haven't ever tried to cultivate with a biodynamic method, you must try. You trust in what he/she says, or what another he/she says. But each soil is different; each culture is different. What works for you, for your vineyard, is maybe ineffective for me. You must adapt to the situation, try, make mistakes, and try again. Each situation is different.

Improvisation appears to be “a deliberate and substantive fusion of a novel production” (Miner et al., 2001) where entrepreneurs often improvise by conducting a range of projects, constantly responding to potential opportunities (Di Domenico et al., 2010). Environmental entrepreneurs, through experiments and trials, find the best-fit approach for cultivating and managing their vineyards. This confirms the occurrence of improvisation as a precursor to bricolage (Baker and Nelson, 2005).

Moreover, several informants told us about their knowledge acquisition process, based mainly on self-education. Biodynamic agriculture, even if rooted in old agricultural techniques, is quite a new approach. Informants accurately described their learning process as a method of taking steps, such as reading books, attending courses, spending time attempting to select the right knowledge sources or simply googling ‘biodynamic agriculture’ to find initial information. For both intellectual and practical learning, they had to persevere to try to make things work.

The constructs of *making do*, *refuse to enact by limitations* and *improvisation* are often associated with resource bricolage. However, we found that, given its peculiar resource constraints, three further resource acquiring and combining processes characterise environmental bricolage. We discuss these processes in the next sections.

### 4.4 Environmental Gain

The need to preserve the ‘beauties of the earth’ and the importance of protecting natural resources has been emphasized by many scholars (e.g. Shepherd and Patzelt, 2011). Even if environmental entrepreneurs are defined as solvers of environmental degradation who expressly resists this natural resource exploitation, all the informants stated that they aim to go beyond it. They do not only restore the environment, but they also feel the need to achieve an environmental gain. Given their belief that this is the only fair way of

behaving, their objective is to bring a positive impact to the environment, helping it to regain its lost biodiversity. This process involves five approaches to resources: consciousness of the planet, recycling, biodiversity creation for equilibrium, environmental choice of resources and environmental piety.

Across our cases, true respect of natural resources and consciousness of natural laws and related current destruction were perceived. Processes, such as recycling and an environmentally responsible choice of resources are driven by an awareness of the planet, nature and its forces and laws. This was borne out by the quotations of various informants:

Nowadays, people are focused on 'today and now'. But we are killing, destroying our planet. How is it possible that seeing all this, we do not act? I often wonder about parents with children and, especially, about bad education they provide them. How can they leave their children in a place with nothing? Temperature level is increasing by 3°C, and it means glaciers are melting, it means we are slowly destroying the planet (#17).

The responsible use of resources was also emphasised with regards to the acquisition process and the entire production chain. In every single step of it, environmental bricoleurs care about the environment above all. Moreover, recycling means waste minimisation and gain for the planet. Biodynamic production is used to generate a soil equilibrium, a sort of harmony within nature itself, which is strictly related to a decrease in resource use. Creating a self-sufficient reality allows the entrepreneur to naturally dispose of resources, without the need to buy them, and, at the same time, to generate a positive impact through biodiversity achievement. Environmental bricoleurs see the environment as a complex, interconnected system in which every element has a role and may have an impact on the other elements. This could be called an 'environmental piety', a fidelity to environmental obligations. In the choices they make, they always feel a devotion to and an affection for the environment. They not only respect it; they treat it in a good way. Thus, they strive to create a positive impact. A strong connection with the environment is the key to bricoleurs' behaviour that promotes value and biodiversity:

Everything lies in the way you work and how you grow the vines. We should be able to walk a mile in vine's shoes. Vines produce grapes to reproducing, not for us, not for making wine. If we have it in mind, then we do not use chemicals, or pesticides, etc. If you think like that, you will not adopt so many conventional

practices, but rather you would try to generate value, to create something new (#05).

#### *4.5 Sensibilisation*

Evidence from the interviews highlights the use of sensibilisation as a method to overcome resource constraints and acquire resources. Entrepreneurs, thanks to the land promotion, the transmission of knowledge, environmental sense-giving and community involvement, aim to change people's mind-set and, consequently, their behaviour. More accentuated and comprehensive care for the environment leads to greater resource preservation and reduces environmental degradation. Entrepreneurs recognise soil as the most precious resource, something they cannot afford to lose. Sensibilisation actions are driven both by their environmental piety and by the awareness that wine quality is intimately related to soil quality. Italy boasts a high biodiversity of cultivated grapes (Fortis and Sartori, 2016) that its winemakers want to protect:

Valtellina is a land made of terracing, especially if we talk about vineyards. Terracing is difficult to treat and to cultivate, and, for these reasons, it has been left behind in the past years. What we do is to try to make people and farmers who live around here, to think different. That is, to not leave these lands, but try to rebuild them. We look for attracting their interest in a healthier kind of agriculture (#07).

The use of sensibilisation can be considered an important channel not only for the transmission of technical knowledge but also for environmental sense-giving. Sense-giving is defined as an attempt to influence an outcome, to communicate one's thoughts about change to others and to gain their support (Gioia and Thomas, 1996). According to this definition, similar to the one used by Mair and Marti (2009), who stated that bricoleurs try to influence the way in which others understand them, we defined 'environmental sense-giving' as the attempts of environmental bricoleurs to change people minds by explaining the concrete reasons at the basis of their ideas. Their efforts are focused on trying to 'hit' people to make them change their vision of the world and recognise that a solution to degradation is more than urgent.

The last aspects, instead, refer to the process of creating social value through community involvement. It becomes a means for developing environmental attention to open peoples' eyes about natural issues, aiming to shape their behaviours towards responsible actions and resource preservation.



#### *4.6 Network establishment*

Establishment of a network also characterises environmental bricolage. Network bricolage was defined by Lévi-Strauss (1966) as a ‘dependence on pre-existing contact networks as the means at hand’. We have previously explained how these entrepreneurs have acquired their knowledge through a self-education process, but the network is also an important source of tangible and intangible resources. Environmental bricoleurs exploit being part of a team, usually at a regional level. Their network is not only a source of continuous learning but also a means for assembling resources they need in their production processes:

We have a strong group here in Alto Adige. I believe we are now more than 200. And we have our days where we prepare the composts and take what we need [...]. We also do some other activities together, related to the resources we need, such as the harvest of the flowers. I am talking about the valerian, the dandelion, the achillea, etc. (#08).

Another emerging aspect is worth emphasising: the certification organisation as a knowledge provider. The application of biodynamic agriculture was often demonstrated by Demeter certification that was for some respondents, especially at the beginning of their activity, a source of valuable advice. As Informant #05 pointed out:

To obtain the biodynamic certification is far from an easy process. In comparison with organic certification, controls are much more restrictive and done in-depth. I mean, people come here to see the land; they take and analyse samples. This can surely bother you but, in the end, is a way for you to have feedback and suggestions about your agricultural techniques. You can understand if you’re achieving or not your goal of biodiversity creation.

In summary, the six constructs described have allowed us to extend the generic concept of bricolage into the context of environmental entrepreneurship. In Table 4 we propose our conceptual framework of environmental bricolage.

Table 4. Framework of environmental bricolage.

Proposed framework of environmental bricolage	Explanation
Making do	Combination of natural resources/making do with resources at hand. Creating something from nothing using limited natural resources, making do with locally available resources, and exploiting hidden and untapped intangible resources, such as old knowledge.
Refusal to enact by limitations	Refusing to be constrained by limitations in their mission achievement. Trying solutions to overcome a closed cultural acknowledgement, an inadequate market return and a business dependence upon climate change and loss of biodiversity and, consequently, upon resources.
Improvisation	Improvising through trial and error. Trying best-fit approaches within the constraints of the materials and limited cultural resources.
Environmental value creation	Generating a positive impact on the environment. Overcoming resource scarcity through recycling, choosing machinery which does not damage the environment and working hard in re-establishing a natural equilibrium.
Sensibilisation	Environmental preservation as an attempt to change people's mind-sets and to align their goals with the ones of the environment.
Network establishment	Networking for acquiring precious resources, in terms of knowledge, culture, and essential natural resources. Certification organization as a resource provider.

## 5. Discussion

Our research showed evidence that a distinctive bricolage exists in environmental entrepreneurship. We proposed a conceptual environmental bricolage framework, made up of six different processes that environmental bricoleurs use to identify, acquire, use and combine resources in a resource-scarce environment: *making do*, *refusal to enact by limitations*, *improvisation*, *environmental gain*, *sensibilisation*, and *network establishment*. Thus, environmental entrepreneurs tailor their activity as the only fair acceptable way of behaving, able to provide a positive impact on the environment, to

resist environmental degradation and to preserve the ecosystem and its biodiversity. Biodynamic production is a unique way to let the environment gain.

Being mindful that Fisher (2012) stated the need to explore new entrepreneurial theories (e.g. effectuation, bricolage, etc.) and their role in comprehending entrepreneurial behaviours, we have followed the need to improve the understanding of specific entrepreneurial actions by applying and carefully adjusting the concept of bricolage to context-specific entrepreneurial actions. Thus, we believe our contribution is two-fold. This study contributes to the concept of bricolage as resource acquisition and combination process in a different context thus advancing the understanding of bricolage as a broad concept. We confirmed that the constructs of making do, refusal to enact by limitations and improvisation are also valid for environmental bricolage, but we further uncovered three new constructs: *environmental gain*, *sensibilisation* and *network establishment*. Consequently, environmental bricolage is distinct from social bricolage or previous conceptions of bricolage.

Moreover, we have produced insights for environmental entrepreneurship literature, demonstrating that natural resources are so relevant for environmental entrepreneurs that, in the resource-related processes, they adopt a unique bricolage approach to face these constraints. Data from informants validate that environmental entrepreneurship is not only a means to fight environmental degradation and loss of biodiversity, but it also allows bricoleurs to have a positive impact on nature, providing an environmental gain to the planet. This has a practical implication for entrepreneurs, who are legitimised to use bricolage as a way to acquire and combine resources to unlock potential new sources of value (Welter et al., 2016). The research conducted also has a role in highlighting that environmental entrepreneurs need to understand the importance of bricolage as a means through which greater environmental and social impacts may be achieved, and through which they can pursue both environmental and economic goals.

Ultimately, our research may have implications for mentors and educators. The definition of the social bricoleur by Mair and Marti (2006), as a dreamer and a pioneer, because he tries to solve problems not previously tackled, also enjoys support from some of our informants. Environmental bricoleurs are creators (Welter et al., 2016), are visionaries, who know how to deal with resources in the choices they make and the learning experience they get from a fair resource combination. Moreover, as suggested by Mair and Marti (2009), during the bricolage process, different types of resources come into play (material, human and cultural). Thus, first of all, mentors may encourage

entrepreneurial teaching through the use of bricolage; secondly, they can encourage future entrepreneurs to evaluate the bricolage process as a resource learning provider, a knowledge generator, and as an experiential learning opportunity (e.g. An et al., 2018; Boxenbaum and Rouleau, 2011; Duymedjian and Ruling, 2010).

## **6. Conclusions**

The study provides an in-depth understanding of how environmental bricoleurs acquire and combine resources in a context where several types of resource constraints exist. Wine entrepreneurs have developed specific practices in dealing with resources that range from recycling to both continuously recombining available resources and exploiting networks as material and cultural resource providers. However, even if a specific bricolage framework emerges from our data, we recognise that much work is needed to refine and extend it.

This study was based on qualitative data, with primary and secondary data sources analysed using Gioia et al.'s (2013) methodology. In accordance with this method, our goal was not to provide statistically generalizable conclusions (Omoredede, 2014). Nevertheless, a way to enhance the credibility of this study would be to further carry out qualitative methodologies, so that the concept of environmental bricolage may be better refined and consequently tested through the use of quantitative research.

The second limitation is that this was not a longitudinal study. Multiple longitudinal interviews may reveal if entrepreneurs persist in using the bricolage approach, or if they move to other processes. Our suggestion is based on the difference between parallel and selective bricolage as introduced by Baker and Nelson (2005). While parallel bricolage refers to the adoption of a bricolage homogeneously and repeatedly used across multiple domains, other bricoleurs adopt it selectively. A longitudinal study may reveal if environmental entrepreneurs reject bricolage, or if environmental bricolage's processes are then mixed with processes of social bricolage, according to potential changes in individual entrepreneur's goals and values.

Additional limitations are related to the sample and the context of the study. The decision to focus only on the wine industry is a limitation, but also an appropriate choice because of its characterization as an industry where natural resources are visibly diminishing (Santini et al., 2013). Moreover, we carried out our interviews in the Italian context. However, since the Demeter certification operates on an international scale, we suggest developing future studies comparing other countries. This could refine both the role that

institutional, social and environmental contexts play in resource acquisition and combination processes for environmental entrepreneurs and the role that the certification community and the sharing of values may have on environmental bricolage processes. All the entrepreneurs we analysed belong to the biodynamic community, and with our research design, we could not fully understand the different contribution that joining a community of environmental entrepreneurs could provide compared to environmental entrepreneurs who live in areas where this community is not available.

Lastly, the proposed framework of environmental bricolage is focused on those environmental entrepreneurs who aim at creating environmental value by reducing the consumption of resources that are scarce and exerting a positive impact on the environment itself. However, academics are, currently and to a large extent, also paying attention to the use of ecosystems capacity as a waste storage. Such activities may require an additional study of bricolage, and represent a bright opportunity to validate and refine the model of environmental bricolage in other resource constrained industries.

## 7. References

- An, W., Zhao, X., Cao, X., Zhang, J., Liu, H., 2018. How bricolage drives corporate entrepreneurship: the roles of opportunity identification and learning orientation. *J. Prod. Inn. Manag.*, 35(1), 49-65.
- Annunziata, E., Pucci, T., Frey, M., Zanni, L. 2018. The role of organizational capabilities in attaining corporate sustainability practices and economic performance: Evidence from Italian wine industry. *J. Clean. Prod.* 171, 1300-1311.
- Baker, T., Nelson, R. E., 2005. Creating Something from Nothing: Resource Construction through Entrepreneurial Bricolage. *Adm. Sci. Q.* 50(3), 329-366.
- Barbosa, F. S., Scavarda, A. J., Sellitto, M. A., Lopes Marques, D. I., 2018. Sustainability in the winemaking industry: An analysis of Southern Brazilian companies based on a literature review. *J. Clean. Prod.* 192, 80-87.
- Barratt, M., Choi, T. Y., Li, M., 2011. Qualitative Case Studies in Operations Management: Trends, Research Outcomes, and Future Research Implications. *J. Oper. Manag.* 29(4), 329-342.
- Bojica, A. M., Ruiz Jiménez, J. M., Ruiz Nava, J. A., Fuentes-Fuentes, M. M., 2018. Bricolage and growth in social entrepreneurship organisations. *Entrepren. Region. Dev.* 30(3-4), 362-389.
- Boxembaum, E., Rouleau, L., 2011. New knowledge products as bricolage: metaphors and scripts in organizational theory. *Acad. Manag. J.* 36(2), 272-296.
- Casaló, L. V., Escario, J. J., 2018. Heterogeneity in the association between environmental attitudes and pro-environmental behaviour: A multilevel regression approach. *J. Clean. Prod.* 175, 155-163.
- Cohen, B., Winn, M. I., 2007. Market imperfection, opportunity and sustainable entrepreneurship. *J. Bus. Ventur.* 22(1), 29-49.
- Corley, K. G., Gioia, D. A., 2004. Identity ambiguity and change in the wake of a corporate spin-off. *Adm. Sci. Q.* 49(2), 173-208.
- Dana, L. P., Dana, T. E., 2005. Expanding the scope of methodologies used in entrepreneurship research. *Int. J. Entrep. Small Bus.*, 2(1), 79-88.
- Dean, T. J., McMullen, J. S., 2007. Toward a theory of sustainable entrepreneurship: reducing environmental degradation through entrepreneurial action. *J. Bus. Ventur.* 22(1), 50-76.
- Di Domenico, M., Haugh, H., Tracey, P., 2010. Social Bricolage: Theorizing Social Value Creation in Social Enterprises. *Entrepreneurs. Theory Prac.* 34(4), 681-703.

- Duymedjian, R., Rüling, C. C., 2010. Towards a Foundation of Bricolage in Organization and Management Theory. *Organ. Stud.* 31(2), 133-151.
- Eisenhardt, K. M., Graebner, M. E., 2007. Theory Building from Cases: Opportunities and Challenges. *Acad. Manag. J.* 50(1), 25-32.
- Ene, S. A., Teodosiu, C., Robu, B., Volf, I., 2013. Water footprint assessment in the wine making industry: a case study for a Romanian medium size production plant. *J. Clean. Prod.* 43, 122-135.
- Fisher, G., 2012. Effectuation, Causation and Bricolage: A Behavioural Comparison of Emerging Theories in Entrepreneurship Research. *Entrepreneurs. Theory Prac.* 36(5), 1019-1051.
- Fortis, M., Sartori, A., 2016. Food & wine: quality, tradition and innovation. In M. Fortis (Ed.), *The Pillars of the Italian Economy. Manufacturing, Food & Wine, Tourism* (pp. 283-317). Cham Switzerland: Springer International Publishing.
- Gehman, J., Glaser, V. L., Eisenhardt, K. M., Gioia, D., Langley, A., Corley, K. G., 2018. Finding Theory-Method Fit: A Comparison of Three Qualitative Approached to Theory Building. *J. Manag. Inq.* 27(3), 284-300.
- Gioia, D. A., Corley, K. G., Hamilton, A. L., 2013. Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organ. Res. Methods* 16(1), 15-31.
- Gioia, D. A., Thomas, J. B., 1996. Identity, image and issue interpretation: sensemaking during strategic change in academia. *Adm. Sci. Q.* 41(3), 370–403.
- Glaser, B., Strauss, A., 1967. *The Discovery Grounded Theory: Strategies for Qualitative Inquiry*. London, UK: Weidenfeld and Nicolson.
- Janssen, F., Fayolle, A., Wuillaume, A., 2018. Researching bricolage in social entrepreneurship. *Entrepren. Region. Dev.* 30(3-4), 450-470.
- Kirkwood, J., Walton, S., 2014. How green is green? Ecopreneurs balancing environmental concerns and business goals. *Australas. J. Env. Man.*, 21(1), 37-51.
- Ladstaetter, F., Plank, A., Hemetsberger, A., 2018. The merits and limits of making do: bricolage and breakdowns in a social enterprise. *Entrepren. Reg. Dev.* 30(3-4), 283-309.
- Lévi-Strauss, C., 1966. *The Savage Mind*. Chicago, IL: University of Chicago Press.
- Linna, P., 2013. Bricolage as a means of innovating in a resource-scarce environment: a study of innovator-entrepreneurs at the BOP. *J. Dev. Entrep.* 18(3), 1-23.
- Mair, J., Martí I., 2006. Social Entrepreneurship Research: A Source of Explanation, Prediction and Delight. *J. World Bus.* 41(1), 36-44.

- Mair, J., Martí, I., 2009. Entrepreneurship in and around Institutional Voids: A Case study from Bangladesh. *J. Bus. Ventur.* 24(5), 419-435.
- Markman, G. D., Russo, M., Jennings, P. D., Mair, J., 2016. Entrepreneurship as a Platform for Pursuing Multiple Goals: A Special Issue on Sustainability, Ethics, and Entrepreneurship. *J. Manag. Studies* 53(5), 673-694.
- Miner, A. S., Bassoff, P., Moorma, C., 2001. Organizational improvisation and learning: A field study. *Adm. Sci. Q.* 46(2), 304-337.
- Molecke, G., Pinkse, J., 2017. Accountability for Social Impact: A Bricolage Perspective on Impact Measurement in Social Enterprises. *J. Bus. Ventur.* 32(5), 550-568.
- O'Neil, I., Ucbasaran. D., 2016. Balancing “what matters to me” with “what matters to them”: Exploring the legitimation process of environmental entrepreneurs. *J. Bus. Ventur.* 31(2), 133-152.
- Omoredede, A., 2014. Exploration of motivational drivers towards social entrepreneurship. *Soc. Enterp. J.* 10(3), 239-267.
- Santini, C., Cavicchi, A., Casini, L., 2013. Sustainability in the wine industry: key questions and research trends. *Agric. Food Econ.* 1(9), 1-14.
- Sarkar, S., 2018. Grassroots entrepreneurs and social change at the bottom of the pyramid: the role of bricolage. *Entrepren. Reg. Dev.* 30(3-4), 421-449.
- Senyard, J. M., Davidsson, P., Steffens, P. R., 2010. Venture creation and resource processes: using Bricolage sustainability ventures. *Proceedings of the 7<sup>th</sup> AGSE International Entrepreneurship Research Exchange*, 637-648.
- Shepherd, D. A., Patzelt. H., 2011. The new field of sustainable entrepreneurship: studying entrepreneurial action linking “what is to be sustained” with “what is to be developed”. *Entrepren. Theory Pract.* 35(1), 137-163.
- Strauss, A., Corbin, J., 1998. *Basics of Qualitative Research: Procedures and Techniques for Developing Grounded Theory*. 2nd ed. Thousand Oaks, CA: Sage.
- Vanevenhoven, J., Winkel, D., Malewicki, D., Dougan, W. L., Bronson, J., 2011. Varieties of bricolage and the process of entrepreneurship. *New England J. Entrepren.* 14(2), 53-66.
- Villanueva-Rey, P., Vázquez-Rowe, I., Moreira, M. T., 2014. Comparative life cycle assessment in the win sector: biodynamic vs. conventional viticulture activities in NW Spain. *J. Clean. Prod.* 65, 330-341.
- Walton, S., Kirkwood, J., 2013. Tempered radicals! Ecopreneurs as change agents for sustainability – an exploratory study. *Int. J. Social Entrepren. Inn.* 2(5), 461-475.



Welter, C., Mauer, R., Wuebker, R. J., 2016. Bridging Behavioural Models and Theoretical Concepts: Effectuation and Bricolage in the Opportunity Creation Framework. *Strategic Entrepren. J.* 10(1), 5-20.

Yin, R. K., 1999. *Case study research: design and methods*. Sage Publications, Thousand Oaks, CA.

## **NAVIGATING MISSION DRIFT AND MISSION LOCK-IN IN SOCIAL ENTERPRISES: THE ROLE OF AUTHENTICITY<sup>3</sup>.**

### **Abstract**

This study explores the role of authenticity in social enterprises. We argue that the search for authenticity, which is composed of different perspectives and entails several internal dynamics, is what enables a social enterprise to navigate the typical tensions integral of its organizational form: mission drift and mission lock-in. Relying on an inductive in-depth case study of a social enterprise which operates in the field of tourism and, more specifically, addressing concerns about overtourism, we show that the authenticity sought by the company takes the form of consistency, conformity, connection, and experimenting. This helps the social enterprise navigate the above-mentioned tension.

**Keywords:** authenticity, social enterprises, mission drift, mission lock-in, tourism.

---

<sup>3</sup> Status: Journal of Business Ethics. To submit.

## 1. Introduction

The concept of authenticity has fascinated scholars across a wide variety of disciplines (Liedtka, 2008), and a growing number of definitions have been associated with it. Across a spectrum ranging from ancient philosophers to current academics, authenticity seems to go beyond the simple and more traditional view of being true to oneself (Wang, 1999). Studies on authenticity encompass several contexts, but recently this concept has knocked on the door of management studies, since it informs a number of central topics related to management, organizations, and business (Lehman, O'Connor, Kovács and Newman, 2019).

In this paper, we explore the role of authenticity in a social enterprise, following the call by Mazutis and Slawinski (2015) for future research on the relationship between authenticity and social enterprises. Since they combine social and economic goals, it is to be expected that questions about authenticity might also be important for social enterprises, just as Liedtka (2008), pointing at the intersection of strategy and business ethics, has argued that the search for a more authentic corporation might improve both the moral good and business outcomes. Social enterprises have received increasing attention in recent decades (Ramus and Vaccaro, 2017), representing a fresh and novel way to tackle complex social issues. However, social entrepreneurs may face the risk of incurring mission drift or mission lock-in, which leads them to, respectively, pay more attention to the economic aspects, thus pushing the social mission into the background (Battilana, Lee, Walker and Dorsey, 2012), or vice-versa (Copestake, 2007). Therefore, in this paper we focus on the following research question: “How can authenticity help social entrepreneurs navigate the tensions of mission drift and mission lock-in?”

To answer our research question, we analyse a single in-depth case study: Authenticitys. Established in 2014, this social enterprise consists of an online platform that, by connecting visitors with local experiences, aims to bring them to positively impact cities, generating a community of conscious travellers. Although Authenticitys operates internationally, most of the data were collected in Barcelona, the headquarters of the enterprise, where the power of social impact can be significant, Barcelona being a city that suffers heavily from overtourism. The analysis of our data suggests that the search for authenticity—through consistency, conformity, connection and experimenting—helped Authenticitys to navigate mission drift and mission lock-in.

The remainder of this paper is organized as follows. In the next section, we review the relevant literature on authenticity in management, social enterprises' tensions, the

concept of authenticity in tourism and overtourism, to lay out our theoretical framework. In the methodology section, we describe our research context, our case study and our approach to data analysis. We then present our findings and conclude by discussing them, outlining our main contributions, and finally proposing avenues for future research.

## **2. Literature Review**

### **2.1 Authenticity in management literature**

What does authenticity mean? While ancient philosophers saw it as an individual moral virtue in the midst of social decadence, often exemplified by the figure of Socrates, more contemporary thinkers regard it as the capacity to make ethical choices involving conflicting individual and collective goals (Novicevic and Harvey, 2006). Even if, broadly, authenticity is often defined as being true to oneself (e.g. Harter, 2002; Peterson, 1997), it is also explained as one's behaviours being consistent with one's personal values (Gardner, Avolio, Luthans, May and Walumbwa, 2005), or doing what one says (Eggers, O'Dwyer, Kraus, Vallaster and Guldenber, 2013). It is related to making choices (Svejenova, 2005); choices that are coherent with the past (Bovens, 1999) or with an envisioned future about who the individual would like to become (Ibarra, 1999). Recently, in analysing the construct of authenticity, Lehman et al.'s (2019) literature review outlines that, despite its apparent consensus, the same term 'authenticity' is used in different ways by various scholars. According to the authors, authenticity has been approached from three distinct perspectives: authenticity as *consistency* – an entity is authentic to the extent that it is consistent in terms of its external expressions and its internal values and beliefs –, authenticity as *conformity* – an entity is authentic to the extent that it conforms to the social category to which it has been assigned or that it has claimed for itself –, and authenticity as *connection* – an entity is authentic to the extent that it is connected to a particular person, place, or time as claimed –.

It is not surprising that, besides authenticity being a relevant construct in the fields of philosophy and psychology, which have studied the meaning and discrepancies of the concept, management scholars have become equally enamored by the topic in recent years (Lehman et al., 2019). Even if some consider this research as still early-stage (Roberts, Cha, Hewline and Settles, 2009), the last years have seen a growing number of management and organizational scholars examine the nature and benefits of authenticity. Over the last decade, in particular, publications on authenticity in management journals have more than doubled (Lehman et al., 2019). The fields of marketing and leadership

(Avolio and Gardner, 2005; Beverland and Farrelly, 2010; Goffee and Jones, 2005; Liedtka, 2008; Novicevic and Harvey, 2006; Rose and Wood, 2005) are the prevalent sectors in which authenticity has been explored, perceptions of authenticity being attributed either to organizational leaders or to products and brands (Mazutis and Slawinski, 2015). The implications of authenticity for different actors and its role in distinct contexts have also been studied. Areas include, among others, stakeholders' perception of authenticity in CSR (Mazutis and Slawinski, 2015), luxury clients' search for authenticity (Hitzler and Müller-Stewens, 2017), the role of authenticity for tourists and residents in tourism management (Zhou, Zhang J., Zhang H., and Li, 2018), the implications of authenticity for managers (e.g. Gardner, Coglisier, Davis and Dickens, 2011; Leroy, Palanski and Simons, 2012; Peus, Wesche, Streicher, Braun and Frey, 2012), consumers (e.g. Beverland and Farrelly, 2010; Leigh, Peters and Shelton, 2006), and organizations (e.g. Frake, 2017; Hatch and Schultz, 2017; Howard-Grenville, Metzger and Meyer, 2013; Verhaal, Khessina and Dobrev, 2015), and authenticity's role in corporate governance dynamics and decision making (Steckler and Clark, 2019).

Although the importance of authenticity seems to transcend a host of academic domains as well as research paradigms (Lehman et al., 2019), still little attention has been paid to it in the field of social entrepreneurship (Mazutis and Slawinski, 2015). The relevance of studying authenticity in this domain lies in its potential to bring new insights or a powerful lens for management theorizing and practice – particularly at the intersection of discussions on ethics and management (Liedtka, 2008). Embracing ethical and social issues in business is the core of social enterprises, defined as organizations which aim to address neglected social problems (Mair and Marti, 2006). Whether they are a platform, a network, or an organization, social enterprises put their social mission ahead of financial goals to bring positive value to society. They craft innovative solutions to long-standing social issues (André and Pache, 2016). Although scholars are significantly intrigued by social entrepreneurship, curiously not much has been written in the business ethics literature about the idea of 'authenticity' (Freeman and Auster, 2011). Given their inner nature, social enterprises try to balance their social and ethical goals with economic ones, thus engaging in profit-making activities with a social mission. Following Mazutis and Slawinski's (2015) suggestion that social enterprises might be suitable organizations to be shaped by the concept of authenticity, the goal of this research is to explore the role of authenticity in social enterprises. Yet, social enterprises often undergo tensions between social and economic goals. Although these tensions have been

studied extensively under different lenses (Battilana and Lee, 2014; Battilana, Sengul, Pache and Model, 2015; Ebrahim, Battilana and Mair, 2014; Pache and Santos, 2013), it is underexplored whether authenticity can help navigate these tensions.

## 2.2 Mission drift and mission lock-in

Tensions and dilemmas in integrating social welfare and commercial aims are faced by social enterprises almost on a daily basis, given their employment of a market-based organizational form with the purpose of creating a positive change in society (Smith, Gonin and Besharov, 2013; Miller, Grimes, McMullen and Vogus, 2012). According to Battilana and Lee (2014), they are at the intersection between the traditional business and charity model. They are mission-driven ventures which compete to address complex social problems, embodying at the core of their functioning two organizational forms that are based on largely divergent and sometimes conflicting motivations and goals (Battilana and Lee, 2014; Miller et al., 2012). Thus, social enterprises often face the risk of mission drift, a phenomenon whereby the social mission is gradually abandoned in favour of the economic one (Battilana et al., 2012). The risk of mission drift can affect, among others, microfinance organizations, an example of social enterprises that aim to address poverty and gender inequality in developing countries (Battilana and Dorado, 2010) by giving entrepreneurs access to financial services. In addition, mission drift has been studied also in reference to non-profit organizations deviating from their designated mission as a result of external financial pressures (Young and Kim, 2015).

A growing number of studies have theoretically and empirically investigated mission drift in social enterprises, providing an understanding of the trade-offs between economic and social missions, and of the strategies social enterprises can adopt to prevent it (Smith et al., 2013; Ramus and Vaccaro, 2017). A stream of research on mission drift explains its occurrence in terms of the nature of social enterprises, which pursue a social mission through business means. It may challenge the potential success of these enterprises (Siegener, Pinkse and Panwar, 2018). Furthermore, Staessens and colleagues (2018) studied how it can be identified through measuring both social and economic performances of social enterprises, and Ramus and Vaccaro (2017) explored social enterprises' strategies for addressing it. Ometto and colleagues (2018) went further, recognizing that past related research has focused on specific periods of an organization's lifetime, and highlighting the mechanisms that underpinned and supported the early

success of organizations, and those that subsequently led to mission drift after they began to scale up.

Although management studies have mostly focused on mission drift, its reverse is equally relevant. Mission lock-in is the situation whereby a social enterprise increases its emphasis on its social missions, and needs to redirect its attention to its economic mission to achieve long-term sustainability (Staessens et al., 2018; Young, Kerlin, Teasdale and Soh, 2012). By incurring mission lock-in, social enterprises systematically lose sight of the economic aspects due to the attention devoted to social objectives and performance. According to some scholars, sometimes mission lock-in may be even a bigger danger than mission drift (Copestake, 2007). In any event, both mission drift and mission lock-in are risks social enterprises face during their lifetime. Although a growing stream of research examines the conditions under which social enterprises can sustain their hybrid nature over time (e.g. Battilana and Dorado, 2010; Canales, 2013; Murray, 2010; Pache and Santos, 2013), mission drift and mission lock-in are important challenges for social enterprises and inherent to a broad range of organizations that seek to combine multiple objectives. Further research on it is necessary.

Following one's own inner nature is often perceived as being authentic, and social enterprises struggle to remain aligned with it. Grimes and colleagues (2018) firstly associate social enterprises' behavioural inconsistency – acting out of character – with the questioning of organizational authenticity. Authenticity appears to be related to mission drift because when inconsistent organizational actions occur, the audience evaluation of the organization's authenticity encourages external perceptions of mission drift. Following on from Grimes et al. (2018), and based on the calls for both further research on mission drift (Battilana and Lee, 2014) and further exploration of the relationship between social enterprises and authenticity (Mazutis and Slawinski, 2015), we argue that authenticity may be related to – and interrelated with – both mission drift and mission lock-in. The dynamics of these relationships are the focus of our study.

### 2.3 Authenticity in tourism

Among the different fields in which authenticity has become a concern for various actors and has attracted the attention of scholars, one is the tourism industry. The concept of tourism authenticity has been broadened, developed and advanced towards a more holistic interpretation (Taheri, Farrington, Curran and O'Gorman, 2018), involving different dimensions. Some authors have studied authenticity as something intrinsic to

places and objects, while others have suggested that authenticity lies in the perceptions or experiences of tourists (Timothy, 2011). Thus, it can refer to traditional culture and origin, and also reflect a sense of realness, genuineness, and uniqueness (Sharpley, 1994). Accordingly, Wang (1999) suggested that it should be divided into two issues, tourist experience and toured object. Other perspectives have also been used to approach authenticity in the tourism industry. For instance, Selwyn (1996) distinguished between ‘cool’ and ‘hot’ authenticity, referring to, respectively, authenticity as knowledge and authenticity as feeling. However, the three most widely discussed perspectives are objective, constructive and existential authenticity. While the first one refers to the authenticity of original objects (Wang, 1999), which could be a physical thing or an artifact, or even a daily ritual, constructive authenticity is tourists’ perception or cognition of objective authenticity, attained from interaction with attraction settings (McIntosh and Prentice, 1999). Finally, existential authenticity is a state of being in which individuals are true to their own values and beliefs, experiencing a personal and emotional connection with the travel destination (Steiner and Reisinger, 2006; Wang, 1999).

Recently, the topic of authenticity has been analysed with reference to mass tourism (Overend, 2012) and overtourism (Koens, Postma and Papp, 2018). Tourism is today one of the main industries in the world (Goffi, Cucculelli and Masiero, 2019). During 2017, the UN’s International Year of Sustainable Tourism for Development, international tourist arrivals grew by 7% to reach a total of 1.326 billion, a total that exceeds the United Nations World Tourism Organization’s 2010-2020 long-term projections of 3.8% growth per year (CREST, 2018). Moreover, UNWTO provides rough estimates that apart from 1.3 billion international trips, there are another 5-6 billion domestic trips. As there is an increasing middle class with a disposable income making travel possible, coupled with low-cost fares, it appears clear that the industry has tremendous potential for growth. This raises some urgent issues for the industry and for society. Indeed, if the trend continues in this vein, traveling will not be sustainable and, in the long term, it will have to be reduced drastically due to its adverse impacts. Protests from residents have naturally followed this exponential tourism increase. Mediterranean cities such as Barcelona and Venice are often cited as salient examples of the phenomenon (Benner, 2019).

Thus, in less than two years, the concept of overtourism has come to prominence. Overtourism occurs when tourism has moved beyond the limits of acceptable change in the destination due to the number of visitors, resulting in degradation of the environment



and infrastructure, diminished travel experience, wear and tear on built heritage, and/or negative impacts on residents (CREST, 2018). Online accommodation services (e.g. Airbnb) connect with a desire by tourists to experience the real and authentic everyday city. But this also means that tourism activities become further intertwined with local life and local residents, and end up altering them fundamentally, which puts the authentic experience sought by tourists at risk. Indeed, there is a danger that the concept of authenticity could be monopolized by considering it solely through the prism of the tourism experience.

The issue of overtourism has become commonplace in academia as well (Koens et al., 2018). Paradoxically, without a change in the dominant rationale of tourism development, a large number of destinations are likely to lose what makes them attractive to tourists in the first place, that is, the unique and authentic character of their environmental and cultural heritage (Benner, 2019). Authenticity in tourism, especially in a context of overtourism, is a complex issue and must not be oversimplified. Several aspects that go beyond the tourism experience have to be considered, such as the social impact on host communities (Kim and Petrick, 2005; Tosun, 2006). In contrast to other approaches, we argue that authenticity does not only play a role in the foreground, but can also figure in the background. Organizations might be able to create settings, business models and business practices in order to make an environment that propitiates the emergence of authenticity. In other words, authenticity may be *inside* the organization. Organizations need to be the host of authenticity, not its enemy (Taylor, 1991). Thus, a search for responsible and sustainable practices in the tourism industry paves the way for alternative organizational approaches (Aquino, Lück and Schänzel, 2018). Social enterprises that aim to eradicate social problems such as poverty, unemployment, poor public health and others (Bornestein and Davis, 2010; Johnson, 2000) have emerged in an attempt to address tourism issues, taking the opportunity that tourism is one of the first industries to incorporate sustainable development in its agenda (Sloan, Legrand and Simons-Kaufmann, 2014; von der Weppen and Cochrane, 2012). Social entrepreneurship has the potential to counter the negative externalities of the traditional business models employed in tourism (Altinay, Sigala and Waligo, 2016; Newbert and Hill, 2014; Sheldon, Pollock and Daniele, 2017). The role of social enterprises in addressing social issues in tourism literature has been overlooked (Altinay et al., 2016). In sum, given the social challenges posed by the phenomenon of tourism, it is a relevant field in which to explore the question of authenticity and social enterprises that informs our study.

### 3. Methods

Given the lack of empirical research and theoretical understanding on the role of authenticity in social entrepreneurship, we chose to address our research question through an in-depth single case study. This method is appropriate for building theory in situations where there is either no theory or a problematic one, or even when processes are complex (Gehman, Glaser, Eisenhardt, Gioia, Langley and Corley, 2018). Moreover, as our study seeks to answer a ‘how’ question, it lends itself to in-depth analysis (Stake, 1995). Lastly, the case study, as a non-quantitative research strategy, has the advantage of being flexible: the research strategy is interactive, as is the relationship between an entrepreneur and the environment of the firm (Dana and Dana, 2005). The selected case is Authenticitys, a Spanish social enterprise which, through a platform, curates and co-designs social impact experiences for people to travel, share, and learn together in settings in several cities. There were three key criteria determining the selection of this critical case (Yin, 1994). First, it is a social enterprise which tries to address the social issue of overtourism on a worldwide scale. However, our data collection was narrowed to the context of Barcelona, this being one of the cities which suffers most from overtourism. Secondly, given its nature as a social enterprise, it currently faces the typical tensions of this type of organizations. Thus, mission drift and lock-in are likely to emerge. Finally, as the company’s name suggests, authenticity surely plays a role in it, which is what we aimed to explore with this research. The study design was inductive and open-ended in order to allow themes to emerge from the data, and was based on material covering the period from January 2014 to May 2019.

#### 3.1 Research context

Barcelona is one of the cities, after Venice, most often cited as an example of overtourism, and is struggling with tourism-related social and environmental issues. The rebellion and protests by local people have even been defined as ‘tourism-phobia’. If we look at the numbers, it might be easier to understand this reaction: Barcelona tourism grew by more than 54% in eight years (Goodwin, 2018), with more than 7 million travellers in 2018, generating an aggregate turnover of between 8 and 9.7 billion euros and accounting for around 14% of total employment in the city (Ajuntament de Barcelona, Direcció de Turisme, 2017). The visitors arrive by coach, cruise ship, train or plane in numbers which the city government cannot control (Goodwin, 2017). At the heart of the problem is that tourists take holidays in other people’s homes. Destinations are not

resorts but places where people live out their lives. The tourism increase surely provides economic benefit. But there is increasing concern that this comes at the expense of social wellbeing.

### 3.2 Case overview

Authenticity is an extreme case (Pettigrew, 1990), particularly well suited for addressing our research question. Established by Elena Rodríguez Blanco in 2014, it is an online platform which consists of curating and co-designing, with local partners, authentic social impact experiences for travellers, businesses and universities. One concern of the founder was that tourism money is not always supporting the local economy and the initiatives that are solving social and environmental challenges in their cities. At the same time, she realized that consumers are becoming more and more aware of social and environmental challenges and millennials are looking for authentic experiences with positive social impact. Keeping that in mind, Authenticity recognized a business opportunity in this market: it believed responsible travel should also happen in cities. It wanted people to connect and build a community around themselves so that they can continue addressing social problems on their own. Thus, Authenticity's mission is to create employment opportunities for the local communities through authentic city experiences, while providing experiential education to travellers and increasing environmental awareness. In addition, consistently with the choice of the name for the initiative, the founder aimed at *being authentic* when making decisions, relating with stakeholders, adopting practices, and developing new experiences.

Authenticity's history starts with the support of the Impact Hub network (scaling program) and the Investment Ready program in Vienna. One of their biggest challenges in the first two years was growing with limited capital. In October 2016, Elena fundraised a seed round of investment and was also granted a EUR 50,000 government loan for start-ups which she used to consolidate her experiences in Europe and launch the first ten experiences in Latin America, to consolidate the European customer base and to continue scaling in 2017. In 2017 Authenticity incorporated new B2B entities, willing to focus on increasing its sales to businesses that were looking to have an impact through their corporate social responsibility programs and more specifically employee volunteerism and team training activities that give back to the local cities and non-profits. Finding this fit between companies looking to express their corporate values through the activities they carry out allowed for the possibility of delving deeper into experience design and

creation for specific purposes. The company is currently running well, but it has reached a deadlock and it has to find a solution to keep pace with the market.

### 3.3 Data collection

We collected data through a deep immersion in the setting (Gehman et al., 2018). As appropriate in a longitudinal case study covering 5 years, data on Authenticitys came from a variety of sources. Data collection was conducted by the first author, who had unique access to the company numbers and business strategy related information. However, since data were in both English and Spanish, the second authors helped in the translation from Spanish to English. The authors were fully aware of the risk of bias and did their best to be impartial. Part of the data came from semi-structured interviews with the founder, Authenticitys team members, Authenticitys advisors and key collaborators, and tourist guides. A total of 10 interviews were conducted from February to May 2019, and were recorded and transcribed. Given the small size of the initiative, the authors felt that most perspectives were covered and that saturation started to appear in the later interviews. The interview questions, which were open-ended, were designed to let information emerge about what authenticity means for the company, where its uniqueness comes from, what tensions they had to face and how they solved them. In addition, the authors were provided with 5 interviews carried out by other researchers in past years. Interviews have been used as the main source of data, with secondary sources serving as important triangulation and supplementary sources as a means of gaining additional perspectives on key issues (Corley and Gioia, 2004) and of helping to reveal the focal phenomenon (Gehman et al., 2018). Secondary sources consisted of: nonparticipant observation on two tours organized by Authenticitys; attendance at an overtourism conference in Barcelona; attendance at a university class about Authenticitys given by the founder; Authenticitys online posts, blog and press; social impact reports; videos from Authenticitys' YouTube channel; archival data provided by the company; a questionnaire submitted to 32 students about what makes Authenticitys authentic; access to the online working platform with daily conversations; and a podcast from Audio RTVE (Spanish public radio and TV). Table 1 provides a summary of the data sources, which helped us develop a holistic understanding of the case.

Table 1. Data sources.

Sources	Number	Date	N° of pages	Time (')
<b>Interviews</b>				
Elena (founder)	3	21/01/2019	14	43
		28/03/2019	19	72
		30/06/2017	6	-
Sandra (COO & Experience Curator)	1	21/03/2019	10	37
Manolo (finance & strategy Advisor)	1	20/03/2019	6	31
Daniela (Tourism Advisor)	1	22/03/2019	11	45
Pablo Sanchez (B-Corp Spain country partner)	1	27/03/2019	7	28
Cristina Castellanos (Sales and Client Manager/Social Media Guru)	1	21/03/2019	8	30
Josè and Lily (students for SIR)	2	18/03/2019	6	28,5
Carlota (tour guide)	1	25/03/2019	3	9
<b>TOTAL</b>	<b>11</b>		<b>90</b>	<b>325,5</b>
<b>Student questionnaire</b>	32	22/03/2019	43	-
<b>Interviews to worldwide partners (carried out by other researchers)</b>				
Inigo	1	22/08/2016	2	-
Doru Raduta	1	08/08/2016	3	-
Anna Alaman	1	25/07/2016	3	-
Arma Kleinepier	1	11/07/2016	2	-
Diego Jenzer	1	27/06/2016	2	-
<b>TOTAL</b>	<b>5</b>		<b>12</b>	<b>-</b>
<b>From the website</b>				
Authenticity – what’s new	20 posts	01/04/2015-07/08/2017	5	-
Blog	-	24/02/2015-15/01/2019	6	-
Authenticitys - press	-	01/01/2014-24/01/2019	5	-

<b>Other sources (website)</b>					
Manifesto	-	-	1	-	
Social impact report 2016	-	2016	34	-	
Social impact report 2017	-	2017	14	-	
Social impact report 2018	-	2018	28	-	
Document: B-Corp in Spain	-	2017	19	-	
<b>TOTAL</b>	-		<b>96</b>	-	
<b>Audio RTVE (Radio Televisión Espanola - in Spanish)</b>					
	-	2018	-		54
<b>Youtube Channel</b>					
	25 videos	24/01/2014-30/01/2018	-		92
<b>Observation</b>					
Tour Changemakers in Barcelona	1	16/03/2019	4 (field notes)		6 h
Tour Fisherman experience in Barceloneta	1	25/03/2019	2 (field notes)		3 h
<b>Attendance at ELISAVA lesson: <i>Impact Design. Creating Transformational experience</i></b>					
	-	26/02/2019	45 (power point slides)		-
<b>Attendance at Harold Goodwin conference about sustainable tourism</b>					
	-	25/03/2019	23 (power point slides)		2 h
<b>Others - Provided by Elena</b>					
FITUR Authenticity Experiences	-	21/01/2019	16		-
More than Planning: how to design your vacations	-	29/01/2019	9		-

travel so you can have the best stories to tell					
Document "booking booster application"	-	21/02/2017	5	-	
Document "expolive application"	-	06/03/2019	5	-	
Authenticitys at a glance	-	08/01/2016	2	-	
Auhenticitys	-	09/12/2015	1	-	
Bponenager High					
Recommendation letter	-	21/06/2016	1	-	
Submit 2016	-	09/05/2016	5	-	
Authenticitys					
<b>TOTAL</b>	-		<b>44</b>	-	

### 3.4 Data analysis

Once the data had been collected, we analysed it inductively, following Gioia et al.'s methodology (2013), and identifying threads of inquiry that might help us understand the role of authenticity in social enterprises. Each author analysed each interview and the supplementary data, thus reducing the risk of personal bias. Accordingly, we followed a three-step procedure aimed at identifying (i) general first-order categories, (ii) second-order themes, and (iii) aggregate dimensions. We firstly developed 95 first-order codes, looking at similarities and differences among emerging categories and giving those categories labels that retain informants' terms, when possible (Gehman et al., 2018). Then, we worked to establish similarities between the codes, involving a back-and-forth process with constant conversations and coding comparisons between the authors. This process ended with a final list of 19 elements. We then reflected and deliberated about deeper structures or processes that we could understand as part of a second-order theoretical level, and identified 6 second-order categories. Finally, examining the relationships between them, we further aggregated them into 2 dimensions, which capture the actions to navigate mission drift and mission lock-in, and the perspectives of authenticity. Table 2 illustrates the data structure.

Table 2. Data structure.

First-order concepts	Second-order themes	Aggregate dimensions
Willingness to forgo investors Avoidance of unethical possibilities Selection of the right partners Acceptance that the 'gold model' does not fit	Dodging mission drift	Actions to navigate mission drift and mission lock-in
Awareness of the importance of scaling up No trade-off between impact and money in the long term Making profit is not a sin	Dodging mission lock-in	
Being true to oneself Walking the talk	Authenticity as consistency	Perspectives of authenticity
Behaving as a SE Applying for B-Corporation status Being part of an ecosystem Alignment with impact tourism	Authenticity as conformity	
Uniqueness of the place Connection with the locals	Authenticity as connection	
Creating and generating a new self Continuously prototyping Transition design Tourism as a catalyst for social change	Authenticity as experimenting	



## 4. Findings

This section is presented in two main parts, in a structured manner, showing how we reached the aggregate dimensions from the first-order themes and second-order categories.

### 4.1 Navigating between mission drift and mission lock-in

In Authenticitys, navigating between mission drift and mission lock-in is possible because of the inner willingness and desire to search for authenticity in every action the team takes. Although on a practical level this happens due to different underlying dynamics, analysed below, the search for authenticity is what makes these dynamics emerge. The explanation of what authenticity is for the company is presented in the second part, when describing the second aggregate dimension.

#### 4.1.1 Dodging mission drift

Since 2014, when Elena established the company, she and her team have been able to bypass the risk of abandoning their social mission in order to make profit. As Elena told us when we interviewed her, since the company was established and run from the beginning with a different approach, the ideal of addressing social problems was never replaced by the purpose of financial enrichment:

*At the beginning, when we started, we went to an incubator, like an impact hub, in Vienna. It is called the Investment Ready program and they only accelerate social enterprises. It was not really an accelerator; it was more preparing for investments. So, that preparation for investments was made up of three sessions, and then they connect with angel investors in Vienna. [...] there we found a block; I mean we found investors, they actually invested, but where we found a block was in trying to work with the normal tools, like legal contracts, shareholder agreements and everything, etc., and modifying them enough to fit the needs of the investors, my interests, and those of the company. Why? Because normally angel investors invest, but they want to get a clear exit option. What if you go for long-term sustainability instead, or if you combine different things? [...] It was about keeping the social element and giving space to the company to be what it had to be, because I didn't want to commit to an exit. Like... it was too early, and also, it's true that I felt there was like a push from these accelerators. But there are other options, there are other options. (Elena)*

This quote is representative of one of the first-order theme we have identified, willingness to forgo some types of investors. Investors often want their investments to be profitable in the short term, and then leave and move on to other ventures. But when investing in sustainability and addressing social issues, social entrepreneurs need investors that are ready to fit into a new model. Elena and her team had to fight this kind of tensions:

*...if we say “we are going to get together in business and our goal is to make 1 million euros”: it is super easy to understand... [...] But it was impossible to achieve that kind of alignment between me and my investors. We never got to a point where they fully understood the level of depth we were looking for and the social impact and trust that would have been acceptable. Although all that they were giving was money. [...] well, no, they also wanted to be mentors, being a bit involved... and I can tell they had good intentions, I really liked both of my investors, they are good people... I don't think there was anything wrong with their intentions or their motivations; it was just that it was so complex to get the process to work. To get what they understand by social and what I understand by social to be aligned... but in the end it was too hard. And dealing with the legal language was pretty much impossible... [laughs], but we really did try. (Elena)*

In other words, even if the social views of the investors and the social entrepreneur are aligned, the legal complexities and the desire for a clear exit option by the investors make collaboration difficult. Ultimately, the decision to not collaborate with some investors allowed Authenticitys to remain loyal to itself and to dodge mission drift. Although they were aligned on the idea of focusing on social purposes, the language spoken by the company and the investors was too different.

In addition, avoidance of unethical possibilities, selection of the right partners and acceptance that the ‘gold model’ does not fit, were other dynamics which enabled the company to not incur mission drift. Elena was often advised to adopt marketing practices that she considered unethical, such as buying databases with consumers’ profiles, or hiring fake companies to increase likes in their social network profiles. They could have gained a lot of consumers through these means, but they seemed wrong. And, besides, she did not want to go for big numbers, as that would seem to endanger authenticity. Selecting the right team members has been, since the beginning, another fundamental path to follow in order to achieve authenticity and avoid mission lock-in. As Daniela explained:

*What Authenticity does is to check who you are partnering with. Because if you have to partner, you have to look for partners that are aligned with your mission, vision, etc. [...] And not all partners are interesting for you because it may be a challenge. If you partner with the wrong person, you lose authenticity. So it has to make sense, it has to be aligned with your strategy, with your company, your mission and your values, otherwise it does not work. The moment you put someone into your company who doesn't understand your values, especially if it's a small team, they have the capacity to change the whole culture of the company, of the organization. Especially if it is someone who has more power. (Daniela, Tourism Advisor)*

Finally, they were very aware that their growth has been, at least in the first years, slow. They could have pushed more aggressively into the market, but they would probably have had to sacrifice quality. The choice was between offering few products with high quality and pushing for volume. Sandra explained this dynamic:

*Well, I think these are the things that mean that everything is slower... and we had a moment when we struggled very much with this idea. When we were fundraising for gold capital. You know, like the typical kind of entrepreneurship idea that "ok, this is an online business and it's all about how we scale it". Like, we need to put in money and marketing and let's go baby. And what we realized is that what we were trying to do is... this 'gold model', it doesn't fit. (Sandra, COO & Experience Curator)*

The 'gold model' seems to refer to scaling up, attracting investors, and growing as quickly as possible. Interviewees felt that in following the pure gold model, quality is compromised in order to pursue only what is scalable and quick.

#### *4.1.2 Dodging mission lock-in*

Authenticity being a social enterprise, social and economic aspects were both fundamental. Its soul was not lost, thanks to some dynamics that allowed the company to dodge mission drift. But other dynamics allowed recognition that profit was a basic component, and thus, as important as pursuing social goals. Three main dynamics emerged from our interviews and data analysis: awareness of the importance of scaling up, no trade-off between impact and money in the long term, and making profit is not a sin.

According to André and Pache (2016), scaling up is the process whereby, in order to maximize the social impact, the entrepreneur turns from personal attention to beneficiaries toward quantitative growth. In Authenticity's, although the pure 'gold model' was rejected, the team reached a point where they realized they had to scale up if they wanted to survive and, especially, to continue to make an impact on society. The idea of growing, but without compromising quality, was seen as not being in contradiction with their main goal. It was Manolo, their finance and strategy advisor, who helped the team to become aware of the importance of a scaling-up strategy:

*I think she [Elena] can remain true to her values and scale up, but she has to find a way to do it. And it is the same whatever business model you have. I mean, whether you are a social company like Authenticity's, or you are Uber, or you are Airbnb or you are another company, you have to find a way to scale up. So it's not a question of whether the financial model is that you are getting €15 and the indigenous community is getting another €50, and you are getting most of the pie. No! I mean, they are giving as much money as possible to the indigenous community, or wherever they deliver the experience. And they cannot get more money for one experience. They have to scale it up, and sell thousands of experiences.*

Scaling up was then seen as a necessary step, and the team started working on developing alternative strategies to grow without a trade-off between impact and money. As a social business, they aimed to simultaneously have an impact and be financially sustainable. They recognized that these were two sides of the same coin:

*Matching the social aspects with the financial one I think is key. It's key. Yes. Unless you have, I don't know, an amazing fan, let's say [laughs]. I mean, you have to be sustainable, financially sustainable in the long term, because otherwise you are not going to make an impact, you know... I mean, you will impact for a short time, but at a certain point in time this is not feasible anymore. (Daniela)*

A business, even if it is a social one, remains a business. Analysis of Authenticity's confirms that. When aiming to make a real impact on society, besides being a social business, it is even more important to have a robust financial basis. And making a profit is not a sin:

*It's sort of being a non-profit, but for profit and for purpose. I think most people think that when you hear the word 'social', you have to eliminate the money factor, right? But you need money to move things, you need money to do good in the*

*world, you need money to support projects. And, of course, you can do something amazing, but everybody has to win. (Cristina, Sales and Client Manager/Social Media Guru)*

## 4.2 Perspectives of authenticity

If this social enterprise is able to navigate the tensions that characterize social enterprises, it is, to a large extent, thanks to its search for authenticity. “Be authentic”: this was what Elena and her team believed in and used daily as a guide when making decisions and developing new experiences. A constant reminder of that was the name of the organization. Yet, what does being authentic mean? Our data provided some clues to what it meant for this social enterprise. Authenticity appeared to be approached from four different perspectives: consistency, conformity, connection and experimenting.

### 4.2.1 Authenticity as consistency

One understanding of authenticity is being consistent in terms of one’s external actions on the one hand, and one’s internal values and beliefs on the other hand (Lehman et al., 2019). Being consistent also means that one’s actions and behaviours are aligned with one’s core values and beliefs (Gardner et al., 2005; Harvey et al., 2006) and it is also defined as being true to oneself (Harter, 2002; Peterson, 1997). This view is invoked at both an individual level and a corporate one by the social enterprise. This was expressed by the company in a document used as a brief presentation of itself:

*We call a brand or a person authentic when they’re consistent, when they act the same way whether or not someone is looking. Someone is authentic when their actions are in alignment with what they promise. Showing up as a pro. Keeping promises. Even when you don’t feel like it. Especially when you don’t. (PDF – Authenticity at a glance)*

References to authenticity were made by our informants when talking about Elena and the company:

*One thing that’s easy to admire about Elena is that she walks the talk. You know what I mean? That she is very much aligned. And in that sense... for me that gives her a lot of credibility. You know what I mean? But I have never feared that she was going to lose her essence or anything like that... (Daniela)*

It was not only Elena that behaved as stated, thus being coherent with her values and beliefs, but also the company itself. The whole team reflects the meaning with which it has been created, as stated by the person in charge of B-Corp in Spain:

*So, I mean, there is really like a coherence there, no? I mean, it is quite important to have a system or a management system that also offers you the opportunity to align your company with your values and your purpose. So there is no disconnection. (Pablo, B-Corp Spain Country Partner)*

Not only team members but also external advisors perceived the authenticity of the initiative in terms of consistency:

*I mean, the fact that they have been endorsed by B-Corp. I mean, that says a lot, because B-Corp only give their status to companies that really follow their values. You know, after my interaction with Elena, I think she is authentic. (Manolo)*

#### 4.2.2 Authenticity as conformity

Authenticity is a social enterprise, and acts as its nature implies. According to Lehman et al. (2019), another understanding of authenticity is when an entity conforms to the social category to which it has been assigned or that it has claimed for itself. According to our data, the company reflected its social category of being a social enterprise, working in the tourism industry, thus explaining many of the issues they faced and the way they acted, as being typical of a social enterprise:

*Like all social enterprises, but also in general all enterprises, you are like bootstrapping a lot, so you have to be very strategic about where to invest and where not. (Elena)*

Intrinsic to behaving as a social enterprise are the efforts made by the company to elaborate the SIR (Social Impact Report), a report often produced by social entities. This is part of being authentic, as Elena stated:

*No one required me to conduct the SIR, nobody cares, and we do it every year, even if it takes 3-4 months a year and I am consuming resources, but I think is part of who we are. So it is part of being authentic. And I am not sure that this is really a differentiator in terms of the consumers we get, probably not. It is just that I think that it is good to have that info there and it is part of what message we are communicating, that we want to be transparent and all this stuff. (Elena)*

Secondly, both Elena and her advisors recognized the role of the category of B-Corporation, in terms of identity and visibility. B-Corp claims to provide a particular

status to companies which really follow their values, meet the highest standards of verified social and environmental performance, and help to face challenging problems of a community. Becoming a B-Corporation goes hand in hand with joining an ecosystem. As Elena stressed several times:

*Another thing you have to learn to maintain your authenticity is to sort of find this ecosystem, so it's just like communities and families that are kind of thinking aligned with who you are, because you are disrupting in a new place. So, many people think you are crazy, but then you have to find many other crazy people who are working in this direction... (Elena)*

Lastly, driven by the will to fight overtourism and develop a sustainable form of tourism, they act in accordance with the norms and expectations of other initiatives in the impact tourism category, as explained in a blogpost by the organization:

*Authenticitys collaborates with the project Abrazo Cultural, which offers language courses, cultural workshops and intercultural experiences with migrants in Barcelona. [...] This collaboration is an attempt to sensitize people to receive and spread intercultural awareness and to demonstrate the necessity for social responsibility by connecting with people seeking asylum. Travelling with the aim of learning from refugees contributes to a great extent to the establishment of an equality-based society and generates positive outcomes of intercultural encounter. By choosing the social impact of equality, considering the roots of humanity and holding on to our insight, one might be able to put oneself in the other's position and therefore erase the danger of dehumanizing refugees. (Blog)*

#### *4.2.3 Authenticity as connection*

The third type of authenticity which emerged from our data was strictly related to the tourism experience provided by the company and lived by tourists, in terms of connection to people and to places. In the tourism context, for instance, authenticity refers to something intrinsic in objects or places, and to a personal and emotional connection with a travel destination (Wang, 1999). Thanks to interviews with team members and tourists, we saw that authenticity was often perceived in the uniqueness of the place, in the connection with the locals, in embracing and preserving local culture, and even in the relationships created during the experience itself, as explained by Carlota during one of the tours in Barcelona:

*Well I think the most authentic thing we have here is the place where all the fishermen work. It is a really old place. I mean, it's in the centre of Barcelona, of its history, and nobody knows about it. People from Barcelona didn't even know that there were fishermen here in Barcelona. And this dock is private. You can never get in unless you have permission. It's a special point, place, for a small group, where you can really see and appreciate the beauty and authenticity of it. (Carlota, tour guide)*

In addition, authenticity is connected to feelings and social interactions, which arise with local communities. This connection also triggers in tourists the desire to preserve local culture, which is one of the aspects that those defending a sustainable form of tourism would want to emphasize, as explained by these tour guides from India and Spain:

*There we work with local guides and students who will take travellers to particular places, explaining Sufism. If it is a Friday they will hear the Sufi songs that are sung every Friday. With this tour, we want to preserve Sufi culture and improve young people's livelihood. (Anna Alaman, tour guide - Delhi)*

*I really want to find the real side of, or at least like a human version of, the place that I am visiting, and I think this is the authentic beat. It is not a matter of trying to have one single view that is supposed to be the true version, but more the real version of someone who lives there, and someone who loves their city, and is passionate about trying to tell people what makes their place so special. And maybe what it is that they do, the activity that they do, that is unique. I would say that this is the authentic part of it. (Cristina, tour guide – San Sebastián)*

#### 4.2.4 Authenticity as experimenting

In addition to the three perspectives of authenticity seen above, which echo those previously reported in the literature on this concept, a fourth aspect emerged which we suggest calling authenticity as experimenting, and which consists of generating a new, truer self, re-inventing from past experiences and sitting on the edge. The social enterprise Authenticitys shows this aspect in its efforts to generate a new way of thinking and behaving, at both an individual and a corporate level:

*It is like you are one of the people who are sitting at those intersections; it's probably a better metaphor. And you constantly explore as you express yourself. You're adjusting fields. The act of crossing the fence multiple times a day; it*



*happens constantly. I think about it this way. I am sitting on the fence I made myself, when I think about it. (Elena)*

Generating a more aligned, more authentic organization comes through a process of trial and error. It is a continuous process of prototyping. Technicality and creativity are both components of the same process. During the interviews, the tour guides and Elena were very excited about their willingness to try, make mistakes, and finally arrive at the point where they can create the profile of their experiences, which would actually be capable of donating life-changing moments when traveling.

Authenticity as experimenting also reflects the implementation of the expression ‘social impact’ in the tourism industry. Being, according to Sandra, pioneers in defining social impact experiences, they had to create everything from scratch, as nothing along these lines existed yet. They were not just designing a new product, or a new service. They were designing new paradigms:

*Basically, when you are designing a new product like ours, you are also broadening a sector. And this is where we want to be. But it’s a challenge. You are basically designing for emerging paradigms and alternative economic models. So, that’s what we hope to do. But what that means is that basically you’re bringing forward something that does not exist. (Elena)*

In other words, Elena works in establishing emerging paradigms. Aligned with the academic concept of *transition design*, she advocates design-led societal transition toward more sustainable futures (Irwin, 2015).

Finally, according to the founder, applying transition design allows the development of tourism as a catalyst for social change. As a social entrepreneur, Elena wants to address the ‘wicked problem’ of overtourism and enable tourists to experience the city with a different lens:

*How can you design an experience that in 2.5 hours can transform the way you view a city and makes you feel part of the change that you can bring to it? In Authenticitys we believe that tourism is changing, because people are changing. When we visit a city, we want to experience it under a different light, connecting to the stories, the social challenges and the solutions that are being pioneered by people. We want to be inspired, and to inspire. (Authenticitys website – what’s new)*

The data thus disclosed a new perspective of authenticity. Authenticity as experimenting arises in social enterprises which challenge themselves to constantly innovate and design new economic and social paradigms.

## **5. Discussion**

Our study aimed at understanding how authenticity can help a social enterprise to navigate the tensions of mission drift and mission lock-in. To explore this question, we engaged in an in-depth study of a social enterprise working in the context of overtourism, which has a negative impact on many cities today. By answering this research question, we advance the knowledge of the role of authenticity in the fields of both social entrepreneurship and tourism, thus improving the research practice of informed scholars (Whetten, 1990). Our findings suggest that the search for authenticity works as a guide that helps the company avoid the typical internal tensions that may arise during its lifetime. We also find that authenticity is understood by the social enterprise in different ways: as consistency, conformity, connection— notions already reported in the literature, but not previously linked with social entrepreneurship—and experimenting—a new dimension.

The first contribution lies in broadening the knowledge about internal dynamics of social enterprises. Being mindful that, according to Mazutis and Slawinski (2015), a further exploration of the relationship of social enterprises with authenticity was necessary, this research provides a useful lens to consider the powerful role authenticity has when pursued by social entrepreneurs. Thus, we expand the current understanding of authenticity in management literature, going beyond the previous research on the role of authenticity in the fields of marketing and leadership (e.g. Avolio and Gardner, 2005). The case study shows that, in social enterprises, the search for authenticity is the mechanism making it possible to navigate the tensions of mission drift and mission lock-in. From the beginning, Authenticitys has implemented dynamics to avoid internal tensions in every decision they have taken. From the perspective of social entrepreneurs as individuals who engage in activities with the goal of fulfilling a social mission (André and Pache, 2016) and solve ethical and social challenges, we argue that our research provides a contribution to the literature on the tensions surrounding social entrepreneurship. Although a substantial body of research on mission drift has addressed how social enterprises can, for instance, prevent it (Smith et al., 2013; Ramus and Vaccaro, 2017), or identify it (Staessens et al., 2018), and although authenticity has got a

significant foothold in the management and entrepreneurship literature, no research has explored the potential of authenticity at the intersection with the tensions of social enterprises. Our case study provides a step forward in filling this gap.

In addition, the findings advance the literature on authenticity in management. In the literature review section, we wanted to provide insights into the meanings of authenticity and how it has been used and defined by management scholars. According to Lehman et al. (2019), who carefully reviewed perspectives and meanings associated with authenticity, three fundamental but distinct perspectives appear to prevail: authenticity as consistency, as conformity, and as connection. First of all, we found evidence that these three meanings can exist also in social enterprises. The company is authentic because it walks the talk, it conforms to the category of a social enterprise which operates to solve overtourism, and it is able to transmit a sense of connection to places and local communities. In Authenticitys, the three perspectives seem to occur simultaneously. Although they represent different facets of the broad concept of authenticity, they may co-exist. However, the exploration of the concept of authenticity has brought to light an additional perspective: authenticity as experimenting. This new lens of authenticity shows how the search for authenticity implies a constant exposure and a consequent evolution of the self. This perspective seems to be aligned with the existentialist philosophy of Sartre (1956) and Heidegger (1962), who argued that the nature of authenticity is experimental—it is a process of continuous becoming. The true and authentic self is not *a priori* defined, but is continuously renewed. The search for authenticity implies a discovery of the self. Authenticitys, firstly in developing and defining itself, and secondly in making decisions, was able to push itself to discover and create its real self. Authenticity is experimenting, pushing the boundaries and generating a new self in order to address the mission of the company. Authenticitys, through transitional design, aims to create and establish emerging paradigms.

Ultimately, the analysis of the case study may provide some useful insights for the practice of tourism. Several studies exist on authenticity in the tourism industry and, more recently, on mass tourism and the impacts of the so-called sharing economy. These phenomena create a series of difficult problems for cities that receive a large number of tourists, which has led to the emergence of the term ‘overtourism’. Authenticitys, providing a different kind of experiences, pushes for a responsible tourism, which may oppose to overtourism. However, it’s worth to remember that even if the experiences provide benefits to the groups of local entrepreneurs who collaborate with Authenticitys,

these products may also create negative externalities for the rest of Barcelona's community. The investigation of whether such social entrepreneurs reduce overtourism problem or if they 'simply' change the profile of overtourism issue requires further studies. While it is beyond the scope of this paper to provide solutions to this complex problem, our research holds practical implications for tourism entrepreneurs and organizations. The findings suggest that the pursuit of authenticity is not only limited, as is often thought, to the tourism experience *per se*, but lies within the enterprise itself. Authenticity plays a role in the backstage of the organization, providing a way to navigate mission drift and mission lock-in and thus, we argue, a guide for social entrepreneurs to make decisions.

However, not all that glitters, is gold. The research we have carried out was meant to explore the role of authenticity in social enterprises. The analysis suggests that the search for authenticity—in all its perspectives—contributes to navigate the tensions Authenticity faces. However, we do not claim that an interpretation of authenticity is the only element for solving mission drift and mission lock-in. Even if he/she behaves authentically, a social entrepreneur will always be subject to context-related boundary conditions. For instance, the study was carried out in the extreme setting of the tourism industry. It could be claimed that tourism is not authentic *per se*. While more and more people travel to satisfy their quest for authenticity, tourism invariably destroys its object (Cohen, 1988; Greenwood, 1977; MacCannell, 1992). Thus, overtourism is not only a complex phenomenon, but also multi-layered. Although we found evidence that authenticity can play a role in this complex setting, we must be aware that it is not only through achieving authenticity that overtourism can be addressed. It is an ecological, an urban and a social problem within a city context, which certainly requires legal and political treatment.

## **6. Perspectives for Future Research**

Our current study is not without limitations, which is typical of qualitative studies. But these limitations are also avenues for future research. Here, we present the most promising. First of all, the research was carried out with a single in-depth case study, which poses the question about generalizability to other contexts. More specifically, we narrowed the analysis to the context of the tourism industry, with a focus on a social enterprise that fulfils its social mission of addressing overtourism and creating a community of responsible travellers. These considerations open two avenues for future

research. While new studies may explore our findings in other contexts different from the tourist industry, other analyses may still be carried out within the boundaries of tourism, but researching social enterprises that operate in other countries or other highly popular tourist destinations. Overtourism has emerged in several cities, and the current study focuses mainly on Barcelona. However, other realities, such as Venice, Paris, Rome, Amsterdam, Prague and many others, suffer from this phenomenon (Koens et al., 2018; Muler Gonzalez, Coromina and Galí, 2018; Seraphin, Sheeran and Pilato, 2018) and, consequently, may provide some interesting insights.

Since authenticity is, in the tourism industry, often associated with the traditional culture and origin of a destination (Sharpley, 1994), different cultural backgrounds may influence the occurrence of authenticity at a company level, at least when considering authenticity as connection. Overtourism is causing residents to move away from city centres, and local shops or small distinctive historical gems are closed and replaced by souvenir shops. How can authenticity be pursued if the people who make the destination authentic are moving away and the authentic (old) places are disappearing? We believe this issue of the limits of tourism is worth addressing by the tourism literature and industry.

Moreover, quantitative data are necessary to provide statistical evidence of our constructs and relationships. According to the analysis, the search for authenticity—identified as consistency, conformity, connection and experimenting—helps the company to navigate mission drift and mission lock-in. However, this relationship may be strengthened by quantitative analysis. This test could enable us to derive some more generic conclusions and to find out the differences between the influence of each type of authenticity—if any.

## 7. References:

- Ajuntament de Barcelona, Direcció de Turisme (2017). Barcelona Tourism for 2020. A collective strategy for sustainable tourism. Retrieved from:  
[https://ajuntament.barcelona.cat/turisme/sites/default/files/barcelona\\_tourism\\_for\\_2020.pdf](https://ajuntament.barcelona.cat/turisme/sites/default/files/barcelona_tourism_for_2020.pdf).
- Altinay, L., Sigala, M., & Waligo, V. (2016). Social value creation through tourism enterprise. *Tourism Management*, 54, 404-417.
- André, K., & Pache, A. C. (2016). From caring entrepreneur to caring enterprise: Addressing the ethical challenges of scaling up social enterprises. *Journal of Business Ethics*, 133(4), 659-675.
- Aquino, R. S., Lück, M., Schänzel, H. A. (2018). A conceptual framework of tourism social entrepreneurship for sustainable community development. *Journal of Hospitality and Tourism Management*, 37, 23-32.
- Avolio, B. J., Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *Leadership Quarterly*, 16(3), 315-338.
- Battilana, J., & Dorado, S. (2010). Building sustainable hybrid organizations: The case of commercial microfinance organizations. *Academy of Management Journal*, 53(6), 1419-1440.
- Battilana, J., & Lee, M. (2014). Advancing research on hybrid organizing. *Academy of Management Annals*, 8(1), 397-441.
- Battilana, J., Lee, M., Walker, J., & Dorsey, C. (2012). In search of the hybrid ideal. *Stanford Social Innovation Review*, 10(3), 51-55.
- Battilana, J., Sengul, M., Pache, A. C., & Model, J. (2015). Harnessing productive tensions in hybrid organizations: The case of work integration social enterprises. *Academy of Management Journal*, 58(6), 1658-1685.

- Benner, M. (2019). From overtourism to sustainability: A research agenda for qualitative tourism development in the Adriatic. Munich Personal RePEc Archive (MPRA). Retrieved from: <https://mpra.ub.uni-muenchen.de/92213/>
- Beverland, M. B., & Farrelly, F. J. (2010). The Quest for Authenticity in Consumption: Consumers' Purposive Choice of Authentic Cues to Shape Experienced Outcomes. *Journal of Consumer Research*, 36(5), 838–856.
- Bornstein, D., & Davis, S. (2010). *Social entrepreneurship: What everyone needs to know*. New York, NY: Oxford University Press.
- Bovens, L. (1999). Authenticity in Kurosawa. *The Journal of Value Inquiry*, 33(2), 227-237.
- Canales, R. (2013). Weaving straw into gold: Managing organizational tensions between standardization and flexibility in microfinance. *Organization Science*, 25(1), 1-28.
- Cohen, E. (1988). Authenticity and commoditization in tourism. *Annals of Tourism Research*, 15(3), 371-386.
- Copstake, J. (2007). Mainstreaming microfinance: Social performance management or mission drift? *World development*, 35(10), 1721-1738.
- Corley, K. G., and Gioia, D. A. (2004). Identity ambiguity and change in the wake of a corporate spin-off. *Administrative Science Quarterly*, 49(2), 173-208.
- Center for Responsible Travel (CREST). (2018). "What is Overtourism?". Retrieved from: <https://www.worldtourismdayforum.com/about>.
- Dana, L. P., Dana, T. E. (2005). Expanding the scope of methodologies used in entrepreneurship research. *International Journal of Entrepreneurship and Small Business*, 2(1), 79-88.

- Ebrahim, A., Battilana, J., & Mair, J. (2014). The governance of social enterprises: Mission drift and accountability challenges in hybrid organizations. *Research in Organizational Behaviour, 34*, 81-100.
- Eggers, F., O'Dwyer, M., Kraus, S., Vallaster, C., & Guldenber, S. (2013). The impact of brand authenticity on brand trust and SME growth: a CEO perspective. *Journal of World Business, 48*, 340-348.
- Frake, J. (2017). Selling Out: The Inauthenticity Discount in the Craft Beer Industry. *Management Science, 63*(11), 3930–3943.
- Freeman, R. E., & Auster, E. R. (2011). Values, Authenticity, and Responsible Leadership. *Journal of Business Ethics, 98*(1), 15-23.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). “Can you see the real me?” A self-based model of authentic leader and follower development. *The Leadership Quarterly, 16*(3), 343-372.
- Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. *Leadership Quarterly, 22*(6), 1120–1145.
- Gehman, J., Glaser, V. L., Eisenhardt, K. M., Gioia, D., Langley, A., & Corley, K. G. (2018). Finding theory-method fit: A comparison of three qualitative approaches to theory building. *Journal of Management Inquiry, 27*(3), 284-300.
- Gioia, D.A., Corley, K.G., & Hamilton, A.L., (2013). Seeking qualitative rigor in inductive research: notes on the Gioia Methodology. *Organizational Research Methods, 16*(1), 15-31.
- Goodwin, H. (2017). The Challenge of Overtourism. Responsible Tourism Partnership Working Paper n.4 October 2017. Retrieved from: <https://haroldgoodwin.info/pubs/RTP'WP4Overtourism01'2017.pdf>.



- Goodwin, H. (2018). Managing Tourism in Barcelona. Responsible Tourism Partnership Working Paper 1 (2nd Edition). Retrieved from: <https://haroldgoodwin.info/RTPWP/012ManagingTourisminBarcelona.pdf>.
- Goffee, R., & Jones, G. (2005). Managing authenticity: The paradox of great leadership. *Harvard Business Review*, 30(4), 777-798.
- Goffi, G., Cucculelli, M., & Masiero, L. (2019). Fostering tourism destination competitiveness in developing countries: The role of sustainability. *Journal of Cleaner Production*, 209, 101-115.
- Greenwood, D. (1977). Culture by the pound: An anthropological perspective on tourism as cultural commoditization. In V. Smith (Ed.) *Hosts and Guests: the anthropological of tourism Philadelphia* (pp. 129-139). University of Pennsylvania Press.
- Grimes, M., Williams, T. A., Zhao, E. Y. (2018). Anchors aweigh: The sources, variety, and challenges of mission drift. *The Academy of Management Review*, in-press.
- Hatch, M. J., & Schultz, M. (2017). Toward a Theory of Using History Authentically: Historicizing in the Carlsberg Group. *Administrative Science Quarterly*, 62(4), 657–697.
- Harter, S. (2002). Authenticity. In C. R. Snyder & S. Lopez (Eds.), *Handbook of positive psychology* (pp. 382-394). London: Oxford University Press. VED.
- Harvey, P., Martinko, M. J., & Gardner, W. (2006). Promoting authentic behaviour in organizations: An attributional perspective. *Journal of Leadership and Organizational Studies*, 12, 1-11.
- Heidegger, M. (1962). *Being and Time*. J. Macquarrie and E. Robison, Trans. Harper Collins, San Francisco.

- Hitzler, P. A., & Müller-Stewens, G. (2017). The strategic role of authenticity in the luxury business. In Puchong, Selangor D.E. (Eds,) *Sustainable Management Luxury*, (pp. 29-60). Springer Singapore – Springer.
- Howard-Grenville, J., Metzger, M. L., & Meyer, A. D. (2013). Rekindling the flame: processes of identity resurrection. *Academy of Management Journal*, 56(1), 113–136.
- Ibarra, H. (1999). Provisional selves: experimenting with image and identity in professional adaptation. *Administrative Science Quarterly*, 44(4), 764-791.
- Irwin, T. (2015). Transition Design: A Proposal for New Area of Design Practice, Study, and Research. *Design and Culture*, 7(2), 229-246.
- Johnson, S. (2000). Literature review on social entrepreneurship: Canadian Center for Social Entrepreneurship. Retrieved from:  
[https://www.researchgate.net/publication/246704544\\_Literature\\_Review\\_Of\\_Social\\_Entrepreneurship](https://www.researchgate.net/publication/246704544_Literature_Review_Of_Social_Entrepreneurship).
- Kim, S. S., & Petrick, J. F. (2005). Residents' perceptions on impacts of the FIFA 2002 World Cup: The case of Seoul as a host city. *Tourism Management*, 26(1), 25-38.
- Koens, K., Postma, A., & Papp, B. (2018). Is overtourism overused? Understanding the impact of tourism in a city context. *Sustainability*, 10(12), 4384.
- Lehman, D. W., O'Connor, K., Kovács, B., & Newman, G. E. (2019). Authenticity. *Academy of Management Annals*, 13(1).
- Leidtka, J. (2008). Strategy making and the search for authenticity. *Journal of Business Ethics*, 80(2), 237-248.
- Leigh, T. W., Peters, C., & Shelton, J. (2006). The consumer quest for authenticity: The multiplicity of meanings within the MG subculture of consumption. *Journal of the Academy of Marketing Science*, 34(4), 481–493.

- Leroy, H., Palanski, M. E., & Simons, T. (2012). Authentic Leadership and Behavioural Integrity as Drivers of Follower Commitment and Performance. *Journal of Business Ethics*, 107(3), 255–264.
- MacCannell, D. (1992). *Empty meeting grounds: The tourist papers*. New York: Routledge Press.
- Mair, J., & Martí, I. (2006). Social entrepreneurship research: a source of explanation, prediction, and delight. *Journal of World Business*, 41(1), 36-44.
- Mazutis, D. D. & Slawinski, N. (2015). Reconnecting business and society: Perceptions of authenticity in corporate social responsibility. *Journal of Business Ethics*, 131(1), 137-150.
- McIntosh, A. J., & Prentice, R. C. (1999). Affirming authenticity: Consuming cultural heritage. *Annals of Tourism Research*, 26(3), 589-612.
- Miller, T. L., Grimes, M. G., McMullen, J. S., & Vogus, T. J. (2012). Venturing for others with heart and head: How compassion encourages social entrepreneurship. *Academy of Management Review*, 37(4), 616-640.
- Muler Gonzalez, V., Coromina, L., & Galí, N. (2018). Overtourism: residents' perceptions of tourism impact as an indicator of resident social carrying capacity – case study of a Spanish heritage town. *Tourism Review*, 73(3), 277-296.
- Murray, F. 2010. The Oncomouse that roared: Hybrid exchange strategies as a source of distinction at the boundary of overlapping institutions. *American Journal of Sociology*, 116(2), 341–388.
- Newbert, S. L., & Hill, R. P. (2014). Setting the stage for paradigm development: A 'small-tent' approach to social entrepreneurship. *Journal of Social Entrepreneurship*, 5(3), 243–269.

- Novicevic, M. M., & Harvey, M. G. (2006). Authentic Leadership: A Historical Perspective. *Journal of Leadership and Organizational Studies*, 13(1), 64-76.
- Ometto, M. P., Gegenhuber, T., Winter, J., & Greenwood, R. (2018). From balancing missions to mission drift: the role of the institutional context, spaces, and compartmentalization in the scaling of social enterprises. *Business & Society*, 58(5), 1003-1046.
- Overend, D. (2012). Performing sites: illusion and authenticity in the spatial stories of the guided tour. *Scandinavian Journal of Hospitality and Tourism*, 12(1), 44-54.
- Pache, A. C., & Santos, F. (2013). Inside the hybrid organization: Selective coupling as a response to competing institutional logics. *Academy of Management Journal*, 56(4), 972-1001.
- Peterson, R. A. (1997). *Creating Country Music: Fabricating Authenticity*. Chicago, IL: University of Chicago Press.
- Pettigrew, A. M. (1990). Longitudinal field research on change: Theory and practice. *Organization Science*, 1(3), 267-292.
- Peus, C., Wesche, J. S., Streicher, B., Braun, S., & Frey, D. (2012). Authentic Leadership: An Empirical Test of Its Antecedents, Consequences, and Mediating Mechanisms. *Journal of Business Ethics*, 107(3), 331–348.
- Ramus, T., & Vaccaro, A. (2017). Stakeholders matter: How social enterprises address mission drift. *Journal of Business Ethics*, 143(2), 307-322.
- Roberts, L. M., Cha, S. E., Hewline, P. F., & Settles, I. H. (2009). Bringing the inside out: Enhancing authenticity and positive identity in organizations. In L. M. Roberts & J. E. Dutton (Eds.), *Exploring positive identities and organizations: Building a theoretical and research foundation* (pp. 149–170). New York, NY: Routledge.

- Rose, R. L., & Wood, S. L. (2005). Paradox and the consumption of authenticity through reality television. *Journal of Consumer Research*, 32(2), 284–296.
- Sartre, J. P. (1956). *Being and Nothingness*. H.E. Barnes, Trans. Grammercy Books, New Jersey.
- Selwyn, T. (1996). *The tourist image: Myths and myth making in tourism*. John Wiley & Sons, New York, NY.
- Seraphin, H., Sheeran, P., Pilato, M. (2018). Overtourism and the fall of Venice as a destination. *Journal of Destination Marketing & Management*, 9, 374-376.
- Siegner, M., Pinkse, J., & Panwar, R. (2018). Managing tensions in a social enterprise: the complex balancing act to deliver a multi-faceted but coherent social mission. *Journal of Cleaner Production*, 174, 1314-1324.
- Sharpley, R. (1994). *Tourism, tourists & society*. Huntingdon, Cambridgeshire: ELM.
- Sheldon, P., Pollock, A., & Daniele, R. (2017). Social entrepreneurship and tourism: Setting the stage. In P. J. Sheldon & R. Daniele (Eds.), *Social entrepreneurship and tourism: Philosophy and practice* (pp. 1–18). Cham, Switzerland: Springer International Publishing.
- Sloan, P., Legrand, W., & Simons-Kaufmann, C. (2014). A survey of social entrepreneurial community-based hospitality and tourism initiatives in developing economies: A new business approach for industry. *Worldwide Hospitality and Tourism Themes*, 6(1), 51–61.
- Smith, W. K., Gonin, M., & Besharov, M. L. (2013). Managing social-business tensions: A review and research agenda for social enterprise. *Business Ethics Quarterly*, 23(3), 407-442.

- Staessens, M., Kerstens, P. J., Bruneel, J., & Cherchye, L. (2018). Data envelopment analysis and social enterprises: analysing performance, strategic orientation and mission drift. *Journal of Business Ethics*, 1-17.
- Stake, R. E. (1995). *The art of case study research*. London, England: Sage.
- Steckler, E., & Clark, C. (2019). Authenticity and Corporate Governance. *Journal of Business Ethics*, 155(4), 951-963.
- Steiner, C. J., & Reisinger, Y. (2006). Understanding existential authenticity. *Annals of Tourism Research*, 33(2), 299-318.
- Svejenova, S. (2005). 'The path with the heart': Creating the authentic career. *Journal of Management Studies*, 42(5), 947-974.
- Taheri, B., Farrington, T., Curran, R., & O'Gorman, K. (2018). Sustainability and the authentic experience. Harnessing brand heritage – a study from Japan. *Journal of Sustainable Tourism*, 26(1), 49-67.
- Taylor, C. (1991). *The ethics of authenticity*. Harvard University Press, London.
- Timothy, D. J. (2011). *Cultural heritage and tourism: an introduction*. Great Britain: Channel View Publications.
- Tosun, C. (2006). Expected nature of community participation in tourism development. *Tourism Management*, 27(3), 493-504.
- Verhaal, J. C., Khessina, O. M., & Dobrev, S. D. (2015). Oppositional product names, organizational identities, and product appeal. *Organization Science*, 26, 1466-1484.
- Von der Weppen, J., & Cochrane, J. (2012). Social enterprises in tourism: An exploratory study of operational models and success factors. *Journal of Sustainable Tourism*, 20(3), 497–511.

- Wang, N. (1999). Rethinking authenticity in tourism experience. *Annals of Tourism Research*, 26(2), 349-370
- Whetten, D.A. (1990). Editor's comments: personal comments. *Academy of Management Review*, 14(4), 490-495.
- Yin, R. K. (1994). *Case Study Research: Design and Methods*, 2<sup>nd</sup> edition. Applied Social Research Methods Series, Vol. 5. Thousand Oaks, CA: Sage.
- Young, D. R., Kerlin, J. A., Teasdale, S., & Soh, J. (2012). The dynamics and long-term stability of social enterprise. In J. Kickul & S. Bacq (Eds.), *Patterns in social entrepreneurship research* (pp. 217-242). Cheltenham: Edward Elgar.
- Young, D. R., & Kim, C. (2015). Can social enterprises remain sustainable and mission-focused? Applying resiliency theory. *Social Enterprise Journal*, 11(3), 233-259.
- Zhou, Q. B., Zhang, J., Zhang, H., & Li, X. R. (2018). Is all authenticity accepted by tourists and residents? The concept, dimensions and formation mechanism of negative authenticity. *Tourism Management*, 67, 59-70.

## CONCLUSION

Sustainable entrepreneurship, as outlined in the introduction of the thesis, has been studied by scholar as a solution to tackle social and environmental problems (Cohen and Winn 2007; Dean and McMullen 2007; Larson 2005). In my research, I have explored the subfields of environmental and social entrepreneurship, aiming to contribute to the theoretical discourse on sustainable entrepreneurship as a mean to fight both environmental problems, such as climate change and loss of resources, and social issues, such as overtourism. Thus, I have broadened my understanding of entrepreneurship using different theoretical lens. Firstly, analysing how environmental passion impacts on environmental identity and, consequently, on pro-environmental entrepreneurial behaviour, our results contribute to the theoretical development of entrepreneurship behaviour literature, validating the concept of environmental passion and showing its role in shaping a pro-environmental entrepreneurial behaviour. Secondly, keeping an individual level of analysis – the environmental entrepreneur –, I have focused on how he/she acquires and combines resources in a resource-scarce environment. Proposing a conceptual framework of environmental bricolage, I believe I have contributed to theory development, adding three environmental entrepreneurial related dimensions – *environmental gain, sensibilisation, network establishment* – and thus broadening the study of bricolage into the hands of environmental entrepreneurs. Moreover, the study also shows the role of entrepreneurs in having a positive impact on nature. Thus, environmental entrepreneurship is not only a means to fight environmental degradation and loss of biodiversity, but it is a way to positively impact on nature, providing an environmental gain to the planet.

Finally, the focus has moved on social entrepreneurship in the context of overtourism. Adopting an organizational level of analysis, we reflected on the concept of authenticity. Thus, we move forward the knowledge of the role of authenticity in the contexts of both social entrepreneurship and tourism, improving the research practice of informed scholars (Whetten, 1990). Our findings suggest that is the search of authenticity which helps the company avoid the typical internal tensions that may arise during its life path. The sought authenticity is authenticity in terms of consistency, conformity, connection and experimenting.

Further, this work also offers insights and opportunities for studies beyond the level of the individual, through an exploration of how individual motivation and the social



environment conjointly trigger the foundation of social movements – social enterprises – that relate to sustainable development (Shepherd and Patzelt, 2011).

Is now legitimate to wonder how and where sustainable entrepreneurship research will take the next steps. Entrepreneurship, for a long time, has been seen as a positive force for renewal, but the current financial and environmental crisis has brought to light weaknesses in our current thinking (Korsgaard et al., 2016). The great entrepreneurship promise (Anderson et al., 2012), as currently portrayed, fails to resolve our sustainable development needs. This is why future research has to extend the way to think about entrepreneurship and to demonstrate how the promise of prosperity with sustainability can be renewed. The adoption of an alternative perspective on entrepreneurship should be further explored: entrepreneurship as re-sourcing (Korsgaard et al., 2016). This perspective emphasizes the importance of building regional level resilience through entrepreneurial activity that sources resources from new places, and uses these resources to create multiple forms of value.

Moreover, taking a step into the world of entrepreneurial tourism let me understand how much entrepreneurship-related research is necessary for this industry. Here, a generally accepted theory of entrepreneurship has not yet been proposed. Theory development thus appears to be at relatively rudimentary stage, and further work remains to be done, especially related to the interplay of individual, firm, and destination (Fu et al., 2019).

## 1. References

Anderson, A. R., Dodd, S. D., and Jack, S. L., 2012. Entrepreneurship as connecting: some implications for theorising and practice. *Management Decision*, 50(5): 958-971.

Cohen, B., and Winn., M. I., 2007. Market imperfection, opportunity and sustainable entrepreneurship. *Journal of Business Venturing*, 22 (1): 29-49.

Dean, T. J., and McMullen, J. S., 2007. Toward a theory of sustainable entrepreneurship: reducing environmental degradation through entrepreneurial action. *Journal of Business Venturing*, 22(1): 50-76.

Fu, H., Okumus F., Wu, K., and Köseoglu, M. A., 2019. The entrepreneurship research in hospitality and tourism. *International Journal of Hospitality Management*, 78: 1-12.

Korsgaard, S., Anderson, A.R. and Gaddefors, J., 2016. Entrepreneurship as re-sourcing: Towards a new image of entrepreneurship in a time of financial, economic and socio-spatial crisis. *Journal of enterprising communities: people and places in the global economy [online]*, 10(2): 178-202.

Larson, A., 2005. Entrepreneurship and innovation in the chemical industry. In *Sustainable Development in the Chemical Industry: a Practical Approach*, edited by M. Lines and B. Beloff.

Shepherd, D. A., and Patzelt, H., 2011. The new field of sustainable entrepreneurship: studying entrepreneurial action linking “what is to be sustained” with “what is to be developed”. *Entrepreneurship Theory & Practice*, 35(1): 137-163.

Whetten, D.A., 1990. Editor’s comments: personal comments. *Academy of Management Review*, 14(4), 490-495.