

Radboud University



Nijmegen School of Management

Master Thesis

Business Administration

Organisational Design & Development

Competing Institutional Logics as a driver of Intrapreneurial Behavior

An explorative case-study within football organizations

M.C. van der Vinden (Marc)

s1030851

marc.vandervinden@student.ru.nl

First supervisor: Dr. Ir. M.I. Wijngaarde BA

Second examiner: Dr. A.A.J. Smits

October 23, 2020

Preface

Dear reader,

In front of you, my master thesis “*Competing Institutional Logics as a driver of Intrapreneurial Behavior*”.

This master thesis is written in the context of the completion of my studies in the Master Program Organisational Design and Development at the Radboud University in Nijmegen. After graduating in a business administration study at the University of Applied sciences in 2017, I decided to educate myself further in the academic field of business administration. The last two years at the Pre-Master and Master have been very worthwhile for my personal development and I am looking forward to express my conducted knowledge within the Business Administration work field.

I want to express my gratitude to my supervisor Dr. M. (Marc) Wijngaarde for guiding and supporting me through the process. I developed my skills and knowledge significantly during this process. And I want to thank you for giving me the opportunity to do a research within the complex field of professional football organizations. It was challenging to write a master thesis during the COVID-19 pandemic, but thanks to everyone involved I was able to complete this master thesis. Furthermore, I am thankful for all the extensive input of the ten respondents who participated in this study, their input was essential for the results of the study. I am proud on the fact that so many employees at professional football organizations were willing to participate and open up insights for me. In addition, I want to thank Dr. A.A.J. Smits for his helping feedback on my research proposal and for reading and grading my final thesis. Lastly, a warm word for my family, friends and roommates who supported me through the process, thank you.

I hope you will enjoy reading my master thesis.

Marc van der Vinden

Nijmegen, October 23, 2020

Abstract

This research investigated how competing institutional logics within an industry influences intrapreneurial behavior of employees. Within academic literature institutional logics are referred to as the socially constructed values, beliefs and rules that individuals use to act within a specific industry. Some industries have a very specific institutional logic that shapes the behavior of individuals in such an industry. However, in other industries such as professional sports there is no such thing as one logic because these organizations have to cope with two competing (sub)logics that consist of a *sports logic* and a *business logic*. The sports logic requires excellent sports performance of an organization, whereas the business logic calls for financial stability and financial performance of the organization. In order to get a detailed picture of competing logics within an industry, this research has focused on the professional football industry in the Netherlands. In total ten employees of nine different professional football organizations have been interviewed. The interview questions focused on intrapreneurial behavior of these employees and on how this was affected by the competing logics that form this industry. Questions such as: in what way are your daily work activities affected by a win or loss/ table ranking of the first team? In what way do you encounter multiple interests from the football industry? The findings suggested that the competing logics in this industry lead to a financial instability of organizations, combined with an extremely high expectation level of fans, media and other stakeholders. As a result, intrapreneurs in this industry had to look for more stable new business models to become less dependent from the sports performance of the organization. Furthermore, the competing logics create a tension where an organization need to spend a significant part of the budget on the sports logic, which generates an urge to differentiate through innovative initiatives of football organizations. This study contributes to the literature about institutional logics. More specifically it provides insights in the consequences of competing logics in relation to intrapreneurial behavior. Lastly, it provides recommendations on how policy makers and managers of professional football organization can cope with competing logics through stimulating entrepreneurial activities of employees.

Key words: Institutional Logics, Competing Logics, Intrapreneurial Behavior, Professional Sports Industry, Instable Business Models, Innovation

Table of contents

Chapter 1. Introduction	5
1.1 Context	5
1.2 Research Aim	7
1.3 Research outline	8
Chapter 2. Literature Review	10
2.1 Institutional logic.....	10
2.2 Intrapreneurial Behavior	14
2.2.1 Intrapreneurship.....	14
2.2.2 Entrepreneurial behavior	17
2.3 Relationship between variables & Topic List Diagram	22
Chapter 3. Methodology	24
3.1 Research Strategy.....	24
3.2 Case study design and selection.....	25
3.3 Methods of data collection	26
3.3.1. Semi-structured interviews.....	26
3.4 Data analysis	28
3.5 Research ethics.....	29
Chapter 4. Results	30
4.1 Institutional Logic Football Industry.....	30
4.2 Intrapreneurial Behavior	41
4.3 Influence of the competing logics on the intrapreneurial activities	47
Chapter 5. Conclusion.....	52
Chapter 6. Discussion	55
6.1 Theoretical implications.....	55
6.2 Practical implications	56
6.3 Methodological Reflection.....	58
6.3.1 Quality criteria for qualitative research	58
6.3.2 My role as a researcher.....	59
6.4 Limitations	60
6.5 Recommendations for further research	61
Literature.....	62
Appendix I: Interview Guide	67
Appendix II: Final Template.....	70
Appendix III: Codebook	72

Chapter 1. Introduction

1.1 Context

Entrepreneurship is a driving force of society and it is currently visible in all sectors. From the hospitality sector to arts, from healthcare to sports and from manufacturing to science – it is visible in a very diverse range of industries (Welter, Baker, Audretsch & Gartner, 2017). In addition, entrepreneurship is about finding new creative solutions for challenges at all societal levels – in both established and upcoming organizations at local, national and international levels. These different complex challenges and problems call for a diversity of perspectives and behaviors from entrepreneurs (Karlsson, Rickardsson & Wincent, 2019). Moreover, this diversity of contexts and different purposes implies that entrepreneurship itself is heterogeneous in its implementation. Therefore, due to the diverse characteristic of entrepreneurship within organizations throughout society, it would be interesting to see if the specific industry has an influence on the entrepreneurial behavior inside organizations.

Some scholars believe that the use of entrepreneurial behavior in an organization can be influenced by the specific logics of an industry where the organization is operating. Examples of very specific industries are: healthcare, education, law and sports (Carlsson-Wall, Kraus, & Messner, 2016). Within the business administration context, the influence of these industry-specific logics is referred as *institutional logics* or as the *dominant logic*. When mentioning institutional logics, researchers often refer to Thornton and Ocasio (1999) and see institutional logics as the socially constructed values, beliefs and rules that individuals use to act within a specific industry. Despite, the concept institutional logic can be found more and more within recent studies, it can still be regarded as a relatively new concept within the business administration area and therefore I see it as an opportunity to explore it further.

Entrepreneurial behavior is an often occurring theme nowadays, since it is related to concepts as innovation, creating socio-economic value and individual career development (Welter et al., 2017) This can be seen in the trend that nowadays, organizations tend to choose more and more for hiring employees who possess characteristics of entrepreneurial behavior. It is therefore very common to find terms as “entrepreneurship” or “possessing entrepreneurial behavior” within job offers at all levels. Therefore, entrepreneurship is not only visible for organizations

in society, but also within jobs inside companies. This entrepreneurial behavior of employees within the company can also be referred to as 'intrapreneurship' (Neessen, Caniëls, Vos & de Jong, 2018). Entrepreneurial behavior is behavior of persons that take action and try to transform their ideas into a profitable endeavor (Shaheen & Al-Hadad, 2018). This study will have a focus on entrepreneurial behavior of employees in organizations, therefore it will be referred to as 'intrapreneurial behavior'.

Some scholars suggest that this intrapreneurial behavior is something that individuals engage in, rather than firms stimulate it (Lumpkin and Dess, 1996). This would imply that entrepreneurial behavior comes from the individuals themselves and the use of this behavior can be found in the characteristics of people. On the other hand, several theories claim that it is the stimulated behavior that matters and not the individual characteristics of employees (Gartner & Carter, 2003). This would imply that there are other organizational factors that eventually lead to the intrapreneurial behavior. In this theory it is important to know how the organizations stimulate this behavior.

Within the business administration field, many factors of intrapreneurial behavior have already been investigated. According to a review paper of Newman, Obschonka, Schwarz, Cohen & Nielsen (2019) on factors of entrepreneurial behavior, the most important factors that influence this type of behavior in organizations are amongst others the following factors: work experience, education and training and the presence of role models and mentors. Besides the factor experience, I believe that age can also be an important factor for entrepreneurial behavior, as Haddad and Taleb (2016) also mention that young and very senior employees are less required to perform entrepreneurial activities. Other research of de Jong, Parker, Wennekers & Wu (2015) claims that that entrepreneurial behavior is influenced by individual characteristics such as age, education and self-efficacy. Furthermore, this article acknowledges that entrepreneurial behavior of employees in organizations is influenced by organizational factors which are still uncertain. Those organizational factors are shaped by the organizational field and by institutional logics. Therefore, this uncertain relation between individuals' entrepreneurial behavior being shaped by factors such as institutional logics is a gap in literature that this research will address. In addition, also specific responsibilities, such as sales-targets can be a very important driver of entrepreneurial behavior (de Jong et al., 2015). Other factors that have been mentioned by Stull (2005) are: Person-Organization fit, managerial trust and entrepreneurial orientation of employees. However, these several articles and review articles on

factors of entrepreneurial behavior do not explicitly mention institutional logic as a factor of this type of behavior. Similar factors such as contextual-related and cultural forces have been mentioned within literature. According to Al-Harrasi et al. (2014) these contextual-related factors focus on the cultural, social, political forces and thus comes closest to the force of institutional logic. However, this means that the relatively new concept of institutional logic has not been linked with entrepreneurial behavior. It is this specific gap in the literature that this study will address.

In some specific organizational fields, there is no such thing as *one* institutional logic. In these cases there is a presence of multiple institutional logics that frequently interact, coexist and conflict with each other (Martin, Currie, Weaver, Finn & McDonald, 2017). According to Pache & Santos (2010) conflicting institutional demands influence social behavior of individuals and shape organizational actions. Besides, Greenwood et al. (2011) state that when competing logics coexist in an organizational field this leads to a creative tension that influences actions of people. This tension between logics requires specific kind of behavior of employees and such a tension can be an ideal situation for people with innovative ideas to deal with multiple logics (Besharov & Smith, 2015). With this reasoning, it would be interesting to see how people in organizations start behaving in an entrepreneurial way to deal with competing logics.

1.2 Research Aim

The aim of this research is to gain insight in the influence of competing institutional logics on the entrepreneurial behavior of employees in an organization. It specifically aims to assess whether intrapreneurs in organizations are influenced in their behavior by characteristics of the institution they are active in. The research focuses on factors that might be an influence of intrapreneurial behavior, as recommended by de Jong et al. (2015), the focus will be on the organizational factors that are still uncertain in current literature. By doing so, additional insight can be gained in the concept of ‘intrapreneurship’, since the impact of organizational factors such as IL have not been linked with this concept yet. Therefore, the research goal will be specifically trying to establish whether there is an influence of competing IL’s on the specific intrapreneurial behavior of employees in an organization. By further developing our understanding of how IL influences the IB of employees in organizations, several external contributions can be made. For example, this study can develop a more clear understanding of the unique characteristics of the IL and especially to which of the characteristics of IL individual

employees adhere to on their entrepreneurial activities. Furthermore, in the case of multiple IL's in an organization, this study will try to explain how these multiple IL's compete with each other in specific decision making and behavior within organizations. Eventually, the ultimate yet difficult to achieve goal of this research would be to see how the actual consequences of IB are influenced by the IL of that organization. On the other hand, another goal lies in creating awareness of IB in organizations, because this research wants to show organizations that want to involve employees in entrepreneurial activities how this behavior is also on the specific IL of organizations. By creating this awareness, organizations might start thinking of re-establishing their organizational culture, values and structure in order to make employees more involved in entrepreneurial activities and so increase IB in the future.

In order to guide the research into achieving the research aim, the following research question has been formulated:

What is the influence of competing institutional logics on the intrapreneurial behavior within organizations?

1.3 Research outline

The research combines an in-depth analysis of both concepts in order to understand the mechanisms that involve their relation. These concepts will be conceptualized and explained by means of looking at the definitions, the characteristics and the outcomes. Especially the concept of IL does need a clear conceptualization, because it is a relatively new concept within business administration. Therefore, this research will try to establish a better understanding and definition of the term 'institutional logic'. However, this conceptualization of IL can also function as an extra secondary goal of this research, because this term has not been fully developed in the same way as the term entrepreneurial behavior for example. Besides, due to the literature gap about the relation of IL on intrapreneurial behavior and the need for conceptualizing the concept of IL, this study requires an open and explorative approach. Which means that this explorative study justifies an qualitative, inductive approach that tries to form a theory about the relation between IL and IB. However, this research will also have some elements that are derived deductively from theory, because I will use existing theories about the drivers and characteristics of this intrapreneurial behavior.

I have chosen to conduct an explorative case study within one sector; the professional football industry, because this sector has rather unique elements. Besides, comparing cases within different industries will give a significant amount of results that would not be feasible for the scope of this research. The specific chosen method suits this type of research aim

because it looks at one concept within several similar cases which can be compared in order to inductively form a theory about the concept institutional logic on intrapreneurial behavior.

This particular sector has been chosen based on the researcher's own interest and because it can be seen as a unique industry with very specific/complex institutional logics (Smith & Steward, 2010; Carlsson-Wall et al., 2016; Uriarte, DeFillippi, Riccaboni & Catoni, 2018).

According to Carlsson-Wall et al. (2016) the institutional logic of the football industry is based on the very complex interaction of the sports performance (sports logic) and the financial performance (business logic). The presence of competing logics makes the industry a suitable choice for this research. Besides, a secondary argument for choosing the football industry lies in the fact that the researcher has experience in this field and has connections to possible data sources. The researcher combines this with a strong personal interest in the topic, which is an advantage for this research with the regards to prior knowledge about the case organizations. Furthermore, another unique aspect of football is that it is extremely measurable by looking at the table ranking. Success in this field is very uncertain and only a few clubs will experience the considerable benefits of successful performance (Carlsson-Wall et al. 2016). Besides, organizations constantly have to deal with the consideration of sports performance and financial performance. These competing logics in the football industry and the uncertainty and small chances of success, would make it highly interesting to investigate how entrepreneurs in these kind of football organizations deal with the complex logics and how this influences their entrepreneurial behavior.

In order to be able to answer the proposed research question, the next chapter will further elaborate on the main concepts of this study. These concepts will be further conceptualized and presented based on the main streams of literature and the choices in terms of definitions will be further contextualized and explained. I will explain the main concepts based on a specific format which will answer the following questions: *Where does the concept come from? What is it and which components does it have? What are the consequences of this concept (where does it lead to)?* These questions form the basis of the tentative conceptual model and the topic list that will be used in the interviews. Then the third chapter will elaborate on the methodological choices and methods of research. The fourth chapter will consist of the actual analysis of the acquired data. This will form the basis for the findings of the analysis which will be presented in the fifth chapter. Furthermore, this will lead to discussion and conclusion in

which the results are interpreted and implications for both theory and practice are illustrated. In the end of the discussion, a number of future research directions on this topic will be presented.

Chapter 2. Literature Review

In this chapter, the overarching concepts with regard to this research will be highlighted based on the existing literature that has been found. This chapter forms the basis of explaining the concepts that are used in the thesis. The theories are presented in an overview per subject and this chapter will lead to the generation of sensitizing concepts within a topic list diagram that will be used as guidelines in gathering the data via interviews.

2.1 Institutional logic

Defining and explaining institutional logic is of major importance for this study, because this concept is relatively new compared to the other component of this research which is ‘intrapreneurial behavior’. Therefore, this part will focus on explaining where the concept comes from, elaborating on what it is and providing the consequences for this research.

When looking at recent literature about institutional logic, it can be noticed that most authors refer to the most common definition of this concept which has been produced by Thornton and Ocasio (1999). These authors define it as: “*the socially constructed, historical patterns of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality*”. This definition is rather elaborated and might be difficult when interpreting it. Therefore, Thornton, Lounsbury & Ocasio (2012) decided to redefine it into a definition as: “*a socially constructed set of materials, practices, assumptions, values and beliefs that shape cognition and behavior*”. These two definitions do have similarities and can be seen as complementary. A closer look into the core elements of these definitions is needed to explain the concept institutional logics.

Where does it come from?

First of all, according to Thornton et al. (1999;2012) the institutional logics are socially constructed and formed by historical patterns. This shows that institutional logics are developed over the years by patterns that were visible throughout a specific industry. It also means that they are formed by a community or an industry for example because they are socially constructed.

What is it?

Secondly, these logics consists of materials, practices, assumptions, values, beliefs and rules which all can belong to individuals within organizations. In this case, the assumptions, values and beliefs are focusing on how individuals see the world and what they believe is right to do. According to Sirris (2019) these logics can also be seen as identities of individuals, whereas this identity is based on the internal meanings and perceptions that are based on your role in the organization. On the other hand, the materials, practices and rules can be found in the actual activities of organizations. These are often linked with its routines and structures (Sirris, 2019). It shows that IL provides rules that apply to the way institutions are working.

Subsequently, the authors Ingstrup, Aarikka-Stenroos & Adlin (2020) state that IL is build up by interests (actors' intentions), priorities (actors' choice between alternatives), and interaction goals (actors' purpose and rationale for collaboration), which shows that the individual actors have an influence on the institutional logic. Therefore, for this study these interests, priorities and interaction goals become a part of the components of IL. This also indicates that these intentions, choices and interactions of individuals partly capture the individuals' motivations.

Moreover, the definitions of Thornton & Ocasio (1999) and Thornton et al. (2012) can be linked to the institutional theory of Scott (2008). First of all, because the definitions of Thornton et al. (1999;2012) consists of a symbolic, a normative and a regulative component, these components have interfaces with the three pillars of Scott's (2008) institutional theory.

The symbolic component focuses on the sensemaking and it has to do with assumptions and beliefs of individuals in organizations. These views and beliefs of individuals are shared throughout the institution. Looking at this symbolic part of the definition, it shows interfaces with the cultural-cognitive pillar described by Scott (2008). The cultural-cognitive pillar has been described by Scott (2008) as common beliefs and shared logics of individuals in an institution. The author describes it as specific elements of a culture that are taken for granted within an institution, these facets of culture are not only subjective but also symbolic elements that are now perceived objectively.

The normative component concerns the norms and values by which individuals organize their time and space. That also means their social obligations and behavioral expectations. This normative dimension has also been mentioned by Scott (2008) and consists of values and norms

within a particular industry. Normative systems define goals or objectives, but these systems also provide values of how to pursue them.

The regulative component of defining IL concerns the rules of how individuals should act and produce their material subsistence. It can be related to Scott's regulative pillar which consists of rules, laws and sanctions within institutions. These regulations attempt to influence future behavior (Scott, 2008, p.60). Therefore, it means that these regulations might also have an influence on the intrapreneurial behavior in organizations. This will be further investigated in this specific study.

In conclusion, studies have shown that IL consist of practices, values, beliefs, rules and identities that belong to individuals within organizations. In addition, these logics consist of interests, priorities and interaction goals of individuals within institutions. Lastly, IL's are built up by a symbolic, normative and regulative component. One could argue that the definitions and components used by Thornton et al. (1999;2012) are in content very similar to the terms used by Scott in the institutional theory. So is for example the symbolic component of IL more or less equivalent to the term that Scott refer to as the cultural-cognitive pillar of institutional theory. Whereas the norms and values that belong to the normative component of IL, can be seen as equivalent to the normative pillar of Scott's institutional theory. Moreover, the component of IL that focuses on rules of individual behavior is similar to the term that Scott refers to as the regulative pillar of institutional theory.

Where does it lead to?

Thirdly, the definitions of Thornton et al. (1999;2012) indicate that institutional logics influence the way individuals behave, organize themselves and provide meaning to their social reality. Where the latter is referred to as individuals' motives and actions that are based on social interaction. In other words, this can be seen as the way individuals behave by taking into account their social interaction. Sirris (2019) does also refer to the influence of IL on individuals' behavior by stating that IL represent frames of reference that condition the actors' choices on sensemaking, their language they use to motivate actions and their sense of self identity. Summarizing, this shows that IL shapes behavior, social reality and people's sensemaking and identity. Especially the shaping of behavior will be constructed in this research with respect to the influence of IL on the specific intrapreneurial behavior.

On the other hand, Ingstrup et al. (2020) indicate other consequences of IL. Because they state that IL has an influence on reasons or motivations for individual and collaborative

actions, which also means that it influences the behavior of individuals and institutions. Furthermore, Ingstrup et al. (2020) show that these IL's offer a valuable understanding of the intra-organizational processes that affect the success, changes and practices of organizations. That theory is usable because it shows that those intra-organizational processes can also lead to a practice such as intrapreneurial behavior within organizations.

Moreover, multiple studies display that IL's develop over time and change through interactions with other actors and organizations (Öberg & Shih, 2014; Ingstrup et al., 2020). This means that IL's are partly dependent on relationships and processes with other organizations and actors, which should be taken into account in the consequences of IL.

Furthermore, there are several studies that indicate the diverse and different IL's of industries, governments and academic actors (Benner & Sandström, 2000; Dunn & Jones, 2010; Öberg & Shih, 2014). The effects of differences and diversity in IL can be both positive and negative. For instance, some studies say that this diversity in IL has a negative effect because it increases conflicts (Battilana & Dorado, 2010), for example when rivalry takes place and one logic dominates or a new hybrid logic of multiple logics has to be formed. Whereas other studies indicate that IL diversity leads to more innovative organizations that can last longer and are more sustainable (Besharov & Smith, 2014), this positive consequence of IL is particularly interesting with regards to the effect on intrapreneurial behavior in these organizations. Overall, these studies suggest that the perspective of IL offers a valuable understanding of intra-organizational processes that ultimately can affect organizational practices, change, and success (Ingstrup et al., 2020). In conclusion, this shows that organizations might have a diversity of logics and these logics may change over time. Whether or not this diversity of logics is present in organizations might have consequences for the behavior of individuals in organizations and therefor will be taken into account in this research.

Competing logics within football organizations

Besides the studies of Thornton & Ocasio (1999) and Thornton et al. (2012), several authors have highlighted other elements and consequences of IL. For example the element of competing logics within an organization can be found in literature about specific industries. According to Smith & Stewart (2009) the football industry is such an industry that on some aspects cannot be compared to normal companies. While both sports and regular businesses focus on market expansion, value creation, branding, product innovation and funding new sources of revenue. The football industry differs from normal companies on aspects such as focusing on beating

rivals, winning trophies, focus on running both players (the employees) and fans (the customers). In addition, the authors claim that these players are business assets, who play a major role in attracting fans, sponsors and media. Another aspect that shows this difference is that football organizations do not have clients, but instead they have fans. These fans are extremely loyal to their club, so for example they buy tickets for season 20/21 without even knowing if they are allowed to visit the games due to the COVID-19 pandemic. Besides, the football industry has to cope with two main competing logics; a sports logic and a business logic. Where the first can be regarded as a demand for excellence (performance) in sports. The latter can be regarded as a demand for financial success or stability (Carlsson-Wall et al., 2016). These are rather unique for this particular sector and therefore it is interesting to see how this influences the work in this sector. With the demand for excellence in sports the authors mean objectives such as winning a championship, avoiding relegation, qualifying for major tournaments or winning the next derby. These objectives will motivate all members of the organizations and connects the organization to key stakeholders such as sponsors and fans. On the other hand, football organizations have to cope with institutional demands for financial performance. Objectives that are common in this sector are having a low level of debt, return to shareholders, a balanced budget and coping with the rules of Financial Fair Play (Smith & Steward, 2010, p.5). When looking at these two different logics, it seems that this sector is rather unique and complex. According to Martin, Currie, Weaver, Finn & McDonald (2017) organizations will face institutional complexity when two or more logics have incompatible requirements (p.105), which I believe this is the case in the football industry.

2.2 Intrapreneurial Behavior

In order to describe the other concept of this study, intrapreneurial behavior, it is necessary to elaborate on the overarching concept 'intrapreneurship'. Secondly, the actual behavior of intrapreneurs will be explained based on literature about 'entrepreneurial behavior'. These two concepts form the basis of IB and therefore it has been chosen to firstly draw the bigger picture on which the actual intrapreneurial behavior has been based.

2.2.1 Intrapreneurship

Intrapreneurship is a process where employees recognize and exploit opportunities to enhance the competitiveness and performance of the organization (Neessen et al., 2018). This means that individual employees are actually acting as an entrepreneur within the large organization they work for (Antoncic, 2003; Halme, Lindeman & Linna, 2012). Moreover, this

intrapreneurship is a process by which individuals inside an organization undertake new activities and depart from routines to pursue new opportunities (Garcia-Morales, Bolívar-Ramos, & Martín-Rojas, 2014). The ability of individual employees to step away from their regular tasks in their jobs and explore new activities requires a specific entrepreneurial way of behavior. Moreover, according to Neessen et al. (2018) intrapreneurial behavior requires specific characteristics of employees and this leads to particular outcomes. In their detailed definition of the term intrapreneurship they define it as: *“Intrapreneurship is a process whereby employee(s) recognize and exploit opportunities by being innovative, proactive and by taking risks, in order for the organization to create new products, processes and services, initiate self-renewal or venture new businesses to enhance the competitiveness and performance of the organization”* (p.551). This definition is in my opinion the best suitable for this specific research, because it reflects multiple themes within this concept such as ‘being innovative’, ‘proactiveness’ and ‘enhance competitiveness’, these are actions that I expect to find within football organizations.

Intrapreneurship is an important element in organizational and economic development. Scholars and practitioners started to show interest in this concept since the beginning of the 1980s because they noticed that it had a positive effect on revitalization and performance of firms (Antoncic & Hirsch, 2001). In the early research on this topic, intrapreneurship was seen as a process where individuals in organizations look for opportunities outside the resources they currently control (Stevenson & Jarillo, 1990). But it was also seen as entrepreneurship within an existing organization (Antoncic & Hirsch, 2001) or as doing new things and stepping away from routines to pursue opportunities (Vesper, 1990). Furthermore, the concept of intrapreneurship has evolved over the years, mainly because the role of employees has become more demanding over the years, people got more responsibilities and they are required to be flexible, proactive and innovative (Giunipero, Denslow & El Tantawy, 2005). This shift in responsibilities can be translated to previous views on intrapreneurship where it is classified in four dimensions: 1) new business venturing, 2) innovativeness, 3) self-renewal and 4) proactiveness (Antoncic & Hirsch, 2001).

New business venturing refers to the creation of new business within existing organizations and it can redefine the products and services of a company or develop new markets. However, in order to create a new idea for the organization, an intrapreneur must be able to recognize opportunities on the market (Abrell and Karjalainen, 2017). This opportunity recognition is an important characteristic of an intrapreneurial employee.

On the other hand, innovativeness refers to development of products and services. Intrapreneurship is especially visible within inclusive innovation. As Halme, Lindeman & Linna (2012) state that intrapreneurship is a relatively new concept that originated from inclusive innovations in large organizations. This means that organizations support their employees to come up with innovative solutions to tackle short-term problems or to create new products for profit maximization. Organizations such as Unilever and Cemex successfully originate with this type of innovation. In other research this is stated as a characteristic of intrapreneurial employees because they possess innovativeness, which means employees introduce creative ideas to enhance the quality of processes, products or services (de Jong & den Hartog, 2010).

Self-renewal refers to the transformation of organizations through the renewal of the key aspects on which they are built. This could mean a redefinition of the business concept or a reorganization as a strategic change. According to Stopford & Baden-Fuller (1994) activities associated with renewal of existing organizations can be seen as an element of intrapreneurship. Intrapreneurs are required to be flexible and adaptable to this self-renewal. This also meant that intrapreneurial employees implemented new logics within organizations in order to renew the organization (Heinze and Weber, 2016).

Lastly, proactiveness is related to position aggressively relative to competitors and taking risks and initiative (Antoncic & Hirsch, 2001). In addition according to Fellnhofer (2017) intrapreneurs should be very proactive and take personal initiative because the intrapreneur has to make sure that the organizations uses the opportunities and the possibilities for innovation. Therefore, the roles of employees changed and they were required to actively look for opportunities and to take risks to implement change. This shift lead to a more intrapreneurial way of working in order to deal with the changing requirements (Neessen et al., 2018).

To conclude, intrapreneurial employees were developing different sets of skills and characteristics based on the four dimensions above. The concept Intrapreneurship is a relatively new concept which originated from inclusive innovations in large organizations. Over the years, this concept has become an important element in organizational and economic development.

Besides the four dimensions of intrapreneurship, several authors claim that intrapreneurship as a multilevel construct can affect different organizational levels because it relates to the performance of teams and performance of the organization (Neessen et al., 2018). With multilevel construct the authors refer to their definition which includes multiple characteristics and behaviors that belong to intrapreneurship. First of all, research from Urbano, Alvarez &

Turro (2013) shows that intrapreneurs are characterized by their past experience and personal knowledge. This means that intrapreneurs often have had entrepreneurial experience in the past which they later used when working in large organizations. Secondly, intrapreneurs often derived personal knowledge about intrapreneurship and entrepreneurship through training and education. It was found that intrapreneurs have a higher educational level than other employees in those organizations.

Moreover, Neessen et al. (2018) came up with another characteristic of intrapreneurs. The authors stated that an intrapreneurial characteristic is self-efficacy, which means that these employees believe that they are capable of successfully performing a certain innovative task. In addition, Sundin and Tillmar (2008) mention that intrapreneurial employees have a high ability to be resolute and they show endurance in order to develop and implement their new ideas. Lastly, possessing networking skills is crucial for intrapreneurs, this can be networking with other organizations, other intrapreneurs or internal networking in the company. This internal networking is also different from entrepreneurs, because intrapreneurs have to deal with more political forces (Smith, Rees & Murray, 2016). To conclude, I expect that the networking behavior will be crucial within the football industry, because you need the resources in your network to come up with innovative ideas and be able to execute them.

2.2.2 Entrepreneurial behavior

Where does it come from?

The perspective of entrepreneurial behavior focuses more on the behavior of individuals instead of the characteristics of entrepreneurs. However, several authors state that the behavior itself comes from individual characteristics of employees or from organizational factors. For example, de Jong et al. (2015) state that entrepreneurial behavior is influenced by individual characteristics such as age, education and self-efficacy. Furthermore, this article acknowledges that entrepreneurial behavior of employees in organizations is influenced by organizational factors that are still uncertain.

Al Harrasi et al. (2014) propose four types of factors that influence entrepreneurial behavior. These factors focus on Personality (individual characteristics), Motivational-related factors, Personal background (such as age, gender, education) and Contextual-related factors (Al-Harrasi et al. 2014), this last category focuses on the cultural, social, political forces and thus comes closest to the force of institutional logic. However, in some specific situations other

factors such as personal background can also be linked to IL. For example when people are active in the same industry for several years their background has been formed by the IL of this industry. Therefore, personal background can be influenced by the IL's of an industry and according to Al-Harrasi et al. (2014) people's personal background can be regarded as a driver of EB. The football industry is an example of such an industry because employees often stay in this industry for several years.

Personality can be seen as a driver where EB comes from, it refers to individual characteristics of people that drive them to behave in an entrepreneurial way. Research shows that people with a high level of self-confidence are more motivated to undertake projects and continue with their ideas to create new solutions (Turker & Selcuk, 2009). In addition, EB comes from people who have a high risk-taking ability in their personality, this means people do things that involves some kind of risk in order to achieve a goal. Another key personality factor that influences EB is having the so-called 'need for achievement'. This has been shown in several studies on EB of students where persons who have a high need to achieve something are more likely to behave in an entrepreneurial way (Turker & Selcuk, 2009). Lastly, possessing the characteristic of innovativeness is another driver of EB which has often been stated in literature on EB. Being innovative is a behavior that characterizes EB and I see it as being creative and being eager to discover new opportunities. Summarizing, this shows that EB comes from personality, which are individual characteristics of people such as self-confidence, risk-taking ability, need for achievement and innovativeness. These are key factors that influence people in behaving in an entrepreneurial way.

Moreover, EB can also come from motivational-related factors, this is the case when the behavior is stimulated by specific motivations. For example, de Jong et al. (2015) state that companies can stimulate this type of behavior by providing sales targets that require EB. People will be more likely to engage in this behavior when they will be rewarded by significant amount of money from sales targets. This statement aligns with Stefanovic, Prokic & Rankovic (2010) who claim that people are more motivated to create new business when it can increase their income. Next to increase in income, job security can also be a motivational factor for EB (Benzing, Chu and Szabo 2005). Because in specific situations people will start discovering and creating new things to secure their job.

In addition, people's personal background can determine the EB of people. A number of researchers pointed out that people's background such as previous entrepreneurial/ work

experience has a significant impact on the EB of a person (Scott & Twomey, 1988; Stefanovic, Prokic & Rankovic, 2010; Gruber & MacMillan, 2017; Al-Harrasi, Al-Zadjali & Al-Salti, 2014). This implies that people are more likely to possess and execute EB when people have experience as an entrepreneur or have a background in for example a family business. Besides this, someone's age and education does also impact the EB of a person. Where most studies indicate that very young and very senior employees are less required to perform entrepreneurial activities, this would mean that age can have an influence on the EB of people (Newman et al., 2019; Haddad & Taleb, 2016; de Jong et al., 2015; Al-Harassi et al. , 2014). This shows that age does have an influence on EB, but it is difficult to say which age group shows the most aspects of entrepreneurial activities in their work. This would probably still be a relatively young category of people who still have to prove themselves in the organization. On the other hand, these studies have also shown that individuals with limited education show less aspects of EB and individuals with entrepreneurial training show a significant increase in enhancing entrepreneurial activities. This implies that specific trainings or a higher level of education can lead to more aspects of EB in people's jobs. Therefore, EB as we see it today does also come from people's personal background with regards to business experience, age and education.

Lastly, Al-Harassi et al. (2014) claim that there might also be contextual-related factors that lead to EB in organizations. These factors are based on the company cultures, political forces, economic situation and on social support within organizations. Therefore, these factors can either facilitate or impede the entrepreneurial activities in a firm. EB can be driven by the company culture when this culture has the intention to create new business (Gartner et al.,2010). When looking at the company culture and the way the social network is organized in a company, these can have an impact on individuals intention towards EB. Because with close and informal ties between employees and entrepreneurs or other valuable assets people may feel more support towards an entrepreneurial attitude (Varghese & Hassan, 2012). Therefore, EB may come from these contextual-related factors such as social networks, perceived support and a company's culture. These aspects come closest to what institutional logic is about and have been discussed in part 2.1 of this study.

What is it?

Entrepreneurial Behavior is a concept of intrapreneurship because an intrapreneur behaves as an entrepreneur in an existing organization. This paragraph provides insights in the

consequences of entrepreneurship and it conceptualizes the behavior of intrapreneurial employees.

Entrepreneurial behavior (EB) is a concept which has been researched for many years within the business administration field. Therefore, it exists of several components, definitions and drivers. As Karlsson et al. (2019) state, entrepreneurial behavior is about finding new creative solutions to address demanding challenges, for this research this finding of solutions component of EB will be regarded as 'recognizing opportunities'. The challenges of organizations call for a diversity of perspectives, ideas and skills which means that entrepreneurial behavior can be seen as a diverse concept. Especially because it tries to cover challenges at multiple societal levels and both local, regional and international. In a more simpler way, Gartner and Carter (2003) view entrepreneurial behavior as an individual level phenomenon that helps organizations to come into existence. This has been derived from the early research on economic behaviors, where economists described EB as undertaking of great business adventures (Gruber & MacMillan, 2017). Entrepreneurial behavior is mainly focused on activities that create new solutions or new types of organizations, this will be incorporated within the component 'innovativeness'. Especially for this research the focus will be on these type of activities within existing organizations

Where does it lead to?

First of all, EB leads to innovativeness in organizations. According to several authors innovation is widely regarded as central aspect in the entrepreneurial processes of an organization. (de Jong et al., 2005; Benjamin, 2018; Shaheen & Shafiq, 2018). EB of employees in organizations leads to innovations and these innovations can be defined as: 'the initiation and intentional introduction of new and useful ideas, processes, products or procedures' (de Jong & den Hartog, 2010, p.24). This shows that organizations will expect creative ideas on their products and services by employees who possess EB. This new type of resources make companies able to develop and commercialize new products and move into new markets (Ireland, Hitt, Camp & Sexton, 2001). EB focuses on discovering new resources and trying to be ahead of competitors, therefore it may lead to a competitive advantage. Moreover, Benjamin (2018) proposes a list of premises of what innovativeness is about. He lists the following aspects: 1) Introducing a new product or modifications brought to an existing product 2) A new process of innovation in an industry 3) The discovery of a new market 4) Developing new sources of supply with raw materials, and 5) Other changes in the organization. These are all outcomes of EB with the focus on innovation.

On the other hand, according to Benjamin (2018) EB does lead to cosmopolitanism of organizations and its employees. Where cosmopolitanism is referred to as the degree to which a person is oriented outside his/her community and is seen as a citizen of the world. This shows that due to EB of employees, organizations are not only looking at their own industry and region, but more and more become diverse-oriented organizations. That means that organizations will look across the border to find creative solutions and that the entrepreneurial activities become more diverse (Karlsson et al., 2019). In accordance to this, Karlsson et al. (2019) state that in this new cosmopolitan way of looking at the world, entrepreneurs become more dependent on their network and their ability to create links with other entrepreneurs from different regions and industries.

Furthermore, entrepreneurial activities by employees leads to risk taking of their organizations, because these organizations need to take risks to ensure success (Misra & Kumar, 2000). In addition, these organizations embrace the learning that comes from taking calculated risks, because they need it to recognize opportunities (Gruber & MacMillan, 2017). Such organizations are constantly developing and learning from their calculated risks.

2.3 Relationship between variables & Topic List Diagram

The literature study showed that there is an indication that IB originates from the consequences of IL's. In this research the main focus will be on the influence of competing Institutional Logics on the intrapreneurial behavior within organizations. However, this relation cannot yet be conceptualized through dimensions and indicators. Therefore, this explorative research aims at answering the following research question: *“What is the influence of competing institutional logics on the intrapreneurial behavior within organizations?”* Hence, the following tentative conceptual model has been used in this study.



Figure 1. Tentative Conceptual Model

In order to describe the relationship between the two concepts of this research that are separately explained in this chapter, an overview of sensitizing concepts concerning the two main topics will help to visualize the relationship through a so-called topic diagram. The sensitizing concepts are based on the components of the two main concepts of IL and IB and their specific relationship. These sensitizing concepts are used as input for the topics of interview questions and specifically focusses on the four most important parts of the diagram which are: Components & Consequences of IL and Origin & Components of IB.

First of all, the Institutional Logic is the independent variable for this research and has been discussed by means of its origin, the components it consists of and the consequences where it leads to. Despite, that this concept has been relatively new and has not been fully discovered in literature yet, it can be found that it originates from socially constructed historical patterns or from isomorphism in organizations. However, the origins of IL are not of major importance for this study, but it focuses more on the components and the consequences of IL. These components consists among others of norms, values, beliefs, practices and interests of people in an organization (Thornton et al., 2012; Sirris, 2019; Ingstrup et al., 2020). As a consequence these components shape the behavior of individuals and give meaning to people's social reality. In addition, IL can ultimately have an effect on the successes, changes and practices of an organization (Thornton et al., 2012; Sirris, 2019; Ingstrup et al., 2020). In conclusion, the main focus of this study will be on the consequence of IL on individual's behavior and practices in organizations such as intrapreneurship.

On the other hand, the dependent variable ‘Intrapreneurial Behavior’ has been described in this chapter in more or less the same pattern as the independent variable. This showed that IB is influenced by and comes from several factors: Personality, Personal background and Contextual-related factors. These three specific origins of IB can be linked to the concept of IL and therefor this can be regarded as the overlap between the two main topics of this research. In addition, IB also exists of several components that show the characteristics and the activities of intrapreneurial employees such as: proactiveness, new business venturing, innovativeness and opportunity recognition. Lastly, the possible consequences of IB in organizations have been found in literature, but these are not regarded as the main focus for this study. In conclusion, the study focuses on the origins of IB including the corresponding activities which converge from the consequences of IL.

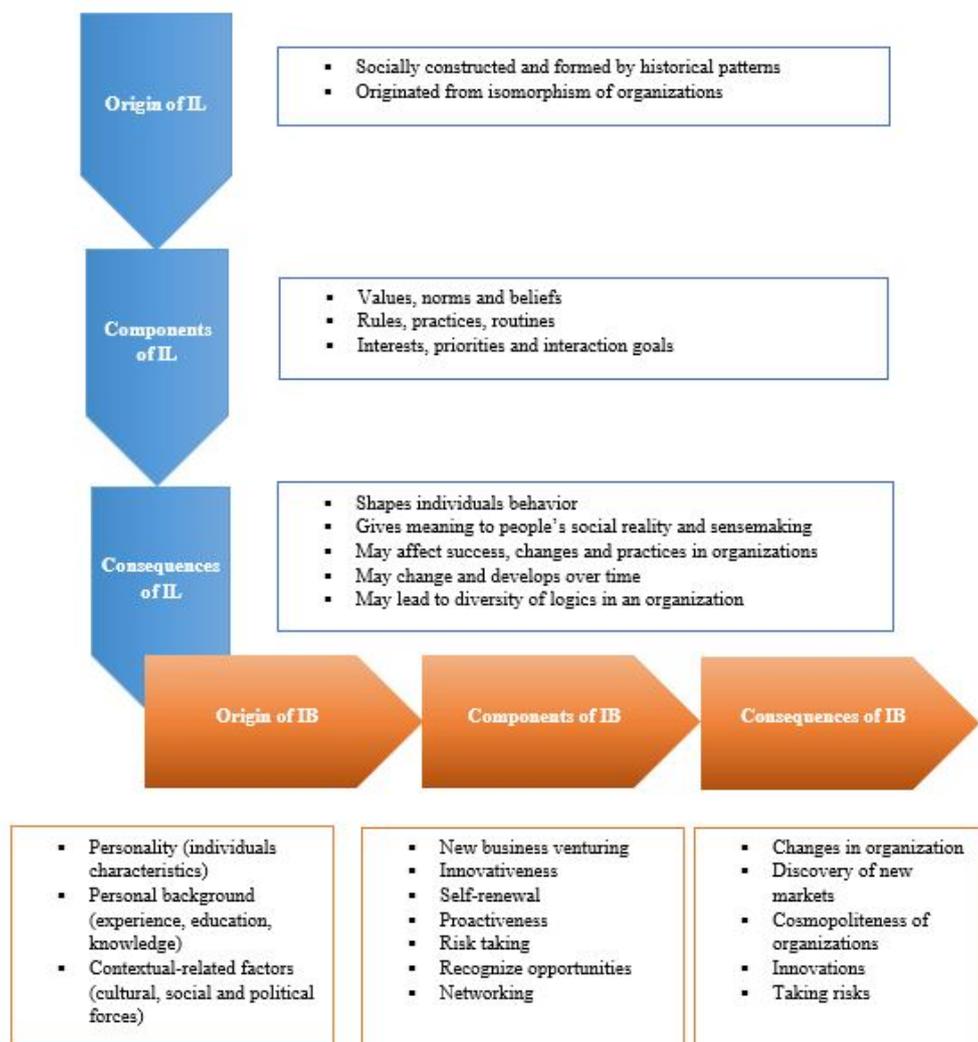


Figure 2. Topic list diagram

Chapter 3. Methodology

This chapter will outline the methods that have been used in conducting this research. First, a description of the research strategy will be provided. Followed by an explanation of the case study design. Then the plan of data collection and data analysis will be given. The last part substantiates with a number of ethical research considerations that are taken into account by the researcher.

3.1 Research Strategy

To gain a richer and better understanding of the influence IL has on the IB of employees in organizations, a qualitative research method has been used. According to Bleijenbergh (2013) qualitative research is about gathering and interpreting linguistic material to form statements or conclusions about a social phenomenon in reality. Such a method generates non-numerical data (Saunders, Lewis & Thornhill, 2009). Myers (2009) states that qualitative research helps us to understand people, their motivations and actions, which shows that it can shed new light on understanding where intrapreneurial actions of people come from. Furthermore, according to Myers (2009) qualitative research is the way to go for topics like this study, because the author states that this method is suitable for particularly new topics that study social, cultural, and political aspects of people and organizations.

When looking at the nature of this qualitative study, the researcher chooses an interpretive research epistemology for this study. This means that the researcher assumes that access to reality goes through social constructions such as language, shared meanings and instruments (Myers, 2013), which will be the case in conceptualizing IL. Hence, the researcher will attempt to understand the phenomena IL and IB through the meanings that people assign to these phenomena.

An explorative research approach is chosen, which aims to gain new insights into a phenomena and is used in research aims that require the development of rich understandings upon which theoretical generalizations may be based (Symon & Cassell, 2012). This is in line with the research aim of this study which wants to get a better understanding of a relatively new relationship that has not been researched extensively yet. This explorative approach has elements of both inductive and deductive reasoning because the relationship will be researched inductively, but the elements of IL and IB are partly derived deductively from theory.

3.2 Case study design and selection

A case study design has been chosen for this research. A case study can be defined as an empirical research about a particular phenomenon in the real-world context in which the boundaries between the phenomenon and the context are not clearly evident (Yin, 2003). The case study is a suitable design choice because it enables the researcher to study the phenomenon in a real-life context and it enables the researcher to understand the activities of intrapreneurial employees. Furthermore, a case study research is philosophically neutral, which means that it can be conducted according to a positivist, interpretive or critical form (Myers, 2009).

In this research multiple cases have been used, therefore it would be referred to as a multiple comparative case study. The case level of this research is focused on nine professional football organizations that are active in the Dutch Eredivisie (6), Dutch Eerste Divisie (2) and Dutch Football Federation (1). By including multiple cases, the opportunities for contributing to theory are increasing. Besides, it also gives the researcher better insights in the relationship between social phenomena (Bleijenbergh, 2015). For this case study there has been chosen to conduct the study within multiple cases that are active in the same industry, but might have different views on the IB of employees and on the IL of their organization.

For the case selection it is important to select cases in which the phenomenon is present accurately. Yin (2014) states that the selection of a particular case should be on clear rationale and according to Symon & Cassel (2012) the cases should be a representative of the phenomenon under investigation. This also means that in some cases it may be advisable to choose extreme situations, outliers and mavericks (Eisenhardt, 1989), where the experience of at least one of the phenomena is intense and visible. In this study, the approach to choose extreme cases has been used because the researcher aimed at selecting football organizations which are known to be innovative, alternative and unique. Firstly, the extreme cases have been chosen because the case organizations are all active in professional football and not in the amateur part of the football industry. Secondly, the researcher did a pre-investigation in this industry and found several organizations that have a stable performance both on sportive and financial results and have available information about their innovative activities. Thirdly, several of the case organizations have been picked because their innovative, unique plans have been highlighted in the media. In this case, the researcher could contact those persons and refer to their interview or article in the media. Fourthly, some case organizations and respondents were chosen because one of the interviewees referred the researcher about it and recommended them because of their entrepreneurial ideas and activities. In those cases it was more easy to get into contact because the researcher has been introduced to them. Lastly, the most important

requirement was that the organization should be active in the football industry and that they would be willing and capable to share information about the topic of competing logics and intrapreneurial behavior. This was the case in all organizations regarding this research. To conclude, because these organizations have a more entrepreneurial view on the football industry, the case organizations can be regarded as mavericks within this unique industry of professional football. A more rich description of the case study organizations and the professional football industry has been provided in Chapter 4.1.

With regards to the selection of interviewees, this research has a focus on employees of professional football organizations who are preferably behaving in an intrapreneurial way or are very close to intrapreneurs. These persons have been found via searches on LinkedIn, via recommendations of other people and through the use of the researcher's own network. For this study, I explicitly searched for employees in managing functions or in commercial functions, because intrapreneurial behavior is more likely to be found there than in operational functions.

3.3 Methods of data collection

According to Myers (2009) and Bleijenbergh (2015) a case study makes use of at least 2 different data collection methods. In this study those are interviews at multiple case study organizations and document analysis. The qualitative nature of this study makes it difficult to do an observation because due to pragmatic reasons it is not possible to observe nine different case organizations for a longer period of time. The interviewees at the case study organizations were easily accessible and had extensive knowledge about the subject. On the contrary, the main subjects of this research were not clearly documented in organization documents and in multiple-cases research it is difficult to get access to these documents. However, for this research I received a few documents about innovations from the case organizations and these have been used as a secondary data source. Therefore, the primary focus has been on the interviews in this study.

3.3.1. Semi-structured interviews

Semi-structured interviews have been used to gather an in-depth understanding of the relationship between IL and IB. The semi-structured interview format provides the interviewer with a guidance through the interview and enables the interviewer to ask each respondent the same kind of questions. This format does also allow the respondent to choose their own words and leaves room for slight changes in questions or in structure according to the course of the

interview (Bleijenbergh, 2015). According to Symon & Cassell (2012) this kind of interview structure enables the respondents to highlight other elements that influence their behavior that are not directly addressed in the interview guide.

Semi-structured interviews have been conducted with a number of employees working in the professional football sector in different functions such as Managing Director, Commercial Director, Account Manager, Innovation Manager and Marketing Manager.

Since these semi-structured interviews are physical in nature and looking at the current special circumstances with the COVID-19 virus, the interviews have been either 1 on 1 at an appropriate distance or via digital alternatives like Skype. A limitation of using Skype for interviews in qualitative research could be that you lose the informal small-talk when you meet someone in person and you would not the chance to do some small observations of the organization. Therefore, it is possible that the researcher could lose a bit of social contact and energy from the other person (Rowley, 2012). However, in most Skype interviews I did not feel like I was losing the informal introduction. On the other hand, digital interviews do have the advantage that it is easier to plan, participants often are less worried about time and both researcher and participant can do it in a comfortable environment (Rowley, 2012). In three cases, I was able to visit the case organization and I got a small tour through the stadium and I did get some extra information via a short presentation for example. The table presented below gives an overview of the collected interviews, which in total lead to >600 minutes of interviews.

Interview	Function of the interviewee	Organization	Method	Duration
Respondent 1	Manager Marketing Communications	Organization A	Skype	01:02:26
Respondent 2	Account Manager	Organization B	Skype	01:02:40
Respondent 3	Innovation Manager	Organization C	Skype	01:03:25
Respondent 4	International Partnerships Manager	Organization D	Telephone	00:55:42
Respondent 5	Commercial Director	Organization E	Skype	00:50:24
Respondent 6	Marketing Intelligence Manager	Organization E	Face-to-face	01:15:55
Respondent 7	Managing Director	Organization F	Face-to-face	01:04:04
Respondent 8	Partnerships Manager	Organization G	Face-to-face	01:02:50
Respondent 9	Sales/Marketing Manager	Organization H	Skype	00:52:48
Respondent 10	Innovation Manager	Organization I	Telephone	01:08:32

Table 1. Overview of interviews

3.4 Data analysis

The data analysis is a process of interpreting, categorizing and analyzing empirically based findings. In this process it is possible to search for relevant fragments, patterns and relationships (Bleijenbergh, 2015). This analysis has been executed based on the guidelines of a template analysis. Template analysis is chosen because it is a more flexible technique than for instance grounded theory (Symon & Cassell, 2012) and in general it is a more flexible technique with fewer specified procedures, which is more suitable for this kind of exploratory research. Furthermore, template analysis has been chosen because it allows the researcher to define some of the themes a priori such as the key concepts of the study. Other themes will be formed inductively from the data (Symon & Cassell, 2012).

First of all, the interview questions for the gathering of the data have been structured based on the theory of Chapter 2 and the Topic List Diagram. Subsequently, the data analysis of the interview transcripts has been executed in a more open, explorative way of working. The data that has been analyzed mainly consists of transcripts of the conducted interviews and this analysis resulted in a two-step process. Firstly, the data has been transcribed and structured. Secondly, the data has been analyzed through the use of the data-analysis tool ATLAS.ti, in this tool I started with open inductive coding of the transcripts. All transcripts have been read multiple times and quotes about the same topic have been given the same open code. This open coding process resulted in a total of 65 open codes. In the next step, I created code groups in ATLAS.ti which can be seen as axial codes because these groups consist of codes on the same theme. Ultimately, this led to nine different code groups/ axial codes. The naming of the codes was partly done inductively and partly done by using the a priori themes from the topic diagram. Eventually, the overarching topics that regularly came back in the interviews and the a priori defined topics from Chapter 2 have been placed together in the Final Template, which can be found in Appendix II. In this Final Template the researcher grouped the related codes together in five main themes. In addition, illustrative quotes from the interview transcripts for each of the codes can be found in the Codebook (Appendix III). This process worked very good for me, because this tool helps to structure the overview of all the quotes and the corresponding codes. Therefore, the findings of this research could be based on both the axial and open codes. As a result, Chapter 4 covering the findings of this research has been written in an inductive way because the topics of this chapter have been formed inductively out of the data instead of being formed by theory. This means that I tried to look into the data for subjects that were mentioned multiple times and in my view particularly say something about competing logics within the

football industry or about individual intrapreneurial behavior. This explains why several topics of Chapter 4 are fairly new in comparison to the theory that has been found in Chapter 2.

3.5 Research ethics

According to Saunders et al. (2009) ethical research considerations relate to appropriate behavior of the researcher in relation to the subject of your work and the people who are affected by it. This means that participants of the research should not be embarrassed, harmed or disadvantaged in any way. Therefore, this study will take into account several practices to guarantee an ethical research. Firstly, the aim of the research has been made clear to the participants and permission for recording the interviews was asked. Secondly, it is important to respect participants privacy, which means the researcher did not ask questions that invasive their privacy and in case participants do not want to answer a specific question, this choice was respected. Thirdly, the participants have been anonymized in the data analysis through not naming them by name and by shuffling the order number of participants with their specific quotes in the result section. Fourthly, it is important to give further updates about the research, therefor all participants would eventually be informed about the results of this study. And lastly, the researcher should obviously behave in an appropriate way during the interviews. Besides the ethical issues regarding the interviews, data storage has been done in a confidential way. To deal with this ethical issue, the collected data was kept safe by the researcher, which means it was stored in a location which requires a password to access it. In addition, the data such as interview transcripts will be deleted after the research project has ended.

Chapter 4. Results

This chapter will outline the most important results from the conducted interviews. First of all, the chapter will give an understanding of the Football Industry Institutional Logic as well as a rich description of the case organizations through the unique elements of its logics as indicated by the respondents. Secondly, insights about the intrapreneurial behavior in this industry will be provided. Lastly, it will be shown that the competing IL's have a certain influence on the actual behavior of employees in the football industry.

4.1 Institutional Logic Football Industry

Risky business models due to the practice of transfer fees

One of the first observations when analyzing the data was that professional football organizations in the Netherlands run their business according to a business model which is based on a *historic pattern*. This means that football organizations are operating in the same way since the commercialization of the sport in the early 1980's. The main business model of football organizations is based on three sources of income as Respondent 3 stated:

“You can see that clubs actually mainly rely on sponsorship money, season ticket sales and TV-broadcasting rights. Those are actually the 3 biggest sources of income”. (Respondent 3)

In the late 1990's there was another addition to this income because the 'Bosman-ruling' in 1995 made it possible to attract more foreign players to the teams and it made it possible for players to swap employers at the end of their contract for free. This had an impact on the circulation of players and money in the football industry around the world. Therefore, clubs could now earn significant amounts of money by transferring quality players to other teams. This also created a dilemma for clubs in terms of choosing for the sportive performance of a player or the transfer money of a player, the tension between these two choices is part of the *competing logics* in the football industry namely the Sports Logic and the Business Logic.

However, as the majority of the respondents indicated that their own organization did not include the transfer fees in the season's budget, they stated that it is part of the logic in this sector to overcome a budget deficit by pre-calculating transfer fees in the budget for the upcoming season:

“But actually, the majority of the clubs start the season with a small or large budget deficit, which they try to catch up during the season by selling a player. Looking at the past, you'll see that some irresponsible risks have been taken. Therefore, nowadays a lot of clubs will have to sell a player of €1 million when they have a deficit of €1 million.” (Respondent 3)

“It can be seen as an opportunistic industry, which is different from normal industries. In normal companies an operational loss will raise questions, but in football organizations they just run operational losses and compensate that by transfer revenues, which are actually incidentals/ad hoc. So how realistic is your budget if you try to take an advance on an expected transfer in the future. That is very difficult to do within the regular business world. That is why I say that this is an opportunistic industry because the bonus of a transfer fee is often already budgeted up front.” (Respondent 7)

As a result of this type of transfer-driven business by football organizations it can be stated that it becomes a ‘risky’ business to run a football organization. When you include transfer fees in your budget, you are dependent on the tension between the sports performance of the players (*sports logic*) and the transfer incomes from a player (*business logic*). The element of transfer fees is a *practice* that belongs to this industry’s logic and cannot be found in the regular business world. Furthermore, these transfer fees create an environment where clubs have to choose between the financial reward from a transfer of a player or the sportive reward from keeping the player.

Moreover, the professional football industry is known for the enormous amounts of money in the industry and this is associated with a phenomena about the rich clubs that get richer and the poor get poorer. But what type of amounts are we talking about in this case? According to Respondent 4 for his club we can talk about dozens of millions that play a role in his organization. This is illustrated in the following 2 quotes:

“So it is always very complex how the football industry works. One shot on target can result in our team playing in the Champions League, which means we can add €40 million to our budget in one fell swoop. So it is a very weird industry in that respect.”(Respondent 4)

“Looking at all those transfer fees nowadays, these prices are skyrocketing. Yes our Technical Manager did really well by receiving €75 million for player X, but for us it feels like we do not have such an impact if we sign a sponsor deal worth 4 million euros, or even a smaller deal worth 3 tons of euros. Yes that is debatable..” (Respondent 4)

This view is shared by Respondent 6 who works at another organization that sometimes also qualifies for the Champions League or sells players for dozens of millions. In this quote he compares it with the budgets of ‘normal companies’:

“Yes a normal company does also have a 5% or 10% increase in their budget, but in our business with a €70 million budget we can now and then add €40 million from player transfers or from qualifying in the Champions League. In my opinion this is quite strange and you can’t really calculate this in your budget.” (Respondent 6)

When looking at these figures, one could notice that player sales (business logic) and fees from playing European Football (sports logic) have the most impact on a club's budget. Especially for the teams in the Dutch leagues these are the two most 'easiest' ways to make a profitable income. Respondent 8 gave another example about these sources of income in the following statements:

"We as a commercial department could make improvements and work really really hard to go from €7,5 million income to maybe €9 million. But only if we sell our top-player for €10 million this summer, we will really make a difference as a club. And looking at other football organizations, where I know that their commercial department cannot reach their target of €9 million in commercial income this year, but they will sell one of their top players for €25 million. None of their other departments can equal these kind of amounts. Therefore, I would say that the scouting and the technical director are the most important departments of a football organization." (Respondent 8)

This quote illustrates the skewed proportions of income and effort within a football organization. The respondent also claims that clubs make the biggest difference by selling top-players and therefore he thinks that the technical side of the football organization has the biggest impact on the results of these organizations. The *practice* of transfer fees in this industry has an influence on the success of an organization. Moreover, those fees shape the behavior of employees because it actually determines the budgets that employees have to work with. Lastly, the enormous amounts of transfer fees that a club can generate lead to a more negative *belief* of employees because they feel like having less impact for the organization.

Socially constructed conservativeness

On the other hand, several respondents stated that the non-diverse character of the industry also means that it can be regarded as a conservative industry because the majority of the people has the same background. Football in general is often associated with conservativeness because people feel like it hardly ever changes and they always see the same teams at the big stages. The conservative character of the industry is regarded as a *socially constructed* aspect of the football industry II. This means that people in this industry are aware of the 'problem of conservativeness' but that it is still visible in the way organizations are jointly organized. One respondent explained why he believed it is associated as a conservative industry:

"Well I think there is little innovation in the football sector in general. The lack of innovation in this sector is a result of people having only experience within the football sector. I hope that

in the future more people from outside this sector will come because they have a fresh view on the bigger picture.” (Respondent 7)

Other respondents agreed with this statements and also said that the football industry can learn so much more from other industries/business where a lot more developments are happening. For example in this statement from Respondent 3:

“It is also a fairly isolated industry, where I mean that they could focus more outside the industry. So by looking more towards social developments and how to respond to them.”

(Respondent 3) These developments need to happen on the business side of the industry (i.e. the business logic) as well as on the club’s sportive performance (sports logic). Because according to the respondents of this research the business logic still consists of the same business models through fans, sponsors, TV-broadcasts and merchandising. Whereas the sports logic in the industry still consist of the same rules and, as opposed to other sports such as hockey and tennis, it does not include developments to make the sport more attractive. This has been stated by multiple respondents who have experience within the hockey industry, for example in the following quote:

“I also think that the football industry is very conservative, in the sense that it is not really innovative. Look at field hockey, for example, where they really change a lot of the rules of the game very quickly in order to increase the speed of the game. And if you look at football how long it takes to change the rules here. This has to do with the governance in the football industry, but also because the sport is even more extensive than field hockey. There are bigger interests, but it is so slow that it is not a very progressive sport in general.” (Respondent 7)

This quote illustrates that the governance in this industry is relatively high and that results in **rules and regulations** are components of the IL in this industry. Moreover, several respondents indicated that governing bodies such as KNVB, UEFA, FIFA and player unions create rules and regulations regarding topics such as player contracts, financial injections, club licenses and ticketing. Those rules and regulations not only often create a tension between *competing interests* such as *sport performance* and *financial performance* but also strengthen the conservativeness of the industry.

Cultural identity, norms and values of football organizations

Furthermore, the interviews showed that football organizations have a strong cultural identity which is based on **historical patterns** and the connection with the region. Several respondents indicated that due to this cultural identity of an organization, the employees know what is expected of them:

“Look, as a club we are known for training and developing talent on the field. We also try to give that more and more shape next to the field. As a result of that a lot of people who do an internship here stay with us for a long time. That also makes the commercial and media departments very young. This ensures that there is a very energetic organization and that there are a lot of people with the characteristics of young dogs. So wanting to run fast, full speed ahead, take a lot of initiative with a lot of enterprising characters walking around here.”

(Respondent 4)

In the example above, the organization really shows its employees that they want to develop talents both on and off the pitch and use this as a differentiation towards other organizations. Moreover, the culture of this organization determines ***the social reality and sensemaking*** of the employees in this organization because they are selected on certain characteristics and will work according to the club’s identity. Another great example of an organization with the focus on cultural values is an organization with a strong link to Philips. The respondent stated that they use their origin and history as an important value for the way of working nowadays. In this example the employees of this organization were really encouraged to come up with innovative ideas, but also to do things together and work with other partners from the region:

“Our goal is to reach the top 32 teams in Europa via an innovative way of working. Thereby we are very proud on our roots, because we are unique in the way we are originated through a firm’s sport organization. The values of this firm are definitely still visible in our organization because the most important value is that you have to fit the family. For instance, you don’t solve any problems on your own, you do everything together. And if you have an idea, you don’t keep it to yourself. Coming up with things together, that is very much in our values. Conviviality is also one of these values, when you come here you have to feel welcome and feel the ‘coziness of Brabant’. It should not feel chilly or too business-like here.” (Respondent 5)

For this study this means that the norms and values of a club can shape the individuals behavior and it can affect the way of working in the whole organization, so not only the office staff but also the football players. Another respondent claimed that his organization had a different type of character which was more focused on the community:

“Look what I think, the most important value is that we are originally a folk club, where should not deny our origins. I also think we have a Burgundian character. But on the other hand we also try to be more than a football club, so we focus on the society. Therefor we stand for openness, honesty and intransigence.” (Respondent 7)

Ultimately, these respondents showed that the way of working at football organizations can be influenced by its historic values and its role in the community. Just like in the business field, employees are selected based on their fit in the company's culture and values.

Matchday as a routine

Something what can be seen as a *routine* in this industry is the matchday of a football organization. This routine of course affects the players and staff but also the business employees because everyone who is working in this industry ultimately has the focus on the upcoming match of his organization. Most respondents indicated that especially the home games were seen as a deadline. Not only are employees working towards the home game in the weekend, for the majority the home games are included in their work-week and therefore these employees have a 6-day workweek. For example the respondents in commercial functions indicated how important the matchday was for them:

“We actually live from match to match, this is also the case in our job at the commercial department.” (Respondent 2)

“Once in the 2 weeks we have a test market, which is focused on getting our stadium full.” (Respondent 7)

Moreover, the matchday is eminently the occasion where potential clients are invited, where you meet up with sponsors and where the deals are made. The match in a full stadium is of course the ultimate showcase for new business. This has been mentioned by several respondents in the following quotes:

“On top of that we do a lot of business on matchdays, where we watch the game with clients, have some food together and then drink a beer. That is very much the way of doing business here. And again that also makes it very dynamic and informal.” (Respondent 4)

“I have to admit that my week is very different when we play a home game. If we play at home then you are ‘lived’ in the week towards the game. Then I am often in contact with our partners and sponsors and I am always very busy that week and that comes to a climax at the matchday where I am the match-leader. This is totally different when we play an away game and I do not have to work in the weekend.” (Respondent 9)

The presence of a matchday, i.e. a weekly deadline, is something that makes the football industry rather unique compared to other industries. This routine is fully embedded amongst all employees and it is something that influences the behavior of employees during the week.

Interaction goals: like-knows-like culture

Moreover, the football industry is known for its like-minded character, where people are working with the same **backgrounds** and where a lack of diversity can be found. There is an idea about this industry that it is an old-boys-network of white old men with a background as a former pro-player. In some cases this is still true, for example the respondents of this research, unanimously used the word ‘like-knows-like culture’, which can have both a positive and negative connotation. One of the respondents even stated that he did not expect to be hired in this industry because he did not have experience in professional football:

“It is quite a like-knows-like culture in football. It surprises me that I was hired here through a normal vacancy.” (Respondent 1)

Another respondent added that he was hired via an acquaintance from the industry and that he often sees this when people are hired:

“What you often see in football organizations is the nepotism and like-knows-like culture. So, once you’re part of a certain relationship, it is also a bit of awarding when you get new work opportunities delivered. You often see that in certain functions friends are put forward who are good with the person who makes the decisions.” (Respondent 2)

However, this certain culture of people knowing each other is not only used for recruiting people in this industry. Some respondents stated that this same culture was visible while negotiating deals with other organizations such as sponsors or other football organizations:

“The most important deals are often still made because certain people in certain positions know each other and make such a deal through their network. So it remains as it used to be and that is that being part of this culture stays very important. For example, in our case the major shareholder of this organizations uses his network to help us by offering certain new businesses/partners.” (Respondent 8)

On the other hand, it can be seen as a positive feature of the football industry’s IL because people have the same kind of **backgrounds**, have the same **interests** and speak the same kind of **language**. Several respondents indicated that it was easy-going to do business with people from the football industry. For example because you can always talk about the actuality and the performance of the teams. One respondent explained why it felt like informal business for him:

“A specific aspect of this industry is that we do business with ‘football-minded people’. It is not business-like, but it always feels very informal. When I go on trips abroad for my job, I never have to bring my suit for example. When I visit another football organization there, the people know that we are like-minded people and often young, dynamic people who just handle such a process very smoothly.” (Respondent 4)

In addition, someone else also stated that the like-knows-like culture in football can ease decision making in this industry:

“This culture does also have advantages, because sometimes it means that people in this industry know each other well and for years. You often see that directors and other employees in this industry have a background in football or played professional football for years. Therefor these people have the same kind of background, speak the same sort of language, which can definitely help to quickly take decisions.” (Respondent 10)

These different statements show that it can be important to know certain people from the industry and that football organizations have a ‘like-knows-like culture’. This culture is part of the logic in this sector and is visible in the top-layer of directors as well as in the operating level. Furthermore, it shows that people have the same kind of backgrounds and interests and this can help to develop **interaction goals**, which are actors' purposes and rationale for collaboration. Concludingly, these interaction goals and like-knows-like culture can also help to ease decision making in this industry.

Norms, Values and Interactions lead to relatively flat organizations

One of the effects of the informal, like-minded culture in the football industry is that football organizations have a relatively flat organizational structure. The respondents unanimously indicated that according to them it was easy to step into director’s offices or to share ideas with people from higher positions. The following quotes give an example of the relatively flat organizational structure and non-hierarchical culture in football organizations:

“We do not have a tight hierarchy here. For example if I have to go to the CEO it does not feel like stepping into the ivory tower or something. The structure is flat and it is very accessible with an open-door-culture in our offices.” (Respondent 1)

“We have a board and below that we only have 2 directors (CEO and Technical Director), then we have some more management positions and below that is already the office staff. The strategy is made by the directors, management team and the board. Therefor it is a relatively flat and small organization.” (Respondent 3)

“But we are a relatively flat organization, which means that you get quickly through all layers to get to the right person. It is easy for me to get at the table with someone from the management, if I want to drop something there.” (Respondent 10)

These relatively flat organizational structures in these organizations are probably also a result of the **norms** and **values** in the football industry where people know each other, have the same **background** and share the same **interests**.

Media sensitivity and influence on people's sensemaking

Another aspect of the football industry's IL is that it functions as the most entertaining industry for millions of people in the Netherlands. This means that the industry has to cope with enormous *interests* and a strong influence on their customers' *sensemaking*. According to the respondents, the football organizations have a symbolic function for the region and therefore the customers (fans) are highly emotionally involved with their club. This results in the fact that football organizations often communicate openly to their fans via the media or through club communications. The negative consequences of the corona-virus are an example of transparent communicating by football organizations because many clubs were transparent in communicating the consequences for the club in terms of finances and number of dismissals. One of the respondents formulated this in the following quote:

"I think that we are a very transparent club, also when looking at the latest weeks. We inform our fans and stakeholders in a fair way, for example when we had to cut our budget by more than 1 million euros due to the corona problems." (Respondent 2)

For this research, this transparency towards fans is part of the *interaction* between the club and its stakeholders.

Furthermore, another interaction in this industry is formed between the organizations, the media and the fans. According to the respondents, their organizations and particularly the players, coaches and managers are seen as public figures and are often visible in the media. Respondent 1 described this interaction as a 'house of glass' in the following quote:

"And of course our organization is like a 'house of glass'. Our players, the trainer and the directors are public figures. But that does not mean that they should be transparent about their personal life or about all their job activities." (Respondent 1)

This interaction is an aspect of the football industry's IL and that is a substantial difference with regular businesses. This should be taken into account when taking on a job in the professional football industry. Another respondent described it in the following statement:

"Another thing is the media sensitivity in this industry, an average company is not constantly in the spotlights like we are. Here at this organizations, whatever happens, it's always in the newspaper and on TV. Journalist really write about it on a daily basis. So media sensitivity really is a very important factor and it is a really big difference with the regular business world." (Respondent 3)

The media sensitivity of this sector and the interaction with emotionally involved stakeholders definitely have an influence on the behavior of people in this industry. This is an aspect of the logic where an employee in the football industry have to deal with.

Diversity of logics within football organizations

The paragraphs above show elements of the football industry's IL. For example, that this logic has been socially constructed and formed by historical patterns. The logic consists of risky business models that are depending on transfer fees. The employees behave according to the cultural norms and values of the organization. The logic leads to a like-knows-like culture with relatively flat organization structure and a conservative way of thinking. Furthermore, the football industry's logic involves practices and routines such as transfer fees and matchdays which are unique compared to other industries. Lastly, the media sensitivity of this industry is a unique aspect of this logic. These are all elements that shape the individual employees' behavior in this industry.

However, this study has clearly showed that there is no such thing as one IL in this industry because the decision making and behavior of employees is often based on two competing (sub) logics that are visible in this industry. As also stated in the theory section of this research, the professional football industry consists of two logics: 1) *Sports logic* & 2) *Business logic*. These logics can be competing and this means that sometimes an organization has to put the sports logic first, where in other situations it is more important to think like a company and focus on the business logic. According to several respondents this means that the sport performance of the team is crucial for developing the business side of a football club but this is also the other way around. For example Managing Director of organization F called it 'two different account statements' in the following quote:

"One of my colleagues used to say that we have 2 different accounts statements: your annual report and the league ranking. Those are the 2 accounts statements that determine if you did well at the bottom of the line." (Respondent 7)

This quote already gives an insight in how the two logics both play a role in determining your performance at the end of the season. It was also indicated by multiple respondents that it lead to discussions in the organization which logic should be followed, so for example if player A had to be sold to create more budget for other activities or if he should be kept at the club to have a higher chance at a good sports performance. This topic became even more relevant during the Corona-crisis because clubs had to cut redundant employees and at the same time improve the squad of the first team. To give an example, this summer Arsenal Football Club released an employee after 27 years of service in ticketing and as a mascot, and on the same day the club bought a new player for €50 million. The discussion on dealing with the competing logics comes back in the following two quotes:

“Well it is quite an healthy discussion from time to time within our management about buying a certain player or investing in other activities. Financially looking, there are a lot of uncertainties, but we still have to keep doing our main business and our business is football. So sometimes we have to choose for buying a player to make the team better, while we also asked our staff for a 20% cut in salary due to the Corona-crisis.” (Respondent 5)

“Sometimes it can be very difficult, you know. On the one hand we want to invest to perform better, which enables us to grow in all kinds of areas. But on the other hand, we cannot spend more than we have earned.” (Respondent 8)

These quotes illustrate that clubs are constantly balancing between the two **competing logics**, but that the main business is happening on the sports field. In addition, this respondent implies that the tension between the sports logic and business logic leads to **financial instability** or uncertainties. Several other respondents also indicated that the current way of doing business is financially unstable because clubs become too dependent on the sponsorships and transfer fees. This financial instability is a result of an industry that has to cope with competing logics. Therefore, in order to get the desired sportive results, more risks were taken in the club’s budgets and business models. According to some respondents, the smaller clubs even chose to spend the biggest possible part of their budget on the players, while the budget for the business side is almost zero. Another respondents agrees with this and notices that there is sometimes a lack of attention for the office staff of a football organization:

“What is kind of crazy is that at the sports side of a football organization everything is done to develop the players. With nutrition, video-analysis, assistant trainers and you name it. But the office staff of the organization is relatively underdeveloped, while that is kind of strange to develop one side of your organization and not the other side.” (Respondent 3)

This respondent makes an interesting point because he states that the focus is sometimes too much on the football side, but that growing as an organization should also deserve some more attention. In addition this respondent also claims that the effect of the sports performance has too much impact on the way the (long-term) strategy is formed in a football organization, which he explained in the quote below:

“The strange thing is that in football organizations the reasoning is reversed. So if you’ve won a few games in a row, internal business is often much more smooth. While you should actually say that the exceptional sports results only come when you have properly set up your organization through a solid strategy and long-term vision. But in the football industry this works the other way around. Here you need a few good performances on the sports side in

order to build on long-term issues etc. But that's actually the world upside down, isn't it?"
(Respondent 3)

This quote illustrates the line of reasoning for football organizations in how they make long-term plans. Again this shows that the football performance is leading before clubs actually improve their internal business. As a result, you see that a lot of directors from the business field that come to the football industry will not last long. According to the respondents, these people find out that the football industry is very specific with competing logics, specific rules, media attention, fan involvement and a lot of different stakeholders. Another respondent even indicated that due to all the different interests, it withhold people from making impactful decisions, which can be seen in the following quote:

"This sector has to cope with those 2 logics, but actually also the political, financial, sporting and sometimes even social interests really run in this sector more than anywhere else. That sometimes makes it very difficult to make decisions or to show entrepreneurship. Because you always feel like you're stepping on something or someone's toe." (Respondent 10)

The last quote is from a manager who works at a football federation and not a club, this person clearly describes the bigger picture of the industry by mentioning all the different interests that are visible at the clubs and in this sector. It also shows that you need to have a strong entrepreneurial attitude to act against all these interests.

4.2 Intrapreneurial Behavior

Looking at the logics and the culture of the football industry it would seem that it is regarded as a very conservative industry with only limited space for innovations. However, this study showed that there are numerous initiatives for innovation and that entrepreneurial behavior can be found at all organizations involved in this research. Where some organizations in this research are more focused on entrepreneurial activities such as new business models, others are more specialized in innovation through the use of data. In addition, employees in commercial functions were required to behave in an entrepreneurial way by getting things done without a commercial budget or by doubling the amount of sponsors.

Innovativeness

Several respondents addressed the importance of *innovativeness* in their job. The respondents referred to innovativeness as 'thinking out-of-the-box' and continuously coming up with ideas for new products, services and markets. This is illustrated in the following quotes from a commercial director and a partnership manager:

“Actually, I am continuously thinking about new products, services and markets. That is how our newest partnership was created and how we came up with the innovations at our training facilities, just by thinking out-of-the-box.” (Respondent 5)

“So I’m constantly trying to come up with new initiatives, defining focus markets, directions, tactical decisions and continuously coming up with new things. But this also involves looking at the market and learning from other clubs.” (Respondent 4)

These are interesting quotes because these persons indicate that their job requires continuous thinking about innovativeness and creating new ideas, which is a major component of intrapreneurial behavior. With these quotes I used the inductive open code ‘entrepreneurial thinking’ because it also refers to thinking about new initiatives, markets, products and developments for the organization. In addition, another manager stated that he focused more on innovation through the creation of new business models for his organization:

“So yes we are really working on a lot of new business models. Firstly, through getting a Smart Stadium. Secondly, by connecting talent to business. Thirdly, by offering vitality and health to our partners. Fourthly, by creating a business model out of E-sports. So we are really working on a number of things to offer more than just 17 matches.” (Respondent 3)

This quote illustrates an innovative view on creating new types of business models for his organization, which is also referred to as a part of **entrepreneurial thinking**. However, the quote above also shows that this intrapreneur has the ability to **recognize opportunities** for these new business models.

Furthermore, the **networking** component of IB is really visible in this industry, mainly because of the previously mentioned like-knows-like culture of the industry and because of the urge to work together with partners. At the football federation in the Netherlands this networking is a crucial part in their innovation department, as per the following quote:

“In our department we have companies and scientific parties that can join our network. That means companies, but also universities and colleges that invite into our offices. In that way we try to do business and show entrepreneurship with external parties in order to look at things from different perspectives.” (Respondent 10)

This illustrates that intrapreneurs in the football industry are very much focused on external networking and that they choose to work together with parties from completely different industries.

Lastly, it is important to use innovativeness to differentiate yourself from the conservativeness in the football industry. Respondent 10, who has experience in other industries states that in the following quote:

“In order to move forward you have to be able to balance between conservative thinking and innovative ideas, this is actually a play you have to master within the business of football.”
(Respondent 10)

With this quote the respondent meant to say that you have to handle the conservative feedback you will get when you have innovative ideas for this industry and that this is an important feature of an intrapreneurial employee.

Proactiveness required

The Managing Director of a smaller club in the 2nd division also had an entrepreneurial way of thinking. However, he stated that his organization could not keep up with all of his ideas. Therefore, this organization focuses on only a few changes. This can be seen in the following quote of Managing Director X:

“Look I think you should have 1 or 2 ideas to implement in the organization once and a while. But not too much because as a Managing Director you burden your organization with these ideas. So you need to find a balance and you have make sure that you have a good structure which enables the space to do this kind of creative work.” (Respondent 7)

This quote illustrates that smaller organizations in the football industry do not always have the resources to come up with innovative ideas to change the organization. And in order to implement these ideas, a managing director has to create a solid structure in the organization. An employee of another small organization in Dutch football admitted that due to the small size of his department and the organization it was required to be very **proactive** and **commercially driven** in his job. This can be found in the following quote of Respondent 9:

“In the football industry it is required to be proactive, you know why? Because you are a very limited organization and actually way too small for what is asked for you. So you cannot sit back and wait for something to happen. Sometimes I only have a budget of 0 and if I invest something I cannot ruin it. It is always the goal to realize something for the lowest possible budget because you don’t really have a budget. Therefor a commercial attitude is required here.” (Respondent 9)

This quote perfectly sums up the type of entrepreneurial attitude that is required in football organizations. In addition, other respondents also indicated that intrapreneurial components such as **proactivity** and **taking initiative** were required in their job for example in the following quote:

“Actively taking initiative is very important for me and I also think that we actually have to be innovative and creative. That is an important value that we want to convey as a club.”

(Respondent 7)

This quote illustrates that this person is aware of the intrapreneurial components that are needed in his job. For this research it means that taking initiative is often crucial in this industry.

Self-renewal

According to the analysis of this study several respondents initiated *self-renewal* of the organization. Two organizations transformed their business concept through the renewal of key aspects. For example a manager of Organization C indicated that he renewed the business concept by creating a platform for connecting the football organization with governments, businesses and educational institutes:

“We have some partnerships with big firms from this region and we try to offer them more than only watching 17 games a season. Therefore we try to be the connecting mechanism between the football club, universities and those partners. We created an innovation platform that is both good for us as for the regional companies. Especially in this corona-times there are big shortages and budgets in football are cut. So we thought about a smart way that benefits both us and our partners. You can think of outsourcing staff constructions, or make use of each other’s expertise. We are actually thinking more and more in these kind of solutions because the financial risks are limited nowadays and we believe that joint partnerships will help to improve our business.” (Respondent 3)

This organization changed some key aspects of its business model because they renewed itself into being a connecting mechanism between several partners, with a bigger focus on innovation. This entrepreneurial way of thinking in terms of self-renewal is something that is seen more often in football organizations in the Netherlands nowadays. Several respondents claimed that they were looking for new business models that could make the organizations less dependent from the current business models. The main reason for looking into innovative business models is that clubs want to have more certainty in their income, because due to the competing logics in the sector the current business models can be regarded as a volatile business. In order to create more financial stability the commercial director of Organization E stated that he started looking for a new type of sponsorship with multiple main sponsors instead of one main sponsor, this is illustrated in the following quote:

“In football, you are so dependent on the quirks of one main sponsor, what if this sponsor goes bankrupt due to the corona-period? That is why I started looking into a sponsorship with

multiple main sponsors, because it is nowhere stated that you can only have one sponsor.”
(Respondent 5)

This quote illustrates that this person was **thinking out-of-the-box** regarding the classic sponsorship-model of football organizations. But this was not the only reason why this organization came up with the idea of a multi-sponsorship. This commercial director had several reasons for creating a main-partnership with multiple firms as he stated in the following quote:

“We were looking for a new main sponsor and our fans indicated that they want to see the name of a big local company on the shirt. So we started talking to the big CEO’s of companies in the region and broadly speaking those companies had the same issues that they want to solve through a partnership with a football organization. Those issues were: 1 Finding and keeping talents of good people, 2 the vitality and health of their employees and 3 the reputation of the region towards the rest of the world. Those are 3 issues where connecting with a football organization might be helpful. It could be concluded that those companies say that the region needs us (Organization E) to put itself on the map. So we had 5 companies that were willing to pay an sponsorship fee and figure themselves away behind the name of the region. They wanted us to make the region visible for talented people, to make the region more healthier and better known. We have been working on that for a year and the brand awareness of the region has risen from 9% to 36% in the Netherlands.” (Respondent 5)

This is an example of self-renewal in terms of new business by a football organization. It is a unique type of partnership in this industry and according to this respondent it led to initiatives that were not only focused on football. In this case those big companies used the football club as a flagship to promote the region with success. And the football organization was able to use the knowledge of these companies in terms of innovations, data, technology and nutrition. Moreover, self-renewal can also represent a **reorganization** through a strategic change. This study found one example where this was the case. Respondent 7 initiated a reorganization by starting to create multi-disciplinary teams where employees could be active in multiple domains such as the service domain, commercial domain and administrative domain. Ultimately this was part of his transformation of the organization into a more socially connecting football organization. In addition, this respondent indicated the same way of thinking about interacting with partners as described above, he illustrates it as ‘sponsorship 2.0’ in the following quote:

“I think that this is the new way of dealing with your partners. Look I want to get away from the traditional ‘board sponsorship’ in stadiums which brings in money but does not add value in terms of content. I believe that a football organization can deploy partners in strengthen

their values. It is about finding links with companies and creating added value through a sponsorship, which I call sponsorship 2.0 or 3.0.” (Respondent 7)

This quote illustrates that this Managing Director believes that a partnership should strengthen both parties and not only focus on visibility and money. In the end, these managers want to make a more stable partnership, which can give their organization more financial stability and might lead to improvements for its business and staff.

New business venturing

Other respondents indicated that their focus was more on the renewal of business via international partnerships, where they *developed new markets* that are currently relatively undiscovered for football organizations. Examples of new markets with a high potential for partnerships with football organizations are China, Japan, Qatar and North America as the interest for football is growing in these parts of the world. One of the respondents indicated that he set up a new business model for his organization by creating a football-oriented partnership with a club in China, in the following quote he explains this:

“What can be seen as an innovative feature is that we have 8 trainers who run the youth academy of a Chinese club, who play in their 1st division. We created a business model of sharing our knowledge with them, which brings in €3 million per year for us. That means this partnership is one of our top partners, while it is only focused on sharing our knowledge. That is definitely something unique and innovative in this industry.” (Respondent 4)

This quote illustrates a new business model that has been created as an extra income for a football organization. In terms of this research, this is an example of *new business venturing* because the intrapreneur developed a new market for the organization’s business. It can only result in a successful business model when you have an entrepreneurial way of thinking about new business models. These are only a few examples that are mentioned by the respondents of this research. But there are many more initiatives to make a club less dependent from the sports performance and from the incomes on the business side of the organization. In short, some other innovative ideas that were mentioned in this research were:

- Making a business model with sponsorships for the E-sports department of a club (Respondent 6)
- Creating an App and network events where the club can connect its partners with each other (Respondent 2)
- Making a Smart Stadium which has solar panels, rainwater harvesting and new technologies for entertainment (Respondent 3)

- Creating a platform with paid content made by the club (Respondent 1 and 6)
- Making products/subscriptions together with the sponsor, whereby the sales of the product increases the sponsorship fee such as an energy-subscription and a T-Mobile subscription (Respondents 6 and 8)
- Buying the stadium and its surroundings which can be outsourced and rented out by the club (Respondent 8)

These examples show that the intrapreneurial thinking of employees in this industry has led to several new products, new markets and new business models. Therefore, one could say that unlike the conservative sports logic, there has been a shift in the business logic that led to these new initiatives.

4.3 Influence of the competing logics on the intrapreneurial activities

Despite the fact that employees in this industry have to cope with multiple competing interests, the majority of the respondents identified that they are still performing intrapreneurial activities within their jobs. Sometimes they do it to improve the organization and sometimes just to be ahead of the competition. However, in some cases the respondents indicated that there is a relationship between the sports performance, the financial performance and their intrapreneurial activities. For example in the following quote of Respondent 1:

“Looking at the past 2 seasons when we reached the cup final and came into the top six, then you really notice that everything is flourishing. Supporters and sponsors are proud. Sponsors come in much easier and extend their contracts more easily. This creates a climate in which you, as an entrepreneur, can get things done more easily within your own organization.” (Respondent 1)

This quote shows that the sports logic can lead to a positive flow for the entire organization, in which this respondent acknowledges that it made it more easy to act as an intrapreneur. Other respondents indicated that they need to be very **proactive** in looking for new business when their team had an important win. In this way they state that excellent sports performance sometimes leads to entrepreneurial activities of employees:

“Sometimes you see that the day after an important win we get some e-mails about enquiries for business deals with our organization. Therefore, we want to close those deals instantly in the week after this win, because the next week the sentiment at such an organization can already be different.” (Respondent 2)

This quote explains the short-term thinking of organizations that want to be involved in the football industry and this respondent claims that entrepreneurial behavior is required when there

is a positive sentiment at the club. In addition, several other respondents claim that positive sentiment can play a role when intrapreneurs look for new business opportunities or when they communicate about innovations:

“When we look for new business opportunities we try to respond to the emotions of people who make the decisions. Eventually we try to push such a deal through smartly making use of the positive sentiment. When I did a complex new sponsorship deal we purposively chose to announce it during a period with successful sports results.” (Respondent 4)

“We try to measure the sentiment amongst supporters, we will not announce something on a day after a loss. But keeping track of this data helps us to see when it is quiet amongst supporters and when we can announce our innovative ideas for them.” (Respondent 6)

These quotes illustrate how sports performance influences the sentiment around a football organization and how this is taken into account by intrapreneurs in these organization. Furthermore, some respondents stated that the financial rewards that clubs get from their sports performance sometimes lead to more innovations. On the one hand this is a logical result, which is shown in the following quote:

“And with a larger budget it will be easier to come up with innovations. Because if we get that €40 million from the Champions League, we can hire more people for our innovation department.” (Respondent 6)

This quote illustrates one of the possible effects of the complex relationship between the sports logic and the business logic of a football organization. Due to the excellent sports performance, clubs will receive more money and can make the choice to invest in innovations or in making more room for entrepreneurial activities. As the sports logic is focused on sports performance elements such as winning the next derby or qualifying for the Champions League, this logic generates lots of involvement of fans and media. Consequently, the sports logic forms the **media sensitivity** in this industry because every decision in this industry is in the spotlights. Some respondents even indicated that the media sensitivity of the industry sometimes withholds them from implementing their ideas, which can be seen in the following quote:

“That makes us a bit reluctant in sharing the things that we do, because we are afraid that the idea will be greatly magnified by media such as Veronica Inside.” (Respondent 10)

This quote illustrates that intrapreneurs in this industry are reluctant in sharing innovative ideas because of the media sensitivity in this industry.

However, there has been a shift in the industry that implies that employees at football organizations not only show intrapreneurial behavior when there is a positive sentiment due to

excellent sports performance, but those people also show it because they feel the urge to improve the industry. In this case, the intrapreneurs indicated that their organizations want them to depend their entrepreneurial behavior as little as possible from the sports performance. For example Respondent 9 stated that although the sports performance and financial numbers are not good, you can always come up with a strategic marketing campaign that focuses on the norms and values of the club and the symbolic elements of the club. In this case the club can create and use its goodwill of stakeholders around a football organization. Respondent 8 agreed on this view as he stated the following quote:

“What we try to do on a matchday is that despite we lose, we will make sure that everything for our sponsors is perfectly taken care of and that we still can get business out of it.” (Respondent 8) This quote illustrates that the partnership manager of this organization knows that doing business not only depends on the sports performance on a matchday, but there is more to offer as a football organization. This entrepreneurial way of thinking is something that is seen more often in football organizations in the Netherlands nowadays. Several respondents claimed that they were looking for new business models that could make the organizations less dependent from the current business models.

As indicated in the previous paragraphs, football organizations have to cope with a tension between the sports performance and the business performance. This study has shown that the majority of the clubs spent the biggest part of the budget on the players and staff in order to get sportive results. However, those clubs still have to cope with financial requirements of the business logic. That gives a tension between the two logics, which brings an opportunity for intrapreneurs to differentiate the organization. This can be found in the following quote:

“We have a relatively small budget of €12 million, where the biggest part is spent on the players budget. Therefore, if we structurally want to play in the Eredivisie we rely on innovation and on thinking differently.” (Respondent 3)

This quote illustrates that employees of football organizations feel the urge to ‘think differently’ and focus on innovation in order to differentiate as a club. Respondent 9 had the same view on this topic as he stated that the main budget can be found on the pitch and that commercial and marketing departments have to work with relatively low budgets. This requires creativity and innovativeness of the employees in these departments. Moreover, the competing logics lead to an urge to differentiate as a club and in terms of IB it leads to **innovativeness** and **opportunity recognition**.

On the other hand, this study shows that competing logics in this industry create a financial instability for the clubs because they are mainly dependent on the transfer fees and on

sponsorships. In addition, the top clubs in the Netherland now also depend on the sports performance with incomes from European competition. However, the sports performance of an organization cannot give a guaranteed income. Therefore, some clubs in the Netherlands that want to compete with the European top do now rely on other forms of income, which can be found in the following quote from a document analysis:

“With the high fixed costs they now have, they actually have to qualify for the Champions League’s next round every year. That immediately shows the vulnerability of their business model. It is against that background that Organization C is looking for major international sponsors, to create a more solid base of income.” (Document 1)

This shows how such an organization depends on the sports logic in order to fulfill the business logic. This gives opportunities for intrapreneurs to start looking for new markets on internationalization. Several other respondents indicated that due to this financial instability of their club, they were looking for **new types of business** through **self-renewal** of the organization. Ultimately, this lead to multiple new types of business models in the football industry.

Moreover, dealing with competing logics requires a specific personality of employees. According to the respondents, a proactive attitude was certainly required in this industry because you have to react on the sportive results of the organization and react on the issues of the day. In addition, as a result of the competing logics the business side of the organization often work with limited resources and therefor staff is required to have an entrepreneurial attitude in taking initiative in their job and recognize opportunities for the organization. This is illustrated with the following quote:

“If you don’t have a proactive attitude and you are not a problem-tackler and perseverant, then you really should not work in this industry.” (Respondent 9)

This respondent illustrated that a certain **personality** was really required in this unique industry with competing logics. Furthermore, the football industry’s IL consists of a like-knows-like culture and a relatively high number of people with the same **backgrounds**. As a result, these people are formed by the IL of this industry and they are used to dealing with the competing logics. Therefore, respondents stated that experience within football is very important for dealing with the competing logics and that networking is crucial for getting things done in the football industry.

“It is very important to have your own network when working in this industry. But having football-experience is most important in terms of personal experience.” (Respondent 9)

In addition, the vast majority of respondents in this study had previous experience as an entrepreneur or was currently active as an entrepreneur in their side job. These respondents indicated that entrepreneurial experience was also applicable in their current job within football.

“I really have a passion for entrepreneurship. I also have two little businesses of my own that I run next to my job. I can use the experience I gain from that in my commercial function at the football organization.” (Respondent 2)

“I have a fairly commercial background that occasionally obstructs me but also helps me a lot within the football industry. I also have an entrepreneurial mentality from my other businesses where I learned that it is often just about ‘doing things’ and ‘trying, testing, trying, tweaking and testing’ those are things that I take with me in my job in football.” (Respondent 10)

These quotes show that besides football experience it is also really helpful to have a background in entrepreneurship when working in this industry with competing logics. Therefore, this finding corresponds to the theory that IB originates from people’s personal background.

Concludingly, these findings illustrate that there is a relation between the sports performance, the financial performance and the intrapreneurial behavior of employees in football organizations. Where it can be found that excellent sports performance can create positive sentiments, financial rewards and opportunities for intrapreneurs. Additionally, these findings show that some organizations depend on creativity and innovativeness of employees in order to differentiate as a club or to create more financial stability. Therefore, several employees initiated new types of business that lead to self-renewal of organizations. Lastly, it was found that having a personal background within football or entrepreneurship and having a proactive character give certain advantages in dealing with competing logics.

Chapter 5. Conclusion

This chapter will provide a conclusion based on the findings of this study in order to formulate a satisfying answer to the research question. The study aimed at getting insights in the influence of competing institutional logics on the intrapreneurial behavior of employees in organizations. Moreover, this study specifically aimed to see how the unique aspect of competing logics in the football industry will lead to this intrapreneurial behavior of employees. The study should contribute to the existing literature about the concepts of competing IL's and IB. The following research question will be answered in this study: *'What is the influence of competing institutional logics on the intrapreneurial behavior within organizations?'*

First of all, this study showed that the football industry consist of a specific Institutional Logic, where all clubs work according to their own norms, values and historic patterns and where the matchday was seen as a routine for the employees. However, this study also showed that there is no such thing as one main logic for this industry. It can be concluded that the football industry has to cope with two main logics: a sports logic and a business logic. Those logics can be competing at times. The competing logics do also show an overarching influence of how a football organization does its business.

For many clubs, the presence of competing logics lead to a dilemma between choosing for the short-term sports performance or the long-term improvement of the business side of the organization. This dilemma sometimes lead to insecurity for employees, because one year they could get a separate budget for innovative activities and the other year the club used this budget to buy a new striker for example. This aspect of *financial instability* has a major influence on the intrapreneurial thinking of employees in this industry. Several respondents indicated that their organization became too dependent on instable incomes from sponsor deals, transfer fees and broadcasting rights. These are subject to the sports logic in this industry, however this competes with the business logic that requires a more stable financial policy of the clubs. The competing logics in this industry create a financial instability for the clubs because investments are needed to perform at the highest sportive level and incomes are needed to perform at the business side of the organization. Therefore, this financial instability gives an opportunity for intrapreneurs to come up with ideas for creating new sorts of income.

The aspect of competing logics is something that accounts for all organizations involved in this research and these logics can be regarded as a contextual-related factor of working in the football industry. The presence of competing logics clearly shaped the individuals' behavior. For example, it could also be concluded that organizations and employees started thinking out-of-the-box in an entrepreneurial way in order to differentiate from other organizations in this

industry. The new way of looking at partnerships is a perfect example of an intrapreneurial action that lead to a new function of a football club, being the connecting factor between businesses, scientific education and the region. In this way, the partnerships become stronger and they can create more financial stability, which is required because most clubs are very dependent on their main sponsor.

Secondly, employees at football organizations clearly *depend on the sports logic* because excellent sports performance of an organization creates a climate where an intrapreneur can get things done more easily. This study has shown that employees show more intrapreneurial behavior when the organization had an excellent sports performance which lead to a more positive sentiment and a larger budget for entrepreneurial activities.

Thirdly, the presence of competing logics in this industry creates a tension where some football organizations need to spend the biggest part of their budget on the sports logic. As a result, some clubs are depending on differentiation through innovative initiatives to be able to keep up with the rest of the league. Therefore, the competing logics in this industry can create an *urge to differentiate as an organization*, which enhances the intrapreneurial behavior of employees. Fourthly, this study showed that a certain *personality* is required in the football industry. Dealing with the competing logics requires proactive characteristics of people because it is an industry with short-term focus, where people need to react on the varying sportive results and try to be ahead of the competition.

Fifthly, it can be concluded that *personal background* plays a role in the intrapreneurial behavior in the football industry. It could be noticed that having a background in either football or in entrepreneurship gives certain advantages in dealing with the competing logics of the industry and in performing intrapreneurial behavior. This is due to the fact that a background in football often leads to ‘knowing the right people’, which is very important because the most important deals are made through the network of people in the industry. In addition, the people with entrepreneurial experience were more willing to innovate and differentiate to deal with the competing logics.

However, there are also some negative influences on the intrapreneurial behavior within this industry. For example the *media sensitivity* that arises from the sports logic in this industry. The constant focus on excellent sports performance of an organization results in a pressure from the media where football organizations are like a house of glass and are daily monitored by fans, media and other stakeholders. As a result, intrapreneurs cannot quietly work on ideas, because often innovative ideas are greatly magnified and negatively exposed in the media. Moreover,

the presence of competing logics results in the fact that this industry has to cope with *political and social interests*. This study has shown that the political and social interests of this industry can have a negative impact on the intrapreneurial behavior because changing something can feel like ‘stepping on someone’s toe’. Lastly, a major negative influence of the competing logics on the IB in football organizations is the fact that football organizations are *preferring the sports logic* over a more innovative approach of the business logic. Football organizations have to cope with the pressure of spending money on the first team instead of spending money on a R&D department or on attracting people who are working on innovations. Consequently, this means that employees have less opportunities for intrapreneurial behavior.

In conclusion, there is an influence of competing logics on the intrapreneurial behavior of employees in football organizations. This study showed that intrapreneurial behavior is influenced by the financial instability of this industry, the urge to differentiate as an organization, the dependability on sports performance and the personality and background that is required to deal with the competing logics. On the other hand, the media sensitivity, political and social interests and the preferment of sports logic have a negative influence on the intrapreneurial behavior in this industry.

The core findings of this study have been summarized in figure 3. This is an extended and revised version of the conceptual model in figure 1.

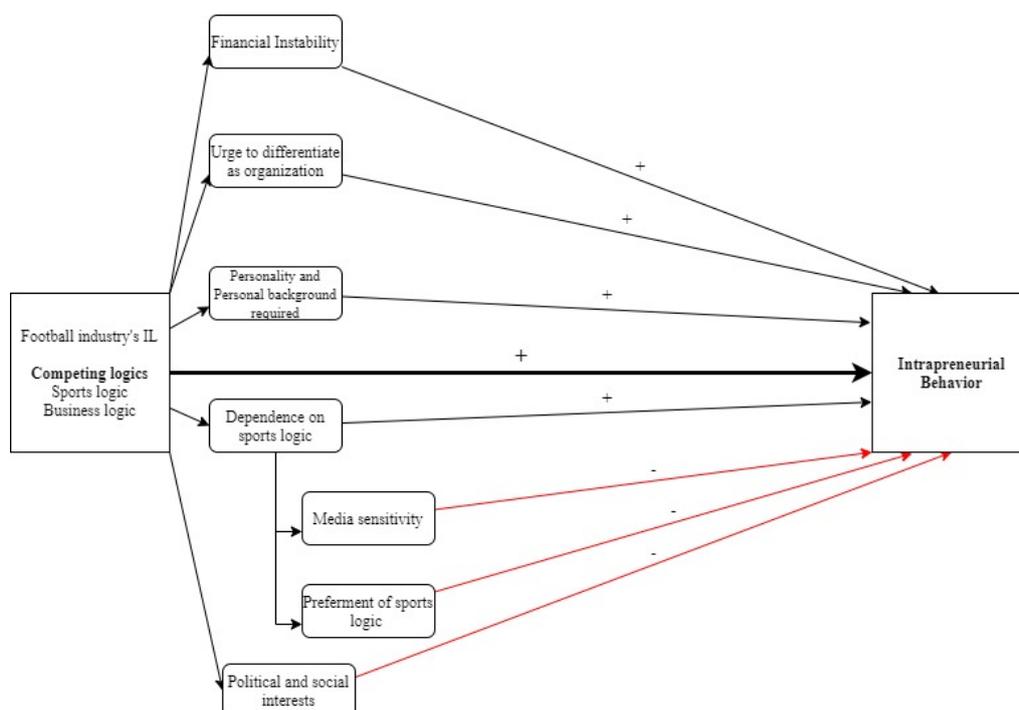


Figure 3. Revised conceptual model

Chapter 6. Discussion

In this chapter, the results of this study are interpreted and reflected upon. The chapter first elaborates on the implications for theory and in practice. Subsequently, a methodological reflection has been provided and the limitations of this research are described. Concludingly, the researcher gives recommendations for further research.

6.1 Theoretical implications

This study focuses on the relationship between competing logics and intrapreneurial behavior, which has been studied in the professional football industry. By doing this, the research involves several contributions for theory around the topics of competing IL's, IB and professional football organizations. First of all, the literature prescribes that every sector has its own IL (Sirris, 2019), but this research has shown that in some industries such an IL is not always well-defined. This means that it may consist of (sub)logics such as a sports and business logic in the case of the football industry. This finding is in line with the theory of Carlsson-Wall et al. (2016) who found out that the football industry has to cope with two main competing logics; a sports logic and a business logic. However, this research claims that the football industry's IL consist of several specific elements in terms of IL and it consists of two (sub)logics, where Carlsson-Wall et al. (2016) only focus on the sub logics. In addition, the research from Carlsson-Wall et al. (2016) illustrates that an excellent sports performance of the organization will motivate all members of the organization. Additionally, this research found out that the excellent sports performance of the organization can also influence its employees in performing entrepreneurial activities.

Furthermore, research of Al-Harrasi et al. (2014) stated that contextual related factors such as cultural, social and political forces can influence the entrepreneurial behavior. This study found the same relationship but in terms of the IL's of an organization that influence the IB of employees. Moreover, this study specifically found that competing logics in an industry can result in a financial instability, which creates a climate for intrapreneurship in organizations. Turker & Selcuk (2009) stated that personality can be seen as a driver of entrepreneurial behavior and this research found the same relation. However, this study implies that this personality can originate from working in an environment with competing logics where certain characteristics such as proactivity are required. In addition, de Jong et al. (2015) state that companies stimulate entrepreneurial behavior by providing sales targets for example. This study gives an addition to this finding because this entrepreneurial behavior of employees can also be stimulated by the organization's logic (i.e. its norms, values and historic patterns) when

such an organization always positions itself as an innovative organization it results in more innovativeness and proactiveness amongst employees. Therefore, this study gives more theoretical insights in what drives intrapreneurs and where IB comes from. It can be concluded that competing logics can be added to the origin of intrapreneurial behavior, which was seen as a non-existing relationship before this research was executed.

Moreover, this study gives more insight into theory about the complex concept of institutional logics. Whereas most studies found out that institutional logics consist of socially constructed practices, assumptions, values and beliefs that shape cognition and behavior in institutions (Thornton, Lounsbury & Ocasio, 2012). The literature did not prescribe how multiple logics in an industry shape people's behavior. Therefore, this study tries to give an impression of how a certain behavior can be influenced in a unique industry with more than one logic.

6.2 Practical implications

Based on the findings of this research, some important practical implications for managers in the professional football industry could be provided. This study has shown that the employees working at the business side of these football organizations actually came up with very creative ideas and initiatives for new products, business models and partnerships. This implies that it would be beneficial for managers in this industry to give the employees on the business side more resources to come up with these ideas. Therefore, managers in football organizations should focus more on operating as a business instead of operating as a sports organization. Nowadays there is too much focus on the development of players and clubs trying to leverage from an excellent sports performance, while the office staff is neglected in terms of resources and development. The study therefore implies that clubs should also focus on developing the office staff and not only the players. Eventually, this could differentiate such an organization from regular football organizations and might attract more entrepreneurial employees. In addition, in order to keep up with recent technologies and possibilities of data usage, this study implies that managers should focus more on these possibilities. Because a football organization has an extremely high goodwill amongst its fanbase, which can be used to get a lot of data from fans. This data can be used to optimize processes and can be included in the partnerships with companies. Using the possibilities for optimal use of data and technology would eventually mean that the football organization stays relevant for future generations. Therefore, it would be highly recommended to managers in football organizations to keep investing in intrapreneurs that could develop these kind of technologies.

Second of all, the findings of this study highlight new initiatives of certain organizations that now differentiate themselves on the topic of innovation. The general outcome of these initiatives is that football organizations are trying to connect with partners. These partnerships can be found with other (international) sports organizations, scientific education, innovative companies and governments. Because especially in financially unstable times, working together can be the new 'normal'. Therefore, this study implies that managers in all kinds of organizations should step away from the conservative thinking and try to establish creative connections with partners that could benefit both parties. In this way, the football organization tries to differentiate itself off the pitch and this can eventually lead to better results on the pitch and a partnership can generate a more stable source of income.

Thirdly, this study addresses a certain like-knows-like culture within the football industry. It can be concluded that the majority of the employees in this sector are part of the same network and have the same kind of backgrounds. In order to move forward into a more innovative, sustainable industry, this research would highly recommend clubs to open up for employees with different backgrounds. Although this like-knows-like culture gives advantages when taking decisions and making deals, it also results in conservativeness in the football industry. Football organizations can learn a lot from other industries in terms of innovations, technology and new business models. Therefore, this study implies that football organizations should try to shift their focus from the like-knows-like culture to attracting employees from different industries.

Fourthly, a main take-away of this study can be found in the fact that competing logics should definitely not be seen as a negative aspect of this industry. This study showed that the presence of competing logics can be seen as a positive aspect because the friction between the sportive and financial interests does also provide enough opportunities for organizations in this sector. For example this is visible in all the innovative initiatives of intrapreneurs involved in this research.

Lastly, it can be concluded that the football industry is a very specific field of business that consists of a industry's IL and of 2 competing (sub)logics. In order to deal with those highly demanding sports and business logics, employees need training, development and education. Therefore, this study suggest that the football federation should make an educational element for (future) directors and employees in this industry. When creating such an educational element, policy-makers at the football federation should take into account the concepts of dealing with competing logics and performing intrapreneurial activities.

6.3 Methodological Reflection

This research was subject to methodological choices by the researcher and these should be reflected upon. This methodological reflection is based on the quality criteria for qualitative research as developed by Lincoln, Lynham & Guba (2011): credibility, transferability, dependability and conformability. In addition this methodological reflection will reflect on the researcher's own role, which is an important criteria in an inductive qualitative research approach (Bleijenbergh, 2015).

6.3.1 Quality criteria for qualitative research

First of all, *credibility* is achieved when the participants in the research feel that the findings represent their experience. To ensure credibility between the findings of this research and constructed realities of the participants it is advisable to perform a triangulation between interviews and documents (Lincoln et al., 2011). However, in this research the documents were merely used as an informative secondary data source and not to analyze the credibility of the findings. On the other hand, credibility was ensured through prolonged engagement with participants because the researcher kept in contact via email multiple times after the interviews were conducted. Furthermore, the researcher tested the understanding of the data through member checking. The transcripts of the interviews were sent to the respondents to check if the researcher accurately captured the essence of the interview. *Transferability* is the degree to which the findings are applicable in other contexts (Guba, 1981, p.79). In this study, transferability is assured through providing a rich description of the industry's context in paragraph 4.1, which is helpful for the reader to assess if this study can be applicable in other specific settings. In addition, other methodological details have been provided in this research that could help readers to transfer this research to other industries with competing logics such as the healthcare and arts industry. These methodological details also help to achieve *dependability*, which is about showing that the findings are consistent and could be repeated (Lincoln & Guba, 1985). This dependability could have been assessed through inquiry audits from an outsider that challenges the process and findings of the research study. In this case, this is achieved through outsider researchers from the researchers master study that have analyzed the process and findings. Moreover, the researcher explained the methodological changes in the process that were made due to the COVID-19 virus. As a result, readers of this research are able to judge the decisions that were made and how this resulted in a reliable research. Lastly, *confirmability* is about the degree to which the findings actually come from the data of the respondents and not from the researcher's biases, motivations or imagination (Guba, 1981). To

achieve confirmability, researchers must demonstrate that the results of the study are clearly linked to the conclusions in such a way that the process can be followed and replicated. Therefore, reflexivity of the researcher is very important. In this study the confirmability has been enhanced by presenting the transcripts of the interviews to the master thesis supervisor and by including a codebook with explanatory quotes and insights in the coding process of the data.

6.3.2 My role as a researcher

Another important quality criteria within inductive research is the reflection on the role as a researcher. This is important because the researcher can be biased in certain situations, which means that the researcher should give insights and reflect upon his perceptions and bias during the research process. For example, this study may have been influenced by my prior knowledge, assumptions and actions as a researcher. First of all, the choice for this study has been affected by the interest of the researcher because the researcher already had certain expectations of the football industry. This interest has been formed by watching games and TV-programs, reading books, articles and analyses and listening to podcasts about the football industry. This resulted in a prior knowledge about the industry in general and about topics such as innovation in this industry. During the process, this knowledge sometimes affected the writing process because some concepts were very clear for me, but might be viewed as completely new information by someone who is not into football. Moreover, when reflecting on the interviews, the same issue occurred. When introducing the subject to the respondents I made clear to them what I knew about their innovative initiatives or that I was referred to them because of certain initiatives. This means that the researcher had a certain bias and during the interviews it once occurred that a respondent did not explained the whole story of their latest partnership-project because I already knew about it. This is something that I have to take with me for upcoming projects because it is important to have an open view about the topic and this will give more useful information.

However, it also occurred that the researcher's perception of this study changed during the process. At first, I expected that the football industry consisted of one main IL that would shape a culture for IB in football organizations. But later I noticed that this IL consisted of competing (sub)logics that influence the IB in this industry. As a result, certain changes concerning the topic of the study had to be made and this impacted the duration of the study. In addition, during the research the researcher became more informed about certain aspects of the competing logics and about the football industry's IL. As a result, the researcher was unconsciously influenced

in posing certain questions during the interviews that were conducted at a later stage of the research process.

6.4 Limitations

Based on the choices that were made, this research was subject to some limitations. First of all, the corona crisis affected this study in such a way that some interviews were executed via Skype or telephone. This could have influenced some answers of the respondents. Besides, another consequence of the corona crisis was the shutdown of the football competitions in the Netherlands. As a result, the interviews were held in a period where the focus in these organizations was not on the sports logic because their teams did not play matches for months. Subsequently, the respondents sometimes had to refer back to how it used to be in times before the corona crisis. Therefore, it could be argued that the answers in the interviews would be different when the research was executed in a normal period with regular football matches.

Another limitation is related to the choice of case organizations. The research was executed in only one industry, which could affect the transferability of the research. Due to the choice for only one industry it becomes more difficult to interpret these results for other industries. Although, the researcher chose to include a relatively big number of case organizations to ensure transferability. The choice of case organizations was partly based on the so-called snowball-effect because the respondents recommended someone from another organization who was seen as an entrepreneurial person. This choice could affect the reliability of this study because interviewing other employees at less innovative football organizations might give different outcomes.

In addition, this master thesis has a limitation concerning the limited scope of this research. Although, the aim of this research is to gain insights in the way competing logics influence the intrapreneurial behavior, not the full range of origins of IB has been covered in this research. This means that there might be other factors that influence IB in organizations and are not related to the competing logics, but these factors are not taken into account for this study. However, incorporating all possible factors of IB was beyond the scope of this study and is therefore not included.

Lastly, due to the complexity of the concept Institutional Logics in football, it is difficult to state how institutional logics are visible in other industries. During the research it often was unclear if the competing logics are *part of* the football industry's IL or if these should be seen as a *consequence* of the football industry's IL. It became clear that people in this industry have to work according to certain unique aspects of football industry's IL. However, these aspects

are very specific for the football industry and subsequently, this does not give an indication for other industries. This results in a limitation that the subject of this study has been too abstract, too complex and too much focused on one particular industry. Hence it becomes difficult to say how other industries deal with competing logics and how this influence the IB in another industry.

6.5 Recommendations for further research

The previously mentioned limitations already provide directions for possible further research. For instance, it would be recommended to further study the relationship between competing logics and intrapreneurial behavior in different contexts. That relationship would probably be visible in a few specific industries that also have to cope with a tension between a business logic and an industry's logic that focuses on excellent performance. I would recommend to study this topic within two different contexts: the healthcare industry and the arts industry. These two contexts both have to cope with a business logic in terms of financial performance and a competing logic that is either focused on 'healthcare performance' or on 'artistic quality'. Subsequently, when these industries have been studied in terms of competing logics it is possible to study this topic in a comparative research across industries.

Furthermore, the influence of IL on behavior in football organizations can be studied and compared with this relation in other types of sports. It might be interesting to study this topic in the United States, because they have a very specific system for all their professional sports and they are known for having an innovative view on their sports competitions and business models.

The limitations also show that this study is only focused on a few parts of the origin of IB. Further research could look more into other factors that eventually lead to IB in organizations. The same applies for the consequences of competing logics, where this study only focuses on the relation in terms of IB. Further studies could focus on other types of behavior that originate from competing logics in an industry.

Lastly, as indicated in the limitations, this study was affected by the corona crisis. During the research, there were some indications that this crisis might cause a change in business models of football clubs because these times let them realize how volatile this business is. An interesting point for future research could be to study how such a crisis eventually lead to more entrepreneurial activities by clubs and their employees.

Literature

Abrell, T., & Karjalainen, T. M. (2017). The early stage of internal corporate venturing: entrepreneurial activities in a large manufacturing company. *Journal of Enterprising Culture*, 25(1), 1–30.

Al-Harrasi, A.S., Al-Zadjali, E.A. & Al-Salti, Z.S. (2014). Factors Impacting Entrepreneurial Intention: A Literature Review. *International Journal of Social, Management, Economics and Business Engineering*, 8 (8) 2438-2441.

Antoncic, B., & Hisrich, R. D. (2001). Intrapreneurship: Construct refinement and cross-cultural validation. *Journal of business venturing*, 16(5), 495-527.

Battilana, J., & Dorado, S. (2010). Building sustainable hybrid organizations: The case of commercial microfinance organizations. *Academy of management Journal*, 53(6), 1419-1440.

Benjamin, M. (2018). A Review of the Entrepreneurial Behavior of Farmers: An Asian-African Perspective. *Asian Journal of Agricultural Extension, Economics & Sociology*, 22 (3)1-10 doi: 10.9734/ajaees/2018/39224

Benner, M., & Sandström, U. (2000). Institutionalizing the triple helix: research funding and norms in the academic system. *Research policy*, 29(2), 291-301.

Benzing, C., Chu, H. M., & Szabo, B. (2005). Hungarian and Romanian entrepreneurs in Romania-Motivations, Problems, and Differences. *Journal of Global Business*, 32, 77-87.

Besharov, M. L., & Smith, W. K. (2014). Multiple institutional logics in organizations: Explaining their varied nature and implications. *Academy of management review*, 39(3), 364-381.

Bleijenbergh, I. L. (2015). *Kwalitatief onderzoek in organisaties*. Den Haag: Boom Lemma.

Carlsson-Wall, M., Kraus, K., & Messner, M. (2016). Performance measurement systems and the enactment of different institutional logics: insights from a football organization. *Management Accounting Research*, 32, 45-61.

de Jong, J.P.J. & den Hartog, D.N. (2010). Measuring innovative work behavior. *Creativity and Innovation Management*, 19(1), 23–36.

de Jong, J. P. J., Parker, S. K., Wennekers, S., & Wu, C. (2015). Entrepreneurial Behavior in Organizations: Does Job Design Matter? *Entrepreneurship Theory and Practice*, 39(4), 981–995.

DiMaggio, P.J., & Powell, W.W. (1983). The Iron Cage Revisited Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review* 48 (2), 147-160.

Dunn, M. B., & Jones, C. (2010). Institutional logics and institutional pluralism: The contestation of care and science logics in medical education, 1967–2005. *Administrative science quarterly*, 55(1), 114-149.

Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of management review*, 14(4), 532-550.

Fellnhofer, K. (2017). Drivers of innovation success in sustainable businesses. *Journal of Cleaner Production*, 167, 1534–1545.

Gartner, W.B. and Carter, N.M. (2003), Entrepreneurial Behavior and Firm Organizing Processes, *Handbook of Entrepreneurship Research*, 195–221.

Giunipero, L., Denslow, D., & El Tantawy, R. (2005). Purchasing/supply chain management flexibility: moving to an entrepreneurial skill set. *Industrial Marketing Management*, 34, 602–613.

Greenwood, R., Raynard, M., Kodeih, F., Micelotta, E. R., & Lounsbury, M. (2011). Institutional complexity and organizational responses. *Academy of Management annals*, 5(1), 317-371.

Gruber, M., & MacMillan, I. C. (2017). Entrepreneurial behavior: A reconceptualization and extension based on identity theory. *Strategic Entrepreneurship Journal*, 11(3), 271-286.

Guba, E. G. (1981). Criteria for assessing the trustworthiness of naturalistic inquiries. *Educational Technology Research and Development*, 29, 75-91.

Halme, M., Lindeman, S., & Linna, P. (2012). Innovation for inclusive business: Intrapreneurial bricolage in multinational corporations. *Journal of Management Studies*, 49(4), 743-784.

Heinze, K. L., & Weber, K. (2016). Toward organizational pluralism: Institutional intrapreneurship in integrative medicine. *Organization Science*, 27(1), 157-172.

Ingstrup, M. B., Aarikka-Stenroos, L., & Adlin, N. (2020). When institutional logics meet: Alignment and misalignment in collaboration between academia and practitioners. *Industrial Marketing Management*. 1-10.

Ireland, R. D., Hitt, M. A., Camp, S. M., & Sexton, D. L. (2001). Integrating entrepreneurship and strategic management actions to create firm wealth. *Academy of Management Perspectives*, 15(1), 49-63.

Karlsson, C., Rickardsson, J., & Wincent, J. (2019). Diversity, innovation and entrepreneurship: where are we and where should we go in future studies?. *Small Business Economics*, 1-14.

Lincoln, Y.S., Lynham, S.A. & Guba, E.G. (2011). Paradigmatic controversies, contradictions, and emerging confluences, revisited. *The Sage Handbook of Qualitative Research*. ThousandOaks, CA: Sage.

Lumpkin, G.T. and Dess, G.G. (1996). Clarifying the Entrepreneurial Orientation Construct and Linking It to Performance. *Academy of Management Review*, 21, 135-172.

Martin, G., Currie, G., Weaver, S., Finn, R., & McDonald, R. (2017). Institutional Complexity and Individual Responses: Delineating the Boundaries of Partial Autonomy. *Organization Studies*, 38(1), 103–127.

Meyers, M.D. (2013). *Qualitative Research in Business & Management*. London: Sage Publications Ltd.

Misra, S., & Kumar, E. S. (2000). Resourcefulness: A proximal conceptualisation of entrepreneurial behavior. *The Journal of Entrepreneurship*, 9(2), 135-154.

Neessen, P. C., Caniëls, M. C., Vos, B., & De Jong, J. P. (2019). The intrapreneurial employee: toward an integrated model of intrapreneurship and research agenda. *International Entrepreneurship and Management Journal*, 15(2), 545-571.

Newman, A., Obschonka, M., Schwarz, S., Cohen, M., & Nielsen, I. (2019). Entrepreneurial self-efficacy: A systematic review of the literature on its theoretical foundations, measurement, antecedents, and outcomes, and an agenda for future research. *Journal of Vocational Behavior*, 110, 403-419.

Öberg, C., & Shih, T. T. Y. (2014). Divergent and convergent logic of firms: Barriers and enablers for development and commercialization of innovations. *Industrial Marketing Management*, 43(3), 419-428.

Rowley, J. (2012). Conducting research interviews. *Management research review*, 35(3). 260-271.

Saunders, M., Lewis, P., Thornhill, A. (2009). *Research Methods for Business Students* (5th edition). Harlow, England: Pearson Education.

Scott, W.R. (2008), *Institutions and Organizations: Ideas and Interests*, 3rd ed., Los Angeles, LA: Sage Publications

Shaheen, N., & Shafiq, A. H. (2018). Entrepreneurial self-efficacy and entrepreneurial behavior. *International Journal of Development and Sustainability*, 7(10), 2385-2402.

Smith, A.C.T., Stewart, B., (2010) The special features of sport: A critical revisit. *Sport Management Review*, 13 (2010), 1-13.

Smith, L., Rees, P., & Murray, N. (2016). Turning entrepreneurs into intrapreneurs: Thomas Cook, a case-study. *Tourism Management*, 56, 191–204.

Stopford, J. M., & Baden- Fuller, C. W. (1994). Creating corporate entrepreneurship. *Strategic management journal*, 15(7), 521-536.

Stull, M.G. (2005). Intrapreneurship in nonprofit organizations: Examining the factors that facilitate entrepreneurial behavior among employees. *Case Western Reserve University*, 1-88.

Sundin, E., & Tillmar, M. (2008). A nurse and a civil servant changing institutions: entrepreneurial processes in different public sector organizations. *Scandinavian Journal of Management*, 24(2), 113–124.

Turker, D., & Selcuk, S. S. (2009). Which factors affect entrepreneurial intention of university students?. *Journal of European Industrial training*, 33 (2), 142-159.

Urbano, D., Alvarez, C., & Turro, A. (2013). Organizational resources and intrapreneurial activities: an international study. *Management Decision*, 51(4), 854–870.

Varghese, T., & Hassan, A. (2012). Youth's entrepreneurial attitudes in Oman. *World*, 2(7), 302-325.

Welter, F., Baker, T., Audretsch, D. B., & Gartner, W. B. (2017). Everyday entrepreneurship—a call for entrepreneurship research to embrace entrepreneurial diversity. *Entrepreneurship, Theory & Practice*, 311-321.

Appendix I: Interview Guide

This interview guide will cover the general introduction of the interviews, the actual topics and questions, the operationalization of the concepts and the interview questions. For the interviews, these questions have been translated to Dutch.

Introduction interview

The introduction of the interview is important for the research in order to get informed consent and it has been based on the work of Myers (2013) and Ritchie et al. (2013).

My name is Marc van der Vinden and I am a student of the Radboud University in Nijmegen. I am currently doing my master in Business Administration, with a specialization in Organizational Design & Development. To be able to finish my master, I am writing a master thesis and doing research about the influence of (competing) Institutional Logics (characteristics of an industry) on the entrepreneurial behavior of employees in organizations. This research mainly focusses on employees who are working in professional football organizations.

With your permission, I would like to record the interview in order to be able to listen it again at a later stage for the analysis. If you have any problems with the recording of this interview, please let me know. No names or organizations will be mentioned in the thesis to ensure anonymity. The interview is divided into three parts. The first part includes general information about you and a short introduction of the organization. The second part will consist of questions about characteristics of the industry. The third part is about your entrepreneurial behavior at your job. The final part is the closing part of this interview.

The interview will take about 45-60 minutes. If any question is unclear to you, or you are not able to answer a specific question, please notify me. And please feel free to interrupt me if you have any questions. After the interview has been conducted, I will be still available to answer remaining questions and of course I can share the final version of the master thesis with you when the research is completed. If you do not have any questions at this moment, we can start the interview.

Interview employee

Block 1: General information

1. Could you introduce yourself?
2. How did you end up at this organization?
3. What is the reason that you choose to work in the football industry?
4. Could you tell me something about the team you are part of? How is it composed and what role do you play?
5. Could you give a brief overview of your daily work activities?

Block 2: Industry characteristics

6. Could you tell me something about the norms and values of your organization?
 - a. To what extent are these specific for your organization or industry?
7. What are, in your opinion, characteristics or practices that are very specific for the football industry?
 - a. And can you name specific rules that your industry has to cope with (and may affect your job)?
8. In what way are your daily work activities affected by a win or loss/ table ranking of the first team?
9. In what way do you encounter multiple interests (=belangen) from the football industry?
 - a. or a change of interests from the football industry?
10. To what extent is your behavior shaped by the logics of your industry?
 - a. *If someone has worked in other industries*: Can you name the biggest differences of logics you encountered in the football industry compared to other business industries?

Block 3: Intrapreneurial Behavior

- 11.1 To what extent do you come up with new ideas in your job?
- 11.2 To what extent would you say that your organization is stimulating you to further promote and implement these ideas?
- 11.3 What were the main challenges you experienced by trying to implement an idea?

- 12.1 To what extent do you recognize opportunities that could be valuable for your organization?

- a. When does this lead to the creation of a new type of business (or redefining a service)?
- b. In what way did behavior of employees in your organization lead to a redefinition or reorganization of the business?

13.1 To what extent do you actively take initiative in your job?

13.2 In what way do you position your organization aggressively relative to competitors?

13.3 To what extent do you actively seek feedback from colleagues or supervisors?

13.4 *In what way is this proactive behavior affected by the industry you are working in?*
To what extent is this proactive behavior required in the industry you are working in?

14.1 How can you take (financial) risks within your job?

14.2 In what way do you need to take risks to ensure success?

14.3 Do you think that this industry stimulates risk taking, and why?

15.1 How is networking important in your job? (both internally and externally)

a. And how is this important in the industry in general?

16.1 Looking at entrepreneurial behavior within the industry, in what way is personal experience important in order to execute ideas?

16.2 Do you think that personality has an influence on the entrepreneurial behavior within the industry?

16.3 How is your entrepreneurial behavior within the firm affected by the industry's culture?

16.4 How is your job and your organization affected by the political forces of the industry?

Block 3: Closing

17.1 Is there anything you would like to add that I might forgot to ask?

17.2 May I contact you again if I have an additional question?

Appendix II: Final Template

1. Institutional Logic

- 1.1. Values, norms and beliefs
- 1.2. Rules, practices and routines
- 1.3. Interests, priorities and interaction goals

2. Institutional Logic Football Industry

- 2.1. Risky business models
- 2.2. Practice of transfer fees
- 2.3. Conservativeness
- 2.4. Clubs have an own cultural, historic identity
- 2.5. Matchday is a routine
- 2.6. Short-term focused
- 2.7. Like-knows-like culture
- 2.8. Informal organizations and flat organizational structure
- 2.9. Same backgrounds
- 2.10. Multiple interests of stakeholders
- 2.11. Media sensitivity
- 2.12. Diversity of logics; Sports and Business logic

3. Competing logics

- 3.1. Dependence of sports performance
- 3.2. Financial performance
- 3.3. Political, social interests
- 3.4. Financial instability
- 3.5. Too much focus on sports performance

4. Intrapreneurial behavior

- 4.1. Innovativeness
 - 4.1.1 Entrepreneurial thinking
 - 4.1.2 Creating ideas for new products, markets, services
- 4.2. Proactiveness
 - 4.2.1. Asking Feedback

- 4.2.2. Networking
- 4.2.3. Taking initiative
- 4.3. Self-renewal
 - 4.3.1. Out-of-the box thinking
 - 4.3.2. New business models
 - 4.3.3. Opportunity recognition
- 4.4. New business venturing
 - 4.4.1. Creating and developing new markets

5. Influence of competing logics on intrapreneurial behavior

- 5.1. Shapes individuals' behavior
- 5.2. Proactive reacting on excellent sports performance
- 5.3. Urge to differentiate as an organization
- 5.4. Looking for opportunities to create solid income
- 5.5. Personality and Personal background required

Appendix III: Codebook

Quotes	Code	Sub-theme	Theme
<p>“I also think that the football industry is very conservative, in the sense that it is not really innovative. Look at field hockey, for example, where they really change a lot of the rules of the game very quickly in order to increase the speed of the game. And if you look at football how long it takes to change the rules here. This has to do with the governance in the football industry, but also because the sport is even more extensive than field hockey. There are bigger interests, but it is so slow that it is not a very progressive sport in general.” (Respondent 7)</p> <p>“Well that has a bit to do with what we just discussed, that it is a conservative world. People like to stick to existing business models. So to business models through Fans, Sponsors, broadcasting rights and merchandising. So a lot of clubs don't specifically look at new business models. So that is due to the conservative character of this industry.” (Respondent 3)</p> <p>“Sometimes I have an idea about certain content for our fans, like showing features of the dressing room. But then I do again encounter the restraint and conservatism of the football industry.” (Respondent 1)</p>	<p>Conservative industry</p>		<p>Football industry's IL</p>
<p>“A specific aspect of the football industry is the very short term thinking in football. A lot of clubs are just busy with today and tomorrow but not with what is actually happening in the world and how the football industry is going to change.” (Respondent 5)</p> <p>“But this sector is very short-cyclical anyway. That doesn't always have to be bad. But if you are trying to set up a new good organization and the results are disappointing in the field, there's a good chance you won't be able to complete your plans.” (Respondent 7)</p> <p>“Sometimes you see that the day after an important win we get some e-mails about enquiries for business deals with our organization. Therefore, we want to close those deals instantly in the week after this win, because the next week the sentiment at</p>	<p>Short-term focused</p>		<p>Football industry's IL</p>

<p>such an organization can already be different.” (Respondent 2)</p>			
<p>“Look, as a club we are known for training and developing talent on the field. We also try to give that more and more shape next to the field. As a result of that a lot of people who do an internship here stay with us for a long time. That also makes the commercial and media departments very young. This ensures that there is a very energetic organization and that there are a lot of people with the characteristics of young dogs. So wanting to run fast, full speed ahead, take a lot of initiative with a lot of enterprising characters walking around here.” (Respondent 4)</p> <p>“Our goal is to reach the top 32 teams in Europa via an innovative way of working. Thereby we are very proud on our roots, because we are unique in the way we are originated through a firm’s sport organization. The values of this firm are definitely still visible in our organization because the most important value is that you have to fit the family. For instance, you don’t solve any problems on your own, you do everything together. And if you have an idea, you don’t keep it to yourself. Coming up with things together, that is very much in our values. Conviviality is also one of these values, when you come here you have to feel welcome and feel the ‘coziness of Brabant’. It should not feel chilly or too business-like here.” (Respondent 5)</p> <p>“We have a cultural identity that is focused on the English style of football. We will never choose for the big money in football or for commercialization, our stadium will never get another name. Our stadium is very important for us since we are playing there for 100 years and that makes us unique in the Netherlands compared to all those other clubs.” (Respondent 9)</p>	<p>Norms, values and cultural identity of a football organization</p>		<p>Football industry’s IL</p>

<p>“On top of that we do a lot of business on matchdays, where we watch the game with clients, have some food together and then drink a beer. That is very much the way of doing business here. And again that also makes it very dynamic and informal.” (Respondent 4)</p> <p>“I have to admit that my week is very different when we play a home game. If we play at home then you are ‘lived’ in the week towards the game. Then I am often in contact with our partners and sponsors and I am always very busy that week and that comes to a climax at the matchday where I am the match-leader. This is totally different when we play an away game and I do not have to work in the weekend.” (Respondent 9)</p> <p>“We actually live from match to match, this is also the case in our job at the commercial department.” (Respondent 2)</p>	Matchday-focused		Football industry’s IL
<p>“It is quite a like-knows-like culture in football. It surprises me that I was hired here through a normal vacancy.” (Respondent 1)</p> <p>“What you often see in football organizations is the nepotism and like-knows-like culture. So, once you’re part of a certain relationship, it is also a bit of awarding when you get new work opportunities delivered. You often see that in certain functions friends are put forward who are good with the person who makes the decisions. (Respondent 2)</p> <p>“The most important deals are often still made because certain people in certain positions know each other and make such a deal through their network. So it remains as it used to be and that is that being part of this culture stays very important. For example, in our case the major shareholder of this organizations uses his network to help us by offering certain new businesses/partners.” (Respondent 8)</p>	Like-knows-like culture		Football industry’s IL
<p>“Furthermore, it is of course a relatively small organization with fairly short lines of communication. As a result, the workload is quite serious because a lot of work has to be done with a relatively small organization.” (Respondent 3)</p> <p>“Football clubs have to cope with a lot of major interests. A football club is a SME</p>	Football clubs relatively small organizations	Organizational structure	Football industry’s IL

<p>with the problems of a multinational” (Respondent 8)</p> <p>“That is the disadvantage of working at such a small organization, in my previous job when I worked at another football organization I did the commercial department on my own, which means both internal and external sales. Therefore, every decision I had to make, was done by myself.” (Respondent 9)</p>			
<p>“We do not have a tight hierarchy here. For example if I have to go to the CEO it does not feel like stepping into the ivory tower or something. The structure is flat and it is very accessible with an open door culture in our offices.” (Respondent 1)</p> <p>“We have a board and below that we only have 2 directors (CEO and Technical Director), then we have some more management positions and below that is already the office staff. The strategy is made by the directors, management team and the board. Therefore it is a relatively flat and small organization.” (Respondent 3)</p> <p>“But we are a relatively flat organization, which means that you get quickly through all layers to get to the right person. It is easy for me to get at the table with someone from the management, if I want to drop something there.” (Respondent 10)</p>	<p>Flat organizations</p>	<p>Organizational structure</p>	<p>Football industry’s IL</p>
<p>“Another thing is the media sensitivity in this industry, an average company is not constantly in the spotlights like we are. Here at this organizations, whatever happens, it’s always in the newspaper and on TV. Journalist really write about it on a daily basis. So media sensitivity really is a very important factor and it is a really big difference with the regular business world.” (Respondent 3)</p> <p>“Another interesting feature is the media attention you get in this industry. For example you can make small innovations look very big because they get media attention very quickly. Especially in these times when there is only limited news and no matches, every newspaper or magazine has club-watchers that still have to write something about the football clubs these days.” (Respondent 5)</p>	<p>Media sensitivity</p>	<p>Consequence of Sport logic</p>	<p>Football industry’s IL</p>

<p>“Yes, I’ve always underestimated the power of the media, but in our sector it's really immense.” (Respondent 10)</p>			
<p>“And of course our organization is like a ‘house of glass’. Our players, the trainer and the directors are public figures. But that does not mean that they should be transparent about their personal life or about all their job activities.” (Respondent 1)</p> <p>“Look a football organization is often on the front page and in the news. It is an industry that seems much bigger or matters a lot more than other similar industries of the same size.” (Respondent 4)</p> <p>“What definitely is an aspect of the football industry is the reputation of a club. When I contact prospects and say that I work for organization B, everyone knows it and I come in very different than in my previous job at Canon.” (Respondent 2)</p>	<p>Public figures in football industry</p>		<p>Football industry’s IL</p>
<p>“In this industry you also see the emotional involvement of people, so literally people who have a tattoo of your brand. That is something you do not see often with other brands.” (Respondent 4)</p> <p>“What I really like about this industry is the diversity in this industry. Everything and everyone can come to football. As sponsors we have big multinationals but also the butcher around the corner. That’s what makes football so special that the whole society comes together here.” (Respondent 8)</p> <p>“Like I just said jokingly that we have 17 million national coaches here in the Netherlands. Football is something that just touches a lot of people emotionally, so there is a very big effect when you make a change in this industry. Apparently, it stings a lot of people to the heart if something goes wrong or when their expectations cannot be met.” (Respondent 10)</p>	<p>Emotional involvement of people</p>	<p>Societal relevance of industry</p>	<p>Football industry’s IL</p>
<p>“You can see that clubs actually mainly rely on sponsorship money, season ticket sales and TV-broadcasting rights. Those are actually the 3 biggest sources of income”. (Respondent 3)</p> <p>“Yes a normal company does also have a 5% or 10% increase in their budget, but in our business with a €70 million budget we can</p>	<p>Current business football organizations</p>	<p>Business models in football</p>	<p>Football industry’s IL</p>

<p>now and then add €40 million from player transfers or from qualifying in the Champions League. In my opinion this is quite strange and you can't really calculate this in your budget." (Respondent 6)</p> <p>"It can be seen as an opportunistic industry, which is different from normal industries. In normal companies an operational loss will raise questions, but in football organizations they just run operational losses and compensate that by transfer revenues, which are actually incidentals/ad hoc. So how realistic is your budget if you try to take an advance on an expected transfer in the future. That is very difficult to do within the regular business world. That is why I say that this is an opportunistic industry because the bonus of a transfer fee is often already budgeted up front." (Respondent 7)</p> <p>"It is absurd that the smaller teams in the Netherlands mainly exist through sponsors. We have 350 sponsors that account for 75% of our budget, while clubs in other countries only need 10-20 major sponsors and get dozens of millions from broadcasting rights." (Respondent 9)</p>			
<p>"Sometimes we do a very extensive marketing campaign in the city to get a full stadium on a Friday night. Last year we sold 4000 tickets to new customers at 1 game. But we said to each other, if the players now lose 0-5 then we lose all these potential clients. Eventually we won and the people started to come to games regularly. What I want to say is that you are extremely dependent on the sports performance of your club." (Respondent 9)</p> <p>"In our business operations we are very dependent on the sportive results. Because if things go very well, we can invest less in the players because everything runs smoothly. If we have bad results, we are also more concerned with marketing and media and how we have to bring our story to try keeping everyone calm." (Respondent 5)</p>	<p>Dependency on sports performance</p>		<p>Competing logics football industry</p>
<p>"So it is always very complex how the football industry works. One shot on target can result in our team playing in the Champions League, which means we can add €40 million to our budget in one fell swoop. So it is a very weird industry in that respect." (Respondent 4)</p>	<p>Financial dependency on sports performance</p>		<p>Competing logics football industry</p>

<p>“I really find it remarkable that we as a club are so dependent on income from player transfers and European competitions. My marketing plan cannot compete with those fees.” (Respondent 6)</p> <p>“We as a commercial department could make improvements and work really really hard to go from €7,5 million income to maybe €9 million. But only if we sell our top-player for €10 million this summer, we will really make a difference as a club. Therefore, I would say that the sports side of the organization is the most important department in a football organization.” (Respondent 8)</p>			
<p>“Well it’s hard to imagine, but the football industry is full of politics. All kinds of lines between groups, therefor communication is very important. Because you need to create support from all kinds of groups that have something to say. And then there is the whole story with owners of football clubs. About half of the clubs in the Netherlands are already owned by private owners. So you often have to deal with the owners, the Board of Commissioners, Board of Directors and then also supporters and sponsors who all think they have a say.” (Respondent 3)</p> <p>“When using a helicopter view on this industry, I notice that there are certain political interests within football. When I try to purpose a change that affects someone in this sector, I often notice that there is a very political game at play. This is often a result of finances or mutual interests. (Respondent 10)</p>	Political interests		Competing logics football industry
<p>“Well it is quite an healthy discussion from time to time within our management about buying a certain player or investing in other activities. Financially looking, there are a lot of uncertainties, but we still have to keep doing our main business and our business is football. So sometimes we have to choose for buying a player to make the team better, while we also asked our staff for a 20% cut in salary due to the Corona-crisis.” (Respondent 5)</p> <p>“Sometimes it can be very difficult, you know. On the one hand we want to invest to perform better, which enables us to grow in all kinds of areas. But on the other hand, we</p>	Competing logics		Competing logics football industry

<p>cannot spend more than we have earned.” (Respondent 8)</p> <p>“What actually is a problem within this industry is that the business side of the organization is outperformed by the sports side. There is way more investment in players than in office staff.” (Respondent 3)</p> <p>“On the business side we are directly judged on the financial results. And we can have a very solid business side of the organization, but as a club we will be judged on the ranking of the competition.” (Respondent 7)</p>			
<p>“Actually, I am continuously thinking about new products, services and markets. That is how our newest partnership was created and how we came up with the innovations at our training facilities, just by thinking out-of-the-box.” (Respondent 5)</p> <p>“So I’m constantly trying to come up with new initiatives, defining focus markets, directions, tactical decisions and continuously coming up with new things. But this also involves looking at the market and learning from other clubs.” (Respondent 4)</p> <p>“With our partners we are establishing a kind of innovation platform. With these partners we talk once every week about innovation in this region, about connectivity, about sustainability and about future plans with the stadium. So that is quite cool.” (Respondent 8)</p>	<p>Busy with innovations</p>	<p>Innovativeness</p>	<p>Intrapreneurial behavior</p>
<p>“So yes we are really working on a lot of new business models. Firstly, through getting a Smart Stadium. Secondly, by connecting talent to business. Thirdly, by offering vitality and health to our partners. Fourthly, by creating a business model out of E-sports. So we are really working on a number of things to offer more than just 17 matches.” (Respondent 3)</p> <p>“Together with one of our partners we saw opportunities for implementing 3D Augmented Reality in our museum tour and in the stadium. With these innovative features we saw possibilities for staying relevant for future generations.” (Respondent 6)</p>	<p>Creating new ideas</p> <p>Creating new markets</p>	<p>Opportunity recognition</p> <p>New business venturing</p>	<p>Intrapreneurial behavior</p>

<p>“We are trying to create new markets in the US, Latin-America, China and Japan. Actually most of our social media visitors come from China, because we’re on Wybo. So we make a lot of content that is translated to Chinese, English or Spanish. It is basically to fill our database because a fuller database gives more value for sponsors in these regions. The more people/profiles you have in your database, the more interesting you become.” (Respondent 5)</p>			
<p>“In the football industry it is required to be proactive, you know why? Because you are a very limited organization and actually way too small for what is asked for you. So you cannot sit back and wait for something to happen. Sometimes I only have a budget of 0 and if I invest something I cannot ruin it. It is always the goal to realize something for the lowest possible budget because you don’t really have a budget. Therefor a commercial attitude is required here.” (Respondent 9)</p> <p>“Proactivity definitely corresponds very well with our ambition to become champions on the field, but also with our ambition to differentiate ourselves in the business side of the organization.” (Respondent 6)</p> <p>“Actively taking initiative is very important for me and I also think that we actually have to be innovative and creative. That is an important value that we want to convey as a club.” (Respondent 7)</p>	<p>Proactivity/ Taking initiative</p>	<p>Proactiveness required</p>	<p>Intrapreneurial behavior</p>
<p>“In our department we have companies and scientific parties that can join our network. That means companies, but also universities and colleges that invite into our offices. In that way we try to do business and show entrepreneurship with external parties in order to look at things from different perspectives.” (Respondent 10)</p> <p>“Networking is very important in my job, because a football organization has a very diverse stakeholders playing field that takes up relative much time. I want to think as an ‘open club’ that tries to connect with parties.” (Respondent 7)</p>	<p>Networking</p>		<p>Intrapreneurial behavior</p>
<p>“I think in my job it is required to proactively create support from the organization when you want to change something here. Therefore, I actively ask feedback because</p>	<p>Asking feedback</p>	<p>Proactiveness required</p>	<p>Intrapreneurial behavior</p>

<p>that makes the people feel like being involved in the decision.” (Respondent 10)</p> <p>“I am continuously asking feedback and discussing things with my direct colleague here. As long as it is substantiated feedback, but it always is. At this organization we are very direct to each other, this directness is one of our core values and that makes people better.” (Respondent 4)</p>			
<p>“We have some partnerships with big firms from this region and we try to offer them more than only watching 17 games a season. Therefor we try to be the connecting mechanism between the football club, universities and those partners. We created an innovation platform that is both good for us as for the regional companies. Especially in this corona-times there are big shortages and budgets in football are cut. So we thought about a smart way that benefits both us and our partners. You can think of outsourcing staff constructions, or make use of each other’s expertise. We are actually thinking more and more in these kind of solutions because the financial risks are limited nowadays and we believe that joint partnerships will help to improve our business.” (Respondent 3)</p> <p>“I think that this is the new way of dealing with your partners. Look I want to get away from the traditional ‘board sponsorship’ in stadiums which brings in money but does not add value in terms of content. I believe that a football organization can deploy partners in strengthen their values. It is about finding links with companies and creating added value through a sponsorship, which I call sponsorship 2.0 or 3.0.” (Respondent 7)</p> <p>“We try to renew ourselves through new international partnerships that can become another business model for us. For example what can be seen as an innovative feature is that we have 8 trainers who run the youth academy of a Chinese club, who play in their 1st division. We created a business model of sharing our knowledge with them, which brings in €3 million per year for us. That means this partnership is one of our top partners, while it is only focused on sharing our knowledge. That is definitely something unique and innovative in this industry.” (Respondent 4)</p>	<p>New business models football organizations</p>	<p>Self-renewal</p>	<p>Intrapreneurial behavior</p>

<p>“Sometimes you see that the day after an important win we get some e-mails about enquiries for business deals with our organization. Therefore, we want to close those deals instantly in the week after this win, because the next week the sentiment at such an organization can already be different.” (Respondent 2)</p> <p>“Looking at the past 2 seasons when we reached the cup final and came into the top six, then you really notice that everything is flourishing. Supporters and sponsors are proud. Sponsors come in much easier and extend their contracts more easily. This creates a climate in which you, as an entrepreneur, can get things done more easily within your own organization.” (Respondent 1)</p> <p>“And with a larger budget it will be easier to come up with innovations. Because if we get that €40 million from the Champions League, we can hire more people for our innovation department.” (Respondent 6)</p>	<p>Influence of sports performance on IB</p>		<p>Influence of competing logics on IB</p>
<p>“We have a relatively small budget of €12 million, where the biggest part is spent on the players budget. Therefore, if we structurally want to play in the Eredivisie we rely on innovation and on thinking differently.” (Respondent 3)</p> <p>“One of our core values is innovation, because on the field we try to be renewing and innovative and want to translate that outside the field. You can see that in our way of looking at sponsors, in how we open offices in other countries and in how we were the first professional club with a focus on the women’s football. So yes, we constantly try to differentiate as an organization and we dare to take some risks in that regard.” (Respondent 4)</p> <p>“Well we are not the biggest and we’re not going to be the biggest so we’ll have to be the smartest. And that applies to all areas of the organization, from commercial, to the scouting, to academy, to nutrition. We are now the first team to have a Jumbo Food Coach. But we are also one step ahead of the competition with regard</p>	<p>Urge to differentiate</p>		<p>Influence of competing logics on IB</p>
<p>“This organization really encourages entrepreneurship. If I have a very cool idea that costs a lot of money, I can usually just</p>	<p>Organization stimulates IB</p>		<p>Influence on IB</p>

<p>do that. It is more often possible than not.” (Respondent 8)</p> <p>“Our commercial director really encourages us to take a look outside the network of the club. Therefore, we try to create more markets in other regions by attending network meetings and get more people involved in the club.” (Respondent 9)</p> <p>“Innovation and entrepreneurship is in our norms and values and there are always a lot of things happening here and lots of entrepreneurship here on the work floor. How the organization has been organized really gives us the opportunities to create new products, markets and services and sometimes take financial risks.” (Respondent 6)</p>			
<p>“I really have a passion for entrepreneurship. I also have two little businesses of my own that I run next to my job. I can use the experience I gain from that in my commercial function at the football organization.” (Respondent 2)</p> <p>“I have a fairly commercial background that occasionally obstructs me but also helps me a lot within the football industry. I also have an entrepreneurial mentality from my other businesses where I learned that it is often just about ‘doing things’ and ‘trying, testing, trying, tweaking and testing’ those are things that I take with me in my job in football.” (Respondent 10)</p> <p>“It is very important to have your own network when working in this industry. But having football-experience is most important in terms of personal experience.” (Respondent 9)</p>	<p>Personal background</p>		<p>Influence on IB</p>

**Translated from Dutch to English*