

The Interplay of Logics in the Creation of New Businesses

A qualitative study on how entrepreneurs manage hybridity in their entry
modes



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Date of submission:	08-07-2020

Acknowledgement

I would like to thank all of those who have contributed anyway to the completion of this master's thesis. Completing this thesis would not have been possible without the support and advice of a lot of people. I would like to express my special thanks of gratitude to my supervisor Karen Pak, MSc., and second reader and temporary supervisor dr. ir. Nanne Migchels, for their guidance, constructive criticism, and encouraging words during the challenging process of writing this thesis. I would like to thank all the respondents for their willingness to participate, for their time, and their valuable insights into entrepreneurship. Last, I would like to thank my parents, friends, and girlfriend for their profound belief in my abilities and their unconditional support. Special thanks to my friend Daniël for his extensive mental support during this process. I'd like to thank my friend Stijn for enduring my nonsense from the first year of the bachelor's all the way through the process of completing the master's thesis. I would like to thank my sister Juul for her excellent academic advice. Last but not least, I would like to thank my girlfriend Marlijn for the numerous ways in which she supported me.

Thank you for everything.

Max de Feijter

Abstract

Entrepreneurs are highly dependent upon their stakeholders. Due to this dependency, entrepreneurs are oftentimes required to deal with conflicting prescriptive demands of behaviors, strategies, and goals. These conflicting demands can already appear before businesses are established, in the period defined as the mode of entry. These conflicting demands are embedded in higher-order belief systems called institutional logics. When multiple misaligned institutional logics are at play, challenges arise. The purpose of this study was to explore how entrepreneurs deal with these misaligned logics in their mode of entry. A qualitative semi-structured interview study was used to collect and analyze data from ten entrepreneurs about their entry modes. This study showed that entrepreneurs often face hybridity in their mode of entry, and make use of several strategies to manage hybridity. The results show that entrepreneurs deal with central hybridity by blending the incompatible prescriptions of logics into a more compatible form. Furthermore, entrepreneurs outsource logics in case of incompatible hybridity to avoid activities prescribed by the incompatible peripheral logic. Finally, entrepreneurs make use of legal force to manage central incompatible hybridity, in order to remove the incompatibility in its entirety. Further research is suggested to dive deeper into the use of legal force as a strategy to manage hybridity and create additional insights regarding the benefits and prerequisites of the use of this strategy.

Keywords: institutional logics, mode of entry, hybridity, managing hybridity, entrepreneurship, legal force, outsourcing, creative utilization

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1. Introduction

In 2018, 33% of Dutch entrepreneurs faced one or more potentially legal conflicts with stakeholders. These conflicts prevented or complicated the entrepreneurs' activities (Geurts & ter Voert, 2019). Managing a network of stakeholders with conflicting demands has always been one of the main challenges of entrepreneurship (Boaventura, Bosse, de Mascena, & Sarturi, 2020; Shane & Venkataraman, 2000). The demands of stakeholders can already conflict during the entrepreneur's mode of entry: the pathway leading to the founding of a new business (Bastié, Cieply, & Cussy, 2013; Tolbert & Coles, 2018). In this pathway, the entrepreneur scans for opportunities, assesses his readiness to seize these opportunities, and acquires the knowledge, skills, and resources required to seize these opportunities (Stuart & Dings, 2006). Recent research has begun to recognize the important influence of stakeholders in this pathway. Stakeholders such as family members or financiers can have prescriptive demands that are at conflict with the entrepreneur's own assessment of readiness to seize opportunities (Almandoz, 2014), and the entrepreneur's ideas of how to acquire knowledge, skills, and resources (Bagwell, 2017; Franke, Gruber, Harhoff, & Henkel, 2008; Tillman, 2015).

The diversity of stakeholder demands can be captured in the concept of institutional logics. Institutional logics are overarching sets of norms and values that prescribe how individuals should interpret reality and consequently how to behave (Cloutier & Langley, 2013). All stakeholders and entrepreneurs are carriers of different institutional logics that can include conflicting views on appropriate behavior (Rao, Monin, and Durand, 2005). Conflicting stakeholders' demands in the entrepreneur's context can result in institutional complexity, situations in which entrepreneurs experience pressures of different misaligned institutional logics (Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011). Responding to institutional complexity requires hybridity. Hybridity is the incorporation of multiple incompatible logics into decision making (Battilana, Besharov, & Mitzinneck, 2017). Hybridity can result in tension, dysfunction, and conflict if not managed effectively (Besharov & Smith, 2014; Raynard, 2016).

Managing hybridity is required in the mode of entry when entrepreneurs face institutional complexity (Gümüşay, 2018). In these situations, entrepreneurs face multiple incompatible sets of norms and rules that enable and constrain entrepreneurial activities (Greenman, 2013). Hybridity is generally managed by blending, or separation of institutional logics (Pache & Santos, 2013). However, the implications of these strategies differ from context to context (Besharov & Smith, 2014). In order to understand how hybridity can be managed in entrepreneurs' entry modes, the context of entrepreneurship has to be taken into account.

While many studies on hybridity have focused on organizational strategies for managing hybridity, the management of hybridity in the context of entrepreneurship has not been studied yet (Greenwood, Díaz, Li, & Lorente, 2010; McPherson & Sauder, 2013). Gümüşay, Smets, and Morris (2020) argue that the strategies to managing hybridity as described in the literature are mostly organizational, structural and static. Most of these strategies involve adjustments of organizational structures, such as the separation of departments (Raynard, 2016; Skelcher & Smith, 2015). Since a new business is not yet established in the mode of entry, these structural strategies are not applicable to the entrepreneur's mode of entry (Tolbert & Coles, 2018). In addition, existing hybridity management strategies primarily deal with internal institutional complexity, coalitions of employees adhering to different logics (Pache & Santos, 2013). In contrary, entrepreneurs in their mode of entry solely deal with a range of external stakeholders. The management of external stakeholder demands could require different strategies than the management of internal stakeholders demands (Smets, Michael, Burke, & Spee, 2015).

This study responds to calls to investigate the diversity of institutional logics embedded in the entrepreneur's network of stakeholders, affecting entrepreneurship (Bruton, Ahlstrom, & Li, 2010; Roundy, 2017). Due to the importance for entrepreneurs to effectively manage the demands of multiple stakeholders in order to seize opportunities, this study zooms in on the strategies used by entrepreneurs to manage hybridity in their mode of entry. Therefore, the following research question will be answered:

How do entrepreneurs manage hybridity in their mode of entry?

In answering this question, this study makes several important theoretical contributions. First, it demonstrates the role of hybridity in entrepreneurship, and in particular in the little studied mode of entry (Parker & Van Praag, 2012). As the institutional logics stream of literature is becoming more extensive with regard to organizations and their employees, more awareness is being created about the negative consequences hybridity can have (Venkataraman, Vermeulen, Raaijmakers, & Mair, 2016). This study responds to calls to increase our still limited understanding of hybridity in the context of entrepreneurship by showing the causes of hybridity, and the consequences it can have if not managed effectively (Gümüşay, 2018).

The second theoretical contribution of this study can be found in the aim to explain how entrepreneurs can manage hybridity in their mode of entry, in order to decrease or avoid negative consequences related to hybridity. In doing so, this study demonstrates the existence of strategies to manage hybridity that do not require adaptations of organizational structures. By studying entrepreneurs' use of hybridity management strategies, this study demonstrates

how entrepreneurs can use conventionally incompatible institutional logics as strategic resources, just as organizations can (Durand, Szostak, Jourdan, & Thornton, 2013).

Consequently, the practical relevance of this study can be found in the guidance it offers for entrepreneurs who have to deal with incompatible prescriptive demands of different stakeholders. Understanding how to effectively respond to conflicting stakeholder demands during the establishment of a business can support entrepreneurs in the management, and the use of a network of stakeholders, and in doing so avoid conflict during the creation of new businesses, allowing for a flawless mode of entry.

This paper is organized as follows. The following section elaborates on the mode of entry, institutional logics, hybridity, and the relation between hybridity and the mode of entry, after which several sub-questions are formulated. In the third section the research methodology is elaborated on, and in the fourth section the results of this study are presented. In the final section, conclusions are presented, after which a discussion concerning the academic contributions of the results of this study, research limitations, and suggestions for further research are discussed.

2. Theoretical Framework

2.1 Mode of Entry

Every entrepreneur (i.e. new business founder) goes through a pathway leading to the founding of a new business. This pathway is defined as the mode of entry (Tolbert & Coles, 2018). The mode of entry involves the entrepreneur's acquisition of skills, knowledge, and resources needed to seize entrepreneurial opportunities (Gambardella, Ganco, & Honore, 2015), and in turn the entrepreneur's assessment of readiness to seize these opportunities (Stuart & Dings, 2006). Although the business has not yet been founded during the mode of entry, the process that shapes the mode of entry can directly impact the chance of survival and success of the business to be established (Bastié et al., 2013).

In general, it is not possible to perfectly predict which skills, knowledge, and resources are required to seize opportunities, due to an inevitable degree of uncertainty of the future (Coduras, Saiz-Alvarez, & Ruiz, 2016; Gibb, 2002). Furthermore, resource acquisition takes time and most opportunities are only temporarily available to seize (Alvarez, Barney, & Anderson, 2013). Due to this temporality, the entrepreneur constantly has to make a trade-off (wait too long and the opportunity is gone, or start with the available resources and accept the risk that the preparation may have been insufficient for the new business to survive the first few years). This trade-off entails a degree of risk that the entrepreneur must be willing to accept (Cramer, Hartog, Jonker, & Van Praag, 2002).

Until now, the entry mode of entrepreneurs has been little studied in its entirety (Parker & Van Praag, 2012). However, the effects of different dimensions of the mode of entry on entrepreneurial success have been studied separately. Scholars have shown that more years of education is related to increased early business revenue (Parker & Van Praag, 2006). In addition, entrepreneurs oftentimes report that prior work experience is necessary to recognize opportunities and to know how to seize these opportunities (Dahl & Reichstein, 2007). Furthermore, a higher degree of social capital improves access to resources such as funding, and the entrepreneur's ability to acquire funding is inherently related to the short term survival rate of new firms (Gimmon & Levie, 2010). Finally, research has shown that more risk-averse entrepreneurs have a higher firm survival rate than risk seeking entrepreneurs due to a more strict assessment of readiness, and in turn better preparedness to seize opportunities (Solesvik, 2017). Taking the findings of these studies into account, it is justly to say that the mode of entry is a weighty aspect of entrepreneurship that requires more academic attention.

2.2 Institutional Logics

Cloutier and Langley (2013) define institutional logics as “bundled sets or ensembles of higher-order meanings, values, norms, and/or rules that frame how individuals make sense of the world around them and consequently know how to act” (p. 361). Institutional logics provide individuals with assumptions, values, beliefs, and rules by which these individuals give meaning to their lives and social reality (Thornton & Ocasio, 1999). For entrepreneurs, institutional logics prescribe what entrepreneurial opportunities and goals are, and how these opportunities and goals should be pursued (Gümüşay, 2018).

Institutional logics are symbolic systems (Jagodziński, 2017). According to institutional logics theory (Thornton et al., 2012), reality in itself has no meaning. The institutional logics that entrepreneurs adhere to determine how entrepreneurs make sense of reality and what symbolic meaning it has to them. Due to this notion, different individuals (among which entrepreneurs and stakeholders) can make sense differently of a single context, event, or opportunity.

As a consequence of sensemaking, logics frame behavior (Cloutier & Langley, 2013). Institutional logics frame which practices and behaviors entrepreneurs and stakeholders consider appropriate (Friedland & Alford, 1991). Every institutional logic contains different abstract ideas or norms of appropriate behavior. How entrepreneurs interpret these ideas and norms in a given context is what determines how logics shape behavior (Thornton & Ocasio, 2008). Institutional logics exert their influence both by the expectations (expectations to conform with norms) entrepreneurs have of themselves and others, and by entrepreneurs’ assumptions of expectations that stakeholders have of the entrepreneur and his/her behavior (Thornton & Ocasio, 2008).

Every western entrepreneur and stakeholder has access to seven overarching institutional logics of western society described by Thornton et al. (2012): the logics of market, corporation, profession, state, family, religion, and community (as presented on the X-axis of Table 1). These seven institutional logics embed different ideas of how to make sense and how to behave.

To start off, the family logic (1) is a means to rationalize actions driven by kinship (Thornton et al., 2012). This logic is the basis of all actions with the purpose of strengthening relations. Despite the name of this logic, the family logic can relate to any kind of relation, among which entrepreneur-stakeholder relations (Fairclough & Micelotta, 2013). The community logic (2) rationalizes commitment to shared values and reciprocity (Dwivedi, 2019). The community logic is considered the social logic in most business studies (Gümüşay, 2018).

Within the logic of religion (3) every behavior should be in accordance with the norms set by the church, and activities should benefit the church (Peifer, 2015). Actions according to the state logic (4) should benefit the state (Dwivedi, 2019). Examples of these actions are actions such as paying taxes or creating jobs for others. The market logic (5) is a means to rationalize the pursuit of self-interest (Zhao & Lounsbury, 2016). Activities are seen as transactions and the best activities have the highest ratio of value gain/value loss. (Friedland & Alford, 1991). The logic of professions (6) is a means to rationalize expertise as a source of legitimacy; expertise gives power, and actions are considered legitimate when backed by expertise, or when resulting in increased expertise (Scott, 2008). Finally, the corporation logic (7) involves the regulation of actions to achieve goals through optimization and efficiency (Townley, 2002). Concepts such as procedures and hierarchy are key in the recognition of this logic (Thornton, 2002).

Table 1

Distinctive Features of the Institutional Orders of Society

Y-axis: Categories	X-axis: Institutional orders						
	Family (1)	Community (2)	Religion (3)	State (4)	Market (5)	Profession (6)	Corporation (7)
Root metaphor (I)	<i>Family as firm</i>	<i>Common boundary</i>	<i>Temple as bank</i>	<i>State as redistribution mechanism</i>	<i>Transaction</i>	<i>Profession as relational network</i>	<i>Corporation as hierarchy</i>
Sources of legitimacy (II)	Unconditional loyalty	Unity of will Believe in trust & reciprocity	Importance & faith in sacredness in economy & society	Democratic participation	Share price	Personal expertise	Market condition of firm
Sources of authority (III)	Patriarchal domination	Commitment to community values & ideology	Priesthood charisma	Bureaucratic domination	Shareholder activism	Professional association	Board of directors Top management
Sources of identity (IV)	Family reputation	Emotional connection Ego-satisfaction & reputation	Association with deities	Social & Economic class	Faceless	Association with quality of craft Personal reputation	Bureaucratic roles
Basis of norms (V)	Membership in household	Group membership	Membership in congregation	Citizenship in nation	Self-interest	Membership in guild & association	Employment in firm
Basis of attention (VI)	Status in household	Personal investment in group	Relation to supernatural	Status of interest group	Status in market	Status in profession	Status in hierarchy
Basis of strategy (VII)	Increase family honor	Increase status & honor of members & practices	Increase religious symbolism of natural events	Increase community good	Increase efficiency profit	Increase personal reputation	Increase size & diversification of firm
Informal control mechanisms (VIII)	Family politics	Visibility of actions	Worship of calling	Backroom politics	Industry analysts	Celebrity professionals	Organization culture
Economic system (IX)	Family capitalism	Cooperative capitalism	Occidental capitalism	Welfare capitalism	Market capitalism	Personal capitalism	Managerial capitalism

Note. Original general table note. Reprinted from The Institutional Logics Perspective (p.

73), by Thornton, P. H., Ocasio, W., & Lounsbury, M, 2012, Oxford: Oxford University Press. 2012.

These seven logics of society contain a range of distinctive features (as shown on the Y-axis of Table 1) that enable the identification of these logics in practice. Which of the features on the Y-axis are relevant varies depending on the context of a study (Reay & Jones, 2016). Features relevant to the entrepreneurship-context of the present study are the source of legitimacy (II), source of authority (III), basis of norms (V), basis of attention (VI), and basis of strategy (VII). These features explain what individuals (among which entrepreneurs) base their decisions on, and which external parties are considered powerful and, therefore, influential on entrepreneurs' decisions (Dwivedi, 2019). The remainder of the features refers to intraorganizational dynamics and, therefore, does not seem to apply to entrepreneurship (Dwivedi, 2019).

The source of legitimacy (II) and source of authority (III) prescribe what creates legitimacy and authority. The source of legitimacy describes the symbolic value of behavior towards stakeholders and therefore determines what appropriate behavior is (Dwivedi, 2019). The source of authority determines which stakeholders are influential in entrepreneurs' decisions (Thornton et al., 2012). As a consequence, entrepreneurs adhering to different logics will act differently (Dwivedi, 2019). For example, an entrepreneur adhering to the market logic will avoid selling shares as this comes at the cost of authority, and he/she will consider activities that increase the share price of his business legitimate. Authority and legitimacy are particularly relevant in entrepreneurship as these features are of great influence on the entrepreneur's ability to acquire resources in his mode of entry (Kibler, Kautonen, & Fink, 2014). The basis of norms (V), basis of attention (VI), and the basis of strategy (VII) frame what the basis of appropriate behavior is, what/where entrepreneur should dedicate their limited attention to, and to what entrepreneurs' activities should contribute, respectively (Dwivedi, 2019). For example, a community logic-driven entrepreneur will dedicate his attention to his investment in a group, and in turn, might recognize possibilities to support a group as entrepreneurial opportunities. He/she will adhere to the norms of this specific group (basis of norms), and his business should contribute to the status of this group (the basis of strategy). An example of a business contributing to the status of a group is a gardener who wants to protect the status of gardeners as experts, and therefore sets the bar high for himself. The combination of entrepreneurs' interpretations of these features determines how entrepreneurs behave in practice.

The four remaining features are not applicable in the context of this study. The source of identity (IV) and informal control mechanism (VIII) explain how different employees identify themselves with their organization, and how employees exert influence on their organization without using authority, respectively (Dwivedi, 2019). Both these features are not

applicable in the context of the present study considering the non-existence of an organization during entrepreneurs' entry modes. Economic systems (IX) describe how organizations distribute resources such as supplies and wealth among employees, which is not relevant for entrepreneurs without employees. Finally, the root metaphors (I) are short symbolic descriptions that explain the essence of logics in a few words, yet they do not allow for comparative analysis in practice due to their abstract nature (Dwivedi, 2019).

2.3 Hybridity

Hybridity is the incorporation of multiple institutional logics that would not conventionally go together into decision making (Battilana et al., 2017; Shepherd, Williams, & Zhao, 2019). A key argument in institutional logics theory is that entrepreneurs must adhere to the expectations and demands of their environment for their business to survive (DiMaggio & Powell, 1983). Adhering to expectations and demands involves the incorporation of the institutional logics of different stakeholders (Frenken, Vaseklainen, Fünfschilling, & Piscicelli, 2018). When these logics are not aligned, hybridity is present.

Hybridity can be problematic as it creates friction that can result in issues such as conflict and dysfunction (Skelcher & Smith, 2015). The combination of the centrality of multiple logics, and the degree to which the practices prescribed by these logics are incompatible determines to what extent hybridity is problematic, and in accordance, the nature of the problems related to hybridity (Besharov & Smith, 2014; Skelcher & Smith, 2015).

The first component of hybridity is centrality. Centrality describes the relative importance of the separate logics in hybridity (Besharov & Smith, 2014). The degree to which multiple logics are central in hybridity is initially determined by the decision maker's degree of adherence to logics (Besharov & Smith, 2014). An entrepreneur could, for example, consider the pursuit of profit as the most important purpose of his business, while another entrepreneur could value profit as an additional benefit. Both these entrepreneurs adhere to the market logic, but to different degrees. The relative power of stakeholders who adhere to different logics can affect this degree (Jones, Maoret, Massa, & Svejnova, 2012). A profit-driven shareholder can, for example, enforce a religion driven entrepreneur to care more about profit. When one logic is more important in decision making than another, hybridity leans toward the more important logic. If logics are of equal importance, hybridity is central. (Shepherd et al., 2019). The more central hybridity is, the greater the chance of conflict and dysfunction (Besharov & Smith, 2014). As a consequence, different management strategies are required to manage different levels of hybridity (Smith & Besharov, 2019).

The second component of hybridity is incompatibility. Incompatibility describes the degree to which goals and activities prescribed by multiple logics get in each other's way (Besharov & Smith, 2014). Institutional logics in themselves are not compatible or incompatible. Incompatibility mainly emerges when there are inconsistencies in entrepreneurial goals and strategies in a specific context (Smith & Besharov, 2019). For example, the goal of an entrepreneur to earn as much money as possible, and simultaneously contribute as much as possible to the environment is generally less problematic if the entrepreneur is a producer of green energy than if he/she is a producer of petrol. In both situations, it is possible to pursue these goals, yet for the former entrepreneurs the goals are more aligned than they are for the latter. The strength of entrepreneur-stakeholder ties can influence incompatibility. Greenwood et al. (2011) argue that weaker entrepreneur-stakeholder ties enable entrepreneurs to deviate more from the prescriptions of logics of stakeholders, and vice versa. Again, different degrees of incompatibility come with different implications for the problems of hybridity and challenges and for the strategies required to manage hybridity (Besharov & Smith, 2014).

2.4 Hybridity in the Mode of Entry

The occurrence of hybridity in the context of the mode of entry is probable. In the mode of entry, entrepreneurs are in a number of dependency relations with stakeholders who might all adhere to different institutional logics, and the entrepreneur's resource dependence requires the incorporation of their logics (Greenman, 2013). For example, Zhao and Lounsbury (2016) show that market logic-driven entrepreneurs have improved access to funding by incorporating a religion logic, as religion logic-driven financiers are more willing to lend to religion logic-driven entrepreneurs. Another example of resource dependence resulting in the need to incorporate stakeholders' logics is noted by Belleflamme, Lambert, and Schvienbacher (2014), who report on demands of crowdfunding platforms for market logic-driven entrepreneurs to create social value (adhere to the community logic) in order to make use of the platforms.

Besides acquisition in the mode of entry, the assessment of readiness to seize opportunities can be linked to hybridity. Almandoz (2014) shows that a bank strongly acting upon a community logic is more risk-averse than a market logic-oriented counterpart. One could argue that a community logic-driven entrepreneur will function likewise, and has a more strict assessment of readiness due to his unwillingness to create risk towards stakeholders. When the logics of stakeholders and of the entrepreneur differ, the entrepreneur will be required to incorporate multiple logics into his assessment of readiness (Pache & Santos, 2013). Not only can hybridity affect the assessment of the degree of readiness, it can also determine the nature of readiness. For example, the expert logic demands a degree of expertise as readiness, while

the market logic is cash-oriented with regard to being ready for the establishment of a new business (Thornton et al., 2012).

Which institutional logics are at play in the entrepreneur's mode of entry can vary from context to context. However, any for-profit entrepreneur is, by all means, adhering to a market logic (Bruneel, Moray, Stevens, & Fassin, 2016). Schramm (2010) argues that every form of entrepreneurship is to some extent social, and therefore in accordance with the community logic. Furthermore, the acquisition of knowledge and skills in the mode of entry is inherent to the professions logic; the basis of strategy of the professions logic is the increase of quality of craft (Thornton et al., 2012). Besides, legislation plays a role in the mode of entry. Certifications are required to establish certain types of companies such as health practices. Conformance to legislation can be captured in the state logic (Radoynovska, Ocasio, & Laasch, 2020). Besides, the family logic is perpendicular to risk-taking and entrepreneurship in general, arguably resulting in longer and more extensive entry modes (Thornton et al., 2012). In contrast, the logic of religion (Christianity in particular) has been linked to risk-tolerant attitudes in financial decisions, presumably stimulating relatively short entry modes (León & Pfeifer, 2017). However, other religions have been linked to more risk-averse attitudes (Zhao & Lounsbury, 2016).

The potential existence of institutional complexity in entry modes gives rise to the question to what extent multiple logics are central and incompatible. In the context of organizations, resource dependence is directly related to the centrality of logics (Besharov & Smith, 2014). It is plausible that the entrepreneur's resource dependence in the mode of entry functions likewise concerning centrality. Most entrepreneurs will have to acquire certain resources to found a business and will, therefore, have a degree of resource dependence. This resource dependence can, in turn, result in central, problematic hybridity (Gümüşay, 2018).

2.5 Management of Hybridity

As discussed, no research has been dedicated to the management of hybridity in entrepreneurs' entry modes. Therefore, no propositions will be formulated. However, literature does give insight into organizational hybridity management strategies. As mentioned, for different forms of hybridity, different management strategies are effective (Besharov & Smith, 2014). The studies that have examined the management of hybridity in the organizational context show that the tension in hybridity is generally addressed by means of two strategies. Incompatible hybridity is typically managed by means of the separation of logics into different compartments (e.g., Gümüşay, Smets, & Morris, 2020), and central hybridity is generally

managed by the blending of logics into new prescriptions and practices (e.g., Battilana & Dorado, 2010).

2.5.1 Managing Central Hybridity

Organizations and their employees generally blend multiple central logics (Besharov & Smith, 2014). Blending involves the “synergistic incorporation of elements of existing logics into a new and contextually specific logic” (Skelcher & Smith, 2015, p. 440). An example of this strategy is described by Kent and Dacin (2013) who explain how microcredit (providing the poor with loans) was invented to fight poverty and simultaneously create financial profit to banks, blending both the logics of market and community. In addition, Gümüşay (2018) highlights entrepreneurs who blend the market and religion logic by only cooperating with parties adhering to religious norms.

A prerequisite for blending is that an entrepreneur is not dedicated to a logic beforehand (Greenwood et al., 2011). Opposed to rigid organizations, cognitively flexible entrepreneurs are in a beneficial position for the use of this approach in their mode of entry (Pache & Santos, 2013). Blending logics can result in innovative solutions, that bypass the constraints set by the original institutional logics of external pressures such as stakeholders (Skelcher & Smith, 2015). A sufficient degree of entrepreneurial abilities and openness to other than the entrepreneur’s own institutional logics is necessary for the use of the blending approach (Binder, 2007). Besides, a prerequisite to blending is that coexisting logics are sufficiently compatible (Townley, 2002).

2.5.2 Managing Incompatible Hybridity

Organizations and their employees generally reduce the tension created by the incorporation of multiple incompatible logics by means of the “structural separation of the enactments of logics in dedicated compartments” (Gümüşay et al., 2020, p. 2). This separation strategy is common for organizations that can adapt their organizational structure and separate coalitions of individuals adhering to different logics into different departments, all dealing with their own external pressures (Skelcher & Smith, 2015).

This strategy does not hold true for entrepreneurs who have not yet established their business. However, it is possible for individuals to dedicate certain practices to one logic, and other practices to another logic (Gümüşay et al., 2020). Reay and Hinings (2009) show how a group of physicians makes medical decisions based on the professions logic, while basing certain managerial decisions on a market logic in order to bundle their forces with a market logic driven party to jointly ‘get something’ from government. A similar separation strategy

could be expected in the context of entrepreneurs, who could incorporate the logics of stakeholders in certain decisions or activities to enable collaboration.

2.5.3 Managing Central Incompatible Hybridity

When a high degree of centrality and incompatibility are present simultaneously, conflict and organizational dysfunction are inevitable (Besharov and Smith, 2014; Skelcher & Smith, 2015). However, Gümüşay et al. (2020) recently suggested that these situations are partially managed by either decreasing centrality or decreasing incompatibility. No strategies have been noted to decrease both the centrality and incompatibility. While not completely resolving the tension, the hybridity does become less conflict-prone. However, the management of central, incompatible hybridity has not been studied on the level of the individual. This theoretical gap raises the question of how entrepreneurs respond to this form of hybridity.

2.5.4 Sub-questions

Considering the notion that different strategies are effective for organizations to manage different forms of hybridity, it can be expected that this applies to the context of entrepreneurship as well. Therefore, several sub-questions should be formulated in order to answer the main research question of this study. Given that different strategies are used by organizations to deal with central, incompatible, and central incompatible hybridity, the-sub questions that have to be answered are the following:

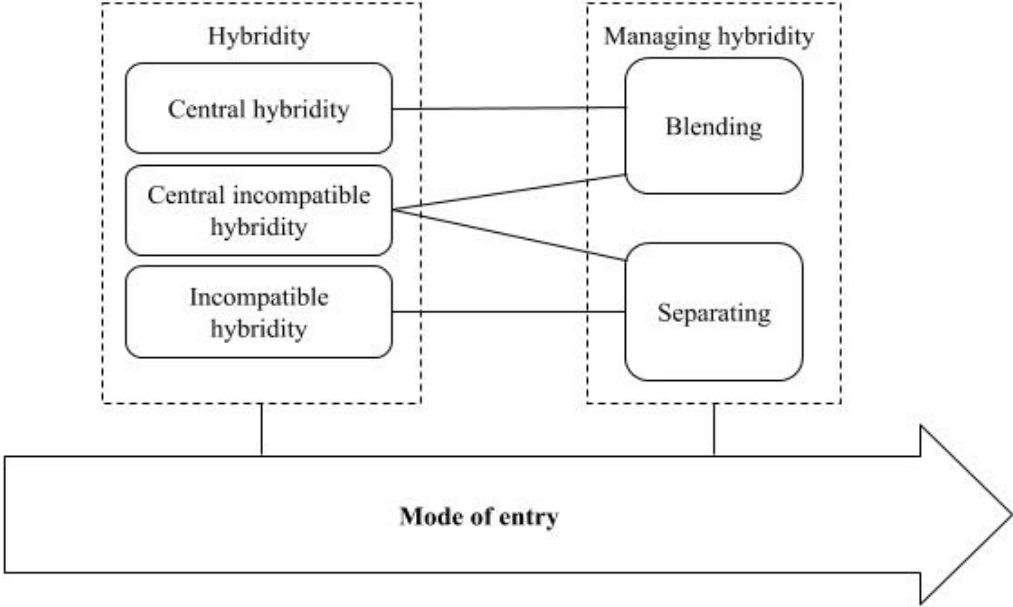
- *How do entrepreneurs manage incompatible hybridity in their mode of entry?*
- *How do entrepreneurs manage central hybridity in their mode of entry?*
- *How do entrepreneurs manage central incompatible hybridity in their mode of entry?*

2.5.5 Conceptual Model

A conceptual model has been constructed in Figure 1 to visualize the research questions of this study. In this model, the key concepts of this study are related to each other. The theoretical foundation of this study indicates that central hybridity is generally managed using a blending strategy, and incompatible hybridity is managed by means of separation. The present study aims to show whether these strategies do apply to the context of entrepreneurs' entry modes, and/or whether different, novel strategies are used by entrepreneurs to manage hybridity. For central incompatible hybridity both known and novel strategies could apply. The mode of entry is depicted as an arrow in the model because the mode of entry both involves a set of activities and the period in which these activities take place.

Figure 1

Conceptual Model of Hybridity Management in the Mode of Entry



3. Research Methodology

3.1 Research Strategy

The purpose of this study was to explore how entrepreneurs manage hybridity in their mode of entry. As noted, hybridity is the incorporation of multiple institutional logics. Institutional logics are revealed through language, practices, and symbols (Reay & Jones, 2016). Qualitative research methods are appropriate for the analysis of symbols, practices, and language in particular (Polkinghorne, 2005). Due to the notions that institutional logics are normative, and entrepreneurs' agency determines how logics are materialized in practice, an interpretivism research philosophy was considered most appropriate (Reay & Jones, 2016). Interpretivism leans toward qualitative research (Thanh & Thanh, 2015). Understandings, perceptions, and interpretations of individuals will be looked into to explain reality rather than objective facts. In contrast, quantitative research methods are well suited to more positivistic and objectivistic research objectives (Eyisi, 2016). Finally, qualitative research allows for the exploration of phenomena in connection with their context, such as the management of hybridity in the specific context of the mode of entry (Justesen & Mik-Meyer, 2012). To examine how hybridity is managed by entrepreneurs, an in-depth understanding of the mechanisms that allow for the incorporation of multiple logics had to be created.

3.2 Operationalization

To define the mode of entry in this study, the conceptualization by Tolbert and Coles (2018) has been used. Their conceptualization of the mode of entry included two dimensions: the *acquisition* of resources, skills, and knowledge required to seize an opportunity, and the *assessment of readiness* to seize this opportunity. The assessment of readiness is indicated by entrepreneurs' assessment of being prepared well enough to found a business (Tolbert & Coles, 2018). The dimension of acquisition was split up in the 'acquisition of resources', 'acquisition of skills', and the 'acquisitions of knowledge' as separate indicators. Behind every indicator a number is shown, referring to a predetermined research question in the semi-structured interview guide in Appendix A.

Table 2

Indicators of the Mode of Entry

Concept	Dimension	Indicator
Mode of entry	Acquisition	Acquisition of resources (1)
		Acquisition of skills (2)
Concept	Dimension	Indicator

		Acquisition of knowledge (3)
	Assessment of readiness	Assessment of being prepared well enough to found a business (4)

To capture the institutional logics that underlie the behavior of the entrepreneurs, and the interests and demands of their stakeholders, the ideal types by Thornton et al., (2012) (presented in Table 1 in chapter 2) have been used. Indicators for the distinctive features of these logics (source of legitimacy, basis of norms, basis of attention, basis of strategy and source of authority) have been deducted from descriptions provided by Dwivedi (2019). These indicators are presented in Table 3. A pattern matching technique was appropriate to compare the ideal types of logics presented in Table 1 in the theoretical framework to the empirical data and determine which of the institutional orders of society were at play (Reay & Jones, 2016).

Table 3

Indicators of Distinctive Features of Institutional Logics

Concept	Dimension	Indicator
Institutional logics	Source of legitimacy	The symbolic value of actions (5)
	Basis of norms	The values and norms that shape decisions (6)
	Basis of attention	What is considered important (7)
	Basis of strategy	Actions should lead to an increase in... (8)
	Source of authority	The sources of power that are considered legitimate (9)

To examine hybridity, the definition of hybridity by Besharov and Smith (2014) and associated dimensions were used to capture hybridity. Indicators for centrality have been extracted from the paper by Besharov and Smith (2014). Their description of incompatibility, however, was not aligned with the context of entrepreneurship. For that reason, two indicators by Bishop and Waring (2016) were used for incompatibility. One additional indicator by Pache and Santos (2013) was used for incompatibility, as legitimacy was likely to be relevant for entrepreneurs. These indicators of incompatibility (presented in Table 4) were applicable to the entrepreneurship context of this study.

Table 4

Indicators of Hybridity

Concept	Dimension	Indicator	Source
Hybridity	Centrality	The importance of multiple logics in goals (10)	(Besharov & Smith, 2014)
		The importance of multiple logics in strategies (11)	(Besharov & Smith, 2014)
	Incompatibility	Tension in goals prescribed by multiple logics (12)	(Bishop & Waring, 2016)
		Tension in activities prescribed by multiple logics (13)	(Bishop & Waring, 2016)
		Tension in legitimacy prescribed by multiple logics (14)	(Pache & Santos, 2013)

Finally, the purpose of this study was to explore how entrepreneurs manage hybridity. For that reason, questions about the strategies used to deal with friction and tension related to hybridity were included in the interview guide. Besides, a question about the consequences of the use of these approaches was included to determine how these strategies affected the mode of entry.

3.3 Data Source Selection

Data were collected from eight Dutch entrepreneurs, that is, individuals who have founded a business in the past (Tolbert & Coles, 2018). In addition, two individuals who did start with preparing for the founding of a business, but did not succeed in actually founding a business were interviewed. These individuals provided valuable insight into the mismanagement of hybridity, and the consequences hybridity can have. The main criterion that was upheld in the selection of respondents was that the entrepreneurs had to have completed their entire mode of entry in order to report in retrospect on this period. This meant that the business had to be formally established. For the respondents who did not manage to formally found a business it meant that these respondents had stopped actively preparing for the founding of a business. A risk involved with historical research is memory bias, an incorrect recalling of memories. Both short term and long term memory bias effects exist (Mottier, 2005). For that reason, entrepreneurs with a diverse number of years after the start of their businesses were selected, ranging from 1 to 36 years (as shown in Table 5). Entrepreneurs with a range of different business types and business sectors have been recruited. Considering the limited understanding of hybridity in entrepreneurship, it was interesting to look out for a relation between the type of entrepreneur/business and the occurrence of hybridity. Furthermore, by reporting on the different types of businesses of the entrepreneurs, a degree of transferability is

upheld (Symon & Cassell, 2012). Both male and female entrepreneurs were interviewed. Interviews lasted between 27 and 46 minutes.

Table 5

Respondents Characteristics

Respondent Code	Sex	Respondent and business description	# Years after start of the new business	Duration of interview # min.
Entrepreneur 1	Female	Entrepreneur: Decorative wood crafting	10	31
Entrepreneur 2	Female	Entrepreneur: General health practice	21	37
Entrepreneur 3	Male	Entrepreneur: Physiotherapists practice	36	30
Entrepreneur 4	Male	Entrepreneur: Self-employed software consultant	7	28
Entrepreneur 5	Male	Entrepreneur: Online social platform	2	43
Entrepreneur 6	Male	Entrepreneur: Cybersecurity solution	5	46
Entrepreneur 7	Female	Entrepreneur:: Psychologists practice	8	37
Entrepreneur 8	Male	Entrepreneur: Flight-broker	1	36
Entrepreneur 9	Male	Unsuccessful entrepreneur: Online sport initiative	X (+/-4)	46
Entrepreneur 10	Male	Unsuccessful entrepreneur: Non-profit	X (+/-3)	43

3.4 Data Collection Method

Data was collected by means of semi-structured interviews. Semi-structured interviews allowed for the collection of data on the respondents' history, therefore enabling to report in retrospect on the mode of entry (Janesick, 2010; Mack, 2005). In addition, semi-structured interviews allowed the researcher to ask follow-up questions and delve deeply into answers when needed (Mack, 2005). Due to the notion that institutional logics shape a pattern of interpretation, the ability to ask further to explore respondents' interpretations of reality was momentous (Thornton et al., 2012). Semi-structured interviews allowed the researcher to explore the values and norms of individuals, and in turn examine the underlying institutional

logics individuals adhere to (Reay & Jones, 2016). Finally, opposed to structured interviews that are effective when literature is highly developed, semi-structured interviews are more appropriate for the underdeveloped literature regarding the topic of this study (Sekaran, 1992). The semi-structured interview guide (presented in Appendix A) was based upon the operationalization. For every operationalized concept a corresponding research question was formulated, indicated by the numbers in the operationalization tables and the semi-structured interview guide in Appendix A.

Due to governmental measures, face-to-face interviews were no option. Interviews could either be conducted via Skype or over the telephone. Due to the benefits of visual cues, Skype was initially selected as the data collection tool (Deakin & Wakefield, 2014). However, during the first interview (with entrepreneur 9), the Skype recording tool appeared to cause significant hitches. After an additional test, it was concluded that Skype was ineffective for data collection. For that reason, all the other interviews were conducted via telephone. To compensate for the loss of visual cues, verbal cues were taken into account by transcribing the interviews full-verbatim (Sturges & Hanrahan, 2004). A call recorder application was used to record telephone interviews.

3.5 Research Ethics

Within the field of social studies, consensus exists about the importance of research ethics (Diener & Crandall, 1978). Several ethical measures were taken in this study. First of all, the researcher ensured that respondents could decide consciously if they wanted to participate in this study (Mack, 2005). To assure informed consent, every respondent was informed about the purpose of this study, the amount of time participation would take for the respondent, and the respondent was informed about the opportunity to withdraw from participating at any time. Also, the respondent was informed about the way confidentiality was protected. Anonymization was used for the protection of confidentiality. For the respondents to be untraceable, names (and other traceable data) were removed from this study. The recordings of interviews were handled with care, recordings were saved offline. All the respondents received an informed consent form upfront, describing all the information and measures mentioned in this paragraph (Appendix B). The respondents were asked to reply with 'agree' if they had read and agreed on these terms. Finally, the attitude of the researcher should be neutral and not judgmental, both during and after the interviews (Swanborn, 2013). When interviewees reported on anything sensitive, the researcher avoided judgemental behavior in order to provide a safe environment.

3.6 Reliability and Validity Considerations

The impact of every research decision on the quality of the study had to be evaluated. Because the researcher strived for reliable research, the study had to be repeatable and resulting in the same outcomes (Yin, 2014). To achieve reliable research, the researcher should be transparent in every step in the research process (Boeije, 2008). All the steps taken to collect and analyze data are presented and substantiated. In addition, memos were made in the process of analysis to enable transparency in the possible occurrence of researcher bias (Symon & Cassell, 2012). As all of the interviewees in this study were Dutch, interviews were conducted in Dutch. Interviews in the respondents' native language generally result in more in-depth answers (Inheteven, 2012). For this reason, the semi-structured interview guide was translated into Dutch. However, translation comes with the risk of loss of meanings (Van Nes, Abma, Jonsson, & Deeg, 2010). Therefore, a fellow student has peer-reviewed the original and the translated interview guide to ensure the preservation of meanings in translation. The researcher and readers of this study should be aware that the relatively small amount of interviewees in this study comes with the risk of random deviation in findings (Bleijenbergh, 2013).

Construct validity refers to how well the study empirically measures the constructs as described in theory (Healy & Perry, 2000). Construct validity can be threatened when participants guess the desired end-result (Trochim & Donnelly, 2001). To enhance construct validity the researcher actively avoided signaling any expectations before, during, and after the interviews. Furthermore, when answers could be interpreted in multiple ways, the author asked the respondent for clarification to avoid deviations between interpretations and meanings. Member checks were done to enhance construct validity (Koelsch, 2013). Summaries of transcripts of one page at maximum were sent to respondents with the question to respond in case they disagreed on interpretations. No adaptations were suggested by the respondents.

Finally, external validity refers to the generalizability of the results to a population (Bleijenbergh, 2013). In qualitative studies like this one, external validity refers to the generalizability of patterns, defined as analytical generalization (Bleijenbergh, 2013). While in the present study only ten entrepreneurs have been interviewed about their entry modes, the results of this study contribute to the general existing theory regarding hybridity in the context of entrepreneurship.

3.7 Data Analysis

All the recordings of interviews were transcribed full-verbatim. To analyze the data, the transcripts were coded. Coding refers to making a connection between concepts that are observed empirically and the abstract theories that could explain these observations

(Bleijenbergh, 2013). Computer program 'Atlas.ti' was used for coding as this contributes to reliability and comparability of results across texts as coding rules are made explicit (Duriiau, Reger, & Pfaffer, 2007). Template analysis was used to code and analyze the data in this study. Opposed to grounded theory, template analysis allows for the construction of several predefined themes based on theory (King, 2012). Template analysis is effective when some theory does exist, but the existing theory is not definitive as was the case in this study. General approaches to manage hybridity were presumed to be applicable in the context of entrepreneurship, but other approaches could still be explored. Template analysis is particularly useful for testing out how well existing theoretical concepts apply to qualitative data sets (Brooks, McCluskey, Turley, & King, 2015). Furthermore, template analysis is appropriate for discovering the underlying causes of behavior, which is the core of institutional logics (Symon & Cassell, 2012).

In template analysis, a high degree of structure is used in the process of analysis, but with the flexibility to adapt the template if necessary. Template analysis is described as the middle ground between an inductive and a deductive research approach (Symon & Cassell, 2012). The inductive flexibility was required to discover novel hybridity management strategies, while the structured deductive side supported the analysis of institutional logics and hybridity. An initial template was constructed prior to the first interviews, based on the operationalization of concepts and relations (Presented in Appendix C). The initial template was adapted, based on themes emerging from the data. Three adaptations have been made to the initial template. For both the abstract strategies appointed in the theoretical framework, a concrete form emerged in the data. Therefore, 'creative utilization' and 'outsourcing' were added as third-order codes for the second order 'blending' and 'separation', respectively. Finally, a third strategy emerged from the data, defined as 'legal force'. This strategy was added as an additional second-order code for the first order code 'managing hybridity'. The adaptations to the template resulted in a final template (presented in Appendix D), by means of which all the data were then coded.

4. Results and Analysis

The analysis is divided into three sections. In the first section, incompatible, non-central hybridity is discussed. In the second section, central yet moderately incompatible hybridity is discussed, followed up by a discussion of central incompatible hybridity in the third section. These three sections are structured equally. First, the occurrence of the type of hybridity is discussed, followed up by a discussion of the implications of the type of hybridity for the entry mode, and finally, the strategies used to manage the type of hybridity are discussed. The final section of the analysis highlight and summarizes the main findings of the analysis.

To start, hybridity occurred nine times in total in the entry modes of eight of the entrepreneurs in this study. Entrepreneurs 1 and 7 did not seem to have faced hybridity, and unsuccessful entrepreneur 10 faced two occurrences of hybridity. All the occurrences of hybridity are summarized in Table 6. The type of hybridity, the institutional logics at play, the activities and goals in which these logics were embedded, and the indicators by means of which the types of hybridity were discovered are summarized in this table. The separate occurrences of hybridity are elaborated on in the following sections of this chapter.

Table 6

Occurrences and Characteristics of Hybridity Occurrences in Entry Modes

Hybridity problematic due to... √	Institutional logics	Incompatible activities or goals	Indicators	Entrepreneur
Incompatibility	Corporation/Community	Growing the size of the business/Following electives	Increase size of firm/Group membership	5
Incompatibility	State/Market	Complying with legal requirements/Doing consultancy work	Bureaucratic domination/Self-interest	4
Incompatibility	State/Community	Complying with legal requirements/Raising money for children	Bureaucratic domination/Personal investment in group	10
Centrality	Profession/Market	Flight training/Making profit with business	Professional association/Self-interest	8
Centrality	Corporation/Family	Increase team size/Securing income for family	Increase size of firm/Membership in household	6
Incompatibility and centralilty	State/Corporation	Adhering to rules of health insurer/ Growing a business	Bureaucratic domination/Increase size of firm	2
Incompatibility and centralilty	State/Corporation	Adhering to municipality rules/ Acquiring a business location	Bureaucratic domination/Increase size of firm	3
Incompatibility and centralilty	Profession/Market	Pursuing a degree/Building a business	Professional association/Self-interest	9

Table 6 Continued

Hybridity problematic due to... √	Institutional logics	Incompatible activities or goals	Indicators	Entrepreneur
Incompatibility and centralilty	Profession/Community	Pursuing a degree/Establishing a non-profit	Professional association/Personal investment in group	10

4.1 Incompatible Hybridity

4.1.1 Occurrences of Incompatible Hybridity

Entrepreneurs did appear to face the incompatible, non-central type of hybridity in their entry modes. In the appearances of this type of hybridity, the activities prescribed by a peripheral logic got in the way of the activities prescribed by a more important logic. For some of the entrepreneurs, this type of hybridity was the result of personal goals getting in the way of the establishment of the business, while for others external pressures appeared to have caused hybridity. An example of personal goals resulting in hybridity was demonstrated by entrepreneur 5 whose goal to build a business was embedded in the corporation logic. However, during the establishment of the business, the entrepreneur was following (college) electives driven by a motivation embedded in the community logic. The entrepreneur explained both the incompatibility and the low importance of the goal embedded in the community logic:

“I did not really want to follow a master’s degree, but I did have a little bit of guilt; I did not have a masters and my friends did have one. Looking back I shouldn’t have done the electives. . . . You can’t focus on your business fulltime and this comes at the cost of growth. . . . it [electives] took only 60 or 80 hours. In the end, I don’t think it was of such a big influence” (Entrepreneur 5).

The in the community logic embedded electives thus got in the way of the business establishment, embedded in the corporation logic, and therefore appeared incompatible. Opposed to entrepreneur 5 who faced this type of hybridity due to a personal goal, others faced incompatible hybridity as a result of external pressures. The Dutch Chamber of Commerce and Tax administration have several requirements for businesses to comply with. Entrepreneurs 4 and 10 were required to figure out how to comply with these requirements in their entry modes. Activities such as figuring out how to comply, enforced by means of governmental authority, are embedded in the state logic. The entrepreneurs explained that they had less time that could be spent on other activities in their entry modes because of the need to dedicate time to figuring out how to comply. Activities therefore got in each other’s way, indicating incompatibility. As the activities of figuring out how to comply appeared to get in the way of other activities

(embedded in the market and community logic) in the entry modes of entrepreneurs, hybridity emerged. However, the activities prescribed by the state logic cannot be considered important as the entrepreneurs explained that many other, different activities constituted the largest share of their entry modes. For example, entrepreneur 10 mentions: “*You had to raise money. . . . you cannot do anything without writing a business plan, it all follows each other up.. Building a website.*” These activities were embedded in the community logic. This therefore seems to resemble incompatible, but non-central hybridity.

4.1.2 Implications for the Mode of Entry

Despite the limited importance of the peripheral logics, the occurrences of incompatible hybridity did appear to have several different consequences for the entry modes of the entrepreneurs who faced incompatible hybridity. A similarity throughout all the occurrences of central hybridity was that the implications appeared to be limited; the entrepreneurs did not experience major difficulties resulting from this type of hybridity. For entrepreneurs 4 and 10, the nature of the mode of entry was shaped by hybridity. Due to the requirement to comply with regulations, the entrepreneurs had to figure out how to comply. Entrepreneur 10 summarized these requirements embedded in the state logic as “legal things”. The occurrence of the state logic resulted in more knowledge that had to be acquired in the mode of entry. Finally, for entrepreneur 5 the peripheral logic was related to the entrepreneur’s personal life and therefore did not seem to affect the nature of the mode of entry. For this entrepreneur, the occurrence of hybridity was related to the expense of time. The community logic prevented the entrepreneur from dedicating time to activities in his mode of entry, and hybridity therefore slowed down his mode of entry (as explicated in his quote in section 4.1.1).

4.1.3 Management of Incompatible Hybridity

In spite of the limited consequences on the mode of entry, two of the entrepreneurs considered incompatible hybridity problematic and therefore used strategies to manage hybridity. Entrepreneur 10 was not willing to figure the in the state logic embedded regulations out for himself and entrepreneur 4 considered these regulations too complicated to figure them out for himself. Entrepreneur 4 explains: “*It [compliance with legal requirements] is fairly complicated so you could better outsource it*”. Both entrepreneurs outsourced the activities prescribed by the peripheral state logic. Entrepreneur 4 hired an accountant, and entrepreneur 10 used a start-up coach who figured out the legal requirements for the entrepreneur. The use of outsourcing decreased the centrality of hybridity for the entrepreneurs. Adhering to the peripheral state logic was no longer necessary for the entrepreneurs and therefore no longer important. Due to this, the entrepreneurs could dedicate all their time to activities prescribed by

the more important logics in their entry modes, which resulted in the entrepreneurs' entry modes taking less time than it would without external support.

4.2 Central Hybridity

4.2.1 Occurrences of Central Hybridity

Central hybridity appeared to be the rarest type of hybridity. In the few occurrences of this type of hybridity, two logics were of equal importance, yet the logics were only moderately incompatible. The causes of this type of hybridity both appeared to be related to the personal goals of the entrepreneurs, but in deviating ways. For entrepreneur 8, hybridity was the result of the personal goal to become a pilot, and activities required to seize this goal (flight training) got slightly in the way of the establishment of the business. Following flight training to acquire a flight certificate indicates the professions logic. The pursuit of flight training was considered important, as the entrepreneur's long term goal was to become a pilot. For that reason, hybridity is considered central. In the other occurrence of central hybridity, entrepreneur 6 considered the goal of taking care of his family important. The entrepreneur did not dare to quit his former employment due to personal responsibilities towards the family. Entrepreneur 6 explained:

“I thought that it will work out now. But I also thought I'm not going to take that risk because I have a wife and kids, and certain responsibilities, and I do not think it is responsible to just leave my employer. And some parties considered that weird, they said It does not show commitment.”

In this quotation, the entrepreneur explicated how the family logic was misaligned with the corporation logic. Considering the trade-off the entrepreneur was willing to make with regard to legitimacy (not showing commitment) for the family logic, this logic can be considered important for the entrepreneur. The family logic prescribed to the entrepreneur that he should have a guaranteed income, which did get in the way of rapid growth of the business (corporation logic). For both the entrepreneurs, the incompatibility was only limited as the entrepreneurs were able to combine the activities/goals in a way in which the problematic nature was limited. Entrepreneur 8 could plan his flight training whenever he had the time, and entrepreneur 6 got permission to work on his business part-time besides his regular job, and the entrepreneur therefore still had certainty regarding his role as caretaker for his family. For both the entrepreneurs, the flexibility ensured a degree of compatibility between the logics.

4.2.2 Implications for the Mode of Entry

The central logics did appear to have certain implications for the entry modes of the entrepreneurs. However, since the logics did not get in each other's way to a large extent, the impact of hybridity on the entry modes appeared limited. For entrepreneur 8, the pursuit of a flight certificate did slightly slow down the mode of entry, and vice versa, the establishment of a business slowed down the pursuit of a flight certificate. The entrepreneur summarized: "*Because of it [the simultaneous pursuit of flight education establishment of a business], it all takes a bit longer but I am almost finished with the [flight] training.*" For entrepreneur 6 the consequence of hybridity was a three-month delay of the mode of entry, which the entrepreneur considered fine. Furthermore, as explicated in the quote of entrepreneur 6 in the former section, this entrepreneur makes clear that his occurrence of hybridity came at the cost of legitimacy as he is not showing commitment. However, the entrepreneur does not indicate any consequences of not showing commitment with regard to his ability to cooperate with stakeholders.

4.2.3 Management of Central Hybridity

Despite the limited problems experienced with central hybridity, a strategy is used to manage it. Since entrepreneur 8 his goals were of equal importance, the entrepreneur manages to creatively utilize both goals in each other's benefit in his long business strategy. The entrepreneur explained: "*The final goal is to start with our own fleet (of airplanes) and we do the flying ourselves, so I can fly myself.*" By becoming a pilot within his own company, the entrepreneur can adhere to both his goal of becoming a pilot and to run a business. The entrepreneur elaborates that by means of this strategy, he will have more control over the services offered by his business that are currently outsourced, allowing the entrepreneur to offer better service which can benefit the business. What must be noted is that this strategy does not affect the entry mode, but rather the future business. By means of this strategy, the incompatibility was removed as the goals no longer got in each other's way. The centrality appeared to remain the same, there was no indication that one of the goals became more or less important than it was before managing hybridity. What must be noted is that the activities prescribed by the profession logic during the mode of entry (flight training) deviated from the activities after the mode of entry (flying as a pilot). As the activities prescribed by the professions logic changed, the ability to creatively utilize the logics seemed to emerge.

4.3 Central Incompatible Hybridity

A preliminary note has to be made for central incompatible hybridity. Entrepreneur 10 faced two types of hybridity in his mode of entry, the entrepreneur faced incompatible hybridity (discussed in Section 4.1) and central incompatible hybridity. The two occurrences revolved around different goals and activities.

4.3.1 Occurrences of Central Incompatible Hybridity

The entrepreneurs who faced central incompatible hybridity dealt with activities and goals embedded in different logics, that were all of high importance and got in each other's way to a large extent, and were therefore highly problematic. The causes of this type of hybridity appeared to be twofold. Entrepreneurs 2 and 3 faced highly incompatible, inevitable external pressures that led to problematic hybridity. Entrepreneur 9 and 10 who also faced this type of hybridity set their own goals that appeared to be highly incompatible.

The external pressures that caused hybridity in entry modes in both occurrences involved the state logic. Parties with bureaucratic dominance regulated the market by preventing entrepreneurs 2 and 3 from starting a business. Both bureaucratic dominance and market regulation are clear indicators for the state logic. In order to start, both the entrepreneurs were required to receive permission (in the form of a contract) from the external parties (health insurers/city council) to start. The goal/activity prescribed by the state logic thus involved the acquisition of a contract. Due to the power of these external pressures, the importance of the acquisition of such a contract was high and therefore caused central hybridity. The incompatibility was high, as both the entrepreneurs were entirely prevented from adherence to their corporation logic driven goal to build a business because of the requirement to acquire a contract.

The second cause of central incompatible hybridity involved personal goals that appeared incompatible with the establishment of a business. Both entrepreneurs 9 and 10 were driven by motivations embedded in the market logic (self-interest) and the community logic (investment in community) respectively, in their establishment of a business. In addition, both entrepreneurs combined the establishment of a business with the pursuit of a college degree. The pursuit of a degree is generally embedded in the professions logic due to the role of a university as a professional association. Entrepreneur 10 argued the incompatibility of this personal goal with the establishment of a business: "*founding a business that is something you have to dedicate more time to for a while. . . . And I think that a different goal really gets in your way. . . . Of course, you need some time*". For both these entrepreneurs, the importance of both logics seemed of equal importance. For example, entrepreneur 9 explained that he would have stopped with his education if the business had worked out, yet he called the study the "*main line, the safe line*". Opposed to entrepreneurs 2 and 3, entrepreneurs 9 and 10 were able to combine their institutional logics, yet these entrepreneurs both stopped establishing their businesses prematurely, as they explained that there was too much time involved with the simultaneous pursuit. Therefore, the incompatibility is considered high as well.

4.3.2 Implications for the Mode of Entry

Central incompatible hybridity did appear to have major implications for the modes of entry of the entrepreneurs who faced it. For entrepreneurs 2 and 3, the requirement to incorporate the state logic resulted in a delay with regard to their goal to grow their businesses. For entrepreneur 3 this delay lasted 10 years and involved difficulties in the acquisition of a resource. For entrepreneur 2, the incorporation of the state logic translated to the requirement to acquire a specific resource (a contract) in the mode of entry. In order to acquire a contract, the entrepreneur had to wait on a waiting list of which the waiting time could have taken years. Central hybridity can, therefore, slow down the mode of entry, and also determine the nature of resources that have to be acquired in the mode of entry.

For entrepreneurs 9 and 10, the occurrence of hybridity was problematic as it slowed down the pursuit of the goals embedded in both the incompatible logics. However, the entrepreneurs did not indicate a direct relation between hybridity and the nature or difficulty of a specific part of their entry modes. The entrepreneurs both ended their entry modes before they registered businesses. Entrepreneur 9 explained: *“After a while, so much time was involved. I either had to spend lots of time, or I quit, and it was not easy. It just takes more time than appropriate. So I decided to continue my education and stop working on the company”*. It appears that the incompatibility of the goals prescribed by the different logics was on such a high level that the simultaneous goal pursuit could not be durably maintained.

4.3.3 Management of Central Incompatible Hybridity

The problematic central incompatible hybridity was actively managed by some of the entrepreneurs. First of all, the creative utilization of activities prescribed by different logics appeared to be effective. Entrepreneur 9 explained that by seizing a degree at the university the entrepreneur got access to, and made use of the start-up support facilities of his university that supported the establishment of his business. The entrepreneur explained: *“Yeah especially they made sure I did not have to do all on my own. It mainly saved me some time in looking up requirements and stuff. . . . They were flexible in what they helped you with”*. Through this strategy, some time was saved, which allowed for the entrepreneur to spend this saved time on one of his goals (college degree or building a business). The logics, therefore, got in each other’s way to a lesser extent. To specify, the market logic got less in the way of the professions logic as the support helped him with the business, not with education; the incompatibility of the hybridity was decreased. There are no signs of a change in the centrality of hybridity related to the use of this approach.

A second, different strategy used to manage central incompatible hybridity appeared from the data. Entrepreneur 3 considered the requirement to wait on a waiting list to receive a contract problematic, as the entrepreneur did not have an income at that time. The entrepreneur made use of legal force to enforce his contract. By filing a lawsuit, the entrepreneur managed to receive the contract, and in that fashion adhered to the state logic. Due to this lawsuit, the entrepreneur significantly reduced the time it took to acquire a contract, and with that shortened his mode of entry. The legal force used to deal with the occurrence of central incompatible hybridity resulted in the incompatibility being removed as the state logic no longer got in the way of the corporation logic; the necessity to wait for a contract did no longer get in the way of starting and growing a business. The centrality was not affected. The acquisition of a contract was still necessary to start the business.

4.4 Summarizing

To sum up, three different strategies appeared from the data (presented in Table 7). First, entrepreneurs 8 and 9 creatively utilized goals in each other's benefit in order to decrease the incompatibility of both central incompatible hybridity, and central hybridity. The entrepreneurs found creative ways in which the conventionally incompatible logics got in each other's way to a lesser extent, and in the case of entrepreneur 8 even seemed to strengthen each other. Second, legal force was used by entrepreneur 3 to remove the incompatibility of central incompatible hybridity in its entirety. Finally, entrepreneurs 4 and 10 made use of outsourcing to separate practices prescribed by a peripheral logic to decrease the centrality of incompatible hybridity.

Table 7

Overview of strategies used to manage hybridity

Hybridity type	Strategy used	Strategy decreases...	Entrepreneur(s)
Incompatible	Outsourcing	Centrality	4 & 10
Central	Creative utilization	Incompatibility	8
Central incompatible	Creative utilization	Incompatibility	9
Central incompatible	Legal force	Incompatibility	3

Several entrepreneurs did face hybridity but did not make use of a strategy to manage it. Entrepreneurs 2, 4, 5, and 6 all dealt with hybridity but were either unable to use a strategy to manage it, or did not consider it necessary to make use of a strategy. For these entrepreneurs the occurrence of hybridity primarily resulted in delays in entry modes. Finally, for entrepreneurs 9 and 10 the simultaneous pursuit of different goals embedded in incompatible logics did not seem sustainable, despite the use of hybridity management strategies, as these entrepreneurs both stopped with their businesses prematurely.

5. Discussion and Conclusion

5.1 Theoretical Implications

This study demonstrates novel findings in research on institutional logics by examining the management of hybridity by entrepreneurs in their entry modes. The theoretical implications of this study are twofold. First of all, the strategies used by entrepreneurs to manage hybridity in their entry modes have several implications for the literature, elaborated on in section 5.1.1. In the subsequent section, the theoretical implications of the little-studied occurrence of hybridity in the context of entrepreneurship are discussed.

Before discussing these strategies, the consequence of entrepreneurs' logics being misaligned with the logics of stakeholders must be noted. It appears that entrepreneurs adhering to other than stakeholders' institutional logics do experience a loss of legitimacy, which has been noted by Pache and Santos (2013) in the organizational context as well. Due to the limiting effects of a loss of legitimacy on resource acquisition, the need to manage hybridity seems apparent (Zott & Huy, 2007).

5.1.1 Hybridity Management Strategies

The main contribution of this study is the identification of strategies used by entrepreneurs to manage hybridity. The different strategies that have been discovered have several theoretical implications. For all problematic forms of hybridity (central-, incompatible, central incompatible hybridity) one or more strategies were used to decrease or to avoid the negative consequences of hybridity.

5.1.1.1 Central Hybridity. The first type of hybridity that was managed is central yet moderately incompatible hybridity. This type of hybridity appeared to be the least problematic type in entry modes. This finding is aligned with the paper by Besharov and Smith (2014) in which central yet moderately incompatible hybridity is characterized as 'minimal conflict'. On the contrary, incompatible yet non-central hybridity is characterized as 'moderate conflict' (Besharov & Smith, 2014).

Despite the low level of conflict related to central hybridity, a strategy is used by entrepreneurs to manage central hybridity. The creative utilization of multiple institutional logics allowed for these logics to be used to mutually benefit each other in the long-term strategy. Therefore, this study demonstrates that by means of creative utilization, conventionally incompatible institutional logics can be used as strategic resources in entrepreneurship, as noted in the organizational context as well (Venkataraman, Vermeulen, Raaijmakers, & Mair, 2016).

Of particular interest is the resemblance of creative utilization to the abstract blending strategy. The definition of blending proposed by Skelcher and Smith (2015) suggests that by means of blending, a new context-specific logic is created. The creative utilization in the present study involving a long-term strategy combining two central logics could fit the description of a newly created logic. However, the creative utilization strategy is also used by an entrepreneur to deal with central incompatible hybridity. In this latter use of the strategy, the creation of a new logic does not seem to apply, as elaborated on in section 5.1.3. For that reason, it can be questioned if the ‘blending’ label is correct. Dalpiaz, Rindova, and Ravasi (2016) report on a strategy which they labeled ‘limited blending’, a strategy in which two logics are combined to support a set of practices, but without changing logics or the creation of new logics. This ‘limited blending’ seems to be more aligned with the use of creative utilization dealing with central incompatible hybridity. As all occurrences of creative utilization in the present study seemed to resemble (a form of) blending, the coding template of this study was adapted. ‘Creative utilization’ has been added as a concrete third-order code for the abstract second-order ‘blending’ strategy (see Appendix D).

By means of the blending strategy, the incompatibility of hybridity was decreased. The decrease of only the incompatibility by means of blending is aligned with Dalpiaz et al. (2016) who noted that centrality remains unchanged when blending logics. The finding that blending is used to manage central hybridity matches the organizational literature (Greenwood et al., 2011; Skelcher & Smith, 2015); organizations generally make use of blending to manage central hybridity as well.

5.1.1.2 Incompatible Hybridity. The second type of hybridity that was managed by entrepreneurs is incompatible yet non-central hybridity. Entrepreneurs in the present study managed incompatible hybridity by means of outsourcing. Outsourcing activities prescribed by a peripheral logic appeared to reduce the centrality of hybridity. This outsourcing strategy resembles the separation strategy conceptualized by Reay and Hinings (2009), a strategy in which activities prescribed by different logics are structurally separated in different compartments. Due to this resemblance of concepts, ‘outsourcing’ was added to the template (Appendix D) as a third-order code for the second-order ‘separation’. To specify, the literature does report on an equivalent of outsourcing in the context of organizations. Skelcher and Smith (2015) distinguished between ‘segmentation’, in which multiple logics are separated in different departments of an organization, and ‘segregation’, in which multiple logics are compartmentalized in different (external) organizations. In the present study, entrepreneurs outsourced the activities prescribed by peripheral logic to external parties. This study therefore

shows that while segmentation is not possible in the context of entrepreneurship, segregation appears to be a universal strategy that can be used by both entrepreneurs and organizations.

Not only are the definitions of outsourcing and segregation aligned, the applications of the strategies also appear to match. As was the case for the entrepreneurs in the present study, organizations also outsource (segregate) activities prescribed by the peripheral logic to an external party, and thus use outsourcing to manage incompatible hybridity (Pache & Santos, 2013). It is of no surprise that the peripheral logic is outsourced rather than the central logic, as the latter would imply that a company would outsource the activities core to its organizational functioning which would change the entire purpose of that company (Besharov & Smith, 2014).

5.1.1.3 Central Incompatible Hybridity. Finally, the central incompatible type of hybridity appeared to be the most problematic type. The unsuccessful entrepreneurs in the present study both faced central incompatible hybridity and failed to establish a business, partially due to the ineffective/non-management of this type of hybridity. This finding demonstrates that central incompatible hybridity can result in dysfunction in entrepreneurship, just as it can in the context of organizations (Besharov & Smith, 2014; Gümüşay, Smets, & Morris, 2020).

Due to the negative consequences of central incompatible hybridity, the need to manage this type of hybridity is high. Two strategies appeared effective to manage this type of hybridity. First, creative utilization (blending) was used in order to decrease the incompatibility of hybridity. The notion that central incompatible hybridity is managed by means of the reduction of incompatibility is aligned with Gümüşay, Smets, and Morris (2020). These authors noted that central incompatible hybridity is generally managed by organizations by either decreasing the incompatibility or the centrality (and not by decreasing both). Remarkable is that Townley (2002) argued that blending is only possible when logics are sufficiently compatible. ‘Sufficiently compatible’ appears to be a rather broad, subjective description, as the blended logics in the present study were described as highly incompatible and still could be blended. This might indicate the beneficiary position entrepreneurs are in opposed to rigid organizations. Organizations might have to restructure their entire organization, hire, retrain, and fire employees, and redistribute resources in order to blend incompatible logics into a new strategy (Pache & Santos, 2013). In contrast, entrepreneurs face minimal rigidity in their mode of entry and can, therefore, more easily combine logics in a strategy. The only significant limitations entrepreneurs face for the use of blending is their creativity (Binder, 2007).

The second strategy that was used to manage central incompatible hybridity is legal force. To date, the use of legal force as a strategy to manage hybridity has not been recognized

in the literature. A lawsuit (or the threat thereof) seems to be capable of resolving the high incompatibility of hybridity in its entirety. A prerequisite for the use of this approach appears to be the presence of legal ground that can be used in the entrepreneur's advantage. There are two prominent ways in which the legal force strategy can be theoretically interpreted. The first possible interpretation is related to the embeddedness of legal force in the state logic. The court is in its essence driven by a state logic, and the entrepreneur's use of the court would therefore imply that the entrepreneur is incorporating the state logic in his entry mode (Thornton et al., 2012). This suggests that the entrepreneur used the state logic (lawsuit) to manage other activities prescribed by the state logic (acquiring contract) in order to benefit activities prescribed by the corporation logic (growing a business). By means of this interpretation, the legal force strategy could be labeled as a limited form of blending (Battilana & Dorado, 2010); two conventionally incompatible logics are used in each other's' benefit.

The second interpretation of legal force is to frame it as a novel response to hybridity. One could argue that legal force can remove the incompatibility of other institutional logics than the state logic as well. For example, a community logic-driven investment platform could demand market logic-driven entrepreneurs to contribute to the community, and therefore enforce them to adhere to the community logic. Entrepreneurs could make use of legal force in this scenario to bypass this demand. In this scenario, blending would not be the right label as the community logic and market logic are not combined. For this reason, this second interpretation is considered most appropriate. Legal force is interpreted as a separate second-order strategy, in addition to blending and separation. Legal force is therefore included in the second-order row of codes in the coding template in Appendix D, under the first order code 'managing hybridity'.

A strategy similar to legal force is depicted by Oliver (1991) as a response toward institutional demands. This author argues that a strategy called 'defiance' rejects institutional demands, which could be considered an alternate explanation of the effect legal force has. Legal force appears to embody a form of defiance that applies to the context of entrepreneurship. Following this interpretation, the effect of legal force should not be described as a reduction in incompatibility, but rather the removal of a prescriptive demand in its entirety. However, Oliver (Oliver) argued that defiance is effective when resource dependence is low, as the risks involved with this strategy would then be limited. On the contrary, the entrepreneur in this study was unable to start his business without the resource (contract) of the stakeholder and resource dependence cannot be considered low. Therefore, the use of legal force does not seem to be a perfect resemblance of defiance as theorized by Oliver (1991).

To conclude, one of the reasons the present study investigated how entrepreneurs deal with hybridity was that the known organizational strategies would not apply to the context of entrepreneurship as these strategies were static (Gümüşay, Smets, & Morris, 2020). This raises the question of whether the strategies used by entrepreneurs can be labeled dynamic rather than static. First of all, for the discovered outsourcing strategy the static label seems partially correct. In one case, the outsourcing strategy went on after the mode of entry was completed and could therefore be labeled static. In another case, the strategy was solely used during the mode of entry and could therefore be labeled dynamic rather than static. The second strategy, blending, could both be labeled static and dynamic as well. In the case of central hybridity, blending was used in a long term strategy, which can be considered static as the long term strategy generally remains unaltered on a day-to-day basis. In the other case of outsourcing, blending involved a temporary solution during the mode of entry and could therefore be labeled dynamic. The final strategy described as legal force seems to be highly dynamic. Legal force appears to be a temporary strategy that can be executed in days/weeks during the mode of entry, and can therefore be considered highly dynamic.

5.1.2 Hybridity in the Mode of Entry

The second theoretical contribution of this study involves the development of a more profound understanding of hybridity in the context of entrepreneurship. Only limited research on institutional logics in the context of entrepreneurship existed at the time the present study was conducted. This limited number of studies is not surprising as institutional logics were originally constructed for the analysis of organizational strategies, organizational cultures, and organizational behaviors (Jagodzinski, 2017). The present study demonstrates that institutional logics do play significant roles in entrepreneurship as well. This study therefore supports Tolbert, David, and Sine (2011) who were one of the few to suggest the integration of institutional logics into entrepreneurship research. The selected features of ideal types of logics appeared suitable to identify different logics in entry modes. Besides, the seven institutional logics of society conceptualized by Thornton et al. (2012) seemed adequate.

A broad range of logics appeared in the entry mode of entrepreneurs. The only institutional logic that did not occur was the religion logic, which non-occurrence is not surprising considering the steady decline in numbers of religious people that has been going on in the Netherlands for decades (Central Bureau for Statistics [CBS], 2018). Due to the occurrence of a broad range of institutional logics in entry modes, hybridity proved inevitable. The finding that hybridity occurs often in entrepreneurs' entry modes is aligned with organizational institutional complexity theory (Reay & Hinings, 2009). Resource dependency

relations, which are common in entry modes, appear to be factors that can oftentimes cause institutional complexity, requiring organizations and entrepreneurs to use hybridity. As adverse effects came along with every occurrence of hybridity, the present study shows the relevance of taking an institutional logics perspective and studying the implications of hybridity and demonstrating the effectiveness of strategies applicable for entrepreneurs to deal with hybridity.

The present study drew upon the division of types of hybridity conceptualized by Besharov and Smith (2014), who suggested that hybridity is central or non-central, and moderately incompatible or highly incompatible. The centrality of logics in entrepreneurs' modes of entry appeared to be affected by the requirement to incorporate the prescriptive demands of stakeholders (embedded in institutional logics). The requirement to incorporate these demands is aligned with the cause of hybridity often referred to in the literature as external pressures from the institutional environment (Frenken et al., 2018; Greenman, 2013). However, several occurrences of hybridity in the present study were the result of the multitude of (personal) goals entrepreneurs set for themselves. This finding is surprising; it is known that an individual's degree of adherence to a single logic influences the shape hybridity takes when other institutional logics are imposed by stakeholders (Besharov & Smith, 2014), yet no theory describes individuals adhering to multiple incompatible logics themselves as a cause of hybridity. This self-inflicted hybridity does compare to organizations in which the existence of internal pressures of multiple coalitions of employees adhering to different logics results in hybridity (Khan, Munir, & Willmott, 2007). This organizational hybridity can be considered self-inflicted when framing the organization as an entity. However, this organizational hybridity still is the result of the pressures of different internal parties (coalitions). This does deviate from the present study in which no other party than the entrepreneur him/herself causes hybridity. It is comprehensible that self-inflicted hybridity on the individual level is not recognized in organizational literature. Employees in organizations face bureaucratic, contractual limitations that enforce employees to dedicate all of their working hours to the logic of the organization, preventing employees from incorporating different logics (Greenwood et al., 2010). Entrepreneurs' autonomy could therefore be considered a requirement for enabling self-inflicted hybridity.

Besides the causes, the nature of the incompatibility of hybridity in entrepreneurs' entry modes appears to deviate from descriptions in the literature. Several studies (e.g., Besharov & Smith, 2014; Johansen & Waldorf, 2017) have described compatibility as reinforcing activities prescribed by different logics, and incompatibility as weakening activities prescribed by different logics. These descriptions imply that incompatible logics prescribe activities that (in

some way or form) have a direct negative impact on other activities. However, for the entrepreneurs in the present study activities prescribed by incompatible logics did not seem to affect each other directly. The incompatibility of logics primarily involved the expense of time that had to be dedicated to activities prescribed by one institutional logic, and therefore could not be dedicated to activities prescribed by another logic. The most incompatible institutional logics appeared to be the ones whose prescribed activities took away the largest amount of time and therefore slowed down the mode of entry the most. However, when framing time as a resource it can be argued that hybridity comes at the expense of resource allocation, and in that sense, incompatible logics did directly impact each other (Basil, 1994).

5.2 Limitations and Suggestions for Future Research

Several limitations should be considered in the evaluation of the findings of this study. First of all, a considerable limitation of this study revolves around the inability to select respondents based on the occurrence of specific types of hybridity. It was not possible to select entrepreneurs who were guaranteed to shed light on specific types of hybridity. Due to this inability, central hybridity was underrepresented compared to central incompatible hybridity. With this underrepresentation comes the possible lack of data saturation, which hampers content validity (Johnson, 1997). More occurrences of central hybridity might have yielded additional insights. Despite the qualitative nature of the present study, the underrepresentation of central hybridity does raise the question of which forms of hybridity are more likely to occur in entry modes, or in entrepreneurship in general. Therefore, future research is suggested to make use of mixed methods to gain insight into the likeliness of hybridity to occur, both in terms of statistics, causes, and conditions. Besides, follow-up studies could make use of selection interviews. A first round of interviews and analysis could serve to discover occurrences of different hybridity types, which would allow for the selection of a satisfactory amount of interviews for every hybridity type. A second round of interviews could then be used to gain a more profound insight into every type of hybridity and the effectiveness of management strategies.

Second, an interpretative research stance has been taken in this study. Considering the notion that institutional logics are belief systems, a positivistic research stance would not be sufficient, as the abstract institutional logics cannot be perfectly reduced to the operationalization of measurable concepts (Besharov & Smith, 2014; Queirós, Faria, & Almeida, 2017). With the interpretative research stance comes the risk of researchers' bias affecting the findings of this study. The occurrence of logics, types of hybridity, and the effects of management strategies on hybridity could all be interpreted differently. Due to the absence

of fellow students with sufficient knowledge of institutional logics theory, peer debriefings could not be realized in the present study. Follow up studies are advised to make use of peer debriefings in order to counter bias and preserve a sufficient degree of research credibility (Symon & Cassell, 2012).

Third, a limitation of this study involves the inability to conduct face-to-face interviews due to governmental regulations. Although the literature generally disproves significant disadvantages of telephone interviews over face-to-face interviews (e.g., Sturges, 2004), the researcher did face difficulties in the use of telephone interviews. The lack of face-to-face contact complicated dynamic interaction during the interviews, and in particular the ability to pick up on answers given by the respondents. The limited interactivity might have threatened the effectiveness of in-depth interviews to create a profound understanding of institutional logics, hybridity, and the management of hybridity (Johnson & Rowlands, 2012). A suggestion for future research on institutional logics is to make use of face-to-face interviews whenever possible.

A final limitation of this study involves the inability to guarantee the correctness of participants' responses. Semi-structured interviews as the sole data collection method comes with the risk of social desirability bias (Nederhof, 1985). In addition, institutional logics can be used in hindsight to explain behavior (Thornton & Ocasio, 2008). This implies that the logics that drove respondents' behavior could deviate from the logics the respondents used to motivate their behavior. Besides, the use of telephone interviews tends to increase the risk of social desirability bias (Holbrook, Green, & Krosnik, 2003). The inability to guarantee the correctness of the captured institutional logics threatens credibility (Symon & Cassell, 2012). A suggestion for future research to counter social desirability bias is to interview proxy persons in addition to the entrepreneurs themselves. Proxy persons are individuals who know the entrepreneurs well and could, therefore, give more insight into the (actual) motivations and behaviors (embedded in logics) of the entrepreneurs and in that sense enable triangulation of data sources (Nederhof, 1985).

The findings of this study give rise to novel directions for future research. This study aimed to explore how entrepreneurs manage hybridity. Three strategies emerged from the data, among which the use of legal force. This strategy which seems to resemble the defiance strategy conceptualized by Oliver (1991) appeared to be highly effective. However, due to the explorative nature of this study determining the effectiveness of legal force remains a suggestion for further research. Future research is suggested to study this strategy in detail and create insight into what makes this strategy effective. Besides, follow-up studies could aim to

validate whether this strategy proves effective for dealing with hybridity in general, or if the strategy is only effective for a specific type of hybridity. While the present study was focused on the context of entrepreneurship, the defiance strategy has been conceptualized as an organizational strategy (Oliver, 1991). Future research is therefore suggested to study the use of legal force in the organizational context as well; additional insights should be created about the prerequisites and the effects of the use of legal force.

Finally, the occurrence of entrepreneurs' self-inflicted institutional complexity raises questions regarding hybridity. The entrepreneur's position in which he/she is balancing personal goals and business goals results in a form of institutional complexity that seem to be little noticed by the institutional logics literature. Although the context of this study was entrepreneurship, it is plausible that managers/CEOs in corporations will have to deal with institutional complexity resulting from personal goals as well. This raises the question how these individuals respond to self-inflicted institutional complexity. Future research is suggested to dive deeper into the exploration of this phenomenon, aiming to increase our understanding of the management of self-inflicted hybridity on the level of the individual.

5.3 Practical Recommendations

The findings of this study suggest several practical recommendations for entrepreneurs. This research demonstrates the relevance of appropriate responses to hybridity. Various recommendations can be made to entrepreneurs in their entry modes, that might still be applicable after the establishment of entrepreneurs' businesses. First of all, entrepreneurs who are dealing with incompatible goals or incompatible sets of activities are advised to outsource certain activities to external parties such as accountants or start-up consultants, as outsourcing appears to speed up the establishment of businesses. Besides speed, a major benefit of outsourcing involves entrepreneurs' ability to get access to the competences of external parties. The involvement of more competent parties signals heightened levels of legitimacy toward stakeholders (Aldrich & Fiol, 1994). In addition, a common pitfall in the establishment of businesses is a lack of prioritization (Kuratko, 2016). By means of outsourcing, entrepreneurs can dedicate all their attention to one set of activities (core activities) or one goal without risking ineffective prioritization.

Another advice for entrepreneurs is to see if adherence to prescriptive demands of external parties can be avoided. If the entrepreneur has legal justification for not having to adhere to the demands of stakeholders, he/she is advised to use this legal justification, either by means of a lawsuit or in negotiations with stakeholders to remove the necessity to give in to their demands. This study shows that the incorporation of multiple demands (embedded in

different logics) is generally problematic. Avoidance of adherence to demands seems beneficial. Entrepreneurs planning to use this strategy should start with an assessment of what can be won and what can be lost using legal force. Failing to defy demands (e.g., losing a lawsuit) can have detrimental effects that overshadow the negative effects related to the incorporation of prescriptive demands (Oliver, 1991).

Third, entrepreneurs who set multiple goals (embedded in different logics) for themselves are advised to dedicate all their time and attention to the establishment of their businesses during their entry modes. Other goals should be pursued before or after the mode of entry. The entrepreneurs in this study experienced difficulties in the simultaneous pursuit of multiple goals. Yet, if entrepreneurs do decide to pursue multiple goals during the establishment of businesses, entrepreneurs are advised to make a commitment. Kuratko (2016) argues that a common pitfall for entrepreneurs is a lack of commitment. The present study acknowledges the importance of commitment in entrepreneurship; the unsuccessful entrepreneurs did not quit because of barriers that could not be overcome, but rather because of insufficient commitment or perseverance. The advice presented by Kuratko (2016) does apply for these entrepreneurs; entrepreneurs are advised to make a financial commitment (investment), as this increases the threshold to stop prematurely.

Finally, if two goals are both of high importance for entrepreneurs, a recommendation is to combine these goals in the business strategy during the mode of entry, in a fashion in which the goals support each other. It appears that goals that conventionally get in each other's way can even be used to strengthen each other in long term strategies. Besides, the more rigid an organization becomes, the more difficult it becomes to blend goals within organizations (Pache & Santos, 2013). Entrepreneurs are therefore advised to combine goals as soon as possible, preferably already before or during the establishment of their businesses. Entrepreneurs are in the best position to combine multiple goals during the mode of entry, as no organizational rigidity exists yet. Once resources are acquired and a business is up and running, it is far more difficult to change strategic directions (Greve, 2011).

5.4 Conclusion

To conclude, this study broadens our knowledge of institutional logics in the context of entrepreneurship. This research demonstrates that entrepreneurs who face institutional complexity in their mode of entry do make use of hybridity. Besides institutional complexity resulting from external pressures, this study demonstrates that entrepreneurs create their institutional complexity themselves during their entry modes by pursuing (personal/business)

goals that seem incompatible. Hybridity generally is problematic as it comes at the expense of longer entry modes. The most problematic type of hybridity appears to be the central incompatible type as this type can result in dysfunction if not managed (effectively). Entrepreneurs do appear to make use of several strategies to manage different types of hybridity. Every one of these strategies seems to reduce the degree to which hybridity is problematic. Entrepreneurs make use of a separation strategy by outsourcing activities embedded in peripheral institutional logics to external parties (Gümüşay et al., 2020). Furthermore, entrepreneurs make use of a blending strategy by creatively utilizing activities or goals prescribed by different central institutional logics in each other's benefit (Pache & Santos, 2013). Finally, the use of legal force seems to be an effective strategy resembling the defiance strategy suggested by Oliver (1991). By means of defiance, the necessity to incorporate incompatible logics is entirely removed. Due to the explorative nature of this research, only limited insight is created into legal force as a strategy toward institutional hybridity. Therefore, future research is suggested to study the effectiveness of this strategy in different contexts, and investigate for which types of hybridity this strategy is most effective.

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Appendix A: Semi-structured Interview Guide

English

Introduction text

Thank you for your time and for participating in this study. Before we start with the interview I would like to tell you something about this study and your role in it. My name is Max de Feijter, and I am a masters student Business administration at the Radboud university. Part of my graduation is the graduation thesis. The topic of this thesis is the entrepreneur's process of founding a business, and the effects external pressures have on this process. In order to collect the required data, I will interview a number of entrepreneurs about this process. This interview will take about 40 minutes. In order to collect the data, I would like to record this conversation. Are you okay with being recorded? In addition, have you received and accepted the informed consent form, and do you accept? Great, please let me know if you have any questions in advance? If not, I will start recording the interview. → Start recording

General question

- Could you give a short description of your business?
- When did you first think about starting a business in general?
- When did you officially found this business?

Introductory text to the following questions:

I am looking into entrepreneurship, and in particular the pathway leading to the founding of your business. One could argue that entrepreneurship starts before the business is founded. For many entrepreneurs, a process of preparation precedes the establishment of the company and I would like to zoom in on this process during this interview.

Questions regarding the mode of entry

- What resources did you need to acquire start your business? How did you acquire these resources? (1)
- What skills did you have to acquire to start the business? How did you acquire these skills? (2)
- What knowledge did you have to acquire to start the business? How did you acquire this knowledge? (3)
- When did you decide you were ready to found the business? How did you decide you were ready to found the business? Looking back, was this the right moment? (4)

Questions regarding the institutional logics of the entrepreneur

- What is/are the purpose(s) of your business? Why did you think this/these purpose(s) had to be fulfilled? (6)
- I can imagine that there were different ways of acquiring skills, resources, and knowledge, and thus preparing for the founding of your business. How did you decide what the right activities were in the process of founding your business? (5)
- What were the most important activities you had to conduct to prepare for founding your business? Why were these activities the most important? (7)
- To what did these activities had to contribute? To what extent did they in hindsight contribute to this? (8)
- Did anybody other than yourself have an influence on your process of founding a business? How did they influence this process? Why did they have an influence on your process? (9)
- Did you have to take someone's interest into account when founding a business? Why did you have to take their interests into account? How did you have to take these interests into account?

- ➔ If the last two questions have been answered with “no”, remind participant of relevant answers given earlier in the interview. If not applicable, skip to ‘questions about hybridity’.

Questions regarding the institutional logics of others, influencing the mode of entry of the entrepreneur (Repeat the following questions for every party mentioned in the question 9).

- What expectations do you think *these people* had of you and your activities in founding your business. Why were these expectations important to them? (5)
- What purpose did you have to fulfil with your business according to them? What is your idea of why this was important to them? (6)
- What activities in your preparation process do you think *these people* considered as important? Why were these activities important to these people? (7)
- To what does your business had to contribute according to them? In addition, what do you think their views were on your process of founding a business? (8)

Questions about hybridity:

- (if applicable) You told me you founded your business to fulfil multiple purposes. Which purposes were the most important? Why were these purposes more important than others? (10)
- Which activities in the preparation process were most important? Why were these activities more important than others? (11)
- (if applicable) Were the different goals you had in founding your business in line with each other or did they get in each other’s way? How so? (12)
- You told me several activities were important in your process of founding a business. Did the combination of these activities create friction in terms of what you were trying to achieve with them? (13)
- (if applicable) Multiple values played a role in the process of founding a business. Did these values get in each other’s way? How so? (14)

- ➔ Ending: in case of any form of hybridity: continue to next question. If not, the interview ends here: continue to concluding text.

Managing hybridity

- We discussed there was a degree of friction in your process of founding a business. How did you deal with this friction? Why did you deal with the friction in that way?
- What were the consequences of these responses to this friction?

Concluding text

That was my last question. Before I stop the recording I would like to ask you if you have any questions? If you have no more questions, I want to thank you for participating in this interview! As described in the informed consent form, I will transcribe this interview and eventually use this data in the text of my research. Before I do that, I will send you a short summary of my interpretation of this interview, and I would like to ask you to check if my interpretations of answers are correct. If interpretations are incorrect, please let me know. This was the interview, again thank you for participating!

Nederlands

Introductietekst

Bedankt voor je tijd en deelname aan dit onderzoek. Voordat we beginnen met het interview wil ik je iets vertellen over dit onderzoek en jouw rol daarin. Mijn naam is Max de Feijter en ik ben masterstudent Bedrijfskunde aan de Radboud Universiteit. Onderdeel van mijn

afstuderen is de afstudeerscriptie. Het onderwerp van dit onderzoek is het proces dat vooraf gaat aan het oprichten van een bedrijf. Om de hiervoor benodigde data te verzamelen zal ik een aantal ondernemers interviewen over dit proces. Deze interview duren ongeveer 40 minuten. Om de gegevens te verzamelen, wil ik dit gesprek opnemen. Vind je het goed om opgenomen te worden? Zo ja, dan begin ik met het opnemen van het interview. → begin opname.

Algemene vraag

- Zou je een korte beschrijving van je bedrijf kunnen geven?
- Wanneer dacht je er voor het eerst aan om te gaan ondernemen?
- Wanneer is je bedrijf uiteindelijk echt ingeschreven?

Inleidende tekst bij de volgende vragen:

Dit onderzoek gaat om ondernemerschap, en specifiek het proces van voorbereiding op de oprichting van een bedrijf. Voor veel ondernemers gaat er een voorbereidingsproces vooraf aan de oprichting van het bedrijf, en daar wil ik graag dieper op ingaan in dit interview.

Vragen over de mode of entry

- Welke middelen had je nodig om je bedrijf te kunnen starten? Hoe kwam je aan deze middelen? (1)
- Welke vaardigheden had je nodig om het bedrijf te starten? Hoe heb je deze vaardigheden verworven? (2)
- Welke kennis had je nodig om het bedrijf te starten? Hoe heb je deze kennis opgedaan? (3)
- Wanneer besloot je dat je klaar was om het bedrijf op te richten? Hoe besloot je dat je klaar was om het bedrijf op te richten? Was dit achteraf gezien het juiste moment? (4)

Vragen over de institutionele logica van de ondernemer

- Wat is/zijn het doel/de doelen van je bedrijf? Waarom vond je dat dit/deze doel(en) moest worden vervuld? (6)
- Ik kan me voorstellen dat er verschillende manieren waren om vaardigheden, middelen en kennis te verwerven om je voor te bereiden op de oprichting van je bedrijf. Hoe besloot je wat de juiste activiteiten waren bij het oprichten van je bedrijf? (5)
- Wat waren de belangrijkste activiteiten die je moest ondernemen om je voor te bereiden op de oprichting van je bedrijf? Waarom waren deze activiteiten het belangrijkste? (7)
- Waaraan moesten deze activiteiten bijdragen? In hoeverre hebben zij daar achteraf aan bijgedragen? (8)
- Heeft iemand anders dan jij zelf invloed gehad op je proces van het oprichten van een bedrijf? Hoe hebben ze dit proces beïnvloed? Waarom hebben ze invloed gehad op dit proces? (9)
- Moest je bij het oprichten van je bedrijf rekening houden met iemands belangen? Waarom moest je rekening houden met hun belangen? Op welke manier moest je rekening houden met deze belangen?

➔ Als de laatste 2 vragen met "nee" worden beantwoord, herinner de deelnemer dan aan relevante antwoorden die eerder in het interview zijn gegeven. Indien niet van toepassing, ga dan door naar 'vragen over hybriditeit'.

Vragen over de institutionele logics van anderen, die de mode of entry van de ondernemer beïnvloeden (herhaal de volgende vragen voor elke partij genoemd in vraag 9).

- Welke verwachtingen denk je dat deze mensen van jou en de uitgevoerde activiteiten hadden in de oprichting van je bedrijf? Waarom waren deze verwachtingen belangrijk voor hen? (5)

- Welk doel moest je volgens hen met je bedrijf najagen? Waarom denk je dat dit voor hen belangrijk was? (6)
- Van welke activiteiten in je voorbereidingsproces denk je dat deze mensen ze belangrijk vonden? Waarom waren deze activiteiten belangrijk voor deze mensen? (7)
- Waaraan zou je bedrijf volgens hen moeten bijdragen? Wat denk je dat hun mening was over je proces van het oprichten van je bedrijf? (8)

Vragen over hybriditeit:

- (indien van toepassing) Je vertelde me dat je je bedrijf hebt opgericht om meerdere doeleinden te vervullen. Welke doelen waren het belangrijkste? Waarom waren deze doeleinden belangrijker dan andere? (10)
- Welke activiteiten in het voorbereidingsproces waren het belangrijkste? Waarom waren deze activiteiten belangrijker dan andere? (11)
- (indien van toepassing) Waren de verschillende doelen die u had om uw bedrijf op te richten in overeenstemming met elkaar of stonden ze elkaar in de weg? Hoe komt het? (12)
- Je vertelde me dat verschillende activiteiten belangrijk waren in het voorbereidingsproces. Stonden bepaalde activiteiten in dit proces elkaar in de weg? Hoe stonden ze elkaar in de weg? (13)
- (indien van toepassing) Meerdere waarden speelden een rol bij het oprichten van het bedrijf. Zaten deze waarden elkaar in de weg? Hoe komt het? (14)

➔ Einde: in geval van enige vorm van hybriditeit: ga verder naar de volgende vragen. Zo niet, dan eindigt het interview hier: ga verder met de afsluitende tekst.

Managing hybridity

- We bespraken dat er wat wrijving was in het proces van het oprichten van het bedrijf. Hoe ging je om met deze wrijving?
- Waarom ben je op die manier met de wrijving omgegaan?
- Wat waren de gevolgen van deze reacties op deze wrijving?

Afsluitende tekst

Dat was mijn laatste vraag. Voordat ik de opname stop, wil ik je vragen of je nog vragen hebt? Als je geen vragen meer hebt wil ik je bedanken voor je deelname aan dit interview! Zoals beschreven in het toegestuurd formulier zal ik dit interview transcriberen en uiteindelijk deze gegevens gebruiken in mijn onderzoek. Voordat ik dat doe zal ik een korte samenvatting sturen van mijn interpretaties van dit interview en daarbij wil ik je vragen om te controleren of mijn interpretaties overeenkomen met je ideeën. Laat het me graag weten als de interpretaties onjuist zijn.

Dit was het interview, nogmaals bedankt voor je deelname!

Appendix B: Informed Consent Form

English

General information

Dear ..., as indicated I would like to interview you for my research. Prior to the interview, I would like to inform you about the purpose of the study and what participation in the study entails.

About the research

This research serves as my graduation thesis. To graduate from the master's in business administration at the Radboud University, I am independently conducting research into entrepreneurship.

What is the research about?

The subject of this study is entrepreneurship and in particular the preparation for the establishment of a company. For many entrepreneurs, a process of preparation precedes the creation of a company in which, for example, research is conducted into what is required to be able to start successfully.

To study this phase of preparation I would like to interview you about this process. I would like to do an interview for this, which will take about 45-60 minutes. I want to record the interview to process the data from this interview. This enables the transcription of the data, and thus the use of the data in the final research report. The interview will be conducted and recorded via Skype.

Why participate?

Your answers will be hugely valuable to the research. In the search for respondents, a conscious selection was made for different types of entrepreneurs who are likely to be able to provide new important information.

Conditions for participation:

1. As a participant in this study, you always have the right to retract from participating in this study. No reason has to be given for retracting. Your data will then be deleted. Get in touch via email or phone to inform me about retracting.
2. Data collection: To collect data, interviews will be recorded with a recording tool. This means that the entire conversation will be saved. The researcher will be the only one who has access to and insight into these recordings. Furthermore, data will be transcribed. This text will then be used to analyse the data. This text will be accessible to the researcher, and the supervisor of the Radboud University, who supervises the researcher and this study. To ensure data protection, data will be collected offline on an external hard drive/USB. This involves both the recordings of interviews and the transcribed texts.
3. Confidentiality: Data will be anonymized. Apart from the researcher, nobody will have insight into who the participants in this study are. In order to guarantee confidentiality, names are replaced with codes, in addition, other data in the interview that comes at the expense of anonymity will be censored or deleted. When this is desired, please inform the researcher about this. The researcher will then determine in consultation with the participant how to treat confidentiality.

4. Data publishing: When the study is completed, a study report will be written. This report does not include the raw data of the interviews. However, in some cases, quotes out of interviews might be used in this data report. This case study report might eventually be published on the thesis database of the Radboud University which makes it online accessible for others. In case you do not want your quotes to be published, inform the researcher about this. No quotes from your interview will then be used.

If you agree on the conditions of participation, please respond to this email with: **I agree**.

If you do not agree with the conditions, or have any questions, please get in touch with the researcher before the interview is planned.

Contact information

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Nederlands

Informatie onderzoek

Beste, zoals aangegeven zou ik je graag willen interviewen voor mijn onderzoek. Voorafgaand aan het interview wil ik je graag informeren over het doel van het onderzoek, en wat deelname aan het onderzoek inhoudt.

Over het onderzoek

Dit onderzoek dient als mijn afstudeerscriptie. Om af te studeren aan de master bedrijfskunde aan de Radboud Universiteit ben ik zelfstandig een onderzoek aan het doen naar ondernemerschap.

Waar gaat het onderzoek over?

Het onderwerp van deze studie is ondernemerschap, en in het bijzonder de voorbereiding op de oprichting van een bedrijf. Voor veel ondernemers gaat er een proces van voorbereiding vooraf aan de oprichting van een bedrijf waarin er bijvoorbeeld onderzoek wordt gedaan naar wat er nodig is om succesvol van start te kunnen gaan.

Om deze voorbereiding te bestuderen zou ik je graag willen interviewen over dit proces. Hiervoor wil ik een interview houden, dat ongeveer 45-60 minuten zal duren. Om de gegevens uit dit interview te verwerken wil ik het interview opnemen. Dit maakt de transcriptie van de data mogelijk, en daarmee het gebruik van de data in het uiteindelijke onderzoeksrapport. De interviews zullen via Skype worden afgenomen en opgenomen.

Waarom meedoen?

Je antwoorden zullen enorm waardevol zijn voor het onderzoek. In het zoeken naar respondenten is er bewust geselecteerd op verschillende soorten ondernemers die waarschijnlijk nieuwe belangrijke informatie kunnen geven.

Voorwaarden voor deelname:

1. Als deelnemer aan dit onderzoek heb je altijd het recht om je terug te trekken van deelname. Daarvoor hoeft er geen reden te worden gegeven voor intrekking. Alle opgeslagen gegevens zullen dan worden verwijderd. Als je besluit je deelname in te trekken geef dit dan graag zo snel mogelijk door. Contactgegevens staan onder deze email aangegeven.
2. Gegevensverzameling: om gegevens te verzamelen, worden interviews opgenomen met een opnametool. Dit betekent dat het hele gesprek wordt opgeslagen. De onderzoeker is de enige die toegang heeft tot- en inzicht heeft in deze opnames. Deze opnames zullen worden getranscribeerd. Deze getranscribeerde tekst wordt vervolgens gebruikt om de gegevens te analyseren. Deze tekst is toegankelijk voor mij en één begeleider van de Radboud Universiteit, die mij in dit onderzoek begeleidt. Om gegevensbescherming te garanderen, worden gegevens offline opgeslagen op een externe harde schijf / USB. Dit betreft zowel de opnames van interviews als de getranscribeerde teksten.
3. Vertrouwelijkheid: gegevens worden geanonimiseerd. Buiten mijzelf heeft niemand inzicht in wie de deelnemers aan dit onderzoek zijn. Om vertrouwelijkheid te garanderen worden namen vervangen door codes, daarnaast worden andere gegevens in het interview die ten koste gaan van anonimiteit gecensureerd of verwijderd.
4. Publicatie van gegevens: wanneer het onderzoek is afgerond, wordt er een onderzoeksrapport opgesteld. Dit rapport bevat niet de ruwe data van de interviews, maar in dit rapport kunnen in sommige gevallen wel citaten uit interviews worden gebruikt. Dit rapport kan uiteindelijk worden gepubliceerd op de scriptiedatabase van de Radboud Universiteit, waardoor het online voor anderen toegankelijk wordt. Indien je niet wilt dat je quotes worden gepubliceerd, informeer mij hier dan graag over. In dat geval kan ik je antwoorden meenemen in de analyse zonder je quotes uiteindelijk in de tekst van het onderzoeksrapport terug te laten komen.

Akkoord

Ik wil je graag vragen om op deze mail te reageren met '**akkoord**'. Hiermee kan in het interview de opname meteen van start gaan.

Bent je het niet eens met de voorwaarden of heb je nog vragen, neem dan graag contact met mij op voorafgaand aan het interview.

Contactgegevens

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Appendix C: Preliminary Coding Template

First order	Second order	Third order
Mode of entry	Acquisition	Acquisition of resources
		Acquisition of skills
		Acquisition of knowledge
	Readiness	Assessment of readiness to seize opportunities
Institutional logics	Source of legitimacy	The symbolic value of actions
	Basis of norms	What is appropriate and what is not The values and norms that shape decisions
	Basis of attention	What is considered important
	Basis of strategy	Actions should lead to an increase in...
	Source of authority	The sources of power that are considered legitimate
Hybridity	Centrality	The importance of multiple logics in goals
		The importance of multiple logics in the strategy
	Incompatibility	Tension in goals prescribed by multiple logics
		Tension in activities prescribed by multiple logics
		Tension in legitimacy prescribed by multiple logics
Managing hybridity	Blending	
	Separation	

Appendix D: Final Coding Template

First order	Second order	Third order
Mode of entry	Acquisition	Acquisition of resources
		Acquisition of skills
		Acquisition of knowledge
	Readiness	Assessment of readiness to seize opportunities
Institutional logics	Source of legitimacy	The symbolic value of actions
	Basis of norms	What is appropriate and what is not
	Basis of attention	What is considered important
	Basis of strategy	Actions should lead to an increase in...
	Source of authority	The sources of power that are considered legitimate
Hybridity	Centrality	The importance of multiple logics in goals
		The importance of multiple logics in the strategy
	Incompatibility	Tension in goals prescribed by multiple logics
		Tension in activities prescribed by multiple logics
		Tension in legitimacy prescribed by multiple logics
Managing hybridity	Blending	Creative utilization *
	Separation	Outsourcing *
	Legal force *	

Note. The asterisk (*) indicates codes that have been added to the initial template during the process of analysis.