

FOUNDER SOCIAL IDENTITY AS A PREDICTOR OF CUSTOMER AND COMPETITOR
ORIENTATION IN SMALL AND MEDIUM-SIZED ENTERPRISES

by

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ABSTRACT

AUSTIN RUTHERFORD. Founder Social Identity as a Predictor of Customer and Competitor Orientation in Small and Medium-Sized Enterprises
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This dissertation explores the association between Founder Social Identity and the two leading component measures of market orientation: customer and competitor orientation. Using the typology of entrepreneurial identities developed by Fauchart and Gruber, this study empirically examines how the degree by which individuals are driven by social motivations captured by the darwinian, communitarian, and missionary founder social identity types predicts the degree by which entrepreneurs enact a customer and competitor orientation. To test this, data was collected from 492 entrepreneurs of small to medium size enterprises across all industries. Results suggest that the social motivations captured by the darwinian founder social identity type are positively related to customer and competitor orientation, the social motivations captured by the communitarian founder social identity type are positively related to competitor orientation, and that the degree to which an individual aligns with the missionary founder social identity type is positively related to customer orientation. These findings extend prior literature suggesting that the social motivations that drive entrepreneurship impact business processes and outcomes by demonstrating their link to key marketing activities.

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DEDICATION

I dedicate this dissertation to my three sons who mean the world to me. I admittedly, have wanted to quit several times along this journey. However, the desire to provide each of you an example of what it means to see the most challenging obstacles through to the end, greatly outweighed the desire to quit. It is my hope, that as each of you find and relentlessly pursue your unique passions in this life, you can draw inspiration from this work.

To my oldest son Isaac, never be afraid to be yourself. You are destined to be a bright light in this sometimes-dark world. It is when you are yourself, that you will shine the brightest.

To Preston, some of life's most rewarding challenges will require you to walk portions alone. Do not be afraid. It is during those times that you will learn who you are.

To August, your journey may not always be straight and narrow. Many journeys abound with twists and turns, often preventing us from seeing what is stored for us in the end. Stay the course, in the end you will be rewarded with treasures beyond what you expected.

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LIST OF ABBREVIATIONS

Mo	Market Orientation
XM	Qualtrics
ANCOVA	Analysis of Covariance
NFI	Normed Fit Index
CFI	Comparative Fit Index
IFI	Incremental Fit Index
TLI	Tucker Lewis Index
SRMS	Standardized Root Mean Square Residual
CMB	Common Method Bias
VIF	Variation Inflation Statistic

Founder Social Identity As A Predictor Of Customer And Competitor Orientation In Small And
Medium-Sized Enterprises

CHAPTER 1: RESEARCH OVERVIEW

Social identity theory addresses how individuals come to answer the universal question, “who am I?” as members of social groups (Tajfel & Turner, 1979). Social identity theory has found recent prominence in the entrepreneurship literature for its ability to predict human behavior as it relates to entrepreneurial activities. This is explained by three fundamental elements. First, individuals self-categorize themselves into groups and this group membership contributes to individuals’ development of self-worth, as social groups are used as a frame of reference for self-evaluation (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). Second, individuals vary in the level of inclusiveness used when self-categorizing. Inclusiveness ranges from viewing one’s self as an individual and acting within the best interest of one’s self, to viewing one’s self as a global citizen and acting in the best interest of humanity (Fauchart & Gruber, 2011). Third, when trying to reinforce their identity as a member of a social group, individuals will act in accordance with the norms, values, and beliefs of the group (Stets & Burke, 2000). Social identity theory can therefore be used to predict individual behaviors and actions through the understanding of which social groups a member belongs to and the level of social inclusivity that drives individuals’ social motivation (Tajfel & Turner, 1979).

Applied to entrepreneurship, which is defined as an intrinsically social activity aimed at creating organizations that are social in nature (Whetten & Mackey, 2002), social identity theory provides a valuable lens through which the heterogeneous approach to the entrepreneurial process and ensuing differentiated outcomes may be explained. Drawing on social identity theory and extant research, Fauchart and Gruber (2011) put forth a Founder Social Identity typology, identifying three pure Founder Social Identity types, namely, the darwinian, communitarian, and missionary types. Darwinian types are defined by Fauchart and Gruber (2011) as those entrepreneurs whose primary social motivation for starting a venture is to increase their personal

status while communitarian types are those whose primary social motivation is to engage with a particular community with which they identify. Fauchart and Gruber (2011) go on to define missionary types as those whose primary social motivation for starting a venture is to advance a political or social agenda. It is important to note that not all entrepreneurs align purely to one of the Founder Social Identity types. Most entrepreneurs possess a variety of social motivations to varying degrees. Entrepreneurs who exhibit characteristics of two or more of the primary Founder Social Identity types are classified as hybrids and as such arguably possess a more balanced set of social motivations than those who fall into one of the pure categories. It is also possible for founders not to strongly align to any of the founder social identity types. Given that the social motivations of founders are rarely exclusive, but are instead often complementary to one another, this dissertation aims to explore the effect of the strength of entrepreneur's darwinian, communitarian, and missionary identities on two key marketing components of market orientation (MO): customer orientation and competitor orientation. Customer orientation is defined as the ability to create superior value for customers' that is supported by an understanding of the organization's target customer segment (Narver & Slater, 1990). Competitor orientation is defined as the ability and determination to identify, analyze, and then respond to actions carried out by competitors (Narver & Slater, 1990). Next, an overview of the Founder Social Identity research within the entrepreneurship domain and the specific marketing activities this dissertation is concerned with are discussed.

The Founder Social Identity typology has generated much interest among entrepreneurship scholars over the last decade for its ability to address heterogeneity among entrepreneurs' social motivation for starting a new venture and the motivation's subsequent impact on the entrepreneurial process (Fauchart & Gruber, 2011). Early findings exploring

Founder Social Identity typology suggest founders' social motivations play a critical role in the way founders navigate the entire entrepreneurial process. This entrepreneurial process is broken into three stages: opportunity recognition, opportunity exploitation, and growth-related decision-making (Bygrave & Hofer, 1991). Opportunity recognition is the combination of (1) detecting market needs and/or underutilized resources, (2) realizing a fit between market needs and underutilized resources, and (3) through business development crafting a new fit (Hills, 1995; De Koning, 1999). Opportunity exploitation is the set of activities undertaken to develop the new business (Sirmon, Hitt, & Ireland, 2007). Only once they have developed the first two stages can entrepreneurs enter the third stage which focuses on either sustaining venture growth by finding new markets to exploit the same opportunity or by identifying new opportunities within the same market (Webb et al., 2009).

In addressing the association between Founder Social Identity type and opportunity recognition, research suggests that the driving social motivations underlying the pursuit of entrepreneurship may influence how opportunities are identified and the associated symbolic benefits founders hope to obtain. For example, Fauchart and Gruber (2011) found that darwinians tend to adopt a business-centric approach, identifying opportunities through research aimed at determining the most profitable opportunities. Missionaries, Fauchart and Gruber (2011) say, identify opportunities through the lens of their personal political or social goals, while communitarians do not actively identify opportunities but are instead made aware of business opportunities by fellow social group members.

Furthermore, Founder Social Identity type has been suggested to drive key differences in the benefits founders associate with a particular business opportunity (Gruber & Fauchart, 2018). The darwinian is driven by self-interest and allured by financial gain, the missionary is fixated on

the political or social change lying at the heart of their entrepreneurial pursuit, and the communitarian views entrepreneurship as an opportunity to further embed themselves into a community with strengthened customer relationships (Fauchart and Gruber, 2011). In short, the research examining Founder Social Identity and key elements of the opportunity recognition phase highlights stark contrasts between the three Founder Social Identity types.

Founder Social Identity type can also be used to explain differences that occur during the opportunity exploitation stage. During this stage, founders engage in business planning and the procuring of resources, including the hiring of staff. Stewart and Hoell (2016) theorize that under certain circumstances, founders seek to reinforce their social identity by hiring individuals within their in-group. This is particularly true for communitarians, who tend to hire employees that are members of the community served by the entrepreneurial endeavor (Stewart and Hoell, 2016).

Research examining the impact of Founder Social Identity on activities that can be classified as part of the venture sustainment process highlights key differences in the innovation stage. Differences are particularly apparent between darwinians and the other two types. According to Harlow and Chandha (2019) darwinians view innovation as being the generation of completely new ideas. In contrast, communitarian and missionary types understand innovation to mean the delivery of a preexisting tool or idea to a new context. Of particular interest, say Harlow and Chandha (2019), is that while darwinians judge innovation from a broad perspective considering all industries, communitarians and missionaries view it within the boundaries of their respective community or industry, suggesting that darwinians maintain an awareness of broad market needs while the other types maintain a more limited view of the competition. Furthermore, in multi-founder ventures made up of founders with different Founder Social Identity types, over time, the group will tend to move towards social identity homophily based

on the dominant member or members (Powell & Baker, 2011). This relates to a key assumption germane to the proposed research methodology and will be discussed more in depth later.

In addition to focusing on the three entrepreneurial stages, researchers have also examined the association between Founder Social Identity type and interpersonal preferences and founder characteristics, looking at, among other factors, a preference for causal versus effectual logic, entrepreneurial orientation, and self-efficacy. In examining founders' preference for causal versus effectual logic, Cruz, Verdu-Jover, and Gomez-Gras (2017) found that darwinians are more likely to plan and act with an end goal in mind which casts them as causal thinkers. In contrast, communitarians tend to utilize the resources at hand (such as social capital from their social group memberships) to navigate uncertainty throughout the entrepreneurial process. This is in line with research by Brande, Berger, and Golla (2016) who suggest that communitarians use social group members as role models which contributes to their sense of self-efficacy, while missionaries tend to blend both approaches together.

The underlying social motivations that spur engagement in entrepreneurial activity influence decisioning along all three entrepreneurial stages. This is evident, for example, in the communitarian's approach to opportunity identification by which opportunities are generated as an outcome of community engagement, and is further emphasized during the opportunity exploitation stage, as seen in founders' preference for hiring others within their social groups. Finally, the influence of social motivations on the entrepreneurial process persists to the exploitation stage, influencing the way founders define and approach innovation.

These findings suggest that Founder Social Identity type may help explain heterogeneity among other entrepreneurial activities as well. One such example serves as the driving research question for this dissertation. That is, the association between the strength by which

entrepreneurs rely on the darwinian, communitarian, and missionary founder social identity types and MO's leading component measures: customer and competitor orientation. I define MO as being the assimilation of customer and competitor information, the internal dissemination of that information within an organization, and any subsequent responses to it (Jaworski et al., 1996).

Matters regarding the MO construct and the specific underlying dimensions for inclusion in it have been a point of contention among researchers over the years. Some researchers have expanded the MO construct to incorporate the entire supply chain (e.g., suppliers and distributors), stakeholders, and the broader macro environment (Houston, 1986). However, a meta-analysis of the extant research empirically concluded that future research exploring MO should solely focus on the customer and competitor dimensions of MO as they are the leading drivers relating MO to firm performance (Sorensen, 2008).

Customer orientation refers to the marketing of activities driven by customer-related intelligence (Narver & Slater, 1990). In other words, taking a customer-oriented approach means delivering customer value via activities that are informed by an in-depth understanding of the customer. In contrast, competitor orientation is a means by which firms identify themselves through an in-depth understanding of, and response to, their competitors (Kotler, 2000).

MO may be of value for several reasons. First, it is an activity that occurs across the entire entrepreneurial process. During the opportunity recognition stage, individuals identify a gap between customer needs and current market offerings. During the opportunity exploitation stage, founders work out how to fill the perceived market gap(s). Finally, during the venture sustainment process, founders must execute key marketing activities related to their potential customers and competitors. In all three stages, the way in which founders work is critical. Compared to other strategic orientations, MO and, by extension, customer orientation and

competitor orientation, arguably hold the greatest impact on firm performance (Fritz, 1996; Hult & Ketcher, 2001; Narver & Slater, 1990). During unpredictable market environments, the association between MO and firm performance is exasperated, making this a relevant research topic given today's economic climate (Jaworski & Kohli, 1993). With these factors in mind, it is surprising that research on Founder Social Identity has yet to examine how Founder Social Identity type influences the leading component measures of MO: customer orientation and competitor orientation.

1.1 Research Objective

This study seeks to examine the association between the strength of founders' darwinian, communitarian, and missionary social identities and customer and competitor orientation. Specifically, I examine how the underlying social motivations that drive entrepreneurial activity lead entrepreneurs of small to medium-sized enterprises to adopt varying degrees of customer and competitor orientations. This dissertation is chiefly concerned with the customer and competitor dimensions that form part of the MO construct rather than the MO construct itself. By focusing on MO construct's two leading dimensions as they relate to firm performance, I provide theoretical accuracy (Sorenson, 2008) which is appropriate given the nascent nature of the Founder Social Identity research stream.

The theoretical link between Founder Social Identity type and customer and competitor orientation can be understood through a close examination of the underlying dimensions at the heart of social identity research. (Fauchart & Gruber, 2011). Of the three dimensions, basis of self-evaluation and frame of reference are particularly poignant. Self-evaluation captures how founders evaluate themselves. For example, darwinians measure themselves by their ability to apply business concepts, while communitarians evaluate themselves by their ability to deliver

value to customers (Fauchart & Gruber, 2011). Frame of reference captures the social group that founders compare themselves to. Darwinians compare themselves to their competitors, while, in contrast, communitarians compare themselves to the social community they identify with (Fauchart & Gruber, 2011). Darwinians, therefore, evaluate themselves based on their ability to perform core business practices while communitarians evaluate themselves based on their ability to deliver products and services deemed valuable by their customers. It is safe to assume then that darwinians have a better understanding of their competitors, while communitarians have a better understanding of their customers. In this way it is possible to link Founder Social Identity type to customer and competitor-related marketing activities.

This dissertation is designed to shed light on the association between the strength of an entrepreneur's social identities and market-orientation's two primary drivers of firm performance: competitor, and customer orientation. There is a growing body of research exploring Founder Social Identity, and it continues to garner interest for its ability to address founders who are not primarily driven by economic self-interest (Gruber & Fauchart, 2011). This study sets out to theoretically propose and empirically examine the association between Founder Social Identity type and MO. Extant research on Founder Social Identity has explored its effects the venture organizing process (Powell & Baker, 2011), hiring practices (Stewart & Hoell, 2016), innovation and the creation of sustainable practices (Harlow & Chadha, 2019), responses to adversity (Powell & Baker, 2014), the symbolic benefits founders hope to obtain through the entrepreneurial process (Gruber & Fauchart, 2018), preference for the use of causal versus effectual logic (Estrada-de la Cruz, Verdu-Jover, & Gomez-Gras 2017), entrepreneurial orientation (Brändle, Golla, & Kuckertz, 2019), self-efficacy (Brandt, Berger, & Golla, 2016), the business planning process (Ignjatovic, 2017), crowdfunding performance (Oo, Allison,

Sahaym, & Juasrikul, 2019), and business performance (Cruz, Verdu-Jover, & Gomez-Gras, 2017). However, research to date has failed to explore the association between Founder Social Identity type and customer and competitor orientation. This gap is surprising given that marketing scholars have argued that MO, which is primarily made up of customer and competitor orientation, holds the greatest impact on firm performance among the various strategic orientations (Fritz, 1996; Hult & Ketcher, 2001; Narver & Slater, 1990). The objective of this dissertation is therefore to empirically examine the relationship between the strength of an founder's various social motivations as captured by Founder Social Identity and customer and competitor orientation. In doing so I address the following research question:

Is the strength of certain Founder Social Identity types associated with customer and competitor orientation in small and medium-sized enterprises?

This dissertation investigates the association between the strength of an founder's Founder Social Identity and the two leading dimensions of the MO construct. Specifically, I am concerned with the two leading dimensions of the MO constructs: customer orientation and competitor orientation. Therefore, this research lays the groundwork for suggested future research to further examine the association between Founder Social Identity and firm performance (Fauchart & Gruber, 2011; Cruz et al., 2017).

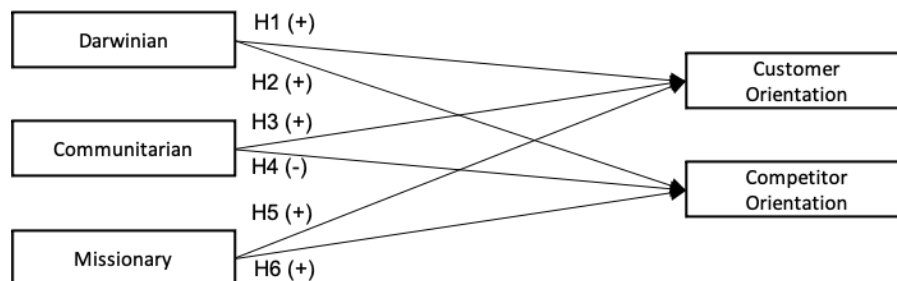


Figure 1. Research Model

As outlined in the model above, I test the association between the strength of

entrepreneurs' darwinian, communitarian, and missionary identities and customer and competitor orientation. Hypothesis one proposes the degree by which individuals identify with the darwinian founder social identity type to be positively associated with customer orientation. Hypothesis two proposes the degree by which individuals identify with the darwinian founder social identity type to be positively associated with competitor orientation. Hypothesis three proposes the degree by which individuals identify with the communitarian founder social identity type to be positively associated with customer orientation. Hypothesis four proposes the degree by which individuals identify with the communitarian founder social identity type to be negatively associated with competitor orientation. Hypothesis five postulates the degree by which individuals identify with the missionary founder social identity type to be negatively associated with customer orientation. Hypothesis six proposes the degree by which individuals identify with the missionary founder social identity type to be positively associated with competitor orientation.

1.2 Theoretical Contributions

This dissertation makes three primary theoretical contributions to the research. First, it extends the growing body of literature examining the role that the social motivations for entrepreneurship, captured through Founder Social Identity type, play in the entrepreneurial process. Specifically, findings shed light on how the social motivations that drive entrepreneurial activity influence the how founders approach key marketing, by examining the association between the strength of entrepreneurs' Founder Social Identity types and the two leading component measures of MO: customer and competitor orientation. This study also adds to the strategic marketing literature by examining Founder Social Identity as an attribute of top management that may explain why top management may be more likely to emphasize a customer

and competitor orientation. Finally, this study further validates the applicability of Siegert et al.'s Founder Social Identity scale (2016) within North America.

Next, I provide a review of the extant research on Founder Social Identity theory and customer and competitor orientation. Following, I provide discourse on the proposed hypotheses and outline the methodological approach I use. Finally, I summarize the results, provide implications for future research and practice, address limitations within this study, and present ideas for future research.

CHAPTER 2: LITERATURE REVIEW

This chapter begins with a brief description of social identity theory followed by a more thorough discussion on Founder Social Identity, expounding on germane findings within the Founder Social Identity literature to establish the association between Founder Social Identity and customer and competitor orientation. An overview of the MO construct is provided, with a focus on its two leading dimensions, customer orientation and competitor orientation. This chapter concludes with a review of this dissertation's research objectives, a theoretical model, and supporting theoretical arguments.

Social identity theory addresses the ways in which individuals answer the universal question “Who am I?”, in the context of social group membership and greater society (Tajfel & Turner, 1979). Conceptually, social identity can be described as the aspect of a person's self-awareness about their group memberships (Ellemers et al., 1999). Individuals' social identity tends to be formed in parallel with self-categorization, the process by which individuals self-select a group to which to belong to accentuate the similarities between themselves and the group, resulting in the depersonalization of the self (Turner, 1979). Social identity theory and self-categorization theory are two distinct theories. However, their close alignment with one another has resulted in researchers often referring to them under one umbrella referenced simply as social identity theory (Ellemers et al., 1999).

2.1 Founder Social Identity

Extending research on social identity within the domain of entrepreneurship, Fauchart and Gruber (2011) put forth theory introducing a Founder Social Identity typology, capturing the pure social motivations that drive individuals to pursue entrepreneurship. Through this typology,

Fauchart and Gruber bring to light the various factors that motivate founders and reveal heterogeneity among entrepreneurs as it relates to the venture creation process. Through an exploratory study of 49 firm founders, Fauchart and Gruber (2011) identified the key differences across three critical strategic decisions: market segment served, customer needs addressed, and deployment of capabilities and resources. After coding and analyzing interview responses, three “pure” types of founder identity emerged, namely, darwinian, missionary, and communitarian, alongside a fourth “hybrid” type.

The darwinian encapsulates the traditional view held by researchers as to what drives individuals to pursue entrepreneurial activity. Until recently, research has assumed that founders’ primary motivation for exploiting opportunities is profit-driven, a business-oriented approach that exemplifies darwinian founder social identity type. For such entrepreneurs, motivations include profit generation, personal wealth accumulation, and the building of generational legacy (Fauchart & Gruber, 2011). Thus, darwinians are focused on establishing healthy and profitable businesses through the application of solid business principles to differentiate themselves from industry competitors. This description is captured well in an interview between Fauchart and Gruber (2011) and a darwinian in the following quote regarding firm creation:

“Getting into this with the competencies we had was a very calculated risk. Because having business competency and technical proficiency...is already something remarkable...That’s the difference between our brand and other emerging brands: these others are often created by only skiers. I don’t want to be mean, but they have no idea about the business aspect.” (p.942)

Darwinians’ business-oriented approach also extends to how they select their target market. Motivated by growth, darwinians aim to serve either an established mass market or a market they assess to be growing (Fauchart et al., 2011). Such founders look to quantitative

measures to identify the average customer and view the fact that they are not deeply embedded in a user community as a strength since this allows them to use an objective approach to determining the market needs of a wide consumer base (Fauchart et al., 2011).

In contrast, communitarians are driven by a need to serve their community since they derive their sense of meaning from the social group, they attach themselves to. Firm creation is primarily motivated by community development and the ability to deliver customer-centric service and/or products (Fauchart & Gruber, 2011). For communitarians, entrepreneurship is viewed as being an opportunity to provide a quality product to a community they are actively engaged with (Fauchart et al., 2011). This active community engagement is described in the following quote taken from an interview conducted by Fauchart and Gruber (2011) with a communitarian:

“And I started to sell them, as I had my friends, and I knew a lot of people in the ski-snowboard field, and also in windsurfing (...). Everyone knows each other, and my friends kept saying, ‘K, why don’t you do this, more of this?’ ...I was in a field where I had friends all over the place...” (p.943)

The tight-knit community engagement exhibited by communitarians dually serves as a means of market research (Fauchart and Gruber, 2011). In contrast to the darwinian and missionary, communitarians’ target markets are the communities to which they belong. It is through active and deep community involvement that communitarians are made aware of the novel needs identified by frequent consumers that may or may not be valuable to average consumers (Brandle et al., 2018).

The missionary type describes founders who exploit opportunities to produce societal or political change. To the missionary, business is simply a mechanism through which they may realize a political agenda or advance a cause. The missionary identity describes entrepreneurs who participate in social entrepreneurship, a stream of research that has recently garnered much

attention (Fauchart & Gruber, 2011). For the missionary, the driving political or social cause advanced through their entrepreneurial effort is as important as the business itself. Furthermore, the missionary attempts to influence the greater market by serving as an exemplary model for other firms. This model is captured in the following quote from a missionary during an interview conducted by Fauchart et al. (2011):

“I do not want to sell only an innovation, an innovative product. I want to build a firm that is a social model.... This is a role model for an ethical business—here and internationally.”
(p.945)

The missionary, like the darwinian, aims for growth, albeit to create societal change as opposed to wealth generation. This creates a surface level similarity between the two, as the missionary aims to appeal to a large consumer base just as the darwinian does. However, a nuanced difference is found in how customers’ needs are addressed. In contrast to the darwinian, the missionary, in advancing a political or social cause, seeks to change consumer behavior towards alignment with a political or social goal (Fauchart et al., 2011).

Founder Social Identity literature exploring the three Founder Social Identity types is a nascent yet growing research domain. Until the recent emergence of a scale developed by Siegert et al. (2016), research on the topic was limited to theoretical expositions and studies supported by qualitative methods. This has led to various qualitative and theoretical studies exploring the effects of Founder Social Identity on key entrepreneurial activities, including venture organizing (Powell & Baker, 2017), hiring (Stewart & Hoell, 2016), innovation and sustainability (Harlow & Chadha, 2019), responses to adversity (Powell & Baker, 2014), and the symbolic benefits that founders hope to obtain through the process (Gruber & Fauchart). More recently, a number of quantitative studies have emerged using Siegert et al.’s scale (2016), and these studies have

explored the association between Founder Social Identity type and the preference to use causal versus effectual logic (Estrada-de la Cruz et al., 2017), entrepreneurial orientation (Brändle et al., 2019), self-efficacy (Brändle et al., 2016), business planning (Ignjatovic, 2017), crowdfunding performance (Oo et al., 2019) and business performance (Estrada-de la Cruz et al., 2017). The following section will include a review of venture organizing, strategic responses to adversity, hiring, the benefits hoped to be obtained through the entrepreneurial process, preference towards causal vs effectual logic, and entrepreneurial orientation to establish the argument that the degree by which founders adopt customer and competitor orientation is associated with the degree by which founders rely on darwinian, communitarian, and missionary social motivations.

A review of the Founder Social Identity research to date reveals an overwhelming amount of evidence suggesting that the social motivations driving founders to engage in the entrepreneurial process influence all three stages of entrepreneurship. During the opportunity recognition stage, darwinians, communitarians, and missionary types identify opportunities in starkly different ways. The perceived benefits of pursuing entrepreneurial activity also vary by Founder Social Identity type, and, in some instances, reinforce social group membership and serve to strengthen customer relationships. The following literature review will address key assumptions and explain the association between Founder Social Identity type and opportunity identification, and the benefits that founders hope to obtain by engaging in the entrepreneurial process.

The instrumental benefits entrepreneurs look to obtain through firm creation can be differentiated by Founder Social Identity type, and this is explored by Gruber and Fauchart (2011) as an extension of their original work. The researchers interviewed the founders of sports equipment firms in Switzerland to examine differences among founder types relating to the

instrumental and symbolic benefits they strive for. The survey of 49 sports firms suggests that a association exists between Founder Social Identity type and the instrumental benefits founders hope to realize through entrepreneurial activities. Instrumental benefits examined include financial, occupational, and impact-related benefits. Such differences among the three founder social identity types have strong implications for the research question under examination.

Consistent with the longstanding belief that founders engage in entrepreneurship for economic self-interest (Shane, 2003), darwinians, although varying in the degree to which they aspire to obtain financial success, are highly motivated to create wealth. This is in stark contrast to communitarians who view their firm as a means-to-an-end which enables them to remain engaged with other community members (Fauchart & Gruber, 2011). The communitarian's view of the firm is captured eloquently in the following quote (Gruber & Fauchart, 2012) by an interview with a communitarian founder:

"The idea is to arrive at 30 snowboards and 30 kitesurfs a year. Sixty products a year...with that, I'll make a little money for 12 months, and it'll take me six months' work...That's the idea, so it works out to a modest salary over 12 months, but just working six, so the rest of the time, its snowboarding, skateboarding (Laughter)." (p.18)

Similarly, missionaries view the financial returns of their firms as a means-to-an-end. However, unlike the communitarian, a missionary's motivation is the sharing of a particular social or political agenda they want to advance.

In addition to financial benefits, Gruber and Fauchart (2012) also explore key differences related to occupational benefits. For the darwinian, the occupational benefits strived for are an extension of the previously discussed financial benefits, though here they have the ability to receive the full benefits of their labor, an outcome not possible through employment (Fauchart and Gruber, 2012). Communitarians, in contrast see customer relationships as an occupational

benefit. Comments recorded by Gruber and Fauchart (2012) from a communitarian illustrate this viewpoint:

“What we like is to spend time with the practitioners, working on the ski that they really want, chatting with them, not make large quantities and a lot of money... which means that we are privileged having contacts with people, that is what has been our motivation before even talking of making some money. That means that we spend a lot of time with our ‘clients’ because they are friends or become friends. This allows us to really create social links and to be able to respond to what they really want and need. So that’s super demanding but at least we are getting a lot of pleasure!” (p.19)

The communitarian’s heightened engagement with their social group, serving as both their customer base and social community to which they belong should serve as a form of customer intelligence, gathering activities that serves as the basis for enacting a customer orientation market strategy. This is further strengthened by the occupational benefits pursued through entrepreneurship, whereby communitarians put forth energy to maintain close relationships with their community.

Research on Founder Social Identity has also shed light on the association between Founder Social Identity and hiring during the opportunity exploitation stage, again highlighting the role that social motivations serve during key entrepreneurial activities. Research in this area has suggested that when Founder Social Identity is prominent, founders will engage with their social groups to fill roles within their organization (Hoell, 2016). This further reinforces the prominence of social motivations and their effect on social group engagement as it relates to the entrepreneurial process. Next, I discuss in greater details findings in this area.

Social identity has been theoretically linked to early hiring decisions by Stewart and Hoell (2016), who heed prior suggestions that role identity and social identity be examined as complimenting theories capturing a fuller view of founder’s sense of self. Their research has important implications for social identity research and its link to the entrepreneurial process,

namely, the early hiring process (Gruber & MacMillan, 2017). It is suggested that the association between identity and hiring decisions is moderated by identity centrality, which refers to the degree by which an individual determines a certain identity to be important (Ashforth, 2001). Findings show that when a founder's social identity is most central, hiring decisions will work to enhance the founder's social identity by choosing someone within their social network. While this does not suggest variance among the three Founder Social Identity types as it relates to decision-making during the hiring process, it does reinforce the association between founders' social identity types and the social groups to which they belong. More importantly, this suggests that founders leverage their social groups to determine a basis of self-evaluation for their business decisions.

Founder Social Identity has also been shown to influence entrepreneurial activity during the venture sustainment stage. For example, Harlow and Chandah (2019) examine the association between Founder Social Identity and innovation, revealing stark differences among the very definition of innovation between the three Founder Social Identity types. Specifically, while darwinians view innovation as the delivery of a completely new product or service, the other two founder social identity types view innovation within the context of the specific market they serve. Here again, the association between Founder Social Identity and a founder's scope of focused as it relates to competitors and customers. I will now present additional details on the research to date exploring Founder Social Identity and innovation.

Founder Social Identity has been demonstrated to help explain variance in how founders come to define innovation. Harlow and Chandha (2019) explore the effects of social identity theory on innovation. Using semi-structured interviews, the authors conducted a qualitative study of 10 entrepreneurial journalists in India. Through interviews founders were determined to be

darwinian, communitarian, or missionary, and the authors used these social identity types as lenses through which to examine role identity (journalist vs entrepreneur), resource deployment (financing), target market, and the importance of innovation. Results showed similarities among all types for role identity, resource deployment, and customer segmentation. Darwinians appeared unique in their definition of innovation, stating that for them, innovation describes an original idea. In contrast, the other founder social identity types believed that introducing or improving an existing idea to a customer segment is innovative. Furthermore, when discussing innovation, darwinians focused solely on technology while the other types included journalism.

Finally, research on Founder Social Identity has explored the link between the social motivations that drive entrepreneurial activity and personal characteristics such as preferences for causal versus effectual logic and self-efficacy. For instance, in examining differences among founder social identity types as they relate to preferences to use effectual versus causal logic, Cruz et al., (2019) articulate that communitarians are more likely to leverage resources at hand which include their social groups during the decision-making process. Similarly, in examining the connection between Founder Social Identity type and self-efficacy, Brändle et al., (2018) state that communitarians are likely to rely on mentors within their social groups to bolster their sense of self-efficacy, further demonstrating the explicit link between Founder Social Identity and reliance on one's social group.

Next, I present additional details regarding the association between Founder Social Identity type and the preference to use effectual vs causal logic, and self-efficacy. Research on Founder Social Identity has also explored the role that social identity plays in determining the underlying logic that influences decision-making. Effectuation theory as presented by Sarasvathy (2001, 2008) explains how entrepreneurs, constrained by limited resources and information,

come to make decisions. Sarasvathy presents two decision-making logics: effectual and causal describing effectual logic as a decision-making logic grounded in the present, using what is known in the moment to determine next steps, as causal logic as that which looks to realize a predetermined outcome through planning. Expounding on this, Cruz et al., (2019) examine the association between Founder Social Identity type and preference of either effectual or causal logic in decision-making.

Findings suggest that those possessing a pure Founder Social Identity type are likely to prefer either effectual or causal logic (Alsos et al., 2016). Darwinians, for example, tend to lean towards the objective-oriented approach of causal logic (Alsos et al., 2016; Bird, 1989), relying on competitive analysis to make their decisions (Dutton and Ottensmeyer, 1987). Communitarians on the other hand, are likely to prefer effectual logic (Alsos et al., 2016), tending to use current resources to develop and refine their dynamic plans. Resources in this case refer to intellectual, human, and social capital resources (Sarasvathy, 2001, 2008). Missionaries tend to use a blend of the two logics depending on present circumstances.

Researchers have also sought to shed light on the venture organizing process through the lens of Founder Social Identity, revealing that multi-founder teams consisting of founders with varying social identities will become homogenous over time and will align with the dominant members' founder social identities. These findings suggest that the Founder Social Identity of an established venture represents the dominant influence of an organization even if multiple founders are present.

Employing a longitudinal qualitative study, Powell and Baker (2017) were able to capture Founder Social Identity types during three key periods: initial venture-forming conversations, the period immediately after the recruitment of new founders, and the period after an observed

identity adjustment took place. Examples of identity adjustment and organizational disbandment emerged. In instances of identity adjustments, those who found themselves in the out-group adopted the dominant views held by the in-group. For example, several founders that coded initially as either missionary or communitarian across all three frames of reference were later coded as hybrids when they adopted the views of their respective co-founders. Conversely, when differences among founders persisted, the organizations tended to disband. These outcomes reinforce previous literature and suggest that social identity influences behavior (Cardon, Wincent, Singh, & Drnovsek, 2009).

Results from Powell and Baker's study (2017) provide the basis for a key assumption made in this dissertation. That is that founders who remain engaged in multi-founder ventures after the organization process are likely to share social identity views as founders move towards identity homophily through the venture-organizing processes. Thus, it is possible to assume that the measured Founder Social Identity type of a single founder who is actively part of a multi-founder venture should generally be an accurate representation of the founder groups' Founder Social Identity type. This has strong implications on the study of Founder Social Identity type of multi-founder ventures, since many new ventures begin with more than one founder (Aldrich & Ruff, 2006; Davidson & Honig, 2003). Drawing from Powell and Baker's study (2017), I assume that in the instance of multi-founder ventures, it is theoretically sound to use the measured Founder Social Identity type of one founder as a proper representation of the other founders as I examine its association to customer and competitor orientation.

In summary, research to date exploring Founder Social Identity type has clearly demonstrated how varying social motivations for pursuing entrepreneurial activity greatly influence founders' engagement with their social groups across all three of the entrepreneurial

stages. For communitarians, for example, their targeted market segment simultaneously serves as a primary social group to which they actively belong. The heterogeneity among the three Founder Social Identity types regarding social group engagement should theoretically lead to differences related to strategic preferences along the entrepreneurial process. For instance, as it relates to MO, I expect communitarian motivations to be associated with having a strong customer orientation when controlling for the other founder social identity types. In contrast, I expect entrepreneurs with communitarian social motivations to have a weaker competitor orientation when controlling for the other founder social identity types. I will now expound on MO and its two leading dimensions: customer and competitor orientation. In doing so, I lay the foundation for my argument that Founder Social Identity may help explain heterogeneity among organizations as it relates to customer or competitor orientation.

2.2 Customer and Competitor Orientation

Market orientation is the application of the marketing concept. The marketing concept posits that sustained success is the function of satisfying identified customer needs and the effectiveness by which that is done as compared to market competitors (Day, 1994; Kotler, 2002). The marketing concept is widely considered to be the most important of the several strategic orientations that exist due to its strong correlation with financial performance (Fritz, 1996; Hult & Ketcher, 2001; Narver & Slater, 1990). A strategic orientation looks to obtain strong financial performance through a collection a strategic choices and activities carried out by management and employees enabling sustainable business performance (Gatisgnon & Xueereb, 1997). Thus, an MO can be viewed as a set of customer and competitor related activities that are intended to achieve and sustain superior performance within the market. More specifically, MO is the generation and dissemination of information related to customs and

competitors, along with the proactive and responsive actions taken based on that information (Sorenson, 2008; Day & Wensley, 1988; Olson et al., 2005; Slater, 2007).

The MO construct continues to evolve over time, with researchers debating the dimensions that form the MO construct (Sorenson, 2008). For example, researchers such as Houston (1986), to broaden the construct, have explored additional dimensions such as the entire supply chain (e.g., suppliers and distributors), the inclusion of stakeholders, and the broader macro environment. However, a meta-analysis of the extant research on the topic concludes that future research exploring MO should solely focus on the customer and competitor dimensions of MO since they are the leading drivers relating MO to firm performance (Sorensen, 2008).

Therefore, for this study I focus exclusively on the customer and competitor orientation dimensions of the MO construct. This decision finds support not only within the MO literature but within the broader strategy research domain where business strategy is understood as being the consideration of competitors and the competitive environment (Porter, 1980, 1985).

I will now discuss the distinct yet overlapping customer and competitor orientations. Customer orientation is defined as the ability to create superior value for customers that is supported by an understanding of the organization's target customer segment (Narver & Slater, 1990). In other words, customer orientation is the "set of beliefs that put the customer's interest first" (Deshpande, et al., 1993 p.27). The purpose of customer orientation is to enable informed decision making as it relates to both current and prospective customers (Naver & Slater, 1990). For example, customer-oriented activities include understanding customer needs, how a customer uses a product, and the customer buying experience (Day & Wensley, 1983).

From a logic perspective, customer orientation begins with the customer and traces the customers' needs back to a company's offerings (Day & Wensley, 1988).

Competitor orientation, on the other hand, is defined as the “ability and the will to identify, analyze, and respond to competitor actions” (Narver & Slater, 1990). The purpose of competitor orientation is to provide informed decisioning regarding market competitors (Narver & Slater, 1990). A familiar business strategy exercise considered to be a competitor-oriented activity is the common strength weakness opportunity and threat analysis of competitors taught in business schools. Additional competitor-oriented activities include creating advantages related to supply chain management and operational costs. Here, the logic begins with competitor-centered assessments to assess differences among capabilities and offerings between competing organizations and one's own (Day & Wensley, 1988).

The customer and competitor-orientation dimensions are distinct. They are each linked to a unique set of activities, and logically begin with different actors. However, similarities in respect to outcomes abound. For example, regardless of whether a founder adopts a customer or competitor orientation, a set of product offerings will be produced. However, the selection of the products may be influenced by customer needs, market competitors, or a combination of the two. In other words, while customer orientation is concerned with putting forth a set of product offerings that align with customer needs, competitor orientation concerns itself with the commercialization of those offerings. There are many differences in the ways in which the two orientations view the customer. A customer-orientation seeks to win over the customer through an in-depth understanding of the customer, while a competitor-orientation views the customer as a trophy to be won amongst a set of competitors (Day and Wensley, 1983). Thus, a balanced MO is one that dually considers the customer and competitor and provides a means by which an

organization can develop a product offering which is aligned to customer needs and can be commercialized. It may sound simple but adopting and managing a balanced approach is difficult and the inability to do it may negatively impact financial performance (Day & Wensley, 1988).

It has been argued that organizations emphasizing either customers at the expense of competitors or competitors at the expense of customers may experience negative financial effects and that the optimal approach is one whereby both customer and competitor are duly considered (Sorenson, 2008). This is due to several reasons. Because customers are short sighted, an overemphasis on customer needs at the expense of innovation may be futile (Hamel & Prahalad, 1994). Further, customers may not really know what they want due to limited knowledge regarding the latest market trends or offerings (Macdonald, 1995; Von Hippel, 1988). Christensen and Bower (1996) illustrate this in their analysis of the computer disk drive industry that found that companies strongly positioned in the market may be surpassed by competitors if they focus on customer needs to the point that it impacts innovation. Finally, and of particular importance in today's economic environment, an over-focus on the customer can be financially detrimental in the aftermath of an economic crisis (Grewal & Tansuhaj, 2001).

There is an overwhelming amount of research exploring the MO concept and it focuses almost exclusively on its outcomes, specifically its effect on innovation and business performance. Despite the attention MO has received in predicting firm performance, relatively little has been done to better understand how organizations come to form their MO. What follows is a brief discussion of the antecedents that influence MO.

Antecedents of MO can be grouped into three categories: top management factors, interdepartmental factors, and organizational systems (Kirca et al., 2005; Jaworski & Kohli, 1993). Top management, by influencing organizational values and orientation demonstrates a

positive impact on organizational MO (Day 1994, Narver & Slater, 1990). In fact, in a meta-analysis examining the associations between MO and antecedents Kirca et al., (2005) conclude that top management emphasis holds the second greatest intercorrelation with MO, second only to interdepartmental connectedness. Antecedents considered include interdepartmental connectedness, emphasis of market orientation by top management, organizational centralization, formalization, reward systems based on the market, and interdepartmental conflict.

Despite the impact top management has on the development of organizational MO, researchers have focused on only a few top management attributes as antecedents to MO. Attributes studied include the risk aversion experienced by top management members and emphasis on MO (Lee et al., 2015; Kuasa & Buatsi, 2005; Bhuian, 1998; Swaurum et al., 2007; Jaworski & Kohli, 1993). A review of the MO literature discussing top management attributes yielded only five articles. The literature review included searching for top management factors as antecedents to MO, customer orientation, and competitor orientation. Extant research on the topic has been organized table 1 and includes the research sample and top management characteristics addressed in each study. While empirical research across multiple countries and industries suggests that top management's emphasis on MO influences an organization's overall MO, the question arises as to why top management members vary in their emphasis of MO. This is particularly interesting given the overwhelming evidence of the positive association between MO and firm performance. This study sheds light on this phenomenon by exploring how the underlying social motivations that drive entrepreneurial pursuit captured through Founder Social Identity influence founders to emphasis a customer or competitor orientation.

Table 1 Top Management Attributes Predicting MO

Author	Sample	Top Management Characteristics
Lee, Y., Kim, S., Seo, M., & Hight, S. (2015).	156 Food-service franchise firms in South Korea	Risk Aversion, emphasis on MO
John Kuada, & Seth N. Buatsi. (2005).	300 Ghanaian manufacturing firms	Risk Aversion, emphasis on MO
Bhuian, S. (1998).	115 Saudi Arabian manufacturing companies	Risk Aversion, emphasis on MO
Dwairi, M., Bhuian, S., & Jurkus, A. (2007).	475 Bank branches in Jordan	Risk Aversion, emphasis on MO
Jaworski, Bernard and Ajay K. Kohli (1993).	222 Member companies of the Marketing Science Institute, 230 American Marketing Association members	Risk Aversion, emphasis on MO

2.3 Research Model and Hypothesis Development

As previously outlined, the underlying social motivations captured by the darwinian, communitarian, and missionary founder social identity types will predict the degree by which entrepreneurs enact a customer orientation and competitor orientation. More specifically, my model posits six hypotheses as follows: The strength of an founder's darwinian Founder Social Identity will have a positive association with competitor orientation (H1). The strength of an founder's darwinian Founder Social Identity will have a positive association with customer orientation (H2). The strength of an founder's communitarian Founder Social Identity will have a negative association with competitor orientation (H3). The strength of an founder's

communitarian Founder Social Identity will have a positive association with customer orientation (H4). The strength of an founder's missionary Founder Social Identity will have a positive association with competitor orientation (H5). The strength of an founder's missionary Founder Social Identity will have a positive association with customer orientation (H6).

The Founder Social Identity scale developed by Seiger et al. (2016) measures the degree to which individuals possess darwinian, communitarian, and missionary social motivations based on their levels of self-categorization, basis for self-evaluation, and frame of reference (Fauchart & Gruber, 2009). Differences among these social identities lead to different outcomes as social identity plays an integral role in the way founders make decisions relating to hiring, business planning, self-efficacy, entrepreneurial orientation, and the benefits they hope to obtain through the entrepreneurial process. However, to date, research has focused on the differences of entrepreneurs with pure founder social identity types. This approach is problematic as it severely limits our potential understanding of the role that Founder Social Identity plays in creating differentiated outcomes throughout the entrepreneurial process. This is because most entrepreneurs do not possess a pure Founder Social Identity but instead rely on multiple social motivations (Siegert et al., 2016). Therefore, I examine the association between the strength of each Founder Social Identity type, while controlling for the other two, and the MO component measures: customer and competitor orientation. This dissertation extends current research on Founder Social Identity through an examination of the association between Founder Social Identity as an antecedent to MO and insinuates that the degree to which entrepreneurs rely on the founder social identity types may predict the level of customer and competitor orientation deployed.

The darwinian embodies the traditional entrepreneur, socially motivated by economic self-interest and the potential to reap a great share of the value they create that otherwise would be shared with an employer (Fauchart et al., 2011). Key to the darwinian's approach to the entrepreneurial process is the application of solid business principles in creating a sustainable competitive advantage in the marketplace. This is bolstered by research correlating the darwinian to causal thinking. Hence, the darwinian is more likely to plan and act with an end in mind, suggesting a close adherence to traditional business goals and the activities required to reach said goals.

For example, the very process of opportunity identification itself is derived from a market evaluation establishing the tie between the darwinian and the application of business principles such as market analysis. Through market evaluation and research, information related to competitors and customers is obtained, disseminated, and used as input for business decisioning (Sorenson, 2008). Thus, from the beginning, the darwinian is concerned with both customer and competitor information. The application of business principles follows through to the opportunity exploitation phase, and, as evidenced by research examining the association between Founder Social Identity and hiring practices, the darwinian is suggested to hire similar, business-minded individuals to fill human resource gaps. This not only highlights the darwinian's reliance on MO but suggests that the organization created to include its employees is likely to be business minded.

A darwinian will take a holistic view of customers and competitors, viewing innovation as the original development of a new product or service rather than the application of current products or services introduced to a new market. This view hints at the idea that darwinians

maintain a balanced understanding of the market. I hypothesize that the strength of an entrepreneur's darwinian profile will be positively associated to competitor orientation.

H1: The strength of a founder's darwinian profile will have a positive association with competitor orientation.

The darwinian identity captures the self-oriented and economic interests associated with entrepreneurship. Endeavors towards entrepreneurship are founded on strong business principles and begin as early as the opportunity recognition phase. A darwinian's chief goal is the exploitation of an economically sound opportunity. In determining the value of an opportunity, the darwinian conducts market research which includes analysis of the competitive landscape and customer segmentation. This sentiment is captured in the items on the darwinian scale relating to solid management practices and the financial prospects of the business at hand (Siebert et al., 2016). Darwinians prefer to lean on causal logic, taking an objective-oriented approach (Alsos et al., 2016; Bird, 1989). The objective in this case is the development of a sound business.

Competitive analysis of one's market has little value when it comes to understanding what one's competitors are doing. It is at the nexus of competitors' product and service offerings and the needs of a particular market that opportunities are identified. A gap in current market products and services only becomes a gap when there is an identified need for a product or service to exist. This foundation of business is captured in customer-oriented marketing activities. For instance, one of the customer-oriented items (Sorenson, 2009) alludes to this clearly, stating, "all of our business functions (e.g., marketing/sales, operations, R&D, finance/accounting) are integrated in serving the needs of our target markets". Hence, the theoretical assumption that the darwinian identity, while not particularly concerned with

customers for the sake of any social imperative, will be positively associated with customer orientation to fulfill the darwinian business-minded approach to entrepreneurship. Thus, the following hypothesis is suggested: The strength of a founder's darwinian Founder Social Identity will be positively associated with customer orientation.

Hypothesis 2: The strength of a founder's darwinian Founder Social Identity will have a positive association with customer orientation:

For the communitarian, entrepreneurship serves as a means by which the founder can serve and stay engaged with the community of which the entrepreneur is a member. Community ties play a critical role from the onset of the entrepreneurial process, specifically within the opportunity recognition phase. For instance, the recognition of the opportunity itself is generated through community engagement. In Fauchart and Gruber's interviews (2011) with communitarians, it was noted that the idea to turn a particular product or service into a business was suggested by other community members. The focal point of community as a source of social motivation for the communitarian is carried through to the goals of entrepreneurship where community engagement serves as a top priority, with little emphasis on economic self-interest. For example, one ski equipment founder suggested that his business targets for the company were strictly driven by the need to sustain continued engagement with the community. This example highlights the disinterest among the communitarian founder social identity type to perform competitor-oriented activities.

A competitor orientation captures the marketing activities performed that provide a founder with the intelligence required to understand and act in response to industry competitors as a means of creating and sustaining a competitive advantage. The competitor orientation scale options that describe this are, "top management regularly discusses competitors' strengths and

weaknesses” and “our salespeople regularly share information within our business concerning competitors’ activities” (Sorenson, 2009). While communitarians who are user entrepreneurs may be familiar with the industry in which they work, ongoing intelligence gathering, dissemination, and response to competitors do not align to the social motivations that lay at the foundation of the communitarian’s pursuit of entrepreneurship. Thus, the following hypothesis is suggested: The strength of a founder’s communitarian Founder Social Identity will have a negative association with competitor orientation.

H3: The strength of a founder’s communitarian Founder Social Identity will have a negative association with competitor orientation.

For the communitarian, firm creation is primarily motivated by community development and the ability to deliver customer-centric service and/or products (Fauchart, Gruber, 2011). Furthermore, entrepreneurship is a byproduct of having developed a product or service that addresses a personal need that is shared by fellow community members. Research suggests that communitarians are unlikely to conduct market research which results in a partial understanding of the market dynamics regarding the competitor landscape. This highlights communitarians’ reliance on information gathered from their social networks to put forth and maintain their product offerings (Fauchart et al., 2018).

Not only does the communitarian’s social group play a pivotal role in the opportunity identification process, but continued engagement and strengthened relationships act as key benefits that communitarians hope to obtain through the entrepreneurial process. Since communitarians are more likely to hire those with shared interests, the employees of communitarian-run ventures tend to be social group members which further reinforces a reliance on knowledge sources within the community. Further, in Fauchart and Gruber’s (2011)

development of the Founder Social Identity typology, communitarians tended to be user entrepreneurs and active members of the user community which served as a means of intelligence gathering for what would later become their customers as they transition from users to user entrepreneurs.

How communitarians define innovation further illustrates the focus they put on their social groups. Innovation, according to the communitarian, is considered to be the delivery of a new product or service to a market, regardless of whether the product or service already exists in other markets. This is not to say that communitarians are unaware of other markets or competitors within their market, but it highlights the emphasis the communitarian places on the customer market.

Research on Founder Social Identity type suggests that the communitarian relies heavily on social in-group members when there is a perceived lack of self-efficacy. This further bolsters the argument that the communitarian, during each stage of the entrepreneurial process, engages exclusively with members from their social group, members who also serve as their customer base for input into key entrepreneurial activities. The following hypothesis is therefore suggested: The strength of a founder's communitarian Founder Social Identity will have a positive association with customer orientation.

H4: The strength of a founder's communitarian Founder Social Identity will have a positive association with customer orientation.

The missionary identity encapsulates the social motivations of entrepreneurship aimed at sparking social or political change. Of key distinction is the other-oriented disposition that extends beyond known-others to greater society. The intent to realize political or social change is likely to align with the industry or market they choose to enter. Thus, the social motivations that

drive the missionary to entrepreneurship may lead founders to keep a close eye on other businesses within the industry, i.e., competitors (Fauchart & Gruber, 2011). For example, one of the instrumental benefits that the missionary identity type sets out to obtain is influence over a marketplace (Fauchart & Gruber). This may be particularly so in instances where the political or social change is related to perceived subpar industry practices. In such cases, additional information gathering, and dissemination may occur. Further, the Missionary should act on this information by reinforcing and highlighting the differences between their selves and their competitors.

A key benefit for the missionary is the opportunity to serve as a leader for other businesses to demonstrate the feasibility of creating and enforcing ethical business practices (Gruber and Fauchart). This is further supported by Harlow and Chandah (2019), who found that the missionary type includes in its definition of innovation the delivery of a pre-existing product or service to a new industry. To differentiate between products, services, and business practices within one's industry and those external to the industry, industry knowledge, specifically regarding what current competitors are doing in the space as it relates to the products they offer, the customers' they serve, and the business practices they put in place is needed. To achieve this, missionaries would need to "track the performance of key competitors", an activity captured in the competitor orientation construct (Sorenson, 2009). Hence, I argue that to instill change, there first must be an understanding of what is currently done today and that the alignment between a goal to usher in change facilitated by the knowledge assimilation of competitor's performance and offerings in the marketplace suggests an association between the missionary founder social identity type and competitor orientation. The following hypothesis is therefore suggested: The

strength of a founder's missionary Founder Social Identity will have a positive association with competitor orientation.

H5: The strength of a founder's missionary Founder Social Identity will have a positive association with competitor orientation.

The missionary views business as a mechanism by which individuals may realize a social or political goal (Fauchart & Gruber, 2011). Unique to the missionary, is the desire to act as role model and to induce a change in consumer consumption behavior (Fauchart et al., 2011). Thus, the missionary weaves customer behavior and a desired change into the mission of the business. Critical to MO is the response a business takes to act on the intelligence (Sorenson, 2008). The missionary, as a societal or political leader focused on making the world a better place and focused on improving the well-being of others should be concerned with learning and understanding their customers to effectively improve their customers well-being (Fauchart et al., 2011). This is supported by the missionary identity types symbolic goal to act as a role model. As a role model the demonstration of perceived exemplary ethics, morals, and standards is considered instrumental to reaching the political or social change the founder set out to realize (Fauchart & Gruber). It can be assumed that the missionary will track progress made towards this goal and respond accordingly. The process outlined above reflects the primary activities captured within the customer orientation construct. First, the missionary founder social identity type comes to know a particular customer segment and assesses their behavior or attitude. If this does not align with what the founder believes to be ethical, moral, or on par with a standard, the missionary will respond by creating a business that addresses the deficiency in hopes of creating positive societal or political change. This process is reflected in the customer orientation construct. For example, Sorenson points out that market orientation is the "assimilation of

customer and competitor information, its internal dissemination within an organization, and subsequent response to that information (Jaworksi et al., 1996). More specifically, customer orientation is the “ability to create superior value for customers that is supported by an understanding of the organization’s target customer segment (Narver and Slater, 1990). Thus, the initial information gathering and assessment that are intertwined in the social motivations captured by the missionary identity type and subsequent response to that information resulting in the launch of a business ought to continue as founders continuously work towards the realizing a change in consumer behavior and should translate towards increased customer-oriented marketing activities. The following hypothesis is therefore suggested: The strength of a founder’s missionary Founder Social Identity will have a positive association with customer orientation.

H6: The strength of a founder’s missionary Founder Social Identity will have a positive association with customer orientation.

CHAPTER 3: METHODOLOGY

This chapter outlines the methodology employed to test the proposed theoretical model and hypothesis. I begin by providing a general overview of the survey instrument, sample, data collection process, sampling frame, survey approach, measures, and data analysis.

3.1 Survey Instrument

The Qualtrics (XM) platform was used for the webhosting of the survey and data exportation. The survey instrument was sent via email, providing participants with a link to the XM-hosted survey. Participants also received an email detailing consent, purpose of the research, and confidential treatment of personally identifiable information and survey responses and were required to check “I agree,” indicating that they had been informed of the purpose of the research and had been provided with the contact information of both the principal investigator and lead faculty advisor. Participants were made aware that all personally identifiable information including their responses would be kept strictly confidential and that it would be disregarded at the conclusion of the study.

3.2 Study Sample

The sample used for this survey was obtained from two sources. First, data was collected via the customer database, New Pro Video Systems, an established retailer that has operated in the professional broadcasting industry for over twenty years. A list of small to medium-sized businesses and their contact information was compiled by retailer’s founder. An email outlining the purpose of the study with a link to the Qualtrics (XM) hosted survey, soliciting participation, was distributed to the 7,793 clients on New Pro Video System’s customer database. Among the 7,793 customers, 1,877 opened the email. Of the 1,877 who opened the email, 241 agreed to participate in the survey. After reviewing the survey responses for individuals who did not meet

the screening criteria and those who failed to complete the survey and/or provided erroneous responses, the final sample size was 168, which gave a response rate of 2%. Most of the sample were male (150, 89%) compared to female (18, 11%). The average age of the sample was fifty-nine years old and participants ranged from thirty-three to eighty-six years old. Concerning education, twenty-two had completed high school (13%), twenty-two had completed an associate degree (13%), ninety-eight had completed a bachelor's degree (58%), eighteen completed a master's degree (10%), and eight had earned a doctorate degree (5%). Also, 125 (75%) started their business alone, while forty-three (25%) started their business in partnership with others. Similarly, 124 (74%) received help from an advisor, and forty-four (26%) did not. Concerning business related variables, the average business age was twenty-five years old, and participating businesses ranged from one to forty-five years old. The average number of employees was six, ranging from zero to 300. Many participants did not have previous entrepreneurial experience (107, 64%), while a minority (61, 36%) did have previous experience. Businesses represented a diverse group of industries, most of them operating within the arts, entertainment, and recreation industry (88, 52%), followed by professional, scientific, and technical services (29, 17%), and other services (except public administration) (23, 13%), with representation across an additional ten industries.

Participants were also recruited by XM. These participants too received an email detailing the purpose of the study with a link to the XM-hosted survey. Qualtrics provided 388 responses, of which 324 were used after incomplete surveys and those with erroneous responses were removed. The sample was evenly distributed among gender, with males representing 51% (165) of the sample and females representing 49% (163). The average age of founders in the sample was fifty years and participants ranged from eighteen to ninety-nine years old. Related to

education, 111 participants had completed high school (34%), sixty-four had completed an associate degree (19%), eighty-eight had completed a bachelor's degree (27%), forty-five had completed a master's degree (13%), and sixteen had earned a doctorate degree (5%). Regarding business ownership, 257 (79%) started their business alone and sixty-seven (20%) started their business with partners. Similarly, 229 (70%) received help from an advisor and ninety-five (30%) did not. The average business age was eleven years and businesses ranged from having just started to being fifty-one years old. The average number of employees was ten, ranging from zero to 500. More founders had no previous entrepreneurial experience (199, 61%) than had previous entrepreneurial experience (125, 39%). Businesses from every industry were represented in the sample. The most represented industries were other services (except public administration) (62, 19%), construction (36, 11.1%), professional, scientific, and technical services (38, 11%).

3.3 Data Collection

Data were collected over a span of two weeks. The founder of New Pro Video systems sent an initial email soliciting participation and followed this with two reminders, three days apart. The survey remained open for an additional five days and then the survey was closed. Qualtrics collected data and provided all survey responses within five business days and then the survey was closed. Participants from both samples were given the same survey. All participants provided written consent before beginning the survey. Those who did not provide consent were prevented from continuing. Next, participants were screened to ensure they were entrepreneurs. As part of this screening, participants were asked if they currently own and run a business that they started (Engel, Y., Ramesh, A., & Steiner, N. 2020). Next, they were asked a series of questions related to founder-attributes. Participants were first asked about their entrepreneurial

experience with the following question: “Have you previously founded one or more ventures prior to the founding of your current business,” to capture serial entrepreneurs (Zhang, 2019). Additional questions relating to founder attributes were posed to capture gender and age.

Participants were then asked a series of questions related to their business. Information captured included the number of years a participant’s business had been in existence, the number of employees currently employed by the business, and the industry the business primarily operated in. To capture industry, participants were provided with a complete list of North American industries as outlined in the North American Industry Classification System. This provided a more comprehensive and detailed approach than other entrepreneurship research such as that carried out by Woo (1997), in which only nine possible industries were provided. Finally, participants were asked a series of questions related to their social motivations for entrepreneurship and current marketing activities. To capture founders’ social motivations for pursuing entrepreneurship, they were asked to agree or disagree with fifteen questions as outlined in the Founder Social Identity Scale (Siegert et al., 2016) on a seven-point Likert scale. Participants were able to choose from the following options: (1) strongly disagree, (2) disagree, (3) somewhat disagree (4) neither agree nor disagree, (5) somewhat agree, (6) agree, (7) strongly agree. The dependent variables, customer orientation (Narver, 1990) and competitor orientation (Olson et al., 2005) were combined to create fifteen questions that were measured on a seven-point Likert scale.

3.4 Sampling Frame

For this dissertation, entrepreneurs are defined as individuals who currently own and run a business that they started (Engel, Ramesh, & Steiner, 2020). Small and medium-size businesses are independent businesses that employ up to but no more than 500 employees (The

United States Small Business Administration, 2018). A G Power analysis was run to determine an adequate sample size. Results suggests a sample size of 96 using an effect size of .35, power of .80, α of .05, and 31 independent variables (Faul, 2007). The total sample size of this study is 492, exceeding the recommendation by 396. All participants were entrepreneurs of small and medium-sized businesses across all industries.

3.5 Survey Approach

A form of non-random sampling called convenience sampling was used to identify study participants. This method was chosen for its ability to obtain a large sample, as convenience sampling is considered one of the easiest approaches to data collection (Vanderstoep & Johnston, 2009). Participant recruitment was conducted in two ways. First, surveys were sent to the customer database of New Pro Video Systems. Second, XM was leveraged for data collection. In all instances, participants were asked to complete a survey in support of a dissertation research project. No personally identifiable information was collected, ensuring the complete confidentiality of all participants and their responses.

3.6 Measures

This dissertation relied on established scales for both the Founder Social Identity construct and the competitor orientation and customer orientation component measures of MO. All scales used a seven-point Likert-type scale ranging from ‘strongly agree’ to ‘strongly disagree’.

3.7 Independent Variables

Founders’ social motivations for pursuing entrepreneurship were captured using Siegert’s Founder Social Identity Scale (2016) as displayed in table 2. Since this dissertation is concerned with current entrepreneurs, the future tense of the original scale was changed to reflect current

and/or past tense where applicable. First, items beginning with the following statement: “I will create my firm in order...” were changed to: “I created my firm in order...”. Next, items beginning with: “As a firm founder, it will be very important to me...” were changed to: “As a firm founder, it is very important to me...”. Finally, items starting with the following phrase: “When managing my firm, it will be very important to me...” were translated to: “When managing my firm, it is very important to me...”. All fifteen items in the original scale were used and presented using a seven-item Likert scale. Participants were asked to consider how well they agreed or disagreed with the statements on a scale from 1 to 7, where 1 means strongly disagree and 7 means strongly agree. Sample items included: “I created my firm in order to advance my career in the business world.”, “I created my firm in order to solve a specific problem for a group of people that I strongly identify with (e.g., friends, colleagues, club, community).”, and “I created my firm in order to play a proactive role in changing how the world operates.”

Since this dissertation is concerned with examining how the degree to which an individual possesses darwinian, missionary, and communitarian social motivations influences the dependent variables of customer and competitor orientation, the mean score for the items of each Founder Social Identity types are measured as three separate continuous variables.

Table 2 Founder Social Identity Scale

	Consider how well you agree or disagree with the following statements actions on a scale from 1 to 7, where 1 means you strongly disagree with the statement and 7 means it describes you strongly agree.
	Darwinian
1.	I will create my firm in order to advance my career in the business world.
2.	As a firm founder, it will be very important to me to operate my firm based on solid management practices.
3.	As a firm founder, it will be very important to me to have thoroughly analyzed the financial prospects of my business.
4.	When managing my firm, it will be very important to me to have a strong focus on what my firm can achieve vis-à-vis the competition.
5.	When managing my firm, it will be very important to me to establish a strong competitive advantage and significantly outperform other firms in my domain.
	Communitarian
6.	I will create my firm in order to solve a specific problem for a group of people that I strongly identify with (e.g., friends, colleagues, club, community).
7.	I will create my firm in order to play a proactive role in shaping the activities of a group of people that I strongly identify with.
8.	As a firm founder, it will be very important to me to provide a product/service that is useful to a group of people that I strongly identify with (e.g., friends colleagues, club, community).
9.	When managing my firm, it will be very important to me to have a strong focus on a group of people that I strongly identify with (e.g., friends, colleagues, club, community).
10.	When managing my firm, it will be very important to me to support and advance a group of people that I strongly identify with.
	Missionary
11.	I will create my firm in order to play a proactive role in changing how the world operates.
12.	As a firm founder, it will be very important to me to be a highly responsible citizen of our world.
13.	As a firm founder, it will be very important to me to make the world a "better place" (e.g., by pursuing social justice, protecting the environment).
14.	When managing my firm, it will be very important to me to have a strong focus on what the firm is able to achieve for society-at-large.
15.	When managing my firm, it will be very important to me to convince others that private firms are indeed able to address the type of societal challenges that my firm addresses (e.g., social justice, environmental protection).

3.8 Dependent Variables

The degree to which founders engaged in either customer orientation (Narver, 1990) or competitor orientation (Olson et al., 2005) were captured as displayed in tables 3 and 4. No

changes were made to either component measure. Thus, all seven items of the customer orientation component measure and all eight items of the competitor orientation component measure were asked in the same manner as they are presented in Sorenson's scale (2009). Participants were asked to specify their level of agreement to each item using a 7-point Likert scale with the following options: (1) strongly disagree, (2) disagree, (3) somewhat disagree, (4) neither agree or disagree, (5) somewhat agree, (6) agree (7) strongly agree. Once again, a mid-point was provided to give respondents the opportunity to opt-out of a question they did not feel comfortable answering (Hinkin, 2005). Sample items in the customer orientation component measure included the statements, "I constantly monitor my level of commitment to serving customers' needs," and, "I give close attention to after-sales service". Sample items in the competitor orientation component measure included the statements, "I target customers where we have an opportunity for competitive advantage," and, "I rapidly respond to competitive actions that threaten us".

This dissertation separately explores the effect on Founder Social Identity of two of the three component measures that make up MO, namely, customer orientation and competitor orientation. The items for each component measure are averaged to create a single continuous variable for the respective measures.

Table 3 Competitor Orientation

	Consider how well you agree or disagree with the following statements actions on a scale from 1 to 7, where 1 means you strongly disagree with the statement and 7 means it describes you strongly agree.
1.	We track the performance of key competitors.
2.	We identify the areas where the key competitors have succeeded or failed.
3.	We attempt to identify competitors' assumptions about themselves and our industry.
4.	Top management regularly discusses competitors' strengths and weaknesses.
5.	Our salespeople regularly share information within our business concerning competitors' activities.
6.	All of our managers understand how every business function can contribute to information on competitive activities.
7.	We target customers where we have an opportunity for competitive advantage.
8.	We rapidly respond to competitive actions that threaten us.

Table 4 Customer Orientation

	Consider how well you agree or disagree with the following statements actions on a scale from 1 to 7, where 1 means you strongly disagree with the statement and 7 means it describes you strongly agree.
1.	We constantly monitor our level of commitment to serving customers' needs.
2.	We give close attention to after-sales service.
3.	All of our business functions (e.g., marketing/sales, operations, R&D, finance/accounting, etc.) are integrated in serving the needs of our target markets.
4.	All of our managers understand how everyone in our business can contribute to creating customer value.
5.	Our business objectives are driven primarily by customer satisfaction.
6.	Our strategy for competitive advantage is based on our understanding of customer needs.
7.	Our business strategies are driven by our beliefs about how we can create greater value for our customers.

3.9 Control Variables

Individual level attributes controlled for included age, gender, education, and entrepreneurial experience. Organizational level attributes controlled for included industry, use of an advisor during start up, presence of business partners, business age, and the number of employees. Finally, data source is controlled for to account for any variance that may have existed due to differences between the samples obtained through the New Pro Video Systems customer database and those through XM.

Empirical evidence supports an association between age and Founder Social Identity type (Siegert et al., 2016). Age is associated with the missionary founder social identity type and prior psychological research suggests that pro-social behavior becomes more prevalent as individuals age (Eisenberg et al., 1999). For this reason, participants were asked to provide their age in terms of years, and it was measured as a continuous variable.

Gender studies suggest differences among males and females regarding interdependent self-construal, with males being more likely to care for unknown others as they tend to have a relational orientation (Gabriel and Gardner, 1999), and females being more likely to exhibit a relational orientation, resulting in greater care towards known others. Participants are therefore asked to indicate their gender as either male or female. This is converted to a dichotomous variable (0=Male,1=Female).

Research suggests that education may influence how individuals view themselves by defining what may be considered legitimate behavior (Dimaggio & Powell, 1983; Pache & Santos, 2013). As such, communitarians and missionaries obtaining higher levels of education are more likely to perform activities aligned with the darwinian identity that they would otherwise be unlikely to perform. Participants were therefore asked to select the highest level of education they had attained from the following choices: high school, associate degree, bachelor's degree, master's degree, doctorate degree. Education was then computed into a dummy variable and coded 0=Y, 1=N for each category.

Participants were asked about their entrepreneurial experience through the following question: "Have you previously founded one or more ventures prior to the founding of your current business?" This was to capture serial entrepreneurs (Zhang, 2019). This was converted to a dichotomous variable (0=No,1=Yes).

Certain industries may lend themselves particularly well to exploiting community and societal group membership, thus creating differences in the types of opportunities that founders with certain founder social identity types are likely to pursue. For example, prior research has suggested that darwinians, when compared to communitarians and Missionaries, are less likely to pursue businesses opportunities within the education and training industry (Siegert et al., 2016). On the other hand, communitarians are more likely to exploit opportunities within the health services than either darwinians or Missionaries (Siegert et al., 2016). Participants were therefore provided with a list of twenty industry types as outlined in the North American Industry Code System. Industry type was then coded as a dummy variable to be used as a categorical variable during data analyses.

The presence of an advisor during start-up was controlled for to account for any potential external influence during the initial stages of entrepreneurship that may have continued post-start-up. Survey participants were asked to indicate whether they had an advisor during startup. This was converted to a dichotomous variable (0=No,1=Yes).

3.10 Data Analysis

The hypotheses in this study were tested using linear regression analysis. Analysis was performed using IBM SPSS Statistics software. Multiple steps were taken prior to performing regression analysis. First, a series of data diagnostic procedures were run to test assumptions for normality of distribution, multicollinearity, and the identification of outliers (Podsakoff, O., 2016). Next, data was evaluated to explain variance as a function of the research method as opposed to the measure. Further, analysis of descriptive statistics was performed for all independent, dependent, and control variables in the study.

CHAPTER 4: RESULTS

This chapter summarizes the results of the scale reliability, confirmatory factor analysis, descriptive statistics, and multiple regression analysis used to test the proposed hypothesis and analysis of covariance (ANCOVA) results derived from post-hoc analysis. All hypotheses were tested in this study. This dissertation examines the association between the degree to which founders possess social motivations described by the darwinian, communitarian, and missionary Founder Social Identity types and the degree to which they engage in either customer orientation and competitor orientation. Post-hoc analysis explored the variance of means of customer and competitor orientation among the pure and hybrid Founder Social Identity types.

4.1 Data Diagnostic Procedures

Several data diagnostic procedures were performed to test assumptions for normality of distribution, multicollinearity, and outliers. Established scales are used to capture Founder Social Identity (Seiger et al., 2016), customer orientation (Narver, 1990), and competitor orientation (Olson et al., 2005). Scale reliabilities are performed for the darwinian, communitarian, missionary, customer orientation, and competitor orientation scales. For further robustness, scale reliability assessments are performed to determine internal consistency both separately for each data sample and combined. Results are shown in Table 5.

Table 5 Scale Reliabilities				
Construct	Items	New Pro Video	Qualtrics	Combined
		α	α	α
Independent Variables				
Darwinian Identity	5	0.62	0.86	0.84
Communitarian Identity	5	0.88	0.91	0.90
Missionary Identity	5	0.87	0.88	0.88
Dependent Variables				
Customer Orientation	7	0.83	0.89	0.89
Competitor Orientation	8	0.92	0.92	0.93

Scale reliability tests for the Founder Social Identity construct are mostly acceptable and above the recommended .70 (Nunnally, 1978). Scale reliability tests are run for both samples. The scales from the New Pro Video Systems customer sample are above the recommended .70 for two of the three founder social identity types: communitarian ($\alpha = .88$), missionary ($\alpha = .87$), darwinian ($\alpha = .62$). The Qualtrics sample recorded above acceptable scale reliability for the darwinian ($\alpha = .86$) communitarian ($\alpha = .91$), and missionary ($\alpha = .88$) items. The variance between the two samples regarding the darwinian identity warrants further examination, thus a comparison of means test was run to determine if the mean score for the independent and dependent variables significantly vary. Results, presented in Table 6, indicate significant difference between the darwinian and customer orientation scales.

Table 6 Comparison of Means		
Construct	New Pro Video	Qualtrics
Independent Variables		
Darwinian Identity	5.66*	5.25*
Communitarian Identity	3.83	4.52
Missionary Identity	4.77	4.92
Dependent Variables		
Customer Orientation	5.94**	5.64**
Competitor Orientation	4.54	4.53
*significant at the 0.05 level		
**significant at the 0.01 level		

Scale reliability tests were also run for the customer orientation component. Results indicate acceptable levels for both samples. The New Pro Video Systems sample measurements were both acceptable: customer Orientation ($\alpha = .83$) and competitor Orientation ($\alpha = .92$). The Qualtrics sample measurements were also acceptable: customer Orientation ($\alpha = .89$) and competitor Orientation ($\alpha = .92$).

An exploratory factor analysis of the multi-item scales used in this study was run. The results of the exploratory factor analysis confirmed good factorability of the five constructs

(darwinian identity, communitarian identity, missionary identity, customer orientation, and competitor orientation) with Eigenvalues of 10.859, 3.816, 2.920, 1.422, and 1.346. The overall cumulative variance explained was 67.87%, which exceeds the recommended threshold of 60% (Hinkin, 2005). Results from the Kaiser-Meyer-Olkin measuring of sampling adequacy exceeded the recommended threshold of .5 (Kaiser, 1970), at .928. Results were found to be significant in Bartlett's Test of Sphericity (chi-square = 10237.123, df = 435, $p < 0.001$) (Bartlett, 1950). All thirty items were at or above .51 for communalities, suggesting a degree of shared variance with one another. Examining the cross loadings, no item recorded a correlation above .44 with another construct.

A confirmatory factor analysis of the multi-item scales was also run and suggest the model is barely adequate. This was determined by examining indicators of model fit (Hu & Bentler, 1999; Byrne, 2001) which include the normed fit index (NFI), the comparative fit index (CFI), the incremental fit index (IFI), the Tucker-Lewis Index (TLI), the standardized root mean square residual (SRMS), and the root mean square error of approximation (RMSEA). Results of the original model fit test were barely adequate and were recorded as follows: chi-square=1,236.34, DF/CMIN= 3.130, NFI=.84, CFI=.88, IFI=.88, TLI=.87. Values of 0.9 or above are indicators of acceptable fit for NFI, CFI, IFI, and TLI (Hu & Bentler, 1999). SRMR was acceptable as a value of 0.09 or below is acceptable for SRMR (Hu & Bentler, 1999). RMSEA was recorded at .08 which is acceptable but not ideal. Regarding RMSEA, values below 0.05 suggests good model fit, and values between 0.05 and 0.08 are considered acceptable (Byrne, 2001; MacCallum et al., 1996). Thus, the original model fit is barely unacceptable for the following criteria: NFI, CFI, IFI, TLI, or RMSEA.

A common method bias (CMB) test was performed to examine if participants uniformly responded to the survey items. This is particularly important, as no questions were reverse worded. To test for CMB, a Harman Single Factor test of all survey items was performed. Results do not indicate evidence of common method bias. The first factor accounts for 34% of the total variance, less than the suggested threshold of 50% (Podsakoff, 2016).

4.2 Correlation analysis results

A bivariate correlation analysis was run to examine the correlations between all variables in the model and are presented in table 7. Darwinian social motivations significantly correlated to the communitarian founder social identity type ($r=.23$, $p < .01$), the missionary social motivations ($r=.33$, $p < .01$), competitor orientation ($r=.52$, $p < .01$), customer orientation ($r=.60$, $p < .01$), business age ($r=.11$, $p < .05$), utilities industry ($r=-0.20$, $p < .01$), New Pro Video Systems data set ($r=.15$, $p < .01$); and was negatively correlated to having earned a doctorate's degree ($r=-0.13$, $p < .01$), and gender ($r=-0.21$, $p < .01$). Communitarian social motivations were significantly correlated to missionary social motivations ($r=.56$, $p < .01$), competitor orientation ($r=.42$, $p < .01$), and customer orientation ($r=.23$, $p < .01$), number of employees ($r=.09$, $p < .05$), having obtained an associate degree as the highest level of education attained ($r=.10$, $p < .05$), use of an advisor during business start-up ($r=.11$, $p < .05$), gender ($r=.14$, $p < .01$); and was negatively correlated to founder age ($r=-0.23$, $p < .01$), having obtained a bachelor's degree ($r=-0.10$, $p < .05$), business age ($r=-0.23$, $p < .01$). Missionary social motivations was significantly correlated to competitor orientation ($r=.36$, $p < .01$), customer orientation ($r=.39$, $p < .01$), and gender ($r=.10$, $p < .05$); and negatively correlated to founder age ($r=-0.09$, $p < .05$). Competitor orientation was significantly correlated to manufacturing ($r=.11$, $p < .05$) wholesale trade ($r=.10$, $p < .05$), use of an advisor during start-up ($r=.15$, $p < .01$), number of employees ($r=.17$, $p < .01$); and negatively

correlated to founder age ($r=-0.18$, $p < .01$), business age ($r=-0.14$, $p < .01$), and having earned a doctorate degree ($r=-.09$, $p < .05$). Customer orientation was negatively correlated to the utilities industry ($r=-0.19$, $p < .01$), and having attained a doctorate degree ($r=-0.15$, $p < .01$).

Table 7 Descriptive Statistics and Correlations

		Mean	Std. Deviation	1	2	3	4	5	6	7
1	Founder Age	53.451	14.548	--						
2	Data Source	0.321	0.467	.283**	--					
3	Gender	0.368	0.483	-.207**	-.364**	--				
4	Partnership	0.223	0.417	0.002	0.069	0.046	--			
5	Age of Business	16.202	12.682	.625**	.497**	-.305**	0.028	--		
6	No. Employees	7.585	29.540	-.143**	-0.061	-0.042	.116*	-0.058	--	
7	Advisor	0.281	0.450	-.155**	-0.024	0.024	.199**	-0.074	.185**	--
8	Entrepreneurial Experience	0.372	0.484	0.001	-0.030	-0.040	-0.022	-.113*	.170**	0.028
9	Education	2.791	1.362	-0.013	-.156**	-0.009	-0.038	-.110*	0.080	-0.047
10	Accommodation and Food Services	0.023	0.151	0.000	-0.076	-0.001	.187**	-0.044	0.015	0.029
11	Agriculture, Forestry, Fishing and Hunting	0.011	0.103	-0.026	-0.071	0.007	.094*	-0.041	-0.008	-0.019
12	Arts, Entertainment, and Recreation	0.243	0.429	0.006	.472**	-.205**	0.042	.190**	-0.061	-0.066
13	Construction	0.081	0.273	-0.060	-.171**	-0.016	0.085	-0.031	-0.011	-0.029
14	Educational Services	0.015	0.121	-0.056	-0.085	0.088	-0.066	-.091*	-0.026	-0.038
15	Finance and Insurance	0.034	0.182	0.067	-.129**	-0.022	-0.016	0.048	0.040	0.065
16	Health Care and Social Assistance	0.030	0.170	0.001	-.094*	0.074	0.026	-0.034	-0.019	0.085
17	Information	0.051	0.220	0.000	0.047	-.097*	-0.078	0.063	.139**	0.070
18	Management of Companies and Enterprises	0.009	0.092	0.007	-0.014	0.025	.173**	0.008	-0.006	.097*
19	Manufacturing	0.036	0.187	-.130**	-0.036	0.018	0.060	-0.077	.222**	.158**
20	Mining, Quarrying, and Oil and Gas Extraction	0.002	0.046	0.030	-0.032	-0.035	-0.025	-0.048	-0.010	-0.029
21	Other Services (except Public Administration)	0.172	0.378	0.027	-0.061	.224**	-0.042	-0.005	-0.052	-0.085
22	Professional, Scientific, and Technical Services	0.134	0.341	0.086	0.064	-.106*	-.106*	0.040	-0.064	-0.079
23	Public Administration	0.002	0.046	0.040	-0.032	-0.035	-0.025	0.014	0.004	-0.029
24	Real Estate and Rental and Leasing	0.051	0.220	0.076	-.139**	0.063	-0.008	-0.061	-0.007	0.027
25	Retail Trade	0.077	0.266	-0.024	-.164**	.145**	-.116*	-.127**	-0.059	-0.020
26	Transportation and Warehousing	0.011	0.103	0.014	-0.027	-0.036	-0.006	-0.036	0.005	0.027
27	Utilities	0.009	0.092	-.138**	-0.064	0.025	0.062	-0.087	.100*	.097*
28	Wholesale Trade	0.011	0.103	-0.072	-0.027	-0.079	-0.006	-0.056	0.042	0.074
29	Darwinian (Mean)	5.395	1.180	0.001	.152**	-.218**	0.019	.113*	0.069	0.011
30	Communitarian (Mean)	4.297	1.569	-.233**	-.207**	.146**	-0.024	-.230**	.095*	.115*
31	Missionary (Mean)	4.848	1.443	-.094*	-0.068	.105*	-0.030	-.095*	0.075	0.057
32	Hybrid All (Categorical)	0.115	0.319	-.142**	-.134**	0.016	-0.049	-0.087	.122**	0.072
33	None (Categorical)	0.406	0.492	0.078	-0.059	0.087	0.045	-0.016	-0.064	-0.045
34	Hybrid Missionary/Darwinian (Categorical)	0.057	0.233	0.012	0.026	-0.037	-0.089	-0.010	-0.043	-0.053
35	Hybrid Missionary/Communitarian (Categorical)	0.040	0.197	-.116*	-.118*	0.067	-0.006	-.155**	-0.002	-0.032
36	Hybrid Communitarian/Darwinian (Categorical)	0.028	0.164	0.019	-0.060	0.033	0.065	-0.011	0.001	0.068

22	-.180**	--									
23	-0.021	-0.018	--								
24	-.106*	-.091*	-0.011	--							
25	-.131**	-.113*	-0.013	-0.067	--						
26	-0.047	-0.041	-0.005	-0.024	-0.030	--					
27	-0.042	-0.036	-0.004	-0.021	-0.027	-0.010	--				
28	-0.047	-0.041	-0.005	-0.024	-0.030	-0.011	-0.010	--			
29	-0.062	0.061	0.039	-0.024	-0.023	-0.031	-.200**	0.067	--		
30	-0.061	-0.029	0.033	-0.024	0.008	-0.036	-0.044	0.025	.230**	--	
31	-0.026	-0.083	0.043	-0.032	-0.008	-0.021	-0.077	-0.024	.337**	.569**	--
32	-0.023	-0.005	-0.017	0.007	-0.003	-0.037	-0.033	0.028	.291**	.477**	.395**
33	0.012	0.005	-0.038	0.044	0.055	0.041	.112*	-0.044	-.615**	-.363**	-.467**
34	-0.040	-0.017	-0.011	-0.016	0.032	0.064	-0.023	-0.026	.227**	0.021	.261**
35	0.021	-0.017	-0.009	0.001	-0.018	0.084	-0.019	0.084	-0.067	.262**	.211**
36	0.060	-0.028	.274**	0.020	0.000	-0.017	-0.016	-0.017	.113*	.180**	0.041
37	0.021	0.062	-0.028	-0.051	-0.045	-0.062	-0.055	0.032	.440**	-.194**	-.167**
38	-0.019	-0.036	-0.008	0.013	-0.052	-0.019	-0.017	-0.019	-.094*	.193**	0.066
39	-0.040	-0.043	-0.011	-0.016	-0.002	-0.026	-0.023	-0.026	-.115*	-0.036	.243**

Table 7 Descriptive Statistics and Correlations

	32	33	34	35	36	37	38	39
32	--							
33	-.298**	--						
34	-0.089	-.204**	--					
35	-0.074	-.170**	-0.051	--				
36	-0.061	-.140**	-0.042	-0.035	--			
37	-.216**	-.495**	-.148**	-.123**	-.101*	--		
38	-0.065	-.150**	-0.045	-0.037	-0.031	-.109*	--	
39	-0.089	-.204**	-0.061	-0.051	-0.042	-.148**	-0.045	--

4.3 Data normality statistics

Tests for normality of distribution were conducted for the dependent and independent variables and have been summarized in table 8. Research suggests there is normality of distribution when values for skewness and kurtosis fall between +2 and -2 (George & Mallery, 2010). All values for dependent and independent variables were acceptable.

Table 8 Normality Statistics

	Skewness	Kurtosis	Null Hypothesis
Dependent Variables			

Customer Orientation	-1.057	1.562	Distribution is normal
Competitor Orientation	-0.375	-0.173	Distribution is normal
Independent Variables			
Darwinian Mean	-0.765	0.373	Distribution is normal
Communitarian Mean	-0.246	-0.633	Distribution is normal
Missionary Mean	-0.599	0.001	Distribution is normal
Skewness Std. Error = 0.110			
Kurtosis Std. Error = 0.220			

Data was also tested for multicollinearity. Research on multivariate data analyses indicates that scores below 10 should be considered acceptable levels of variation inflation statistic (VIF) (Hair et al., 1995). All VIF statistics fall below 10 and are thus acceptable and have been summarized in table 9.

Table 9 Multicollinearity Statistics

Variables	Collinearity Statistics	
	Tolerance	VIF
Founder Age	0.509	1.967
Data Source	0.485	2.063
Gender	0.700	1.429

Partnership	0.809	1.236
Advisor during start-up	0.844	1.185
Entrepreneurial Experience	0.867	1.153
Associates Degree	0.71	1.409
Doctorate Degree	0.837	1.195
High school	0.645	1.551
Master's degree	0.751	1.331
Accommodation and Food Services	0.829	1.207
Agriculture, Forestry, Fishing and Hunting	0.903	1.107
Construction	0.657	1.523
Educational Services	0.885	1.129
Finance and Insurance	0.758	1.32
Health Care and Social Assistance	0.790	1.265
Information	0.793	1.261
Management of Companies and Enterprises	0.912	1.097
Manufacturing	0.791	1.265
Mining, Quarrying, and Oil and Gas Extraction	0.963	1.038
Other Services (except Public Administration)	0.568	1.759
Professional, Scientific, and Technical Services	0.652	1.534
Public Administration	0.959	1.043
Real Estate and Rental and Leasing	0.719	1.39
Retail Trade	0.649	1.541
Transportation and Warehousing	0.929	1.076
Utilities	0.872	1.146
Wholesale Trade	0.917	1.09
Business Age	0.447	2.235
Number of Employees	0.826	1.211
Darwinian	0.643	1.555
Communitarian	0.577	1.733
Missionary	0.600	1.668

4. 3 Hypothesis Testing Results

To test the proposed hypotheses, a multiple regression analysis was conducted to examine the association between the strength of founders' darwinian, communitarian, and missionary social motivations and the degree to which founders engage in either customer

orientation or competitor orientation. The means of individuals' scores were used across the five items of each respective founder social identity type as continuous variables. Hypotheses were tested using multiple hierarchical regression to control for covariates. During both tests, the arts, entertainment, and recreation industry were removed as it did not meet the entry (0.05 and removal (0.10) stepping method criteria for the probability of F. Results of the multiple regression analyses for hypotheses testing the association between the strength of Founder Social Identity types and competitor orientation is presented in table 10, and customer orientation is presented in table 11. After, a summary of the findings is presented in table 12.

Hypothesis 1 tested the strength of founder's darwinian identity on customer orientation. Results suggest that the strength of a founder's darwinian identity explain 20% of the variance in competitor orientation after accounting for the communitarian and missionary identity types and control variables: R Square Change=.200, F (1,439), $p < .001$. The strength of a founder's darwinian identity was found to predict competitor orientation: Beta=.526, $t=12.767$, $p < .001$. Thus, the null hypothesis is rejected and hypothesis 1 is accepted.

Hypothesis 2 tested the strength of founder's darwinian identity on competitor orientation. Results suggest that the strength of a founder's darwinian identity explains 13% of the variance in competitor orientation after accounting for the communitarian and missionary identity types and control variables: R Square Change=.134, F (1,439), $p < .001$. The strength of a founder's darwinian identity was found to be positively associated to competitor orientation: Beta=.431, $t=10.346$, $p < .001$. Thus, the null hypothesis is rejected and hypothesis 2 is accepted.

Hypothesis 3 tested the strength of a founder's communitarian identity on competitor orientation. Results indicate that the strength of a founder's communitarian identity explains 3% of the variance in competitor orientation after accounting for the darwinian and missionary

identity types and control variables: R Square Change=.037, F (1,439), $p < .001$. The strength of a founder's communitarian identity was found to predict competitor orientation: Beta=.248, $t=5.406$, $p < .001$. Thus, hypothesis 3 is rejected and the null hypothesis is accepted.

Hypothesis 4 tested the strength of a founder's communitarian identity on customer orientation. Results suggest that the strength of a founder's communitarian identity explain 0% of the variance in customer orientation after accounting for the darwinian and missionary identity types and control variables: R Square Change=.000, F (1,439), $p = .624$. The strength of a founder's communitarian identity was not found to predict customer orientation: Beta=.022, $t=0.490$, $p=0.624$. Thus, the null hypothesis is accepted and hypothesis 4 is rejected.

Hypothesis 5 tested the strength of a founder's missionary identity on competitor orientation. Results indicate that the strength of a founder's missionary identity explains 0% of the variance in competitor orientation after accounting for the darwinian and communitarian identity types and control variables: R Square Change=.002, F (1,439), $p= .208$. The strength of a founder's missionary identity was not found to predict competitor orientation: Beta=.058, $t=1.260$, $p=0.208$. Thus, the null hypothesis is accepted and hypothesis 5 is rejected.

Hypothesis 6 tested the strength of a founder's missionary identity on customer orientation. Results show that the strength of a founder's missionary identity explains 2% of the variance in customer orientation after accounting for the darwinian and communitarian identity types and control variables: R Square Change=.023, F (1,439), $p < .001$. The strength of a founder's missionary identity predicted customer orientation: Beta=.194, $t=4.287$, $p < .001$. Thus, the null hypothesis is rejected and hypothesis 6 is accepted.

Table 10 Dependent Variable: Competitor Orientation

Variables	Step 1	Step 2
Controls	β	β

Founder Age	-0.120*	-0.034
Data Source	0.069	0.069
Gender	-0.114*	-0.071
Partnership	0.017	0.022
Business Age	-0.113	-0.127*
Number of Employees	0.113*	0.059
Advisor	0.110*	0.074
Entrepreneurial Experience	0.052	0.042
Education	-0.005	-0.006
Industry		
Accommodation and Food Services	0.068	0.044
Agriculture, Forestry, Fishing and Hunting	0.050	0.053
Construction	0.101	0.077
Educational Services	-0.037	-0.023
Finance and Insurance	-0.048	-0.045
Health Care and Social Assistance	-0.044	-0.009
Information	0.081	0.073
Management of Companies and Enterprises	0.029	0.048
Manufacturing	0.062	0.103*
Mining, Quarrying, and Oil and Gas Extraction	0.027	0.043
Other (except Public Administration)	0.041	0.075
Professional, Scientific, and Technical Services	0.016	0.008
Public Administration	0.068	0.039
Real Estate and Rental and Leasing	0.013	0.029
Retail Trade	0.073	0.082
Transportation and Warehousing	-0.037	-0.009
Utilities	-0.111*	0.012
Wholesale Trade	0.074	0.058
Independent Variables		
Darwinian Identity		0.431**
Communitarian Identity		0.248**
Missionary Identity		0.058
N	470	470
R ²	0.387	.670
Adjusted R ²	0.098	.412
R Square Change	0.150	.300
F	2.885	79.682

Standardized regression coefficients shown

*significant at the 0.05 level

**significant at the 0.01 level

Table 11 Dependent Variable: Customer Orientation

Variables	Step 1	Step 2
	β	β
Controls		
Founder Age	0.057	0.136*
Data Source	0.159	0.112*

Gender	-0.039	0.024
Partnership	0.003	0.004
Business Age	-0.058	-0.088
Number of Employees	0.087	0.028
Advisor	0.004	-0.018
Entrepreneurial Experience	0.023	0.024
Education	-0.002	-0.001
Industry		
Accommodation and Food Services	0.034	0.000
Agriculture, Forestry, Fishing and Hunting	0.079	0.070
Construction	0.096	0.059
Educational Services	-0.057	-0.038
Finance and Insurance	-0.002	-0.021
Health Care and Social Assistance	0.056	0.083*
Information	0.066	0.041
Management of Companies and Enterprises	0.060	0.078*
Manufacturing	-0.029	0.021
Mining, Quarrying, and Oil and Gas Extraction	-0.031	-0.007
Other (except Public Administration)	0.077	0.091
Professional, Scientific, and Technical Services	0.002	-0.011
Public Administration	0.065	0.033
Real Estate and Rental and Leasing	-0.030	-0.028
Retail Trade	0.093	0.086*
Transportation and Warehousing	-0.061	-0.040
Utilities	-0.181**	-0.049
Wholesale Trade	0.048	0.029
Independent Variables		
Darwinian Identity		0.526**
Communitarian Identity		0.022
Missionary Identity		0.194**
<hr/>		
N	470	470
R ²	0.108	0.678
Adjusted R ²	0.054	0.423
R Square Change	0.108	0.352
F	1.988	95.447
<hr/>		
Standardized regression coefficients shown		
*significant at the 0.05 level		
**significant at the 0.01 level		
<hr/>		

Table 12 Hypothesis Testing Results

	Hypothesis	Findings
H1	The strength of a founder's darwinian Founder Social Identity will have a positive association with competitor orientation	Supported
H2	The strength of a founder's darwinian Founder Social Identity will have a positive association with customer orientation	Supported
H3	The strength of a founder's communitarian Founder Social Identity will have a negative association with competitor orientation	Not supported
H4	The strength of a founder's communitarian Founder Social Identity will have a positive association with customer orientation	Not supported
H5	The strength of a founder's missionary Founder Social Identity will have a positive association with competitor orientation.	Not Supported
H6	The strength of a founder's missionary Founder Social Identity will have a positive association with customer orientation.	Supported

4.4 Post-hoc Test and Results

A post-hoc analysis examining whether there were any statistical differences in the means of competitor orientation and customer orientation among the Founder Social Identity types was performed using ANOVA. Determination of an individual founder's social identity type was based on Fauchart and Gruber's development of the Founder Social Identity typology (2011) and followed the procedures established during scale development (Siegert et al., 2016). A pure founder social identity type was attributed to those scoring a minimum of five on the Likert scale for all items pertaining to one founder social identity type and at had least one item marked below five for the remaining two founder social identity types (Siegert et al., 2016). The hybrid type was attributed to those scoring a minimum of five for all items across two or more Founder Social Identity types. Some participants were found not to possess a dominant Founder Social Identity type.

First, variance in means of customer orientation among the Founder Social Identity types was tested. The independent variable, Founder Social Identity Type, included eight groups: darwinian, missionary, communitarian, missionary-communitarian hybrid, missionary-darwinian

hybrid, darwinian-communitarian hybrid, hybrids of all three groups, and none. The dependent variable was the mean score of the organization's customer orientation. The ANOVA was significant at the .05 level, $F(7,484) = 19.635$, $p < .001$. The strength of the relationship, determined by η^2 , was moderately strong, as Founder Social Identity Type accounted for 22% of the variance in customer orientation.

Additional tests were run to determine pairwise differences among the means of each group. The Dunnett's C test was used due to the violation of homogeneity of variance. Results suggested significant difference at the 95% confidence levels for the pairwise differences of means between founders who did not possess a Founder Social Identity Type and that of the following five groups: missionary-darwinian hybrid (-1.547, -0.680*), hybrid all (-1.539, -0.820*), communitarian-darwinian hybrid (-1.350, -0.006*), darwinian (-1.180, -0.569*), and missionary (-1.417, -0.478*).

Next, variance in means of competitor orientation among the Founder Social Identity Types was tested. Like the previous ANOVA examining customer orientation, the dependent variable was the mean score of the organization's competitor orientation. The independent variable, Founder Social Identity, included eight groups. The ANOVA was significant, $F(7,484) = 23.348$, $p < .001$. Further, Founder Social Identity Type accounted for 25% of the variance in competitor orientation, suggesting a moderately strong relationship as determined by η^2 . Results of the Dunnett's C test suggested significant differences at the 95% confidence levels for the pairwise differences of means between hybrids of all types and the Darwinian (0.3817, 1.481) Missionary (0.6227, 2.379), and founders with no Founder Social Identity Type (1.406, 2.465). The communitarian-darwinian hybrid exhibited significant differences with founders who do not possess a Founder Social Identity type (0.590, 2.172). The darwinian exhibited significant

differences with missionary-darwinian hybrids (-1.373, -0.021) and founders who do not possess a Founder Social Identity type (0.590, 1.417). The missionary exhibited significant differences with the missionary-darwinian hybrid (-2.228, -0.304). The missionary-communitarian hybrid exhibited significant differences with founders who do not possess a Founder Social Identity type (0.003, 1.967). Finally, the missionary-darwinian hybrid exhibited significant differences with founders who do not possess a Founder Social Identity type (1.042, 2.360), Darwinian (0.021, 1.373) Missionary (0.304, 2.228).

Chapter 5: Discussion

This chapter provides a discussion of the research conducted in this dissertation. First, an overview of the research study will be presented. Next, a discussion of the tested hypotheses and post-hoc analysis will be provided. Finally, contributions this study makes to the current literature will be considered and the study's limitations, opportunities for future research, and concluding thoughts will be discussed.

5.1 Overview

Social identity theory's application to entrepreneurship has generated recent interest among entrepreneurship scholars with the emergence of a founder social identity typology (Fauchart & Gruber, 2011) and its more recent operationalization through scale development (Siegert et al., 2016). With the recent light that has been shed on social enterprises and interest to understand what motivates entrepreneurs beyond economic self-interest, social identity theory's Founder Social Identity typology has found prominence in its identification and explanation of the non-economic and self-interested social motivations that drive individuals towards entrepreneurship. The typology's relevance to the research domain of entrepreneurship is particularly fitting as entrepreneurship is intrinsically social and is enacted through organizations described as social in nature (Whetten & Mackey, 2002). Early research on this topic explored the association between Founder Social Identity type and key entrepreneurial activities including but not limited to hiring practices, responses to adversity, business planning, crowdfunding performance, and business performance.

Findings from prior research have suggested Founder Social Identity may help explain variance among strategic entrepreneurial activities. Yet until now, researchers had not assessed the association between Founder Social Identity type and customer and competitor orientation,

the two component measures of MO observed to have the greatest impact on firm performance. Likewise, while marketing literature has examined several personal attributes of top management members and their impact on MO, it had not yet examined the role social identity may play.

5.2 Research Findings

This dissertation adds to the Founder Social Identity and MO literature by examining the association between the strength of the three Founder Social Identity types and two components of MO: competitor and customer orientation. An ANOVA was performed to examine the differences among the Founder Social Identity types and the degree to which their organization observes a customer and competitor orientation.

To test the hypotheses that the strength of a founder's social motivations as captured by Founder Social Identity types is associated with customer and competitor orientation, a regression analysis was performed, with controls for several business and founder level attributes. Hypothesis 1 proposed that the strength of a founder's darwinian Founder Social Identity type is positively associated with competitor orientation. Findings support this hypothesis and showed there is a significant and positive association between the two constructs. Hypothesis 2 proposed that the strength of a founder's darwinian Founder Social Identity would have a positive association with customer orientation. Findings confirmed this hypothesis. Thus, the stronger an individual associates with the social motivations captured by the darwinian founder social identity type, the more likely the individual is to employ both a customer and competitor orientation.

Hypothesis 3 proposed that the strength of a founder's communitarian founder social identity type would have a negative association with competitor orientation. Findings indicate there is a significant association between the strength by which an individual aligns with the social

motivations captured by the communitarian Founder Social Identity type and competitor orientation. Therefore, Hypothesis 3 is rejected. This could be due to founders possessing communitarian social motivations are likely to be user entrepreneurs and therefore have greater familiarity with industry competitors as they themselves are a customer (von Hippel, 1988). For example, in Fauchart and Gruber's development of the Founder Social Identity typology (2011) based on the ski industry, communitarians tended to also be users of the product/service they provided and thus industry knowledge obtained as a customer may translate to competitor familiarity as a founder. The identification of a product/service gap within the market and the addressing of that gap through the development of a niche product/service is the basis by which we may assume that the communitarian may have spent considerable time understanding the current market landscape from a customers' perspective. This industry knowledge may translate to a competitor orientation as communitarians transition from users to fellow competitors.

Another potential explanation for this relationship may be due to the reliance on causal versus effectual logic. Causal logic, as described previously, is a strategic approach to decision-making whereby individuals begin with the end in mind and determine the appropriate actions required to realize specific outcomes. Research shows that Communitarians may lean more heavily on effectual, a logic focused on the here and now, but that during times of uncertainty may increase their use of causal logic (Estrada Cruz et al., 2018). As this study was conducted approximately a year into COVID-19, it can be arguably assumed that founders are currently presented with increased levels of uncertainty, thus begun to think more strategically about their business. In doing so, may be more likely to consider competitors and their fit within the market.

Hypothesis 4 set out to examine if communitarian social motivations predicted customer orientation. Specifically, I hypothesized that the stronger an individual's communitarian social

motivations were the stronger their customer orientation would be. Results suggest that communitarian social motivations do not predict customer orientation after controlling for both the control variables used in this study and the other social identity types. First, communitarian social motivations do share a significant relationship with customer orientation as observed through the bivariate correlation analysis (.231), suggesting founders with stronger communitarian social motivations also likely have a higher customer orientation. However, the question arises as to whether that is due to communitarian social motivations or something else. To address this, the regression analysis controlled for the other social motivations captured by the darwinian and missionary identity types. When doing so, the variance explained by the communitarian social identity became negligible. Thus, findings suggest that customer orientation is not predicted by the strength of a founder's communitarian social motivations. The observed relationship may be explained by the prominence of founders with diverse social motivations. In other words, founders with strong communitarian social motivations may also have strong darwinian social motivations, thus explaining the observed relationship.

Also, founders motivated to pursue entrepreneurship for the social motivations captured through the communitarian founder social identity type do so as an embedded member of the community that dually serves as the target customer segment (Fauchart & Gruber, 2011; Fauchart and Gruber). Embeddedness in a community that dually serves as the customer base may provide knowledge of customer needs indirectly through community engagement, limiting the need for customer-oriented marketing activities as a function of the business. Further prior research has observed that the communitarian founder social identity type is often a user. As a user the communitarian may rely on their personal needs as a prototypical user and depend less on traditional customer-oriented marketing activities.

Hypothesis 5 proposed the strength of a founder's missionary social motivation would predict competitor orientation. Analysis showed that while missionary social motivations and competitor orientation share a significant and positive relationship, the strength of an individual's missionary social motivations does not predict competitor orientation after accounting for the control variables in the model. Hypothesis 5 is therefore rejected. One reason for this finding may be due to the missionary's focus on either social or political change (Fauchart & Gruber, 2011). Social change in this context can refer to changes in consumer behavior or industry changes in business behavior. The lack of an association between missionary social motivations and competitor orientation may be due to the industry samples. Certain industries may be more or less likely to inspire founders to pursue entrepreneurship with the purpose of changing competitor behavior but instead may be more suitable as business that provide founders an opportunity to pursue broader political or social change. Hypothesis 6 proposed a positive association between the strength of a founder's missionary Founder Social Identity and customer orientation. Findings support this hypothesis.

An ANOVA was run as part of post-hoc analysis to examine the variance of means of customer and competitor orientation among founder social Identity types, including hybrid types and those with no identifiable founder social identity type. Results indicate a significant variance of means between several groups, suggesting a few noteworthy differences. First, is that hybrids consistently have a higher observed mean of competitor orientation when compared to the pure founder social identity types. For example, hybrids with darwinian, communitarian, and missionary social motivations had a statistically significant higher means for competitor orientation than the founders with no salient founder social identity type. Also, the missionary-darwinian identity type had a higher means for competitor orientation when compared to the pure

darwinian and pure missionary types. The second notable finding is that multiple Founder Social Identity groups had a statistically higher means for competitor orientation when compared to founders with no founder social identity type. For instance, hybrids possessing all three types, the communitarian-darwinian hybrid, darwinian, and missionary-communitarian hybrid all had a higher mean for competitor orientation. This suggests that social motivations in general may contribute to higher levels of competitor orientation.

An ANOVA was run to examine the variance of means among founder social identity types and customer orientation. Like differences observed between founder social identity types and competitor orientation, the presence of a founder social identity type resulted in a higher customer orientation when compared to founders with no salient founder social identity type. Specifically, the missionary-darwinian hybrid, communitarian-darwinian, darwinian, missionary, and founders possessing all three founder social identity types had significantly higher customer orientations when compared to founders with no founder social identity type.

5.3 Contributions

These findings provide new insights that may influence future research examining Founder Social Identity and business outcomes. First, prior research on Founder Social Identity type concludes that darwinians tend to be economically self-interested and reliant on the application of strong business principles (Fauchart & Gruber, 2011). This study supports the idea, showing that the more an individual resonates with darwinian social motivations, the more likely they are to engage in both competitor and customer-oriented marketing activities. This study extends this view by suggesting that possessing missionary and communitarian social motivations may further enhance a founder's emphasis of customer and competitor-oriented marketing activities. Extant research has also demonstrated that top management's emphasis on

customer and competitor orientation tends to lead to a higher degree of organizational customer and competitor orientation (Lee et al., 2015; John et al., 2005; Buatsi, 2005; Bhuian, 1998; Dwairi et al., 2007; Jaworski et al., 1993.) The findings of this study suggest that the social motivations that drive entrepreneurship may play a role in the degree by which founders emphasize these highly important strategic orientations.

The findings of this study also support previous studies regarding communitarians. The literature has described the communitarian as being oriented towards known others and prone to engaging in entrepreneurship to serve and support their membership of a particular community (Fauchart and Gruber, 2011). The hypothesis that communitarian social motivations would translate into the adoption of a strong customer orientation was rejected as findings showed that there is no association between the two. The absence of an association between the communitarian and customer orientation supports other known attributes of the communitarian, such as their dependence on causal logic (Alsos et al., 2016), and would suggest that while the communitarian is engaged with their community from a social perspective, the engagement does not translate to strategic marketing activities.

The primary findings of this dissertation contribute to the growing body of literature explaining heterogeneity as it relates to key entrepreneurial activities through the lens of social identity. The empirical evidence presented in this study suggests that differences related to the social motivations that drive the pursuit of entrepreneurship may translate to organizational level differences in the approach towards addressing customer and competitors as part of strategic marketing. Finally, the results of the founder social identity scale reliability and factor analysis suggest it is an applicable construct within North America. The operationalization of the scale by Seigert et al., (2016) has provided researchers with a means by which founder

social identity could be empirically examined. However, sample size limitation persisted within the Anglo-American region, resulting in calls for further validity of the scale's use within the region (Siegert, 2016). This study contributes additional evidence as to the scale's reliability within the North American region and provides future researchers with a distribution of founder social identity types that can be used to calculate sample sizes for future studies.

5.4 Limitations and Future Research

This study has several limitations. The first limitation of this study is the use of cross-sectional data. While cross-sectional data is a more efficient way to collect data, it introduces the possibility of cohort effects (Vanderstoep et al., 2009). As it pertains to this study in particular, the application of sound business principles and enactment of customer and competitor-oriented marketing activities may contribute to business survival. Since enacting a customer and competitor orientation is a central part of applying solid business principles, and the correlation between applying such orientations and firm performance are likely to increase the likelihood a particular business survives, the findings here must take into consideration that the sample includes both newly launch and well-established businesses (Jaworski et al., 2002).

The next limitation of this study is the significant difference in means between the samples for the darwinian and customer orientation scales among the two data sources used for this study. This is likely due to the unequal sample size from the two data sources used for this study. Of the 492 participants, New Pro Video provided 168 and XM provided 324. The assumption of equal variance among means required for ANOVA is violated in this study. This is likely to be a challenge for future research as well as previous studies have observed unequal distribution of founder social identity types (Siegert et al., 2016).

An additional limitation of this study is the narrowly scoped investigation of Founder Social Identity and its association with customer and competitor orientation. While this study certainly provides insights that help explain the varied degree to which entrepreneurs engage in either customer or competitor orientation, it stops short of examining its subsequent effect on firm performance. Future research may extend the findings of this study by examining the association between Founder Social Identity type and firm performance moderated by MO. Results examining such an association could advance our understanding of how and why some businesses perform better or worse than others. Alternatively, pure communitarian or missionary founder social identity types may not be solely focused on financial growth, instead evaluating their success as entrepreneurs using non-quantitative measures such as political, social, or communal impact. Thus, in addition to exploring the variance among the pure Founder Social Identity types as it relates to firm performance, further analysis as to how founders of various Founder Social Identity types evaluate their performance and the effectiveness by which they do so would greatly contribute to this expanding stream of Founder Social Identity literature.

Another limitation of this study is the low response rate exhibited by the New Pro Video customer database sample. The response rate of this data source was two percent. A low response rate may be attributed to a particularly important variable in the study and thus the observed relationships within the study may differ from the broader population (Vanderstoep et al., 2009). Future research may look to use a business-to-business customer database that has more recently been updated to increase the chances of obtaining a higher response rate.

Researchers may also consider integrating the two primary identity theories: social identity and role identity. The integrated approach of role and social identity has been previously recommended as an avenue for future research (Pan et al., 2019). While such research would

provide a deeper understanding of individuals with complementary logics between the two theories (i.e., individuals operating from a social logic and focused on unknown others as captured through the missionary founder social identity type), understanding how individuals with competing logic (i.e., individuals operating from a commercial logic while identifying as a missionary from a social identity perspective) may improve our understanding of the variance regarding the adoption of customer and competitor orientation among founders with similar social motivations..

Future research can also look to establish a more robust profile analysis of the various pure and hybrid founder social identity types to help explain the findings brought to light in this research. Research continues to demonstrate differences among the Founder Social Identity types as it relates to business outcomes, but a deeper understanding of the contributing factors that lead founders to develop a particular founder social identity profile may further explain the link between the social motivations captured in founder social identity and its subsequent explanation of the degree by which founders adopt a customer and competitor orientation. Building on Fauchart and Gruber's (2011) study on founder social identity, researchers may specifically examine additional socio-economic factors that help shape a particular founder's Social Identity type, such as religion or social dominance orientation.

Next, researchers may extend the results of this study to examine the relationship between founder social identity type and firm performance when moderated by customer and competitor orientation. Prior research has examined the relationship between founder social identity type and firm performance as moderated by effectual or causal logic (Estrada-de la Cruz et al., 2017). However, customer and competitor orientation have been more clearly linked to firm performance and thus understanding the interaction between founder social identity type

and the two leading sub-components of market orientation as it relates to firm performance may provide additional insight into how founder social identity translates to firm performance (Jaworski et al., 2002).

Applying institutional theory, future research may explore how different institutional contexts may support or work against the founders with varying social motivations and the effect market orientation has on firm performance. The controversial economy includes businesses that operate within the bounds of formal rules, but outside those of social norms (Cannetelli et al., 2009). The controversial economy is made up of activities previously part of the renegade or formal economy that have either lost legitimacy by informal institutions or have gained legitimacy through legalization in the formal economy. An example of the controversial economy is the emerging Marijuana industry. While the legalization of marijuana continues from state to state, there remains strong social opposition to its recreational use. In such contexts, the informal communities that the communitarian founder social identity type is embedded within may translate to firm performance and weaken the relationship between market orientation and firm performance. Results of such a study could help shed light on the importance of adopting a strong market orientation across different institutional contexts and the mediating role of founder social identity.

An additional opportunity for future research may be to examine the type of education a founder possesses. While this study examined the level of education as a control variable, it may be interested to understand the role that business related education plays into both the forming of a founder's Founder Social Identity type and the degree to which founders adopt both a customer and competitor orientation. Prior research has examined the role that founder social identity

plays in the determination of one's major (Siegert et al., 2016). However, education may play a critical role in shaping the social motivations that drive a founder's pursuit of entrepreneurship and the subsequent impact on the business principles that founders of various Founder Social Identity types choose to adopt.

Finally, researchers should look to explore any potential associations between market orientation and Founder Social Identity type. This dissertation aimed to provide theoretical accuracy by examining the subcomponents of market orientation, customer, and competitor orientation. Future research should expand on the findings presented in this study by examining the relationship between founder social identity and market orientation. In doing so, researchers may include the other attributes of top management examined within the marketing literature such as risk aversion and emphasis on market orientation.

5.5 Conclusions

The findings of this study suggest that the social motivations that drive individuals to entrepreneurship, as captured by Founder Social Identity, play an integral role during the venture sustainment process. Findings allude to an association between the degree by which founders possess darwinian, communitarian, and missionary social motivations and the degree to which a competitor and customer orientation is adopted. Thus, highlighting the relevance of social identity to entrepreneurship. Additionally, this dissertation provides further validity to the Founder Social Identity scale (Siegert, 2016), paving the way for empirical research that combines social identity and role identity as suggested by prior researchers (Pan et al., 2019).

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APPENDIX A:

Consent to Participate in a Research Study

Project title: Founder Social Identity and the Preference Towards a Customer or Competitor Orientation in Small and Medium-Sized Enterprises.

Principal Investigator: Austin Rutherford, Doctoral Candidate, UNC Charlotte

Faculty Advisor: Dr. Laura Stanley, Faculty Advisor

Study Sponsor: N/A

You are cordially invited to participate in a research study. Participation in this research study is voluntary. Information regarding the purpose and participation details are provided below to assist you in determining if you would like to participate in this study or not.

- The purpose of this study is to examine the association between founder social identity and market orientation.
- Questions included in the study will cover the following subjects: demographics (age, gender, education, religion), perceived social economic status, social characteristics, resilience, entrepreneurial intent, social motivations for entrepreneurship, marketing activities, and information related to your business if applicable (firm performance, age of business, employees, industry)
- The survey is anonymous. No personal identifiable information will be collected at any point during the project and answers provided during the survey will not be traceable back to you.
- Some participants may receive extra credit for participation. In such cases, students will be asked for their e-mail address as evidence of their participation in the survey. To receive credit, study participants should complete the survey in its entirety. Partial submission of the survey will not result in extra credit. Upon completion of the survey, student e-mail addresses will be shared with the professor to validate participation. Professors will only be provided with participation but will not have access to survey responses.
- If you choose to participate in the survey it will require 15-20 minutes of your time.
- Participating in the survey will not result in any anticipated risk or discomfort.
- Benefits of participation may include, but is not limited to, increased awareness of the various social motivations that may have contributed to your pursuit of entrepreneurship and various activities related to customer and competitor-centric marketing.
- There are no additional steps required to participate. If you wish to participate, simply proceed to the survey.

Your privacy is of utmost important to us, thus complete confidentiality as to your participation and responses will be maintained throughout the entire project. All responses will be treated confidentially and in no way linked to you. Participation in this study confers consents to use the responses provided in the survey for additional future research with other researchers.

Participation is completely voluntary, there are no consequences that will result from non-participation. Further, if at any time you choose to no longer participate you may simply exit the survey.

If you have questions concerning the study, you may contact the principal investigator, Austin Rutherford, Doctorate Candidate at (808) 454-3518 or via email at aruthre3@uncc.edu or contact the faculty advisor, Dr. Laura Stanley via email at lstanl11@uncc.edu. For questions regarding your rights as a participant in this study, please contact the Office of Research Protections and Integrity at (704) 687-1871 or via email at uncc-irb@uncc.edu

If you are 18 years of age or older, have read and understand the information provided and consent of your own free will to participate in the study, you may proceed to the online survey.

I consent. (1)

I do not consent. (2)

Q2.1 Do you currently own and run a business that you started?

Yes (12)

No (13)

Q2.2 Please select the statement that best describes how your business was started.

I started the business alone. (1)

I started the business in partnership with others. (2)

Q2.3 When I started this business, I received help from a close advisor.

Yes (1)

No (2)

Q2.4 Have you previously founded one or more ventures prior to the founding of your current business?

Yes (1)

No (2)

Q3.1 Please indicate your age. (If you prefer not to answer, please write n/a.)

Q3.2 Please indicate your gender.

Male (1)

Female (2)

Q3.3 Please indicate the highest degree of education you have attained.

High school (1)

Associates Degree (5)

Bachelors Degree (2)

Masters Degree (3)

Doctorate Degree (4)

Q3.4 If you have completed college. Please indicate your college major(s).

Q3.5 I was brought up in the following religion:

Evangelical Protestant (1)

Mainline Protestant (2)

Historically Black Protestant (3)

Catholic (4)

Mormon (5)

Orthodox Christian (6)

Jehovah's Witness (7)

Jewish (8)

Muslim (9)

Buddhist (10)


Hindu (11)

Other (12) _____

None (13)

Q3.6 Think of a scale from 1 to 10 as representing where people stand in society. At the top of the scale are the people who are best off, those who have the most money, most education, and best jobs. At the bottom of the scale are the worst off, those who have the least money, least education, and worst jobs or no job.

0 1 2 3 4 5 6 7 8 9 10

Please indicate what number best represents where you think you fit in the scale. ()	
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Q4.1 Please indicate the number of years your business has been in existence.

Q4.2 Please indicate the number of employees currently employed by your business.

Q4.3 Please indicate the industry your business primarily operates in.

Agriculture, Forestry, Fishing and Hunting

Mining, Quarrying, and Oil and Gas Extraction

Utilities

Construction

Manufacturing

Wholesale Trade

Retail Trade

Transportation and Warehousing

Information

Finance and Insurance

Real Estate and Rental and Leasing

Professional, Scientific, and Technical Services

Management of Companies and Enterprises

Administrative and Support and Waste Management and Remediation Services

Educational Services

Health Care and Social Assistance

Arts, Entertainment, and Recreation

Accommodation and Food Services

Other Services (except Public Administration)

Public Administration

Q4.4 Compared to competitors please rate the following items as they relate to your business over the last three years:

	Much lower (1)	Moderately lower (2)	Slightly lower (3)	About the same (4)	Slightly higher (5)	Moderately higher (6)	Much higher (7)
Return on assets.: (1)	1	2	3	4	5	6	7
Market Share: (2)	1	2	3	4	5	6	7
Net Profit: (3)	1	2	3	4	5	6	7
Sales: (4)	1	2	3	4	5	6	7
Return on Sales: (5)	1	2	3	4	5	6	7
Job growth: (6)	1	2	3	4	5	6	7

Q5.1 To what degree do you find the following items to be positive or negative:

	Extremely negative (1)	Moderately negative (2)	Slightly negative (3)	Neither positive nor negative (4)	Slightly positive (5)	Moderately positive (6)	Extremely positive (7)
Some groups of people are simply inferior to other groups. (1)	1	2	3	4	5	6	7
In getting what you want, it is sometimes necessary to use force against other groups. (2)	1	2	3	4	5	6	7
It's OK if some	1	2	3	4	5	6	7

groups
have more
of a
chance in
life than
others. (3)

To get
ahead in
life, it is
sometimes
necessary
to step on
other
groups. (4)

If certain
groups
stayed in
their place,
we would
have fewer
problems.
(5)

It's
probably a
good thing
that
certain
groups are
at the top
and other
groups are
at the
bottom.
(6)

Inferior
groups
should
stay in
their place.
(7)

Sometimes
other
groups
must be
kept in
their place.
(8)

1

2

3

4

5

6

7

1

2

3

4

5

6

7

1

2

3

4

5

6

7

1

2

3

4

5

6

7

1

2

3

4

5

6

7

It would
be good if
groups
could be
equal. (9)

1	2	3	4	5	6	7
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All groups
should be
given an
equal
chance in
life. (10)

1	2	3	4	5	6	7
---	---	---	---	---	---	---

We should
do what
we can to
equalize
conditions
for
different
groups.
(11)

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Increased
social
equality.
(12)

1	2	3	4	5	6	7
---	---	---	---	---	---	---

We would
have fewer
problems
if we
treated
people
more
equally.
(13)

1	2	3	4	5	6	7
---	---	---	---	---	---	---

We should
strive to
make
incomes as
equal as
possible
(14)

1	2	3	4	5	6	7
---	---	---	---	---	---	---

No one
group
should
dominate
in society.
(15)

1	2	3	4	5	6	7
---	---	---	---	---	---	---

Q6.1 Consider how well you agree or disagree with the following statements actions on a scale from 1 to 7, where 1 means you strongly disagree with the statement and 7 means it describes you strongly agree.

	1 Strongly disagree (1)	2 Disagree (8)	3 Somewhat disagree (9)	4 Neither agree nor disagree (2)	5 Somewhat agree (3)	6 Agree (4)	7 Strongly Agree (5)
I created my firm in order to advance my career in the business world. (1)	1	2	3	4	5	6	7
As a firm founder, it is very important to me to operate my firm on the basis of solid management practices. (2)	1	2	3	4	5	6	7
As a firm founder, it is very important to me to have thoroughly analyzed the financial prospects of my business. (3)	1	2	3	4	5	6	7
When managing my firm, it is very important to me to have a strong focus on what my firm can achieve vis-a-vis- the competition. (4)	1	2	3	4	5	6	7
When managing my firm, it is very	1	2	3	4	5	6	7

important to
me to establish
a strong
competitive
advantage and
significantly
outperform
other firms in
my domain.
(5)

I created my
firm in order to
solve a specific
problem for a
group of
people that I
strongly
identify with
(e.g., friends,
colleagues,
club,
community).
(6)

I created my
firm in order to
play a
proactive role
in shaping the
activities of a
group of
people that I
strongly
identity with.
(7)

As a firm
founder, it is
very important
to me to
provide a
product/service
that is useful to
a group of
people that I
strongly
identity with
(e.g., friends,
colleagues,
club,

1 2 3 4 5 6 7

1 2 3 4 5 6 7

1 2 3 4 5 6 7

community).
(8)

When
managing my
firm, it is very
important to
me to have a
strong focus on
a group of
people that I
strongly
identify with
(e.g., friends,
colleagues,
club,
community).
(9)

1 2 3 4 5 6 7

When
managing my
firm, it is very
important to
me to support
and advance a
group of
people I
strongly
identity with
(e.g., friends,
colleagues,
club,
community).
(10)

1 2 3 4 5 6 7

I created my
firm in order to
play a
proactive role
in changing
how the world
operates. (11)

1 2 3 4 5 6 7

As a firm
founder, it is
very important
to me to be a
highly
responsible
citizen of the
world. (12)

1 2 3 4 5 6 7

As a firm founder, it is very important to me to make the world a “better place” (e.g., by pursuing social justice, protecting the environment).
(13)

1 2 3 4 5 6 7

When managing my firm, it is very important to me to have a strong focus on what the firm is able to achieve for society-at-large. (14)

1 2 3 4 5 6 7

When managing my firm, it is very important to me to convince others that private firms are indeed able to address the type of societal challenges that my firm addresses (e.g., social justice, environment protection).
(15)

1 2 3 4 5 6 7

Q7.1 Consider how well you agree or disagree with the following statements on a scale from 1 to 7, where 1 means you strongly disagree with the statement and 7 means you strongly agree.

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor	Somewhat agree	Agree	Strongly agree
(1)	(2)	(3)		(5)	(6)	(7)

	disagree (4)						
I constantly monitor my level of commitment to serving customers' needs. (1)	1	2	3	4	5	6	7
I give close attention to after-sales service. (2)	1	2	3	4	5	6	7
All of my business functions (e.g., marketing/sales, operations, R&D, finance/accounting, etc.) are integrated in servicing the needs of our target markets. (3)	1	2	3	4	5	6	7
All of my managers understand how everyone in our business can contribute to creating customer value. (4)	1	2	3	4	5	6	7
My business objectives are driven primarily by customer satisfaction. (5)	1	2	3	4	5	6	7
My strategy for competitive advantage is based on my understanding of customer needs. (6)	1	2	3	4	5	6	7
My business strategies are driven by my beliefs about how we can create greater value for my customers. (7)	1	2	3	4	5	6	7

I track the performance of key competitors. (8)	1	2	3	4	5	6	7
I identify the areas where the key competitors have succeeded or failed. (9)	1	2	3	4	5	6	7
I attempt to identify competitors' assumptions about themselves and our industry. (10)	1	2	3	4	5	6	7
Top management regularly discusses competitors' strengths and weaknesses. (11)	1	2	3	4	5	6	7
My salespeople regularly share information within our business concerning competitors' activities. (12)	1	2	3	4	5	6	7
All of our managers understand how every business function can contribute to information on competitive activities. (13)	1	2	3	4	5	6	7
I target customers where we have an opportunity for competitive advantage. (14)	1	2	3	4	5	6	7
I rapidly respond to competitive actions that threaten us. (15)	1	2	3	4	5	6	7

Q8.1 Consider how well the following statements describe your behavior and actions on a scale from 1 to 5, where 1 means the statement does not describe you at all and 5 means it describes you extremely well.

	1 Does not describe me at all (1)	2 Describes me slightly well (2)	3 Describes me moderately well (3)	4 Describes me very well (4)	5 Describes me extremely well (5)
I look for creative ways to alter difficult situations. (1)	1	2	3	4	5
Regardless of what happens to me, I believe I can control my reaction to it. (2)	1	2	3	4	5
I believe I can grow in positive ways by dealing with difficult situations. (3)	1	2	3	4	5
I actively look for ways to replace the losses I encounter in life. (4)	1	2	3	4	5