

6-10-2017

SOCIAL VENTURES, TERRORIST ATTACKS, AND THE WELL-BEING OF REFUGEES (SUMMARY)

Alexandra Mittermaier

Technical University of Munich, Germany, alexandra.mittermaier@tum.de

Holger Patzelt

Technical University of Munich, Germany

Recommended Citation

Mittermaier, Alexandra and Patzelt, Holger (2017) "SOCIAL VENTURES, TERRORIST ATTACKS, AND THE WELL-BEING OF REFUGEES (SUMMARY)," *Frontiers of Entrepreneurship Research*: Vol. 37 : Iss. 15 , Article 9.

Available at: <https://digitalknowledge.babson.edu/fer/vol37/iss15/9>

This Summary is brought to you for free and open access by the Entrepreneurship at Babson at Digital Knowledge at Babson. It has been accepted for inclusion in Frontiers of Entrepreneurship Research by an authorized editor of Digital Knowledge at Babson. For more information, please contact digitalknowledge@babson.edu.

 SUMMARY **SOCIAL VENTURES, TERRORIST ATTACKS,
AND THE WELL-BEING OF REFUGEES**

Alexandra Mittermaier, Technical University of Munich, Germany
Holger Patzelt, Technical University of Munich, Germany

Principal Topic

New ventures need to become resilient to adversity to overcome threats to growth, profitability, and survival. Particularly, social ventures need to continue fulfilling their social mission. Resilience research focuses on the positive side of resilience—the anticipation of, response, and adaptation to adversity. However, it has neglected its dark side, that is, the potential of resilience to obstruct learning from and intensify the level of adversity. The findings of this inductive study provide insights into how ventures learn from adversity to develop different paths of resilience—one more virtuous, the other more vicious.

Method

We conduct an inductive case study of six social ventures that were created to alleviate the suffering of refugees in Germany. Four different attacks, allegedly caused by people disguised as refugees, created adversity for the ventures by deteriorating the public attitude towards refugees since the emergence of these ventures. Our main data source is 72 interviews with venture founders, volunteers, and refugees over ten months during which the attacks occurred. We followed the Gioia methodology for data collection and analysis to develop our inductive model.

Results and Implications

The reoccurring adversity diminished the functioning of some ventures, whereas it enhanced it for others. We separated the cases based on these different outcomes. While the public attitude towards refugees shifted after the first attack, potentially influencing venture members, no venture was immediately affected. However, some ventures learned from the potential adversity, prepared to adapt to further adversity, and became resilient to future adversity. Being resilient to the first attack, the others ignored the threat, did not prepare to adapt, thus, became vulnerable to future attacks.

We contribute to research on new (social) ventures' resilience to adversity. We reveal the potential downside of initial resilience by exploring the emergence of distinct paths of resilience among ventures emerging from initial adversity. These resilience pathways result in different venturing outcomes, that is, the well-being of refugees. While one pathway responds to initial adversity to minimize any interference to functioning, the other ignores the initial adversity and experiences substantial deterioration. We contribute to our understanding of new ventures' different learning mechanisms that lead to different ways of "dealing with" adversity.

CONTACT: Alexandra Mittermaier; alexandra.mittermaier@tum.de; (T): +49-89-289-52814; Technical University of Munich, Arcisstr. 21, 80333 Munich, Germany.