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## THE AMBIVALENT ROLE OF ENTREPRENEURIAL PASSION IN NEW PRODUCT DEVELOPMENT TEAMS (INTERACTIVE PAPER)

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≈ INTERACTIVE PAPER ≈

## THE AMBIVALENT ROLE OF ENTREPRENEURIAL PASSION IN NEW PRODUCT DEVELOPMENT TEAMS

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### Principal topic

Despite their importance for new product development (NPD), understanding of team-related factors antecedent to successful NPD efforts remains limited (Sivasubramanian et al. 2012). There is still a lack of clarity on the team-level variables that are most impactful on NPD success. This meta-analytic study examines the effects of NPD team characteristics on three different measures of success: effectiveness (market success). In the entrepreneurship context, consequences of entrepreneurs' emotions has gained increasing research attention (e.g. Cardon et al. 2012) emotions, moods, and/or feelings-of individuals or a collective that are antecedent to, concurrent with, and/or a consequence of, the entrepreneurial process, meaning the recognition/creation, evaluation, reformulation, and/or the exploitation of a possible opportunity. In this paper, we explore this working definition of entrepreneurial emotion, what it means, and some important advances the field has made in this area of research. We also highlight fundamental avenues for future research that are sorely in need of study. Finally, we introduce the seven papers in this special issue on the Heart of Entrepreneurship and how they move the conversation on entrepreneurial emotion forward. In this vein, an individual's entrepreneurial passion is associated with higher creativity (Cardon et al. 2009). Research on entrepreneurial passion of team leaders shows that passion relates to emotions and team behavior (Cardon 2008). However, the different dimensions of entrepreneurial passion may have ambivalent effects. For instance, (Breugst et al. 2012) find that a leader's perceived passion for founding lowers commitment while passion for inventing and developing have a positive association with team commitment. Hence, entrepreneurial passion of team leaders in established companies may also relate to team level behavior and creativity of team efforts. As team creativity is a major factor for successful NPD innovation (Sarooghi et al. 2015), understanding the relation between entrepreneurial passion and creative outcomes in the context of NPD project teams is of fundamental interest. However, thus far there is no evidence if and how leaders' entrepreneurial passions may relate to NPD teams.

### Method

In this study, the authors focus on NPD and marketing program (MP). As dependent variables we include new product advantages (Slotegraaf & Atuahene-Gima 2011) and general team creativity borrowed from Weiss et al. (2011). We have obtained data on more than 300 NPD projects. Respondents are team leaders with NPD project responsibility obtained from a sample of German manufacturing and service companies. Data analysis is based on structural equation modeling.

### Results and Implications

We find empirical support that entrepreneurial passion for developing is positively associated with team creativity and new product advantages, mediated through team identity. Further, passion for inventing has a positive direct relation with team creativity and new product advantages while passion for founding is negatively associated with new product advantages. However, there is no evidence on indirect effects via team identity. Our findings highlight the important role of leaders' entrepreneurial passion in creative team efforts in the product innovation context.

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