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Getting more from many—A framework of community resourcefulness in new venture creation☆

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ABSTRACT

In this study, we move beyond the predominant focus entrepreneurship researchers have put on the acquisition of financial capital from professional investors by exploring how, and with what effects, entrepreneurs can mobilize all required resources—financial, human, physical, and social—from local communities. Our temporal analysis of the resource mobilization processes of seven cases of community-based enterprises (CBEs) reveals four sets of activities with distinct goals and effects, which explain how entrepreneurs can meet or even exceed their resource mobilization goals by mobilizing a greater variety of resources from a broader base of resource providers. Importantly, the findings show how entrepreneurs can achieve a multiplier effect meaning that they can perpetuate the inflow of significant amounts of unsolicited resources by continuously engaging in activities targeted at creating a sense of identification and ownership, which require comparatively little extra effort and resource inputs. We synthesize our findings in a framework of community resourcefulness in new venture creation. This framework adds a new perspective of resourcefulness as "getting more from many," and demonstrates that resourceful behavior is not necessarily about individuals' ability to respond to situational constraints but also about their ability to recognize and seize situational resource potentials. Our findings have important implications for our understanding of resourcefulness in entrepreneurship and the nascent body of literature on community-based enterprises.

Executive summary

Access to resources is crucial for creating new ventures. While many entrepreneurs focus on acquiring financial capital from professional investors, these kinds of professional investments are not available and/or attractive to a significant portion of new ventures. Furthermore, many entrepreneurs lack not only financial but also human, physical, and social resources in pursuit of realizing their ideas.

Faced with this challenge, most entrepreneurs are therefore compelled to find creative, alternative means of assembling the resources they require – a challenge that has attracted increasing scholarly interest under the notion of resourcefulness or resourceful behavior. While entrepreneurial resourcefulness has mostly been regarded as entrepreneurs' ability of "getting more from less" in

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resource-constrained contexts, a few studies have started to explore resourceful behavior as a strategic asset that can also be leveraged in absence of resource constraints. These studies hint to the benefits that can be obtained by involving a broader network of supporters, both known and unknown, as resource providers in the entrepreneurial process. While many entrepreneurs already use crowdfunding as an effective, alternative way of raising *financial* resources from a broader *online* community of supporters, multiple scholars stress the enormous untapped potential of *local* communities as potential providers for *all the types* of resources that are required in new venture creation. Indeed, it seems that involving local communities can be a clever way for entrepreneurs to mobilize the resources required to turn their ideas into reality as local communities hold not only financial but at the same time also important human, physical and social resources. However, so far understanding of the most effective means of tapping these latent local community resources remains limited. Likewise, the effects that gathering different types of resources from local communities may have on the entrepreneurs' overall abilities to establish their ventures remain unknown.

To address this shortcoming in literature and to equip entrepreneurs with the knowledge and tools needed to tap into this relevant, yet largely unknown group of resource providers, we employed a qualitative, inductive case study. More specifically, we examined seven cases of community-based enterprises (CBEs)—enterprises that are collectively established, owned and controlled by a group of members from a local community with the aim of generating economic, social and/or ecological benefits. It is important to highlight that these community-based ventures offer a fruitful context for studying the resource mobilization from local communities, yet that involving communities can be advantageous for just *any* type of new venture.

Our findings unravel a new perspective on resourcefulness, that is community resourcefulness, which we find to be a smart approach to engage a multitude of resource providers from a community with the result of "*getting more from many*". The notion of "getting more from many" critically extends our understanding of resourcefulness, implying that entrepreneurs can meet or even exceed their resource mobilization goals by mobilizing a greater variety of resources from a broader base of resource providers. This perspective has important theoretical and practical implications for our understanding of what resourcefulness is, how entrepreneurs can act resourcefully, and of the effects of resourceful behavior.

To further increase the practical relevance of our study and to make our implications as actionable as possible, we developed an extensive step-by-step best practice guide spanning the early and later stages of the entrepreneurial process. The guide seeks to support practitioners—be it entrepreneurs, community leaders, managers of crowdfunding platforms, or policy makers—in their quest for achieving a specific resource mobilization outcome allowing them to a) realize their initial plans by raising sufficient financial resources from local communities, b) realize their initial plans by raising a combination of financial, human, physical, and social resources, thereby reducing their financial resource needs, or c) extend their initial plans by raising a combination of financial, human, physical, and social resources, and managing to perpetuate resource inflows over time, thereby augmenting the overall amount of resources mobilized. It specifies concrete activities that entrepreneurs can use to combine, mobilize, and deploy resources from local communities.

Taken together, our framework of community resourcefulness offers novel, thought provoking avenues for future research and provides entrepreneurs with an actionable set of activities that allows them to seize the potential of involving local communities as resource providers in the entrepreneurial process.

1. Introduction

Access to resources is crucial for creating new ventures. While much of the existing entrepreneurship literature has predominantly focused on financial capital acquisition via professional investors (Clough et al., 2019), these kinds of professional investments are not available and/or attractive to a significant portion of new ventures (Baker and Nelson, 2005: Murray et al., 2020), and many entrepreneurs lack not only financial but also human, physical, and social resources (Desa and Basu, 2013; Grichnik et al., 2014; Welter et al., 2018). Consequently, many entrepreneurs must find creative, alternative means of combining and mobilizing resources in pursuit of realizing their entrepreneurial ideas—a challenge that has attracted growing attention among entrepreneurship researchers under the notion of resourcefulness (Di Domenico et al., 2010; Michaelis et al., 2019; Powell and Baker, 2011; Welter et al., 2018; Williams et al., 2019). Within this literature, scholars have discussed a variety of resourceful behaviors such as bricolage, that is, creatively "making do" with the resources at hand (Lévi-Strauss, 1966; Baker and Nelson, 2005), effectuation, that is, intuitively adapting the goal based on the resources currently available (Perry et al., 2012; Sarasvathy, 2001) or bootstrapping, that is, reducing the needs of financial resources from external sources (Ebben and Johnson, 2006; Winborg and Landström, 2001). Existing entrepreneurship literature, therefore, generally assumes that resourceful entrepreneurs either find ways to use the resources they have more efficiently, manage to work with fewer resources or get access to resources from close networks like family and friends.

Complementary to these perspectives of entrepreneurial resourcefulness, multiple studies have alluded to obtaining required resources from broader communities as resourceful behavior (Barraket et al., 2019; Di Domenico et al., 2010; Garud and Karnøe, 2003; Powell and Baker, 2011; Shepherd and Williams, 2020; Welter et al., 2018; Williams and Shepherd, 2016a, 2016b). In line with that, a growing number of entrepreneurship scholars emphasize the important role communities—aggregations of individuals who share place, identity, interest and/or practice (Bacq et al., 2020)—can generally play in shaping and enabling entrepreneurial processes (Branzei et al., 2018; Corner and Ho, 2010; Lumpkin and Bacq, 2019; Murphy et al., 2020; Shepherd, 2015; Shepherd et al., 2020; Williams and Shepherd, 2018). However, while there is a rapidly growing body of literature on crowdfunding as an attractive and effective alternative allowing to raise *financial* resources from a broader *online* community of supporters—both known and unknown (Josefy et al., 2017; McKenny et al., 2017; Murray et al., 2020; Short et al., 2017), understanding of how entrepreneurs can mobilize *different types* of resources from *local* communities remains limited. This constitutes a severe shortcoming given that local communities hold valuable financial, human, physical, and social resources that can be harnessed to establish entrepreneurial ventures (Daskalaki et al., 2015; Jack and Anderson, 2002; Johannisson, 1990; Johannisson and Olaison, 2007; Marti et al., 2013; Zahra et al., 2009) but that mobilizing such resources is an endeavor requiring distinct activities and mechanisms (Meyer, 2020; Vestrum, 2014; Williams and Shepherd, 2020). Besides, we know little about the effects mobilizing different types of resources from local communities has on the overall amount of resources mobilized and thus, the entrepreneurs' ability to turn their ideas into reality. Hence, empirical evidence is needed to explore how mobilizing resources from local communities relates to, and potentially extends, the notion of resourcefulness in entrepreneurship. To address these gaps, we set out to answer the following overarching research question: *How, and with what effect, can entrepreneurs mobilize different types of resources from local communities?*

To that end, we employed a qualitative, inductive case study approach (Yin, 2014) examining seven cases of community-based enterprises (CBEs)—enterprises that are collectively established, owned and controlled by a group of members from a local community with the aim of generating economic, social and/or ecological benefits (Hertel et al., 2019). Such enterprises are growing in prevalence worldwide (Peredo and Chrisman, 2006, 2017) and offer a fruitful context for studying the mobilization of different types of resources from local communities. Using a theoretical sampling approach (Patton, 1990) aimed at capturing variation in resource mobilization outcomes, our sample contains one case that failed altogether in mobilizing the required resources from the local community and six cases that succeeded in doing so. Looking closer at these successful cases, we find important variance in mobilization outcomes: while in two cases, the entrepreneurs mobilized sufficient financial resources to implement their plans, others were able to reduce their financial resource needs by substituting other types of resources for financial resources. Intriguingly, we also find that in two cases the entrepreneurs combined different types of resources and thereby managed to significantly exceed their mobilization goals, which enabled them not only to realize but even extend their venture creation plans.

By adopting a temporal perspective on the resource mobilization process, our study reveals four sets of activities with distinct goals and effects that explain the variance we observe in our cases' resource mobilization outcomes. For one thing, the empirical evidence shows that entrepreneurs can only succeed in mobilizing not just financial but also human, physical, and social resources from communities if they engage in specific activities targeted at diversifying community involvement. For another thing, the data corroborate recent findings on the important effects that creating a sense of identification and ownership among (potential) supporters has on resource mobilization outcomes in community settings (Hertel et al., 2019; Murray et al., 2020). Most importantly, the findings extend this literature by providing novel insights into how these effects can be strategically leveraged to achieve a multiplier effect, meaning that entrepreneurs can perpetuate the inflow of significant amounts of unsolicited resources by continuing to engage in activities targeted at creating a sense of identification and ownership not only during early mobilization endeavors but also continuously throughout later venture implementation stages. Since these activities are relatively simple and require comparatively little efforts and resource inputs, they can constitute a very efficient strategy towards resource mobilization.

Taken together, these findings allow us to develop a *framework of community resourcefulness*, that is, concrete sets of activities entrepreneurs can use to combine, mobilize, and deploy financial, human, physical, and social resources from local communities in their efforts to turn their ideas into realities. With respect to this, we specify how the different sets of activities, carried out over time and in varying combinations, yield different resource mobilization outcomes. We introduce a new perspective on resourcefulness, that is community resourcefulness, which we define as *a smart approach to engage a multitude of resource providers from a community into new venture creation, and this with the result of* "*getting more from many*". The notion of "getting more from many" critically extends our understanding of resourcefulness, implying that entrepreneurs can meet or even exceed their resource mobilization goals by mobilizing a greater variety of resources from a broader base of resource providers. This perspective has important implications for our understanding of what resourcefulness is, how entrepreneurs can act resourcefully, and of the effects of resourceful behavior. Building on recent research arguing that resourceful behavior is not necessarily about individuals' ability to respond to situational constraints (Michaelis et al., 2019), we extend the literature by providing novel empirical evidence indicating that resourcefulness can be about individuals' capability, but also a strategic choice to identify and efficiently seize situational resource potentials. Finally, our study adds critical insights to the emerging body of literature on community-based entrepreneurship by explicating several idiosyncrasies of resource mobilization in local community settings (Vestrum, 2014) and by providing essential insights to the question of why some initiators of CBEs are more successful in mobilizing resources from local communities than others (Hertel et al., 2019).

2. Theoretical background

2.1. Entrepreneurial resourcefulness

Creating new entrepreneurial ventures requires not only financial resources but also human, physical, and social resources (Desa and Basu, 2013; Grichnik et al., 2014; Zahra et al., 2009; Welter et al., 2018). However, the process of assembling these resources is challenging as entrepreneurs must identify and combine potential resource types and sources, then successfully convince external actors to support their nascent ventures—despite lacking legitimacy (Brush et al., 2001; Fisher et al., 2016; Rawhouser et al., 2017; Klyver and Schenkel, 2013; Überbacher, 2014). As only a small minority of around 17% of start-ups meet their resource needs through external private institutional capital, that is, a business loan from a bank or an investment by a venture capitalist (Hwang et al., 2019), a substantial portion of nascent ventures rely on different types of resources obtained from multiple, less-formal resource providers (Aldrich and Ruef, 2006; Kotha and George, 2012; Stevenson et al., 2019). In pursuit of realizing their ideas, most entrepreneurs are therefore compelled to find creative, alternative means of assembling the resources they require—a challenge that has attracted increasing scholarly interest under the notion of resourcefulness or resourceful behavior.

In line with common dictionary definitions referring to resourcefulness as the ability to "find ways of dealing with problems" (Collins Dictionary) or of "devising ways and means" (Merriam-Webster), entrepreneurship scholars have employed a variety of broad definitions of resourcefulness such as finding creative solutions to challenges (Bradley et al., 2011; Williams and Shepherd, 2018) or appreciating available resource bases (Muñoz et al., 2019; Shepherd and Williams, 2020). Others have adopted more narrow perspectives of entrepreneurial resourcefulness by focusing on bricolage, effectuation, or bootstrapping as forms of resourceful behaviors. While bricolage implies that entrepreneurs act in resource-scarce environments where they manage to use the resources they hold in creative new or more efficient ways (Baker et al., 2003; Davidsson et al., 2017; Lévi-Strauss, 1966), the literature on effectuation discusses how entrepreneurs intuitively adapt their goals according to the resources currently available (Fisher, 2012; Perry et al., 2012; Sarasvathy, 2001). In turn, bootstrapping has been conceptualized as a set of skills and behaviors that enable access to further necessary resources, often by raising resources from family and friends (Di Domenico et al., 2010; Ebben and Johnson, 2006; Welter et al., 2018). Common to all these studies is the reference to entrepreneurial resourcefulness as entrepreneurs' ability of "getting more from less" in resource-constrained contexts (Williams et al., 2019). Yet, contradicting this link between resource scarcity and resourceful behavior, other scholars have started to suggest that resourceful behavior can also be an important asset in organizations (Sonenshein, 2014) and entrepreneurial ventures (Michaelis et al., 2019) that do not operate in resource-constrained environments.

Hence, while there is a common agreement on the relevance of resourcefulness as a concept for explaining entrepreneurial phenomena, a common understanding of what resourcefulness is and when, why and how entrepreneurs act resourcefully, is missing to date (Williams et al., 2019). Interestingly, we find a common theme in the literature around entrepreneurial resourcefulness, namely the involvement of broader bases of non-professional resource providers as a resourceful behavior enabling entrepreneurial action. While the resource mobilization literature generally assumes that the non-professional actors that are most likely to invest in new ventures are family, friends or former co-workers (Aldrich and Kim, 2007; Kotha and George, 2012; Rooks et al., 2016), a growing number of studies hint to the potential of interacting with and involving broader communities as important, hitherto largely unnoticed, resource providers.

2.2. Community involvement as resourceful behavior

Several studies specifically stress the potential of involving communities in venture creation as a form of resourceful behavior enabling entrepreneurs to turn their ideas into realities. For instance, Powell and Baker (2011) refer to 'community' as a specific resourceful behavior, Di Domenico et al. (2010) argue that community participation is a core element of bricolage among social entrepreneurs, as it allows them to get access to valuable social capital, and Welter et al. (2018) demonstrate how local communities can facilitate entrepreneurial action by providing valuable resources, be they cultural, human, physical, or social. Most recently, Murphy et al.'s (2020) study proposes "collective effectuation" as an extension of effectuation theory showing how community resources shape entrepreneurial opportunities. This heightened interest in communities as resource providers is also reflected in the general entrepreneurship literature, where we find a growing number of studies emphasizing the important roles of communities in enabling and shaping entrepreneurial processes (Bacq et al., 2020).

In particular, crowdfunding has increasingly attracted entrepreneurs' and entrepreneurship scholars' attention as an effective, internet-enabled, and until very recently largely unrecognized alternative allowing to raise resources from a broader network of supporters, both known and unknown (McKenny et al., 2017; Murray et al., 2020; Nielsen and Binder, 2020; Short et al., 2017). However, the resource gaining potential of these sorts of campaigns are limited, especially for nascent ventures: although entrepreneurs can also get access to social capital and gain legitimacy through crowdfunding (Murray et al., 2020), such campaigns mainly aim to mobilize financial resources from online communities (Short et al., 2017). While the literature on crowdsourcing and open innovation shows that organizations can also obtain human capital in form of knowledge and ideas from online communities (Piezunka and Dahlander, 2015, 2019), such mobilization strategies are much more common among incumbent organizations and mostly unavailable or impractical for nascent entrepreneurs who lack the legitimacy and financial and social resources to mobilize large communities of unknown supporters. After all, research has found that, besides money and knowledge, nascent ventures mainly lack practical skills, workforce, infrastructure and materials (Aldrich, 1999; Desa and Basu, 2013; Welter et al., 2018; Zahra et al., 2009)—all resources that are difficult, if not impossible to gather from online communities.

Against this background, multiple scholars stress the enormous untapped potential of local communities as potential providers for all the types of resources that are required in new venture creation (Dubb, 2016; Corner and Ho, 2010; Jack and Anderson, 2002; Marti et al., 2013; Welter et al., 2018; Williams and Shepherd, 2016a, 2016b). While involving local communities in the early phases of the entrepreneurial process might be especially relevant for social enterprises, which often lack access to resources from professional investors and frequently create value for communities (Corner and Ho, 2010; Di Domenico et al., 2010; Haugh, 2007), research demonstrates that it can be advantageous for any type of new venture (Marti et al., 2013; Shepherd, 2015; Shepherd et al., 2020; Shepherd and Patzelt, 2017; Welter, 2011; Williams and Shepherd, 2016b). Indeed, it seems that involving local communities can be an alternative, clever way for entrepreneurs to mobilize the resources required to turn their ideas into reality as local communities hold not only financial but at the same time also important human, physical and social resources (Bacq et al., 2020). However, so far understanding of the most effective means of tapping these latent local community resources remains limited (Hertel et al., 2019). Likewise, the effects that gathering different types of resources from local communities may have on the entrepreneurs' overall abilities to establish their ventures remain unknown. While researchers have broadly claimed that collective action in resource acquisition can be resourceful (Barraket et al., 2019; Duymedjian and Rüling, 2010; Garud and Karnøe, 2003), empirical evidence is much needed to explore how mobilizing resources from local communities may enhance our understanding of resourcefulness in entrepreneurship. We seek to address this need by studying the creation processes of seven community-based enterprises (CBEs)—a venture type that provides a fruitful setting for shedding light on how entrepreneurs can tap community resources to turn their ideas into realities.

2.3. Resource mobilization in community-based enterprises

Around the world, we observe the emergence of a growing number of CBEs, that is, enterprises that are established, owned, and controlled by the members of a local community (Hertel et al., 2019). These CBEs arise in response to a large number of economic, social, and environmental problems, and the new trend of active citizenship, (Gurău and Dana, 2018; Kleinhans, 2017). They produce goods and services in response to market demands, operate commercially and aim at economic viability to maintain their existence (Bailey, 2012; Haugh, 2007). While profit generation is not necessarily a CBE's primary goal, it is instrumental in generating added economic, social, and ecological goals for the community and society as a whole (Peredo and Chrisman, 2006). CBEs emerge in varied sectors and industries, including but not limited to agriculture, energy, retail and hospitality.

Establishing a CBE is a creative and collective process that requires various assets provided in different ways by different actors (Haugh, 2007). Although CBEs may mobilize certain resources from professional investors, as well as from national governments or local municipalities (Bailey, 2012), they depend, by definition, on the support of members of a community (Peredo and Chrisman, 2006). The idea to establish a new CBE usually comes from one or two individuals, the idea givers, who assemble an entrepreneurial team that takes on process ownership (Haugh, 2007). Collectively, this team then mobilizes the resources it requires from the broader local community, but also from others with a shared interest in the project (Somerville and McElwee, 2011). While financial capital is certainly crucial for CBE creation, the entrepreneurs also mobilize community members as providers of human capital in the form of expertise and skills but also—and importantly—of workforce, physical resources in the form of raw materials and infrastructure, and social capital in the form of networks, legitimacy and trust (Hertel, 2018; Peredo and Chrisman, 2006; Vestrum, 2014). Given all of this, CBEs offer a fruitful context to study the mobilization of different types of resources from communities to satisfy ventures' resource needs.

Existing research suggests that several factors affect community members' willingness to invest in CBEs, including prior entrepreneurship- and industry-related knowledge (Vestrum et al., 2017), entrepreneurs' standings within their communities (Jack and Anderson, 2002; Vestrum and Rasmussen, 2013), and the communities' history of collective action (Peredo and Chrisman, 2006). Notwithstanding the importance of these insights, static entrepreneurial team and community attributes alone do not suffice to explain entrepreneurial resource mobilization, which is not a one-time event but a dynamic process stretching over longer periods of time (Clough et al., 2019). Research shows that it often takes up to 18 months from an idea giver's decision to start a CBE to its market entry, and that entrepreneurs continuously endeavor to mobilize resources during this time (Hertel et al., 2019). Understanding the results of such a long resource mobilization process requires an understanding of the individual events and actions carried out throughout the process (Clough et al., 2019; Murray et al., 2020). Studying resource mobilization as a process is even more important in situations where entrepreneurs engage in combining resources, which gives them room to maneuver and shape their resource needs (Baker and Nelson, 2005). We therefore employ a temporal perspective to answer the following research question: *How, and with what effect, can entrepreneurs mobilize different types of resources from local communities?*

3. Methodology

3.1. Study design

Given the limits on existing knowledge about the mobilization of different types of resources from communities, we employed an exploratory case study design (Eisenhardt, 1989; Yin, 2014). We looked at four types of resources that are generally considered to be crucial for establishing entrepreneurial ventures (Davidsson and Honig, 2003; Grichnik et al., 2014): *Financial resources*, comprising all forms of monetary investment (i.e., cash or credit); *human resources*, comprising knowledge, skills and expertise, but also—and importantly—manpower (i.e., hours of work invested in establishing a CBE); *physical resources*, comprising raw materials, such as natural resources but also infrastructures, like tools and space; and *social resources*, comprising access to personal networks, guarantees, and legitimacy. We use the term resource provider for all people, organizations, or institutions that contribute some type of resource to the venture, but focus on non-professional resource providers in this study, that is, individuals who invest resources—be it financial, human, physical or social—into a venture with no professional, often profit-maximizing, motivation to do so (c.f. Murray et al., 2020). We broadly define communities as aggregations of individuals who share place, identity, interest and/or practice (Bacq et al., 2020), and specifically look at local communities as a base of potential resource providers. While shared place is the key defining characteristic of local communities, members of local communities often also share identity.

3.2. Sampling procedure

Our study is part of a broader research project on CBEs. Using a purposeful sampling strategy aimed at capturing maximum variation (Patton, 1990), we selected four cases from an initial pool of over 25 cases of CBEs. We searched for cases that 1) had entered the market within the last eight years as of the time of our data collection to minimize the retrospective bias (cf. Fauchart and Gruber, 2011), 2) were located in parts of Europe where we could communicate with the entrepreneurs in our and their native language, and 3) varied in their resource mobilization outcomes. Additionally, we aimed to select cases of similar size and socio-cultural structures to enhance comparability. Based on these criteria, we chose one case that had failed to mobilize the required resources from the community, one that had only mobilized financial resources, and two that had successfully mobilized multiple types of resources from the community.

As our analysis of the data on these cases progressed, four more fine-grained outcome categories emerged—failed resource mobilization, successful financial resource mobilization, successful combinatory resource mobilization, and augmented combinatory resource mobilization—which we explain in more detail later in this methods section. We then transitioned to theoretical sampling to identify further cases that would help us corroborate and flesh out the emerging patterns and theories. In so doing, we added three additional success cases, thereby ending up with one failure case, two successful financial resource mobilization cases, two successful combinatory resource mobilization cases and two augmented combinatory resource mobilization cases. In total, we selected seven unique cases (Table 1).

3.3. Data collection

We collected our data over two years between February 2017 and February 2019. For one case, we gained access to an extensive collection of real-time video footage covering the entire venture creation process, which served as a basis for our first round of semi-structured interviews with the idea givers. For two other cases, we mapped out the majority of the venture creation process during multiple on-site visits over eight, respectively six, months. One of the authors participated in key events, joint working days on the construction site and strategy meetings, and interviewed multiple core team members and supporters from the local community. Since we could not gather real-time data in the remaining four cases, we followed a two-step data collection process using the structure-laying technique (Groeben, 1990). First, we conducted an interview with one member of the entrepreneurial team and supplemented it with secondary data to prepare cards representing the essential phases of the venture creation process and discrete resource mobilization practices. In a second subsequent interview, we presented these cards to the interviewee again and asked them to check and, if necessary amend them. The structured graphic representations that emerged from this structure-laying technique helped to reveal implicit knowledge, catch misconceptions and reduce the risk of retrospective bias (Flick, 2014). To get a holistic perspective, we started by interviewing one core team member and then proceeded to interview more core team members and resource providers. Adopting a snowball sampling approach, we asked our interviewees to identify other potential interviewees and continued to conduct interviews until we felt that additional interviews were no longer yielding and would not yield any novel information.

Overall, we conducted 46 interviews with 36 individuals from seven CBEs. All interviews were audio taped and transcribed verbatim. Our interviews ranged in length from 20 to 120 min. In total, one author spent about 865 h on site, which yielded 193 pages of notes. Also, we drew upon information from public sources such as the CBEs' websites and newspaper articles (209 pages), and from internal archival materials (371 pages) to which we were granted special access. Table 1 gives an overview of the cases and the data we collected on each of them.

3.4. Data analysis

As there is little firm knowledge about how entrepreneurs mobilize different types of resources from their local communities, we employed an open and iterative analysis approach guided by our emerging insights (Gehman et al., 2018; Glaser and Strauss, 1967; Eisenhardt, 1989). We used the qualitative data analysis software Maxqda and multiple data displays (Miles et al., 2017) to code and analyze our data. In sum, we conducted two broad steps of analysis.

3.4.1. Analysis of resource mobilization outcomes

First, we analyzed the resource mobilization outcomes, that is, the overall amount of different types of resources the entrepreneurs in our seven cases managed to acquire from their local communities. It is essential to mention that, in this study, we were interested in understanding how entrepreneurs can mobilize resources that are not yet within their control with the goal to realize their venture ideas. As such, we focused on the additional resources the entrepreneurs raised throughout the venture creation process, not those already held by the teams.

For financial resources, we analyzed the number of resource providers, and the amount of financial investments. For human capital, we coded for the number of local community members regularly involved in venture creation (Andrews et al., 2010), the approximate overall number of volunteer hours (McCarthy and Wolfson, 1996), and—as a qualitative measure—important information and expertise they gained access to through their local communities (Lind and Stephan-Norris, 2011). For physical resources, we analyzed the number of people that provided physical resources, and the approximate monetary value of these investments. Finally, to understand the amount of social resources mobilized from the community, we coded for the number of people that supported the venture by means of harnessing their personal networks to generate new contacts or by creating legitimacy through personal guaranteeing (Di Domenico et al., 2010).

Although these are mainly qualitative and approximative measures, our rich data set allowed us to gain a thorough and comprehensive understanding of the nuances in the mobilization of different combinations and amounts of resources across cases. Since ventures significantly differ in their resource needs, it is impossible to draw meaningful conclusions from absolute numbers of investments alone. Instead of comparing absolute amounts of resources raised from the community, we therefore compared the amount of resources *effectively raised* from community sources with the amount of resources *required* from community sources,[1] as calculated in the initial business plan. We analyzed each case individually before moving to cross-case comparison. To allow for comparison across cases, two authors independently evaluated the amount of resources raised from the community on a scale from 0 to

[1] As CBEs often also mobilize financial resources from professional resource providers, we look only at the amount *intended* to be raised from the community, not the overall financial resource need.

Table 1
Case descriptions and data collected.

Case	Case description	Data collected
1	CASE 1 (limited liability company) is a supermarket opened in 2017 in a village with about 750 inhabitants. The supermarket offers both local products and conventional goods from large retail chains, and houses a small café, which has become a popular meeting place in the village.	• 4 interviews with 4 individuals • 31 pages of notes from field visits (6 h on site) • 7 pages of internal documents • 20 pages of newspaper articles, press releases etc.
2	CASE 2 (incorporated company) is a hotel in a mountain village with about 220 inhabitants. The hotel opened in 2009 in a restored historic building with a new design that combines elements of its past and present character. It has become the main meeting place in the village, as well as the site of cultural and culinary events, and won several awards.	• 4 interviews with 3 individuals • 9 pages of notes from field visits (8 h on site) • 112 pages of internal documents • 41 p. of newspaper articles, press releases etc.
3	CASE 3 (limited liability company) is a supermarket established in 2013 in a mountain village with about 3600 inhabitants. The store offers necessities and sundries ranging from food to cosmetics to local souvenirs. Nearly 75% of the products offered are produced within a 70 km radius. The store also houses a small café and takeaway restaurant, and has triggered several additional projects in the region.	• 9 interviews with 7 individuals • 34 pages of notes from field visits (20 h on site) • 60 pages of internal documents • 42 pages of newspaper articles, press releases etc.
4	CASE 4 (limited liability company) is a local shop, café and takeaway restaurant that opened in 2010 in a small district of a town with about 25,750 inhabitants. It offers groceries, other everyday items, lunch menus and cakes, but also a wide range of local products.	• 3 interviews with 3 individuals • 4 pages of field notes (6 h on site) • 35 pages of internal documents • 14 pages of newspaper articles, press releases etc.
5	CASE 5 (registered cooperative) is an agriculture enterprise focusing on the production and distribution of organic vegetables and fruits. It was established by a group of entrepreneurs in 2017 in a town with about 21,000 inhabitants. The venture sells its products in a shop and delivers directly to its members.	• 12 interviews with 6 individuals • 65 pages of participant observation field notes (250 h on site) • 63 pages of internal documents • 14 pages of newspaper articles, press releases etc.
6	CASE 6 (registered cooperative) is a restaurant and guest house that opened in 2016 in a rural village with about 630 inhabitants. It was rebuilt in a 1,5-year process by the local community and has enhanced the quality of life in the area by providing a meeting place and a home for local associations, by triggering further collective projects, and by attracting tourists.	• 7 interviews with 6 individuals • 19 pages of participant observation field notes (125 h on site) • 31 pages of summary and transcriptions of real-time video footage • 52 pages of internal documents • 16 pages of newspaper articles, press releases etc.
7	CASE 7 (incorporated association) is a restaurant, guest house and store that opened in 2017 in a rural village with about 550 inhabitants. The venture was collectively built by the locals over 19 months and comprises a village hall, which serves as a meeting place and event space, as well as a small supermarket selling local products and a bank branch. Offering some guest rooms, it has become a popular destination for tourists.	• 7 interviews with 7 individuals • 31 pages of participant observation field notes (450 h on site) • 42 pages of internal documents • 62 pages of newspaper articles, press releases etc.

2 (in the table: ++) (0 = nothing raised of a given resource type, + = low amount raised of a given resource type, and ++ = high amount raised of a given resource type) (cf. Williams and Shepherd, 2016b). We then discussed our evaluations until we reached consensus on all of them.

Interestingly, we did not find varied patterns of resource combination. Entrepreneurs either mobilized only financial resources or a mix of financial, human, physical *and* social resources.[2] We refer to the latter as combinatory resource mobilization. Overall, our analysis yielded four distinct resource mobilization outcomes: 1) *failed resource mobilization*, meaning that the entrepreneurs did not manage to mobilize the aspired resources from the community and had to cease or postpone venture creation, 2) *successful financial resource mobilization*, meaning that the entrepreneurs managed to realize their venture creation plans through mobilizing the aspired financial but no other types of resources from the community (high financial resource need), 3) *successful combinatory resource mobilization*, meaning that the entrepreneurs managed to realize their venture creation plans through mobilizing a mix of financial, human, physical and social resources from the community (reduced financial resource needs through resource substitution) and 4) *augmented combinatory resource mobilization*, meaning that the entrepreneurs managed to not only realize but also extend their venture creation plans through mobilizing more financial, human, physical and social resources than initially aspired.

Digging deeper into the cases, we saw significant differences not only in the overall amount of mobilized resources but also in the amounts of resources mobilized over time. To wit, we observed that, while in some cases, entrepreneurs mobilized most of the resources they required in the early stages of their venture creation process during an initial round of mobilization efforts, and only very few additional resources thereafter, in other cases entrepreneurs continuously mobilized different types of resources throughout the

[2] In line with our theoretical sampling approach, we checked for other resource combinations in our extended pool of 25 cases but were unable to identify any.

Table 2
Overview of resource mobilization outcomes.

		Resource needs according to business plan	Resources mobilized from community during initiation stage		Resources mobilized from community during development stage		Overall outcome
1	FR	€35,000	€17,250 from 45 individuals	+	<€3000	0	Failed resource mobilization
	HR	Continuous support with development (about 20–30 people on a regular basis)	None besides some minor support from close personal networks	0	None besides some minor support from close personal networks	0	
	PR	"As much as possible" to equip shop	None besides some minor support from close personal networks	0	None besides some minor support from close personal networks	0	
	SR	"As much as possible" to gain legitimacy and get access to further resources	None besides some minor support from close personal networks	0	None besides some minor support from close personal networks	0	
2	FR	€3,000,000	€1,000,000 from about 80 individuals	++	€2,000,000 from about 140 individuals	++	Successful financial resource mobilization
	HR	None	None besides some minor support from close personal networks	0	None besides some minor support from close personal networks	0	
	PR	"If available"	None besides some minor support from close personal networks	0	None besides some minor support from close personal networks	0	
	SR	"As much as possible" to gain legitimacy and get access to further resources	None besides some minor support from close personal networks	0	Early providers of financial capital using their networks to promote mobilization later on	+	
3	FR	€60,000	€19,500 from about 40 individuals	+	€40,000 from about 80 individuals	++	
	HR	Continuous support with business development and implementation (about 30 people on a regular basis)	Support from about 30 people in three working groups, sporadic and decreasing over time	+	Continuously decreasing number of supporters in working groups until only people from close personal networks left	0	
	PR	"As much as possible" to equip shop	None besides major support from close personal networks	0	None besides major support from close personal networks	0	
	SR	"As much as possible" to gain legitimacy and get access to further resources	None besides major support from close personal networks	0	None besides major support from close personal networks	0	
4	FR	€65,000	€70,000 from 120 individuals	++	about €2000 from about 4 individuals	0	Successful combinatory resource mobilization
	HR	Continuous support with business development and implementation (about 20 people on a regular basis)	Regular support from about 35 people in different working groups, in total of about 60 locals during bimonthly working days and specific occasions	++	Decreasing support of people in working groups, leaving a group of 15 regular supporters and growing difficulties finding supporters for special tasks or events	+	
	PR	"As much as possible"	About 20 supporters from community providing machinery, tools or workspace	+	None besides major support from close personal networks	0	
	SR	"As much as possible" to gain legitimacy and get access to further resources	Many providers of financial, human or physical resources, using their networks to promote mobilization within community and among potential external supporters	+	Early resource providers using their networks to promote mobilization later on	+	
5	FR	€150,000	€150,000 from about 100 individuals	++	<€5000	0	
	HR	"As much as possible"	Regular support from about 20 people in different working groups, support with specific tasks of, in total of about 40 locals	+	No regular support, but support "on demand" for events and irregular tasks	+	
	PR	"As much as possible"	Many supporters from community provide machinery and tools	+	None besides some minor support from close personal networks	0	
	SR	"As much as possible" to gain legitimacy and get access to further resources	Many providers of financial, human or physical resources, using their networks to promote mobilization within community and among potential external supporters	+	Early resource providers using their networks to promote mobilization later on	+	
6	FR	€96,000	€135,000 from 120 individuals	++	€40,000 from about 40 individuals	+	Augmented combinatory resource mobilization
	HR	Continuous support with business development and implementation (about 20–40 people on a regular basis adding up to approx. 6000 h)	Weekly support by more than 60 people in working groups; individual community members investing significant amounts of time sharing their skills and expertise	++	Weekly support by more than 80 people in working groups; individual community members investing significant amounts of time sharing their skills and expertise	++	
	PR			+		++	

(*continued on next page*)

Table 2 (*continued*)

		Resource needs according to business plan	Resources mobilized from community during initiation stage		Resources mobilized from community during development stage		Overall outcome
		"As much as possible" to build premises	Many supporters from community providing machinery, tools or workspace		Many supporters from community providing machinery, tools or workspace		
	SR	"As much as possible" to gain legitimacy and get access to further resources	Many providers of financial, human or physical resources, using their networks to promote mobilization within community and among potential external supporters	+	Early resource providers using their networks to promote mobilization later on	+	
7	FR	€200,000	€260,000 from about 150 individuals	++	€50,000 from about 45 individuals	+	
	HR	Continuous support with business development and implementation (about 40 people on a regular basis)	Weekly support by more than 50 people in working groups; individual community members investing significant amounts of time sharing their skills and expertise	++	Weekly support by more than 60 people in working groups; individual community members investing significant amounts of time sharing their skills and expertise	++	
	PR	"As much as possible" to build premises	Many supporters from community providing machinery, tools or workspace	+	Local forest owner donating wood for construction and to be sold to raise money; many supporters from community providing machinery, tools or workspace	++	
	SR	"As much as possible" to gain legitimacy and get access to further resources	Many providers of financial, human or physical resources, using their networks to promote mobilization within community	+	Early resource providers using their networks to promote mobilization later on	+	

Abbreviations: FR = financial resources, HR = human resources, PR = physical resources, SR = social resources.

entire venture creation process. These observations speak to the importance of studying resource mobilization as a dynamic process rather than a static event (Clough et al., 2019).

By analyzing the graphical and verbal data related to our Structure-Laying-Technique (as described in the Data collection section), we were able to follow how the mobilization activities in each case unfolded over time (Van de Ven, 2007). The subsequent cross-case analysis led us to broadly distinguish between two phases of the venture creation process, namely that of *initiation* and *development*. Accordingly, we distinguish between resources mobilized during early stages of the venture creation process (t_1, *initiation stage*), that is the point in time "*at which an idea becomes a more binding goal. The entrepreneur recruits investors, employees, and other stake-holders who resemble the 'allies' of the hero's journey who offer help through their skills, knowledge, and resources in shaping and advancing this goal.*" (McMullen and Dimov, 2013, p.1501); as well as the resources mobilized during later stages of the venture creation process (t_2, *venture development* until market entry), a stage that "*involves proactive efforts much like that of new product development, but the developmental process here gives rise to an entire business, not just a product*" (Ardichvili et al., 2003, p.109). While some activities were recurring or spanned both phases, we were able to determine clear cut-off points for each individual case on basis of the explanations of the entrepreneurs themselves who clearly expressed the end of the initiation and beginning of the development stage through statements like "*And then we knew that we had to start… We had to do it.*" (CASE 7-I1) or "*And then, at one point, you need to move from talking to doing*" (CASE 6-I3).

This additional temporal analysis step revealed that the key to augmented combinatory resource mobilization is not (only) an immediate success in resource mobilization during early stages but rather a continuous inflow of resources over time. During our subsequent analysis, we therefore additionally focused on understanding the factors that lead to—or prevent—not only one-time but perpetuated resource mobilization success. Table 2 summarizes the results of our analysis of resource mobilization outcomes for our seven cases.

3.4.2. Analysis of the resource mobilization processes

Second, we conducted an in-depth analysis of the resource mobilization processes. Yet, before we looked into these processes, we engaged in an additional pre-analysis step checking if the three static variables existing research has suggested to affect resource mobilization from local communities—that is, *existing knowledge and expertise* within the founding team, the *standing* of the founding team members within the community, and the community's *history of collective action*—would already suffice to explain the variance in mobilization outcomes we had observed (cf. Murray et al., 2020). However, our analysis found that these factors did not account for the variance we observed. For instance, the teams in CASE 3 and CASE 7 both had relatively low levels of existing founding team knowledge, most or all founding team members had high standing in their communities, and the local communities both had strong traditions and long histories of collective action. Despite these similarities, CASE 3 failed to mobilize non-financial resources from its community while CASE 7 achieved augmented combinatory resource mobilization. CASE 2, our second case that only succeeded in mobilizing financial resources, meanwhile did so with a high level of team expertise, very low standing within its community, and no

Table 3
Case-ordered display of the sets of activities within the resource mobilization process.

Activity sets (2nd order codes)	Activities (1st order codes)	Stage	Case													
			1		2		3		4		5		6		7	
Proving business case	Ensuring access to required knowledge and expertise	Initiation	1		1		1		2		2		2		2	
	Developing a viable business plan		2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Presenting business plan and team to community		2		2		2		2		2		2		2	
Diversifying community involvement	Parsing resource needs	Initiation & Development	0		0		1		1		2		2		2	
	Parsing resource sources		0		1		2		1		1		2		2	
	Offering a variety of involvement opportunities		1	0	0	0	1	1	2	1	1	1	2	2	2	2
	Matching resource needs with potential investors' capabilities		0		0		1		1		0		2		2	
Creating a sense of identification	Developing a clear shared vision	Initiation	0		1		1		2		2		2		2	
	Conveying the vision to the broader community		0		2		1		2		2		2		2	
	Opening the team to community members		0		0		0		2		2		2		2	
	Harnessing shared community history and identity		0	0	2	1	1	1	1	2	2	2	2	2	2	2
	Approaching potential resource providers individually and face-to-face		0		1		1		1		2		2		1	
	Establishing the enterprise as a social hub	Development	0	0	1	1	2	2	0	1	0	0	2	2	2	2
	Creating shared symbols and rituals		0		1		1		1		0		1		2	
Creating a sense of ownership	Highlighting the importance of individual contributions	Initiation	0	0	0	0	0	0	2	2	2	2	2		2	2
	Emphasizing the shared community-based ownership structures		0		0		0		1		1		2		1	
	Keeping resource providers up to date	Development	0		1		1		0		1		2		2	
	Listening to and incorporating feedback		0		0		0		0		1		1		1	
	Including resource providers in operational tasks		1	0	0	0	1	0	2	0	1	0	2	2	2	2
	Including resource providers in decision making		0		0		0		0		0		2		1	
	Showcasing individual contributions		0		0		0		0		0		2		2	

Table 4
Overview of resource mobilization activities observed in the data.

Activity sets	Stage	Activity	Explanation and evaluation criteria		
			0	1	2
Proving business case	Initiation	Ensuring access to required knowledge and expertise	–	CASES 1, 2, 3 The initiators ensured access to knowledge and expertise by hiring external experts or collaborating with governmental organizations.	CASES 4, 5, 6, 7 The initiators strategically added team members with the goal to assemble a founding team holding all required knowledge and expertise.
		Developing a viable business plan	–	–	CASES 1, 2, 3, 4, 5, 6, 7 The initiators took time to systematically work on a viable business plan and strategy as a basis for venture creation and resource mobilization.
		Presenting business plan to the community	–	–	CASES 1, 2, 3, 4, 5, 6, 7 The teams organized information events open to everybody in the community and used private and public networks to disseminate their ideas.
Diversifying community involvement	Initiation & dev.	Parsing resource needs	CASES 1, 2 The teams only specified the financial, not the non-financial resources required.	CASES 3, 4 The teams took some efforts to specify the non-financial resources aspired from the community.	CASES 5, 6, 7 The teams put great effort into gaining a thorough and very concrete understanding of their resource needs
		Parsing resource sources	CASE 1 The team vaguely envisioned ‘the community’ as resource provider but did not specify this or break it down.	CASES 2, 4, 5 The teams identified community members that could be willing to contribute larger amounts of money or expertise in key areas.	CASES 3, 6, 7 The teams aimed to identify as specifically as possible who in the community could be willing to contribute in what way and how much.
		Offering a variety of involvement opportunities	CASE 2 The teams only asked for money without suggesting any other involvement opportunities.	CASES 1, 3, 5 The teams asked for money and asked people to get involved in working groups; other forms of involvement remained unspecified.	CASES 4, 6, 7 The teams provided an extensive list of needed resources and ways in which the community members could get involved.
		Matching resource needs with potential investors’ capabilities	CASES 1, 2, 5 The teams did not aim to identify suitable modes of involvement for individual people or groups.	CASES 3, 4 The team approached selected individuals or groups to suggest modes of involvement.	CASES 6, 7 The team aimed to get as many people involved as possible by identifying suitable modes of involvement for individuals and groups; they offered people to approach them to jointly identify involvement modes.
Creating a sense of identification	Initiation	Developing a clear shared vision	CASE 1 The team refrained from developing a clear vision for their venture altogether.	CASES 2, 3 The teams developed a clear vision for the venture but this vision clearly stemmed from one individual.	CASES 4, 5, 6, 7 The teams collectively developed a shared vision and also involved the broader community in shaping this vision.
		Conveying the vision to the community	CASE 1 The team did not put extra effort into making sure to communicate their vision to as many people from the community as possible.	CASE 3 The team organized information events to explain their vision but generally focused more on business facts in their communication.	CASES 2, 4, 5, 6, 7 The teams used any chance possible to convey their ideas and vision to the community at public events, community gatherings or information events.
		Opening the team to community members	CASES 1, 2, 3 The teams did not ask community members to join.	–	CASES 4, 5, 6, 7 The teams asked community members to join them and become equal member of the entrepreneurial team.
		Harnessing shared community history and identity	CASE 1 The team did not link their ventures in any way to existing community traditions, history or identity.	CASES 3, 4 At certain occasions, the teams alluded to how their venture was related to existing community traditions, history or identity but did not consistently put a focus on it in their communication.	CASES 2, 5, 6, 7 The teams focused strongly in their communication on how their ventures were linked to existing community traditions, history or identity and stressed how their ventures would help to maintain or strengthen these.

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Table 4 (*continued*)

Activity sets	Stage	Activity	Explanation and evaluation criteria		
			0	1	2
		Approaching potential resource providers individually and face-to-face	CASE 1 The team did not approach potential resource providers from the broader community individually and face-to-face.	CASES 2, 3, 4, 7 The teams contacted specific community members individually and face-to-face from which they knew that they were holding relevant resources.	CASES 5, 6 The teams contacted as many community members individually and face-to-face as possible.
	Dev.	Establishing enterprise as a social hub	CASES 1, 4, 5 The teams did not invite the broader community to use the premises of their ventures as a meeting point.	CASE 2 The team organized specific events during the entrepreneurial process during which resource providers were invited to the premises.	CASES 3, 6, 7 The teams did not only organize open events in their premises to which resource providers were invited but also invited community members to just come by and spend time with others any time.
		Creating shared symbols and rituals	CASES 1, 5 The teams did not put effort into creating shared symbols or rituals	CASES 2, 3, 4, 6 The teams developed logos and distributed merchandise articles among their supporters; they established some rituals such as small regular gatherings	CASE 7 The team developed a logo and merchandise and even recorded their own project song which was played and sung at many occasions; many little rituals were celebrated every week
Creating a sense of ownership	Initiation.	Highlighting the importance of individual contributions	CASES 1, 2, 3 The teams did not strategically highlight the importance of individual contributions when addressing potential resource providers.	–	CASES 4, 5, 6, 7 The teams explicitly stressed the importance of individual contributions when addressing potential resource providers.
		Emphasizing the shared com.-based ownership structures	CASES 1, 2, 3 The teams refrained from communicating the importance of shared community-based ownership structures.	CASES 4, 5, 7 The teams emphasized the importance of the community as one critical owner—besides few other investors.	CASE 6 The founding team continuously and explicitly stressed that ownership in the venture would always lay with the community to the largest extent.
	Dev.	Keeping resource providers up to date	CASES 1, 4 The teams did not put effort into regularly keeping resource providers up to date.	CASES 2, 3, 5 The teams established regular newsletters to share updates on recent successes and outline upcoming steps and milestones.	CASES 6, 7 The teams tried to also update their supporters personally; instead of communicating only high-level results they also openly communicated about challenges.
		Listening to and incorporating feedback	CASES 1, 2, 3, 4 The teams did not encourage resource providers to provide feedback and confessed to having ignored feedback	CASES 5, 6, 7 The teams pro-actively asked for feedback but then internally decided what to implement or to ignore	–
		Including resource providers in operational tasks	CASE 2 The team did not at all involve the broader community in operational tasks.	CASES 1, 3, 5 The teams involved the broader community in rather uncritical operational tasks.	CASES 4, 6, 7 The teams involved the broader community in uncritical operational tasks but also distributed responsibilities for certain tasks and areas completely to community members.
		Including resource providers in decision making	CASES 1, 2, 3, 4, 5 The teams did not at all involve the broader community in decision-making.	CASE 7 The team involved the broader community in decision-making but always reserved the right to make the final decision.	CASE 6 The team fully distributed decision-making power for certain decisions to the community—without reserving the right to question the community's decision.
		Showcasing individual contributions	CASES 1, 2, 3, 4, 5 The teams did not put effort in showcasing individuals' contributions.	–	CASES 6, 7 During many occasions, the teams explicitly showcased the contributions and achievements of individual supporters to the entire community.

local community history of collective action. We therefore moved on to our in-depth analysis of each venture's resource mobilization processes.

As resource mobilization is a dynamic process that is underpinned by multiple, interrelated activities and subprocesses (Murray et al., 2020), we coded for individual, concrete activities which we later collapsed into higher-order codes (Strauss and Corbin, 1998). Two authors individually coded three interviews from each case and discussed their results to reach consensus on an initial set of activities to code for. One author then coded the rest of the data, always referring back to the other authors when new insights emerged. In an iterative manner, we identified 21 distinct activities (first-order codes), which were then collapsed into four sets of activities with distinct goals and effects (second-order codes), namely 1) proving business case, 2) diversifying community involvement, 3) creating a sense of identification, and 4) creating a sense of ownership.

Finally, we linked the analysis steps to understand how the four sets of activities offered explanations for the different mobilization outcomes. Two authors evaluated if, and to what extent, the 21 activities were carried out in the seven cases (0 = not at all, 1 = sometimes/to a low extent, 2 = always/to a high extent) (cf. Williams and Shepherd, 2016b). For each set of activities, we then calculated the means of the results to determine whether a case had carried out the respective activity set (average scores of 1 or 2) or not (average score of 0). By iteratively comparing cases and using different partially ordered displays and summary tables (Miles et al., 2014), we were able to detect that the sets of activities explain why entrepreneurs had either failed to mobilize resources, had succeeded in mobilizing only financial resources or had achieved combinatory resource mobilization.

What puzzled u, however, was that this was still insufficient to explain the difference between mere successful combinatory resource mobilization and augmented combinatory resource mobilization. As our analysis of the resource mobilization outcomes had revealed that augmented combinatory resource mobilization resulted from continuous resource inflows over time, we went back to the data with the same temporal perspective we had also used to analyze resource mobilization outcomes and assigned the activities to our two temporal stages, that is, *venture initiation* and *venture development*. We included this temporal dimension in our cross-case analysis and re-calculated the means, this time separately for the two stages. Table 3 summarizes our coding and gives an overview of which cases have carried out which activities during venture initiation and venture development. This temporal perspective differentiating between the two temporal stages finally explained all differences in outcomes we had seen and, most importantly, allowed us to describe how entrepreneurs not only meet but also exceed their resource mobilization goals (referred to as "augmented combinatory resource mobilization").

4. Findings

In the following section, we continue with presenting the four sets of activities comprising 21 individual activities that were carried out by the entrepreneurs during the stages of early venture initiation and later venture development. This section aims to give the reader an understanding of the different activities and activity sets we observed across all our cases. While we provide a narrative overview of the different sets of activities in this section, a complete and systematic account of the different nuances within individual activities, and of our coding can be found in Tables 3 and 4. Furthermore, in the Appendix to this paper, we flesh out our coding by providing a detailed best-practice guide, which we hope entrepreneurs and practitioners find to be a useful support of their resource mobilization endeavors.

4.1. Proving business case

Our analysis showed that, before setting out to mobilize resources, the entrepreneurs in all seven of our cases engaged in considerable efforts to prove their business case to the local communities. First, the idea givers set out to ***ensure access to entrepreneurship- and industry-related knowledge and expertise*** required to establish the venture. Either alone or with the help of an external business consultant, all seven teams then worked on ***developing a viable business plan*** as a basis for venture creation and resource mobilization processes. Finally, all of the teams organized informational events, using both their own networks and public networks, like their municipality's newsletter, bulletin boards or newspaper advertisements, to inform their broader community about their plans. We were surprised that we could find only very little differences in the means of ***presenting the business plan and team to the community***, nor in the extent of initial communication efforts. While proving the business case to the local community was a key aspect of the earliest stages of each team's entrepreneurial process, our coding yielded hardly any references to activities aiming at proving the business case undertaken during later stages.

4.2. Diversifying community involvement

We determined a second set of activities which we labeled diversifying community involvement. First, we found that some teams engaged in a comprehensive process of ***parsing resource needs***, meaning that they would thoroughly define all resources, no matter if financial, human, physical or social, required to turn their plans into reality. Some teams in our sample specified mainly their financial resource needs and either formulated no goals for non-financial resource mobilization or kept these goals very vague. Such entrepreneurs explained in our interviews that, with regard to non-financial resources, they had hoped for "*as much as possible*" (CASE 4-I1) or that they were happy to "*take whatever people were willing to give*" (CASE 1-I3). In contrast, those who parsed put considerable efforts into specifying their resource needs in a holistic manner and breaking them down into small, more explicit and manageable pieces, such as 'one architect willing to supervise the project' (CASE 6), 'one excavator every Saturday for 14 weeks' (CASE 7), or 'as many contacts to local and national media channels as possible' (CASE 6). These entrepreneurs kept a detailed list of required resources, which they updated continuously throughout the process. Relatedly, we found significant differences in the extent to which the teams put emphasis on ***parsing resource sources***. Some teams vaguely decided to acquire the missing resources from "*the broader community*" (CASE 1-I1) without further defining what and who was meant by that, and they envisioned obtaining resources from "*just everyone who* [*would be*] *willing to give something*" (CASE 3-I1). Others, in turn, determined specific individuals or groups such as local associations that could be particularly interested in contributing to the venture in different ways. For instance, they identified the local fire brigade as a provider of tools and machinery and the local youth to contribute to the construction works.

The teams that had not focused on holistically parsing resource needs and sources either only asked for financial contributions or additionally invited community members to join regular working groups, but, besides this, remained vague by stating that any form of support was welcome. In contrast, having put together a comprehensive list of all required resources, enabled some teams in the next step to ***offer a variety of involvement opportunities***. These teams publicly disclosed their extensive lists of needed resources to give community members ideas for how they could get involved. For instance, they asked people to use their personal networks to promote the venture and establish relevant contacts, provide tools or work space, take over responsibility for specific aspects of the new venture, donate raw materials such as wood, organize working days, or provide drinks and food for workers on the construction site. Going even one step further still, some teams aimed to maximize the number of community members involved in their ventures by specifically ***matching their venture's resource needs with people's capabilities*** and making sure that "*everyone had his* [sic.] *own special task*" (CASE 7-I4). Also, people were invited to approach the team to determine the best way for them individually to get involved in the venture.

Taken together these three activities allowed entrepreneurs involve community members not only as providers of financial resources but also to tap in the full potential of communities as a resource base. While all three community involvement diversification activities are critical at early stages of venture development, entrepreneurs repeated them iteratively throughout the entire entrepreneurial process.

4.3. Creating a sense of identification

The third activity set revealed by our analysis is what we have called *creating a sense of identification*—a perception of oneness with a group of people or an organization (Ashforth and Mael, 1989). In total, we identified a set of six activities that helped entrepreneurs foster community members' sense of identification with the venture. While we found evidence for such activities in six of our seven cases, the cases varied significantly with regard to the emphasis they put on enhancing people's sense of identification with the ventures.

First, the analysis evinced the importance of ***developing a clear shared vision*** of both the venture's goals and the community's role in achieving these. One team wholly failed to create such a clear vision, leaving community members unsure about the venture's goals and potential benefits for them. Two teams appeared to understand the importance of clear venture visions as part of their resource mobilization efforts, but clearly developed their visions based on one individual's ideas, with no involvement from other team members of their local community. Four teams developed their visions with both full team involvement and broader community input. One idea giver in CASE 5 told us: "*Well, I believe that it is crucial to get the community on board as early as possible instead of approaching them: Hey, this is what we came up with, this is our concept, whoosh, bam! That will lead to a lot of resistance. I think it's important to ask them in advance: what is your vision, what are your ideas and how can we find a common denominator*" (CASE 5-I6).

Even teams that involved local communities in the development of their venture visions did not succeed in bringing every community member into that process. As such, ***conveying this vision to the broader community*** emerged as a necessary subsequent next step. We found only one team in which a founding team member told us that she "*didn't have the nerves*" (CASE 1-I2) or the energy to try to explain her ideas and goals to members of her local community and so adopted a "take it or leave it" stance (CASE 1-I2). In contrast, the founders of every other team were fully aware of the importance of communicating their venture visions to their local communities and did not miss any opportunities to attempt to do so at public events, local associations' meetings or specifically organized information events.

In addition to involving the community in shaping the venture's vision, some teams went even one step further by ***opening the entrepreneurial team to the community*** and giving them the chance to join the founding team. The empirical evidence shows that this gesture made the local people feel included and represented and enhanced their identification with the venture. In CASE 4, one of the supporters expressed: *And then this group of people from our village set out to make it happen… for every one of us* (CASE 4-I3). In contrast, the entrepreneurs in other cases refrained from opening their teams and only involved other people very selectively in order to avoid external interferences. Interestingly, we even found that these entrepreneurs were well aware of the fact that not sharing the ownership of their vision would diminish community members' willingness to contribute to the venture: *In the end, it's three private peoples' venture. This is a burden we need to deal with… That may also keep some investors from investing more money* (CASE 2-I2).

In five cases, we also saw teams ***harnessing shared community history and identity*** by outlining how their ventures would embrace their communities' histories and help to sustain their unique identities, thereby leveraging the existing sense of local community identification to increase the community members' identification with the ventures. In one case, a venture's founders partnered with their community's local folk music association. In another, the team held all of their informational events in a fire brigade house built collectively by locals. In a third, a venture's founder put together an overview of their community's history and detailed how their venture would reinvigorate or sustain specific local traditions and cultural artifacts.

In addition to approaching the community holistically by means of open information events and newspaper advertisements, the founders of most cases made extra efforts to ***approach potential resource providers individually and face-to-face***. In some cases, the founders focused on contacting those individuals personally from which they knew that they possessed relevant resources—be it financial, human, physical or social. In two cases, the founders went even a step further by spending multiple days on going from door to door and approaching as many people as possible, for example, after church or during events. During such personal conversations, the founders explicitly used identity claims and invited locals to become part of the emerging venture communities.

All five of the identification building activities explained to this point occurred during early venture development stages, either before or during initial resource mobilization efforts. In some of our cases, however, we also observed two further activities relevant to this set that occurred later, during ventures' implementation stages.

First, some venture founders facilitated the creation of a sense of identification by explicitly ***establishing the enterprise as social hubs*** in their communities—even before the ventures opened their doors to customers. In one case, a venture founder used a half-finished venue to host music and culinary events, open to all resource providers, everyone interested in the venture, and certain others. The construction site became the central place to meet other locals and have coffee or beer. Our evidence clearly indicates that these informal gatherings led to an increased sense of overall community identification with the venture.

Finally, some entrepreneurial teams created a sense of identification by ***developing shared symbols and rituals*** around their ventures. Most teams designed logos for their ventures, which they printed on banners that they hung on their construction sites and at local events and placed on t-shirts and other merchandise distributed to community members. In two cases, the founders regularly organized events for community supporters to celebrate even small venture milestones. For example, one team invited their communities to commemorate the upholsterer who had made cushions for all seats in the new pub they were building on one occasion, and the large, generation-spanning group of people that spent several weeks finishing the outside façade of the building on another. One of the community supporters in this case told us of these after work sessions on the construction site: "*You just wanted to be part of it. Everyone was joining, and you wanted to be part of that… You kind of had to!*" (CASE 7-I4).

4.4. Creating a sense of ownership

We identified a final set of activities that contributed to something even stronger than mere identification, namely a sense of ownership over the venture—that is, people's feeling that the target of ownership, or a piece of it, is theirs (Pierce et al., 1991). In other words, the activities explained in the following made people feel not only as members but as owners of the emerging ventures. We identified two such activities carried out during the early venture initiation stage, and five taking place in the later development stage.

In four of our cases, founders engaged in a simple activity that made community members feel needed by and important to their ventures: When asking community members to get involved, founders explicitly stressed how each individual contribution would critically contribute to the venture's success. One supporter who took over all the architectural tasks for a venture told us: "*They didn't have anyone for this. Nobody in the team* [*sic*] *had anything to do with* [*architecture*]. *And for such a business, you know, you simply need it, and architects are expensive. So, they asked me and, well, I couldn't really say no… I mean, I could have, but you also don't want to be the reason for the project to fail…*" (CASE 4-I3). Our evidence thus shows how ***highlighting the importance of individual contributions***, and thereby giving community members the feeling of being needed, increased supporters' senses of venture ownership.

We found another activity that demonstrated even more potential to enhance community members' senses of venture ownership: explicitly and repeatedly ***emphasizing shared community-based ownership structures***. In none of our cases, all resources came from the local community; instead the founding teams also acquired a certain amount of funding from private investors, governmental funding schemes or the municipality. Especially in one case, the founding team understood that the community was much more likely to get involved if they felt that this venture belonged to the community, not to individual entrepreneurs, external investors or governmental actors. Although each founding team member invested a significant amount of money and time into the venture, and the venture also received some funding from the state and several businesses, the team always ensured that the great majority of shares in the venture remained with the local community and clearly communicated this whenever possible.

While these activities set up a basis for a sense of ownership early on in ventures' realization processes, our analysis found that founders could create or maintain this particularly during later stages. The easiest way, and the one we observed most frequently in our cases, involves ***keeping all resource providers up to date*** on venture developments. In four of our cases, venture founders created and regularly disseminated newsletters to share updates on recent achievements and outline upcoming steps and milestones. In two cases, the founders tried to additionally update their supporters personally, and to openly communicate the details of specific challenges they were facing as well as positive updates. Our evidence shows that this demonstration of an apparent sense of founder accountability to their communities fostered trust and enhanced senses of ownership.

Our evidence also shows a substantial amount of variation in the extent to which founding teams ***listened and substantively responded to community feedback*** on their ventures. While one founder explained that she tried to "grow a thick skin" (CASE 1-I1) to ignore feedback, other teams openly asked their community supporters for feedback and tried to act on it whenever they felt that doing so would be useful and feasible; even in these latter cases, however, the ultimate decision to act always remained with the founding teams. One team member crystalized this collaborative approach as follows: "And we from the team never said: 'This and that needs to be done in this specific way.' It was also a learning process for us, and together with the people we found ways to do it" (CASE 6-I2).

Including resource providers in operational tasks and/or decision making also played a pivotal role in fostering senses of community member ownership over ventures. Every founding team we observed, save one, let their communities get involved in specific non-critical operational tasks, like painting or furnishing venture sites. Some established working groups around specific topics, through which community members could actively shape the venture—with the final decision-making power always remaining with the entrepreneurs themselves. We found only one case in which community members were also attributed decision-making power for certain areas. There, the community was given full power to independently make certain decisions such as choosing a name for the nascent pub without leaving the final decision to the entrepreneurial team. While this choice might seem trivial to the venture's

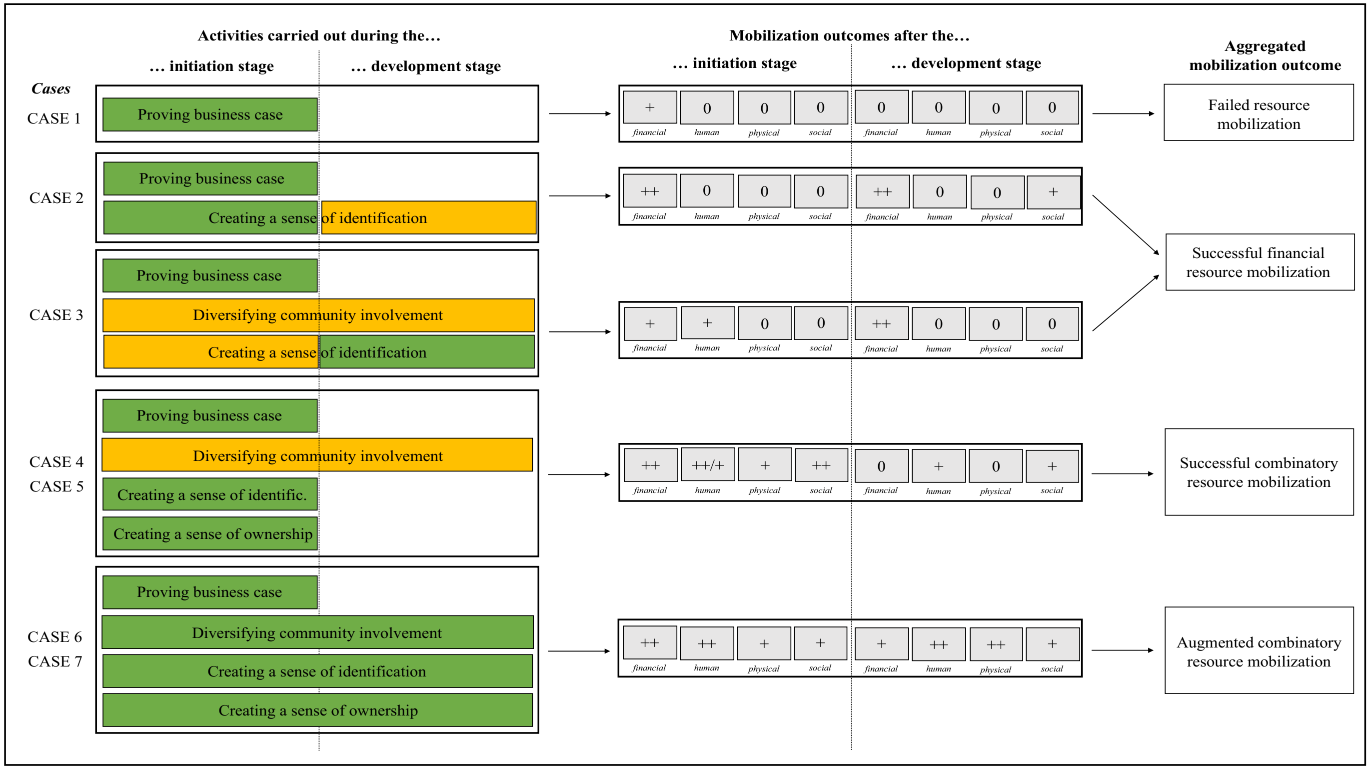


Fig. 1. A temporal perspective of mobilization activities and resulting mobilization outcomes.

ultimate success, our evidence shows that it had a significant impact on community members' senses of ownership over the venture.

Parallel to efforts to highlight the importance of individual contributions in a venture's early stages, we found that teams fostered senses of community ownership over their projects in their late stages by ***showcasing individual contributions***. The entrepreneurs in CASE 6 and CASE 7 openly presented and highlighted the achievements of individual supporters, or supporter groups, at every possible occasion. One author participated in such celebrations in one case, and witnessed the entrepreneurs thanking every supporter individually for their specific contributions—a process that took over 2 h, but generated consistent and uproarious applause from community attendees. Such celebrations of individual contributions did not only foster celebrants' senses of ownership but the sense of ownership of every community member who attended them.

This presentation of our findings illustrates the wide variety of activities in which entrepreneurs can engage throughout the entrepreneurial process to mobilize resources from the local community, which, in combination, cumulate into four sets of activities. While proving the business case takes place during very early stages of the venture creation process, the diversification of community involvement requires iterations of the same activities throughout the entire process, and community identity building and the creation of a sense of ownership require distinct activities during both, the venture initiation and venture development stages. In the following, we outline how this temporal understanding of the activity sets helps to explain the resource mobilization outcomes we observed.

5. Towards a framework of community resourcefulness

By linking our cross-case temporal analysis of the activities to the four different mobilization outcomes, we propose a framework of community resourcefulness in new venture creation.

Fig. 1 guides our following explanations of how the four above described sets of activity, enacted over time, lead to the different resource mobilization outcomes. In addition, the graphic representation in the Appendix provides an alternative, more practitioner-oriented perspective on how, and in which combinations, the individual activities lead to different resource mobilization outcomes.

5.1. Failed resource mobilization

Focusing only on proving their business case, the entrepreneurs in CASE 1 failed to mobilize the required resources from the community. Although they had initially hoped to acquire at least €35,000, and to mobilize as many members of the local community as possible to participate regularly in working groups and to contribute physical and social resources, they only received €17,200 and most of the few human, physical, and social resources they mobilized came from members of their close personal networks, especially their families. As one member of the team put it: "*We never got much support from the villagers and it kept on decreasing over time. It was always the same group of people*" (CASE 1-I1). Overall, the resources they mobilized from the community did not suffice to realize their venture creation plans. Although existing CBE literature has stressed the importance of proving a business case for mobilizing resources from communities (Vestrum et al., 2017), these findings corroborate recent insights from the crowdfunding literature suggesting that, while signaling an enterprise's viability and the founding team's aptitude might be sufficient to mobilize financial resources from professional investors (Higgins and Gulati, 2006; Wry et al., 2014), it is insufficient to mobilize resources from communities (Murray et al., 2020).

5.2. Successful financial resource mobilization

Our sample contains two cases that succeeded in mobilizing sufficient financial resources from their local communities to turn their ideas into realities. In CASE 2, the entrepreneurs focused their efforts on proving their business case, but also continuously worked on giving the supporters a sense of identification with the venture. Through these resource mobilization activities, they raised more than €2,000,000 from community members early in the venture creation process. Most notably, their continuous efforts to create a sense of identification yielded another €1,000,000 from community sources during later stages. Thus, despite their high financial resource needs, the entrepreneurs managed to meet their mobilization goals throughout the process. In contrast, the team in CASE 3 focused mainly on proving their business case and neglected most of the activities linked to creating a sense of identification during the venture initiation stage. They did, however, engage in activities targeted at the creation of a sense of identification during the venture development stage. As a result, the founding team managed to raise the required amount of €60,000 from the community with investments being twice as high in the second half of the 18-months entrepreneurial process. In sum, these findings underpin the importance of creating a sense of identification in efforts to mobilize community resources, as suggested in the literatures on CBEs (Hertel et al., 2019) and crowdfunding (Murray et al., 2020). However, our two cases also offer several novel insights.

First, the empirical evidence indicates that, in the context of local communities as resource providers, the strategies entrepreneurs can use to create and enhance a sense of identification between (potential) supporters and their ventures differ from those that have thus far been suggested in the entrepreneurship and crowdfunding literatures. In line with recent findings in the CBE literature, our study shows that entrepreneurs can continue to facilitate the creation of a sense of ownership among local community members by exploiting physical proximity of the supporters and the venture, and establishing their ventures as social hub, and by creating shared symbols and rituals (Hertel et al., 2019). Even more important, however, our study shows that, while in crowdfunding settings—especially in the first financing round and for first time entrepreneurs—entrepreneurs must first work on building a community of supporters and then create a sense of identification among them (Murray et al., 2020), entrepreneurs mobilizing from local communities can harness the pre-existing senses of identification of people with their local community. Local communities, be it villages, towns, or districts, share not only place but also culture, history and traditions that are manifested in a collective identity (Marquis and

Battilana, 2009). This has important implications for the content of identity claims entrepreneurs use in their mobilization efforts, as explicitly linking their ventures to the existing identity of the local community makes it easier for people to connect with them. While prior crowdfunding literature has suggested that identity claims should be related to a product or its development process (Manning and Bejarano, 2017), our study shows that entrepreneurs that mobilize resources from local communities should construct their identity claims to resonate with existing local identities. These findings resonate with the idea of *symbolic bricolage*, in which existing culture serves as a toolkit that entrepreneurs can harness and redeploy to aid their ventures (Phillips and Tracey, 2007; Welter et al., 2018).

Moreover, our findings point to the great importance of involving the community in establishing a shared vision, and of assembling a larger team including people from the local community around that vision. While Murray et al. (2020) have already noted that involving selected potential backers in co-constructing narratives is conducive to resource mobilization as it strengthens the co-constructers' identification with and commitment to the venture, involving individual members of local—that is, already existing and connected by shared identity—communities in the development of a vision seems to have an effect on the entire community, not only on those individuals who have been actively involved. In a similar vein, asking members of the local community to join the entrepreneurial team enhanced a feeling of identification with the venture among all locals, not only those joining the team. Social identification leads individuals to perceive the success of the community or other members of the community as their own (Ashforth and Mael, 1989). Along these lines, all members of the local community that share a strong sense of identification feel represented and thus connected to the venture if entrepreneurs include individual members in their venture creation activities. This identification spillover effect is a novel insight that corroborates and explains the great potential of mobilizing resources from local communities.

Finally, while the data show that the creation of a sense of identification is key to mobilizing financial resources—even if the identity building efforts commence later in the entrepreneurial process—it does not suffice to mobilize other types of resources: while the team in CASE 3 managed to convince around 30 people to sign up for the working groups, involvement was sporadic and ceased over time to a point at which the entrepreneurs, occasionally supported by family and friends, were left to do all the work. Consequently, the team had to acquire additional financial support through public grants to compensate for the missing investments of time, expertise, infrastructure and materials they had counted on in their initial business plan.

5.3. Successful combinatory resource mobilization

In contrast, our sample contains two cases that succeeded in mobilizing the financial, human, physical, and social resources they had aspired to mobilize. In CASE 4, where the entrepreneurs required €65,000 to start their businesses, they were able to secure €70,000 already during the first round of mobilization. Moreover, they were supported by about 35 local community members who participated regularly in working groups and by, overall, around 60 locals who helped out with specific tasks and during events. Especially people's support in working groups, who took care of, for example, all legal and architectural issues were of utmost importance to the successful development of the new venture. Moreover, several locals fostered venture creation by providing tools required on the construction site, vehicles or meeting and advertisement space. The evidence shows how the entrepreneurs' early-stage endeavors to create a sense of identification and ownership motivated a very large part of the locals to use their personal networks to promote the entrepreneurs' mobilization efforts. In CASE 5, the entrepreneurial team raised €150,000 from around 100 supporters from the local community. With regard to human, physical and social resources, we found very similar results as in CASE 4 (see Table 2).

During the interviews, the founders of both ventures repeatedly stressed how crucial the contribution of human, physical and social resources were to the success of their venture creation processes, as having to purchase these resources would have increased their financial resource needs to levels that would have been difficult, if not impossible, to mobilize via community and/or non-community resource providers. As one of the entrepreneurs in CASE 4 out it: "*Look around, most of what you see here either came from people or was built by people. If it had been only us, if we had needed to get all that money on top… No…*" (CASE 4-I3). We refer to this resource mobilization outcome as successful combinatory resource mobilization. Combinatory resource mobilization relates to the notion of bootstrapping as it allows entrepreneurs to minimize external financial needs (Ebben and Johnson, 2006; Winborg and Landström, 2001) by striving to mobilize as many of the required non-financial resources directly instead of raising money to acquire these. While extant literature has discussed how entrepreneurs can obtain important non-financial resources such as knowledge or access to networks from formal (Ciuchta et al., 2018; Huang and Knight, 2017) and informal (Kotha and George, 2012; Murray et al., 2020) resource providers, our study sheds light on voluntary workforce as an often neglected but extremely valuable type of human resource (Welter et al., 2018) entrepreneurs can mobilize from communities to significantly reduce their financial resource requirements. Looking at the activities that lead to successful combinatory resource mobilization, we found that entrepreneurs must not only make a case for their business and create a sense of identification, but must additionally engage in activities targeted towards diversification of community involvement and towards creating a sense of ownership. Both of these activity sets add novel insights to our understanding of entrepreneurial resource mobilization.

Diversifying community involvement emerged as an important set of activities for the mobilization of non-financial resources. When speaking about the mobilization of resources for new venture creation, both entrepreneurs and potential investors immediately and often exclusively think about financial resources—a bias that is also reflected in a strong overrepresentation of research on financial resource mobilization in the entrepreneurship and management literatures (Clough et al., 2019). Acquiring other types of resources thus requires a conscious widening of the perceived space of options on both sides, that of the entrepreneurs and that of the potential resource providers. More specifically, the internal, in-depth analysis and detailed specification of their resource needs help entrepreneurs shift their attention from financial to non-financial resources, and provide concrete suggestions for potential involvement opportunities to community members who might be initially unaware of their possible contributions to the creation of the new venture. Overall, our evidence shows that a diversified approach to resource mobilization, in which the community members can put together their individual sets of rather small, very specific contributions they are able and willing to make, helps entrepreneurs to not only maximize the number of supporters, but also to meet their resource needs through continuous direct matching with all kinds of resources held by community members.

Interestingly, our evidence shows that diversification can follow both a logic of causation, that is, starting with a predetermined vision for a new venture and strategically assessing potential resource type-provider combinations that could allow to reach the predetermined goal (Sarasvathy, 2001; Shah and Tripsas, 2007) as well as effectuation, that is, slightly adapting the plans based on the availability of certain forms of community involvement (Sarasvathy, 2001; Perry et al., 2012). While the four diversification activities may seem straightforward, our empirical evidence indicates that a conscious and explicit diversification of involvement opportunities lay the basis for the mobilization of non-financial resources. Yet, looking at the mobilization outcome in CASE 3, a case in which the entrepreneurs had engaged in efforts to mobilize other types of resources and carried out all four diversification activities, we can see that diversifying community involvement—even in combination with a convincing business case—is insufficient for successfully mobilizing non-financial resources from communities. Our cross-case analysis helped us discover that successful combinatory resource mobilization additionally requires a strong sense of identification, as well as a strong sense of ownership during the venture initiation stage.

In line with existing literature, we have already exhibited how creating a sense of identification with the venture can enable entrepreneurs to mobilize financial resources. Our empirical evidence, however, indicates that, in order to mobilize non-financial resources, especially human capital, this sense of identification needs to be even stronger. In CBEs as well as in crowdfunding campaigns, individual investments are usually much lower compared to the financial investments made by professional investors (Short et al., 2017). In our seven cases, financial contributions ranged between €200 and €17,500 with the majority of investments ranging between €500 and €1000. As suggested in the literature, prosocial (Allison et al., 2015; Nielsen and Binder, 2020) or communal (Josefy et al., 2017) aspirations motivate people to invest such smaller amounts of financial capital into emerging ventures or to use their social networks to promote a campaign (Murray et al., 2020). Yet, while investing money is a one-time effort, usually not entailing any further commitment, providing machinery or workspace, and even more getting involved in working groups or assuming responsibility for a certain area of new venture creation imply greater and more long-time commitment to the venture. Hence, if entrepreneurs aim to acquire non-financial resources from communities, they must put even more effort into creating a strong sense of identification (Hertel et al., 2019) and, going even one step further, also a strong sense of ownership.

While a sense of identification may lay the foundation for a sense of ownership, the former can exist without the latter, and entrepreneurs must engage in additional activities to create a sense of ownership among their supporters. In the community development literature, the concept of a sense of ownership has increasingly attracted scholarly attention as a central explanatory factor for community involvement in development efforts (Lachapelle, 2008). Importantly, a psychological sense of ownership can emerge independent of factual equity ownership in the business (Pierce et al., 2001), which gives entrepreneurs the chance to create a psychological sense of ownership among all their supporters, irrespective of what type of resource or which amount these have contributed to the business. Organizational literature has shown that a sense of ownership increases people motivation to contribute to the organization, even beyond their usual role and duty (Gray et al., 2020; Vandewalle et al., 1995). As we can see in our two cases, CASE 4 and CASE 5, entrepreneurs can already start to build this sense of ownership very early on by stressing how each supporter's contribution is critical to the venture's success—a feeling of being needed and of efficacy, which has been shown to enhance feelings of ownership (Avey et al., 2009; Dawkins et al., 2017). Our empirical evidence shows, however, that the most powerful mechanism for creating and enhancing a sense of ownership appears to be explicitly stressing community ownership in the communications with the supporters. In CASE 7, our longitudinal data allows us to observe a clear shift in the contents of communications during the venture creation process away from messages that framed "community as supporters" towards messages that framed "community as enablers and owners." This shift directly led to a significant increase in community involvement. Although a sense of shared community ownership may be particularly important for, if not core to the notion of, CBEs, all entrepreneurs seeking to raise resources from any kind of community should consider adapting their communications to more clearly stress community ownership instead of community support.

5.4. *Augmented combinatory resource mobilization*

As we have shown, the entrepreneurs in CASE 4 and CASE 5 were able to successfully acquire the resources required to turn their ideas into reality by mobilizing multiple types of resources from their local communities, thereby reducing their overall financial resource needs. Employing a temporal perspective, however, revealed that the largest share of these resources was mobilized during the venture initiation stage, with resource inflows decreasing and eventually tapering out in the later development stage. Yet, our sample also includes two cases, CASE 6 and CASE 7, in which the entrepreneurs were even able to substantially exceed their resource needs and to extend their venture creation plans through perpetuated inflows of resources throughout the entire resource mobilization process.

In CASE 6, the entrepreneurs had aimed at acquiring €96,000 from the local community but raised €135,000 within a week only—and they experienced even more success with regard to human capital raised: while the team had hoped for 6000 h of voluntary work to implement their project, more than 250 people worked 22,000 voluntary hours over 16 months to implement the project. Several local craftsmen placed their workshops and machines at the entrepreneurs' disposal and several community members such as the local architect agreed to assume responsibility for certain areas pro bono. Overall, the team mobilized more financial capital than needed and exceedingly more human, physical and social capital than initially expected. Interestingly, our analysis revealed that the involvement of people—that is, their investment of human resources—increased over time. One of the team members summarized it as follows: "*I can't really explain it… it was just so… more and more people showed up to help. It just never stopped.* (…) *Until we had this. It's so much more than we could have ever imagined.*" (CASE 6-I2). In CASE 7, where the team had lost several months on applying for formal investments before finally deciding to raise most resources from the local community—and also communicating along these lines, the team also raised considerably more resources than initially called for, which allowed them to significantly expand their project plans. While their initial goal had been to raise €200,000 overall, the entrepreneurs raised €260,000 within the span of only four days and €310,000 in total from the local community. Moreover, over a period of 19 months, private citizens invested more than 200,000 h of voluntary work in the business—much more than originally expected. As with CASE 6, several local businessmen provided expertise and infrastructure, and local forest owners joined forces to donate wood partially used for construction and partially sold to raise additional money.

Thus, just like in CASE 4 and CASE 5, the entrepreneurs in CASE 6 and CASE 7 succeeded in satisfying their resource needs by mobilizing multiple types of resources from their local communities in early venture development stages, but then continued to acquire further resources over time which allowed them to expand their venture plans accordingly, thereby not only increasing value creation for themselves but also for the community. Taking a closer look at the data, we observed a multiplier effect both in the amount of resources invested per person, meaning that supporters that had already contributed resources in early venture development stages continued to invest additional resources later in the process, and in the number of resource providers, meaning that further members of the local community commenced to unsolicitedly provide resources in later venture development stages. Our cross-case comparison revealed that a continuous creation and enhancement of people's sense of identification and ownership over time is what allows entrepreneurs to perpetuate inflows of unsolicited resources, meaning that additional resources were invested even in the absence of further strategic mobilization campaigns or targeted mobilization efforts. In other words, while the entrepreneurs CASE 5 and CASE 4 only worked towards creating a sense of identification and ownership during the early venture initiation stage, that is, before and during their initial resource mobilization endeavors, the entrepreneurs in CASE 6 and CASE 7 continued to enhance these feelings throughout the entire venture creation process. Our study shows that a sense of identification is mostly created in early stages and then needs to be maintained and enhanced in the later stages of the venture development process by bringing the community together and offering opportunities to engage and interact on a regular basis. For its part, a sense of ownership can only be triggered in the early venture creation stages, yet needs to be maintained and can be enhanced in the later stages of the venture's development through dedicated, repeated, and targeted communication efforts with the supporters of the venture. As the activities targeted towards the creation of a sense of ownership during later venture development stages mostly relate to engaging in relatively quick and easy communication routines, they can be seen as an extremely effective strategy to achieve a multiplier effect through which the inflows of significant amounts of unsolicited resources are perpetuated over time.

The activities we identified to lead to an enhanced sense of ownership later in the entrepreneurial process are in line with existing research on suggesting that people's sense of ownership is triggered by their feeling of accountability and being needed (Avey et al., 2009), being heard (Lachapelle, 2008), and being involved in certain tasks (Murray et al., 2020) and decision-making (Liu et al., 2012). However it is important to highlight that many of these activities are related to the involvement of community members as providers of human capital. Asking for and accepting feedback, but more importantly even involving community members in operational tasks and decision making were by far the most powerful mechanisms for triggering and strengthening people's sense of ownership and thereby their willingness to continue to invest resources as well as new supporters' interest to invest, too. Hence, we extend previous literature by showing that mobilizing human capital from local communities is not only a means to reduce financial resource needs but can also be an effective strategy for achieving a multiplier effect on resource mobilization.

Besides the thus far highlighted additions to our understanding of resource mobilization in general, our study yields multiple contributions for the literatures on resourcefulness and community-based enterprises which we will discuss in the following.

6. Implications

In this study, we aimed to gain a better understanding of how, and with what effect, entrepreneurs can mobilize different types of resources from communities. Adopting a process perspective on resource mobilization from local communities, our study shed light on four distinct sets of activities that, in different combinations and over time, allow entrepreneurs to a) realize their initial plans by raising sufficient financial resources from local communities, b) realize their initial plans by raising a combination of financial, human, physical, and social resources, thereby reducing their financial resource needs, or c) extend their initial plans by raising a combination of financial, human, physical, and social resources, and managing to perpetuate resource inflows over time, thereby augmenting the overall amount of resources mobilized. Taken together, our data show that mobilizing resources from local communities can be conceptualized as a resourceful strategy, as it can be a clever and highly effective way of assembling and deploying resources in pursuit of new venture creation.

Our main contribution is a *framework of community resourcefulness*, that is, concrete sets of activities entrepreneurs can use to combine, mobilize, and deploy financial, human, physical, and social resources from local communities in their efforts to turn their ideas into realities. With respect to this, we specify how the different sets of activities, carried out over time and in varying combinations, yield different resource mobilization outcomes. Although community resourcefulness is not a collective, but rather an individual-level (or team-level) concept, it is relational in the sense that entrepreneurs can only fully leverage community resources through close and repeated interactions with the members of the local communities. It is noteworthy that we find important variations in the way entrepreneurs employ community resourcefulness, which adds to the versatility and broad applicability of the concept. In our data, we have found evidence of bricolage (Lévi-Strauss, 1966; Baker and Nelson, 2005), bootstrapping (Ebben and Johnson, 2006; Winborg and Landström, 2001), causation (Sarasvathy, 2001; Shah and Tripsas, 2007) and effectuation (Sarasvathy, 2001; Perry et al., 2012) behaviors. Hence, community resourcefulness should not be understood as a totally distinct resourceful behavior but rather as one approach to resourcefulness consisting of a set of activities targeted towards tapping communities as providers of critical resources. Importantly, we argue that community resourcefulness can be both an intuitive capability or an intentional strategy; while some entrepreneurs might instantly identify the community as the most auspicious resource base and, without much strategizing, intuitively carry out the necessary activities to tap their communities, others, for whom community resourcing is less intuitive, can pursue community resourcefulness by strategically following carrying out the activities we identified in this study.

While much of the literature on resourcefulness has focused on defining creative behaviors to acquire resources, often motivated by the need to overcome challenges associated with resource scarcity (Michaelis et al., 2019), and with the effect of "getting more from less" (Williams et al., 2019), our study revealed a complementary perspective of community resourcefulness, which we define as *a smart approach to engage a multitude of resource providers from a community into new venture creation, and this with the result of* "*getting more from many*". In the context of resourcefulness, "getting more from many" can be understood in two ways. First, it relates to the variety of resources that can be mobilized from a larger number of individuals within a community. More specifically, our study emphasizes the potential of combinatory resource mobilization as a form of bootstrapping (Ebben and Johnson, 2006; Winborg and Landström, 2001) in which entrepreneurs aim at mobilizing as many of the required non-financial resources as possible directly from multiple informal resource providers, instead of raising money to purchase them. It is important to note that we find this to be an intentional and even strategic choice driven by the anticipated multiplier effect, and not a necessary alternative solution required due to resource constraints—as assumed by much of the existing literature (e.g., Desa, 2012; Welter et al., 2018). Our evidence points specifically to the powerful potential of mobilizing materials, infrastructure and, most importantly, supporters' voluntary manpower from local communities. While common practice in the non-profit sector (Haugh, 2007; Montgomery et al., 2012), mobilizing supporters' voluntary manpower is rarely discussed in entrepreneurship, and thus rarely exploited in conventional entrepreneurship ventures.

Second, "getting more from many" can also refer to the overall amount of resources mobilized by the entrepreneurs. While combinatory resource mobilization in general allows one to substitute financial with non-financial resources, we observed that entrepreneurs can even exceed their overall resource mobilization goals—both financial and non-financial—by perpetuating resource inflows. This perpetuation is caused by a multiplier effect enabled by continued efforts to create and enhance supporters' sense of identification and, even more important, ownership during later venture implementation stages. In simple words, our data indicated that, comparatively little efforts to engage the community throughout the entrepreneurial process can encourage existing and motivate new supporters to provide further resources, thereby rendering additional potentially costly or time-consuming mobilization campaigns unnecessary.

Overall, our framework of community resourcefulness has several implications for our understanding of resourcefulness and the nascent body of research on CBEs.

6.1. Implications for understanding of entrepreneurial resourcefulness

6.1.1. What is resourcefulness?

Although some entrepreneurship scholars, in line with common dictionary definitions, have employed a broad perspective of resourcefulness as finding creative solutions to challenges (e.g., Shepherd and Williams, 2020; Williams and Shepherd, 2016b), the disproportionate use of the concept of resourcefulness in contexts of (extreme) resource scarcity has led to a biased understanding limiting entrepreneurial resourcefulness to "getting more from less" (Michaelis et al., 2019). Given that many entrepreneurs have access to only limited resources for turning their ideas into reality, the strong emphasis on resource scarcity is neither surprising nor unwarranted. However, our findings suggest that, while "getting more from less" is certainly one important form of resourceful behavior, resource scarcity and the need to use resources at hand as efficiently as possible are not preconditions for, or defining features of, resourceful behaviors or strategies (Sonenshein, 2014). As such, our contribution of resourcefulness as "getting more from many" is not contrary to "getting more from less" (entrepreneurs can get "more from less" and "more from many" at the same time); it should rather be seen as a complementary perspective adding an important missing puzzle piece to our understanding of what constitutes resourceful behavior in entrepreneurship.

Overall, our findings support a more comprehensive understanding of resourcefulness in entrepreneurship as the capability—intuitively or strategically—of finding creative ways of devising means and/or ends to turn ideas into realities (Williams et al., 2019; Williams and Shepherd, 2016b). Such a broad view on resourcefulness might raise the question of how, and if at all, resourcefulness can be differentiated from entrepreneurial action, and therefore may raise doubts on the usefulness of an entrepreneurial resourcefulness concept. Certainly, entrepreneurship and resourcefulness are inextricably intertwined. In fact, resourcefulness is not something that matters only for some entrepreneurs operating in contexts of resource scarcity, but is an ability that matters for any entrepreneur, albeit to varying extents at different points of the entrepreneurial process. Thus, the close link between entrepreneurship and resourcefulness does not diminish but rather reinforce the relevance of a resourcefulness concept in entrepreneurship. Community resourcefulness, as one creative way of mobilizing, combining, and deploying a multitude of resources to turn ideas into realities, complements the set of possible resourceful behavior in entrepreneurship while hopefully triggering and informing further inquiry on resourcefulness in the absence of severe resource scarcity, as well as on the role of communities as resource providers for entrepreneurial ventures in general.

Moreover, our study also suggests the need for critical reflections on what we mean when we speak about resources that are "available" or "at hand." While these terms imply that entrepreneurs have an objective set of resources at their disposal, entrepreneurs themselves are agentic actors that get to define resources (Welter et al., 2018)—both the ones they need and hose they perceive to be available. To wit, although personal, situational and contextual factors certainly determine the resources entrepreneurs can identify and/or draw upon (Welter, 2011), availability is a construct based on subjective judgements (Sarasvathy, 2001). As a consequence, entrepreneurs differ in their ability to recognize available resources (Garud and Karnøe, 2003; Mair and Marti, 2009; Seelos et al., 2011). However, they can also consciously widen their own and their (potential) supporters' perception of potential involvement opportunities through, what we have called, diversifying community involvement. Resourcefulness, then, does not only arise out of individuals' responses to situational constraints, but also out of their abilities to identify situational opportunities. Thus, resourcefulness in entrepreneurship is also about recognizing and seizing resource potentials.

6.1.2. How can entrepreneurs act resourcefully?

Just like there is not only one form of resourceful behavior, there is also not one recipe entrepreneurs can follow in pursuit of acting resourcefully. However, by shedding light on the four activity sets and their effects on resource mobilization, and by explicating the specific sets of activities, our study provides detailed data-based accounts of how entrepreneurs can achieve community resourcefulness. Appendix 1 provides a comprehensive guideline that outlines best practices to help entrepreneurs strategically tap local community resources depending on their desired outcome.

Importantly, in relation to the 'how' of resourcefulness, our study hints at the potential of mobilizing human capital which can have a multiplier effect. Although human capital mobilization has been extensively discussed in the literature, such studies mainly look at how entrepreneurs can acquire missing knowledge, expertise and experience (Ciuchta et al., 2018) and literature expects that entrepreneurs must raise additional funds to pay for workforce. The few studies that have reported that entrepreneurs were able to mobilize human resources in the form of voluntary workforce, usually assume that this happens out of a necessity—and usually only in the context of social entrepreneurship (Haugh, 2007; Zahra et al., 2009). In contrast, our findings suggest that mobilizing human capital in form of voluntary workforce can be a strategic move of entrepreneurs that helps them create a strong sense of identification and ownership, and to finally mobilize augmented amounts of all types of resources.

We acknowledge that CBEs might be a rather specific type of venture (Somerville and McElwee, 2011) for which it might be easier to mobilize community resources as they generate added value for the community in which they are embedded (Hertel and Belz, 2017). However, looking at the multiple variations in which the activities can be carried out (Table 4 and Appendix 1), we are confident that most, if not all, types of ventures can strategically adapt the activities and mechanisms we identified to their contexts and achieve similar effects. To cater to the idiosyncratic possibilities of each venture, our Best Practice Guide (Appendix 1) does not only outline the "best possible" way of carrying out the 21 activities, but also "moderate" alternatives that should be achievable for any type of venture.

6.1.3. What are the effects of entrepreneurial resourcefulness?

While scholars have claimed that unconventional resources and resource combinations lead to acceptable, yet often inferior outcomes (Desa and Basu, 2013; Welter et al., 2018), few others suggest that resourceful behavior can also lead to superior outcomes (Garud and Karnøe, 2003; Bacq et al., 2015). Our study adds new evidence-based insights to the variety of outcomes of resourceful behaviors (Welter et al., 2018) by showing that community resourcefulness cannot only lead to sufficient resource access (mobilizing sufficient resources, thereby being able to implement new venture plans) but also to superior outcomes (mobilizing more resources than initially aspired, thereby being able to implement extended business new venture plans). Although some studies have shown that resourceful behavior can also be a beneficial strategic choice in resource-rich contexts (Sonenshein, 2014), our understanding of why entrepreneurs would engage in resourceful behaviors in the absence of external constraints remains poorly understood (Michaelis et al., 2019; Williams et al., 2019). Augmented combinatory resource mobilization is a superior outcome that can also explain why entrepreneurs would act resourcefully in absence of external resource constraints. Other desired outcomes of entrepreneurial resourcefulness might be entrepreneurs' choice to economize on external private capital in order to avoid debt and minimize financing costs (Hwang et al., 2019). Our study confirms that the micro processes unfolding during the stages of venture development and implementation have a critical effect on the quality and quantity of resources entrepreneurs can mobilize in pursuit of opportunity exploitation (Haber and Reichel, 2007; Hanlon and Saunders, 2007; Kotha and George, 2012).

It is important to mention that not all entrepreneurs may desire to involve external supporters as providers of non-financial capital as such involvements naturally entail additional coordination and leadership challenges (Bridoux and Stoelhorst, 2016; Caldwell et al., 2017; Kwong et al., 2017). Although our evidence has suggested that perpetuation and, as a result, augmentation occur only in combinatory resource mobilization, we explicitly refrain from limiting our definition of community resourcefulness only to the notion of augmented combinatory resource mobilization but rather introduce it as a concept that can comprise all outcomes in which entrepreneurs succeed in mobilizing required resources from communities. The Best Practice Guide (Appendix 1) allows one to choose the desired outcome, and then identify the activities required to achieve it.

6.2. Implications for the literature on community-based enterprises

Finally, our study carries implications for the emerging stream of literature on CBEs (see Hertel and Belz, 2017 for a review). While some literature has shown that entrepreneurs can get support from close networks such as family and friends (Kotha and George, 2012; Starr and MacMillan, 1990), most research on broader networks as resource providers has looked at the mobilization of money through internet-enabled crowdfunding campaigns (McKenny et al., 2017; Short et al., 2017). When mobilizing from local communities, entrepreneurs can gather the entire continuum from financial to human, physical and social resources, which is difficult, if not impossible in online community settings. While we find several similarities to extant findings from the crowdfunding literature, we explicate several idiosyncrasies of resource mobilization in local community settings.

Furthermore, by finding explanations of four distinct resource mobilization outcomes—from failure to exceeding goals—we add important insights to the question of why some initiators of CBEs are more successful in mobilizing resources from local communities than others (Hertel et al., 2019; Peredo and Chrisman, 2006; Vestrum, 2016). Importantly, we have shown that, while static factors like a history of collective action in the community do matter, they are not decisive for mobilization success. In contrast, our evidence evinces that entrepreneurs are agents that can determine resource mobilization success by consciously and strategically employing the activities and mechanisms we identified. This heeds calls to explore whether CBEs can only be established in special types of communities with a long history of collective action and very high level of social cohesion (Somerville and McElwee, 2011; Handy et al., 2011). Overall, we can conclude that, community resourcefulness is key to successful community-based pursuit of entrepreneurial opportunities. In turn, if approached strategically, community-based entrepreneurship can be a smart way of overcoming challenges to turn ideas into reality. We hope that this perspective of community-based entrepreneurship will encourage scholars to pay more attention to this upcoming, yet still often underrated, form of entrepreneurship.

6.3. Limitations and future research

As with all studies, our study is not without limitations, which offer avenues for future research. First, like in all qualitative studies, we theorize based on a relatively small number of cases. While our seven cases of CBEs provided an apt and rich data set for developing a framework of community resourcefulness, the special context of CBEs naturally also imposes constraints on the generalizability of our findings and provides some boundary conditions for our emerging framework. We readily acknowledge these constraints and hope that the insights gained in this research will serve as a basis for further scholarly inquiries. Although we are confident that large parts of our findings can be applied to other community settings, future research should explore entrepreneurial resource mobilization in communities of interest, practice or identity.

Moreover, we have focused on understanding how and with what effect entrepreneurs mobilize different types of resources from communities. While we have shown that the possibility to augment the overall amount of resources mobilized offers a convincing reason for entrepreneurs to engage in community resourcefulness, it would be interesting to gain a better general understanding of why entrepreneurs decide to mobilize their resources from communities—and to what extent. Studies have shown that entrepreneurs engage in different resourceful behaviors under different conditions (Desa and Basu, 2013; Welter et al., 2018). Future research is needed to better understand the conditions under which community resourcefulness is possible and particularly desirable. While our study has shown the immense potential of harnessing communities as resource providers for new venture creation and has argued that entrepreneurs can strategically carry out (some of) the activities we identified with the goal to tap their local communities, we acknowledge that resources must fit the entrepreneur and nascent venture to have lasting positive effects (Amezcua et al., 2013; Barney, 1991; Powell and Baker, 2017). Future research should therefore dig deeper into the question if community resources are more beneficial to some types of entrepreneurs and/or ventures, than to others.

Relatedly, it is important to note that CBEs share the goal to generate added social and/or environmental value with social enterprises (Hertel and Belz, 2017). Our results can therefore be expected to hold particularly relevant insights and implications for the rich body of literature on social entrepreneurship (Saebi et al., 2019). Despite the conceptual relatedness, CBEs have emerged as a distinct phenomenon with a unique set of characteristics (Hertel, 2018). As our study explores the important, so far largely neglected role of local communities in processes of resource mobilization, we have adopted the more focused, yet arguably narrower lens on CBEs in this paper. We expect that social entrepreneurship research can benefit from applying our framework in the context of social enterprises.

Finally, our temporal approach covered only the entrepreneurial process from the first idea to market entry. Although this allowed us to corroborate the importance of temporality in resource mobilization studies (Clough et al., 2019; Lichtenstein and Brush, 2001; Murray et al., 2020), future research is needed to explore the mid- and long-term effects of community resourcefulness on both the venture (Powell and Baker, 2011) and the community (Barraket et al., 2019). Specifically, it could be interesting to also look at potential downsides of community involvement in new venture creation (Kwong et al., 2017) and to explore whether exceeding resource needs is always desirable, as one would expect, or whether it could result in negative effects on the venture and its outcomes in the long run. While we were able to get a sound understanding of the overall amounts of resources mobilized during venture initiation and development, our qualitative data does not allow us to precisely account for all interaction effects between different types of resources. Acknowledging that, for example, already mobilized social capital facilitates later mobilization of financial resources (Di Domenico et al., 2010; Buttice et al., 2017), we call for further research using, for instance, experimental methods focusing on unraveling the interaction effects between different types of capital.

7. Conclusion

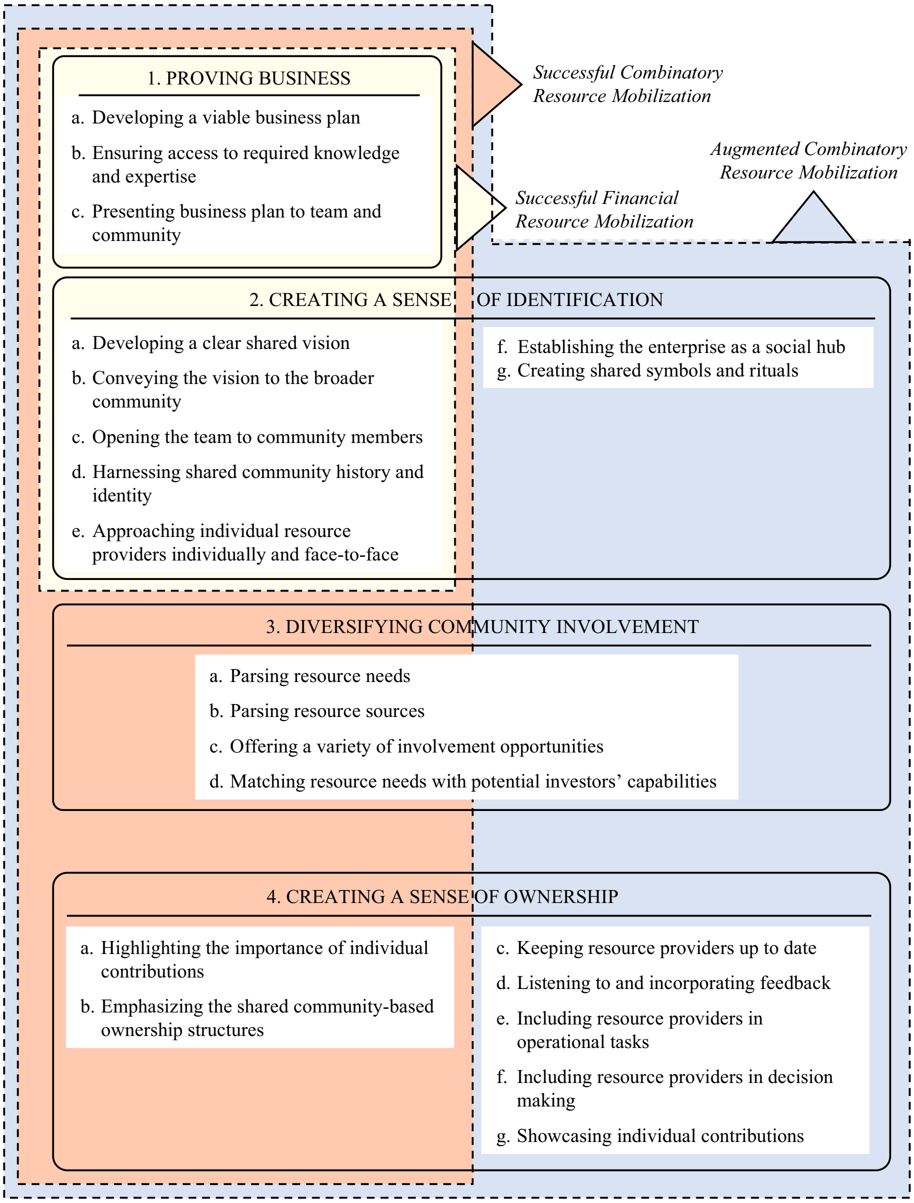
Accessing and assembling relevant financial, human, social, and physical resources to create new ventures often requires entrepreneurs to act resourcefully. Prior literature has made important contributions to our understanding of entrepreneurial resourcefulness as a response to situational constraints and has frequently discussed the concept as "getting more from less". In this study, we explored the resource mobilization process of seven new ventures that have focused on mobilizing their required resources from local communities. Our emerging framework of community resourcefulness introduces an additional perspective of resourcefulness as "getting more from many", which implies that entrepreneurs can seize situational resource potentials by mobilizing a greater variety of resources from a broader base of resource providers. It is our hope that this study will inspire scholars to follow up on this community-enabled and opportunity-driven perspective of entrepreneurial resourcefulness, and to pay more attention to communities as potent providers of resources for new venture creation.

CRediT authorship contribution statement

Christina Hertel: Conceptualization, Methodology, Investigation, Writing – Original draft preparation, Visualization, Funding acquisition. **Julia Binder**: Conceptualization, Writing – Original draft preparation. **Emmanuelle Fauchart**: Conceptualization, Writing – Review and editing.

Appendix A. A best-practice guide for combinatory resource mobilization from local communities

The following guide aims to give scholars a more nuanced understanding of the individual activity we identified and the variations we found in our data. Moreover, it provides practitioners—be it entrepreneurs, community leaders, managers of crowdfunding platforms, or policy makers—with a concrete best practice guide for achieving the aspired resource mobilization outcome, that is, a) successful financial resource mobilization, b) successful combinatory resource mobilization, or c) augmented combinatory resource mobilization. Since not all best practices (right column labeled "strong") may be realistic to achieve for any kind of entrepreneurial venture, the guide also provides a column with "moderate" alternatives.


1. PROVING BUSINESS
a. Developing a viable business plan
b. Ensuring access to required knowledge and expertise
c. Presenting business plan to team and community
Successful Combinatory Resource Mobilization
Successful Financial Resource Mobilization
Augmented Combinatory Resource Mobilization
2. CREATING A SENSE OF IDENTIFICATION
a. Developing a clear shared vision
b. Conveying the vision to the broader community
c. Opening the team to community members
d. Harnessing shared community history and identity
e. Approaching individual resource providers individually and face-to-face
f. Establishing the enterprise as a social hub
g. Creating shared symbols and rituals
3. DIVERSIFYING COMMUNITY INVOLVEMENT
a. Parsing resource needs
b. Parsing resource sources
c. Offering a variety of involvement opportunities
d. Matching resource needs with potential investors' capabilities
4. CREATING A SENSE OF OWNERSHIP
a. Highlighting the importance of individual contributions
b. Emphasizing the shared community-based ownership structures
c. Keeping resource providers up to date
d. Listening to and incorporating feedback
e. Including resource providers in operational tasks
f. Including resource providers in decision making
g. Showcasing individual contributions

1. PROVING BUSINESS CASE
initiation stage

Moderate	*Strong*
a. Hiring consultant or establishing collaboration with government or other external organization to ensure availability of all required knowledge and expertise.	a. Assembling an entrepreneurial team holding all or most of the required entrepreneurship- and industry-related knowledge and expertise.
b. Using a standard business plan framework focusing on goal/value proposition, resource needs and estimating market potential.	b. Developing a comprehensive business plan covering all aspects; building on competitor analyses and interviews; developing mock-ups and early designs.
c. Organizing open information event to communicate business idea to the community.	c. Organizing multiple open information event to communicate business idea to the community; using own and public networks (e.g., municipalities' newsletters, bulletin boards or newspaper advertisements); stressing not only the viability of the plan but also team capabilities.

CREATING A SENSE OF IDENTIFICATION
initiation stage

Moderate	*Strong*
a. Developing a clear vision for the venture based on the ideas and goals of one or few team member(s); vision mainly related to the venture as a solution to a local problem.	a. Developing a clear vision for the venture; involving the entire team in developing this vision and making sure that all team member feels that their ideas and goals are represented in that vision; asking the broader community to contribute to shaping the vision; vision related to the venture as a solution to a local problem but also to community place, tradition and history.
b. Communicating the vision to the community as part of the business plan presentation.	b. Putting the vision at the core of the communication and making sure it is repeatedly conveyed over all channels; using every opportunity to speak about the vision (e.g., after church, at public events or local associations' meetings); helping community members to make a connection between the venture's vision and themselves and the community (i.e., explicitly connecting venture and community).
c. Asking people to approach team with ideas but not opening team to broader community. Occasionally making loose links between the venture and the community's place, traditions and history.	c. Putting the vision at the core of the communication and making sure it is repeatedly conveyed over all channels; using every opportunity to speak about the vision (e.g., after church, at public events or local associations' meetings); helping community members to make a connection between the venture's vision and themselves and the community (i.e., explicitly connecting venture and community).
d. Occasionally making loose links between the venture and the community's place, traditions and history.	d. Consistently stressing how venture embraces the community's place, traditions and history, and how it will contribute to sustaining local identity; partnering with local associations or individuals with strong roots in the community; eliciting memories and feelings of identity by reviewing community history or organizing events in places that play an important role in community history and identity.
e. Contacting these community members individually and face-to-face that hold large amounts of relevant resources (e.g., who would most likely be willing to contribute a larger amount of money).	e. Aiming to contact as much community members individually and face-to-face as possible; speaking with them about the ventures, making them feel involved, asking them for their individual willingness to contribute and, importantly, highlighting the importance of each individual contribution for the success of the project.

CREATING A SENSE OF IDENTIFICATION *development stage*

Moderate	*Strong*
f. Organizing specific events (e.g. celebrations of milestones, Christmas celebration) and inviting the supports to the premises.	f. Organizing specific events open not only to supporters but to the entire community; establishing the venture already pre-opening as a social hub where all locals can just pass by and meet others or at least having regular meet-ups (e.g., cafes).
g. Developing a logo and distributing basic merchandise articles to the supporters.	g. Developing logo and distributing merchandise articles; making use of the logo where ever possible (e.g., on small flags on muffins served at a local celebration or as a banner at a local concert); creating and using other form of shared artifacts such as a project song; establishing many small rituals (e.g., weekly celebrations of individual or collective successes).

DIVERSIFYING COMMUNITY INVOLVEMENT *throughout all stages*

Moderate	*Strong*
a. Complementing overview of required financial resources with rough list of lacking non-financial resources.	a. Keeping and updating a detailed list of both financial and non-financial resources needed; aiming at great level of detail and comprehensiveness (e.g., graphic designer for about 2 hours per week, small truck for about 3 weeks, access to a large workshop for 2 months during the weekend).
b. Identifying individuals or groups who could be able and willing to contribute larger amounts of money or expertise in key areas.	b. Putting great thought into understanding the community as resource holder and into identifying who could be willing to contribute in what way and how much (e.g. local youth for work on construction site, group of elderly women for everything related to sewing, local artists for art work).
c. Asking community to get involved by contributing money or joining a working group or participating in working days organized by the team.	c. Sharing an extensive list of involvement opportunities and highlighting that any kind of involvement matters equally.
d. Approaching selected individuals to suggest modes of involvement (based on list put together during parsing community resources).	d. Explicitly trying to find suitable modes of employment for as many people as possible in the community; addressing those who are not involved yet to figure out individual involvement opportunities; encourage people to address team to suggest involvement opportunities.

CREATING A SENSE OF OWNERSHIP *initiation stage*

Moderate	*Strong*
a. Giving the supporters the feeling that their contribution matters.	a. Explicitly and continuously highlighting that the success of the entire project depends on individual contributions when addressing potential contributors and throughout their contribution processes.
b. Emphasizing the community as one important resource provider and owner of the venture.	b. Explicitly and continuously highlighting the large extent to which ownership of the venture lies within the community; aiming to make every contributor feel like s/he is not only a contributor but actually a co-owner of the venture.

	Moderate	*Strong*
CREATING A SENSE OF OWNERSHIP *development stage*	c) Establishing regular newsletter (online or offline) to share recent updates on milestones reached on on upcoming steps and events.	c) Establishing official newsletters with formal updates; communicating with as many supporters as possible personally; communicating not only "high level" information on successes and goals but also about challenges and ongoing discussions.
	d) Proactively asking for feedback; then deciding what to implement and what to ignore.	d) Asking for feedback and implementing a transparent process for deciding what to implement and what to ignore; involving the broader community in this process.
	e) Giving individuals or groups responsibility for certain uncritical tasks such as painting or organizing the opening event.	e) Outsourcing entire areas to community members: making individuals or groups fully responsible for certain areas (e.g., taking care of the interior design of the venture).
	f) Involving the community in critical decisions, however, while always reserving the right to make a final decision; giving the community decision-making power for very uncritical tasks to the community (e.g., the color of the interior design).	f) Giving the community the power of veto in critical (and even less critical) decisions (e.g., venture strategy, expansion and sales of larger amounts of shares); giving the community decision-making power for tasks that feel important to the community (e.g., name of the venture).
	g) Highlighting individual contributions in small groups and informally.	g) Explicitly and formally highlighting the contributions of individuals and groups during events and other gatherings in front of the entire community.

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