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The role of resource identification, mobilization and utilization in entrepreneurial discovery and exploitation in student entrepreneurs: The mediating effect of innovative behavior

1er Encuentro de Estudiantes de Doctorado de Enpresagintza - MU

Mario Manzi-Puertas M.Sc. ^{a*}

Izaskun Agirre-Aramburu Ph.D. ^b

Sain López-Pérez Ph.D. ^c

^{a, b, c} Mondragon University, Faculty of Business, Spain

*Corresponding author: marioandres.manzi@alumni.mondragon.edu

Introduction

The entrepreneurial journey involves **discovery** and **exploitation** processes that shape the success and sustainability of ventures (Klein, 2008; McMullen et al., 2007).

Research has focused on **personal and contextual factors** that influence entrepreneurial activities, such as planning, alertness, networking, decision-making, learning, and trust (Bergh et al., 2011; Choi & Shepherd, 2004a; Upson et al., 2017; Vesper, 1980; Yu, 2001).

Gender-related factors, such as social norms, stereotypes, and access to resources, can influence how entrepreneurs identify, mobilize, and utilize resources, as well as the opportunities they discover and exploit ((Brush et al., 2019; Klyver et al., 2013).

Resource identification

Recognize and assessing the availability and suitability of resources that can potentially contribute to their venture's success (Chang & Chen, 2020).

Resource mobilization

Acquisition, allocation, and deployment of resources, (Oliver, 1997)

Use of resources

Active (Oliver, 1997), **creative and strategic** utilization in entrepreneurial activities



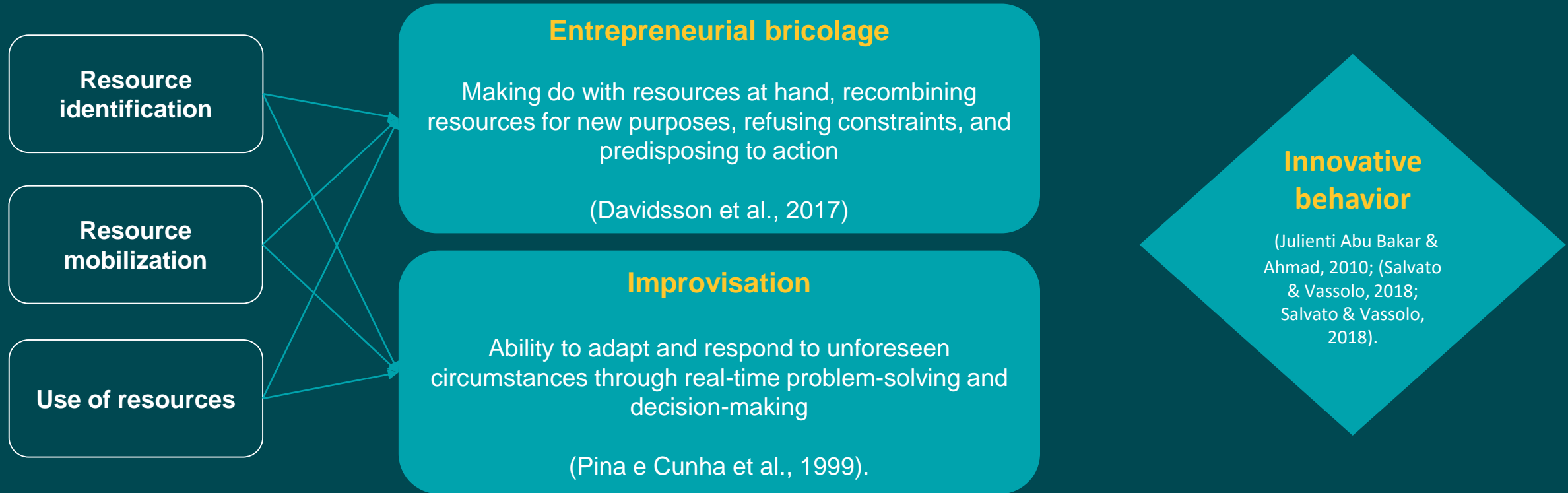
Discovery activities

- Finding and evaluating new opportunities
- Uncertainty and risk.
- Scan the market, observe trends, interact with stakeholders, and network (Ardichvili et al., 2003).

Exploitation activities

- Leveraging identified opportunities
- Strategic planning, product development, marketing, and scaling up operations (Mueller et al., 2012)

Introduction



The Resource-Based View (RBV)

- Strategic significance of resources in driving firm performance and competitive advantage (Barney, 1991).

Dynamic capabilities (DC)

- Importance of resource identification and availability in a firm's ability to respond to market changes and identify new value-creating opportunities (Teece et al., 1997).

Introduction

How does the identification, mobilization, and use of resources in a creative and strategic way affect the development of discovery and exploitation activities?

- How does bricolage impact the development of discovery and exploitation activities?
- How does improvisation impact the development of discovery and exploitation activities?
- Does innovative behavior play a mediating role in the relationship between bricolage and improvisation with discovery and exploitation activities?
- What role does gender play in the relationship between recursive behaviors and discovery and exploitation activities?

Hypotheses

Bricolage and discovery activities

Entrepreneurs who engage in bricolage creatively combine existing resources to uncover untapped opportunities and generate value (Reypens et al., 2021).

- Fosters exploration and helps identify opportunities in resource-constrained environments (Kollmann et al., 2022).
- Promotes experimentation (Baker & Nelson, 2005).
- Promotes engagement, risk readiness, and a state of flow (Kleine-Stegemann et al., 2022).

H1(+): In student entrepreneurs, bricolage is positively related to discovery activities.

Bricolage and exploitation activities

Strategic use of bricolage facilitates the generation of new knowledge to seize opportunities and enables entrepreneurs to swiftly and cost-effectively exploit those opportunities (Stenholm & Renko, 2016).

- Accessing social networks, acquiring human and financial capital, and forming alliances, entrepreneurs can leverage external sources of knowledge through bricolage (Zane & DeCarolis, 2016).

H2(+): In student entrepreneurs, bricolage is positively related to exploitation activities.

Hypotheses

Improvisation and discovery activities

Improvisation can be seen as a form of exploration, where entrepreneurs actively seek new information, experiment with different approaches, and adapt their strategies on the go (Best & Gooderham, 2015; Fultz & Hmieleski, 2021).

It serves strategic alternative to planning and plays a role in early-stage business plans and new product development (Best & Gooderham, 2015).

H3(+): In student entrepreneurs, improvisation is positively related to discovery activities

Improvisation and exploitation activities

Improvisation facilitates exploitation by enabling rapid learning, experimentation, and adjustment of strategies (Vendelø, 2009).

Improvisation has also been associated with increased sales growth and performance (Hmieleski and Corbett, 2008).

H4(+): In student entrepreneurs, improvisation is positively related to exploitation activities.

Hypotheses

The mediation role of innovative behavior

- Bricolage leads to innovative behavior by combining resources to generate innovative solutions (Baker & Nelson, 2005; Senyard et al., 2014; Wu et al., 2017).
- Improvisation also cultivates competencies that are antecedents of innovative behavior (Ciborra, 1999).
- Innovative behavior drives entrepreneurs to seek new information, experiment, and engage in creative problem-solving, (Lukeš, 2013).
- Innovative behavior facilitates the generation, promotion, and implementation of new ideas, processes, and solutions (Dhar, 2015),

H5(+): In student entrepreneurs, the relationship between bricolage and discovery activities is positively mediated by innovative behavior.

H6(+): In student entrepreneurs, the relationship between improvisation and discovery activities is positively mediated by innovative behavior.

H7(+): In student entrepreneurs, the relationship between bricolage and exploitation activities is positively mediated by innovative behavior.

H8(+): In student entrepreneurs, the relationship between improvisation and exploitation activities is positively mediated by innovative behavior.

Hypotheses

The moderation role of gender

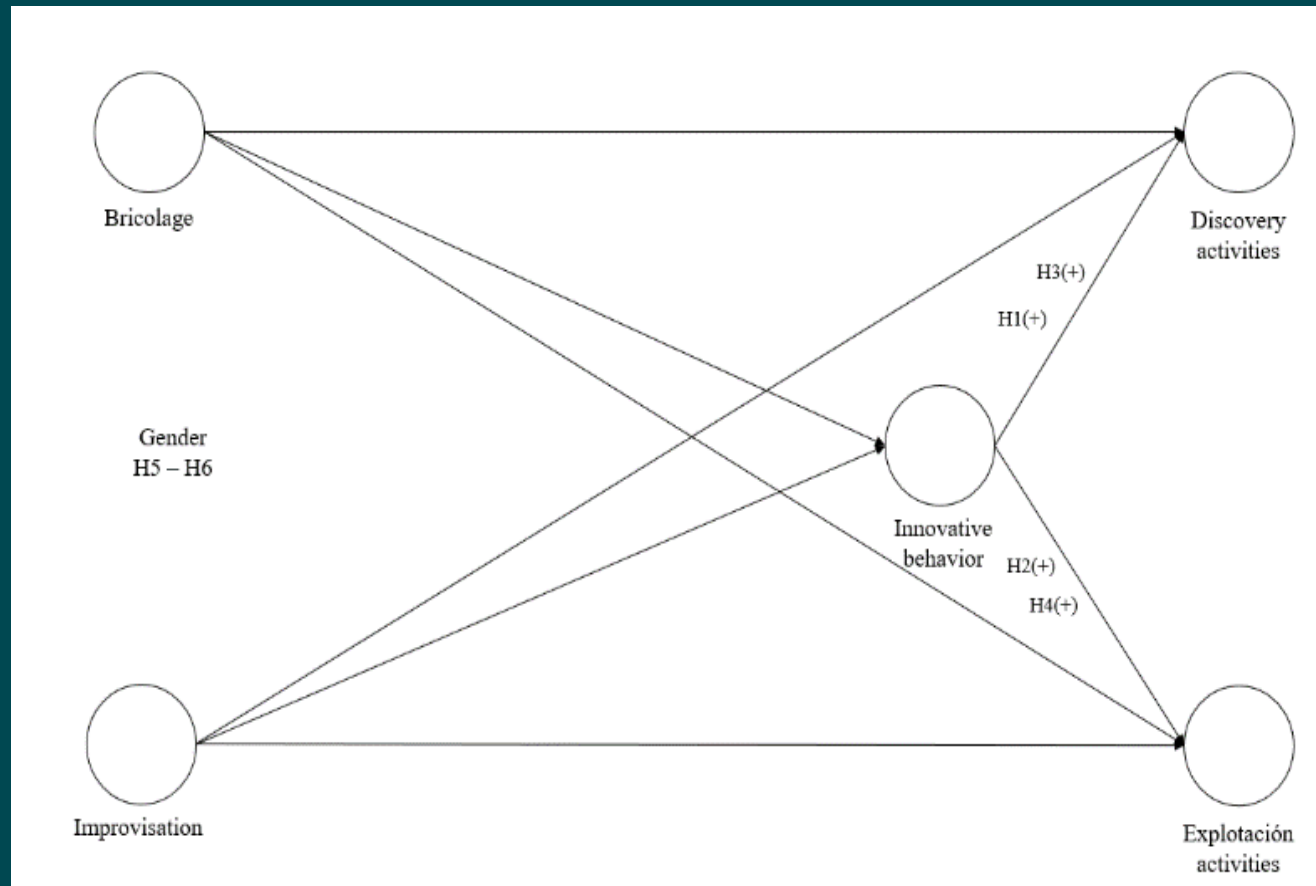
Some research suggests inherent gender differences in resourceful behaviors, such as a stronger inclination toward resourcefulness among male students (Nandamuri, 2013).

The influence of gender on innovative behavior, has inconsistent findings in research. While some studies suggest that women entrepreneurs are more likely to engage in innovative behavior (Vamvaka et al., 2020), others find no significant differences between male and female entrepreneurs in innovation activities (Zastempowski & Cyfert, 2021).

H9(+): In student entrepreneurs, the total effect of gender on the relationship between bricolage and improvisation relationships and discovery and exploitation activities is positive.

Hypotheses

Conceptual model



Methodology

Participants

147 participants fourth-year undergraduate students enrolled in the Entrepreneurial Leadership and Innovation (LEINN) (Oñate, Irun, Bilbao, Madrid, Barcelona, and Valencia).

Measures

- Discovery activities, and exploitation activities (Botha and Pietersen (2022)).
- Entrepreneurial bricolage scale of (Davidsson et al., 2017)
- Improvisation (Fultz and Hmieleski, 2021)
- Innovative behavior (Dyer et al., 2008)

Analytic strategy

Structural Equation Modeling (SEM) using the Partial Least Square (PLS) technique = SmartPLS 4.0.8.4.

- PLS-SEM = principal component-based estimation approach = the model included high-order composite constructs. = multidimensional construct using a two-stage approach.
- Mediation and moderation analyses.

Contributions and conclusions

- This study emphasizes the resource-related processes significantly influence both entrepreneurial discoveries (finding new opportunities) and exploitation (capitalizing on existing opportunities).
- It highlights the significance of fostering innovative behavior as a mechanism through which resource utilization impacts entrepreneurial outcomes.
- It expands the knowledge base on how gender influences entrepreneurial processes and outcomes, contributing to a more comprehensive understanding of gender disparities and potential strategies for reducing them.
- This research integrates the perspectives of the Resource-Based View (RBV) and dynamic capabilities in the context of student entrepreneurs. It highlights the interplay between resources, dynamic capabilities, and innovative behavior, providing a comprehensive understanding of how these factors contribute to entrepreneurial discovery and exploitation..



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Muchas gracias
Eskerrik asko
Thank you

Mario Manzi

Marioandres.manzi@alumni.mondragon.edu