



# Entrepreneurial marketing and social value creation in Turkish art industry

## An ambidextrous perspective

EM and social  
value creation

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Özge Gökbulut Özdemir

*Economics Department, Fırat University, Elazığ, Turkey*

### Abstract

**Purpose** – The study seeks to extend the comprehension in entrepreneurial marketing (EM) and social value creation through searching the entrepreneurship process in the socially valued art industry.

**Design/methodology/approach** – The study is based on a qualitative method: multiple case study. In total, six art-related innovative enterprises are chosen in different categories (art school, museum, art fair, art gallery, art media) in the art industry. Common properties of the cases are; creating social value in different scopes; and being pioneer and changing the rules in their fields as the entrepreneurial marketers.

**Findings** – The result of the case study is based on the comprehensive model of entrepreneurship process and the findings are introduced in sub titles: antecedents of the entrepreneurship process; antecedents of non-profit and for-profit enterprises; ambidextrous entrepreneurship process; and ambidextrous dimensions of social value creation.

**Research limitations/implications** – The study provides a new insight on social value creation and EM literature.

**Social implications** – The art industry is closely related with social value creation and the study is valuable for filling the gaps between art and the entrepreneurship in this context.

**Originality/value** – The study is valuable since it focuses on opportunity-related phases of entrepreneurship and introduces a holistic and process-based model in the context of cognitive and institutional environmental factors. The Ambidextrous Model of Entrepreneurship and Social Value Creation is valuable in order to inspire future researches, especially in EM.

**Keywords** Entrepreneurialism, Marketing, Entrepreneurial marketing, Entrepreneurship process, Social entrepreneurship, Social value creation, Art industry

**Paper type** Research paper

### Introduction

The core research question of the entrepreneurship field is; “Why do some people but not others recognize opportunities for new products or services that can be profitably exploited?” (Baron, 2004, p. 223). This question can be transformed to “Why do some people but not others recognize and exploit opportunities that can create social value for the societies?” in terms of social value creation (SVC).

Opportunity is the core subject of the entrepreneurship, which makes the field independent (Brush *et al.*, 2003). Several scholars have endeavored to explain

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entrepreneurship in terms of opportunity. Some of them focused on the opportunity exploration phase (Hills *et al.*, 1999; Gaglio and Katz, 2001) and others have focused on the opportunity exploitation phase (Choi and Shepherd, 2004). Similarly some scholars underline individual factors such as cognitive factors (Baron, 2004; Mitchell *et al.*, 2002; Simon *et al.*, 2000) although others describe the link between entrepreneurship and environment as being important (Baum *et al.*, 2001; Gartner, 1989).

There is not enough practical research about this interplay or the ambidexterity nature of this phenomena although the interplay between “environment” and “individual” in the entrepreneurial behaviour is underscored by Mathews (2008) in the equation  $E = f(P, E)$  which defines entrepreneurship as a function of person and environment.

Concisely, past research in the entrepreneurship literature has also focused on the key subjects of the study. However, they did not deal with the entrepreneurship process using a holistic approach, but referred to the differences between opportunity exploration and exploitation phases, factors stressed by March (1991) and Ireland and Webb (2007). In this study, the effects of the cognitive and institutional environmental factors in respect to the opportunity-based phases of the entrepreneurship process are investigated in order to build a holistic model. The conceptual model indicates both individual and environmental antecedents of the entrepreneurship process and this directs the case study research. It is believed that art industry research will be fruitful for both entrepreneurship and social entrepreneurship. Hence, the Turkish art industry has been the focus of this research in terms of opportunity-related entrepreneurship process and SVC.

The first part of the study involves a literature review based on the EM, entrepreneurship, social entrepreneurship and SVC research in terms of ambidexterity. Cognitive and institutional theories shed light onto the study. The factors affecting the entrepreneurship process are included, in order to introduce a conceptual model. The second part of the paper presents the case study findings. Based on the findings the “Ambidextrous model of entrepreneurship and social value creation” is developed and presented and recommendations, especially from the EM viewpoint are put forward.

### **Entrepreneurial marketing as a process**

As a promising interface between marketing and entrepreneurship (Collinson and Shaw, 2001; Morris *et al.*, 2002) and based on some notable approaches (Bjerke and Hultman, 2002; Hills *et al.*, 2008; Morris *et al.*, 2002) entrepreneurial marketing (EM) is defined by Schindehutte and Morris (2010, p. 77) as: “the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation”.

Value creation and opportunity are the main subject of EM as emphasised by Hills *et al.* (2008, p. 109):

EM firms differs from AM firms by focusing on the creation of new wealth or value and the creation of new primary demand for the innovation. EM is much more opportunity driven than traditional AM, with entrepreneurial marketers often creating new product and market opportunities through the innovation.

Three dimensions of entrepreneurial behaviour are identified as (Koçak and Edwards, 2005): opportunity seeking, new product development and entering the new markets.

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EM offers entrepreneurial orientated dimensions such as; risk taking, innovativeness and proactiveness (Covin and Slevin, 1989; Morris *et al.*, 2002). EM is highly related with reducing, eliminating, raising and creating (Kim and Mauborgne, 2005) in order to develop new value curves and new business models to create new markets that are uncontested (Schindehutte and Morris, 2010).

From a process perspective, EM processes run parallel to the entrepreneurship processes, focussing on opportunity and value creation as the outcome for the innovation served to the market. Improving the comprehension of EM behavior is essential for successful outcomes and is underlined by Schwartz and Teach (2000) who focus on opportunity recognition and exploitation which is crucial; although it is stochastic nature that does not lend it self to easy characterization. Whilst EM literature discusses “putting entrepreneurship into marketing” (Stokes, 2000) there is also need to improve the understanding of antecedents of EM and value creation.

The study is based on the entrepreneurship literature in terms of opportunity exploration and opportunity exploitation while cognitive and institutional theories shed light on describing the antecedents of EM process.

### **Ambidexterity in the entrepreneurship process**

While most of the researchers have examined who becomes an entrepreneur (Baron, 2004; Gartner, 1989; Shane and Venkataraman, 2000), some have considered how entrepreneurs discover new opportunities while others do not (Kirzner, 1973; Knight, 1921). Entrepreneurial action requires a recognized opportunity and intentions, driven by critical attitudes and beliefs (Ardichvili *et al.*, 2003; Krueger, 2003), toward pursuing that opportunity.

Shane and Venkataraman (2000) define the act of entrepreneurship as one of discovering and evaluating opportunity as well as creating new opportunities and possibilities. Entrepreneurship is concerned with the exploration and exploitation of profitable opportunities (York and Venkataraman, 2010). It is also argued that one of the most neglected questions in entrepreneurship research are “where opportunities come from” and “why, when and how certain individuals exploit opportunities”. Shane and Venkataraman (2000) answer these questions in terms of the joint characteristics of the opportunity and the nature of the individual.

Entrepreneurship is a process where exploitation follows the exploration (Shane, 2003). Exploration and exploitation phases are indicated as different due to their nature by scholars (Ireland and Webb, 2007; Jansen *et al.*, 2006). In the following part of the study, these differences are outlined and the ambidexterity literature is reviewed.

#### *Ambidexterity in opportunity exploration and exploitation*

Jansen *et al.* (2006) noted that, the notion of exploration and exploitation has emerged as an underlying theme in research of organizational learning and strategy, innovation and entrepreneurship. Jansen *et al.* (2006) also indicate that, centralization negatively affects exploratory innovation, whereas formalization positively influences exploitative innovation since exploitation can be characterized as routinized learning, adding to the firm’s existing knowledge base, and competence set without changing the basic nature of its activities. Exploration means breaking with an existing dominant design and shifting away from existing rules, norms, routines, and activities to allow novel Schumpeterian combinations (Enkel and Gassmann, 2010).

*Opportunity exploration*

Hills *et al.* (1999) stressed the link between creativity and opportunity exploration since exploration process consists of the same cognitive elements of the creative process that were first introduced by Wallas (1926); preparation, incubation, insight, evaluation and the later added elaboration.

Exploration depends on new or diverse knowledge and integrating this knowledge with that which already exists and as mentioned by Ireland and Webb (2007) it represents a learning process by which the firm attempts to significantly broaden and deepen its total stock of knowledge. Ireland and Webb (2007) also define the exploration as a long-term, uncertain process.

Entrepreneurial behaviours transform uncertainty into opportunity through taking action in the face of uncertainty. It often cannot be based on known facts since the opportunity for exploration relies on the existence of true uncertainty and unknown factors which cannot be optimized (Knight, 1921). By embracing uncertainty, and privatizing it through accepting risk, entrepreneurs are able to simultaneously create value and profit from the creative process (York and Venkataraman, 2010). In exploration, semi-standardization and semi-formalization refer to control decision rules while pointing out less restriction on creative and entrepreneurial behaviours (Ireland and Webb, 2007).

*Opportunity exploitation*

Ireland and Webb (2007) characterized exploitation as a “structural and cultural mechanisms” that allow the firm to focus on a core set of knowledge and capabilities. Indeed, the need for speed requires that the firm focus on established knowledge (Ireland and Webb, 2007) and “acquiring and integrating diverse knowledge stock”s are not critical while “the system of shared values” and “certainty in tasks and outcomes” are critical in order to meeting “short-term goals” and gaining “competitive advantages”.

Ireland and Webb (2007) also underlines the differences between exploitation and exploration similar to the other scholars but in contrast to them, introduces the support of the exploitation for the exploration efforts by incrementally extending the firm’s established knowledge base. By these arguments, Ireland and Webb (2007) emphasise that, exploration and exploitation demand different behaviours and suggests separating the exploration and exploitation activities but supporting each with distinct operational, structural, and cultural mechanisms.

In the present study, exploration and exploitation as ambidextrous parameters are linked with another ambidextrous parameter which is actually the antecedent of the process, namely cognitive and environmental factors. In this manner, the study aims to underline the different affects of these factors in the different phases of the entrepreneurship process.

**Ambidextrous theories and the factors affecting the entrepreneurship process**

Shane (2003) defined entrepreneurship as the behaviour of the entrepreneurial individual and broadened the definition of entrepreneurship with the “individual nexus opportunity” and Gartner (1985, p. 700) emphasizes the environment that interact and effect both the entrepreneurial thinking and the behaviour by saying that; “the entrepreneurs do not operate in a vacuum.”

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Some scholars focus on the individual affects while others focus on environmental affects. For instance, Venkataraman (1997) highlighted three main individual affects that may help us to understand why certain individuals recognize opportunities while others do not: knowledge (and information) differences; cognitive differences; and behavioural differences. Low and MacMillan (1988) suggested that networks are an critical aspect of the context and process of entrepreneurship in terms of environmental factors (Ucbasaran *et al.*, 2001).

The emergence of entrepreneurship is dependent upon the tendency of certain individuals to respond to the cues provided by an economic, industrial, and social environment (Shane and Venkataraman, 2000). In this content Mathews (2008) stressed that entrepreneurship can be summed in an equation  $E = f(P, E)$ , which means that entrepreneurship is a function of the person and the environment.

Hence, rather than unilateral views, the study embraces a holistic approach that integrates both of the affects by an acknowledge to the ambidextrous nature of the entrepreneurship process. The study involves the cognitive factors relating to the person and, institutional environmental factors within the environmental context since cognitive and institutional theories are useful in order to understand entrepreneurial action from an holistic perspective. In this context, the brief review of theories are introduced in the following titles.

#### *Institutional theory*

The environment is also an important feature influencing entrepreneurial behaviour, as “we cannot assess the rationality of individual action without taking account of the institutional and cultural context in which everyday decisions are made.” (Knight, 1997, p. 696).

Institutional theory (Aldrich and Argelia, 2001) focuses on the environment and explains the effects of environment on the organisms. The environment is introduced most actively in the population ecology theory which introduced the organism as relatively passive (Hannan and Freeman, 1977). DiMaggio and Powell (1983) stressed the institutional isomorphism that emphasizes normative rationality behind decision-making processes (Ucbasaran *et al.*, 2001).

Zahra and Dess (2001) integrate personality processes, cognitive processes, and motivational dynamics with the attributes of the environment since as mentioned by Wood and Bandura (1989) “individual knowledge development” is received through interactions with others in the environment (Mathews, 2008). In the end cognitive psychology helps to explain the mental processes in terms of individual nexus environment (Mitchell *et al.*, 2002).

#### *Cognitive theory*

The words of Hirschman (1958, p. 11): “all difficulties of human action begin and belong the mind” stressed that entrepreneurship is primarily a cognitive act. Researchers build on cognitive processes and cognitive properties of entrepreneurs, which influence the discovery and exploitation of a business idea, venture development and survival.

To understand the opportunity recognition (Shane, 2003) and heuristics in decision making (Busenitz and Barney, 1997; Das and Teng, 1999) cognition (Baron, 2004; Mitchell *et al.*, 2002; Simon *et al.*, 2000) is the fundamental dimension of entrepreneurship.

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Entrepreneurship is closely related with creativity to explore new opportunities (Schumpeter, 1934); judgment regarding uncertainty, alertness to new information (Kirzner, 1973) and the effect of decision making on the coordination with in the business.

All these aspects require an appropriate understanding of the cognitive process behind entrepreneurial acts. On this theme, Mitchell *et al.* (2002) demonstrate the relationship between the domains of cognitive psychology and entrepreneurial cognition.

### **Ambidexterity in SVC**

In the process approach, innovation is the outcome of the entrepreneurship process. Value creation is the most important concept in the innovation framework. Innovation is defined as any activity that adds value and welfare is obtained by value creation. Definitions may vary but innovation is something that adds value to a firm or society (Turman, 2005).

As highlighted by Drucker (1999), entrepreneurship is by no means confined solely to economic institutions, although entrepreneurs mostly measure their performance in monetary terms (Smith, 2008) and the context of economic value (Austin *et al.*, 2006) since innovation is the main driving force behind the advancement of humanity. These facts expose the two sides of value creation: economic and social.

SVC is related with social entrepreneurship in many contents. As indicated by Di Domenico *et al.* (2010), the aim of creating social value is a defining characteristic of social enterprises (Dees, 1998). Guclu *et al.* (2002) emphasised the “social value creating” nature of entrepreneurship in order to distinguish social entrepreneurship from other entrepreneurial phenomena (Mair and Marti, 2006).

### **Ambidexterity in social entrepreneurship**

The concept of social entrepreneurship emerged in the late 1990s (Bornstein, 1998; Boschee, 1995; Dees, 1998). The term social innovation generally refers to product or process innovations with a social purpose. Dees (1998) observed that as entrepreneurship – which even today lacks a unifying paradigm (Shane and Venkataraman, 2000) – the term “social entrepreneurship” has taken on a variety of meanings (Mair and Marti, 2006).

The social entrepreneurship concept can be classified in three groups in terms of the different researcher’s definitions (Dees, 1998; Mair and Marti, 2006):

- (1) nonprofit initiatives in search of alternative funding strategies, or management schemes to create social value (Austin *et al.*, 2006; Boschee, 1998);
- (2) the socially responsible practice of commercial businesses engaged in cross-sector partnerships (Sagawa and Segal, 2000); and
- (3) to alleviate social problems and catalyze social transformation (Alvord *et al.*, 2004).

The contribution of social entrepreneurs to the social, economic, cultural and environmental wealth is being increasingly recognized (Shaw and Carter, 2007). Although social entrepreneurship is defined by several scholars (Drucker, 1999; Thompson *et al.*, 2000) there is no common definition yet.

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While the social entrepreneur shares much in common with the business entrepreneur (Austin *et al.*, 2006; Dees, 2001), there are also important differences between them in particular about the type of opportunities exploited and the value sought in the entrepreneurial process (Smith, 2008). Mair and Marti (2006) indicate that the main difference between entrepreneurship in the business sector and social entrepreneurship lies in the relative priority given to social wealth creation versus economic wealth creation rather than the type of organization.

### **SVC in the EM literature**

Shaw (2004) emphasised the lack of EM research within non-for-profit or social context while referring the creative industry focused works of Fillis (2000) and Stokes (2002) as a social enterprise example in the EM field. This shows that; although the potential role of EM (Morris *et al.*, 2002) and innovation (Koberg *et al.*, 2003) on the achievement of sustainable competitive advantage is commonly emphasized in EM literature, social outcomes of the process are ignored which brings about the gap between EM and SVC.

Parallel to this gap, there is also a gap between SVC and research in SMEs. The interface between entrepreneurship and marketing is more appropriate to conceptualize in small business context (Jones and Rowley, 2011) due to the non-traditional marketing behaviour of SMEs making EM more visible in SMEs (Collinson and Shaw, 2001). In order to close the gaps and introduce a fruitful contribution to EM literature the study investigates the antecedents of EM process and SVC in the SMEs which are the part of art industry.

On the grounds of the strong link between art and entrepreneurship, Fillis (2000), Rentschler and Geursen (2004) broadly discussed that creative industries have natural potential to shed light to EM literature. Parallel to the theoretical contributions in the creative industry context, Parkman *et al.* (2012) exposed the mediating role of the innovation capacity on entrepreneurial orientation (EO) in empirical research. Shaw (2004) presented four key themes about EM behavior of social enterprises: opportunity recognition, entrepreneurial effort, entrepreneurial organizational culture, networks and networking.

The study defines the social entrepreneurship in terms of creating social value irrespectively whether the organization is non-profit or not. However, it compares the differences and similarities between non-profit and for-profit enterprises in terms of the factors affecting the entrepreneurship process. Entrepreneurship commonly researched in the for-profit enterprises (Carland *et al.*, 1988; Chell *et al.*, 1991), but there is still a gap between for-profit organizations and social entrepreneurship, although Shaw and Carter (2007) imply the similarities between social and business entrepreneurs.

### **Conceptual model**

Shane and Baron (2007) noted that entrepreneurship is not related with establishing a certain kind of company or to operate a particular sector or creating extraordinary thing, but it is related with the presentation of something that has not been presented by the others yet. It is also the series events and behaviours occurred over time that makes Shane and Baron (2007) define the entrepreneurship as a process and a way of life.

Ireland and Webb (2007) separate the exploration and exploitation phases because of their different structures in their nature. While exploration requires independent

thinking, exploitation focuses on existing knowledge and it is more close to strategy than entrepreneurship. In opportunity nexus view, both exploration and exploitation are the phases of the entrepreneurship process but their nature is still different.

Ireland and Webb (2007) integrate these different parts by the strategic entrepreneurship that both focus on reaching for the newness and searching for competitive advantage. Similarly, to their integration, this study suggests a conceptual model that focuses to two fundamental phases of entrepreneurship process: opportunity exploration (E1) and opportunity exploitation (E2).

Schumpeter (1934) discussed the emergence of the opportunities by the change in economic, technological and social conditions and these conditions also affect the entrepreneurship process of the individual (Shane, 2003) by the following categories of Schumpeter (1934):

- individual factors belonging to entrepreneurs;
- relationship with other people and groups (partners, customers); and
- the whole environment (government regulations and market conditions).

The cognitive and institutional theories are fundamental to understanding both the mindset and the behaviour of the entrepreneur that reside in the institutional environment. Hence, the research model is built including cognitive(a) and institutional environmental (b) factors. Cognitive factors of the model are; prior knowledge (a1) and cognitive style (a2). Institutional environmental factors of the model are; social (b1), economic (b2) and political (b3) environments. Additionally in the context of SVC, social intent (SI) is added to the conceptual model in order to search the link between SI and the organization type (for-profit or non-profit) (Figure 1).

By presenting this model, this study aims to contribute to entrepreneurship literature both theoretical and practical by:

- Explaining the entrepreneurial process through focusing on opportunity-related phases.
- Linking the entrepreneurship process and SVC in the context of cognitive and institutional environmental factors.

Additionally, it aims to contribute to social entrepreneurship literature by:

- Comparing the entrepreneurship process of non-profit and for-profit enterprises.
- Defining social entrepreneurship in the context of the outcome of the entrepreneurship process and linking social entrepreneurship with for-profit enterprises as well as non-profits.

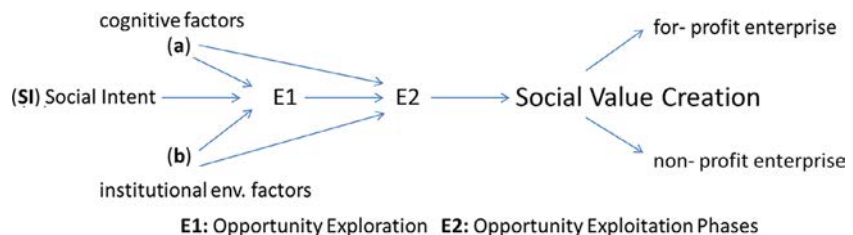


Figure 1.  
The conceptual model



## The case study of Turkish art industry

### *Methodology*

EM process and SVC are the core subject of the study. In order to improve the comprehension about EM and its link between SVC, the study embraces a holistic approach which points out two different units of analysis: the individual entrepreneur and SVC as outcomes. Parallel to this holistic approach, referring the inputs and outcomes; the study retains the same approach while investigating the antecedents: individual and cognitive factors affecting the process. Consequently, to recognize the link between antecedents and outcomes in detail, it is believed that the qualitative research method will be more fruitful for providing insights to extend the emerging EM literature through theoretical development.

Hence, the study adopted a qualitative method, multiple case study. It is believed that the multiple case-study method is a particularly valuable research technique for searching for in-depth facts and allows for comparisons to be made case by case. The case study method also has significant relevance to the unique nature of entrepreneurship in all units of analysis (individual, firm, industry). In this context, qualitative methods generally have been gaining acceptance in small business and entrepreneurship research (Perren and Ram, 2004).

Yin (2009) postulates that a case study uses empirical inquiry that investigates a contemporary phenomenon within its real-life context. Multiple cases enable researchers to use both literal and theoretical replication (Koçak *et al.*, 2010). Qualitative research also tends to ask how a variable plays a role in causing another variable. Hence, the method is appropriate for the study since its aim is to analyze the role of cognitive (a) and institutional environmental (b) factors on SVC through the impact on the opportunity exploration (E1) and opportunity exploitation (E2) phases:

$$SVC = f(E1(a, b), E2(a, b), SI)$$

a: prior knowledge (a1), cognitive style (a2);

b: social (b1), economic (b2) and political (b3) environments;

SI: social intent.

### *Selecting the industry and the cases*

In order to close the gap between art industry and entrepreneurship research, cases are preferred to be chosen from the art industry since creative industries outshine in new economy (European Competitiveness Report, 2010) and art-related enterprises are important for understanding the SVC and can reveal new insights to the social entrepreneurship since art is essential for development of societies.

Six art-related innovative enterprises are chosen in different categories (art school, museum, art fair, art gallery, art media) to represent different field of business in the art industry.

Common properties of the cases are; creating social value in different scopes, “being pioneering” and changing the rules in their fields through “creating new value curves” and “playing differently” which are put forward by Kim and Mauborgne (1997, 2005). Table I provides a brief description of the six social enterprise cases in the Turkish art industry.

**Table I.**  
The brief description of  
SVC cases in Turkish art  
industry

	Case 1	Case 2	Case 3	Case 4	Case 5	Case 6
Field of business	Art media	Art gallery	Art media	Art museum	Art school	Art fair
Organization type	For-profit	For-profit	For-profit	Non-profit	For-profit	For-profit
Foundation date	2000	1983	2011	2009	2001	2005
External environmental reasons (Industry before the start-up)	Art galleries are not as popular as before E-commerce has just an emerging (technology based) Individual web pages of artists	Traditional and experienced artists are the main actor of the industry Modern art emerging in abroad	Galleries are choosing their artists, e-platforms required paid for membership Local audience to artists Free knowledge free social media is popular (technology based)	Government does not support art and artist as much as it needs	Governmental art museum stops to serve for art education	Fairs are popular in public Public does not interested in art so much
Marketing strategy	Market driven and market driving The first art portal in Turkey	Market-driving The first contemporary art gallery in Ankara Original concept The first artist residence program in Turkey	Market-driven and market driving Born global The most comprehensive art platform Original and functional interface for users	Market-driving The first individual artist museum financed by the artist himself	Market-driven and market driving The first private art course joined to Ministry of National Education	Market-driving The first professional International Art Fair in Ankara
Innovation						
Social value	Accessibility and dissemination of art	Introducing contemporary art and offer chance to young artists	Accessibility and dissemination of art and the knowledge about art	Serves for culture and art Leads about supporting art	Educating the potential artists	Accessibility and dissemination of art

*(continued)*

	Case 1	Case 2	Case 3	Case 4	Case 5	Case 6
The main profession of the entrepreneurs	Computer software	Architecture	Visual arts	Visual arts	Visual arts	Foreign trade
The link between entrepreneur and art	Gallery owner mother	Artist friends	Art education	Art education	Art education	Artist mother
The most effective reason to start-up	To make something new on internet Transform Gallery Lebriz to make it survive	To have a business To fill the gap in contemporary art exhibition in Turkey	To fill the gap by introducing a large database about art	To be “eternal” To contribute to humanity in terms of art	To be able to keep on his own art work To educate in a more institutional foundation	To bring together art and the public
Social intent	Minor	Minor	Primary	Primary	Minor	Primary
Economic intent	Primary	Primary	Minor	Minor	Primary	Minor

Table I.

*In-depth interviews*

The questionnaire is based on the model depicting the theoretical framework and, individual interviews were applied to social enterprises in the art industry in Turkey.

A series of semi-structured interviews were conducted with founders from each social enterprise. Interviews with the entrepreneurs who are both founders and owners of the enterprise took approximately 3 hour in order to get information about their entrepreneurship process in the context of cognitive and institutional environmental factors and, whether they have SI or not. All interviews were recorded and later transcribed verbatim. In addition to the interviews, site visits, observations, and documentary evidence have been used to add depth to the case studies.

*Analyzing the data and the findings*

Data was analyzed depending on the recordings and the findings listed in terms of the affects of the independent variables (a, b) on dependent variables (E1-E2) and the affect of SI on SVC. Data analysis included individual case study analysis and cross-case comparison. Based on the conceptual model, data from each case was analyzed individually and then the findings compared with the other cases. Table II demonstrates the factors affecting the entrepreneurship process in terms of cases.

Cognitive and institutional environmental factors are detailed in Table III and Table IV in terms of knowledge/situations/relations used in opportunity exploration and opportunity exploitation phases.

	Case 1	Case 2	Case 3	Case 4	Case 5	Case 6
Cognitive factors	Effective in all phases of entrepreneurship process in all cases					
Prior knowledge and experience	Computer engineer	Architect Meet with	Art educator and artist	Art educator and artist	Art educator and artist	Businessman Experience in fair
	Growing in art environment	contemporary art in Paris	Experience in internet and blog	40 years art experience	Course experience	
Cognitive style	Intuitive in opportunity exploration phase in all cases					
	Analytical in opportunity exploitation phase in all cases					
Institutional environmental factors	Effective in at least one phase of entrepreneurship process in all cases					
Family	Integrate family professions	Father gave his place to him	Economics needs of family	Daughters work in museum	No family affect	Artist mother
Social network	All cases have a relationship with art world					
	Relationship with art world is affective in at least one phase of entrepreneurship process except non-profit case					
Family and social network (near social env.)	Effective in at least one phase of entrepreneurship process in all cases					
Economic env.	Economic environment is affective in at least one phase of entrepreneurship process except non-profit case					
Political environment	Political environment is not affective in any phase of entrepreneurship process in any case					

**Table II.**  
Factors affecting the entrepreneurship process

	Knowledge/situations/relations used in opportunity exploration phase	Knowledge/situations/relations used in opportunity exploitation phase
Case 1	Emerging of e-commerce Realizing the classical gallery concept became old	Know how in computer software Relationship with art world
Case 2	Realizing the gap in contemporary art in Turkey Linking the bar and art in order to original art gallery concept	Knowledge about contemporary art Relationship with art world
Case 3	Realizing the gap of comprehensive platform in visual art Linking the internet and exhibition in order to online exhibition	Know how in art and internet Relationship with art world
Case 4	Considering his hut as his art house Transferring this idea to museum after gaining money from his art works	Know how in art
Case 5	The information about the closing up the government gallery that he was working	Know how in art education Relationship with existing students
Case 6	Realizing the gap between art and society Belief on the importance of art for society	Know how in fair Relationship with art world

**Table III.**  
Cognitive factors in opportunity exploration and exploitation phase

	Family	Social network	Economic environment
Case 1	In exploration and exploitation phase-integrating the professions of his mother and father	In exploration and exploitation phase-relationship with art world	In exploration and exploitation phase-change in art market and customer needs
Case 2	In exploitation phase-support from father by the place of gallery	In exploration phase-relationship with important artists in Paris	In exploitation phase-customer focus after foundation
Case 3	In exploitation phase-economic needs of family and himself leads to complete the business quicker	In exploration and exploitation phase-relationship with art world	In exploitation phase-customer focus after foundation
Case 4	In exploitation phase, his daughters worked with him	No social affect, his own vision	No economic affect, individual focus
Case 5	No family affect	In exploration and exploitation phase-relationship with art world	In exploration and exploitation phase-change in market and customer needs
Case 6	In exploration phase-artist mother	In exploration and exploitation phase-relationship with art world	In exploration and exploitation phase-gap in market and customer needs

**Table IV.**  
Institutional environment in opportunity exploration and exploitation phase

Table V introduces a summary of the research and allows to comparing the antecedents of both the entrepreneurship process and SVC in terms of entrepreneurship processes, social/economical intents and for/non-profit organizations.

**Results and implications**

The results of the case study research, based on the comprehensive model of entrepreneurship process are introduced in the following two subsections.

*Antecedents of the entrepreneurship process*

Findings shows that in all of the six cases, prior knowledge (a1) affects both exploration and exploitation processes. In all of the six cases also cognitive style (a2) depends on the phase of entrepreneurship process (E1, E2). In the exploration phase, cognitive style is intuitive. In the exploitation phase, cognitive style is analytical.

Findings show that in all of the six cases, institutional environmental factors (b) affect the entrepreneurship process but the affects are different among the cases and the phases of entrepreneurship process:

- (1) Family factor (b1f) affects the exploration phase in two of the cases (Cases 1 and 6) and affects the exploitation phase in four of the cases (Cases 1-4).
- (2) Social network (b1n) affects the exploration phase in four of the cases (Cases 2, 3, 5, 6) and affects the exploitation phase (in five of the cases (Cases 1, 2, 3, 5, 6).
- (3) Economic environment (b2) affects the exploration phase in three of the cases (Cases 2-4) and affects the exploitation phase in five of the cases (Cases 1, 2, 3, 5, 6). Political environment (b3) does not affect the entrepreneurship process in any phases in any cases.

Factors/Cases	Case 1	Case 2	Case 3	Case 4	Case 5	Case 6
Non-profit	X	X	X	✓	X	X
Social intent	X	X	✓	✓	X	✓
E1a1	✓	✓	✓	✓	✓	✓
E2a1	✓	✓	✓	✓	✓	✓
E1a2	Intuitive	Intuitive	Intuitive	Intuitive	Intuitive	Intuitive
E2a2	Analytical	Analytical	Analytical	Analytical	Analytical	Analytical
E1b1f	✓	X	X	X	X	✓
E2b1f	✓	✓	✓	✓	X	X
E1b1n	X	✓	✓	X	✓	✓
E2b1n	✓	✓	✓	X	✓	✓
E1b1	✓	✓	✓	X	✓	✓
E2b1	✓	✓	✓	✓	✓	✓
E1b2	✓	X	X	X	✓	✓
E2b2	✓	✓	✓	X	✓	✓
E1b3	X	X	X	X	X	X
E2b3	X	X	X	X	X	X

**Table V.**  
Summary- affects  
of the factors

**Notes:** E1 – opportunity exploration phase; E2 – opportunity exploitation phase; a1 – prior knowledge; a2 – cognitive style; b1 – social environment; b1f – family; b1n – social network; b2 – economic environment; b3 – political environment

The definition above is shown in Figure 2. The numbers in the brackets demonstrate the number of cases which affected the factors in the related phase of the entrepreneurship process.

#### *Antecedents of non-profit and for-profit enterprises*

SVC is one of the outcomes of all cases when art and art-related activities are essential for societies. Three of six cases (Cases 3, 4, 6) indicated SI as diffusion of art in society, but only one of these three cases (Case 4) is non-profit enterprise.

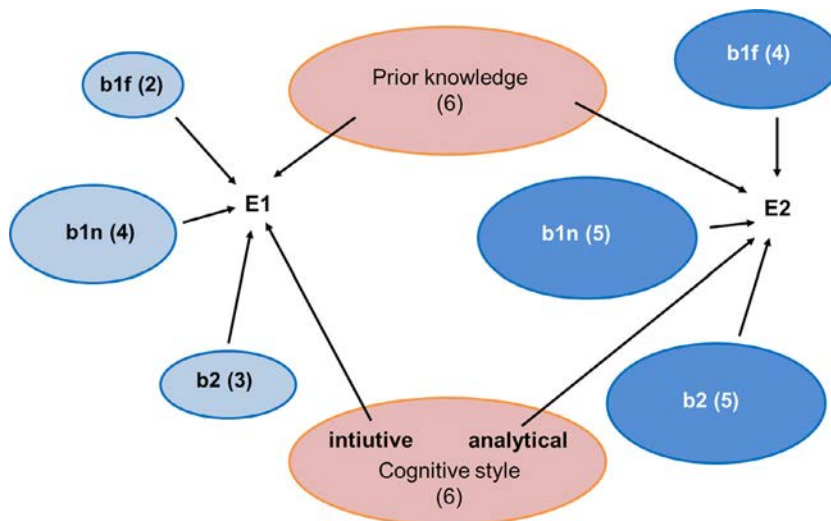
When the non-profit enterprise is compared with for-profit enterprises it is clear that there is no difference about cognitive factors in the entrepreneurship phase. However, institutional environmental factors differ. The non-profit case is the only case where both family and social network do not affect the exploration phase. It is also the only case that is not affected by economic factors in the exploitation process. The only affect of institutional environmental factors is the family in the exploitation phase.

When the three cases related with social responsibility were analysed, the findings show that, in one of the three cases (Case 6) the entrepreneur has prior commercial experience although the others (Cases 3 and 4) are actors in the art industry being an artist and art scholar. When the findings were analyzed in terms of prior knowledge, three of the six entrepreneurs are artist and art educators (Cases 3-5) and three of these two aimed to create social value (Cases 3 and 4). The other remaining three entrepreneurs are, respectively, an engineer (Case 1), architect (Case 2) or economist (Case 6), and one of them had the intention of being enterprising for SVC (Case 6).

These findings depending on the antecedents can be classified in terms of two ambidexterities.

#### *Ambidextrous entrepreneurship process*

It is clear that prior knowledge as a sub cognitive factor is the core of the entrepreneurship process but it is not the only factor affecting the entrepreneurship process. Especially near environment (family and social network) is an important



**Figure 2.**  
The range of the factors affecting the cases

factor affecting the process and, the entrepreneurship process can be defined as an ambidextrous process in the context of individual and environmental nexus.

In the context of differences of the two phases of entrepreneurship; it is apparent that cognitive factors are effective in both of two phases and the cognitive style differs in terms of phases as, intuitive (E1) and analytical (E2). The findings also show that environmental factors are more effective in the exploitation phase than the exploration phase.

*Ambidextrous dimensions of SVC*

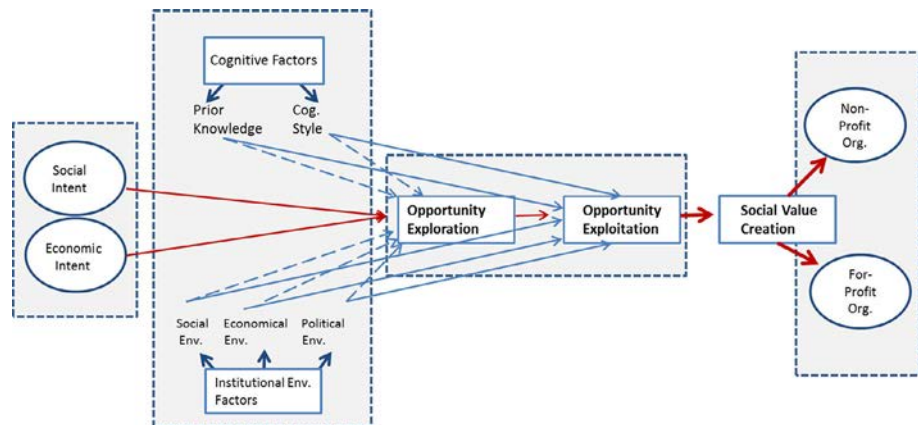
Antecedents of the social and the commercial enterprises are important to demonstrate that SVC can be the outcome of the for-profit (Cases 1, 2, 3, 5, 6) enterprises as well as the non-profit enterprises (Case 4).

Social responsibility also can be seen in for-profit enterprises (Cases 3 and 6) which means that, social entrepreneurship has an ambidextrous dimension in terms of non-profit and for-profit intent of the entrepreneur. In an economic and a social system, these two dimensions should be connected in order to generate regional development and improve social welfare.

*Ambidextrous model of entrepreneurship and SVC*

Introducing new models, concepts and contributing to theory are expected from this case study research. Findings of this case study research directed the study to create the model offered here: the “Ambidextrous model of entrepreneurship and social value creation”. In this respect, the study introduces a new model and a new concept to the literature and anticipates extending the comprehension in EM and SVC through a holistic approach and brings together the ambidexterities which are shown in Figure 3:

- Social and economic intent.
- Individual (cognitive) and environmental (institutional environmental) factors.
- Opportunity exploration and opportunity exploitation in entrepreneurship process.
- Non-profit and for-profit organizations in SVC.
- Inputs (antecedents) and outcomes.



**Figure 3.**  
Ambidextrous model of  
entrepreneurship and SVC



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According to the case study research findings it is explicit that the both social and economic intent have potential to lead SVC, parallel to this evidence, for-profit organizations also could create social value.

In the overview of antecedents, both individual and environmental factors are affective in all phases of the entrepreneurship process such as: opportunity exploration and opportunity exploitation. However, the power of affect is differentiated in terms of phases and organization type (non-profit, for-profit).

Theoretical and practical results of the study have implications for both scholars and practitioners. In the process approach, learning about the antecedents and the roots are fundamental for the outcomes of this research. From this view, the study provides a new insight on especially, the SVC context in relation to EM literature:

- *SVC process does not need to be started by SI.* This finding of the case study research has the potential to add for-profit enterprises to the SVC process which is significant for practitioners and society.
- *Integrating the ambidexterity context to EM in terms of: the marketing and entrepreneurship nexus.* The holistic “Ambidextrous model of entrepreneurship and social value creation” has some conceptual contributions to EM literature. Individual and environmental aspects of the model also run parallel to EM theory: while the entrepreneurship aspect represents the individual focus by the key role of entrepreneur and focussing to value creation innovation orientation (IO) through risk taking EO. The marketing’ The marketing side represents the environmental focus by the key role of the market marketing orientation (MO) and focussing to competitive advantage (CO) through strategy. In the dilemma between innovation and legitimacy, EM is the answer by integrating the EO – IO with customer orientation (CO) – MO. As it is demonstrated in Table I, marketing strategies of entrepreneurial marketers could be both, market-driven and market driving.

### Conclusions and recommendations

The study is important since it focuses opportunity-related phases of entrepreneurship and introduces a holistic and process-based model in the context of cognitive and institutional environmental factors. By defining the differences between the phases, the paper separates the phases and puts forward different effects of cognitive and environmental factors on the phases. This approach is valuable in consequence of the integration both the phases of entrepreneurship (E1-E2) and the individual and environmental factors (a, b). This type of integrated model, the: “Ambidextrous model of entrepreneurship and social value creation” is important for understanding entrepreneurship by both aspects of phases and factors.

This model does not only provide a foundation with which to study the entrepreneurship process but also for the study of creation of value as an output of the process, since the author believes that increasing comprehension of the entrepreneurship process also increases the value of the outcome, “value creation”. Hence, the study underscores the link between the inputs and the outputs of the entrepreneurship process.

Hence, the study is also valuable for its contributions to EM, SVC and social entrepreneurship literature through focussing the entrepreneurship process in terms of SVC and acknowledges the antecedents of both social and commercial entrepreneurship; also it identifies links between for-profit enterprises and SVC.

Furthermore, the study is valuable as it researches a little investigated industry and region, in the entrepreneurship field. Investigating the art industry makes the study valuable due to the strong link between art and entrepreneurship from a theoretical perspective. On the other hand, creative industries are outshining other organisations in new developing economies and art is essential for development of societies. Hence, the art industry is closely related with SVC, creativity and innovation.

It is hoped, that the value of this study will be impactful, by inspiring future research in these areas. The author recommends future researchers to apply the “Ambidextrous entrepreneurship model” to other industries and to other arts or creative industries in other countries, for furthering entrepreneurship researching these areas. The study also has potential to explore the gap between innovation (IO-EO) and legitimacy (MO-CO) through the key role of EM and it recommends researching these themes using the concept of ambidexterity within the EM literature.

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**Further reading**

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**About the author**

Özge Gökbulut Özdemir is Assistant Professor of Entrepreneurship and Innovation Management at Fırat University, Elazığ, Turkey. Her research focuses on entrepreneurial marketing, entrepreneurship and innovation management, social entrepreneurship and creative industries. She received her Doctorate and MBA in Marketing from Ankara University, Ankara, Turkey. Özge Gökbulut Özdemir can be contacted at: [ozgegokbulut@yahoo.com](mailto:ozgegokbulut@yahoo.com)