

A Model-Narrative of Artisan Entrepreneur's Resources and Capabilities

Erland Barlian^{1*} Tirta Mursitama² Elidjen³ Yosef Dedy Pradipto⁴

¹ Management Department, BINUS Business School Doctor of Research in Management, Bina Nusantara University, Jakarta, Indonesia 11480.

BINUS Entrepreneurship Center, Management Department, Bina Nusantara University, Jakarta, Indonesia 11480, ^{2,3,4} Management Department, BINUS Business School Doctor of Research in Management, Bina Nusantara University, Jakarta, Indonesia 11480

*erland.barlian@binus.ac.id

ABSTRACT

The coronavirus disease (COVID-19) that has become a major pandemic of the century has led to economic downfalls to many countries, developed and developing alike. These economic downfalls led to unemployment and forced workers to become entrepreneurs on their own rights. These newly made entrepreneurs are called artisan entrepreneurs due to their small sizes and uses of internal resources and capabilities to start their entrepreneurial ventures. This research is model-narrative research that studies the behaviors of artisan entrepreneurs through the lens of resource-based view theory. This study explored in-depth studies on artisan entrepreneur behaviors and why small business owners differ from large companies. This research found unique resources and capabilities of artisan entrepreneurs through the lens of resource-based view theory. They utilize their social capital as a strategic resource to achieve their firm performance. This study uses a semi-structured model-narrative literature review method on earlier works of artisan entrepreneurs, how they relate to and stray away from small business owners, and their behaviors in utilizing their resources and capabilities.

Keywords

Entrepreneurship, Small Business Orientation, Entrepreneurship Orientation

Introduction

During the late 2019 and early 2020, a viral disease epidemic of the latest coronavirus disease, known as COVID-19 started in Wuhan, a city in China. It rapidly spreads around the world, infecting millions of people with more than hundreds of thousands of casualties. COVID-19 not only affects people's health but also badly hits the world economy as the world governments shift their focus now to fight the COVID-19 pandemic. Due to this pandemic, many large businesses such as those in the tourism and airline industries, are collapsing due to lack of demand. The collapse of these businesses forced the employees to turn to entrepreneurship solutions as their new sources of income.

This research is a qualitative semi-systematic literature review that uses the model-narrative research design on entrepreneurs, especially artisan entrepreneurs (AEs), through the resource-based view lens to confirm that resource-based view theory is applicable to micro-businesses, even to smaller business owners such as artisan entrepreneurs, during the COVID-19 pandemic. The research objectives of this research were to deeply investigate the resources and capabilities possessed by AEs through the lens of resource-based view theory and to investigate if resource-based theory is applicable as an underlying theory of small business AEs.

This model-narrative review is a semi-systematic review that will identify themes of historical overviews of research articles (Snyder, 2019). The model-narrative review would construct the re-storying of scientific articles through three dimensions. These dimensions include thematic reading, enstoried reading, and rhetorical reading (Hakala, 2020). These three dimensions of model-narratives would provide a comprehensive narrative analysis.

Literature Review

Artisan Entrepreneurship

Studies of entrepreneurship are about the pursuit of opportunities to start a new venture of business (Hisrich, 2016). Artisan entrepreneurship is a behavior of entrepreneurship where the businesses of artisan entrepreneurs may involve cultural components and create something novel and creative, normally involving hands (Ratten, 2019). Classical entrepreneurial activities have a strong orientation toward profit, risk, etc. Meanwhile, artisan entrepreneurs have such unique characteristics, in which case they can be defined as those who practice their entrepreneurship through several goals such as put ethics, faith, or business first (Pret, 2019).

These unique natures of artisan entrepreneurs give them several definitions as hobbyists, artisans, entrepreneurs, or idealists. Therefore, a clear distinction between artisan entrepreneurs, hobbyists, and lifestyle needs to be defined clearly (Pret, 2019). Artisan entrepreneurs are a sort of community entrepreneurs that are socially and culturally recognizable to secure their identity within the community (Hoyte, 2019). There has been developing enthusiasm for craftsman business in the worldwide economy because of the extension of the inventive ventures and expanded spotlight on custom-made products and enterprises that have a social segment (Alonzo, 2018).

Resource-Based View Theory

In 1991, J.B Barney introduced a firm's resource-based view (RBV), based on Edith Penrose's work (1959) on organizational growth. RBV grows as a remarkable theory where an organization must gain and enjoy its competitive advantage in the realm of rivalry. This advantage is gained by intangible or tangible vital assets, such as resources and capabilities, and how the company is able to fully manage and utilize them (J.B. Barney, 2012). These vital assets must then comprise qualities of being Valuable, Rare, Imperfectly Imitable, and Deliberately Imperative (Barney and Arkan, 2001; Cesar, Guimarães, and Imed, 2017).

Despite the use of RBV for larger firms for the optimal use of resources and capabilities, RBV has grown and extended its lens into small firms and entrepreneurial ventures (Kellermanns, Walter, Crook, & Kemmerer, 2014; Runyan, Huddleston, & Swinney, 2007; Degraev, 2012). Kellermanns et al., (2014) noted key similarities and differences of large and established firms versus small firms or entrepreneurial ventures. Both tangible and intangible assets are essential resource that incorporate human, financial, and physical capital in achieving competitive advantage. Whilst the key difference lays where entrepreneurs careless to human, organizational, and physical capital where entrepreneurs perceived themselves as their human capital. In organizational capital, entrepreneurs rely on the relationship of capital to suppliers and partners, whilst in traditional RBV, emphasis is placed on whether resources are owned and controlled by the firm.

Methodology

Employing a semi-systematic review, our research has flexibility of researching previous studies that came from different conceptualizations as well those that came from different disciplines like RBV which originates from a strategic management discipline against entrepreneurship fields (Snyder, 2019; Kellermanns et al., 2014). Our studies came from previous reputable research articles with broad research questions, analyses, and evaluations based on quantitative and qualitative studies and those that contribute to themes in literature as well as theoretical models (Snyder, 2019).

The methodology guide from PRISMA (Preferred Reporting Objects for Systematic Evaluations and Meta-

Analyses) (Liberati et al., 2009) were adopted, with data obtained from a collection of articles. In this study we used the following keywords: "small business", "small firm", "artisan entrepreneur", and "resource-based view". To analyze the data collected from previous studies, we then followed the model-narrative concept suggested by (Hakala, 2020), involving the re-construction and re-storying of scientific articles through (1) thematic reading, where we examined what authors found in their studies, (2) enstoried reading, where we narratively deconstructed the articles, from the beginning, to the middle, and to the end parts, and found what the authors emphasized in each storytelling, and (3) rhetorical reading, where we found what the authors claimed and believed to convince the readers of their findings.

From a thorough selection process, 28 relevant articles covering the connection of artisan entrepreneurship and firms' resource-based view were utilized. With the NVIVO qualitative data analysis software we identified themes and positive and negative sentiments to support our meta-narrative model to get an in-depth analysis of our work (Bifulco, 2017; Neill, 2013; Voyer et al., 2017).

Results and Discussion

Results

The Model-Narrative of Artisan Entrepreneurs: Through Social and Innovation Resources and Capabilities

Following the model-narrative framework of Hakala (2020) we organized our research with three main subjects: thematic reading, enstoried reading, and rethorical reading. We found that the main themes of artisan entrepreneurs include business, economy, resource, social, and innovation themes. These themes are the most talked-about themes in the articles on artisan entrepreneurs and small businesses. The characteristics of artisan business owners may lie on how they value their cultural heritage, entrepreneurship in their community, their craftsmanship capabilities, and their capabilities to innovate (Hoyte 2019).

From the business point of view, many artisan business owners have a tendency not to grow their businesses due to their perceptions of business as lifestyle and their perceptions that that growing their companies is not at the top of their priority list. It is interesting to know why these behaviors occur in small business owners through the lens of resources and capabilities. Anderson (2014) argues that small business owners' perceptions of resources influence growth. Therefore, the sense of belief shapes the practices and decisions of small business owners upon their available resources. This sense of belief can advance the small business owners' development or otherwise limit the growth of the businesses within small confinement. In terms of how cultural heritage is involved in small businesses, Hoyte (2018) argues that most artisan entrepreneurs put their personal ambitions second to collective good. Therefore, the sense of growing together as community is put as their goal. This also justifies that artisan entrepreneurship reflects the

importance of small and medium businesses to support the state's economy.

Under economy themes, artisan entrepreneurship relates to individuals who tend to do their business motivated by their lifestyles which are mostly bound to their cultural heritage, communities, regions, or countries. Therefore, this type of entrepreneurs is highly related to entrepreneur's personalities who come from a group of people of highly diverse types of talents such as musicians, computer programmers, etc. (Ratten 2019).

Ratten (2019) claims that the ability of artisan entrepreneurs to innovate is focused on how they discover, analyze and build opportunities in a conventional or non-mechanized method in the development of new products and services that were never existent. Through their innovation and creation of new goods and services, artisan entrepreneurs can also find ways of organizing and marketing their new goods and services through the diverse media available such as social networks.

Whilst most large companies highly depend on financial resources as their main capital, artisan entrepreneurs rely on their social networks as their social capital to start and grow their businesses. Entrepreneurs with social capital can highly utilize opportunities and resources for growth. For instance, social capital can be horizontally and vertically related within the supply chain, involving an organization's competitors as well as other businesses that support the operations and growth of the organization (Pret 2019). Therefore, it is social capital which makes a distinction between large firms and artisan entrepreneurs, in which case social entrepreneurs may run their businesses through a range of limitless possibilities of their supply chains and competitors based on trust and social networks. Anderson (2014) noted that most small business owners retain their known competencies rather than have their dynamic capabilities changed. These retention of known resources and reluctance of exploring new resources as husbanding resources are to retain their comfort zone positions. This does not necessarily mean that small business owners do not have any unique capabilities or resources, but they relatively choose to stay in their comfort zones instead of take risk. Meanwhile, under innovation themes, it is known that innovation requires financial capital to fund the innovation efforts. In the case of small and artisan entrepreneurs, the shared motivation, beliefs, and meanings could become a source of innovations when this fragmented external knowledge is collected from a knowledge provider to become a new source of innovation (Marques et al. 2018).

The Model-Narrative of Artisan Entrepreneurs and Small Businesses in Relation to Resource-Based View Theory

Sustainable business performance can be achieved through the utilization of the resource-based view theory framework, where a company utilizes its tangible and intangible resources and capabilities to achieve competitive advantage that is being valuable, rare, inimitable, and well-organized (J.Barney 2012). In this study we found several themes that relate small businesses to resource-based view theory. These

themes include business, resource, management, and performance themes.

Under business themes, we found, through resource based view theory, that small business owners are expected to be able to gain financially sustainable business performance (Godwin-Opapa 2016). Small business owners must recognize their non-monetary resources for them to improve their performance (R.C. Runyan et al., 2007). This non-monetary resources could be the business' competitive advantage, such as good relations which is established through trust, reciprocity, and commitments (R.C. Runyan et al., 2007). Therefore, business themes are all about relatedness of small business owners to their environments to obtain the resources needed for them to achieve competitive advantage.

As for resource themes, it is noted within RBV theory that it is compulsory for any firm, either large or small, to possess strategic resources that are Valueable, where they can increase customer experience or cut costs, Rare, so that competitors have no access to such resources, and Difficult to Substitute, for the firm to lead the competition (Kellermanns et al., 2014; Barney, 1991). In this theory, what is meant by strategic resources is resources that are controlled by a firm. The current study shows that, in an entrepreneurship context, strategic resources can be possessed through alliance and access to other firms' valuable resources (Wiklund and Shepherd 2009)(Wiklund & Shepherd, 2009; Kellermanns et al., 2014). This finding shows the intersection between RBV and relational alliance and enriches the entrepreneurship research.

Under management themes, there is a big question of when small business entrepreneurs decide to grow or not to grow their businesses for a variety of reasons. This is highly related to the autonomus nature of the entrepreneurs. Scalability of the sizes of the firms may also limit the growth of small businesses, in which case small business firms enjoy close intimacy with their customers and business ecosystems, and when they grow larger they fear of losing the advantage that they have enjoyed in their smallness (Anderson and Ullah 2014).

Pret (2019) argues that small businesses may utilize what is called symbolic capital, which may refer to such things as prestige, status, and reputation despite having financial resources as main capital when growing as larger businesses. This symbolic capital may mobilize the management practices of small entrepreneurs as competitive advantage. Therefore, the management practices of small business firms are distinct from those of large companies in terms of how they manage their resources for competitive advantage.

Other most talked-about themes are performance themes, where small businesses' performance can also be measured through the RBV lens. RBV enables firms to harness their strategies through efficiency and effectiveness, such as leading the firms into high sales and low costs and adding financial value to the firms (J.Barney 1991). Madhani (2010) argues that RBV would lead managers or entrepreneurs to understand their competencies, which will ultimately lead them to improve their business performance.

Measuring business performance through financial performance for small businesses is no different from doing

so for large businesses, in which case both would involve measurements of return on assets, return on equity, return on sales, market shares, and sales growth relative to main competitors (Soto-Acosta, 2018; Knight, 2018). Runyan et al., (2007) argue that despite the known financial performance of small business entrepreneurs, it is important that small business owners fully utilize their social capital to significantly improve their business performance.

R. Runyan (2008) noted entrepreneurial orientation and small business orientation as two strategic resources for small businesses to achieve their performance. Entrepreneurial orientation would consist of risk-taking, proactiveness, and innovativeness, whereas small business orientation would consist of the purposes and goals of business owners as well emotional attachment.

	Model-Narative of Artisan Entrepreneurs' Resources and Capabilities	Model-Narrative of Artisan Entrepreneurs and Small Businesses in Relation to Resource-Based View Theory
Thematic Reading		
Key Themes	Business, economy, process, resources, social, innovation	Business, firm, resources, management, performance
Scientific Puzzle	How can artisan entrepreneurs grow and enlarge their businesses through their resources and capabilities?	How do small businesses draw on resource-based view of the firm to achieve firm performance?
Enstoried reading		
Plot	<ul style="list-style-type: none"> - Micro and small business (MSB) firms need to acquire critical resources to achieve competitive advantage - MSB is important in value-added creation, industrial change, innovation, poverty reduction, and wealth generation - Reluctance of growth to become large companies (autonomy) - Artisan 	<ul style="list-style-type: none"> - Smaller and micro firms need to acquire critical resources to achieve competitive advantage - Influences on the cultures and business environments of entrepreneurial ventures - Entrepreneurial orientation to competitive advantage (Runyan) - Risk-averse to innovation - Strategic management to survive in benign environments - The importance of technology and innovation

	<p>entrepreneur s as hobbyists, artisans, and entrepreneurs</p> <ul style="list-style-type: none"> - Artisan entrepreneur s in classic entrepreneur ship - Social capital being more valuable than profits - Social & cultural resources - Efficacy - To remain small - Agreeableness in artisan entrepreneur s - Exit strategy - Social capital vs physical capital for credit opportunities - Coopetition as competitive advantage 	<p>from unimportant to central role.</p> <ul style="list-style-type: none"> - Entrepreneurial resources came from a combination of resources that are proprietary to their discoverers. - Offsetting resources
Narrative Setting	Artisan entrepreneur's characteristics in developing countries	Small and micro business consciousness of competitive advantage
Emplotted Character	Family business	Entrepreneurship and family business
Narrative Voice	Unique resources for growth in order to survive hostile environments	Social network as a unique resource to face hostile environments
Moral Lesson	Being different in their resources and capabilities supports small and micro businesses to survive in less benign environments.	Being different in their resources and capabilities makes small and micro businesses able to achieve competitive advantage.
Rethorical reading		
Rethorical Devices	Methaphors: less benign environment, Hostile environment, deficiency, artisan entrepreneur culture,	Methaphors: conservatism, unprofessional nature, neglect of financial objective, aversion,

	husbanding resources	performance in correlation to lifestyle
Rethorical Strategies	<ul style="list-style-type: none"> - Polarization - Invalidation - Intimidation by large business owners 	<ul style="list-style-type: none"> - Polarization - Authorization by academic scholars

Discussion

Through our model-narrative study, we can organize multiple research articles to find the commonalities of the topics according to our research questions. Upon looking through the stages of our model-narrative readings, from thematic reading, to enstoried reading, and to rethorical reading of the articles collected, we will then discuss each of these topics that involve artisan entrepreneurs, small business owners, and resource-based view to find commonalities between them.

The first stage is thematic reading that consists of two sub-topics: key themes and scientific puzzle. First, we discuss the business key themes by which to explain on how artisan entrepreneurs conduct their business practices. Through our reading we found that it was discovered by the articles that there is a major concern on why most small business owners and artisan entrepreneurs are reluctant to grow.

This argument came from a range of reasons starting from one for why artisan entrepreneurs build their business start-ups in the first place. Some entrepreneurs think that starting a business is fulfillment of a lifestyle, a hobby, cultural heritage, and, to some, an opportunity as opposed to necessity (Hoyte, 2018; Wiklund, 2019). It strongly confirms the statement of Anderson (2014) that perceptions of small business owners act as an important resource to the firm performance as they will ultimately guide their businesses. Therefore, it is important to understand artisan entrepreneurs' minds on how they keep their businesses growing and surviving.

As for resource themes, artisan entrepreneurs' networks and acquaintances act as their unique resources for them to grow. Along with RBV theory, it is known that unique resources can lead a company to cut costs, enhance customer experience, and, in turn, increase its performance (Wiklund & Shepherd, 2009; Kellermanns et al., 2014). Therefore, it is the resources that small businesses and artisan entrepreneurs acquire through intimate relationships within the supply chain which distinguishes small business owners from large businesses from the RBV perspective.

Under management themes, small business owners and artisan entrepreneurs are somehow reluctant to unleash all of their capabilities for many reasons. This relates highly to the nature of entrepreneurship, as introduced by Lumpkin, (1996), where the autonomy of entrepreneurs falls into one of their entrepreneurial orientation perspectives. Entrepreneurs of this type will pursue their wellbeing first despite all the opportunities and risks they may face when they grow their businesses.

Under performance themes, we see that the financial performance of small businesses is not much different. In measuring their performance, what distinguishes small businesses from large businesses lies on how the former are able to utilize their social capital as a resource to gain performance. This is in line with the social capital study of (Portes and Sensenbrenner 1993), who noted social capital as a common expectation for action within a group of people or organizations. Therefore, the importance of social capital may come as apparent in small business communities.

For the enstoried reading, this model-narrative research and RBV emphasize micro and small business companies and their owners' behaviors to fully utilize their resources and capabilities as theorized by RBV theory as the main plot. The narrative settings of this research are artisan entrepreneurs and their behaviors to achieve their business performance through a resource-based view. As for narrative voices, this research emphasizes the distinctive behaviors of small business firms versus those of large firms in terms of resources and capabilities toward firm performance. The moral lesson gained from this research is that being small does not necessarily mean that a company cannot achieve its performance through its resources and capabilities.

This model-narrative research is concluded with rhetorical reading, which consists of rethorical devices that include how authors used methaphors in their research articles. Artisan entrepreneurs and small business owners are more likely to dislike risk, avoid pain, choose to husband their current resources, and balk at moving on to new resources available. This type of behaviors was confirmed by (Wiklund 2019) in his research of entrepreneurship well-being, in which he noted a type of entrepreneurs who emphasize pain avoidance, infrequent negative affect, and well-being as their main goals of entrepreneurial ventures.

The rethorical strategy of the research articles' authors is to show polarization between small and large businesses, requiring confirmation through further research, qualitatively and quantitatively. Some of the previous research articles also emphasized the intimidation from large companies to small business owners and the threats from small businesses to more capital-intensive corporations. This type of intimidation would drive small business owners' and artisan entrepreneurs' awareness toward their available resources, which in the end will pose a bigger threat to large companies. The last rhetorical strategy shows that scholars are giving authorization of their scientific findings to artisan entrepreneurs and small business owners.

Conclusion

This model-narrative research shows that the characteristics of artisan entrepreneurs are different from those of large companies in terms of the roles of resources and capabilities in firm performance. Unlike large businesses that fully utilize their internal and external resources and capabilities, small business owners are more reluctant to grow their companies. However, this does not mean that all small business owners are comfortably enjoying their smallness. There are many small business owners and artisan entrepreneurs who have a goal of developing their businesses through their resources and capabilities too. Therefore, RBV would play an important role in helping small business owners achieve their firm performance. R. Runyan (2008) argues that not all small business owners are entrepreneurs. This is because entrepreneurs' and small businesses' orientations serve as strategic resources and part of RBV theory for firm performance.

From this model-narrative research we conclude that there are still many key themes that require validation through qualitative and quantitative research, especially those on the role of entrepreneur psychology that leads to certain behaviors since many small businesses and artisan entrepreneurs put their well-being as their main goal instead of known classical firm financial performance. In-depth research on cultural values that lead to such behaviors of artisan entrepreneurs and small business owners is also necessary.

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