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Integrated Effect of Domain and Entrepreneurial Passion on Innovation Strategies of Independently Owned Restaurants: Evidence from Pakistan

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Abstract

Purpose: This research explores how domain passion in addition to entrepreneurial passion influences innovation strategy of venture, thus expanding the role of passion in choosing the path for innovation strategy. Passion is considered one of the most debated concepts in entrepreneurship, psychology, and marketing literatures, and yet a framework describing the integrated effect of entrepreneurial and domain passion on innovation strategy of venture is still lacking. **Research data and methodology:** Based on an inductive qualitative approach, the research addresses these issues via analyzing four unique cases of independently owned restaurants in Pakistan. The research focusses on the entrepreneurs who startup a venture out of a passion for a specific domain and have a passion for entrepreneurship either from start or it fuels up later during entrepreneurial process. **Results:** In the presence of both types of passions (Domain and entrepreneurial), the individuals will be inclined towards ambidexterity which differ in types from case to case according to different combinations and intensities (harmonious and obsessive) of passion. **Conclusion:** Research shows how innovation strategy of domain passion driven ventures is influenced by both entrepreneurial and domain passion, so to understand the role of passion in such cases integrated effect of both passions needs to be explored.

Keywords : Entrepreneurial passion, Domain passion, Obsessive passion, Harmonious passion, Ambidexterity

JEL Classification Code : O21, O30, O31, M31, M37

1. Introduction

It is widely accepted and deeply rooted fact in the practice of entrepreneurship that passion is essential to start a new business. Not just the scholars from entrepreneurship studies have stressed on the role played by passion to explain entrepreneurial behaviors, as well as successful entrepreneurs and practitioners endorsed it. Entrepreneurs start a business for many reasons. Passion for the sector or the product can be one of those (Cardon, Post, & WR Forster, 2017). Passion can be broadly defined as ‘a strong desire or inclination toward an activity that one enjoys’ (Thorgren, Nordstrom, & Wincent, 2014) and is one of the most discussed concepts in multiple fields of research such as human behavior and psychology (Lavigne, Forest, & Crevier-Braud, 2011), consumer research and marketing (Belk, Ger, & Askegaard, 2003), and entrepreneurship

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studies (Cardon, Gregoire, Stevens, & Patel, 2013; Cova & Guercini, 2016; Milanese, 2018; Caspirini, 2019). There is no doubt that passion is a diverse concept, it may vary in terms of types and intensities (Forest et al., 2011; Lavigne et al., 2011, Caspirini, 2019, Luu, 2020).

To understand the entrepreneurial phenomena research on entrepreneurial passion has greatly contributed. The extant research on passion in entrepreneurship mainly focuses on entrepreneurial passion and how it plays a role in the entrepreneurial process (Cardon, Wincent, Singh, & Drnovsek, 2009; Drnovsek, Cardon, & Patel, 2016), while only few recent studies explored domain passion (Melansi, 2018, Caspirini, 2019), resulting in limited understanding of the topic. Only few researchers have considered the entrepreneurial process triggered by passion (Cova & Guercini, 2016), without specifying whether entrepreneurs possess entrepreneurial passion, domain passion or both. Moreover, when it comes to the entrepreneurial development, the literature has given attention either to the entrepreneurial passion (Luu, 2020), or to domain passion (Caspirini, 2019).

Previously researchers on entrepreneurship literature considered entrepreneurial decision making to be an independent area (Alvarez & Busenitz, 2001). But recently researchers start to consider passion and other entrepreneurial emotions such as joy, satisfaction, enthusiasm, and excitement from work, as one of the resources behind decision making more specifically innovation strategy (Baron, 2008; Cardon, Zahra, & Newey, 2009). An entrepreneur can achieve the height of success by creativeness and innovation. Innovation is considered to be the heart and soul of entrepreneurship. Previous literature on entrepreneurship emphasized on the significance of exploitative and exploratory innovation strategies for earning profits and performance improvements (Kollmann & Stockmann, 2014). One of the many examples about firms' successful innovation resulting from the key role of passion is Apple, which was saved by Microsoft from bankruptcy in 1997. At that time Steve Jobs returned as the CEO of the company who believed that passion would be essential for innovating the firm so that it can become one of the most innovative and valuable brands in the world (Gallo, 2015). As for truly innovating firms' passion is progressively considered to be essential, it is critical for entrepreneurs to recognize how their passion directs innovation strategies of their venture (Luu, 2020). However, the research exploring the integrated effect of domain passion and entrepreneurial passion on venture's innovation strategy is still lacking.

With the objective of filling the identified research gaps, and by following the future research direction given by (Luu, 2020), this paper first investigates both the domain passion and entrepreneurial passion, and then the integrated role on the innovation strategy of the venture. The paper focusses on the entrepreneurs who startup a venture out of a passion for the domain of their business and service/product it provides. More specifically, the paper explores the following research question: how does domain passion (target specific) and entrepreneurial passion influence the venture innovation strategy? In answering this question, the paper draws from four case studies in the restaurant industry which is the second largest industry in Pakistan. More surprising fact is that, in the field of the restaurant industry, often the passion for cooking is also the driver of entrepreneurial activity. From the cases explored four unique models of venture's innovation strategy emerged: the orbit separation, temporal separation, exploitation inclined, and exploration inclined.

This article starts off with an introduction, followed by "Theoretical Background" section, where literature review of the relevant literature is presented. In the "Research Methodology" section, we present the methodology which is adopted in the analysis. The "Discussion of results" section discusses the main findings of the multiple case analysis, lastly, in "Conclusion" section we discuss the outcomes and provide the recommendations for the future research.

2. Theoretical Review

2.1. Types of passion

Passion is defined as a powerful inclination toward any task that individuals like, that they find important, and in which they invest energy and time (Vallerand, Blanchard, & Mageau, 2003). Passion is considered as an important component of entrepreneurship and innovation (Cardon et al., 2013). Researchers argued that passion is a key predictor of entrepreneurs' persistence, creativity, venture performance and success and is linked to entrepreneurial survival and growth (Drnovsek et al., 2016; Mooradian, Matzler, Uzelac, & Bauer, 2016; Stenholm & Renko, 2016). In entrepreneurship research, the significance of passion is well recognized which suggests that all entrepreneurs experience passion for their business. In fact, entrepreneurs and researchers believe that one of the main reasons behind starting companies can be explained by passion for some individuals (Dalborg, Friedrichs, & Wincent, 2015). According to psychological view of passion, it is a feeling that is positive and highly intense like joy and excitement that gives individuals a sense of promise and pleasure (Rockwell, 2002).

2.1.1. Entrepreneurial passion vs domain passion

Entrepreneurial passion is one of the most discussed phenomena in entrepreneurship research. Theory of entrepreneurial passion was proposed by Cardon (2009) as, ‘consciously accessible, intense positive feelings experienced by engagement in entrepreneurial activities associated with roles that are meaningful and salient to the self-identity of the entrepreneur’. Melanise (2018) defined entrepreneurial passion as a strong, and positive feeling regarding the entrepreneurial activities and process, such as opportunity recognition, ventures foundation and marketing of new services and/or products. As entrepreneurial passion is a powerful positive emotional state of mind (Chen, Yao, & Kotha, 2009), it has significant influence on entrepreneurial behaviors (Cardon & Kirk, 2015) which may develop “patterns of decision-making and actions that reflect investment in intellectual, personal, and social domains” (Conway, Tugade, Catalino, & Fredrickson, 2013). Many previous studies have also argued the significant role of entrepreneurial emotions as essential inputs in affecting entrepreneurs’ behaviors, cognitions, and outcomes (Burke & Reitzes, 1981; Cardon, Foo, Shepherd, & Wiklund, 2012; Drnovsek et al., 2016).

Domain passion is a target-specific passion, that suggested the presence of a particular domain from where one’s affective experience originated and the target toward which individual is motivated to put a constant effort (Melanise, 2018). Other researchers also discussed the target specific nature of passion besides entrepreneurial passion (Chen et al., 2009; Murnieks, Mosakowski, & Cardon, 2014; Vallerand et al., 2003). Activities performed as hobbies in free time can be represented as domain. Recent research has proposed that passion is a joining force in middle of consumption and entrepreneurship (Ranfagni & Runfola, 2018). Milanese (2018) suggested passion for particular domain may lead to entrepreneurial passion. The author also insisted on the difference between domain passion which is linked to leisure activities and hobbies and entrepreneurial passion which leads to opportunity recognition, venture building and other activities related to entrepreneurship. Entrepreneurs may possess entrepreneurial passion, domain passion, or both (Milanese, 2018; Caspirini, 2019). According to Milanese (2018) target specific passion (domain passion) triggers the entrepreneurial process.

2.1.2. Obsessive passion vs Harmonious passion

Entrepreneurial passion varies with respect to intensity, entrepreneurs who found their ventures, are proposed to experience comparatively high intensity of passion for their ventures. Literature of psychology distinguish between two types of passion with respect to intensity (Forest et al., 2011; Lavigne et al., 2011; Ho & Pollack, 2014; Vallerand et al., 2003): obsessive and harmonious which is called dualistic model of passion (Ho and Pollack, 2014). Obsessive passion is defined by ‘an internal pressure to execute an activity’ and Harmonious passion has been ‘characterized by a powerful, but controllable wish to engage in an activity’ (Forest et al., 2011). Vallerand (2015) argues both types of passion are embedded into the identity, even if to different degrees depending on situational elements.

Caspirini (2019) discussed different intensities (obsessive and Harmonious) of domain passion and its role on innovation strategy of ventures. On the other side, Luu (2020) just argued about effect of entrepreneurial passion on innovation strategy of venture disregarding different intensities of passion, while Fisher (2018) discussed harmonious and obsessive nature of entrepreneurial passion in specifically determining entrepreneurial success. Research exploring the effect of dualistic model of entrepreneurial passion on innovation strategy is still lacking, which is essential as Fisher (2018) debated in his paper that passion is conceived as dualistic in nature with individuals high in either obsessive or harmonious passion.

2.2. The Role of passion on innovation activities

Exploitative innovation strategies can be defined as business growth strategies to perform innovation projects to refine existing product-market efficiency (He & Wong, 2004). Exploratory innovation strategies can be explained as innovation strategies to enter new product-market domains by search, experimentation, and risk-taking. As entrepreneurial passion is a powerful positive emotional state (Chen et al., 2009), it has a significant impact on entrepreneurial behaviors (Cardon & Kirk, 2015). Entrepreneurs having positive emotions are likely to see negative events more positively (Kumar, Banerjee, Meena, & Ganguly, 2016), which may lead entrepreneurs to undertake risky exploratory activities because it raises their expectations (Jia, Cai, & Xu, 2014). Entrepreneurial passion may also contribute to making entrepreneurs better at identifying new business opportunities and will be more successful in exploring new markets and products (Lee, Florida, & Acs, 2004) and highly motivated to experiment with existing knowledge and designs (Strese, Keller, Flatten, & Brettel, 2018). Researchers also argued that entrepreneurial passion enhances entrepreneurs’ beliefs in the importance of their existing work, and their commitment to firm activities (Cardon & Kirk, 2015). That is why, entrepreneurial passion will increase further pursuance of exploitative innovation strategies to refine and build on existing knowledge and products (Luu, 2020). Entrepreneurial passion experienced increasing attention among various entrepreneurial emotions. Luu (2020) explores how entrepreneurial passion

has remarkable and differential impacts on firm's growth strategies in the forms of exploitative and exploratory innovation strategies. Caspirini (2019) explored how different type of domain passion (obsessive and harmonious) leads to different strategic decisions that may be more exploitative or explorative that may lead to different growth strategies.

2.3. Importance of ambidexterity and its types

A firm need to maintain the balance between exploration and exploitation for sustainable growth (March, 1991). Ambidexterity can be defined as an organizational ability to carry on both exploitation and exploration (Ketkar & Puri 2017). March (1991) argued that for the survival of organizations its ability to pursue innovation to secure long term as well as immediate competitive advantage is a most important challenge. Lubatkin (2006) finds the positive relation between ambidexterity and firm performance. All previous scholars focused on either exploration or exploitation as innovation strategy as a result of different types of passions. Whereas individuals within firms also attend to explore and exploit (Smith & Tushman, 2005). Lavie (2010) proposed typology of ambidexterity that includes temporal, domain, organizational and contextual separation which are approaches to create an infrastructure for the coexistence of both exploration and exploitation. Domain separation can be explained as a mode of balance between exploitation and exploration which firms carry out in different domains whereas, in temporal separation organization focuses on only one dominant activity (exploration or exploitation) at a time and later shifts to the other (Lavie, 2010). Lavie (2010) also argued that some firms also can keep exploitation at minimal threshold, with all remaining resources invested in exploration. Alternatively, exploration could meet some minimal level while the organization invests mostly in exploitation.

However, previous studies on the topic have not explored how integrated effect of different domain and entrepreneurial passion intensities (harmonious and obsessive) influences firm's innovation strategy and achieving the ambidexterity. In this vein, this paper attempts to shed some light on how entrepreneurial passion and individual domain passion interplay during venture growth phase and impact innovation strategy from an ambidexterity perspective.

3. Research Methodology

Case study approach is used for this qualitative research. A qualitative researcher uses case study techniques to get in-depth information from a relatively small sample of individuals (Baskarada, 2014; Macfarlane, Kisely, Loi, Looi, Merry, & Parker, 2015). The qualitative researcher's objective is to identify new concepts through personal observation and interaction (Kavoura & Bitsani, 2014). This research method is best fit to address 'why' and 'how' questions (Eisenhardt, 1989; Yin, 2003), which helped us to gain detailed knowledge about the role of different type of passions in venture's innovation strategy. The design consists of four ventures in the restaurant industry. Researchers use multiple case study method to get a clearer view of the business problem through a subject's personal insights and involvement (Baskarada, 2014). We focus on the restaurant industry that appears to be very interesting from domain passion and entrepreneurship phenomena. There are several individuals that have passion for food related activities (cooking/baking). Restaurant owners use innovation strategies to maintain sustainable competitive advantage (Lee, Lee, Chua, & Han, 2016). The population for this study consisted of owners of four independently owned restaurants in Islamabad, Pakistan. All four small restaurants were started in the last 5 to 6 years. These four restaurants were comparable for the fact that they all are in growth phase. As per Paschen (2017) work, 'the growth stage normally begins when the venture has become a profitable, efficient entity. The venture is financially healthy, has sufficient size and market penetration, and has achieved product and market validation'. We make sure that the participants' identity remained confidential (Taylor & Land, 2014).

3.1. Data Collection

We used informal unstructured interviews and observation to collect data for the case study research. First, we contacted the owners of multiple restaurants by email, and then a phone call. The first interviews were conducted by phone call with the goal of understanding the main activities of the restaurants. From these first interviews, we were able to identify and shortlist the four restaurants that were similar in terms of venture development, in the sense that they all are in their growth phase (Paschen, 2017). Second round of interviews were also conducted by telephone, each one lasted between 90 and 120 min. As our research topic is related to individual domain passions and entrepreneurial passion, founders were selected as informants of the restaurants. We interviewed the founders in friendly discussion to put them at ease and collected as much rich data as possible. Secondary data were collected through reports, blogs, restaurant's Facebook, and Instagram pages. We observed the

participants' menu, social media, website, mobile app, and other nonfinancial information as part of their innovation strategy. Observation is another way to collect information that will make the data reliable and valid.

3.2. Data Analysis

The analysis of data followed three steps. We started off with analysis on a case-by-case basis and identified types of passion in each case using the basis presented by Fisher (2018) and Caspirini (2019). Then the key events and the key concepts focusing on the path of the entrepreneurial innovation for each of the four cases was explored. Finally, after the recognitions of the concepts within each single case, we identified the main themes related to these concepts and highlighted the relations among the themes to provide a more general graphical representation.

4. Case description and Results

4.1. Case 1: Zaika

Zaika is an Islamabad based restaurant started in 2015 by female founder led by her passion for cooking. She has had a passion for cooking for as long as she can remember. 'My family and some close friends who know me well know that I have an obsession for cooking. It's not just for the cooking but also with collecting recipes and cookbooks.' Which makes her do continually researching new techniques and types of cooking. Beyond the love of cooking, she has soon developed a passion for it. 'When I was very young, I used to try new recipes from national cooking channels and from my cookbook collection, I used to spend all of my pocket money for buying and trying new recipes.' She began to learn a lot of cooking skills by putting a lot of effort. She got tremendous amount of support and appreciation from her close family and friends. After observing her passion for cooking her parents arranged separate kitchen for her at their residence which she decorated and used to spend most of her time there trying new recipes. She said, 'Even someday when I couldn't find any time to cook during day, I used to stay up at night to try something new. It used to make me really happy.' Nonetheless, her passion for cooking was soon spread towards the launching a restaurant. It was during her late twenties. 'As a cook, I was not completely satisfied with existing food places in my neighborhood. I knew I could do a lot better with taste, variety and presentation of food, whenever I used to visit those places, I used to think how they can make it better.' Soon after launching her restaurant, she came up with a lot more variety for diverse customers she started offering same dishes with low fat/ low dairy/ low carb options. She kept her eyes on market trends and customer needs and exploited her dishes accordingly. She started offering keto-friendly dishes for customers on keto-diet. She started offering same dishes with different type of meat options (seafood/mutton/beef). She added kids' food category in her menu with less serving size and less spicy taste. As a matter of fact, she always come up with something new and better in her menu ever since she started her restaurant. She also came up with idea of live cooking in front of customers which customers really enjoyed and liked in term of hygiene concerns.

'My passion for cooking remained constant over the growth of my venture, my obsession for cooking never changed through time. I still love my work and I do it with the same enthusiasm and keenness as I did in the past.' On the other side soon after launching her business she started exploring new opportunities of growth and investment. 'At first when I launched Zaika I was just interested in cooking and learning new techniques and launching new dishes but gradually I started observing market trends and my competitors. I started feeling strong urge to expand it.' In start of 2016 she started giving paid cooking classes in her restaurant and started arranging training sessions in other cities too. She started cooking channel on YouTube and get her channel monetize within 6 months. She launched her website with all necessary information and links of her YouTube videos, she also started her Facebook and Instagram business pages with all the updated information and tempting food pictures. She started writing her own cookbook and looking forward to selling it online and at restaurant. 'I worked really hard and i still do to make my business a big success, I work 7 days a week, I didn't take vacation in last 3 years. Now cooking or business what is my first love, I can't decide. 'In other words, opportunity recognition and intense desire to satisfy a domain passion for cooking has begun simultaneously to lead the venture development.

4.2. Case 2: Tarka

In recent years people are thinking and taking care of their health more than ever. For most of them, this includes eating healthier meals on a daily basis. Restaurants that offer healthy choices are able to attract more customers that are making health a top priority. Wellness was a major food trend in 2018, and it continues to dominate, as consumers seek out superfoods

that promise a mind-body benefit. Tarka is a Pakistani restaurant based in Islamabad which came up with the idea of fully organic food soon after its launch. The restaurant was inaugurated in 2016 and within one-year restaurant owner introduced

Table 1: Types of passion present in each case.

Cases	Activities	Passion
Zaika	<ul style="list-style-type: none"> • Founder's passion for cooking was born in very young age. She mentioned 'my obsession for cooking never changed through time'. • The founder used to spend all her money on her passion related activities. • The founder was not satisfied with existing food options in her neighborhood and wanted to offer something better. • The founder used to stay up late at night to practice her passion • After observing founder's obsession for cooking her parents arranged separate kitchen for her. 	Obsessive domain passion
	<ul style="list-style-type: none"> • Founder used to work 7 days a week to make her business successful. • Founder mentioned 'I didn't take vacations in last 3 year for sake of my business'. • Founder mentioned 'I feel very strong urge to expand my business' 	Obsessive Entrepreneurial Passion
Tarka	<ul style="list-style-type: none"> • Founder's passion for cooking started developing when she was in early teens. • Founder used to practice cooking during her free time. • Founder used to practice cooking for fun. 	Harmonious domain passion
	<ul style="list-style-type: none"> • Founder mentioned, 'I used to work 18 to 20 hours a day on my research for a perfect business plan'. • Founder mentioned, 'I always kept it in my mind how to gain and maintain the competitive advantage'. • Founder hired social media manager to be fully engaged on social media marketing. 	Obsessive Entrepreneurial Passion
BarBQ Stop	<ul style="list-style-type: none"> • Founder used to enjoy his passion during get together and parties. • Founder mentioned, 'My friends knew I love doing bar-b-q and I am good at it, they encouraged me to start business in this domain'. 	Harmonious domain passion
	<ul style="list-style-type: none"> • Founder mentioned, 'we still arrange gatherings with friends and family, and we do bar-b-q together'. • Founder mentioned, 'I love my work, and I think I have maintained a good work life balance'. • I enjoy my weekends and take vacations. 	Harmonious Entrepreneurial Passion
Mama's cupcake	<ul style="list-style-type: none"> • Founder's passion for baking started in early age. • Founder rejected very good career oppunity to start her career in her domain passion, 'I knew I don't want any other career but baking'. • Founder mentioned, 'I used to work very late at night trying new recipes'. • Founder participated in many national level baking competitions and won. • Founder never stopped learning. She took baking classes at both national and international levels. 	Obsessive domain passion
	<ul style="list-style-type: none"> • Founder made some partnerships with catering services to make more sales. • Founder started social media accounts for marketing purpose. 	Harmonious Entrepreneurial Passion

her own fully organic spices line. Owner's mission was to develop products that make customers feel better from the inside out by focusing organic and pure ingredients. In this case owner was so keen about her business and wanted to put all her efforts to make her business a success, she had cooking passion which she developed after passing her high school. She was already appreciated among friends and acquaintances for her cooking ability. The owners' passion has a target-specific nature, related to the presence of a specific domain. Almost all of her free time is devoted to the practicing of her passion through cooking. "I attended summer camp after passing out from high school, where they used to give us cooking classes. I really enjoyed that class and after coming back from summer camp I started doing it more often for fun. I always had dream of starting my own business and at that point of time my passion for cooking led me to start my business in restaurant industry, I realized cooking is something I have knowledge about. It can definitely lead my business towards success". She worked so hard and spend days and nights on making business plan before launching it. She says, "I researched to figure out where my target market is saturated and where there are opportunities, what made other businesses fail in that area and how I can succeed, and what customers in target area want to see in a new food business so I can offer it. I used to work 18 to 20 hours a day on my research to make a perfect business plan". The restaurant was able to attract soon the attention of food lovers, mostly interested in clean eating. This restaurant has been able to defeat other nearby restaurants eventually owner of restaurant

started exploring other business opportunities, such as introducing her own organic sauces line right after spices and she started selling those products at restaurant and online. She eventually started using her own signature products in her dishes by introducing 100% organic food concept. ‘After one and a half years of launching restaurant, I came up with this great idea of having my own yard to grow vegetables and to start outdoor dining near yard where customers can see yard and freshly grown vegetables, eventually we started using all essentials vegetables from our yard which we used to pick in front of customers and this idea really did the trick and customers loved it.’ Later on, she introduced some signature dishes using her own products and vegetables which gained a lot of attention. Initially she started off with only five recipes which increased to 21 by the end of second year. She says, ‘While it is important for me to always follow my passion, I never forgot that my product and the customer experience must exceed that of industry competitors. I had very clear idea that my customers will return to my competitors if the their experience and my products don't match their expectations. So, I never stop competing. To gain and maintain the competitive advantage I have to learn every day, I worked very hard to explore new fields of investment while maintaining the quality of already existing products and services.’ She started reaching out to big departmental stores with the hope of selling her products there. She also worked hard on marketing end, she hired social media manager to be fully engaged on Facebook/Instagram and twitter. They contacted many social media influencers for collaboration and invited them to their restaurant for paid reviews. They highly relied on social media to attract customers. Their decision of diversifying activities also helps with the return on investments and the goal setting according to market needs. In this case obsessive entrepreneurial passion plays an important role for exploring the new fields. As an example, passion is a key feature for product development.

4.3. Case 3: BarBQ Stop

Food business owners these days are attaching technology within their business model where customers can order from their devices. BarBQ Stop was started by Dani in late 2015 in Islamabad, capital of Pakistan. He decided to combine his passion to start venture in restaurant industry. ‘On all the gatherings and dinners with friends and family I always chooses take part in doing Bar b q. I also used to host bar b q parties for my close friends and family. People who knew me well have known that I love doing it, I got a lot of encouragement from them to start business in this domain.’ In 2014 when Dani was searching for his career choices, he got encouraged to start a restaurant with Bar-b-q specialty. Soon after starting his business, he hired marketing manager to attract market. They came up with idea of free delivery and claimed to deliver food at doorstep within 40 mins. They launched mobile app and website from where customers could order and give reviews. They also started uploading sponsored content on their business account on Facebook and Instagram. After gaining fame they started selling their bar b q frozen item online and at restaurant. After 3 years of launch founder rented out 2nd floor of the same building and hired interior decorator to design the nice space for private gatherings, customers loved the space and they started doing birthday parties and other gatherings there with the decoration of their choice. Well on exploitation side they played around with food presentation and added more options like spicy/mild on existing recipes. In other words, the domain passion for cooking has been overcome by a more entrepreneurial passion.

Although domain passion for cooking is still crucial for the founder, but it didn't stop him for exploring new fields of investments. Passion for Bar-b-q is what has triggered the development of the key competence which is applied to other sectors specially marketing and advancement in this case. Founder in this case took good care of his business and domain however unlike our first two case he has a good work life balance. He said, ‘my venture is like my baby, and I love doing it and I take care of it like anything, but I think I have maintained a good work life balance, I still arrange gatherings with my friends and family, and we do bar-b-q together, I enjoy my weekends and take vacations. However, I also make sure to give adequate time to my business.’

4.4. Case 4: Mom's cupcake

From an early age, Eddie found baking to be an important part of her life; she participated in a number of local competitions from the age of nine. Her mother used to bake all birthday cakes for family at home and she was really good in it, and, as she herself suggests, she inherited her mother's interest in baking very early in life: With the encouragement and support of her mother, Eddie decided to put her interest in baking to one side and to go to university, she completed her graduation in English literature. However, after completing her degree, she wanted to pursue her career in baking industry. She took baking classes at both national and international levels. ‘After completing my graduation, I had very competitive job opportunity in an international firm. But I was so much invested in baking and in my heart, I knew I didn't want any other career but baking’. She participated in many national level baking competitions and won, ‘During my baking classes and competitions, I met so

Table 2: Summary of individual Case Study

Role of passions on innovation strategy of venture			
Cases	Innovation activities	Innovation Strategy	
Obsessive Entrepreneurial passion & Obsessive Domain passion	<ul style="list-style-type: none"> Started offering dishes with low fat, low dairy, low carbs Started keto friendly and low-calorie dishes Started offering same dishes for non-veg and with different meat types (beef/mutton/seafood) [religion friendly options] Introduced kids' food category with less spicy taste and colorful presentation Added more options like spicy/mild etc. with every dish Introduced sugar free drinks in restaurant. Started cooking live in front of customers. 	Exploitation	Domain Separation (Simultaneously exploiting in one sector while exploring in other)
	<ul style="list-style-type: none"> Started writing cookbook (for future revenue) Offered paid cooking classes Started YouTube channel for purpose of marketing and monetization Started Facebook page where customer can submit reviews Launched official website for marketing purposes Started home delivery Started partnership with other food delivery services 	Exploration	
Obsessive Entrepreneurial passion & Harmonious Domain passion	<ul style="list-style-type: none"> Introduced her own spices line (fully organic) and eventually used it in her dishes. She started selling those spices online and at restaurant. She is looking forward to selling it at other departmental stores too. Hired social media manager. Started YouTube channel/Facebook/ Instagram and is fully engaged with it. Started taking orders online and introduced pre booking. She hired interior designer to design her restaurant and kept separate playroom for kids. She made partnership with social media influencers and invited them in her restaurant for marketing purposes. She is looking forward to launching her fully organic sauces soon and will be eventually using all her own products in her dishes at restaurant. 	Exploration	Temporal Separation (Sequential shift over time from exploration to exploitation)
	<ul style="list-style-type: none"> She came up with idea of all organic food at her restaurant and using her own brands spices after launching and she is looking forward to launch signature sauces (fully organic). She grew fresh vegetables in her yard very near to her outdoor dining place to use in her dishes and to give organic and fresh vibe to restaurant. 	Exploitation	
Harmonious Entrepreneurial passion & Harmonious Domain passion	<ul style="list-style-type: none"> Hired marketing manager Launched App and website Started writing blogs Launched Facebook and Instagram business account and invested on sponsorship Gradually started catering service Started offering frozen food Started delivery services 	Exploration	Minimal Exploitation (Exploration inclined)
	<ul style="list-style-type: none"> Played around with food presentation Offered more options like spicy/mild etc. 	Exploitation	
Harmonious Entrepreneurial passion & Obsessive Domain passion	<ul style="list-style-type: none"> Started off with only one kind of brownie and with the passage of time introduced many more baked items. Took international baking classes. Hired one more cook after checking her portfolio and love for baking Started plant-based cakes and brownies (only one in town) Started making customized cakes for birthdays, weddings, anniversaries etc. Played around so much with cake presentation Started making low sugar items for specific customers Introduced signature brownie which is considered best in town. 	Exploitation	Minimal Exploration (Exploitation inclined)
	<ul style="list-style-type: none"> Partnership with local catering services. Started Facebook page and website but it is not up to date. 	Exploration	

many people who had same passion as me. I really enjoyed their company. It’s really fun to be around someone who have same interest as you. We used to exchange ideas and talk about all the best places for baked items.’ Towards the end of her studies, Eddie decided to launch a bakery business, ‘Mama’s cupcake’. Established in 2017. She started off with only two types of brownies but gradually added many more options to her menu. She introduced low sugar and plant-based cakes and she was only one in town. She played around so much on cake presentations and offered animated cakes on order. She started offering ice cream cakes with animations and start getting many orders. She never stopped learning and tries to learn new techniques every now and then. She hired another baking expert from her acquaintances during baking competition since she knew he has same passion and is very good in it. “We used to work very late at night trying new recipes and sometimes i even used to sleep on a couch in my bakery.” She makes collaboration with local catering services where she provides her baked items for all the events and functions which catering service used to cover. She also started her Facebook and Instagram page where she uploaded her menu however, she is not very active on social media. We can say that she stayed more inclined towards her domain and her obsessive nature of domain passion for baking is still same and unlike BarBQ stop she didn’t do much on exploration end.

5. Discussion

5.1. Discussion of results

The four cases used in this paper illustrate different venture innovation paths. While the recent research on passion in entrepreneurship has discussed both entrepreneurial passion and domain passion separately, we will address the main research question of this paper, what is an integrated effect of two types of passion on venture’s innovation strategy? How different intensities of passion (obsessive and harmonious) influence the path towards innovation. Iterating between our data and literature, the graphical representation of resulted relationship is represented in Figure 1. This relationship links entrepreneurial passion and domain passion (distinguishing between obsessive and harmonious passion) to the innovation paths (exploring new activities and/or at exploiting the same activities) in predicting innovation strategy of venture. The four paths proposed have been named ‘domain separation’, ‘temporal separation’, ‘exploitation inclined’ and ‘exploration inclined’, respectively.

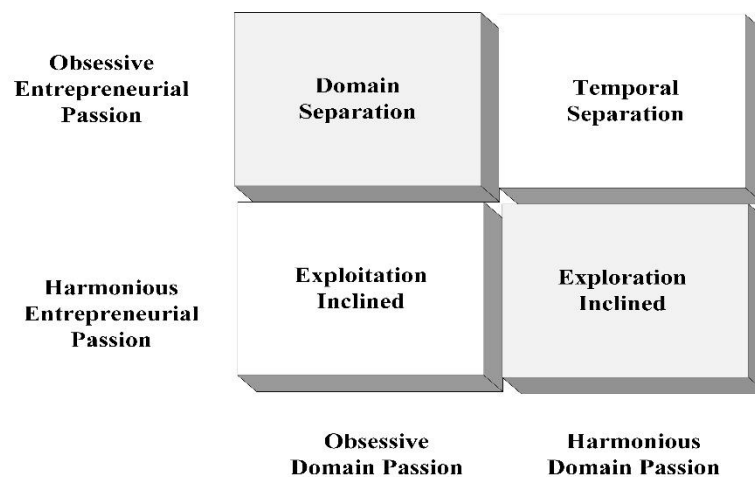


Figure 1: Graphical representation of derived relationship between passion and innovation strategy

‘Domain separation’ is a model characterized by two main elements. First, the venture development is led by the entrepreneur’s passion for the domain that is ‘obsessive’ in nature later on entrepreneur also develops obsessive entrepreneurial passion during entrepreneurial process. The word ‘obsessive’ (Forest et al. 2011; Ho & Pollack 2014; Vallerand et al. 2003) can be explained as the extraordinary effort that an individual puts in approaching the object of desire. It is something that remains constant and doesn’t change over life, it leads you to work harder and harder. Hence, this type of passion doesn’t necessarily lead to negative results, but it predominates in the one’s heart and mind. As our interviewee says,

“I used to spend all of my money for trying new recipes, I was so much invested that my parents had to arrange separate kitchen for my obsession”. She added “When I started my business, I worked more than 18 hours every day I didn’t only focus on polishing my cooking skills but also to get competitive advantage in the market, I wanted to be number one in the market”. Nonetheless, she likes what she does, and she fulfils her desire throughout working as she does. She chooses both type of organizational activities aimed at simultaneously exploiting her cooking skills because of obsessive domain passion (Caspirini, 2019) and exploring new business opportunities because of obsessive entrepreneurial passion giving importance to the financial value of those activities. As we discussed in literature review obsessive passion is about ‘an internal pressure to execute an activity’ (Forest et al., 2011), having obsession for both type of passions couldn’t stop her from doing both types of innovation activities at same time, as Smith & Tushman (2005) discussed that individuals within firms also attend to explore and exploit supporting the phenomena of ambidexterity. We can say founder in this case not only creates new variety via improving existing recipes (exploitation) but also cares a lot about entering new sectors because of market trends and to stay on top at same time (exploration). As a result, this model leads to an innovation strategy that aims at filling the individual’s obsessive passion of both domain and entrepreneurial activities.

‘Temporal separation’ is a model characterized by following two elements entrepreneur’s domain passion that is harmonious in nature and his/her entrepreneurial passion that is obsessive in nature. In this case venture development led by two types of passions that has been different in intensities which has been applied exploitation and exploration at different times. With temporal separation, exploitation and exploration exist in the same firm but at different points in time, so that firm switch between exploitation and exploration. With exploration, we refer to the fact that it is not bounded within a specific activity or specific field but used for finding new knowledge like in this case owner did with launching organic products which later on she used in her own recipes at the restaurant. In short, over time exploration generated opportunities that the owner of restaurant used later to exploit her recipes. We can say because of founder’s obsessive nature of entrepreneurial passion which existed from the start, she was compelled towards finding new opportunities to make her business a success. That’s why she focused on exploration activities first and then she moved to exploitation, supporting the theory of temporal separation of ambidexterity.

In our third model ‘Exploration inclined’ venture development is led by the entrepreneur’s passion for the domain that is ‘harmonious’ in nature later on entrepreneur also develops harmonious entrepreneurial passion while going through entrepreneurial process. In our case owner kept exploitation at minimal level, with all remaining resources invested in exploration. In short, the venture development in this case led by a passion that was harmonious in nature where owner used to practice it during his free time however when he started business, he become more inclined towards other profitable opportunities for the purpose of creating more financial value. Founder didn’t let his business or passion interfere with his other activities in life and he maintained good work-life balance, as supported by theory both of his passions lead to controllable wish to pursue an activity (Forest et al., 2011).

We categorized our last case as ‘exploitation inclined’ where obsessive domain passion was the trigger behind starting a new venture where founder develops harmonious nature of entrepreneurial passion on the way towards venture development. In this case exploration was kept on minimal threshold while the founder invests mostly in exploitation. Here the entrepreneur chooses mostly those organizational activities aimed at exploiting her passion, while giving less attention to exploring new opportunities to make more financial value of business. Founder’s innovation strategy in this case can easily explained by type of passion she has obsessive domain passion drives her towards exploitation and her harmonious nature of entrepreneurial passion leads her towards exploration activities (Caspirini, 2019), but those activities were kept at minimal as in this case obsessive domain passion is dominant one. So, the entrepreneur has developed its products on the basis what she likes and doesn’t invest so much for entering new sectors or providing different products just because of market trends.

To sum up, the four models suggest different venture innovation strategies. In all four cases, hobbies are cultivated since long and cover most of the leisure time of future entrepreneurs. While most of the previous research on passion in entrepreneurship has just focused on entrepreneurial passion ignoring the domain passion, this case study analysis develops a picture of domain passion as a source of entrepreneurship. First, this paper shows the target-specific nature of passion in addition with entrepreneurial passion play role in the venture’s innovation strategy. Secondly, this research explored that in presence of both types of passion entrepreneurs will be doing ambidexterity, however, it can differ in types but none of our cases show hundred percent exploitation or exploration. Domain separation leads to simultaneous exploration and exploitation in different sectors, while in temporal separation founder is exploring and exploiting at different times, exploitation inclined leads to minimal exploration and exploration inclined leads to minimal exploitation. In other words, different combinations of two types of passion and intensities (harmonious and obsessive) leads to entirely different innovation paths.

5.2. Theoretical implications

Building upon the precedent research that studied the role of passion in venture development (Caspirini, 2019), the current study extends the entrepreneurship literature by investigating how entrepreneurial passion and domain passion influences venture's innovation strategies (Kollmann & Stöckmann, 2014; Phelps, 2010). The paper provides a description of four cases in the restaurant industry of Pakistan, one of the largest industries in the country. Researchers and practitioners agree that all entrepreneurs are passionate about their business, but not all entrepreneurs who pursue their domain passion have entrepreneurial passion from the beginning, namely enthusiasm about entrepreneurial activities themselves. In other words, all entrepreneurs who are passionate about domain of their business also have entrepreneurial passion at some point during entrepreneurial process. So, to study role of passion in such cases its essential to study both type of passions simultaneously.

From the case study analysis, following contributions emerged from a theoretical point of view. First, in understanding how both domain passion and entrepreneurial passion influences venture's innovation strategy, it is very important to differentiate between obsessive passion and harmonious passion (Forest et al., 2011; Lavigne et al., 2011; Ho & Pollack, 2014). Our cases clearly show that domain passion represents the trigger for initial venture creation, but then different intensities (obsessive vs. harmonious) of domain passion and entrepreneurial passion may lead to different venture development models. The entrepreneurial journey starts with love for cooking/baking at the pre-start-up phase. Although, obsessive, and harmonious passions seem to lead to different strategic decisions, such as time frame, origin, and amount of exploitative or explorative activities by the founders differ with the different type of passion.

5.3. Managerial implications

This study holds significant implications most notably for those looking forward to engaging in entrepreneurial activities to pursue their domain passion professionally. On one side, in presence of domain passion and entrepreneurial passion maintaining a balance between the two according to business goals is important. A balance is needed to minimize the risk of neglecting important business functions that are essential for business survival in presence of obsessive domain passion. On the other side, domain passion should not be suppressed by entrepreneurial activities. Founders can make it work by hiring or partnering with someone having complementary competencies which are essential for running successful business, so that founders can maintain focus on his/her domain passion that represents the core of the business. Which will eventually help them in generating new ideas and improvements for their business.

On the performance end we have observed Zaika has a great reputation and is doing great in terms of growth following by Tarka since the founder has explored great deal of earning by launching her own spices line. In our observation BarbQ stop and Mom's cupcake are doing fine but they can do much better. However, further research needs to be done for the clearer picture.

6. Limitations and future research directions

The research behind this paper has few limitations that open pathways for future studies. First, we took all four cases from Pakistan, we recommend that future studies will investigate it in other geographical locations to investigate whether this is always the case. Investigating to what degree a venture innovation strategy depends on four models we presented would be interesting. Second, in all the four cases we used single key informants (founders/ entrepreneurs) as the main source of information, which could limit our understanding of the cases under investigation, even if passion is totally linked to founders' experience. Multiple perspectives, including other cases of domain passion-related entrepreneurship, could refine the model we identified of business innovation strategy. Third, this study is interested in examining the differing relationships between different types of passion and innovation strategies of venture; however, it did not test the performance of those ventures. The literature would benefit from a study looking into performance comparison of each venture with respect to their innovation strategy. Moreover, how individual personal factors such as, education, gender, income, age, and experience influence our findings can be tested. Fourth, we need to empirically test the relationship between passion and innovation strategy. Entrepreneurial passion and domain passion are the concepts that can be measured with survey items. Employing an empirical statistical analysis is another area suggested for future research.

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