

An Empirical Examination of the Complex Relationships Between Entrepreneurial Orientation and Stakeholder Support

ZANNIE GIRAUD VOSS*

Duke University
Department of Theater Studies
Box 90680
Durham, NC 27708 Tel: (919) 660-3347
Fax: (919) 684-8906
Email: zannie@duke.edu

GLENN B. VOSS

North Carolina State University
College of Management
Department of Business Management
2324 Nelson Hall, Box 7229
Raleigh, NC 27695 Tel: (919) 515-6947
Fax: (919) 515-6943
Email: gvooss@ncsu.edu

CHRISTINE MOORMAN

Duke University
Fuqua School of Business
Box 90120
Durham, NC 27708 Tel: 919-660-7856
Fax: 919-681-6245
Email: moorman@duke.edu

ABSTRACT

This paper integrates the entrepreneurial orientation literature and stakeholder theories to explore the evolution of relationships between distinct entrepreneurial behaviors and support from stakeholders with divergent interests. Results from an empirical study in the nonprofit professional theatre industry support a multidimensional conceptualization of entrepreneurial orientation, point to tensions inherent in managing multiple stakeholder demands, and illustrate that different stakeholders support entrepreneurial behaviors in unique and somewhat unexpected ways relative to what might be expected. The findings also offer insight into the complex balancing act that managers must master in enacting entrepreneurial behaviors that result in different levels of support from distinct stakeholder markets.

* Please direct all correspondence to the first author. The authors thank the Aspen Institute's Nonprofit Sector Research Fund and Theatre Communications Group for supporting this research. The authors also thank the focus group participants and field experts whose insights informed and shaped our research.