

**Editorial**

# Entrepreneurship in non-Schumpeterian (or alternative) ways: Effectuation and bricolage to overcome crises



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**Abstract**

**Purpose:** This essay aims to point out impediments to Schumpeterianism and the potential of the non-Schumpeterian ways regarding effectuation and bricolage to overcome crises.

**Methodology/approach:** This is an essay based on the literature available mainly on effectuation and entrepreneurial bricolage as well as on empirical data from semi-structured interviews using qualitative methods. **Main results:** The text argues that the effectuation and bricolage approaches are particularly appropriate and useful for overcoming resource constraints, including their aggravation during crises. With the use of examples and a real empirical case, it constitutes a basis for further studies and dissemination of knowledge and can be useful as an inspiration for a more conscious, disseminated and perfected use of these non-Schumpeterian ways in entrepreneurship.

**Theoretical/methodological contributions:** The study offers arguments, a theoretical framework with elements of a literature review and empirical data conducive to new promising research on effectuation and bricolage. **Relevance/originality:** The essay presents promising conceptual relationships and aspects of reality that are frequent and relevant, but not yet explored in national and international studies, in particular because it deals with effectuation and bricolage as ways of overcoming resource limitation and crises in lifestyle entrepreneurship (LE) and social entrepreneurship. **Social/management contributions:** Generation of greater awareness regarding the importance and need for research and use of entrepreneurial effectuation and bricolage, providing useful practices for doing a lot with little, overcoming resource limitations and overcoming crises.

**Keywords:** Effectuation. Bricolage. Resource limitation. Crises. Lifestyle entrepreneurship. Social entrepreneurship.

**Resumo**

**Objetivo:** o presente ensaio tem por finalidade apontar impedimentos do schumpeterianismo e potenciais dos modos não schumpeterianos da efetuação e da bricolagem para a superação de crises. **Metodologia/abordagem:** trata-se de um ensaio baseado na literatura disponível principalmente sobre efetuação (ou effectuation) e bricolagem empreendedoras, assim como em dados empíricos vindos de entrevistas semi-estruturadas com emprego de métodos qualitativos. **Principais resultados:** o texto argumenta que as abordagens da efetuação e da bricolagem são particularmente apropriadas e úteis para a superação da limitação de recursos, inclusive no agravamento dela ocorrido em crises. Com o uso de exemplos e um caso reais, constitui uma base para novos estudos e a disseminação de conhecimentos, com inspiração para o emprego mais consciente, disseminado e aperfeiçoado desses modos não schumpeterianos de empreender. **Contribuições teóricas/metodológicas:** o estudo oferece argumentos, um quadro teórico de base com elementos de revisão de literatura e dados empíricos propícios para novas pesquisas promissoras quanto à efetuação e à bricolagem. **Relevância/originalidade:** o ensaio apresenta relações conceituais promissoras e aspectos da realidade que são frequentes e relevantes, mas ainda não explorados em estudos nacionais e internacionais, em particular por tratar da efetuação e da bricolagem como modos de superação da limitação de recursos e de crises no empreendedorismo de estilo de vida (EEV) e no empreendedorismo social. **Contribuições sociais/para a gestão:** geração de maior sensibilização quanto à importância e à necessidade de pesquisas e de emprego da efetuação e da bricolagem empreendedoras, propiciando-se práticas úteis para se fazer muito com pouco, superar limitações de recursos e vencer crises.

**Palavras-chave:** Efetuação. Bricolagem. Limitação de recursos. Crises. Empreendedorismo de estilo de vida. Empreendedorismo social.

## INTRODUCTION

Schumpeter's (1934) classic economic perspective is often used to inform how entrepreneurship occurs (and how it should occur). It characterizes it as a linear progression of (1) seeking and identifying an opportunity based on a market need, (2) decision making with goal setting, (3) obtaining resources to undertake and (4) actions to undertake using resources to achieve the objectives with opportunity exploration (Carter, Gartner e Reynolds, 1996). However, a mistake with serious consequences is made by overestimating human rationality and taking entrepreneurship as merely Schumpeterian. Human beings are not completely rational and do not think or act linearly (Ariely, 2010; Damasio, 1994; Simon, 1947). Human rationality tends to limit itself mainly in conditions of lack of resources, ambiguity of causes and effects and shortening of time for reflection and action (Ariely, 2010; Simon, 1947). These are common conditions particularly in crises (Akinboye e Morrish, 2022; Nelson e Lima, 2020; Quarantelli, 1988).

Entrepreneurship does not happen just in a Schumpeterian way. There are complementary ways that can occur separately from that way or in combination with it and that the overestimation of rationality overlooks. These ways include alternative practices and logics of entrepreneurship, such as effectuation (Saravathy, 2001) and bricolage (Baker e Nelson, 2005), which are important, frequent and necessary mainly in situations of scarce resources and crisis (Fisher, 2012; Langevang e Namatovu, 2019; Michaelis et al., 2020; Nelson e Lima, 2020; Servantie e Rispal, 2018; Tsilika et al., 2020).

According to Saravathy (2001), effectuation is a way of doing entrepreneurial initiatives that occurs, at the beginning, using the survey of possible effects of the available means (effectual means) concerning who you are (or identity), who you know (or relationships) and what you know (or knowledge). From there, the entrepreneur lists objectives that can be made possible by such effects and accomplishes one of them by taking advantage of the means she or he has and with risks limited to acceptable loss (Saravathy, 2001; Saravathy, Foster e Ramesh, 2020). Thus, effectuation helps to do entrepreneurial activities in an economical and safe way. A central aspect of effectuation is that the objectives guiding its process are defined by the means and not the contrary, as seen in Schumpeterianism or in the logical sequence called causation by Saravathy (2001).

Bricolage, either, does not start by setting goals, but by confronting the entrepreneur with a new problem or a new opportunity, followed by her/his willingness to respond using only the resources at her/his disposal (Baker e Nelson, 2005). It means making do with what one has, applying a combination of available resources, albeit scarce and inadequate, in solving new problems and exploring new opportunities (Baker e Nelson, 2005). Due to its characteristics, bricolage (as also happens with effectuation) makes it possible to do entrepreneurial activities economically, doing a lot with little (Michaelis et al., 2020).

Due to these characteristics, effectuation and bricolage are common and efficient practices in contexts of limited resources, in which Schumpeterianism, associated with causation, is less able to support the realization of entrepreneurial initiatives (e.g. poor regions and at the bottom of the pyramid – Servantie e Rispal, 2018; or crisis situations – Nelson e Lima, 2020). The limitation of resources is established or worsened in crisis situations, given that they make many current resources lost or inaccessible and can also compromise people's ability to use them, as well as to think, decide and act. Such limitation is a current reality in crises of recession, disaster and war, for example, in which Schumpeterianism is little or not applied (Langevang e Namatovu, 2019; Nelson e Lima, 2020; Tsilika et al., 2020).

A crisis, according to Pearson and Clair (1998), refers to a situation with little time for response and high ambiguity, whose causes and effects are largely unknown (Quarantelli, 1988); it has a low probability of happening, even if it severely threatens the existence of people and organizations due to the limitation it imposes on availability, access and action with the use of resources (Nelson e Lima, 2020; Shrivastava et al., 1988). With their typical situation of severe resource constraints, crises are a context in which the non-Schumpeterian ways of effectuation and bricolage of doing a lot with little are particularly useful (Akinboye e Morrish, 2022; Langevang e Namatovu, 2019; Nelson e Lima, 2020; Tsilika et al., 2020). A central reason for this is that both enable entrepreneurial initiatives without using resources that are beyond what is available to the entrepreneur by her/his own possession, because they are despised by others around her/him or because they are easily made available by her/his network (Baker e Nelson, 2005; Fisher, 2012; Michaelis et al., 2020; Saravathy, 2001).

There is a lack of studies dealing with the limits of Schumpeterianism to undertake in crisis situations and of studies that detail the promising character of non-Schumpeterian ways, in particular effectuation and bricolage, for overcoming crises. In this sense, the purpose of this essay is to point out impediments to Schumpeterianism and the potential of the non-Schumpeterian ways of effectuation and bricolage to overcome crises. Both ways provide very economical ways to undertake, using what you already have at hand to do a lot with little, as is usually necessary in the face of serious resource limitations in crisis situations.

This essay makes useful contributions to avoiding and repairing the Schumpeterian mistake, in research and practice, as well as to overcoming resource limitation in entrepreneurship. These are contributions referring in particular to problems of limited resources imposed by crises on people and organizations. The conceptual contents shared here are illustrated with the real case of José Augusto Teodoro and his work at the head of the Associação de Corredores Friburgueses (ASCOF). The case describes the association's advances and the overcoming of three crisis cycles under the leadership of this entrepreneur with the use of effectuation and bricolage.

Based on the case, this essay shows how people coming from poverty and with an identity linked to improving living conditions and sports can mobilize to better live their chosen lifestyle (LS), share it widely and build a better world. The case highlights the use of a frequent but understudied combination of social entrepreneurship and lifestyle entrepreneurship (LSE) to generate relevant social impacts. Such a combination is particularly useful for the purposes of this essay because, as described below, both types of entrepreneurship tend to rely heavily on effectuation and bricolage. They are types to be prioritized in studies of entrepreneurship responses to resource limitations and crises because they are abundant sources of anti-crisis action and overcoming for difficulties. With their emphasis on improving people's lives (Jones, Ratten e Hayduk, 2020; Hota, 2021), they promote resilience and quick recovery from difficulties (Dacin, Dacin e Tracey, 2011; Jones, Ratten e Hayduk, 2020; Storr, Haeffele-Balch e Grube, 2016).

The following section presents types of entrepreneurship, contexts and situations that have little affinity with Schumpeterianism and that can greatly benefit from effectuation and bricolage. It prepares the ground for the section that follows to present more detailed explanations about these two ways of doing entrepreneurial activities using the real case of Augusto and ASCOF as an illustration, which comprises overcoming three crises. At the end, the essay brings discussions and conclusions highlighting some implications and possible consequences of the results of this study.

### Entrepreneurship and situations of low affinity with Schumpeterianism

The non-Schumpeterian ways of effectuation and bricolage have an affinity with resource limitation and crises not only because they have the use of resources and capabilities already available, even if they are precarious and scarce, as a way to do entrepreneurial activities. There is also an affinity for accommodating the understanding, different from the dominant one coming from classical economics, which focuses on profit maximization and business growth as central motivations. Situations of resource limitation and crisis tend to frustrate these two motivations and mainly discourage entrepreneurs who prioritize them, as they commonly lead to low profits (or losses) and lack of business growth (or shrinkage) (Gonzalez e Winkler, 2018; Klapper, Upham e Kurronen, 2018; Korber e McNaughton, 2017; McMullen e Kier, 2016; Shepherd e Williams, 2020).

Facing restrictive situations in conditions of poverty, crises, isolated locations, underdeveloped regions and/or at the bottom of the pyramid often counts on non-financial motivations (e.g. values, passion, ideology, pro-social interest) as a main source of entrepreneurship persistence. Illustrative of this reality is the entrepreneurship that persists in adversity due to an intense interest in sustaining a desired LS (Ciasullo, Montera e Pellicano, 2019; Klapper, Upham e Kurronen, 2018; Mouraviev e Avramenko, 2020). Such interest occurs, for example, among LS entrepreneurs focused on integration with nature, leisure and/or sport in an isolated region (Klapper, Upham e Kurronen, 2018). With their persistence for non-economic reasons, LS entrepreneurs play an important role of socio-economic development. This happens mainly in disadvantaged communities (Mouraviev e Avramenko, 2020) and poor and remote places (Ciasullo, Montera e Pellicano, 2019; Klapper, Upham e Kurronen, 2018) when other aspects of these contexts favor the chosen LS.

LSE is becoming better known among researchers and entrepreneurs in general, although its study remains very concentrated in the field of tourism, which is rich in its occurrences. It is closely associated with effectuation because it often starts with effectual means coming from a pre-established LS (e.g. related to a hobby, a sport or an ideology). This is what happens, for example, to someone who creates a surf school mainly with the aim of having the bases to better live her/his surfer LS, often with her/his family. Something similar can be said about an aficionado to a hobby, contact with nature or vegan life (Lima, Nelson e Lopes, 2020).

It is a type of entrepreneurship that takes place to support or sustain a chosen LS, so LS entrepreneurs choose to “stay within the fence”, avoiding hurting their LS with much dedication to profitability and business growth (Ateljevic e Doorne, 2000). In their influential study focusing mainly on tourist services for backpackers and adventure enthusiasts in New Zealand, Ateljevic e Doorne (2000) argue that the traditional approach to entrepreneurship, supported by economic analysis, does not explain the LSE phenomenon precisely because it is not guided by profit maximization and growth. According to the authors, respecting a behavioral boundary fence, LS entrepreneurs sub-optimally take advantage of business opportunities so that entrepreneurship and their living conditions remain favorable to their LS.

In turn, social entrepreneurship is another type of entrepreneurship with a high affinity with non-Schumpeterian ways such as effectuation and bricolage. It can be defined as a type of entrepreneurship that explores opportunities to create social value, that is, to meet social needs, being particularly important for disadvantaged communities (Mair e Martí, 2006). In this type of entrepreneurship, it is common for entrepreneurs

to have personal aspects of identity, way of being, values, LS and/or passion combined with a pro-social interest as essential motivations to entrepreneurial activities.

A wide literature shows values and other underpinnings of prosocial behavior being combined with (and occurring in) social entrepreneurship, whose main characteristic is the focus on creating social value (Hota, 2021). Thus, this form of entrepreneurship focuses more on social problems than on profitability and growth (Mair e Martí, 2006; Moss et al., 2011). In other words, social entrepreneurship primarily aims to create social value by offering solutions (products, services...) that solve social needs, mainly of disadvantaged people, communities or populations (Dacin, Dacin e Tracey, 2011; Mair e Martí, 2006).

Without emphasizing profitability and growth, social entrepreneurs also escape, as well as the LSE (Ateljevic e Doorne, 2000; Helgadóttir e Sigurðardóttir, 2008), these two economic assumptions. Despite helping to defend the chosen LS, the lack of this emphasis constitutes a limitation of the flow of income and other resources. Therefore, such a lack contributes to keeping the entrepreneurial activities in question in a condition of limited resources, reinforcing the need for effectuation and bricolage.

Bricolage and effectuation are particularly important for social entrepreneurship because it normally operates in conditions and environments of scarce resources (Janssen, Fayolle e Guillaume, 2018). Another reason is that social entrepreneurship usually works for great causes (or great social ambitions – Malsch e Guieu, 2019), which demand more resources than are available for them to be satisfactorily attended to. Examples of these causes are: alleviating poverty, responding to crises, improving education, providing water in drought areas, eradicating hunger, preserving nature and pacifying violent regions.

In the following section, the LSE and the social entrepreneurship of the real case *Augusto and ASCOF* help in understanding the concepts and conceptual relationships of this essay.

### Effectuation and bricolage as responses to crises

The consequences of the rationalizing mistake based on Schumpeter's perspective may imply negligence and lack of improvement in real, accessible and often necessary ways of entrepreneurial initiative. As we highlighted earlier, two of these ways are effectuation and bricolage. To undertake in situations of limited resources, sometimes provoked or aggravated by a crisis, it is common for people to want to take advantage of what they are, do, know and/or have at their disposal (Michaelis et al., 2020). How many underutilized resources, hobbies, sports, passions or even lessons learned from a job or from previous experiences are not transformed into new entrepreneurial initiatives, even in response to crises?! Numerous entrepreneurial initiatives, even by necessity, were launched in Brazil during the Covid-19 crisis by people without resources seeking to improve their lives (GEM Brasil – Greco et al., 2021). Certainly, at least a part of them could count on taking advantage of what entrepreneurs already were, did, knew and/or had.

Taking advantage of what you have at hand, eventually with effectuation and/or bricolage, is an economical option with a relatively low risk of losses to undertake – an even more attractive option when there is no other way to undertake. In the situation of resources to be obtained, the risks of error and loss tend to increase due to some inexperience in their use and the need for additional effort (learning, more investments, etc.) to access and use them. Such challenges tend to impose some level of liability of newness (Stinchcombe, 1965). The risks also



tend to rise as each new initiative, including obtaining and using resources, has its own risks of failure to be added to the other risks already existing in the entrepreneurial process.

### Effectuation and other processes

The entrepreneur often uses effectuation, that is, she/he does the opposite of causation by launching entrepreneurial initiatives based firstly on the means at her/his disposal. She/he also does so with a risk limited to acceptable losses, that is, what she/he accepts to lose in case of failure without causing him much damage. Sarasvathy (2001) defines effectuation as opposed to causation, which is its reverse. Whereas effectuation begins with consideration of means at hand, causation begins with objectives. As we said earlier, this consists of a way of undertaking based on a linear sequence, such as Schumpeterianism, of (1) choosing an objective, (2) seeking the means to achieve it and (3) applying the means to achieve it.

To effectuate is equivalent to what a cook does when she/he defines the meal to be prepared (his objective) only from the consideration of the possible dishes he can make using the available ingredients (her/his means) in his pantry (Sarasvathy, 2001). Integrating the acceptable loss principle, he can use a small portion of the ingredients at a time to try to get the preparation right again if the first attempt(s) fail(s). Seen this way, effectuation seems to be an ancient practice. Seeking to do something according to what is possible from what you have at hand, as is also happens with bricolage, with a risk limit is a way of doing things which is preferred by those who want to take advantage of their own resources, either because they want to be economical or due to lack of resources (Michaelis et al., 2020). There seems to be no reason to believe that this is a recent behavior of only current importance for improving people's living conditions. For example, in ancient times, small hostels, restaurants and taverns could emerge as an extension of the home of people who wanted to improve their earnings. This occurred with the use of work similar to what they already did in their own home to shelter and feed family members.

In effectuation, knowledge, especially when directly related to how to undertake in relation to the intended activities, help entrepreneurs to accomplish what (and the way) they want (Sarasvathy, 2001). Nesse sentido, por exemplo, ter experiência como corredor de rua ou surfista amador e saber como interagir com outros esportistas similares, assim como o que preferem e querem, favorece o empreendedorismo na área do mesmo esporte (Lima, Nelson e Lopes, 2020). In this sense, for example, having experience as a street runner or amateur surfer and knowing how to interact with other similar sportsmen, as well as what they prefer and want, favors entrepreneurship in the area of the same sport (Lima, Nelson e Lopes, 2020; Dew e Sarasvathy, 2005).

Identity refers to who the person understands she/he is and what are her/his characteristics, including values, tastes and preferences so various ways of doing entrepreneurship are largely explained by it (Dew e Sarasvathy, 2005; Sarasvathy, 2001). This implies, for example, that people who recognize the importance of respecting nature, see themselves as caring for the environment, and want to continue to be so, tend to have thoughts and behaviors focused on ecology, an approach that attracts them when they become entrepreneurs. In this sense, when she/he wants to be in business, it is not uncommon for an ecologist to become an entrepreneur precisely working with something related to ecology – for example, selling adventure or sports services in nature and promoting synergistic and respectful contact with it (Ateljevic e Doorne, 2000).

To illustrate the conceptual contents of this essay, the sequence of Figures (Passages 1, 2, 3, 4, and 5) presents a real case of entrepreneurship with the use of effectuation and bricolage. This is the case of José Augusto Teodoro and the association of street runners he helped found and directs, ASCOF. Augusto, as he is better known, conducts LSE and social entrepreneurship activities in the sports area focusing on his favorite sport, street running.

With his work at ASCOF and the frequent use of effectuation and bricolage, Augusto orchestrated a response to three crises identified by him: one related to the management of ASCOF, another caused by a natural disaster and the Covid-19 pandemic. The Figure 1 (Passage 1 of the case) summarizes, among other aspects, the origins of his LS and the main traits of his identity that define his way of being an entrepreneur.

### Figure 1

#### Passage 1: Emergence of effectual means and lifestyle

Throughout his life, Augusto advanced multiple projects in Nova Friburgo. He was born into a poor family in that town in the state of Rio de Janeiro. At the age of 16, he participated in a demanding physical activity that changed his life and that of hundreds of others. He finished in last place and with a lot of pain in his first running race competition, just four kilometers long, in which he participated without any physical preparation. Still, racing became a passion and a hallmark of his LS.

Later, he studied Physical Education and, even before finishing his studies, at the age of 21, he was already organizing sports competitions for the municipality and companies of Nova Friburgo. He specialized in running. After his graduation, he was a teacher for many years of Physical Education in several sports and in different schools in his town. It awakened the interest in sports in many children and teenagers.

In parallel with these achievements and with various collaborators, in 1987 he founded the Associação de Corredores Friburguenses (ASCOF). In 1994, he also founded the company Prodesporte to sell sporting goods, part of which from his own production. He has also established himself as an experienced organizer of championships and other competitions in a variety of sports. As an entrepreneur, he has been guided by his strong identity as a person from poor backgrounds who does a lot with little and is committed to improving the lives of many people, mainly through sports. That is why he formatted ASCOF and his businesses to be low-cost and able to charge low prices, serving a low-income clientele. In order to be able to explore his effectual means of identity transforming lives, he also explored his effectual means of knowledge and relationships (reinforced by those of his six co-founders of ASCOF, all low-income people). To follow this orientation, his background and experiences in Physical Education and organization of sport events, in addition to his many relationships, were relevant to doing a lot with little.

Augusto's work in the association, supported by many collaborators organized by him, associated or not, reached the highest numbers of beneficiaries in the 1990s. There were 120 beneficiaries per year in that period, on average, mostly children. Their participation in ASCOF activities, always accompanied by their parents, led to a noticeable improvement in their family life – also because the sport made them less attached to problems and more committed and optimistic. Throughout its history, ASCOF has been repeatedly recognized for having several of its runners and teams of runners among the most awarded in the state of Rio de Janeiro in multiple competitions. The work with children, discontinued around 2010 because of a lack of personnel and financing, was one of the most awarded, mainly in the old children's races in São Paulo on the eve of the famous São Silvestre competition.

One of the recognitions for his work in sports that most pleased Augusto was carrying the Olympic torch in the relay event that toured Brazil as an advertisement for the Rio 2016 Olympics. He carried his torch on 07/31/2016, in the municipality of Itaocara, one of the more than 300 Brazilian municipalities crossed by bearers of the Olympic flame.

Note: Elaborated by the author.

The data that support the case come from nine semi-structured interviews, information available on the internet and many interactions by online messaging application with the main actors of the focused social entrepreneurship, mainly with Augusto, distributed over the years 2019 to 2022. Data collection and analysis methods are based on the methodological approach employed in our previous study (Nelson e Lima, 2020). That study dealt with the responses of a community in Nova Friburgo (including social entrepreneurship, effectuation, causation and bricolage) to the crisis provoked by the same natural disaster treated in the following case as one of the crises faced by ASCOF.

With different co-authors, Sarasvathy studied the reality of entrepreneurs and thus characterized five principles that describe how effectuation occurs: bird in the hand, pilot in the plane, affordable loss, crazy quilt and lemonade (Read et al., 2009). Nelson and Lima (2020) help summarize the five principles as follows. The first of them means the preference of the entrepreneur for the use of means that she/he already owns and controls. The pilot on the plane represents the preference for shaping his environment according to his own purposes rather than adapting to the characteristics of the environment – it is like seeking to be “master of his own destiny”. The affordable loss principle refers to prioritizing dosed initiatives so that, if they fail, they lead to affordable losses and tend not to compromise the possibility of new attempts. The crazy quilt refers to the collaboration, in the same initiative, of different partners who are maintained by the effectuator in her/his network and who help him (like the disparate pieces, but in “collaboration” of the crazy quilt). Lemonade reminds us that effectors take advantage of unwanted situations and unforeseen problems by “making lemonade out of lemons”.

In the description of the case *Augusto and ASCOF*, the use of these principles can be noted with greater or lesser clarity depending on each of the reported facts. As seen in Passage 2 (Figure 2), for example, the crazy quilt principle was exploited extensively to bring together a wide variety of contributors to enable the running association and its competitions. The passage also highlights the complementarity between effectuation, causation and bricolage.

## Figure 2

Passage 2: Effectuation, causation, bricolage, LSE and social entrepreneurship

Effectuation was very present, especially at the beginning of the ASCOF's activities, given the use of the effectual means of identity, knowledge and relationships of the seven initial co-entrepreneurs, particularly Augusto, who led them. All were propelled into social entrepreneurship by their identity as runners and low-income people with a pro-social bent, interested in improving the lives of many people. Augusto's way of being as an aggregator with his identity and his knowledge of organizer of several initiatives, including sports events with multiple collaborators coming from his network, put him in the position of the main social entrepreneur. They conducted an entrepreneurial process, thus, combining LSE with social entrepreneurship.

This way, they obtained better conditions to live their LS. For example, they did more running events for themselves and others, traveled more in groups to compete in other cities, and had more enjoyable and fruitful sports practice alone and in groups. They also lived together more intensely in sharing the same passion for running. A relevant benefit that reinforced the interest in remaining associated and attracted more interested parties was the fact that participants were improving their performance in training and competitions. Augusto's training and knowledge were being very useful in this regard. More and more people benefited from ASCOF services paying a monthly fee as cheap as a plate of lunch in a simple restaurant. This was possible thanks to realizations that were always very economical and consistent with the profile of the members, who came from lower social class.

Causation was another current way of doing at ASCOF since its inception, as several of its activities were based on goal setting followed by obtaining resources and realization. Even though there was a lot of use of effectuation and bricolage at ASCOF, many of its initiatives followed this logic, relying on predictability and considering some calculated projection of the effect of investments and efforts, managing them to the achievement of established objectives. A common use of causation was in setting objectives and planning for running races, as well as organizing travel for groups of members to out-of-town races. Two of these competitions were the *16 Milhas da Garoto* (in the Espírito Santo state) and the Rio Marathon (in the Rio de Janeiro state).

Note: Elaborated by the author.

## Bricolage and other processes

In turn, bricolage has independent studies, but it is complementary to effectuation. Various publications (e.g. Fisher, 2012; Hindle e Senderovitz, 2010; Nelson e Lima, 2020; Servantie e Rispal, 2018; Welter, Mauer e Wuebker, 2016) highlight the need to study both, including in complementarity.

They are useful as forms of resourcefulness for the entrepreneur, and can be used by the entrepreneur's (see Figure 3) own choice and self-regulation and/or by necessity imposed by a context of resource limitation (Michaelis et al., 2020).

## Figure 3

Passage 3: Bricolage, realization and a financial crisis

Bricolage has been used in current solutions, since the beginning of the association's activities using reused materials and self-taught learned skills of its members. Examples are: trophies and medals for competitors made out of papers, wood and plastic obtained free of charge, at a low price or from objects despised by others; start and finish gates for the races produced with cheaper materials and, to a large extent, exploiting the “do it all” profile of Augusto and other associates; training and competition venues with some repairs or other improvements (such as terrain corrections, signage on race courses or indication of course mileage by marking it with paint on the ground); and organization of competitions with sub-optimal solutions.

According to Augusto, “there were three crises that made ASCOF practically have to start over from scratch”. The first of these occurred at the end of the mandate (1993 to 1999) of the directors who succeeded the initial direction led by Augusto. Under the new management, the association had exaggerated expenses, accumulated debts and its events lost prestige. Several associates improved their performance, lowering their course time in races with more aggressive and grueling training techniques from the president, who was also the association's coach at the time (as it happened with Augusto). His work focused a lot on the performance of runners. But he underestimated the risks of an uneconomical management with more expensive competitions that commonly generated losses. Moving away from the minimum cost formula with sub-optimal solutions that is characteristic in bricolage was not compatible with an organization with few resources.

Augusto stayed away from ASCOF from 1993 to 1997 for disagreeing with the board's work. However, reactivating his effective partnership behavior with his colleagues on the first board and many other contacts, he felt obliged to return in 1997 with a secondary role, in the organization of competitions. The competitions needed to regain their attractiveness with minimal cost and generate more revenue. With a spirit of task force (also applying the crazy quilt and lemonade principles with several collaborators) and acting in the least confrontational way possible with the board, his objective was to avoid the complete closure of ASCOF.

With progress, Augusto resumed the presidency in 1999, after the departure of the other president, transferred by his employer to a distant city. Persisting the financial issues, ASCOF lost its own bank account (and never had one again). Augusto more emphatically reinstated the focus on minimum cost with the resumption of the “bricoleur way of doing things”, now with a more alternative financial management, without the association's bank account – with the secondary benefit of avoiding the high bank fees of the time. Refusal of limitations, that is typical in bricolage, was a constant. It happened so it was possible to maintain the operation of a sports association with much less resources than anyone could imagine as possible. This was possible with sub-optimal solutions. Therefore, ASCOF events were held with low investment and costs. They mainly appealed to “root runners”, more focused on the race itself, without much appreciation for the aesthetics and secondary pleasures of the competitions.

Even so, by the standards of the 1980s and 1990s, the competitions organized by ASCOF counting on many volunteers made good use of the entrepreneurs' expertise. Although they were simple, they were considered well-organized and beautiful, having a very friendly and warm interaction with the public as a historical and important differentiation. With these qualities it was common for these competitions to have around 500 participants. The low number of other running competitions in Brazil and in the state at that time and the offer of cash prizes for the winners of the association's main races also contributed. ASCOF reached the mark of 1,200 participants in its most famous race of the 1990s, when it was won by Ronaldo da Costa, the Brazilian who was then the world marathon record holder (2h 06min 05sec in the Berlin Marathon, in 1998). It was the National Runners' Party, held regularly in December and with Santa Claus as its symbol.

With persistence over a few years, the formula for overcoming the financial crisis worked. It also allowed the management to have a small reserve fund for some unforeseen expenses and to occasionally help its most needy runners, for example, to complete the payment of a registration and/or trip to compete in another city.

Note: Elaborated by the author.

“making do with what is at hand” (Lévi-Strauss, 1962) and the refusal of limitations (Baker e Nelson, 2005).

In crisis situations, the establishment or aggravation of a resource limitation for people and organizations increases the demand for bricolage and effectuation as a way of overcoming. This happens mainly in small organizations, traditionally marked by more lack of resources than larger organizations (Smith e Blundel, 2014). Bricoleur’s way of doing business is in favor of sub-optimal solutions, that is, solutions that are not recommended, but are economical and solve problems at least for a while. They are inexpensive solutions, but relatively risky because they are more prone to failure and negative judgment from observers than the recommended solutions are.

This contrasts with the common zeal of effectors. They seek quality solutions with limited risk of affordable loss (based on expertise, as Sarasvathy, 2001 says), even though focusing on the use of available means, which are not always the most suitable for entrepreneurial initiatives. The bricoleur and effectuator roles then complement each other. The first offers some way out when faced with problems while the second does not accept being flexible or taking risks with precarious solutions that seem to be the only possible ones. The second compensates, with care and some refinements, part of the former’s solutions that one could consider sloppy and risky.

The case *Augusto and ASCOF* exemplifies that, combined or separately, effectuation and bricolage can be useful particularly in crisis situations (see Figure 4 and Figure 5). As a result of the last two crises, the ASCOF running races, which are the main convergence of multiple partnerships normally sought with effectuation, stopped being held for many months. Thus, the possibility of the association to obtain income was greatly reduced, which made ways of doing a lot with little more necessary. One of the answers to this problem was the adaptation of competitions that brought together many runners in the same place for virtual races, as explained below. The initiative alleviated ASCOF’s lack of revenue by employing transfer and reuse of effectual means and bricolage resources using what was available, including internet resources.

A more detailed analysis of the case *Augusto and ASCOF* shows that the possibility of using causation was compromised mainly at the beginning of the last two crises due to difficulties in forecasting and developing plans. The reason for this is that unpredicted events frequently changed the context and perspectives, and most of their consequences were beyond the management’s control. The unforeseen could come, for example, from government decisions or new occurrences of what caused the crisis. In the disaster crisis, these occurrences could be respectively, for example, new decisions by the authorities on risk areas and new risks of landslides and flooding due to more rain. In the pandemic, examples could be: aggravations brought by new variants of Covid-19, increased contagion and new restrictions imposed by the authorities.

In the financial crisis, on the other hand, the difficulties imposed on ASCOF originated internally, from the exaggeration of expenses and distancing from bricolage. Under these circumstances of predictable consequences and knowledge of the relevant variables, causation applied more easily. Facing debts that could lead to ASCOF’s bankruptcy, the objectives for the recovery of the association were quickly and logically deduced: to reduce costs and increase revenue. Therefore, those objectives were given at the outset for the new and necessary entrepreneurial initiatives, with means and resources being sought afterwards. These findings converge with the fact highlighted by (2001), that causation (and, by extension, the Schumpeterian way of entrepreneurship) is suitable for predictable situations.

#### Figure 4

##### Passage 4: The disaster crisis

The second crisis was caused by excessive rain in the down of January 11 2011 (Nelson and Lima, 2020). The disaster affected many cities. Nova Friburgo was one of the hardest hit. Again, it was more necessary to use inclusive and low-cost solutions in ASCOF supported by effectuation (e.g. taking advantage of identities, knowledge and relationships – these later ones primarily to influence people and gain collaboration) and bricolage (e.g. recombination and reassignment of their own or easily accessible resources and autonomy provided by self-taught skills).

Augusto describes the crisis:

The town was destroyed. More than that, the town had a very bad image for two to three years, with outsiders thinking they couldn’t come to Friburgo. They thought things could come crashing down at any time in the town. (...) There was also another much greater difficulty, which remains until today, which is competition. The sport [road racing] has grown a lot nationally and worldwide. Those events that we had until the year 2000, for example, which were among the best in Brazil, today you have [more events of that level or better] every weekend and in different cities across the country. So it’s much more difficult to attract people to Friburgo today.

Time and the gradual return to normality helped to overcome the crisis caused by the disaster, despite low revenues or losses in ASCOF races without many participants. The financial crisis of the 1990s had reduced ASCOF’s capacity to realize projects, but the association’s activities continued, even though they were weakened. In turn, the disaster and Covid-19 crises led to the temporary stoppage of the association’s activities. There was disarticulation of many services and benefits facilitated by effectuation. As a result, bricolage and autonomy became more necessary, especially in terms of refusal of limitations and making do with what was at hand. The reasons for this ranged mainly from impediments to effectors or affected partners, training and competition infrastructure compromised by the disaster (including public roads), impossibilities created by legislation dealing with the crisis (e.g. social distancing and avoiding areas at risk of landslide) and loss of financial capacity of one or more of the partners.

Partnerships established with the help of effectuation were shaken in the last two crises. The problem went beyond the loss of sponsorships due to falling sponsor income in both crises. Friburguense Atlético Clube, the local soccer team, was central to ASCOF as it held meetings and training sessions three times a week on the dirt track surrounding Friburguense’s soccer field. This partnership was suspended in both crises. For many weeks during the disaster crisis, the track was out of use as it was physically affected by the rains. Part of the associates could not train initially either, as they had loss of life in their family and/or were homeless. During the pandemic’s social distancing, the track also remained closed.

Note: Elaborated by the author.

ASCOF experienced cycles of different crises with different compositions of effectuation, causation and bricolage to respond to them, the first crisis being clearly different because it counted on causation since its beginning. A single organization used a variation of these three ways of doing entrepreneurial activities over time and according to the circumstances of each moment in each crisis. This highlights the cyclical nature of crises and confirms the occurrence of the three ways according to the characteristics of the context and people who act in it. This finding about contextuality converges with research results published by Nelson and Lima (2020) and Servantie and Rispal (2018).

The first of these two studies comes from our own research team (Nelson e Lima, 2020). In it, we examine the responses of residents of a Nova Friburgo neighborhood and their social entrepreneurship to the local crisis caused by the disaster that also shook ASCOF in 2011. Unlike the case Augusto and ASCOF, however, such responses aimed at relieving physical and psychological damage, as well as the loss of life in the neighborhood. We identified that the disorder, the damage, the feeling of urgency, the acute restriction of resources and the unpredictability of the first post-disaster days in that neighborhood mainly demanded the use of bricolage, combined with improvisation in situations of greater urgency. Effectuation and causation only became viable over the following weeks and months, as the neighborhood returned to normality. In turn, the longitudinal study by Servantie and Rispal (2018) analyzed the social entrepreneurship of a foundation that carries out sports and cultural activities in a poor and violent region of Colombia.



**Figure 5***Passage 5: The Covid-19 crisis*

The third crisis experienced by ASCOF and its associates was that of Covid-19. From the first half of 2020 on, it counted on the imposition of social distancing and the consequent ban on sports in public spaces and group meetings. This led to the paralysis of the association. The cases of frustration and facilitation of depression multiplied due to the interruption of the regular exercises of the associates. It was a situation of severe interruption of their LS, going against their identity and their source of physical and psychological balance. Sometimes small, self-managed groups of members would spontaneously emerge for outdoor training in discreet, out-of-the-way locations. Individual initiatives with the same purpose were more common. Gradually, after several months, the associates began feeling more comfortable to train in central public places, as the distancing rules became more flexible.

Without competitions during social distancing, Augusto adopted the trend of virtual races. In this modality, each competitor recorded his route and his running time with a GPS and shared this information on social media. Many even liked the modality, as they could choose places and moments that most pleased them to run. Competitors, located anywhere in Brazil, could receive their race t-shirt and participation medal by mail. Also as generally happens in regular races, the best placed received a trophy too. Everything was widely publicized on social media.

Common bricolage practices, such as re-assigning the use of objects and doing a lot with little, spread among associates so that they could do exercises at home to compensate the lack of regular training and because gyms were closed. Examples of these practices are: the use of a broom handle with water bottles at its extremities as a weight bar for muscle strengthening, water bottles transformed into dumbbells, household mats converted into exercise mats, as well as various cables and towels used in stretching and homemade strengthening movements.

As for the coaching offered by Augusto to the Ascofians in these last two crises, he resorted again to what was available to him. He created and sent them more and more videos and audios made with a cell phone containing recommendations and notes. After having found the most suitable formula for this solution, he effectuated taking advantage of it to produce a success yet in 2020. He transferred it to a new training service with Youtube videos and online interaction for customers and new associates from anywhere in Brazil. This helped him make up for the loss of revenue he had at his sporting goods store (called Prodesporte) founded in 1994, when he had more time due to being away from ASCOF. Ascofians paid a lower price for this service, which was very useful for them to keep training despite the pandemic.

Coming out of the third crisis at the beginning of 2022, ASCOF already has its members more reassured by the improvement in the socioeconomic situation of employment, income and level of vaccination in Brazil. There was greater stability in the context and more favorable conditions for Brazilian runners in general, and for Ascofians in particular, in terms of their personal finances, health security and ease of mobility. Running races were happening in Brazil again. In this better context, the association resumed the organization of races and the number of its members traveling to compete could increase again.

Note: Elaborated by the author.

The authors “confirmed that the three approaches [effectuation, causation, and bricolage] partially overlap and can occur both sequentially and concurrently, depending on the context of action, the members of the entrepreneurial team, and the stakeholders.” Rispal (Rispa, 2018, p. 330).

However, it is a new finding that the occurrence of the three ways of entrepreneurial activity tends to vary according to the type of crisis. For example, a sudden major natural disaster undermines resource availability and the ability to access resources, predict and plan (Nelson e Lima, 2020). Under such conditions, effectuation and bricolage are more promising than the Schumpeterian approach because there is little room for causation. This was confirmed by opposition in ASCOF, given that the opposite occurred in the financial crisis of that association, making causation the better solution.

Something intriguing happened, on the other hand, regarding the pandemic crisis. As occurred at ASCOF, this crisis could be treated reactively, with effectuation and bricolage. It could also be treated proactively, with causation based on press forecasts informing that the pandemic would arrive in Brazil from abroad. Perhaps due to lack of knowledge, optimism or disbelief, many Brazilian entrepreneurs seem not to have acted proactively with causation in the face of the pandemic. A minority was attentive to facts and trends and allowed themselves to be convinced of the need for proactive preparation to face it. For example, also

in the world of sports, a skateboard manufacturer in the city of São Paulo gave us information about its management with causation anticipating the pandemic. In parallel to his business, he operated in the financial market investing in the dollar. As an investor, he kept an eye out for facts, predictions and trends that could affect his investments. Therefore, three months in advance, he was already sure of the arrival of the pandemic in Brazil. As a proactive entrepreneur, he emphasized proaction with causation and ran a skateboard sale promotion to lower his inventory and make his company to have a financial reserve to live without sales for a period. He knew his sales would cease in the pandemic, mainly because it sold non-essential products and that their use would be prohibited in public spaces due to social distancing or quarantine.

The comparison of this example with the case Augusto and ASCOF brings additional findings, therefore. It suggests that the entrepreneurs’ perception, profile and choices that leads them to act proactively or reactively is something that also impacts the occurrence of the three modes of doing entrepreneurial activities. Additionally, it seems that these three factors can be combined with some level of lack of information, optimism and disbelief regarding predictions about the crisis. These aspects can modulate the response to the crisis with proactivity or reactivity and the respective modes of entrepreneurship: effectuation, causation and/or bricolage.

## DISCUSSION AND CONCLUSIONS

The present study and the literature point to concrete contributions already generated in the case *Augusto and ASCOF* and in the cited examples and the promising character of non-Schumpeterian ways of entrepreneurial activities. These are contributions not only for situations of resource constraints and unpredictability, but also for reactive entrepreneurs. This does not rule out the possibility of using effectuation and bricolage as more economical choices, made by entrepreneurs interested in frugality and simplicity even in conditions of abundance of resources and predictability (Michaelis et al., 2020). However, the same is not true of causation. As the prediction of future conditions and projected results is central for causation to occur (Saravathy, 2001), there is no way to use it in situations of unpredictability as a choice or due to some perception of its necessity.

The non-Schumpeterian ways of entrepreneurial activities discussed here allow one to make do with what one has even if the resources at hand are not the most adequate in face of the needs. Thus, they ensure autonomy and possibility of decision and action (discretion) in conditions in which non-effectuators and non-bricolers would tend not to see the possibility of starting or continuing entrepreneurial activities. These are particularly promising ways of undertaking for LSE and social entrepreneurship given that the former is very often based on taking advantage of effectual means coming from the entrepreneurs’ LS and the latter commonly occurs in a context of resources deprivation or relatively restricted resources in the face of great or ambitious causes (relative deprivation).

There are also crises that tend to increase the demand and utility of effectuation and bricolage in entrepreneurial activities in general, which will make even greater the relevance of their use in LSE and social entrepreneurship. Faced with crises, this combination of the two types of entrepreneurship with effectuation and bricolage seems to form a kind of “fantastic quartet” by joining and enhancing elements conducive to overcoming difficulties of lack of resources and others. The potentials of effectuation and bricolage are included in the quartet, already described in detail in this essay. It also counts

the fact that the two types of entrepreneurship, as mentioned above, emphasize the improvement of people's lives (Jones, Ratten e Hayduk, 2020; Hota, 2021) and provide rapid recovery (Dacin, Dacin e Tracey, 2011; Jones, Ratten e Hayduk, 2020; Storr, Haeffele-Balch e Grube, 2016).

Despite its high relevance and the fact that it is not rare in reality, the quartet is understudied. The present text contributes to fill in this knowledge gap and alerting to the promising character of future studies that address it. A particularly attractive theme of the quartet for future research is the persistence that the two types of entrepreneurship show in the face of adversity and that can become fruitful with effectuation and bricolage, particularly in the face of crises. The fruitful persistence and other effects of non-economic motivations (such as the respect of certain entrepreneurs for an identity linked to a passion and/or pro-social orientation) are topics that would bring great potential for contribution to future studies.

For entrepreneurship practices and the various possible human resource education and training activities, this essay offers contributions by signaling the importance of considering contextual characteristics (such as the type of crisis, the situations in which it occurs, the type of entrepreneurship, the level of resource control and the level of predictability) and the impacts they have on the needs and relevance of using effectuation, causation and bricolage. As for these impacts, there is still the profile of entrepreneurs and the possibilities of proactivity and reactivity to be considered. Learning and/or reflecting on these various aspects would help entrepreneurs and future entrepreneurs to imagine and use the best combinations and sequences of Schumpeterian and non-Schumpeterian ways of entrepreneurial activities to obtain better solutions to difficulties. This seems to be especially promising and necessary for crisis situations, when the fragility of people and organizations is extreme, the margin of error is restricted and non-ideal actions can give the final push that leads to great irreparable losses.

Even so, the preparation of more refined and directly useful contributions to the practice needs studies that deepen the understanding of the different configurations of combination between the type of context and entrepreneurship with the type of crisis, the profile of the entrepreneurs and the sequences or co-occurrences of effectuation, causation and bricolage. The repetition of descriptive and explanatory studies may eventually provide a sufficient base of knowledge to lead to the proposal of general lines of deduction of the most recommended configurations for each situation of difficulty or crisis. One of these lines, however, already comes from Sarasvathy's original works informing that the lack of predictability makes causation unfeasible – as reinforced in the present essay.

### Conflict of interest statement

*The author declares that there is no conflict of interest.*

### Author' statement of individual contributions

Roles	Contributions	
	Lima	EO
Conceptualization	■	
Methodology	■	
Software	■	
Validation	■	
Formal analysis	■	
Investigation	■	
Resources	■	
Data Curation	■	
Writing - Original Draft	■	
Writing - Review & Editing	■	
Visualization		N. A.
Supervision		N. A.
Project administration	■	
Funding acquisition		N. A.

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