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# **Entrepreneurial intentions in an emerging industry: An exploratory study**

## **Abel Duarte Alonso and Nevil Alexander**

### **Abstract**

This exploratory study examines entrepreneurial intentions in the emerging craft brewing industry from the perspective of predominantly micro and small craft brewery owners/brewing masters through the lens of the theories of universal values and planned behaviour. In doing so, the study makes a contribution to the existing academic literature on entrepreneurial intentions, micro and small businesses, and craft brewing industry. A contribution is also made by refining the adopted theoretical frameworks to study craft brewing entrepreneurship. Employing content analysis and word association revealed that passion for the craft brewing industry, turning a hobby into a professional undertaking, and professional and lifestyle changes- as compared to financial rewards- are predominant reasons for being involved in this industry. Alignments between the findings and universal values and two of the three predicting intentions was noticed, demonstrating the applicability of these theoretical frameworks in the context of the industry under examination.

**Keywords:** Entrepreneurship; entrepreneurial intentions; universal values model; planned behaviour theoretical model; craft brewery operators; micro, small breweries.

### **1 Introduction**

Entrepreneurial intentions (EI) have been the focus of many research studies (e.g. Cardon et al., 2009; Choo & Wong, 2006; Lee et al., 2011; Shah & Tripsas, 2007). EI is defined as a state of mind that directs entrepreneurs' actions, attention, or experience to develop and implement a business idea or concept (Bird, 1988; Boyd & Vozikis, 1994). Furthermore, EI are structured by intuitive/holistic thinking, or vision, and by analytic/rational thinking, or goal-directed behaviour (Boyd & Vozikis, 1994).

Different determinants triggering EI have also been identified in earlier research. Davidsson and Honig's (2003) study revealed human capital factors primarily based on tacit and explicit knowledge, and social capital based on bridging and bonding. Intuition, perspectives and values are forms of tacit, or unarticulated knowledge, while spoken words or written reports are some examples of explicit, or articulated knowledge (Saint-Onge, 1996). Furthermore, ties to people unlike ourselves, and ties to similar people as ourselves are some illustrations of bridging and bonding social capital, respectively (Putnam, 2007).

While academic research on EI is well consolidated (Fayolle & Liñán, 2014), empirical research focusing on this dimension is still limited (Choo & Wong, 2010). In fact, more research can improve "understanding of the entrepreneurial decision-making process at the personal level" (Fayolle & Liñán, 2014, p. 665). Similarly, there is an urgent need to investigate the links between intention and behaviour both empirically and theoretically (Fayolle & Liñán, 2014). Overall, much is yet to be learned about ways in which individuals form decisions to start a business, and how these individuals act to execute the decision process (Fayolle et al., 2014).

In addition, despite the significance of small firms for countries' economy (Acs, 1999; Ayyagari et al., 2011), they have been ignored in EI related research. For instance, Fini et al. (2010) highlight the prevalence of research on entrepreneurial behaviour among large established companies. They also posit that, regarding small or newly created firms, "little is known on where the processes through which entrepreneurial behaviors come into existence" (p. 388) differ from those of large, more established organisations.

Understanding and knowledge could also be enhanced in the chosen industry of this exploratory research. In fact, despite its growth in various countries in recent years (e.g.,

Brewers Association, 2015; Brewers of Europe, 2016; Fastigi et al., 2015; Maier, 2013) craft brewing and microbrewing have received limited attention from academic research (Maye, 2012; Murray & Kline, 2014; Watne & Hakala, 2011).

This empirical study responds to calls and suggestions for more research on the areas above. Moreover, by predominantly focusing on micro and small business operators in the craft brewing industry, the study contributes to three different streams of the entrepreneurship literature. First, the study makes a contribution to the EI literature, exploring this area and addressing a knowledge gap. In including micro and small businesses, the study also contributes to the entrepreneurship literature focusing on these groups of firms. Finally, by choosing the craft brewing industry, the study also contributes to the literature on this industry. The following research questions (RQs) are examined:

RQ1: Why did participants become involved in craft brewing? Moreover, what specific reasons motivated such involvement?

RQ2: How is commercial craft brewing perceived? For example, what images best describe commercial craft brewing?

RQ3: What are the main perceived benefits in becoming a craft brewery operator?

Addressing these questions from the perspectives of industry practitioners will provide useful insights. For instance, new knowledge of EI (RQ1) will help inform business decisions, both among current or future entrepreneurs. Industry associations or representatives will also benefit from added information to develop a deeper understanding of their industry, and to support plans and initiatives to prepare current and future entrepreneurs for future demands. In addition, identifying participants' perceptions of commercial craft brewing as an industry would better inform would-be brewery operators regarding expectations in this industry (RQ2). Similarly, learning about perceived benefits (RQ3) could motivate or inspire future involvement in this industry. From an academic point of view, the gathered information from this empirical investigation will serve as a reference to future studies. Moreover, two theoretical frameworks will be adopted in this study: the universal values model (e.g., Schwartz, 1992) and the theory of planned behaviour (e.g., Ajzen, 1991, 2002). A refinement based on the associations of these theoretical frameworks and the study's findings will be proposed, constituting a fourth contribution of the present study.

## **2 Literature Review**

According to Krueger et al. (2000) intentions models present opportunities to increase understanding and make predictions concerning entrepreneurial activities. Over the years, various theoretical frameworks have been employed to investigate EI, including the entrepreneurial event model (Shapiro, 1982), the theory of planned behaviour (Ajzen, 1991), and the universal values model or values theory (Schwartz, 1992). Aligned with contemporary investigations (Espíritu Olmos & Sastre-Castillo, 2015; Hoogendoorn et al., 2016), this study applies the universal values model in the context of craft brewing operators' EI. Similarly, in alignment with various studies (Díaz-García & Jiménez-Moreno, 2010; Fini et al., 2010), the theory of planned behaviour (TPB) is also employed. This study therefore makes a theoretical contribution, by adopting two frameworks in the context of craft brewing entrepreneurship: the universal values model and the TPB.

### *2.1 Universal values model*

Drawing from earlier seminal contributions (Schwartz and Bilsky, 1987, 1990), Schwartz (1992) explains that the universal values model rests on conceptual definitions of formal characteristics of human values. Schwartz (1992) elaborates on five of these characteristics, pointing out that values are: 1) beliefs or concepts, that 2) refer to desirable behaviours or end states, and 3) "transcend specific situations" (p. 4). Furthermore, values 4) guide the

evaluation or selection of behaviour, and 5) can be ordered according to levels of importance (Schwartz, 1992).

In modifying the earlier version of the universal values model, Schwartz (1992) proposed 11 associations of single values with motivational types of values, subsequently shortened to the following 10 by Schwartz (1994):

*Self-direction*: Independent action and thought are at the core of this value type, which is operationalised by exploring, creating, or choosing.

*Stimulation*, which can be understood as variations that are biologically related to the need for arousal. These variations are shaped by social experiences, and may comprise “individual differences in the importance of stimulation values” Schwartz, 1992, p. 8).

*Hedonism*: This state “is the view that pleasure... is the only good in life” (O’Shaughnessy & O’Shaughnessy, 2002, p. 526). Moreover, hedonism occurs through organismic needs, resulting in pleasurable feelings, or in sensuous gratification (Schwartz, 1994).

*Achievement*: The key objective of this value is perceived personal success, demonstrating competence according to individuals’ social standards. Importantly, performing competently is required for individuals to acquire resources for their survival.

*Power*: This value type is based on such universal requirements as attaining prestige and social status, control over resources and people, for instance, recognising other individuals, or maintaining one’s public image.

*Security*: Stability (individual, of relationships), harmony, and safety are essential motivational goals of this value type. Schwartz’s (1992) previous refinement of the universal values model included individual security values (e.g., reciprocation of favours, social order).

*Conformity*: A fundamental objective of this value type is the restraint of impulses or actions that may harm or upset others, thus, resulting in a violation of social norms or expectations. Moreover, conformity values highlight self-restraint with other, close individuals, displaying politeness, self-discipline, or honouring parents/elders.

*Tradition*: Acceptance of ideas and customs, commitment, or respect, for instance, of one’s culture (e.g., respect for tradition, being humble, moderate) are critical motivational goals of this value type.

*Benevolence*: Motivational goals central to this value type are the preservation or improvement of the welfare of those individuals with whom personal contact is frequent. Being honest, loyal, responsible, or displaying true friendship are various forms of benevolence.

*Universalism*, which is associated with survival needs of individuals or groups. As underlined by Schwartz (1992), universalism-related values emphasise appreciation, protection for the wellbeing of people, understanding and tolerance.

Table 1 summarises Schwartz’s (1994) values, and associates these with dimensions related to commercial craft brewing (Table 1). These dimensions are identified in one of the very few studies to date, in which Murray and O’Neill (2015) explored main motivations and satisfaction based on Stebbins’ (1982) serious leisure construct among home (non-commercial) brewers in the United States.

Some of the motivational types of values above are also aligned with organisational images in the craft brewing industry (Kroezen and Heugens, 2012; Lamertz et al., 2005). First, a study of organisational identity formation among microbreweries (Kroezen and Heugens, 2012) revealed a variety of identity claims. The artisan identity claim, for instance, expresses dedication and care to the tradition of brewing as a craft and art, while the pedigree identity links the organisation with the history of brewing (Kroezen and Heugens, 2012). Together, these identity claims are partly associated with the motivational types of values of self-direction and tradition. Furthermore, the aesthete identity claim connects the organisation to product appreciation and sophistication, while the innovator highlights an organisation’s emphasis on process innovation and product development (Kroezen and Heugens, 2012).

These identity claims are to some extent related to the motivational types of values of achievement or even power.

Second, a study which investigated organisational images based on a map of identity attributes and image categories (Lamertz et al., 2005) also revealed similar attributes. These attributes include the artisan, aesthete, pedigree, and perfectionist/innovator, as well as the experienced scientist, the quality champion, and the values pride (Lamertz et al., 2005). The experienced scientist refers to accrued knowledge of control over brewing processes, the quality champion to lists of product awards, while the emphasis associated with the values pride is on “unique brand values as a sign of quality” (Lamertz et al., 2005, p. 825). These three identified attributes are also aligned with the motivational types of values of power, achievement and self-direction (Schwartz, 1994).

Table 1 Here

## *2.2 The theory of planned behaviour (TPB)*

The work of Ajzen (e.g., 1991, 2002) is central to the development of TPB. A key element of the theory is individuals’ intentions to perform a particular behaviour. Intentions reflect motivational factors influencing behaviour, as well as the effort people are prepared to make, or the extent to which they are willing to try to perform a particular behaviour (Ajzen, 1991). Generally, the stronger people’s intention to engage in the behaviour, the more likely they will perform it (Ajzen, 1991; Ajzen & Madden, 1986). However, behavioural intentions can only materialise if such behaviour “is under volitional control” (p. 181), in other words, if the individual decides “at will to perform or not perform” (Ajzen, 1991, p. 182) such behaviour.

Based on the theory, human behaviour is directed by three types of considerations:

- 1) Beliefs of attributes or likely effects of the behaviour, referred to as behavioural beliefs, which illustrate how favourably/unfavourably individuals’ attitude is toward the behaviour (Ajzen, 2002).
- 2) Beliefs concerning “the normative expectations of other people” (Ajzen, 2002, p. 665), or normative beliefs. This type of beliefs is related to ‘subjective norm’ or perceived social pressure (Ajzen, 1991), for instance, to conform to expectations.
- 3) Beliefs of factors that may hinder performing the behaviour, or control beliefs. This type of beliefs may result in perceived behavioural control, or individuals’ identified difficulty or ease of performing a certain behaviour (Ajzen, 2002).

Together, the three considerations of beliefs can significantly affect behavioural intentions. Furthermore, provided there is an adequate level “of actual control over the behavior” (Ajzen, 2002, p. 665), individuals are expected to materialise their intentions, when opportunities arise. Intentions are therefore suggested as an immediate precursor of behaviour. At the same time, performing the behaviour may also depend on non-motivational factors, such as available resources (e.g., skills, money, time) (Ajzen, 1991).

Two of the three considerations, behavioural and controls beliefs, are arguably associated with craft brewing. First, concerning behavioural beliefs, people’s favourable perceptions of craft brewing, for instance, by being part of an amateur brewers’ club, or by formally learning craft brewing through courses or training, can significantly affect their decision to permanently become involved in this activity, including commercially. Second, with regard to control beliefs, the ease of successfully and consistently producing craft beer can stimulate people’s interest in progressing in their craft brewing endeavours.

The present research incorporates both the universal values model and the TPB to examine EI among operators in the emerging craft brewing industry.

## **3 Methods**

This study investigates three dimensions related to EI in the context of commercial craft brewing, namely, operators' reasons for their involvement in this industry, perceptions of the industry based on images craft brewing evokes, and main perceived benefits from such involvement. The universal values model and the TPB are the chosen theoretical frameworks. Several authors have adopted these frameworks, either individually or in combination with others (e.g., Espíritu Olmos & Sastre-Castillo, 2015; Fini et al., 2010).

Australia's emerging craft brewing industry was selected for this research. This decision is based on various factors, including the research team's broader knowledge of this country's industry, and existing contacts with a local association of craft brewers that were considered significant in the development of the study. In fact, these contacts allowed the research team to attend one of the association's meetings in early 2015. This event provided an opportunity to make observations and gather valuable insights from operators' perspective, including existing opportunities and challenges in this industry in one of Australia's states. The meeting also facilitated the collection of 20 different email addresses from independent breweries, and the agreement of these operators to participate and also inform other colleagues about the research project.

At the time of the study, approximately 200 craft breweries were operating nation-wide (AEGIC, 2015). However, during the search for website/formal contacts, particularly email addresses, only those of 110 breweries were found, including the 20 previously gathered. An online questionnaire was designed to collect data from craft brewer operators. Clearly, this data collection method is not without its limitations, including modest response rates (Dykema et al., 2013). However, given the difficulties to travel and interview individual breweries in different Australian states, or arrange meetings with individual breweries located in the research team's state, this medium was chosen. The use of an online questionnaires is also aligned with earlier wine business research (e.g., Johnson & Brewer, 2007; McCutcheon et al. 2009).

Upon the identification and collection of email addresses, brewery operators were sent individual messages, which briefly summarised the study's objectives. The message also included a formal invitation to partake in the study, and an internet link directing participants to the online questionnaire. The questionnaire tool included various sections, one gathering demographic information from participants and the brewery, a second reasons for becoming a brewery operator (EI), a third gathering participants' perceived images of craft brewing, and a fourth perceived benefits from being involved in the industry. These last three sections provided spaces for participants to type their responses. In the absence of literature on craft brewing operators' EI and motivations, research investigating these dimensions in the wine industry (Beverland, 2001; Dawson et al., 2011; Fraser & Duarte Alonso, 2006) was consulted.

The data collection process started in April and concluded in June of 2015; during this time, 59 operators participated. While analysing the data, it was found that one of the responses was partially incomplete, and that four responses had been completed by breweries' employees. Given that the study primarily focused on craft brewery operators (e.g., owners, brewing masters), these five responses were no longer considered. Thus, in total, 54 usable questionnaires were collected among the 110 breweries, a 49.1% response rate. While almost half of the contacted brewery operators participated, other existing craft breweries operating in Australia were not identified and reached; therefore, the perceptions of these operators are unknown. Hence, the results must be treated with caution concerning industry-wide generalisations. However, to the knowledge of the research team, this empirical exploration is the first examining EI among operators in the emerging craft brewing industry, including in Australia. The findings will therefore be useful to practitioners in learning about EI in their industry, and to researchers investigating EI.

Content analysis (Krippendorff, 2004), and word association (Benthin et al., 1995) were used to analyse the predominantly qualitative data participants provided in the comment

boxes (e.g., Tables 3, 4). The data management software NVivo, version 10, was used to support the analysis process. Finally, in the following sections selected participants' verbatim comments will be abbreviated as 'P1' (participant 1), 'P2' (participant 2), and so forth.

### *3.1 Demographic characteristics*

The demographic analysis (Table 2) indicates that the majority of participants (39, 72.2%) are either brewery owners, or both owners/brewing masters, while 41 (75.9%) of the breweries produce less than 300,000 litres. According to the Craft Beer Industry Association (CBIA, 2016), craft breweries producing below this volume in Australia are considered micro in size. This finding is reinforced by the number employees, with the majority (35, 64.8%) of breweries employing less than five staff. The Australian Bureau of Statistics (ABS, 2001) defines micro businesses in Australia as those employing fewer than five employees, small businesses between five than 20, and medium businesses between 20 and 199. Illustrating the emerging nature of the industry, 29 (53.7%) of breweries have been established less than five years ago. A clear gender divide emerged, with males representing over 90% of respondents. Further, 39 (72.2%) participants were in the age group below 45 years old. Finally, participants indicated a variety of professional backgrounds, with hospitality, marketing/sales, and engineering being the most predominant.

Table 2 Here

## **4 Findings**

### *4.1 RQ1: Reasons for entering the craft brewing industry*

Asked why they had become involved in commercial craft brewing, content analysis and word association revealed three fundamental reasons (Table 3). The first two, passion for the industry and hobby, which evolved into a profession, clearly demonstrate the links between commercial craft brewing, leisure, fun, and hedonism. The identified links with hedonism are also in line with research investigating EI among university students (Jaén, Moriano, and Liñán, 2013). In fact, these authors' findings revealed a positive relationship between hedonism, as well as other individualistic values, including achievement and power, and EI. The following selected list of comments further illustrates the strong way in which participants felt about entering the industry. These comments were more characteristic among members of the less mature age groups (below 46 years old), and suggest that an earlier unfulfilling career path led to consideration and involvement in commercial craft brewing:

*P1: A passion for craft beer as well as business. Wanted to do something that I would love.*

*P2: Passion, to do something I actually enjoyed getting out of bed for. Do a job for passion and not for money.*

*P3: Hobby got out of control and was something that my husband and I both loved.*

*P4: I did the [institution name] course when it was first presented and have worked in sectors allied to commercial brewing. My passion to excel drives me to brew, and I love great beer.*

However, further analysis into other demographic aspects of participants, for instance, previous professional background, revealed no clear patterns or differences in responses.

Table 3 Here

Professional and/or lifestyle change was the third most indicated reason. This finding is also associated with motivations identified among would-be-entrepreneurs to establish a

business (Choo & Wong, 2010), with intrinsic/extrinsic rewards, as well as with the desire for autonomy/independence being key factors. Hessels et al. (2008) posit that independence is the most significant start up motive in countries with stronger economic growth, while motives related to increasing one's wealth are also high. In contrast, 'necessity-motivated' entrepreneurship tends to be discouraged by policy-makers, as it may not encourage entrepreneurs to create jobs or innovate (Hessels et al., 2008). Comments also highlighted the importance of a change of career or lifestyle:

*P5: I wanted out from the commercial world. I wanted to run my own business. I felt I had enough passion and expertise to make a good brewing business.*

*P6: I was doing a job I did not like; I had been self-employed and I wanted to be self-employed again. When it came time to choose what I would do, making beer for the rest of my life sounded like a fun thing to be doing.*

*P7: ...a dream, to work for ourselves. Launch, build and grow a successful craft beer brand.*

Other responses emphasised the importance of identifying business opportunities, addressing a market need, the desire to start a new business venture, or share a craft brewing passion with consumers (Table 3) as key reasons leading to EI. In contrast, only two participants had intentionally planned to become craft brewer operators. As previously revealed, these individuals indicated going through formal training or completing a brewing degree at university or a professional institute prior to fully becoming involved in commercial craft brewing.

#### *4.2 RQ2: Main images commercial craft brewing evokes*

In describing the images that came to mind when participants thought of commercial craft brewing, analysis using word association indicated that, predominantly, participants' images were related to leisure, creativity, effort, and dedication (Table 4). Furthermore, various images illustrated motivational aspects (hobby), creativity (artisan work, taste), specialised or niche-related focus (small production, local, unique), a laborious activity (hard work, hands-on), genuine (honest), and also providing an alternative product for consumers (anti-corporation, popular). Importantly, some of these findings underline the importance of personal fulfilment and stimulation. The following selected comments further support the notions of personal stimulation, with links to intrinsic and extrinsic motivation:

*P8: Passionate people doing what they love, all striving to forge together a segment in the market.*

*P9: Reward for work... built on continuous improvement; a brewer overseeing every step in the production process to ensure the beer is the best it can possibly be...*

*P10: A small brewery, using high quality ingredients, taking enough time for the brewing, fermentation and maturing processes, trying different beer styles and creating unique tasty beers.*

Carsrud and Brännback (2011) explain the importance of intrinsic motivations, or personal interests in entrepreneurial activities, and extrinsic motivations, or external rewards that may be the result of performing particular behaviours. Furthermore, the authors posit that the need for stimulation (a type of intrinsic motivation), as opposed to external rewards (status, money, or power) is highly regarded among some individuals engaging in entrepreneurship, or "an end in themselves" (p. 16).

Table 4 Here

#### 4.3 RQ3: Perceived main benefits from craft brewing

Participants were also queried about the main benefits they gained from their involvement in the craft brewing industry. Once again, intrinsic motivation, in the form of personal growth and stimulation, and illustrated by personal and job satisfaction, creative freedom, or pride, emerged as fundamental motivations leading to EI (Table 5). Concerning the above findings, earlier research (Carland et al., 1995) found a positive relationship between higher entrepreneurial drive and entrepreneurs' perceptions of the business as a vehicle for achieving self-actualisation and self-esteem. Typed comments illustrated the sacrifices made leaving a more lucrative profession in exchange for what appeared to be a more satisfying life:

P1): *Being [your] own boss. Creative freedom. Challenge. Fun... I would be putting financial benefits far down the list, as it takes years to actually see any, and in my case if I was to look at my hourly income over the past 10 years it would be less than [what] a 16-year-old gets for flipping burgers at [business name].*

P1): *It is a lot of hard work for what you get back, but we survive and have a decent lifestyle on what we are earning and are not dictated to by any shareholders or other investors, which gives us a lot of flexibility.*

Indeed, comments also highlighted the reality check some operators experienced. These individuals became challenged by the complexities of the new entrepreneurial life, with long, unpaid hours, and recurrent costs threatening the firm's financial sustainability. These complexities had various implications in the short and medium term. For example, P6 reflected on the last few years of this new entrepreneurial chapter, where passion and frustration were increasingly clashing: *It is what we like (I used to say love but love is fading) to do. Financially there has been no gain yet, just a cost. Socially there has been no gain only a cost; emotionally there has been no gain, only a cost. Family [sic] there has been no gain, only a cost. We love making beer and hope that one day it will pay our bills... We work every weekend and every public holiday (except Christmas); honestly, after three years I am just about done. I think we are nearly there but we are tired...*

Table 5 Here

Based on content analysis and word association, a cluster analysis-type interpretation was developed, conceptualising the various significant themes revealed in the findings (Figure 1). Passion, personal and job satisfaction, the notion of progressing from a hobby into a full-time profession, and the image of being involved in an industry where one's creativity could lead to the elaboration of artisan-like products populate the imaginary converging point of the X/Y axes. More distant, although still significant, other elements illustrating reasons, images, and perceived benefits complement reasons for EI among commercial craft brewery operators.

Figure 1 Here

## 5 Discussion

Various associations between the findings and the two employed theoretical frameworks emerged, which led to proposing a refinement (Figure 2), which constitutes a theoretical contribution of the study. First, the use of content analysis and word association (Tables 3, 4, and 5) underscores the applicability of the values presented in Figure 2 (Schwartz, 1994).

The most obvious values, namely, self-direction, stimulation, and hedonism are illustrated in the perceived sense of independence (being one's own boss), a stimulating experience reflected in the satisfaction of pursuing craft brewing as a full-time profession and way of life,

and in the significance of craft brewing as a pleasurable activity. Achievement and power are demonstrated in participants' ability to create a product they perceived as being recognised by consumers. Security primarily emerged through participants' perceptions of belonging to the craft brewing industry, which results in a perceived sense of inner harmony. Further, while only mentioned occasionally, financial rewards could also provide some form of security, especially to the most successful operators.

In contrast, conformity was not clearly reflected in the findings. Given its association with prescribed self-discipline, it is suggested that restraint of impulses is operationalised through participants' efforts to improve product quality and provide a safe product. Moreover, this sense of responsibility is closely associated with participants' social status. Tradition in regards to utilising or recognising traditional methods, recipes, or equipment, while applicable, was not confirmed in the responses as an important value. However, craft brewing is significantly based on traditional methods, ingredients, and processes, and can be further enhanced through operators' creativity and experimenting.

Benevolence was also identified, for instance, in comments indicating the provision of employment, in making friendships within the craft brewing industry, and in achieving creative freedom (Table 5). Universalism is also interpreted through perceived social benefits, such as camaraderie within the industry, and in creating pleasurable experiences for consumers (Table 5). Universalism is also present in participants' recognition of pursuing a new professional and lifestyle journey influenced by their passion. Several of the keywords identified in the findings represent various types of values; for instance, creative freedom is associated with self-direction, security, achievement, universalism, or even hedonism.

Figure 2 Here

Concerning the TPB (Ajzen, 2002), the overall favourable attitude towards involvement in commercial craft brewing among participants suggests strong links with behavioural beliefs and control beliefs. In contrast, no obvious associations emerged between participants' responses and subjective norm. Moreover, the fact that many comments referred to independence, and freedom of being one's own boss, coupled with the choice of forgoing more financially lucrative career choices underline a behavioural change among participants in regards to social or other pressures. Hence, the validity of subjective norm is not confirmed; however, as Armitage and Conner (2001) state, this finding is not unusual: "The subjective norm construct is generally found to be a weak predictor of intentions" (p. 471).

The motivational types of values (Schwartz, 1992), together with participants' attitude toward the behaviour' and behavioural control (Ajzen, 2002) lead to the actual execution or realisation of the behaviour, with important implications for this group of emerging entrepreneurs (Figure 2). Indeed, passion and hobby identify a genuine interest, reflected on quality standards, variety, volume, and consistency of products, which in turn has implications for consumers and for the craft brewery business's overall financial performance and sustainability.

The resulting refinement (Figure 2) is therefore proposed as a framework to investigate the emerging craft brewing industry. The framework also applies to other industries with similar characteristics of rapid growth, or even industries focusing on niche brands/products, where entrants follow an interest they initially developed through leisure and fun. Given the exploratory nature of this study, the proposed framework could be first confirmed- or disconfirmed- or be further refined in future research.

## 6 Conclusions

While the EI-related literature has grown significantly over the last decades, many knowledge gaps are recognised. These gaps include empirically-based EI research (Choo & Wong,

2010), and limited knowledge regarding the basis on which individuals make decisions to establish a business (Fayolle et al., 2014). An extensive literature review in the present study also identified that EI research among smaller firms is almost inexistent. This exploratory makes several contributions to various streams of the academic literature. First, the study investigated EI from the perspective of operators in the emerging commercial craft brewing industry among predominantly micro and small operators. In doing so, the study contributed to the EI, micro and small entrepreneurship, and craft brewing literature. Second, and to guide the research, the universal values model and the TPB were adopted as theoretical frameworks, and a resulting refinement was proposed (Figure 2).

The overall findings underline the significance of non-financial motives, particularly passion for the craft brewing industry, an activity originally perceived as a hobby that escalated into a full-time profession and professional/lifestyle changes. Passion was also one of the main images craft brewing evoked in participants' minds, as well as elements related to hedonism, such as involvement in artisan work and developing/creating flavours. Finally, personal satisfaction was the most important perceived benefit from becoming involved in craft brewing, followed by job satisfaction and making a living. These findings further emphasise the significance of non-financial factors.

For the most part, alignments were identified between the findings and the two adopted theoretical frameworks. In fact, the majority of the motivational value types were validated through the findings, with conformity, tradition, or benevolence being more modestly reflected. Regarding the TPB, the content analysis, word association, and the verbatim comments provide evidence of the usefulness of both behavioural beliefs and control beliefs to understand craft brewer operators' attitudes towards their chosen industry. In contrast, and in line with Armitage and Conner (2001), subjective norm did not stand out as a key behavioural factor.

### *6.1 Implications*

Based on the findings, many participants appeared to have embraced an activity they were passionate about as a professional choice/career based on the perceived sense of freedom and independence. This newly gained independence or freedom has important implications in terms of operators' commitment, passion, effort, and investment of other resources in developing quality products. These motivational factors can have a significant impact on consumers' experience, on the craft brewing industry's image, and, ultimately, on breweries' bottom line.

At the same time, whether starting a commercial craft brewery driven by passion, as a hobby, or as a professional or lifestyle change, the findings clearly underline a second, major implication in the form of the important sacrifices that operators or new entrepreneurs need to make. Indeed, while most participants were clearly looking for perceived personal satisfaction and other intrinsic benefits, some of the comments (e.g., P6, P11) highlighted the potentially significant opportunity costs concerning the forgone financial security that participants' earlier professional careers may have provided. Thus, one fundamental implication refers to the need for new entrepreneurs to reflect on the involvement in other industry more holistically, beyond short to medium term. Clearly, personal or job satisfaction may fulfil vital psychological needs. However, learning about the potential returns of a new activity, and the time that it might take to recuperate initial investment could provide more guidance to would-be entrepreneurs. Similarly, future entrepreneurs need to learn the extent to which the newly adopted profession might allow them to have a lifestyle that matches more closely with the sacrifices made.

From a theoretical point of view, the combined use of the universal values model and the TPB provides a medium to guide understanding of key values, motivational factors, and behaviour within a group of individuals embarking in a different industry. Clearly, participants' favourable attitude, supported by their personal values, such as need for personal

achievement, self-direction, or stimulation appear to be at the core of their EI, and ultimately, the decision to enter this new chapter of their lives. This study's findings also suggest that a refinement of both frameworks (Figure 2) provides structure and guidance concerning EI and the decision to abandon a profession to start one based on passion and other perceived intrinsic benefits. The proposed refinement also has important theoretical implications, for instance, in guiding future investigations.

### 6.2 Limitations and Future Research

This study presents some limitations, with the first being that the findings only apply to approximately 50% of the 110 approached brewery operators. In addition, with nearly 200 existing craft brewery operations in Australia, and only 54 taking part in the study, the findings may not be sufficiently inclusive to make broad generalisations about craft brewing entrepreneurs in this or other nations. Another limitation concerns the timing of the data collection, which took place between April-June of 2015; as a result, no comparative data with other months of the year exist. Similarly, the data were only collected in Australia, which prevents from making comparisons with craft brewery operators elsewhere.

These limitations present opportunities for future research. Fundamentally, seeking to gather more responses, both in Australia or internationally would provide broader perspectives, or identify additional behavioural and motivational factors and values affecting people's decision to enter a particular industry. Similarly, future investigations examining other emerging industries, both in Australia or elsewhere that would allow for making important comparisons between these and commercial craft brewing. Furthermore, future research could adopt the proposed frameworks (Figure 1, 2) to confirm/disconfirm their validity, or further refine them. In particular, the further consideration of both the universal values model and the TPB, or even the adoption of alternative frameworks, will illuminate future research and contribute to theory refinement and development.

This planned data collection travel is part of project (Project number 11603; ethics extension is shown in the attached document). The first travel to Latin America led to 50 face-to-face interviews that are currently being converted into peer-reviewed journal publications. This second planned travel seeks to gather data in a different country (Peru). The researcher has identified a town with manufacturing, wine, and hospitality businesses. The objective is to gather data from these three industries during December 2016 and January 2017. This data collection would help extend the publication efforts and hopefully increase ECU's research profile.

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**Table 1:** Associations between motivational types of values and home brewing  
Sources: Murray and O'Neill (2015) and Schwartz (1992), and Stebbins (1982)

<b>Motivational types of values</b>	<b>Home brewing – serious leisure construct</b>
<i>Self-direction</i> : creativity, being independent, choosing own goals, freedom	Brewing as a creative outlet, satisfy curiosity
<i>Stimulation</i> : a varied, exciting life, daring	Challenge myself; try/explore new things, using imagination
<i>Hedonism</i> : enjoying life, pleasure	Enjoyment
<i>Achievement</i> : capable, ambitious, successful	Self-accomplishment
<i>Power</i> : social recognition, social power, preserving my public image	Socially rewarding
<i>Security</i> : sense of belonging, reciprocation of favours	Self-confidence, sense of belonging to the craft brewing industry as opposed to other professions
<i>Conformity</i> : self-discipline	Learn new things, develop skills, lifetime learning, gain knowledge
<i>Tradition</i> : respect for tradition, moderate, humble	Respect for the final product, eagerness to share it
<i>Benevolence</i> : honest, responsible, mature love	Brewing as a perceived form of art
<i>Universalism</i> : a world of beauty, broad-minded	Intellectual pursuit, building friendships, social bonding

**Table 2:** Demographic characteristics of participants and their businesses

<b>Characteristics</b>
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<b>Role</b>	<b>n</b>	<b>%</b>
Brewery owner (only)	15	27.8
Brewing master (only)	15	27.8
Both owner and brewing master	24	44.4
<b>Production in litres</b>		
Fewer than 50,000 litres	19	35.2
Between 50,000 and 99,999 litres	12	22.2
Between 100,000 and 299,999 litres	10	18.5
Between 300,000 and 999,999 litres	9	16.7
Between 1,000,000 and 9,999,999 litres	4	7.4
<b>Number of employees</b>		
No employees	7	13.0
Between 1-4	28	51.8
Between 5-19	12	22.2
Between 20-49	7	13.0
<b>Years brewing commercially</b>		
Less than one year	4	7.4
Between 1-5 years	25	46.3
Between 6-10 years	13	24.1
11 or more years	12	22.2
<b>Respondents' age group</b>		
35 years old or less	18	33.3
Between 36-45 years	21	38.9
Between 46-55 years	11	20.4
Between 56-65 years	4	7.4
<b>Gender</b>		
Male	50	92.6
Female	4	7.4
<b>Main professional background</b>		
Hospitality	10	18.5
Marketing/sales	10	18.5
Engineering	8	14.8
Information Technology (IT)	4	7.4
Self-employed	4	7.4
Wine industry (viticulturist, winemaker, etc.)	4	7.4
Management/accountancy	4	7.4
Brewer/brewing	3	5.6
Economics/finance	3	5.6
Lawyer	2	3.7
Chemist	2	3.7

**Table 3:** Content analysis and word association - Main reasons for establishing the craft brewery \*

<b>Reasons</b>	<b>n</b>	<b>%</b>
Passion for the craft beer industry	25	46.3
Hobby escalated into a full-time profession	14	25.9
Professional / lifestyle change	12	22.2
Identified a business opportunity	8	14.8
Addressing a market need	6	11.1
Fulfilling a desire to start a new business	4	7.4
Sharing a passion with consumers (by producing craft beer)	3	5.6
Personal interest (learned about craft brewing)	3	5.6
To diversify an existing business	2	3.7
To expand knowledge/to challenge oneself	2	3.7
As a chosen profession (from the outset)	2	3.7

\* 30 participants indicated more than one reason

**Table 4:** Word association - Main images evoked by the words ‘craft brewing’

<b>Images *</b>	<b>n</b>	<b>%</b>
Artisan work	18	33.3

Developing/creating flavours	16	29.6
Passion	11	20.4
Small operation	9	16.7
Hard work, dedication	8	14.8
Quality	8	14.8
Small production / small batches	8	14.8
Hands-on / hand-crafted	6	11.1
Honest	6	11.1
Independent	6	11.1
Experimental / experimentation / exploration	5	9.3
Local	5	9.3
Natural	4	7.4
Traditional	4	7.4
Unique / uniqueness	4	7.4
Anti-corporation	3	5.6
Popular	3	5.6

\* 47 participants indicated more than image

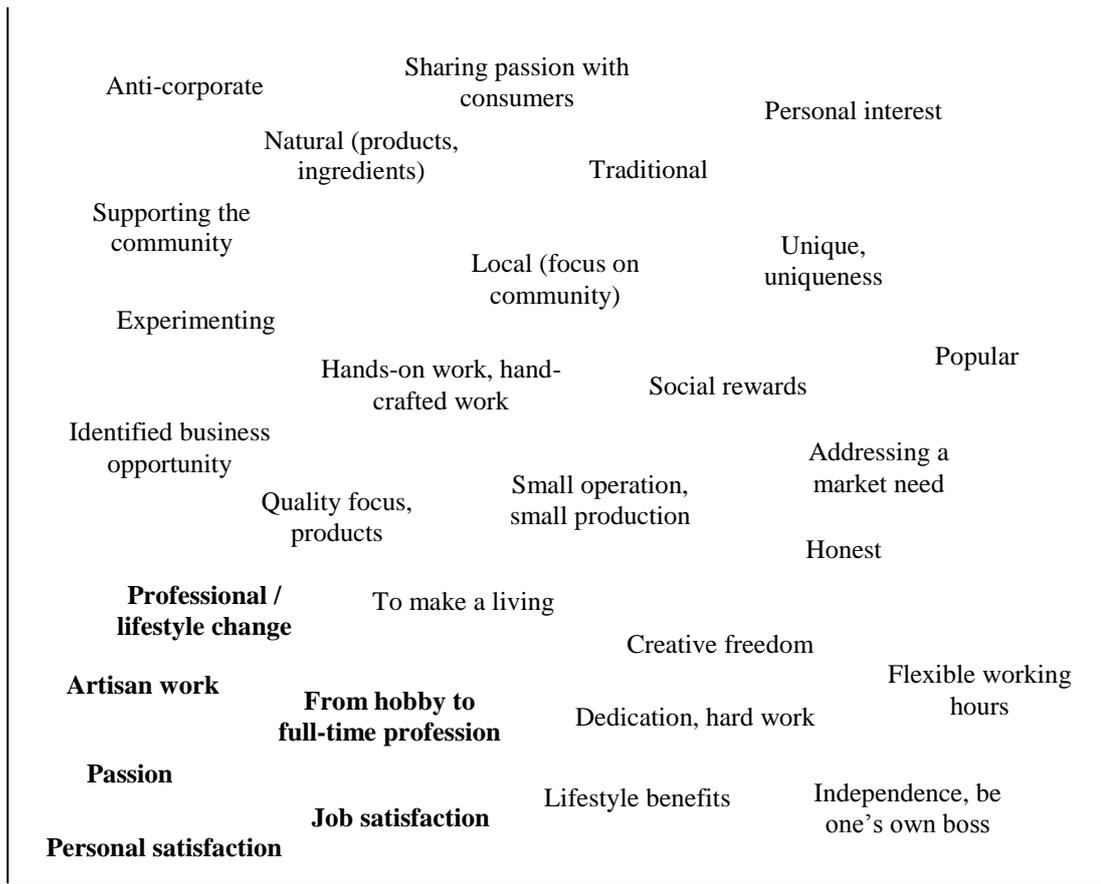
**Table 5:** Content analysis and word association - Main perceived benefits from craft brewing

Benefits	n	%
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Personal satisfaction	31	57.4
Job satisfaction	14	25.9
Making a living	14	25.9
Lifestyle	10	18.5
Creative freedom (creating beer for others to enjoy)	7	13.0
Independence/freedom/be own boss	6	11.1
Social (industry friendships)	5	9.3
Providing employment/helping community	3	5.6
Flexible working hours	3	5.6
Travel opportunities	2	3.7
Pride	2	3.7

\* 41 participants indicated more than benefit

**Figure 1:** Conceptualisation of the study's findings: Reasons, images, and benefits



Involvement in commercial craft brewing

**Figure 2:** Craft brewing entrepreneurial intentions – TPB and motivational types of values  
Sources: Ajzen (2006) and Schwartz (1992)

The craft brewery business

Operators

