

Final coding scheme Category	Sub-category
Adaptation and Learning	Idea development Learning from iterations and experiments Embracing change and flexibility Learning from sidebacks Continuous improvement Gaining know-how at CEU iLab Adapting to Covid 19 restrictions Moving from manual to data-driven Practical exposure Learning from real work projects
Business idea	Motivation to become entrepreneurs Embracing the Entrepreneurs Identity Identify market opportunities Adapt through learning Niche market exploration Problem identification Innovative solution Unique skill based
Challenges and Obstacles	Investment constrains Limited ecosystem supports for startups
Collaborative Decision Making and Value in Diversity	Value of diverse perspectives Harnessing collective intelligence Decision making dynamics within the team Balancing autonomy Decision quality
Communication and Mentorship	Open communication Role and mentorship development Mentor-mentee relationships Catalyst for professional growth Mentorship dynamics Explore to entrepreneurial ecosystem Accelerating project progress
Community involvement	Local engagement Supporting startups
Decision making	Balance between intuition and data-drive decision Learning from failures Financial decisions Risk assessment Transparency and assertiveness
Digital presence and Branding	Identity formation through online presence Strategic use of social media Branding Authentic online presence Building trust through online presence Evolving branding

	strategies
Education and background	Business education Leadership skills Project management skills Technical skills
Entrepreneurial experience and knowhow	Learning Impact of Entrepreneurship Knowledge Application of prior entrepreneurial experiences Learning from business failures Continuous learning Adapting to market changes Acquisition of new skills and experiences
Entrepreneurial journey transformation	Transformative experiences Identifying opportunities
Entrepreneurial mindset	Cultivating the mindset Resilience in entrepreneurial pursuits Overcoming obstacles Continuous learning Growth mindset Self-discipline work ethic Creativity and analytical skills Shared experiences and collaborations
Feedback	Receiving internal feedback and integrating Feedback Embracing constructive criticism
Feedback Incorporation and adaptation	Incorporating constructive feedback Flexible adaptation Balancing feedback Navigating resistance Embracing feedback Iterative refinement Evidenced based decision making adaptation
Finances	Compensation realignment Entrepreneurial mindset Financial security Risk taking Embracing unpredictability Financial growth
Innovation and Creativity	Encouraging novel ideas Embracing failure Innovation as a catalyst for market differentiation

Market Perception	Shaping it through branding Strategies for market image Navigating perception in challenging landscape Authenticity in market perception Storytelling and emotional connection
Mentorship	Mentor influence Seeking advice Building relationship
Networking and Relationship Building	Networking in entrepreneurial ecosystems Meaningful and mutually beneficial relationships Developing trust and credibility in networking Relationships beyond transactional interactions Investor relationships Partner collaboration
Access to mentors and advisor engagement Networking with peers and professionals	
Passion and Career	Career progression and transition Pursuing entrepreneurship Passion for Business Flexibility in Career pursue Personal aspirations Desire for independence Entrepreneurial desire and motivation Competition Success Passion for Solution Development
Prior leadership experiences	Leadership role Teamwork Interpersonal skills Soft skills
Regulation and compliance	Legal consideration Compliance challenges
Resilience	Mental and emotional resilience in entrepreneurship Overcoming obstacles
Risk aversion	Self-reflection Balancing risk Evaluation risk and rewards Overcoming fear of failure Resilient mindset
Role models and Influences	Significant role models in life and careers Learning and inspiration from role models Extracting lessons from role models Mentorship Evolution of role models over time
Shared team identity	Aligning team vision and collective goals Evolution of shared identity over time Fostering shared sense of purpose Embracing cultural diversity Inclusion Market changes Balancing individual aspirations
Team vision Identifying as entrepreneurs	

Social impact	Balancing profit and ethical responsibility Reputation management
Social media presence	Limited social media engagement Focus on b2b segment
Startup Operations	Collaborative task allocations Effective communication and coordination Dynamic market environment Competition from established layers
Startup break and future plans	Temporary pause for personal growth Intention to resume in the future
Strategic Planning and Growth	Balancing short-term and long-term growth Anticipating growth and expansion opportunities Comprehensive planning Evaluation market trends Scaling operations Global perspective International expansion and econ growth Cultural awareness
Team Communication and engagement	Communication key to success High team engagement Fostering collaborative decision making Strong interpersonal relationships Celebrating milestones Team cohesion Pitching the idea Public speaking
Team Roles	Balancing team contributions Problem solving Flexibility
Team collaboration and team dynamics	Synergy Effective communication Open dialogue and idea sharing Conflict resolution Diverse perspective Nurturing trust
Respect Inclusivity and Empowerment Team cohesion Leadership qualities Gender equality Learning Constructive feedback	
Team composition	Diverse competencies Professional diversity Relationship building
Teamwork	Co-founder dynamics and collaboration Co-founder complementary skills Co-founders roles and activities Mutual support Decision making Intellectual rewards Celebrating common achievements Motivating each other Technical expertise and business acumen Collaboration and mutual support Strong team dynamics Open and honest communication Sharing responsibilities
Technology and Digitalization	Tech integration Digital marketing
Vision	Envision company growth and impact Expand product/service portfolio Goal

	setting and milestone achievements
Work environment and flexibility	Office space and physical environment Adapting to remote work Flexible work arrangements Work-life integration Collaborative workspace design Influence creativity and productivity Flexible hours Remote challenges

## **Email Invitation**

The invitation was distributed via email to all entrepreneurial teams that had either completed or were nearing completion of the incubation program at CEU iLab. The administrative team of CEU iLab was responsible for managing the email distribution.

The content of the emails sent to these teams was as follows:

Dear X/Y Team,

I would like to put you in contact with XXXX (in Cc), a third-year PhD student in Business Administration at XXXX.

He is working on his thesis concept (about entrepreneurial team identity), and would like to collect primary data through a qualitative approach (semi-structured interviews) with entrepreneurial teams who are in our acceleration program.

As part of this, he would like to have interviews with each of you as founders of X/Y.

Please let us know if you would be available for this.

Thank you,

X/Y

<b>Interviews with Entrepreneurial Teams Nr.</b>	<b>Team</b>	<b>Name</b>	<b>Date</b>	<b>Place</b>	<b>Duration</b>
1	A	John Doe	08/2022	Zoom	65 min
2	A	Mark Smith	08/2022	Zoom	45 min
3	B	Brown David	09/2022	Zoom	45 min
4	B	Alex Johnson	09/2022	Zoom	35 min
5	C	James Wilson	10/2022	Zoom	35 min
6	C	Michael Davis	10/2022	Zoom	35 min
7	C	Sarah Miller	10/2022	Zoom	40 min
8	D	Tom Taylor	09/2022	Zoom	45 min
9	D	Olivia White	09/2022	Zoom	55 min
10	E	Emma Moore	09/2022	Zoom	40 min
11	E	Daniel Harris	09/2022	Zoom	55 min

Interview with Individual Entrepreneurial Team Members Nr.	Entrepreneur	Date	Place	Duration
1	Jack Wilson	08/2022	Zoom	39 min
2	Adam Taylor	08/2022	Zoom	51 min
3	Emily Johnson	08/2022	Zoom	52 min
4	George Martin	09/2022	Zoom	45 min
5	Kate Clark	09/2022	Zoom	41 min
6	Paul Lewis	09/2022	Zoom	35 min
7	Julia Roberts	09/2022	Zoom	35 min
8	Lucy Edwards	09/2022	Zoom	65 min
9	Chris Evans	09/2022	Zoom	56 min
10	Anna Scott	09/2022	Zoom	45 min
11	Raj Patel	09/2022	Zoom	41 min
12	Greg Adams	09/2022	Zoom	35 min
13	Robert Cooper	09/2022	Zoom	40 min
14	Peter King	09/2022	Zoom	45 min



Secondary Data Obtained Through Web Scraping for ET Nr.	Teams	Type of Data	Source of Data	Number of Documents	Total Number of Pages
1	A	Media coverage, CV, Articles	LinkedIn, Official websites, Google	4	11
2	B	Media coverage, CV, Articles	LinkedIn, Official websites, Google	3	9
3	C	Media coverage, CV, Articles	LinkedIn, Google	4	10
4	D	Media coverage, CV	LinkedIn, Google	3	9
5	E	Media coverage, CV	LinkedIn, Google	2	7

<b>Secondary Data Obtained Through Web Scraping for Individual ET Members Nr.</b>	<b>Team</b>	<b>Type of Data</b>	<b>Source of Data</b>	<b>Number of Documents</b>	<b>Total Number of Pages</b>
6	F	Media coverage, CV, Articles	LinkedIn, Official websites, Google	2	4
7	G	Media coverage, CV, Articles	LinkedIn, Official websites, Google	1	2
8	H	Media coverage, CV, Articles	LinkedIn, Official websites, Google	2	4
9	I	Media coverage, CV	LinkedIn, Google	3	8
10	J	Media coverage, CV	LinkedIn, Google	1	2
11	K	Media coverage, CV	LinkedIn, Google	2	4
12	L	Media coverage, CV	LinkedIn, Google	1	2
13	M	Media coverage, CV	LinkedIn, Google	2	5
14	N	Media coverage, CV	LinkedIn, Google	1	2

15	O	Media coverage, CV	LinkedIn, Google	1	2
16	P	Media coverage, CV	LinkedIn, Google	2	4
17	Q	Media coverage, CV	LinkedIn, Google	3	6
18	R	Media coverage, CV	LinkedIn, Google	3	7
19	S	Media coverage, CV	LinkedIn, Google	1	2