

# **Community Supported Agriculture in The Netherlands: The influence of Organization Form in Increasing the Entrepreneurial Behaviour of Potential Future Farmers**



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## Abstract

The number of young farmers in the Netherlands is one of the lowest among European countries due to difficulties in accessing the land and financing to start a new farm. One of the ways to overcome the problem is through Community Supported Agriculture (CSA) that facilitate students who are interested in having an agricultural career by involving them in CSA farms activities as an entrepreneurial learning process. This research aims to evaluate the influence of CSA organization form and its learning process to trigger entrepreneurial behavior and willingness of future farming. The study was conducted by using inductive research to find the similarity or differences in terms of the organizational form of the CSA farms and link it with entrepreneurial learning and entrepreneurial behaviour theory. Data collection was obtained by using a semi-structured interview among the CSA owners and employees, and also potential young farmers who were doing an internship, membership or voluntary work in the CSA. All the qualitative data were transcribed and analyzed with two-steps coding by using Atlas.ti software.

The result showed that the organization form influenced the entrepreneurial process and entrepreneurial behaviours. Some typical behaviours that were improved by the respondents on both farms were Planning, Improvisation, Networking, and Innovative. Specific behaviours emerged in CSA with more fix structure, and communitarian identity was leadership and relation due to less flexibility, and the primary focus is on maintaining the consumers by producing enough food. While in CSA with more flexible structure and utilitarian identity, the improved behaviours were pursuing opportunities and customize products to keep the business running. Overall, After the involvement which enhanced their knowledge from the learning process and improved their entrepreneurial behaviours, ninety percent (90%) of respondents still willing to continue or start their farms.

Keywords: CSA, Organization Form, Entrepreneurial Behavior, Entrepreneurial Learning, Future Farmers

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# 1. Introduction

## 1.1 Background

The preference of fresh food, local food, and organic food has become current trends in most European countries due to the increasing of nutritional awareness (Jodlowski, 2017). The increasing demands for the local-food products also driven by consumers' perception that local production systems are more healthy, sustainable and empower local economies (Pinchot, 2014). Consumers who are concern about healthy lifestyle and environment have the willingness to buy their food locally but often face difficulties to find them in the ordinary supermarket (Olson, 2008).

While the demand for organic and fresh products are increasing, the lack of young farmers has been an issue throughout Europe, especially in the Netherlands which has only about 2% young farmers and become one of the lowest in the European countries. The newcomers in the country face the most difficulties due to high-priced land, and a young farmer who wants to initiate farm in the Netherland should explore innovative ways to get access to financing and land (van der Kamp, 2013).

Community Supported Agriculture (CSA) can be an innovative solution to overcome both problems. The basic concept of CSA is a contract between consumers and the farmers (producers) where consumers pay an advance fee and later receive a portion of the harvest. CSA can supply healthy food to the consumers and also give financing and guaranteed market for the farmers. Nowadays, more and more farmers are trying to start their CSA due to the feasibility on a small piece of land and financially accessible (Flora & Bregendahl, 2012).

CSA concept can be an alternative solution for young people that do not inherit agricultural land from their parents but still want to start an agricultural career. The barriers to entry for young people or new farmer especially for those with no farming background are high (Williamson 2014). However, Paul (2015) investigated that CSA significantly reduces the barriers to entry for new farmers because it can improve the land-access and also improve farm viability with an apprenticeship or internship program. CSA may provide knowledge, advance working capital, improved access to land, support from the community, and guaranteed market. CSA can give an entrepreneurial environment which facilitates potential young farmers to obtain entrepreneurial learning and develop entrepreneurial behaviour. CSA provides learning by doing a process that the also acts as workplace learning inside the community. By participating in the more knowledgeable environment can help individual to learn more and develop new skills (Vygotsky, 1978).

CSA organizations are a small-scale farmer in which they need more labour works from the members or volunteers. Some CSA arrangements may differ regarding pooling or shared resources that also influence the structure of the organizations. All of CSAs require the members to pool their financial resources by paying the membership fee in advance, but not all CSA obliged their members to work

and help the farmers in the farms. Thus, they need help from volunteers to help the farmers, which the potential future farmers can fill the gap. Besides, every CSA has their objectives depend on the owner(s) and its members. Those objectives can shape the collective identity of the CSA.

Identity in CSA consists of individual identity and collective identity. Individual identity can be defined as primary motivations and pre-conditions that may initiate the entrepreneurial process. Identity influences the manner of the entrepreneurs to act and make decisions in the entrepreneurial process (Nielsen & Lassen, 2011). It is more than the way how individuals define themselves, but also it is influenced by the behaviours and actions of an individual while they are involved in any activities or engage with others (Brewer & Gardner, 1996). Furthermore, collective identity is the basis of multiple individual identities (Bartel and Wiesenfeld, 2013). Those identities will influence the organizational structure and their commitment to the organization (Powell and Baker, 2017). The identity of the CSA also plays an important role in how they are shaping the organizations which can influence the entrepreneurial learning process, and entrepreneurial behaviours emerged in specific CSA.

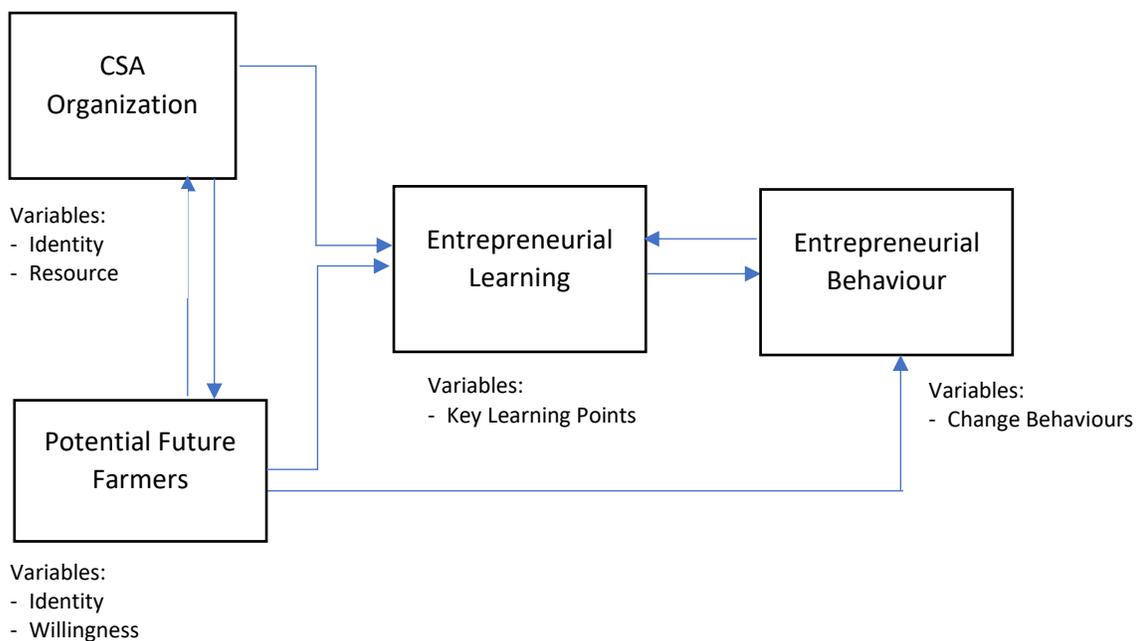


Figure 1. The relationship between the CSA and potential future farmers in this research

CSA accommodate potential future farmer to learn about the small-scale farm business, from farming practices and agricultural entrepreneurship. Most potential future farmers have their interest in farming activities and willingness to become farmers in the future. However, due to time limitation for this research and creating new venture usually takes time, we will only measure improvement of the entrepreneurial behaviors, that may lead to entrepreneurial skills to form a

new venture in the future. Besides, we use the definition of entrepreneurship according to Shane & Venkataraman (2000) that entrepreneurship does not necessarily including the creation of new venture, but also can be done inside the existing organization (Amit, et al., 1993) as long as it involves a new means-end connection. More specific in agricultural terms, entrepreneurship involving the process of developing new farm business and activities, identifying opportunities and taking the risk to do innovation (Lans et al., 2013; Bock, 2004). Besides venture creation, the entrepreneurial learning may result in entrepreneurial behaviors of the participants.

The term of “potential future farmers” will be used for this research since not all young people who are involved in CSA farms have the willingness to become farmers from the beginning or even after the involvement, but they have potential capability to become future farmers. This research also can evaluate to what extent that the involvement in the CSA farm can influence young people perception and willingness to become future farmers.

## 1.2 Empirical Background of CSA

Most CSAs in the US become a training center for young people who want to develop farming skill, CSA operation, and management that often so-called as apprenticeships that provide the knowledge needed for creating their own CSA or employment at CSA farm throughout North America (Biodynamics.com, 2017). Paul (2015) also found out that some farmers already engaged in apprenticeship or internship on CSA farm before starting their farm. House (2014) reported that when two farmers from Essex, Mark, and Kristin started their CSA on 2003, the locals supported the initiative, and later by 2010, Essex Farm had not only successfully provided its 220 member families but also had generated some new farms that started by its alumni.

Zwart et al., (2016) found that in Belgium, many CSAs have members waiting list which shows opportunity for further development and scaling up the CSA model. Compare to its neighbor, in The Netherlands, CSA farms are still developing. Based on Urgenci review in 2016, about 46 CSAs are already established since 1994, and the number is still accelerating. In the Netherlands, the development of the CSA is still a bottom-up initiative since the national government more focus on commercialism and not promoting the local movement. Lately, some scholars started to pay attention to the CSA movement but still limited to evaluate the socio-cultural phenomenon, not from the aspect of sharing economy and entrepreneurship to start farming (Volz, 2016). Some actions for young people like Boerengroup, Toekomstboeren (Future Farmers) and Future Farmers on the Spotlight has been promote and support innovative farming practices (Volz, 2016) by facilitating students and young people to get involved in farms including (but not exclusively) CSA farms to give experience, knowledge and also opportunity to develop their farming skills and entrepreneurial skills.

Until now, there is no evaluation whether this internship or voluntary activities in the farm can trigger young people as potential future farmers to increase their entrepreneurial behaviour that enforced to initiate their farm in the future. The increasing number of the potential future farmer may increase the small-medium agricultural enterprises which also improve the local economic stability. It triggers the rise of rural economy by creating jobs and establish the marketing channels in the rural areas, reducing the pressure for urban migration (Stanton, 2000). In the Netherlands, the agriculture business is still essential and strong economic sector. Even though industrial agriculture is developing rapidly; there has been changing in Dutch society towards intensified agriculture into more sustainable and healthy products which preferably produced in a rural area (UN, 2011). In this new approach, there is more appreciation on the local knowledge in agriculture and nature management. Thus, it is interesting to know how the learning process can influence the young farmer to develop their agricultural entrepreneurship.

### 1.3 Objectives

1. To investigate the entrepreneurial learning process in CSA farms
2. To evaluate the influence of CSA farms organization in shaping the entrepreneurial behaviour
3. To give a recommendation on how to improve the entrepreneurial behaviour of potential future farmers who participate in CSA Farming

### 1.4 Main Research Questions

How does CSA organization form develop entrepreneurial behaviours to produce potential future farmers?

### 1.5 Sub Research Questions

1. What is the organization form of the CSAs?
2. How does the entrepreneurial learning process in CSAs take place?
3. What kind of entrepreneurial behaviours are developed in CSA?
4. How does CSA organization form influence the willingness of future farming for potential future farmers?

## 2. Literature Review

### 2.1 Entrepreneurship Theory

#### 2.1.1 Entrepreneurship in New Venture and Established Organization

A lot of previous research about entrepreneurship have been conducted, but there are still debates about the definition and scope of entrepreneurship itself. One of the most popular theories about entrepreneurship was explained by Gartner (1985) that entrepreneurship is any kind of activities related to new venture creation. Weick (1979) defined that New Venture Creation is the process of organizing new organizations by assembling interdependent actions to produce sensible outcomes. Besides, entrepreneurship consists of four multidimensional aspects of venture creation namely individual(s) who are the key, organization which are created and developed, the environment which supports the organization such as market and resources, and the process of entrepreneurial action to form a new venture. Based on Gartner's definition, the striking characteristics of entrepreneurship including the creation of newly independent entity, new profit center of established company, and venture with the new target market and a new source of supply.

Shane & Venkantaraman (2000) did not entirely agree with Gartner and suggested the broader concept of entrepreneurship beyond the new venture creation. Gartner's definition only covers entrepreneurs as individuals who create new ventures and this definition excludes the consideration of the opportunity variations that can be identified by different people. Entrepreneurial opportunity can vary and differ from all opportunity for profit only. It also can vary in enhancing the efficiency of existing services, goods, materials, and also organize methods (Kirzner, 1997) which the opposite of Gartner's definition that only covers new relationship. Shane & Venkantaraman (2000) argues that entrepreneurship does not necessarily, but can include the new venture creation. Amit et al. (1993) also explained that entrepreneurship could also develop within the existing organization since opportunities are available can also be exchanged with other individuals and existing organizations. The new venture concept can accommodate the primary study of entrepreneurship, but it doesn't involve collaborative consumption. While the entrepreneurship in the established organization provides entrepreneurship in a broader context, including the resource combination, market creation and pursuing opportunities (Shane & Venkantaraman, 2000). Thus, the activities of Community Supported Agriculture can be considered as an entrepreneurial activity because it involves value creation by combining resources and market creation as an alternative food network (Dentoni *et al.*, 2015).

#### 2.1.2 Entrepreneurship as Learning Process

One more concept is broader than new venture creation also proposed by Politis (2005) who founded that entrepreneurship is a learning process. Entrepreneurial learning can be described as

a process that supports the development of useful knowledge for starting up and managing new ventures effectively. Entrepreneurs who ever been involved in creating a new venture tend to be more efficient and successful in their following organizations.

However, though entrepreneurial experiences more likely related to the start-up of the new venture, it also possible in existing and established organizations as suggested by Drucker (1985) and Pinchot (1985). Little research was done related to entrepreneurial learning in existing organization even though the experiences related business venturing in such an organization can also provide input individual in developing entrepreneurial knowledge. Management experience, in general, can provide individuals with some fundamental aspects of and information about the business that also relevant to recognize and respond to entrepreneurial opportunities (Shepherd et al., 2000). Besides, it also provides entrepreneur training for required skills such as leadership, negotiation, decision-making, problem-solving, communication and organization (Shane, 2003).

In today's competition, innovation and continuous improvement are essential in every organization, whether it is a new venture or existing organization and can be implemented as organizational entrepreneurship (Moghaddam et al., 2015). Sadler (2000) studied about the entrepreneurial process in public sector organization and found that the bureaucracy, traditional activities, type of structure, and dominant culture hinder the entrepreneurship in such organization. Naldi et al. (2015) found that in SME ventures with its informal characteristic and flexible organization forms still could not optimize the entrepreneurial activities within its employee. Developing an entrepreneurial culture is still needed to encourage innovative thinking, networking, and creativity. Thus, it is interesting to know the entrepreneurial learning process in existing community-based organization.

As Gartner (1985) said that new venture creation is not an instant process, needs time and evolve during the time, I limit this research only in the entrepreneurial learning process and entrepreneurial behaviors that are developed in organizations. This view is critical because it allows the process and personal experience of entrepreneurship can also be considered as entrepreneurial activities even without venture creation. The process of learning, developing entrepreneurial knowledge and experience is an essential part to create new ventures (Politis, 2005) successfully. The entrepreneurial learning view is needed in this study since potential future farmers learned from the CSA organization about entrepreneurship activities to get experience before they start their own venture.

### 2.1.3 Entrepreneurship from an Entrepreneurial Behaviour perspective

The shifting of entrepreneurship from individual traits to entrepreneurial behaviour was suggested by Gartner (1989) since the latter approach has a more productive perspective for the future

research. Bird (2012) see the entrepreneurial behavior as real activities related to start and grow new organizations such as prepare business plan, organize a team, enter the market, form a legal identity, look for the facility, and hire an employee). Bird et al. (2012) tried to improve the research about entrepreneurial behaviors which including actions and activities of the entrepreneur as individuals and measurable responses that follow as the result of the stimulus. Entrepreneurial behaviours are influenced by entrepreneurial knowledge as the result of the learning process (Miralles et al., 2016). Most attitudes, preferences, and behaviours are acquired through the learning process (Novak, 2000).

The entrepreneurship process is practiced with the influence of individual, cultural, and social interaction that can lead to the development of entrepreneurial behaviour (Morrison, 1998). Engle et al. (2010) did significant research a by using Ajzen’s model which successfully demonstrates that intention influences entrepreneurial behavior stimulation. Gasse and Tremblay (2007) researched the university students that the intentionality, individual’s value, attitude, and believes also affects entrepreneurial behaviour. This also strengthens the argument that entrepreneurial behaviour can be planned and intentionally developed.

Bird (2012) emphasized that entrepreneurial behavior is considered as individual behaviour. Behaviours are actions that also mean the activities done by individuals, in this case, entrepreneurs. Besides, responses also can be included as behaviours, which are formed as the result of the stimulus.

Table 1. List of Entrepreneurial Behaviours

Time spent developing ties	Interacting with external agents
Encouraging employee participation	Organizing
Problem-solving	Networking
Applying for external capital	Planning marketing
Receiving support	Improvising
Behaviour sequences	Timing
Customizing good or service	Phase behaviours
Approaching investor	Conveying credibility
Communicating with customers	Acquiring information
Scanning frequency	Identifying ideas
Phase-related role behaviours	Identifying and pursuing opportunities
Decision speed	Leadership Behaviours
Debating decision	Forming social ties

Some behaviours which are suitable for this research are Organizing, Improvisation, Networking, Innovative, Leadership, Relation, Pursuing Opportunities and Customized Products.

- **Organizing**

Organizing activities are essential for an entrepreneur to create a successful new venture. The higher number of start-up activities that are completed in a period of time leads to higher likelihood of new venture creation (Lichtenstein, 2007). Organizing activities not only related to daily activities and management of the ventures but also organizing new things and project outside of the core of the business to pursue another opportunity.

- **Improvisation**

Most entrepreneurs have to work efficiently with limited numbers of resources that may lead to problems. Entrepreneurs also often have unique problems that they need to make and execute novel plans, so the ability to improvise is required (Hmieleski, 2008). Improvisation is similar to creativity in how the entrepreneurs can solve the problem with new things or the unusual way that can create value.

- **Networking**

Time spent to do networking is essential to help entrepreneurs in establishing the firm. It can provide information and knowledge that are essential for developing the networks (Greve & Salaf, 2003). Networks play an essential role in the entrepreneurship process (Watson, 2007). Networking can help entrepreneurs to find a potential new market for their products. Besides, it also can facilitate information exchange that might be useful for future.

- **Communicating with Consumer**

Building a healthy relationship with consumers can create a competitive advantage for entrepreneurs (Dyer & Singh, 1998). Pascucci et al. (2010) also mention the change in consumers' perception that influenced by direct involvement within AFN. The strong relationship between entrepreneurs and consumers positively affects their commitment and satisfaction (De Clercq, 2008).

- **Identifying and Pursuing opportunities**

Entrepreneurs who can identify more opportunities may choose better opportunities with more significant effect. The identifying process will help entrepreneurs in the decision-making process to develop the firms (Ucbasaran, 2017). The availability of opportunities may also occur in abundance, but experienced entrepreneurs can identify which opportunity that needs to be executed with more significant impact and ignore some that are a more marginal impact.

- **Leadership**

Leadership can be defined as an extraordinary individual character (Glynn & DeJordy, 2010) which involves responsibility to achieve particular goals by using all available resources and ensuring cohesive process within an organization (Ololube, 2013). Leadership also include the proactive and initiative to influence people and lead to specific goals.

- **Innovative**

Innovative behaviour can be defined as the process of generating and implementing new and useful ideas, method, and products (Farr & Ford, 1990). Innovative behaviour has clear applied component because it should give benefit result as output and can be implemented within a work role, group, or the organization (Jong, 2007).

- **Customizing Products**

Product customization is one of marketing strategy to attract and retain consumers because it provides the assumption that customized products generate higher benefit than standard products. Custom products perceived as more personalized and attractive. Product customization is one of marketing strategy to attract and retain consumers because it provides the assumption that customized products generate higher benefit than standard products (Franke, 2009). More and more consumers are seeking for a custom-made solution that fit their specific needs, and it allows SME to compete with larger producers. Customization is also useful in engaging consumers with the product creation (Chaston, 2009).

#### 2.1.4 Agricultural Entrepreneurship

Traditional agriculture mostly focused on agricultural production without developing new things. As the economic growth, competition and also the needs to survive, especially for small-scale farmers, innovations, and entrepreneurship skills are required. Lans et al. (2013) proposed four critical points about entrepreneurship related to agriculture or farmer activities such as agricultural entrepreneurship does not limit to new venture creation since agricultural businesses already exist for a long time, and entrepreneurial learning is the core agricultural entrepreneurship. Experiences and competences would enforce farmers to identify and exploit the opportunity. The working environment where the farmer engages also plays an essential role in shaping the entrepreneurial behavior by the influence of other stakeholders, networks, competitors, and also chain partners.

Agricultural entrepreneurship consists of general skills such as the presence of opportunities, risk-taking and proactive (Rauch et al. 2009), but also other elements that differ from another context

such as entrepreneurial learning (Lans et al. 2008). Since farming is a traditional practice that already existed for decades and did not stimulate innovative farming and diversification made the farmers lack entrepreneurial skills. The success of farming not only depends on good access of resources but also relies on the ability of farmers to access and use the available resources (Alsos et al. 2011), and the entrepreneurial learning is the crucial point in this process (Seuneke et al. 2012).

Informal networking initiatives are growing nowadays to facilitate farmers in exchanging the experiences and stimulate entrepreneurial learning among them. Still, so little research was conducted about this entrepreneurial learning process among existing farmers to future farmers or younger generation and its impact on agricultural entrepreneurship skills. The learning process which involved knowledge sharing in both farming practices and agricultural entrepreneurship may train the potential future farmer to develop their skills. The knowledge may influence their willingness for future farming. The learning process is the process of sharing and transfer knowledge about the methods, risks, and also opportunities of the business, while the intention of future farming is the response from potential future farmers as a result from the learning process.

## 2.2 Organization theory

CSA is a unique concept for its sharing resources which differs it to another type of organizations in the market. It can be classified into Food Community Network, a new network model in food production and distribution where consumers and producers share resources (Pascucci, 2013). Thus, the organizational, scientific approach is suitable for evaluating a new type of organization whose limited empirical research to get a more in-depth understanding of that organization.

Organizational structure is the relation of the job, systems, process, individuals with specific goals. The structure variables also including task division Minterzberg (1972), internal connections, power, reporting, decision making and information flow (Monavarian et al., 2007). Organizational structure can be influenced by strategy, environment, goals, organization size, and also technology which act as content variables. The content variables are an essential factor that indicates the entire organization.

According to New Institutional Economics, there are three types of economic organizations forms namely Hierarchies, Market, and Hybrid. Hierarchies tend to control or even make the transaction, while the market is the opposite, transaction happen through buying, regardless of who is transacting (Williamson, 1975). Hybrid is a combination of both the hierarchies and market and other forms that can not be included either in the market nor hierarchies (Ménard, 2004). Some categories that belong to hybrid are cooperatives, a network of firms and franchise.

Food Community Network (FCN) is considered an organization where producers and consumers join together and have the same goal. Both parties share their resources in order to support mutual food transaction (Pascucci, 2010). Consumers share their financial resources, time, and information in exchange for food, leisure and monitoring cost. On the other hand, producers share the decision-making process to get funding and reduced cost of labor cost, certification, and uncertainties. Several concepts that can be classified as FCN are community supported agriculture (CSA), farmers market and collective buying groups (Pascucci, 2010).

Besides the general element of organization and its irregular characteristics compare to market and hierarchical, there is some pattern that is showing the distinct characteristic of hybrid such as pooled resources, contracting and competing.

- **Pooling resource**

Most of the activities on hybrid organized with coordination and cooperation among the firms and lead to the shared decision-making process. The strong point of this cooperation that hybrid can combine relevant resources and capabilities in the more flexible way. The process of partner selection is the critical process in order to avoid future conflict.

- **Contract**

The contract is an arrangement that regulates the relationship between transactors and parties involved in the hybrid organization. The concept of hybrid can generate advantages but also carries the risk that should be aware of each party. Some benefits that can be expected including competence transfer, sharing of resources (e.g., finance) and also market shares.

- **Competing**

Competitive pressure for shaping the arrangement is also a pattern of hybrids. Partners are still independent without losing the full capacity to decide autonomous decision, but they also compete with each other in making the agreement. Hybrids tend to be formed in a competitive market as pooling resources are considered as a way to survive and deal with high uncertainties.

### 2.3 Identity Theory

One of the parameters which may have a strong relationship with entrepreneurial behaviour is the identity. Recent research which growing lately observed that entrepreneurial activities are a concept of self or expression of individual identity (Fauchart & Gruber, 2011). The role of identity theory such as basic motivations is influenced by the behaviours and actions of an individual while they are involved in any activities or engage with others (Brewer & Gardner, 1996).

An individual member's identity may be influenced by the behavioural expectations of others within the organization, such as co-founder (Stryker, 1980). Collective identity was built by combining all the multiple individual identities and taking the group perspective with consensus among the differences.

Individual attachment to specific categories or social groups creates his identity (Tajfel, 1978) that Fauchart & Gruber (2011) analyzed some sport equipment companies and classified the type of their entrepreneurial identities into Darwinians, Communitarians, and Missionaries. Darwinians can be described as profitable firms, while the communitarians were identified by the products and the users of the products and the Missionaries had social cause and purposes to develop a better society. Entrepreneurs can be classified into this group of pure identity or in combination between some of them.

One of the most common approaches for organization's identity was the influence of founder's identity on organizing new venture as described by Fauchart and Gruber (2011). On the other hand, the organization may not only ruled by the founder, especially in the case of community-based organizations. Dentoni et al. (2017) suggested that collective identity from the founders and incoming members is influential for organization's identity since communities play an essential role in inciting change in society (Rothschild-Whitt, 1979). Individual identity of the member in an organization may be created by the behaviour of others such as the co-founder and their peer-members.

Most research has been focused on the identity and how it is developed, but there is still lack of research about how the identity influence the entrepreneurial process (Coupland & Brown, 2012) and how an individual can identify then exploit entrepreneurial opportunities (Fauchart & Gruber, 2011). Each individual can involve in any entrepreneurial activity for different motivations and reasons (Hessels et al., 2008) and may result in different behavior (Alsos et al., 2016).

The young farmers also have their individual identity when they are joining and involving in the CSA, which may influence they preferences, roles, and behaviours towards the entrepreneurial process. But as stated before, individual identity may change because of the environment and organization influences.

### **3. Empirical Context: Community Supported Agriculture (CSA)**

The new model of the network in food production and distribution is developing worldwide namely Food Community Network (FCN). FCN is a club-like organization in which consumers and producers merge their goals and share their resources in terms of food transaction (Pascucci, 2010). Consumers share their financial, information, knowledge, and time in an exchange with food, leisure, and monitoring (Pascucci, 2010). Producers will share the right of decision making but receive the financial security and production cost reduction. Some consumption group such as collective buying groups, farmers market, and community supported agriculture (CSA) are considered as FCN (Pascucci, 2010).

Community Supported Agriculture (CSA) is one of the alternative innovative farming practices in remaking the food system with more sustainable, fairer regarding economic and social (Schnell, 2007) and recently increasing in the world, including the Netherlands. The goals of the CSA is beyond the profit and just economic exchange but also about empowering local agricultural economy by strengthening the relationship among food, community, economics, and environment (Henderson, 1999).

The concept of CSA is a commitment of farmers and consumers that gives guarantees financial support for the farmers while the consumers agree to share the benefit and risk of the harvest by paying a membership fee in advance. Besides financial reasons, the CSA structure also provides a direct mutual relationship between farmers and consumers (Henderson & Van En, 2007), connect people with agriculture, and also increase awareness of food production and consumption sustainability.

The original idea of CSA was born in Japan around mid-1960 from a group of women who are dissatisfied with processed and imported food. They found a way to get their food by making an arrangement directly with farmers to provide organic and healthy food for them. Later, this CSA movement spread to other regions, including Europe and the United States.

Almost all CSAs work under the organic farming practices though not all perform official certification. Most CSAs produce vegetables and fruits, but many farmers also expand into meat, eggs, and some other value-added products like pasta, bread, and sauces. The classic CSAs use the yearly subscription that obliged the members to pay in advance per growing season and then they will receive their share on the harvest every week. Some farmers plant exclusively for their CSA, but some others also sell the products in the shop, farmers market, and restaurants.

### 3.1 CSA in Western Europe and the Netherlands

First CSA in Europe was founded in 1987 namely Les Jardins de Cocagne, located near Geneva, Switzerland. During 1970 – 1980, only a few more CSA was started. Nowadays, CSA is getting more attention and have been popping up every year in Europe. In addition to the growing number of CSA, more initiatives also have been started to support the movement such as training and knowledge sharing networks among CSAs with specific topics.

Besides the progress regarding organizations, the creativity among the CSA members also help in giving new solutions, communication method and ordering systems. However, CSA is still in the early phase of development in many European countries. Therefore, the movements are bottom-up initiatives without specific strategic supports from governments.

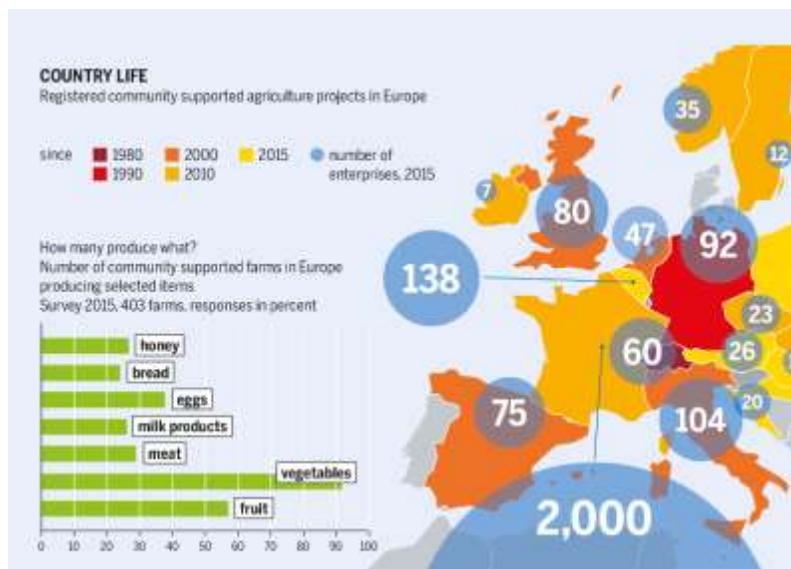


Figure 2. Registered CSA projects in Europe in 2015 (Urhahn & Pohl, 2017), Graphic by Bartz/Stockmar, CC BY 4.0

Western Europe was on the lead in terms of registered CSA projects in 2015. However, the numbers are dynamic and keep increasing until now. In the Netherlands, the number of registered CSA were increasing from 47 in 2015 to 75 per January 2018. Western Europe was on the lead in terms of registered CSA projects in 2015. However, the numbers are dynamic and keep increasing until now. In the Netherlands, the number of registered CSA were increasing from 47 in 2015 to 75 per January 2018. New CSA also provides innovative farm structure and in combination with the farmers market and also workplaces, different range in size, and diversity in products as well (Henderson, 2010).

CSA in the Netherlands which is also called as Pergola farming was firstly initiated by Jolien Perotti in 1994. She started the collaboration with the Dutch farm 'De Oosterwaarde' in Deventer and transformed it to CSA farm (Gajadin, 2001). In 1994 Dirk Jan Adrichem took over the picking vegetables and fruit concept from England. Due to disagreement with the organization, the system was stopped, but the idea had reshaped in De Nieuwe Ronde that was established in 1998. In Dutch Pergola system, agricultural production is the form of sharing responsibility for both farmer and consumers, but the decision-making power remains mainly with the farmer. In comparison to CSA in America, participants have more power and actively involved in decision making. Participants in the Netherlands also rely more on the experience and knowledge of the farmer than participants in the US (van Leeuwen, 2001).

In general, there are two types CSA farming, there are vegetable subscription and also self-harvesting concept (Flora & Bregendahl, 2012). Until now there is no legal organization in the Netherlands which specifically organized the CSA movement, only a network among all the CSA owners called Gemeenschapslandbouw/CSA Nederland en Vlaanderen that facilitates information exchange. Every year, CSA conference and meeting are held to share experiences and knowledge on how to improve their CSA.

CSA initiative in the Netherlands is getting more popular now, especially after the release of a documentary movie about CSA in the Netherlands titled *Harvesting Happiness* (Wij oogsten hier geluk). Besides, there is a trend to switch from intensified agriculture to more organic and sustainable agriculture in Dutch society. Involvement in CSA can be a bridge to facilitate potential young farmers to access knowledge and experience which can be beneficial if they want to start their own CSA. The CSA scheme can provide alternative financing for the potential young farmers (van der Kamp, 2013) that can increase the number of farmers in the Netherlands.

### 3.2 Entrepreneurship in CSA

CSA can be considered as entrepreneurial by nature since the concept itself involving shared risk-taking among a group of consumers and the producers (farmers) (Aissaoui, 2015). The consumers pay the subscription fee in advance to give alternative financing to farmers as a way to provide the development of agricultural entrepreneurship initiatives and empower existing local business (Lanciano and Salleilles, 2010). CSA is one form of community economy which supports local production and becomes co-creator of community and local development (Grdić, 2016). The concept of CSA is in line with Community-Based Enterprise (CBE) that potentially develop the sustainable local economy and encourage community transformation into an entrepreneur and enterprise (Peredo, 2004). Grdić (2016) suggested that CSA creates an entrepreneurial environment which can promote the development of another small business in local communities. Fauchart and Gruber (2011); Powell

and Baker (2017) suggested that prosocial motivations of the community members influence entrepreneurial outcomes.

Entrepreneurship prospers if the community or society support it through favorable attitude. Societies which possess a good value of entrepreneurship tend to grow a system that encourages it (Vesper 1983). Programs that enhance the social awareness of entrepreneurship give positive effect for small business development (Fogel, 2001) mainly when entrepreneurs are supported by close networks and relatives (Kao, 1993). Thus, CSA organization can create an entrepreneurial environment which encourages entrepreneurial learning for farmers, community, and volunteers that involved in the CSA itself.

Besides the entrepreneurship theory in the context of CBE, CSA also can be analyzed by using consumer entrepreneurship approach as suggested by Dentoni et al. (2017). Consumer entrepreneurship can be defined as the process to modify resources in an innovative way for self-value creation instead of exchanging it for a reward from others (Priem, 2007). Also, it emerges into self-creation value while users consume it such as consumer entrepreneur participates in a community farm to know the origin of food, or to experience the farming environment. The initiation of consumer entrepreneurship emerged because frequent consumers of specific products can enhance the resources and modify it for pursuing opportunities on value creation (Shah and Tripsas, 2007).

Dentoni et al. (2017) also suggested that the organizational form influences members participation on consumer entrepreneurship. The more formal the organization, the less member will engage in consumer entrepreneurship due to more limited access to group resources which may encourage members to create value innovatively. When the organizations perform more utilitarian identity, members become more careful and calculative for participating in the organization activities.

### 3.3 The Organization of CSAs

Organization form can influence the individual who is involved in it, both informal context or informal context (Welter & Smallbone, 2012). The organizational structures of CSAs are flexible since each of them maximizes the most beneficial form between consumers and producers (Galt et al., 2011) and there is no exact single model of organization (Flora & Bregendahl, 2012). Sevikul (2014) investigated the organization elements and participants' entrepreneurship in CSA in the Netherlands and found less heterogeneity organizational mechanism result among CSAs in the Netherlands compared to Spain and another region.

Mirales et al. (2017) compared the influence of heterogeneous organizational mechanism in agri-food systems in Valencia to face different challenges regarding their organizational structures: shared resources, level of bureaucracy, participants' engagement, constraints and goals of the organization,

the leadership of the initiative, and origins of the initiatives. Dentoni et al., (2015) found that the organization of Alternative Food Networks influenced the entrepreneurial behaviour of its members. Thus, it is interesting to evaluate to what extent that organization of CSA developed the entrepreneurial environment and how it affects potential future farmers who are involved in CSA activities.

According to Minterzberg (1972) and (Monavarian et al., 2007), an organizational element of the general organization include the systems, process, particular goals, task division, internal relations and power, reporting, decision-making and information flow. In addition, specific elements from a hybrid organization based on Ménard (2004) are resource pooling, competing and contract. Thus, we can use some elements that are applicable to this research such as shared resources, level of bureaucracy, and the goals of the initiative. This research will evaluate how the organizational form of CSAs in the Netherlands can influence and trigger potential future farmers to increase their entrepreneurship behavior.

This research mostly involving the CSA owners or employees and some students who do/did their internship and voluntary activities in that CSA. Even though the interns and volunteers are not always the part of shareholders or members of CSA, but the hybrid organization of CSA also influence on how the entrepreneurial learning process takes place.

- **Shared Resources**

CSA can be considered as a hybrid organization in which the participants pool their resources and share property and decisions rights but still independent of non-shared assets (Ménard 1996, 2005). In this research, we will evaluate how these shared resources influence the potential future farmers in doing their entrepreneurial learning process. There are some shared resources that applicable in CSA as hybrid structure (Mirales, 2017) such as can be seen in the table

Table 2. Shared Resources in CSA

Human Capital	Physical Capital	Financial Capital	Social Capital	Natural Capital
Labour	Production Assets	Investment	Training	Land
Information Exchange	Distribution/Purchase space	External Funding	Events	Water
Agricultural Knowledge	Technology		External Support	
Associative Capabilities				

In this research, we focus on and limit the shared resources on human capital such as information exchange and knowledge sharing and social capital such as training and events. Those parameters are chosen because it will be most beneficial for potential future farmers.

- **Level of Bureaucracy**

Level of Bureaucracy is involving the legal structure, contract or arrangement between transactors and management of the CSA, control mechanism, decision-making process and day to day operation of the garden. Different CSA may have different rules and structure including on how they treat potential future farmers. These differences may also give a different result for entrepreneurship behavior.

- **Goals of the initiative**

Goals of the initiative can be defined as the target that aimed at the CSA. Every CSA has its own goals, from making a profit to some goals beyond the profit such as Food sovereignty, reconnect people and agriculture, providing training to future gardeners, etc. These goals should be reflected in day to day activities, management, and operations of the CSA itself.

The organizational structures of CSAs are flexible (Galt et al., 2011) and there is no exact single model of organization (Flora & Bregendahl, 2012). Many types of CSA have been developed with different forms with some variations in production models, members' participation level and engagement programs that they provide. Based on the organization structure, some CSAs have a community board that acts as a core group and plans the future direction of the farm, while some other only have minimum input from the shareholders. Some CSA obliged members to work; some will give a discount or reduced price based on participatory work in the farm, some do not require work from the members. Based on those differences, it is interesting to analyze the influence of these variations towards the entrepreneurship behavior of the potential future farmers who are involved in the CSA farms.

- **Collective Identity**

Collective identity plays an essential role in a community organization such as CSA. Dentoni et al. (2017) suggested that individual identity of the member in an organization may be created by the behaviour of others such as the co-founder and their peer-members. In addition to Fauchart & Gruber (2011) study who differed the type of their entrepreneurial identities into Darwinians, Communitarians, and Missionaries, Dentoni et.al (2017) suggested that, in terms of Community Supported Agriculture which has production for own consumption principle, the Darwinian identity such as described by in Fauchart and Gruber (2011) is not representative. Instead of pure business and competitive-oriented identity, some communities showed individual importance or

self-orientation that can be described as more utilitarian than Darwinian. The example of this identity can be differed by the self-orientation motivation of the members such as enjoying fresh organic products, improved diet, and the farmer to stabilize the income.

## 4. Methodology

This research used the inductive approach with multiple case studies since not so many literature provided the CSA from the organization and entrepreneurial behaviour perspective, especially related to young people as potential young farmers. Previous research aforementioned in the introduction has been conducted mostly focus on the members' behaviour, not the volunteers or other people who are involved in the CSA. The purpose of this study is to see how the structure of CSA can influence and trigger the young people who are involved in it. The objectives on using inductive approach are to process raw text data into a more summary format, to create a clear relationship between the findings and research objectives, and to develop model or theory as collected in the raw data (Thomas, 2003).

The case study was selected for this study because both organizations have a different style and unique characteristic, which on the other hand become the downside of case study for less generalization Eisenhardt (1989). For this study, I conducted the research in two organizations (two cases) with 11 formal interviews, and also some informal interviews while I observed directly in the field.

The design of the main research activities can be seen as follow:



Figure 3. Main Activities of the Research

### 4.1 Case Selection

Despite the diversity of the way they shared the resources, both CSA farms have some common features. First, they defined themselves as communities, some people who know each other and limited to some geographical distances. They have trust between each other. Second, the members of the CSA farms are the group of people who are seeking for alternative food consumption and production instead of mass market food production such as supermarket and convenience stores. The consumers have committed to farmers to produce and consume vegetables and local food. Third, the members pool some resources together for their own self-consumption (Miraless et al., 2017).

I tried to contact some more CSAs, but some did not reply, some did reply but they I could not the contact students who did an internship there (See the list in Appendix). I decided to focus on these

two farms because they agreed to my visit to the farms and interviewed some students who were working there. I actively asked in Boerengroep Association and University Chair Groups to have more students to be interviewed.

#### 4.2 Preparation and Data Collection

I did a direct observation on the farm by joining voluntary activities in both farms in November – February to get in-depth knowledge on how the farms operate. Then for data collection, I interviewed some students who were working there as interns. The farmers did not want to do a formal interview, so I was asking questions while I work on the farm for helping the farmers directly. The inductive research was analyzed by using qualitative data from primary and secondary sources for about four months (January – April 2018) to get an in-depth understanding of the cases itself. The multiple qualitative data sources were collected from 12 interviews in total for both farms. The individual interviews were the primary data sources to answer the research questions directly and related to the study topic. Every formal interview was conducted once to get interviewees personal point of view about the organization.

Corbin & Strauss (2015) suggested unstructured interviews for the best qualitative data sources since it will give more pure data from the interviewees. However, I used semi-structured interview so that I could prepare the questions yet still allow the freedom of the interviewee's expression in their terms. The interview questions and guidelines (Appendix) were helpful for linking the answers with the objectives and research questions of the research (Emans, 2004).

Besides semi-structured interview which acts as the heart of qualitative research, proper qualitative research should use sources from multiple data such as field observations, reports, media documentation to get both real-time accounts from people who were experiencing and also retrospective data (Gioia, 2013).

Primary data collection was collected from the farmers and the students who did the internship there. I asked questions of farmers in informal interview mostly while we had break time during the farming work because they were too busy to do a formal interview. All of the students were interviewed directly or by skype call since some of them already graduated and moved back to their countries. Most of the students spent time more than one months working in the farm, so they already know how the farm operates, how the CSA concept work, and what are the differences between the concepts, so they can answer my questions about the CSA specifically. Some students were familiar with both farms, even though they did internship only in one farm. Thus, I can ask questions directly to them about both farms as a comparison.

Table 3. Interview Data

Case	Code of interviewees	Position	Type of Interview	Time Frame	Additional Interviews
De Nieuwe Ronde	DNR 1-6	Students/ Graduates	Face-to-face, Skype Call	January – March 2018	Informal with the Farmer
De Ommuurde Tuin	DOT 1-4	Students/ Graduates	Face to Face	January – March 2018	Interview with the employee (2nd farmer)
Expert Interview				January – March 2018	<ul style="list-style-type: none"> <li>• Urgency</li> <li>• Toekomstboeren</li> </ul>

In addition, secondary data were also collected from the website of the farms, toekomstboeren website, CSA network conference, and some papers or report that has been done by other researchers and students published on the internet.

#### 4.3 Data Processing and Theory Building

All formal interviews were recorded and transcribed into documents and were uploaded to Atlas.ti software. I used the qualitative research software Atlas.ti to help me organize the data and the coding process. I also looked at my notes and my observations on the farm to support processing the data.

As an addition, I also conducted two expert interviews to give background knowledge on CSA concept in Europe and the Netherlands. Those expert interviews were not used as the data. Thus it had not been transcribed. I sent the copies of my findings to all interviewees to let them double check and give feedback on the analysis to increase the internal validity of the research (Gioia et al., 2013).

I followed the coding process as suggested by Gioia et al., (2013) to create a data structure. I did first order analysis to note important data by using the respondent terms which was resulted in a big number of categories (between 50-100 codes). Then, I looked for similarities and differences between the first coding categories and reduced the number which resulted in second-order coding. After I performed the second order coding, I grouped them into aggregate dimension to create a data structure. The coding process was conducted as shown in Table 4 and the complete version of all coding lists can be seen in the Appendix.

Table 4. Coding Process and Data Structuring

1st Order Coding	2nd Order Coding	Aggregate Dimension
- People come together for teamwork and grow and harvest their food	Collaborative Consumption	Pooling
- People in the society, work together, live together, produce good food from people		
- Self-harvest which half of the work being done by the members	CSA System	Structure Organization
- They have different size of boxes		
- To keep the business running	Utilitarian	Identity
- grow food to members	Communitarian	
- The activities in which I was involved were; sowing of crops, weeding	Farming Practices	Learning Process
- So mainly it was a day to day farming activities there	Event Management	
- Involved in events,		
- They have creativity, sometimes once a while, they are able to do things something with vegetable	Customizing Goods or Services	Entrepreneurial Behaviour
- I also learned you have to be very adaptable all the time even though it is a very stable business,	Improvisation	

Data Structure can be used to generate a grounded model (Corley & Gioia, 2004). It showed the dynamic relationship between the essential concepts which explain the phenomena and also explain the relevant connection between data to theory.

#### 4.4 Case Description

In this research, I compared 2 cases as an example of CSA organization in the Netherlands to analyze the entrepreneurial learning and behaviours which are involved within the organization. Both farms consider themselves as Community Supported Agriculture which consists of the community who joined farmers to grow their food.

On the other hand, both cases have a different organization structure that made them suitable for this study to see the influence of organization structure towards entrepreneurial learning and behaviours. The organizational structures of CSAs are flexible (Galt et al., 2011) and there is no exact single model of organization (Flora & Bregendahl, 2012). Differences in organization structure and identity organization influence their entrepreneurial outcomes (Mair et al., 2012). It also affects farming and organizing activities of each farm and how the learning process takes place. By comparing the differences in organizational structure and organization identity, we could deeply understand the different entrepreneurial outcomes in terms of the entrepreneurial learning process and entrepreneurial behaviors. Detail descriptions of each case were described in subchapters.

#### 4.4.1 De Ommuurde Tuin (DOT)

De Ommuurde Tuin (DOT) is an organic vegetable garden which is located in Renkum, the Netherlands. It is a small company with four people are involved in the organization structure. The owner is also the main farmer who does most management, organization and planning on the farm. One employee is the second farmer who does the daily garden activities and also supports any activities needed on the farm. One employee helps in the shops and kitchens, and there is also one employee who helps with construction works. In the garden, they grow more than 450 different edible plants from vegetables, fruit, and herbs in one hectare of land which is rented by the owner. Their passion is growing and cooking with vegetables full of flavors, smells, and colors.

DOT has some line of businesses that they maintain until now. The CSA with vegetable box system, farm shop, catering, and also space-renting for an event such as weeding or other events. They also actively arrange events on the garden every season.

“So they have many different things, they grow crops that they sell in their shop, grow crops that they sell in the weekly boxes (CSA). They have excursion so people can come and visit their garden and they got the tour and also catering, weddings” - Respondent 2 (DOT)

“It’s such diverse small-scale farm, which getting income from different sources” - Respondent 3 (DOT)

CSA system in DOT is through membership program in which members pay in advance in the beginning of the season for the whole growing season. DOT has been operated as CSA from the very start since 1999 with four members and now has expanded to more than 60 members. The scheme for this CSA is vegetable box system in which the members can take their vegetable bag in certain pick-up points in a neighborhood or the garden itself. They have four different packages of membership based on the size of the package as follows: Small (1 person), Medium (2/3 person), Large (4 people) and Xtra Large (5-6person). Members will get their package with seasonal vegetables, fruits, and vegetables which are harvested from the garden by the farmers. Members can not request what is inside the bag since the unique selling point of the garden is the diversity of their crops. The farmer will send an email to every member about the vegetables on the package every week with cooking recipes/suggestions so that the members know how to process the food.

Once someone becomes a member, they will sign a legal contract and need to send the required amount of money. Members do not need to help in the garden, but they need to pick-up their own package in the garden or in some pick-up points that have been decided by the farmers on Wednesday or Saturday. Members can visit the garden in working hours to see how the farmers

work and produce the food that they will consume. The members can always give feedback about the vegetable package or any complaints, but they don't have the right to decide on what to grow or the right to financial or company report. DOT is a small private company owned by the main farmer. It does not have any association or board members that can give a decision for the company. The membership only for the vegetable package, where the consumers and farmer shared the financial and risk of the harvests, but no other assets are shared.

Based on direct observation, members do not actively involve in gardening activities, but a lot of volunteers and interns work in the garden to help the farmers with different reasons such as part of healing care program, study, or just for fun and do some physical activities. The volunteers work together in farming activities from harvesting, planting, weeding, composting and also some infrastructure works.

Besides the vegetable box, DOT also opens its shop twice a week for people who want to buy the products without becoming a member. Beside selling raw vegetables, it also sells processed food products such as tea, jams, cake and soups that made from vegetables and fruits from the gardens. The farmer actively arranges events throughout the year for everyone to visit the garden even with tour or excursion to the garden with some explanation about farming and the plants to educate visitors. Everyone (not only members) can also rent the space for private events such as workshop, gathering, and weddings with an additional fee.

#### 4.4.1.1 General Organization

DOT is a private company which owned by the farmer without member association and board members. Thus, the farmer does not oblige to report formally to the members, but the farmers regularly send the newsletter about any information related to the farm, from harvests until the upcoming events that will be held in the garden. All the reporting and certification are arranged by the farmer and the employees themselves.

#### 4.4.1.2 Pooling resources

Pooling money by paying the fee in advance is obligatory for all members to give capital to farmers to start growing the plants. Pooling time and skill are possible if the members have the willingness to give helping hand and suggestions.

#### 4.4.1.3 Ownership and Access

The land is rented by the owner, so it is still considered as private property. Members are welcomed to visit the garden during working hour to see how the farmers work or to make sure the farmers working organically. It is possible for members or non-members to arrange event

there with additional costs. It has no yearly meeting for the members to decide what to do since mostly the farmer and the company decided by themselves. But they organize a lot of events about 6-7 times a year which can facilitate the members to socialize with other members and also give feedback about their subscription.

The privately-owned system in CSA facilitated more opportunities for respondents for coming up with ideas and execute it since the farmers didn't need board approval. It showed the more flexible structure and less hierarchical form.

#### 4.4.1.4 Distribution of rights and decision-making

Members can always give feedback to the farmer and company, for example when they don't like one or some of the products, but they do not have the right to decide things. Most of the decisions were decided by the company (owners and employee). Members can get access to some information that is being shared by the farmers through website or newsletter

#### 4.4.2 De Nieuwe Ronde (DNR)

De Nieuwe Ronde started in 1998 with a small plot about 0,4 hectares with the first 60 members who directly joined the business within one year. The farmer practices with the organic principle without pesticides and fertilizers. The objective of the farm is to provide fresh products for members with the sustainable method.

Nowadays they have more than 200 members with three types of membership as follow:

- Vegetables & herbs - price € 192, - (per person)
- Flowers & Herbs - prices € 45, - a bouquet of flowers and herbs once/week
- Financial contributor – prices € 50 for 40% discount every purchased

DNR uses self-harvest scheme where all members can pick up their own harvest 24 hours/day and seven days/week. Every member automatically becomes the member of the association and enforced to be actively involved in association activities and also helping in the garden, even though is not compulsory.

##### 4.4.2.1 General Organization

DNR is consist of company and member association. The company is the representative of the farmers who do operational work in the garden. They need to do planning, run the farming business and also to report such as a normal company. Every year, the company will report to the association. The association consists of regular members and board members who have more

responsibilities in arranging the association activities and become the bridge between the farmers and members.

Some of the responsibilities of the board members are the following:

1. Carry out yearly legal procedures for organic certification such as arrange a meeting between the farmers and certification body, organize report and documents for certification
2. Arrange a periodic meeting of members, board members, and farmers to plan the farm activities and which crops they will grow the following year
3. Visit the farm regularly to check the farm condition
4. Maintain the business transparency among the members by providing accessibility for all farm information through the website
5. Make sure the sustainability of the farm for example by deciding who will take over the farm if the farmers retired

Once someone becomes a member, they will sign a contract and pay the fees then automatically become the member of the association. Members can contribute to the cultivation process, policy, an even the financial aspect of the company. There will be meeting periodically that is arranged by the board member to decide the future of the garden. They will discuss the farmer's income and also give feedback related to the crops or the farming practices. They used to have some meetings within a year, but now it usually takes place only at the beginning of the seasons.

#### 4.4.2.2 Pooling of Resources

Members pay in advance for the membership at the beginning of the season. Thus, financial capital is pooled to give capital to the farmers to buy the seeds and start the cultivation process. Skills and knowledge also pooled, especially for the board members who have expertise in farming practices. Members who are not board also have the willingness to share their knowledge and skill for the association for improving the performance. However, it is not compulsory to do voluntary work, so the pooling of time for members was not distributed evenly. One way to enhance the information sharing is through the monthly newsletter called Het Groene Blaadje which contains information about the crops, recipes, harvest list, agenda and other notifications.

#### 4.4.2.3 Ownership and Access

The land is owned by the association, and members can access the farm anytime they want, 24 hours/day and seven days/week and harvest their needs. It is also possible for the members to

arrange an event on the farm even though it is not frequent. The equipment and tools also owned by the association since all the capital investment are bought from the membership fees. If the members help to work in the garden, they also can use the equipment and tools that are available in the garden.

Due to community ownership, some respondents in DNR felt they just followed the pattern and did not have so much room for doing an independent project or independent learning.

“It was not very easy to do an experiment or independent project, because the system already in place, and people come and go to get vegetable, So I kind of follow the pattern, but also I learned so much even I was not experimenting” – Respondent 3 (DNR)

Besides, they also use the self-harvest system in which some part of the jobs were done by the consumers.

#### 4.4.2.4 Distribution of Rights and decision making

Every member automatically becomes the member of the association who give them the right to join the board if elected, the right to information, suggestions, and concerns.

The statutes fixed the rights of every participant. Generally, every participant had one vote regardless of the number of their shares or if they were users. Additionally, every participant had the right to join the board or advisory board if elected, the right to information, and to voice opinions, concerns and suggestions. For operational decisions and small decisions, however, the participants delegated some of their decision-rights to the board members. Important decisions such as introducing a new building phase or how to divide profits were voted on and discussed at the annual meeting with the present participants. Prior to the annual meetings, the board prepared the topics to vote on and discussed these with the advisory board.

## 5. Findings

### 5.1 Organizational Structure of CSA

#### 5.1.1 Pooling Resources

Pooling resources played an important role regarding knowledge sharing and information sharing since the respondents cannot access the financial aspect of the organization. Most members of both organizations do not actively participate in daily farming activities, but they still have the willingness to share knowledge and information in the periodic meeting or any other events. The CSAs also can be contacted through some media such as website, e-mails and social media account to facilitate information and knowledge sharing.

#### 5.1.2 Collective Identity of the organization

The motivations of the organization influence the learning process and change of behaviours of the respondents. Identity plays an essential role in entrepreneurs' actions and decision (Cardon et al., 2009; Conger et al., 2012). De la Cruz et. Al (2018) suggested that founder identity is an important aspect of the firm's development since every entrepreneur may have a different view that influences their way of managing his/her firm and business decisions. The latest research about founder identity supported that prosocial identity shapes the entrepreneurial actions and outcomes (Fauchart and Gruber, 2011; Powell and Baker, 2017).

Individual identity is pre-condition of the individual that can initiate the entrepreneurial process. It can evolve based on the routines, expectation, and roles within the organization (2005). Identity influences the manner on how the entrepreneurs act and make decisions within the process (Nielsen & Lassen, 2011).

Based on the interview, most respondents showed utilitarian identities since most of them mostly searching for experience, knowledge and learning process for their own advantages. Only one respondent showed a more communitarian identity because she was willing to support local business and wanted to connect people with agriculture.

Though some respondents were involved in managerial activities, they never really involved in the decision-making process. Even in DNR which has a periodic meeting with board members and the members, the respondents have never been involved. Besides, most respondents thought that they were the ones who learn there, so they did not feel comfortable to take part in the decision-making process. These finding showed that respondents identity were not significant compared to organizations collective identities.

“I am not sure if I did, give feedback because I feel like I have to learn a lot. I am not sure if I would. I just will make remarks to ask why you are doing this.” – Respondent 3 (DOT)

“I rarely discussed, I mostly listened and got new knowledge because I am the one who learned” – Respondent 5 (DNR)

In terms of collective identity, DNR, with its association next to the company, made it more similar to communitarian identity which focuses on fulfilling the community needs. This communitarian identity was indicated from day to day activities which are mostly towards to consumers interests. The main objective of this farm is mainly to provide sufficient products for its member with practices that have been agreed together and provide transparency regarding information and financial aspects. The characters match the communitarian identity which is focused on the community interest that is firmly committed to the products or services developed by the organization (Fauchart & Gruber, 2011). This communitarian identity for this farm also suggested by previous research by Dentoni et al. (2017). The relationship can be more emotional because the community shares the same value and passion which emphasize in contributing to the community instead of profit and sales growth (De la Cruz et al., 2018). Respondents' statement can confirm that the farm seems like a stable business which does not need to do significantly innovative things, as long as the members satisfied with what they got. However, the Communitarian seems to focus to suffice the individuals whose part of their social group, which they labeled as a lifestyle instead of the result (Fauchart& Gruber, 2011).

“The younger farmer seems more keen to expand and do a more innovative thing, but the older farmer seems already happy with the size of consumers, with his income, and consumers also happy with the money they have paid for what they got. It's pretty stable business”- (Respondent 3 - DNR)

In contrast, in DOT, which is still a private company, there was a strong influence on self-orientation. Members get healthy products to improve their diet, and the farmer gets more stable income, and to keep the business running. The farmer utilizes most of the resources, open the own shop, process the products, arrange events and a lot of more activities to attract people to visit the garden.

DOT characters described a bit Darwinian identity which focuses on generating higher profit and keep the business running by using every opportunity to attract consumers (Xu, 2014), but it showed no competitive business and real business identity. All the side businesses are done to stabilize the income of the farmer and to maintain the business to keep running, but not putting profit as the main objective. It was indicated that DOT limit its member into a certain amount without being too expansive aggressively. Thus, as suggested by Dentoni et al. (2017) the Utilitarian Identity is more suitable for this type of CSA.

DOT has a lot of activities and side businesses in which they also involve the respondents on those activities, so they learned some skills related to pursuing opportunities and customized products and

goods. While in DNR which only focus on one business, and also it is quite stable business, the respondents learned more about maintaining the relationship and leadership from the farmers.

“Take advantage of the opportunities that you may have. Look what did they have on the open day, not the current one, the world food day, the farmer uses vegetable to prepare cake, cookies, and flowers were all in soup, tea. She had everything there, so she was not wasting any product regarding the processing. So that was the skill that I learned about them.” (Respondent 4- DOT)

Based on the observation, there is a link between the structure of the organization and the identity of the organization on how they behave. These behaviours influenced and shaped the entrepreneurial behaviours of the respondents who were involved inside it. DNR which is a more rigid structure since it has an association and board member who already set the plan for the whole year made it less flexible for the farmers to come up with new ideas. Thus they learned more about leadership and how to maintain the consumers as their main objective. A communitarian identity which put members a top priority also makes limitation for farmers to do significant changes.

On the other hand, a private structure in DOT makes it more flexible for farmers to implement new ideas immediately without asking permission to board members. Thus, respondents perceived this learning points on how to make a quick decision and pursuing opportunities. Utilitarian identity in DOT enforced them to pursue an opportunity to preserve farmers' income. Furthermore, DOT has three more employees that also need to be paid, so generating enough income is crucial for them. Besides, DOT promoted new members to join and become the part of the local movement, visiting the beautiful historical garden and improve their diet by consuming different varieties of plants. The reference for the utilitarian group is the specific contribution and benefit between members and the community with its entrepreneurial activities (Dentoni et al., 2017).

## 5.2 Entrepreneurial Behaviours

This section explains the behaviours reported by the interviewees and later can be used to compare the two cases. Organizational entrepreneurship described that organization could influence the individual who are involved inside it (Welter & Smallbone, 2012). These influences can be triggered by the context such as the regulation, and also more informal case such as social and culture.

### 5.2.1 Similar Behaviours

The common behaviours that students on both farms improved such as Planning, Improvisation, Networking, and Innovative. These behaviours reflected on the both CSA farm organizations despite the differences in their membership form, organizational structure, identity or daily operation.

#### 5.2.1.1 Planning

Planning was one important behaviour that has been improved by all the respondent in both farms. This behaviour was the most frequently reported by the respondents. Planning behaviours happened mostly in yearly planning and day to day activities but not in long-term strategical planning yet.

“In the Netherlands which has four seasons, so they really plan what to do and when to go. We can’t grow plant all year round” – Respondent 5, (DNR)

Since both of the farms use the organic principle to grow their farm which is not allow them to use any pesticides, they need to do some crop rotation to protect the plants from the pests. Besides, they also need to plan when to plant the seed and what to plant using the sowing calendars.

“You need to know how each of the plants works, where you plant them this year. The farmer does plant rotation, and you don’t plant the same thing in the same place, so you have to change it” – Respondent 1 – DOT

Besides the planning on farming practices, they also plan when they are going to buy seed, which plants they want to grow, and inform the members about the planning schedule so the members can start to pay the fee and also plan their time. DNR always invites members to meet together at the beginning of the season to communicate their plan on the new season, including the crops, financial planning, salary for farmers, and also the price for membership.

In DOT, the farmer informs the members about their harvesting season including the price by email, website and social media. If some members want to have more products outside the usual period, they can ask for an extended period. Besides, the farmer already planned the events throughout the year, publish it on the website and inform it by newsletter to the members so they can plan their time to get involved in the garden.

“They allow the members to say what you want to eat and they try to produce it that season” – Respondent 5 – DNR

#### 5.2.1.2 Improvisation

Improvisation came as the second thing that was reported by the respondents on both farms. This behaviour was considered as an important factor that they learned in the CSA farms. Even though the farmers already planned everything, improvisation was needed to quickly adapt to the change of conditions, for example, the weather or different target groups.

“I also learned you have to be very adaptable all the time even though it is a very stable business; they have consumers, the grow same crops every year more or less, they still have to adapt because they depend on the weather, you can not just do the same thing every year.” - Respondent 3 (DNR)

Improvisation plays an important role not only in the farming practices but also on changing something usual into unique selling point that other places do not have. DOT offers the beautiful garden for everyone to visit, not limited to member only, while other CSA usually inaccessible for non-members.

“Besides CSA, they have shops and excursion so people who are a non-member can visit the garden, and it looks like people like the flexibility of this place” Respondent 4 – (DOT)

DNR already always has fixed members at the beginning of the year, so they only need to do improvisation in terms of managing the farming activities, while DOT needs to do improvisation in order to attract more people to keep coming to the garden.

#### 5.1.1.3 Networking

Networking was also an essential behaviour that most respondents learned on both farms. CSA farms are different compared to the typical farm because the community is involved inside it.

“I like how the farmers maintain the consumers. They always said that we need to communicate with consumers. Don’t forget to greet them or talk to them if you see them after they harvest the veggies. I saw that the relation between the farmers and consumers is so close, and that is one good point to maintain your consumers.” – Respondent 4 (DNR)

Besides, it was also important to build a network with another party such as volunteers and other farmers to maintain your business and to cooperate and to work together.

“I learned how to connect with other people because we have different volunteers and everybody comes and do the job, and then go. There is a need for you to ask them questions, listen to everybody” – Respondent 4 (DOT)

#### 5.1.1.4 Innovative

All of the respondents agreed that CSA is one innovative way of farming even though most of them already know the CSA concepts from their study, but most of them never really experience it before they did the internship. That was why that their involvement has given them good experiences. Innovative behaviours showed in both CSA mostly in terms of trying new varieties and attracting more consumers.

“I absolutely liked to involve in such an innovative way of agriculture; the CSA farming. Every aspect of the CSA was systematically organized. The enthusiastic approach of the members, farmers and the board members are like the cherry on the pie.” – Respondent 1 (DNR)

“This experience has changed my mind in all things, on trying something and come out with innovation; even it doesn’t work at first, keep on trying” – Respondent 4 (DOT)

Baldwin (1995) suggested that innovation is one of the key success parameters for small firms to survive, especially in the field which full of competition with bigger competitors.

### 5.1.2 Specific Behaviours

Specific behaviours indicated the unique behaviours that could only be found on one farm. Those behaviours are Leadership and Relationship for De Nieuwe Ronde while Pursuing Opportunities and Customized Products or Goods in De Ommuurde Tuin.

#### 5.1.2.1 Leadership

All of the respondents in DNR admitted that the farmers in DNR showed the leadership behaviour by guiding the respondents themselves on doing things. They were explaining the things needed to be done, gave an example and observed while the respondent worked. They also gave feedback on how the respondents' performance.

“I think I learned how to be a good boss from them. Because they work (considering the situation, they may just sit, pretending that they are busy but they never do like that. They also work, never stop. Even harder than us. If we show at 9, but actually they show up one hour earlier, and they also stop the work after us. They will stop doing their daily task after us” – Respondent 5 (DNR)

#### 5.1.2.2 Relationship

CSA concept, especially for self-harvest scheme suffered from some risks such as overharvest that can lead to shortage and trust deteriorating to the farmers. Trust and relationship between the farmers and consumers are crucial in this CSA scheme. DNR maintain its relationship with consumers through the association and board members. They also make a report annually and give transparency to all consumers to access the report. This openness is a unique characteristic which is possessed by DNR and not with a private company like DOT.

“I like the idea on how close the relationship between consumers and farmers. So they have trust in each other. The farmers trust the consumers that they will not overharvest, and the consumers respect the farmers for growing and maintaining their food. It is like a mutual relationship.” – Respondent 4 (DNR)

#### 5.1.2.3 Pursuing Opportunities

One thing that most respondents highlight on DOT was they have diversified businesses besides the CSA - vegetable box scheme. They run the shops, sell the products to other shops, sell processed food, and also arrange events regularly to attract people to come to the garden and buy their products.

“I realized is that the farmer was taking all the advantages. When a pumpkin has a problem, and she thinks that she can’t throw the pumpkin away, she prepares soup with it immediately, and she put it in the fridge. If there is a vegetable that she thinks is going to go rotten, they will prepare something with it and sell it. I think it was something so unique” – Respondent 4 (DOT).

#### 5.1.2.4 Customized Products

Most respondents in DOT reported that they improved in Customizing Product & Services because they learned in DOT that they grow a lot of varieties of plant to make unique selling point that differs them with any other CSA. The respondents also involved in a lot of events that facilitate them to create seasonal creative food products. Farmers and members took part in workshops and events with a specific theme such as edible flower, or berry tree pruning.

“Farmer uses vegetable to prepare cake, cookies, and flowers were all in soup, tea. She had everything there, so she was not wasting any product in terms of the processing. – Respondent 4 (DOT).

Unlike DNR which has board member and association, DOT is more flexible on making customized products spontaneously apart from their CSA business without seeking any approval from the association. These customized products are really attractive to consumers, especially in festive seasons. Different from DNR in which the structure is already fixed, they are less likely to do product customizations.

#### 5.2 The organization of CSA and entrepreneurial learning processes

Getting involved in CSA provided learning process for all of the respondents. They learned how to manage the farm in small scale from day to day activities and some managerial activities. Both farms are companies that have been operated for more than five years so more or less they already have a pattern on how they work on the farm. Most farms accommodated the respondents with good knowledge sharing and information sharing, which not always come from the farmers, but also with volunteers and members if they come to the farm. The knowledge sharing happened in two-ways, not only came from farmers. Both farms had shared the knowledge and information well.

“We shared knowledge and information. I started the conversation with questions then I would listen to what they say. Mostly I listened because I was the one who is studying there” (Respondent 5 – DNR)

The learning process took place in an informal way, there were no formal classes on both farms, but mostly learning by doing. Farmers taught and showed how the works and then the respondents tried to do that activities as well. Respondents were allowed to be innovative in solving problems then the

farmers usually gave suggestions on how to improve that. The respondents in both farms had an informal discussion and feedback sessions periodically.

Respondents in DNR mostly learned about farming practices and more routine tasks. They did not learn about managerial things because DNR did not have a lot of events. On the other hand, in DOT, most respondents could participate more to the managerial skills for example by taking responsibility on the farmers market event, world food day event, meeting with other farmers, creating the plant plot and sowing calendar as part of the planning process.

“The farmer involved me also in a bit background thing, organizational thing, to learn next to just doing the work there. Which is nice, like going to meeting with other farmers, sorting out the seeds orders. So, it was a bit more in-depth activities, not just the physical work, but also showing me what is a bit behind that, which other activities.” (Respondent 3 – DOT)

The owner was so busy with organizational and management works, but the presence of the second farmer, who is still young and enthusiast to teach the respondents to learn about farming practices and management helped the respondents in the learning process. She became the bridge between the respondents and the main farmer so that she could propose new learning points for the respondents.

“So, they involved me with the world food day where I was guiding the excursion to Ommuurde Tuin. On the way to there, I had to brief them about DOT and trigger the participant to be eager to see what I said. That was amazing which I think I am going to see something like that if I do the CSA. And then at another time too, when they had the market day, they involved me. We cooked some products, explained and let people taste, and also sold the products. It was another good experience for me, So, I think they involved me” – Respondent 4 – DOT

The learning process for both farms mostly happened from the farmers to the respondents and volunteers who work in the garden. Members were not involved in farming activities in both farms except for harvesting. Only a few members who were actively involved in the farms regularly. In the Netherlands, consumer groups were arranged more formally by having written rules. This phenomenon supported the research done by Dentoni et al. (2017) that formal organization reduces the member engagement in consumer entrepreneurship. Both farms have a legal contract that makes it more formal compared to another type of community organization without formal rules.

However, even without all members participating in the farm, the CSA system still provide entrepreneurial learning for respondents. The learning process ranging from practical farming practices as the main activities since it is their core business, managerial activities and event activities, and also some respondents had a chance to visit the supplier. Farmers shared information on how to

use the tools and equipment and also gave feedbacks to improve the respondents' skills. Both farms were open to feedback and ideas from the respondents which allowed them also to exchange information and knowledge with the CSA.

#### 5.2.1 Shared Resources

Both farms apply the organic principle for growing the plants for the members. Most members who joined the farms live nearby the farm location. DNR uses the self-harvest system in which the members can access the farm anytime they want, and the farmers grow more or less the same crops every year. The self-harvest scheme makes it easier for consumers to harvest the product since they don't need to ask or learn how to harvest new things every year.

Shared resources in DNR including natural resources as the farmers give unlimited access to consumers to harvest their crops, financial resources from consumers sides, and also knowledge and information from both sides between farmers and consumers.

DOT uses vegetable bag system since they grow a lot of varieties (more than 450) in small garden dynamically. The garden consists of so many varieties that even the consumers have no idea about certain plants, that it would take time for the farmers to educate the members on how to harvest everything. Besides, the design of the garden is also compact that the space between one bed to other bed is not too large. The shared resources involving the financial resources from consumers and natural resources on limited time only when the garden is open.

Both farms use the formal contract to the members, so it become more formal in that sense, but on the other hand, they preserve the informal relations in daily practices. They suggest the member take part in farming activities but without forcing them. They also have an informal break if members or volunteers help in the garden that let knowledge sharing flows as part of the learning process.

#### 5.2.2 Collective Identity

One of the motivations of both organizations is to produce healthy, fresh, local food with a direct chain between farmers and consumers. However, since the structure of the organization is different, both farms showed a different identity.

DNR has the community association who wanted the farmers to produce their food. They decide the farmers' income and some other aspects of farming practices. The member is considered as the most important stakeholder for this farm, so the motive is to fulfill the member's needs, in terms of food products. Besides, this concept also wants to give fair price and security for the farmers in case of bad harvests with the risk-sharing concept.

“They do it in the very pure type of CSA. They involved members in the process” – Respondent 2 (DNR)

The entrepreneurial learning process is done by involving the members in planning at the beginning of the seasons, mostly by involving members on planning activities and decide what to grow and what to buy. After that, the practices become more routine without significant change of activities year to year. The key learning points on regular activities are mostly farming activities because the members should be taught on how to harvest. There is a possibility to arrange a social event, but until now it is not often.

“It’s quite stable business, production is constant and the same crops more or less. Members mostly vote for farmers income and approve the planning” – Respondent 3 (DNR)

The communitarian identity of DNR shaped the entrepreneurial outcome that the respondents reported relation as the important behaviour they learned on the farm. By involving the members in the businesses and decision-making process showed the relation behaviour. The business also used the self-harvest system where it was suffered from overharvesting that may lead to crop-shortage. Farmers need to maintain the relationship with the members, so they have a sense of belonging to the farms.

DOT has some line businesses that makes it not solely depend on CSA concept and members. The motivation of this farm is to enrich its consumers with diverse products and educate people about biodiversity. One of the passions of the farm is too grow and cook with vegetable, herbs, and even edible flowers. The reason why members can not choose the vegetable on their bag because the farmer has an aim to let the members try different varieties that they never eat before and teach them how to process it by giving the recipe. Profit is also one of the objectives for the farm since it is a private company to keep the sustainability life-cycle of the farm. It can be seen that this farm actively promotes their farm through events and social media to attract people to come and become a member even though they limit the number of members every year to make sure the harvests are sufficient.

The utilitarian identity showed that farmers and members had a more self-orientation side. Farmers tended to generate more profit by having a lot of events, created fancy products. Most members did not fully involve in farming activities, but they enjoy the customized service that is provided by the farms. Some members also asked for a customized subscription, for example, the vegetable box outside the regular harvesting period for fulfilling their own consumptions.

“The farmer took advantage of having the opening day and other things. She knows how the things to get support if she has a way, she has to utilize it I think” – Respondent 4 (DOT)

“I realized that kind entrepreneurship there, how the farmer manages this agriculture system to get money” – Respondent 1 (DOT)

DOT arranges a lot of events every year, and they work with members and volunteers to prepare it. Even some respondents were responsible for some events that facilitated them to learn how to arrange social events.

5.3 The Influence of Entrepreneurial Learning and Behaviour in increasing willingness on future farming  
The involvement in CSAs gave positive impacts because it provided entrepreneurial learning and improved some behaviours of the potential young farmers. These change of behaviours affected their willingness of future farming because most of them felt more experienced and trained in the farms. They got knowledge not only about farming activities but also on doing managerial activities. All of the respondents reported that they learned and improved some of the entrepreneurial behaviours from the farms.

Only 30% of them come from a family with a farming background, but the majority of the respondents grew up and live in the city. All of them studied or still studying in agriculture-related fields which enhance their interest towards agriculture and farming practices.

“Actually, I already have a farm as well, but not for food, more like the fundamental plants for ecological purposes in Thailand. I don’t think the CSA concept will work in our country, even if it works, we can not apply completely the same system. – Respondent 5 (DNR)

“I think I would like to (have CSA), I really like it. I think it can give a big advantage to farmers if you don’t have to harvest, that people come and harvest. That is why, so If I would go with CSA - I think I would because I really like the social aspect of it” - Respondent 3 (DOT)

All of the respondents showed initial interest in farming, agriculture, and food production that motivated them to join CSA. After the involvement which enhanced their knowledge from the learning process and improved their entrepreneurial behaviours, ninety percent (90%) of respondents still willing to continue or start their own farms. Furthermore, not all of them willing to adopt the CSA concepts due to differences in the character of the community and also farming practices.

## 6. Discussion

This study was conducted to understand the differences of organization form of CSA and its influence on entrepreneurial behaviours of young people as potential future farmers. This chapter consists of the integration of the findings that have been previously discussed into a model that reflect the relationship between the organization and entrepreneurial behaviour.

### 6.1 The Relationship between Organization Structure, Entrepreneurial Learning, and Entrepreneurial Behaviours

Organizational Structure can be defined as the system of authority relationship, communication, and workflow which may shape the entrepreneurial activity within the organization Covin & Slevin (1990). The structure of CSA organization, in terms of pooling resources and identity of the organization, gave different learning process to the respondents. It mostly depends on the farms' approach to managing the resources and maintaining their consumers. Those differences resulted in some different improvement in their behaviours even though some similar behaviours were found on both farms.

DNR shared its land to be accessed by the members so that they can harvest the food and also arrange events or any activities there. The unlimited access for members gave less flexibility to apply to any other activities including independent research outside the operational activities. The works done there mostly farming activities, and some managerial activities related to planning and doing more routine task, that leads the respondents to learn more about day to day operational work. Learning process occurred to young farmers by involving in operational work so that they could replicate what the farmers did implement what they learned directly. Organizational structure influences the learning process Fiol & Lyles (1985) and acts as the basic mechanism for the organization and its members to learn and create knowledge (León, 2011).

The presence of board members which showed leadership behaviours also influenced the learning process in the form of supervision work and coordination work to connect the members with the farmer as a community. DNR has an informal structure in terms of membership, on the other hand, the association and board member give limitation and more rigid structure for volunteers and students who are not members. This structure tends to prohibit entrepreneurial behaviour within the organization (Morris et al., 1993). DNR with a more rigid structure since it has an association and board member who already set the plan for the whole year made it less flexible for the farmers to implement new ideas directly. Thus they learned more about leadership and how to maintain the consumers as their main objective. A communitarian identity which put members a top priority also makes limitation for farmers to do significant changes.

The communitarian identity showed by DNR shaped the relation behaviour to all of the respondents. DNR used the self-harvest system to make the members more connected to the farm (Dentoni et al., 2017). By learning that the farmers maintain a good relationship with the consumers and build the trust between each other improved respondents behaviour in terms of relation with people. The respondents realized the importance of building the trust and maintain the relationship with your consumers.

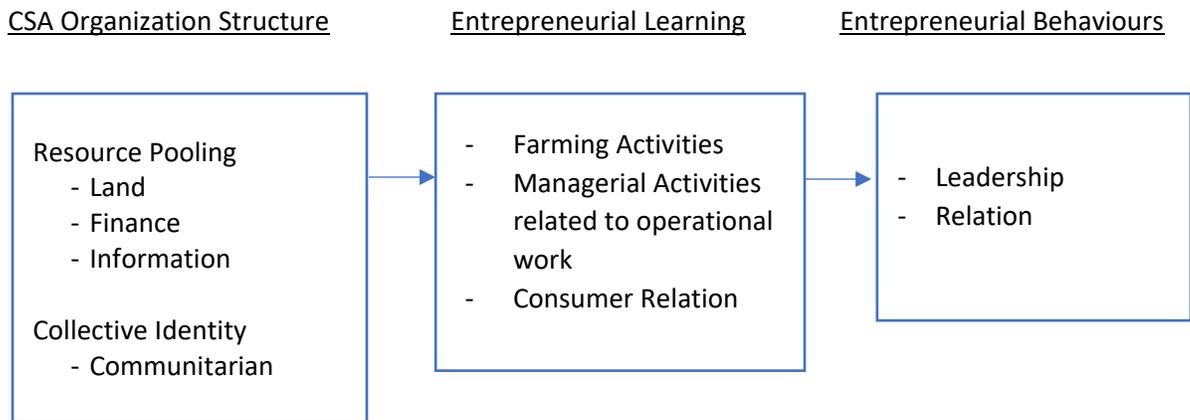


Figure 4. The relationship of Organization, Entrepreneurial Learning, and Behaviour in DNR

The shared resources in DOT were financial and knowledge/information, excluding the land/natural resources. Farmers have more freedom to decide what to grow and to arrange events in the farm without seeking any approval from the members as long as the members get their seasonal food products. This gave more flexibility for respondents who came up with ideas for implementing a new process or new varieties.

A utilitarian identity which shows the self-orientation mindset provided more flexibility to do more creative works, more varieties of plants, and the members also allowed to have customized subscriptions. This Utilitarian identity facilitated both farmers to pursue opportunities to generate more income, but also facilitated the members to get their food even outside the normal subscription time. Besides, DOT promoted new members to join and become the part of the local movement, visiting the beautiful historical garden and improve their diet by consuming different varieties of plants. The reference for the utilitarian group is the specific contribution and benefit between members and the community with its entrepreneurial activities (Dentoni et al., 2017). All of the respondents agreed that by becoming more flexible in customized products and services, they improved in recognizing the opportunities and pursuing it. Customization business tends to be dynamic and offers a lot of opportunities (Stoetzel, 2012).

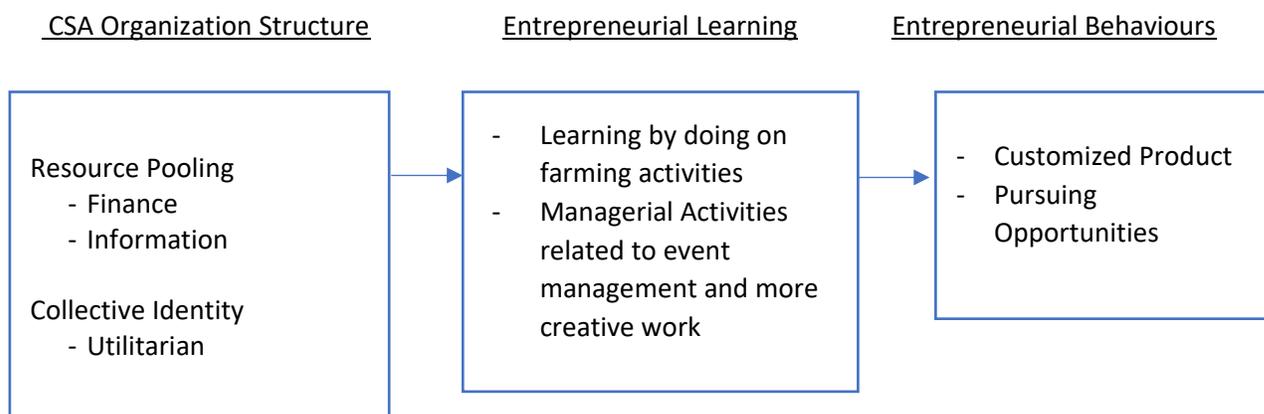


Figure 5. The relationship of Organization, Entrepreneurial Learning, and Behaviour in DOT

Based on the result, there is a link between the structure of the organization and identity of the organization on how they behave and organize the organization. This structure influenced the entrepreneurial learning process and shaped the entrepreneurial behaviours of potential future farmers who were involved inside it.

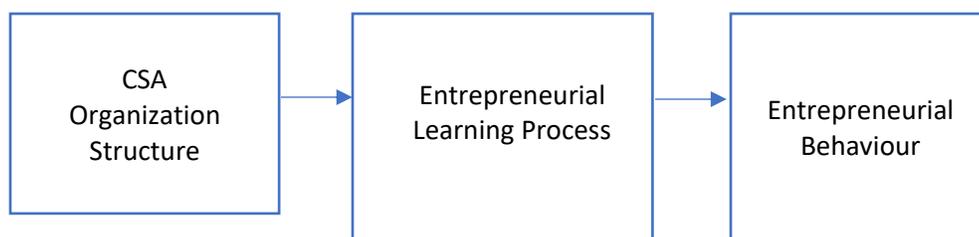


Figure 6. Inductive Framework

## 6.2 Entrepreneurial learning in agricultural entrepreneurship

This study confirmed agricultural entrepreneurship from Lans et al. (2013) that it is not limited to new venture creation even the farms already established for more than several years. There are still some opportunities and chances as the influence of stakeholders and products that can lead to entrepreneurial behaviors. Besides, agricultural business depends on some uncertainties that forced the farmers to react differently every season, with a different type of soil they cultivate, crop rotations to maximize the available resources they have (Alsos et al. 2011).

“I was really enthusiastic about the concept, and I felt like, you know, it was an eye-opener for me. So, I didn’t have an exact expectation because I haven’t heard about it before. But also I think it surpasses my expectation. I think if I was it not in the CSA, but just like in the normal farm, wouldn’t have been this nice. So that’s good” – Respondent 2 (DNR)

“I know that actually running a farm; it needs really good planning as well. I thought that as a farmer you need to work hard, just work hard, but actually, it is not. To be a good farmer, you

also need more additional skills; it's just the same as another career. You also need to have a good planning, good management, input, output, suppliers, and like accounting things. You also need to check your payment, your income, and many things. So, yeah. You also have to learn about that.” (Respondent 5 – DNR)

“I would like to have CSA. Because I ever interviewed farmer and he said that farmer sometimes feels lonely because you are out there on your farm, people don’t really visit you; you don’t have time to visit other places, maybe sometimes but there are too many things to do. And one of the ways to deal with this is to have people come to your farm. So if you have this kind of CSA program then people will come, get to know you, get to know your farm.” (Respondent 2 - DOT)

Most respondents agreed that they learned more things than just farming skills in both CSAs. Most respondents showed their interest in building a similar concept in their own country with some adjustment that matches the country well.

These finding supported previous research by Lans et al. (2011) that entrepreneurial role in a small business agriculture organization including some activities such as identifying opportunities and consumer needs, scanning the environment, formulating strategies, and use networking and collaboration.

### 6.3 Willingness on future farming

The entrepreneurial learning in CSA gave positive impacts to all of the respondents. By joining the activities on CSA, they get more knowledge on how to manage the small business farm. Hands-on experience with the farmers, volunteers and members increase the willingness on future farming due to practicing that made them more familiar with farming activities, including management activities behind that. Paul (2014) suggested that by doing practical farming directly will reduce the barrier for young people who are interested in becoming farmers because CSA can provide knowledge, advance working capital, improved access to land, support from the community, and guaranteed market.

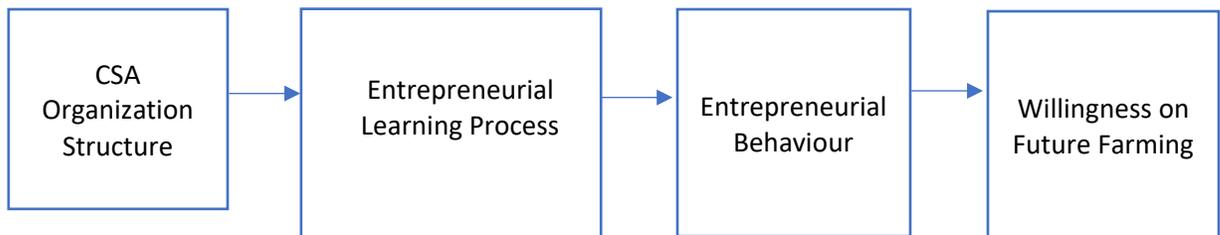


Figure 7. Inductive Framework in increasing the willingness on future farming

Willingness on future farming was improved among the respondents as the implication of learning process and improvement in entrepreneurial behaviours. All of them got more insight on how to manage the farms by learning the farming activities and managerial activities that made them feel more confident in starting their own farm.

## 7. Conclusion & Recommendation

This study was conducted to evaluate the influence of CSA organization influence the entrepreneurial behaviours and willingness of future farm for potential future farmers. The result showed that organization form, regarding pooling resources and identity of organization influence the entrepreneurial behaviours. Some common behaviours that were improved by the respondents on both farms were Planning, Improvisation, Networking, and Innovative. Specific behaviours emerged in the CSA with more fix structure, and communitarian identity was leadership and relation due to less flexibility, and the main focus is on maintaining the consumer by producing enough food. While in CSA with a more flexible structure and utilitarian identity, the improved behaviours were pursuing opportunities and customize products. Because of its flexibility and its objective to preserve farmers income and keep the business running, this CSA tends always to make benefit from every event.

Overall, after the involvement which enhanced their knowledge from the learning process and improved their entrepreneurial behaviours, all of the respondents feel more confident in starting their own farm. Ninety percent (90%) of respondents still willing to continue or start their own farms in the future.

The research can be improved in the future with larger samples and cross-case analysis to increase the validity of inductive theoretical framework. It is also interesting to quantify the influence of the organization on entrepreneurial behaviours with quantitative research and by evaluating the demographic factors of young farmers to see the differences in behaviours.

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## 9. Appendixes

### Appendix 1. Questions for Future Farmers

Date :  
Name :

#### Part I - Introduction

1. How long have you been involved in this CSA?
2. Do you have a farming background? (from family/education/working experience)?
3. Why are you interested in involving in farming activities?

#### Part II - Organizations

1. What kind of activities that you usually do in the farm as .... (internship/voluntary/members?) (i.e., farming practices, informal activities, activities/events)
2. Based on your observation, how this CSA organized (including organizing the internship/voluntary/members activities)?  
Aspect: Legal organization, the composition of boards/company, motives of the CSA, task division
3. How does the CSA organize and accommodate you to involve in its activities?
4. How does the CSA owner/staffs/board guide you during your involvement?  
Aspect: Knowledge sharing, decision-making, motives of the initiatives, entrepreneurial behavior, task division
5. How do you describe your experience in this CSA?  
Aspect: (task division, knowledge-sharing, decision-making process)
6. Do you like to involve in this CSA? What do you like/dislike about this CSA?  
Aspect: engagement, responsibility, organization, social, behaviors, environmental, entrepreneurship, knowledge-sharing
7. Do the organization involved you in their managerial activities?

#### Part III – Entrepreneurship Behaviour

1. In your opinion, what did you learn by involving in the CSA?  
Aspect: knowledge-sharing, decision-making, social, economic, environment
2. After your involvement in the CSA, is there anything that you do differently regarding the activities in the CSA? If so, can you give examples of what you have improved?  
Aspect: entrepreneurial behaviour
3. What factor that has made you change the behaviour?  
Aspect: task division, engagement and ownership, value, learning
4. To what extent that the structure of CSA has influenced the change of your behaviour?  
Aspect: the degree of formality, responsibility, knowledge-sharing, decision-making
5. What do you think about the change of the behavior as overall? Do you like/dislike it?
6. Do you think your involvement in CSA meet your expectation before you joined the activity? Why is it meet your expectation/why not?  
Aspect: the degree of formality, responsibility, knowledge-sharing, decision-making
7. What do you expect from this CSA to be improved in the future?

## Appendix 2. Questions for CSA owners

Date :

Name :

1. How long have you been operated as CSA?
2. Do you have the farming background before creating this CSA?
3. How is this CSA organized?  
Aspects: formal structure, legal, membership, employee, task division, engagement, decision-making
4. What are the main goals of this CSA? How is it started?  
Aspect: motivation, the origin of the initiative
5. What do you think about farming and young people nowadays?
6. Do you also provide opportunities for young people to be involved in farm activities? What kind of activities?  
Aspect: knowledge sharing, decision-making, organization, task division, engagement
7. How does the knowledge-sharing process with young people go in your CSA?  
Aspect: knowledge-sharing, entrepreneurial behavior, decision-making
8. Do you have special training for people who want to learn about CSA?  
Aspect: knowledge-sharing, entrepreneurial behavior, decision-making
9. How does the decision-making process go in your CSA? What stakeholders involved in the process?  
Aspect: organization, decision-making, stakeholders, membership, engagement
10. What kind of skills (besides farming) that are needed for farmers to develop a CSA farm?  
Aspect: entrepreneurial behavior
11. Do you have a lot of young people who are involved in your CSA? How are your experiences to work with them?  
Aspect: entrepreneurial behavior, knowledge-sharing, responsibility, engagement
12. What do you expect from young people who are involved in the CSA? Or in farming as a general?  
Aspect: entrepreneurial behavior, knowledge-sharing, social, environment

### Appendix 3 - Questions to Expert

Date :

Name :

1. What do you think about the relationship between farming and young people nowadays?
2. Based on your experience, how are (mostly) the CSAs organized?
3. Based on your experience, Is CSA concept suitable for new farmers (especially young farmers)?
4. What kind of activities that urgency has done to promote this initiative to young farmers?
5. Do you have any experiences about CSA farms that support young farmers to develop their own farm?
6. Besides farming skills, what kind of skills that are needed by the young farmers to develop their own farm?

#### Appendix 4. List of Contacted CSA

No	CSA	Website	Responded	Suitability for research
1	Amelis' Hof, Bunnik	<a href="https://www.amelishof.nl/groentetas/">https://www.amelishof.nl/groentetas/</a>	Yes	Care farm, not so many young participants
2	Āsum, Technum	<a href="http://www.asumstadstuin.nl/">http://www.asumstadstuin.nl/</a>	No	
3	De Bioakker in Zutphen	<a href="http://www.bioakker.nl/">http://www.bioakker.nl/</a>	No	
4	Eemstadboerderij, Amersfoort	<a href="http://www.eemstadboerderij.nl/Tuinderij/">http://www.eemstadboerderij.nl/Tuinderij/</a>	No	
5	Herenboeren	<a href="http://www.herenboeren.nl">www.herenboeren.nl</a>	No	
6	De Nieuwe Ronde, Wageningen	<a href="http://www.denieuweronde.nl/">http://www.denieuweronde.nl/</a>	Yes	Yes
7	De Ommuurde tuin, Renkum	<a href="http://www.ommuurdetuin.nl">http://www.ommuurdetuin.nl</a>	Yes	Yes
8	Pluk! Amsterdam	<a href="http://plukcsa.nl/">http://plukcsa.nl/</a>	Yes	New CSA, only one intern
9	Tuinderij de Stroom, Hemmen	<a href="http://www.degroenekring.nl/stroom/">http://www.degroenekring.nl/stroom/</a>	No	
10	Tuinkansrijk, Groenekan, Utrecht	<a href="http://tuinkansrijk.nl/">http://tuinkansrijk.nl/</a>	No	
11	Us Hof, Sibrandabuorren, Friesland	<a href="http://www.ushof.nl">http://www.ushof.nl</a>	Yes	The students didn't want to be interviewed
12	Tuinderij de Volle Grond, Bunnik	<a href="http://www.tuinderijdevollegrond.nl/">http://www.tuinderijdevollegrond.nl/</a>	No	
13	Stadstuinderij Het Zoete Land, Leiden	<a href="http://www.hetzoeteland.nl">www.hetzoeteland.nl</a>	No	
14	De Zelfoogsttuin, Arnhem-Schuytgraaf	<a href="http://www.dezelfoogsttuin.nl/">http://www.dezelfoogsttuin.nl/</a>	No	
15	Zelfoogsttuin Ten Boer	<a href="http://www.zelfoogsttuin-tenboer.nl/">http://www.zelfoogsttuin-tenboer.nl/</a>	No	
16	Het Heerlijke Land, Nijmegen	<a href="https://www.hetheerlijkeland.nl">https://www.hetheerlijkeland.nl</a>	No	
17	De Heihoeve, Lettele	<a href="http://dacdeheihoeve.nl/">http://dacdeheihoeve.nl/</a>	No	
18	Gordons spoor, Groesbeek	<a href="http://gordonsspoor.nl/">http://gordonsspoor.nl/</a>	No	
19	Het Groene Buitenland, Assendelft	<a href="http://www.hetgroenebuitenland.nl/">http://www.hetgroenebuitenland.nl/</a>	No	

## Appendix 5. Example of transcribed interview

Name : Respondent 3 - DNR  
Interview Method : Face to Face

### Part I - Introduction

4. How long have you been involved in this CSA?

Four months. I started in March last year, and I finished in mid-July. I started exactly when they started it. The did some soil preparation before I arrived, and I started planting with Pieter and Klaas, quite early in the season. And I did a whole planting and maintaining, and I left before we start to take down all the stuff. The activities when you remove the poles and start cleaning the areas because grow less, I leave before that. So I did planting and maintaining and a bit of harvesting.

5. Do you have a farming background? (from family/education/working experience)?

No. I volunteer on some farming projects; my parents are not farmers. My grandparents were farmers, but then they moved to the city, so I never saw them farming. But, both sides were farmers. I had voluntary works in urban agriculture farm in London and the Philippines, there are more small projects, more prudential basis. In London, it was just in my neighborhood, and I joined a group that was having a garden, and in the Philippines, it was a university project. In Mindanao, the southern island, for a community garden but they started, and they tried to food security and also sanitation and also doing research about fertilizer, and stuff.

6. Why are you interested to involve in farming activities?

I started to grow my own food at some point; I don't remember why I started. But I wanted to start doing different stuff, and I started to join the group in my neighborhood in London, and from that, I started to get more interesting in growing food in a larger scale. I started to the urban environment because I live in the city, and I more interested in composting, plant growing, that kind of things, I changed career because I am older than most of the students here, I had IT career before then I decided to change to organic agriculture.

Why I went to De Nieuwe Ronde because I want to stay in Wageningen because I like the environment, I was an exchange student, so I want to stay a bit longer, and I like the principle, I like the concept in CSA, the DNR. I am familiar with the CSA was, but I never been across to self-harvest, so I wanted to know how that would work, the practice for them. And I like the fact that for me personally, it's one business, but it's two farmers. They both manage quite differently and both Pieter and Klaas, they don't do things the same way. So, I got both experiences. I learned on two farms at the same time, so that was nice. For other CSA farm, I did a few hours work in Ommuurde Tuin just because I had a friend who works there, so I work there on Saturday morning. Just working because it is a nice place. In France, I was part of a community garden but just for a hobby not for business.

### Part II - Organizations

8. What kind of activities that you usually do in the farm as .... (internship/voluntary/members?)  
(i.e., farming practices, informal activities, activities/events)

Day to day only agriculture activities. Planting, a lot of weeding because it is organic, we did a lot of hand weeding, the maintenance, general maintenance, putting up the support for the beans, so they can climb. Anything that needs to be done on the farm on the day. I had very little interaction with the customers, when they came in they said hello, and they may ask where is this, what is this crop or something like that. But a lot of them they already know. Also, I work weekdays, and I think a lot of people they come in the evening after work and on the weekend. We finish at 5.30 depending on the time of the day.

9. Based on your observation, how this CSA organized (including organizing the internship/voluntary/members activities)?

Aspect: Legal organization, the composition of boards/company, motives of the CSA, task division

So I had no interaction with them directly, but yeah I know they have a board, they meet, I think maybe now they meet once a year, before they used to meet more often but then they realized that there was no need to meet so often because you know, what they do is, I think they vote for salaries for Pieter and Klaas every year, they approve if they want to get new equipment, and they make sure that what is. Because they are members themselves and the director also members, feedback what they heard from members with Pieter and Klaas so anything not work well, so they can communicate that but I think they reach the point in the meeting, everything is working well, not a lot of work to do with the board, not so many problems, it's quite stable business, production is constant more or less, they never shortage on production, in general, I think people are happy with what they pay and what they get.

So I think the board it's an obligation because it's CSA, legally they have a board. it's an obligation but for now almost no need for the board but it still good I think, to make sure that, but I think overall, there not so many things to do because it works well, as further as what I've seen. They don't do meetings because it is no need.

I think maybe once, there was, so Klaas is a lot more relaxing on weeding, and maybe there are too many weeds, and I think the board reporting to him saying, sometimes they can distinguish between bad and ugly, so it's better to do more weeding. But in terms of what is grown, which crop they should grow, I don't think they are much involved. From season to season Pieter and Klaas they grow the same thing, they change 1 or 2 varieties sometimes when they realized that one is not working well, it means for example when they grow one German thing, they decided to rather than to buy the seeds and do the seeding, they make that season themselves. The board should approve the budgets, but in the end, because the cost is stable, they grow the same crops more or less every season, they should not worry. I think if there is a big purchase like they need to buy a new tractor, it should be approved by the board. But I don't even sure.

I never see the board member when I was there. My supervisor was Egbert; he is part of the board. There are also some people; I might have met them but as members.

10. How does the CSA a organize and accommodate you to involve in its activities?

It was not really chronological. So, Pieter has more plan more than Klaas, so like weekly, he knows exactly what to be done. And based on mostly on the weather we are doing things one day, and he decides what to do, this and that, he always shows how to use the tools, how to use the tractor, how to be, do the things on certain way, he was always observing what we were doing, if we could improve, or we should do that way, so he was really ad hoc, informal, if you need more training and he will show us. He was very flexible in the work because we also work with volunteers, they were very flexible on time. So I had a break for 3 weeks, so they were really accommodate me. They have flexibility because they don't have to harvest, when you have to harvest usually you have to be ready in the morning, you need to be ready for a certain time. We didn't have that, so we were very flexible in time. And also they are quite full of volunteers, the students, just people who know them, members, so members sometimes help us. At Pieter there is one guy who always comes once a week, Klaas also there are people who come twice a week. And also students who know DNR and they come a few days a week. Full of workers, so they are very flexible.

11. How does the CSA owner/staffs/board guide you during your involvement?

Aspect: Knowledge sharing, decision-making, motives of the initiatives, entrepreneurial behavior, task division

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12. How do you describe your experience in this CSA?

Aspect: (task division, knowledge-sharing, decision-making process)

Knowledge Sharing, from the volunteers also, from the members not so much because when they came we were working in the garden and they are harvesting vegetables somewhere else on the farm. There are two volunteers, they are retired and come to help to work in the garden, so they know how to do it. From the students, maybe they know about particular crops, so we change information.

There was a little interaction between the customers and us. Pieter and Klaas have more, but they don't work at the weekend either, so most of the interaction is at the beginning of the season when they invite the new members, after that, I think they sometimes organize some events, community events to get to know each other but I didn't see that it was the most important aspect of this CSA. Maybe Pieter was more keen on expanding his scale, so he a bit did more interaction with customers. For Klaas, he is happy with how he works. It's working you see; they have subscribers every year, they have too many people. They have a waiting list, so they don't have to do marketing because people know they now, people get their food, they get income, so it's working. I think Klaas is happy with the scale. Pieter is a bit more interested in expanding maybe. He has a more entrepreneurial spirit I think, than Klaas.

Pieter is more keen like meeting people. Pieter was even questioned about agronomy, more forward and speaking more than Klaas. But it is interesting how they started, Klaas started on his own, at the time when it was not developed in the Netherlands at all. And then Pieter came 10 years later. I think Pieter benefited from Klaas experience, even now he knows how to grow food, he knows how to handle business. He more independent and they do things quite separately almost. But I think in the beginning he really benefited from having the teaming up with Klaas. For starting on your own a business like this, and agriculture is always really hard. And I think working with Klaas saved a lot of his time and mistakes. When people start their own business, you know, they don't know exactly how to put equipment, you don't know how much to produce, and you don't know are you harvest enough. And there you arrive, and there is already customers because there is already a waiting list.

13. Do you like to involve in this CSA? What do you like/dislike about this CSA?

Aspect: engagement, responsibility, organization, social, behaviors, environmental, entrepreneurship, knowledge-sharing

It was positive and for me, what I was looking for. I was looking for a practical internship, working on the farm through most of the season, so what I got it was very positive. Like I said, it was like I did my internship on two farms. I enjoyed both working with Pieter and Klaas; they are also very nice. There were also volunteers and other students, so it was quite social activity, I was not on my own weeding. For me was really fun and I learned a lot mostly about agronomy and agriculture, but on the business side mostly from the conversation that I learned few things but it was not my focus.

Dislike??

Let me think about that. But it was my own choice; maybe I didn't have much space to experiment. So, like I said, Pieter was always welcome for suggestions, and even he said if you want to experiment maybe we can found the area, but it was not very easy to do that, because the system in place, people come to get vegetable, So I kind of follow the pattern, maybe that was the one lack, but also I learned so much even I was not experimenting. a lot of day to day work to do so I don't think you can do research there so for students who do their internship there, they really need to be clear.

14. Do the organization involved you in their managerial activities?

We were in, mostly with Pieter, sometimes we discussing why do you do things that way, and we were discussing, and he always says if there are ideas, just tell me. Let see if we can implement them or not. He was very

open, so that nice. So we had discussed how to handle weeding, which method works best, this kind of things. So they asked for feedbacks.

When I was there, in the beginning, they had one event in the garden to welcome new members, but I was not involved. They organized that themselves. Then after that, we didn't have other events. We discussed about having a meeting in the summertime with the members, social events but we never ready, that time Pieter also very busy.

### **Part III – Entrepreneurship Behaviour**

8. In your opinion, what did you learn by involving in the CSA?

Aspect: knowledge-sharing, decision-making, social, economic, environment

Things that I learned, because you know it's one business but two farmers, they have to deal with it. There was. Also, I learned how to manage that relationship, it's not easy to manage the business on your own but when you are two also, for example, that something I learn, for the tools. In the beginning, they were trying to share the tools, share the cost because they are also not very far one to another, so that makes sense. But in the end, they realized that it didn't work, and it always creates tension between them because they need the tools at the same time. You know the farming work at the same time. So yeah I learned that they need to work on that issue and they think what they should do, they should adapt and change. I also learned you have to be very adaptable all the time even though it is a very stable business, they have customers, they grow same crops every year more or less, they still have to adapt because they depend on the weather, sometimes you cannot do things that you are approaching on, so in terms of managing the business also, I learned that you could not just do the same thing every year. Pieter was saying that you can not do the same thing every year. Not start to get new knowledge, but you have a new year, you have a new condition, so you have to adapt very quickly to that condition, which I think maybe something harder to do on non-CSA self-harvest when you have more constraints on time. They will be more flexible on timing, they have a lot of workers, so that offer them flexibility. But it will be something that, if I starting the business maybe not have a lot of volunteers working, be very careful on the management of things, maybe some things are out of control, and I have to adapt quickly. And there they have a lot of resources; you don't work a day because it was raining the whole day, then you work more on the following day. In terms of management, flexibility in the farm, flexibility day to day year to year.

9. After your involvement in the CSA, is there anything that you do differently regarding the activities in the CSA? If so, can you give examples of what you have improved?

Aspect: entrepreneurial behaviour

I looked differently because I know what it takes to grow food. I know how to produce organic crops. I'm more concerned on that. Also, I understand why the price is higher for organics. I looked differently as an organic farm or AMAP or CSA scheme. I learned how they manage to grow that food, what would be specific in terms of network. Because there is also I think they are also unique, they close to the university, an agriculture university, so they have no shortage of students who want to work, but it is not always the case for other CSA. So I am always wondering when I see a new CSA scheme, how many workers they have, is it for free, can they pay them. I am not sure they are able to pay some money. So in the business also, it is not sustainable.

In here they never run out of volunteers. But in business, To rely on volunteer is not sustainable, at some point, people just go, and you still need to do the work, and you don't have resources to do that. SO, that it's something that I am more conscious about the farm. Maybe you need to make it work, but people still can make a living. I think it is also good to create jobs. I think organic agriculture can have 2 functions on smaller scales; they require manual labours. SO you create jobs, but then you need to pay people. I am not against volunteers, they can be really useful, and I learned a lot from volunteering there for my internship, and so I think it is good. But I think you need to reach something at some point to pay people for their work. And that's hard. If I have a farm, also one objective is I want to create one of two jobs, and it's part of the main problem of farming small scale, to pay people. One of the main issues of organic agriculture is a lot of farms that they rely on volunteers, but it's not a sustainable business if you rely on volunteer.

10. What factor that has made you change the behaviour?

Aspect: task division, engagement and ownership, value, learning

I was already buying a lot of organic products before, but now it is really. because I work on that farm, I know how much time it takes, I know how many people it takes, to produce food. So, it's really from the labor sight that mainly changed. Maybe look more closely at how it produced, also open my eyes when there is an article about the farms that doing well, and things like this. they rarely talk with it how much they go into it, where they use the volunteers, or they pay people. I think that paid work aspect that was mainly.

11. What do you think about the change of the behaviour as overall? Do you like/dislike it?

Yeah, I think it's good. I'm quite happy with that. It's a very important aspect of how much work that comes into producing food, quality food. That something we as society forgetting more and more and we detach from it. Because it is very easy to find food, in Europe and here in The Netherlands when you have some money. But we don't see anything before the supermarket, before the market. That disconnect, it's quite fundamental for the society, because we don't value food. There is a thing to get cheap food as cheap as possible. For me it is one of the most important things, there is no way around it, you need to, something you should value. And that value as we are forgetting because we used to cheap food. So, now I like to buy organic food before, I don't mind to pay a bit more. Now, even more, I don't really mind, as long as I know that money goes into more local jobs. I think it is a good investment.

For me now, since I am now a student, I have a student budget, so you know, I have to. I still not really important factor for me. For some people, yeah it's the price. For now, it's more to the quality and where it comes from. I couldn't buy everything I want because I have a limited budget. But still, I don't mind to spend a bit more because I think it's important for me, especially for my health, but also contribute to the CSA scheme and farm creating jobs. It is very important to society.

12. Do you think your involvement in CSA meet your expectation before you joined the activity? Why is it meet your expectation/why not?

Aspect: the degree of formality, responsibility, knowledge-sharing, decision-making

Yeah. Again because I want the practical internship and that what I was expecting.

13. What do you expect from this CSA to be improved in the future?

So, a great improvement would be to be able to create a job; I think that would be nice. Because now only two people live out of it. Would be nice maybe if there is one more job between the two. I think it will be quite an improvement, and it also shows also that it's possible to find work for agriculture. It also would be maybe more community involvement, like improving the social aspect around it. Because like now it's called CSA but the social aspect that we discussed it's kinda minimal, so maybe it will be nice. I don't know if it is possible, maybe because people are happy how it's working, they don't really need that. So I don't know if it is possible. Maybe scaling up a bit, increasing the size. I think Pieter more keen to expand, finding a land, because he was also curious about how far or how much he can expand and managing work. He did like farming but he has a family now, and he also does another business so he wanted to expand but he was also conscious how much he can do, where you can maintain the quality, with minimum contact with people. That aspect could also be interesting, can they expand, can they find new customers, can they manage the workload. Maybe through expansion and because they will have more works and they can create a job. It is interesting to know that.

I like the concept because there is a direct link between consumers and producers, a shorter chain, shorter food chain, I think that's great. It's great for people to have more contact with the people who produce their food. The food is closer. Also, it's local people, so I like all those principles. I also like for farmers because it's stability because you get paid upfront. For the CSA they share the risk. Sometimes the harvests are bit lower, but the consumers and farmers share the risk, not just the farmers. I think nowadays, because it is so hard to make a living out of farming, and the CSA scheme it's almost one of the only way to be sustainable financially, at least part of the business. Maybe you can make friends, a part of the CSA scheme but there is also a sell market and the shops. They

have a different scheme, here is only CSA, I think it's good to a bit diversify part of your business apart from the CSA, we don't only rely on CSA. I think it's a good idea. They can have stability and insurance for farmers, but it is CSA also can mean different things. I think in here the community aspect of CSA is not so important. People pay for the subscription, people get their vegetables, and they like it because it is local, and they can come to the garden and bring their kids and their grandkids. That's nice, but the social aspect is not the main reason why people do it.

Because some garden is really community focus, more than production focus. So, they can mean something different, but I think as long as you find a system that works for you and for the members that's fine. Not all the CSA are the same. But it is also probably hard to have both. There is a lot of projects which focus on the social aspect, specifically in an urban area when they want to reconnect people with their food, so the social aspect is very important, but then maybe the production not so much. Also, some area only produce vegetables but the social less, and trying to find the balance between those two because they have to work in the community, right? They have to maintain it, arrange events, that is take time. it takes time. On top of working on the farm and producing, and it is also not easy to find resources and to do both well.

## Appendix 6. Coding List

1st Order Coding	Similar Character	2nd Order Coding	Aggregate Dimension
self-harvest which half of the work being done by the members	Self-harvest	CSA System	Structure Organization
having them harvest their stuff is a big difference	Self-harvest		
I think it can give a big advantage for farmers if you don't have to harvest	Self-harvest		
They have different size of boxes	Vegetable box		
that's the idea of CSA to give the advance payment at the beginning of	Advance Payment		
people also put their money into the farm, and at the point, they can come and pick what they want	Advance Payment		
community supported because most of the members like 80 or 85% live in Bennekom or Wageningen area	Community		
CSA concept, There are buyers. There is a commitment to the community	Commitment		
They have president, different sub-chief lets say, and everybody has different tasks	With Board Member	Board Member	
they get the support from the organization.	With Board Member		
Board responsibility	With Board Member		
No board member, it's different than DNR in my point of view	Without Board Member		
There is the farmer, the main owner, and next to that recently, they have also two others	Without Board Member	Organization	
the organization is quite complex a little bit			
that it's not just a company, but they have kind of mix organization because they also have an association			
So I think the board it's an obligation because it's CSA			
pure type of CSA		Pure Type CSA	
its quite stable business, production is constant more or less		Stable Business	
So they have many different things		Several Line Business	
it's such a diverse small-scale farm, which getting income from different sources			
I think I see more or less flexible thing		Flexible Form	
Informal relation			
Every stakeholder involved in the farm was actively and responsibly		Task Division	
There is someone who does the packaging, put cabbage into the bags for people who will come for it. There is also people who			

1st Order Coding	Similar Character	2nd Order Coding	Aggregate Dimension
people come together for teamwork and grow and harvest their food		Collaborative Consumption	Pooling
people in the society, work together, live together, produce good food from people			
you definitely really need to bring people towards you			
Organize monthly/yearly meetings of board members		Decision Making	
to decide on who will take over the farm			
decide on which vegetables to grow the following year			
three months meeting, they really you know really make the decision together with the farmers			
I think they vote for salaries for Pieter and Klaas every year; they approve if they want to get new equipment			
The board should approve the budgets			
they even have the right to vote about the plants they want this year			
So yeah, they allow the members to say what you want to eat and they try to produce it anyway.			
In DOT, I think it mostly Esther. Her plans, maybe with some inputs from outside, but she's the boss.			
people can say what they would like to have extra but the farmer, in the end, has the last word			
I gathered information based on informal conversations	Periodic Meeting		
I know they have a board, they meet, I think maybe now they meet once a year			
I think in the meetings they can say			
because members really must go to the farm and they with meet each other		Time-sharing	
involved in the agriculture field			
to give the advance payment at the beginning of the season		Financial sharing	
people also put their money into the farm			
Since members come to harvest their own produce		Natural Capital	
members really must go to the farm			
by providing all the farm information through their farm website		Information Sharing	
I gathered information based on informal conversations			
I think in the meetings		Risk Sharing	
because of the way subscription work, the people that have, even the harvest bad			

1st Order Coding	2nd Order Coding	Aggregate Dimension
the opportunity of knowing where and how your food is grown	Agriculture Interest	Motives
start like nature, and yeah I want to have a job related to nature		
I started to grow my own food at some point		
I also interested to know how the farmer's life and farming system		
I don't have any concrete foundation about the agriculture		
Because I wanted to know like the basic of food		
So I wanted to know what it is agroecology, what goes into it in terms of organic farming.		
feels amazing, you can grow food		
taking all the advantages	Darwinian	
to keep the business running	Darwinian	
grow food to members	Communitarian	
make sure enough food for members	Communitarian	

1st Order Coding	2nd Order Coding	Aggregate Dimension
The activities in which I was involved were; sowing of crops, weeding	Farming Practices	Learning Process
So mainly it was a day to day farming activities there		
Day to day only agriculture activities		
We mostly did farming works, followed the farmers' plan		
like seeding, harvesting, just like the farmers		
I think its weeding, and harvesting some veggies,		
We were doing harvesting the vegetables, the crops, We also planted garlic.		
weeding, harvesting, planting, cleaning, preparing food boxes		
Weeding, harvesting crops, and sowing something		
Harvesting, sorting the harvests.		
involved in events,	Event Management	
The one that I was able to attend was the World Food Day		
I was so so happy when we had this kind of market event, and I was involved		
studied the supply chain and the stakeholders	Supply Chain and Stakeholders	
he planned to put the new plot of strawberry, so he took me to the supplier		
train consumers closer to the farm	Advantages	
regaining connection to their food and nature		

it teaches common people having less or no agricultural background, to respect and be grateful to the producers of our food	Limitation	
I learned a lot of things about veggies, how you should do the right thing for your environment		
I learned what kind of farm I want to have		
So now I'm trying things in my garden as well		
I want to look up which concept are we going to use with the community based one or are we going to use marketing strategy		
Because I wanted to know like the basic of food		
I think CSA is very like a useful and positive way of change in the society.		
But also contribute to the CSA scheme and farm creating jobs. It is essential to society.		
in here, you see they trust each other		
I realize that this system will never work in my country		
Because I see some of the waste that also goes with the CSA		
In my opinion, it's lack of variations, so I didn't learn that much.		
but it was not very easy to do that, because the system in place, people come to get vegetable		
the farmer is so busy and doesn't have time for us		
the farmer does work slowly		

1st Order Coding	Similar Character	2nd Order Coding	Aggregate Dimension
I also learned you have to be very adaptable all the time even though it is a very stable business,	Adaptable	Improvisation	Improved Entrepreneurial Behaviours
maybe some things are out of control, and I have to adapt quickly	Flexibility		
to create a more flexible subscription			
They have flexibility because they don't have to harvest			
So that was nice I guess she gave us the freedom to do whatever we wanted			
it looks like that people like the flexibility of her place to some other places			
Improvisation			
CSA farm with slight changes according to the consumer mentality of people in my country			
they change 1 or 2 varieties sometimes when they realized that one is not working well			
Yeah even if it works, we can not apply entirely the same system.			

communication with people		Communicating with consumer
we need to communicate with consumers		
I had to speak English because no one talking French		
there is a lot of communication between the people		
They have creativity, sometimes once a while, they can do things something with vegetable	Creativity	Customizing Goods or Services
she uses vegetable to prepare cake, cookies, and flowers were all in soup, tea		
In fact, the market itself comes to the farm to buy the products	Innovative	Customizing Goods or Services
I liked to involve in such an innovative way of agriculture; the CSA farming		
innovation and management		
Which has changed my mind in all things, try something and come out with an innovation		
I worked with very enthusiastic people and also I got to know a little more about the Dutch culture	Intercultural Skill	Networking
intercultural skill		
interculturally		
You are learning to deal with different kind of people. Somebody that is a refugee,		
the relation between the farmer and the members seemed like they are one family of the CSA farm		Networking
I could observe and interact with them		
I learned how they manage to grow that food, what would be specific in terms of network.		
I had to talk to people		
how important the network is		
going to meeting with other farmers,		
How to connect with other people		
I think I learned how to be a good boss from them		Leadership
important to know your target group is		Planning Marketing
Doing publicity of the farm in nearby places to attract more membership		
how he could advertise and what to has more target group and to advertise		
they don't have to do marketing because people know they now		
systematically organized		Organizing
I got technical know-how of the management of a CSA farm		

I know that actually running a farm, it needs really good planning as well		
Pieter is really going doing this thing and that		
I could see that they care about issues on the farm, like managing the farm,		
I think Esther involved me also in a bit background thing, organizational thing		
only with like, doing with seeds, structure everything on google documents		
he knows exactly what to be done	Planning	Organizing
We have met but only what we were going to do today or this week		
but we cant do it here and about the planning, about the timing what to go		
It is not just labor works, but it needs management work as well		
I realized that there is a division of labor		
I realized that there is a division of labor		
In planning to make a new plan for next year they did once		
sorting out the seeds orders		
like I want to sow something here, so I have to put some manure, I put compost		
Because they are structured, they set it has to be like that		
try to help him out with the problem of weeds		Problem Solving
But in the end, they realized that it didn't work, and it always creates tension between them		
So, super diversified		Identify and Pursuing Opportunities
taking all the advantages		
she has to utilize it I think		
Seeing how Klaas communicate with his members		Stakeholder relationship
I learned how to manage that relationship; it's not easy to manage business		
I like the idea of how close the relationship between customers and farmers		
It is like a mutual relationship.		