MARQUETTE FELLOWSHIP PROPOSAL TO
LOYOLA UNIVERSITY NEW ORLEANS
UNIVERSITY COMMITTEE ON INTERNAL GRANTS

SIGNATURES

Name: Felipe Massa       College/Department: College of Business

Rank: Assistant Professor  Chair/Professorship: n/a

Date Submitted:

Title of Project:  Shakeup through Coopetition: The role of emergent food truck networks in the disruption of New Orleans food services

[Signature]  11/5/2014

Applicant Signature  Date

DEPARTMENT CHAIR/DEAN’S SIGNATURE (if applicable)

I have reviewed the application and acknowledge that the department supports this project.

Not Applicable

Department Chair (Print Name)  Signature  Date

I have reviewed the application and acknowledge that the college supports this project.

William Locander  
Dean (Print Name)  Signature  Date

[Signature]  11/6/15

[Signature]  William Locander  Date
PROPOSAL TO LOYOLA UNIVERSITY NEW ORLEANS
UNIVERSITY COMMITTEE ON INTERNAL GRANTS
Marquette Faculty Fellowship Proposal

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<tr>
<th>Name: Felipe Massa</th>
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**Project Summary (100 words):**

I will collect and analyze qualitative interview and social network data on gourmet food trucks in the Greater New Orleans area to determine how the network of relationships between the truck operators took shape and to examine how operators leverage the power of their relationships, balancing cooperation and competition to disrupt the local regulatory environment and upend entrenched food service interests. I will use well-established ethnographic interview techniques (Spradley, 1979) coupled with innovative social network evolution analysis methods (Borgatti et al., 2009) to create a process model of regime disruption in this context. This research will inform local policy change efforts, will provide best practices to food truck operators seeking to start and sustain new networks in other cities and will allow for a greater understanding of how social actors seeking to disrupt entrenched regulatory regimes can use coopetition as a vehicle for change.

**Stipend ($0) Budget Justification:**

No additional funding other than the fellowship amount will be required for this project.

**Where will the results be published, exhibited or performed?**

The results of this study will be published initially as a report that will be presented to the New Orleans Food Truck Coalition (http://handbook.neighborland.com/the-new-orleans-food-truck-coalition/) and non-member food truck operators. I intend to produce and submit an empirical paper linking cooperative network development and regulatory regime disruption to a peer-reviewed journal. Additionally, I will submit the paper for consideration at both national (e.g., Academy of Management, American Sociological Association) and international (e.g., European Group for Organization Studies) conferences.

Following completion of the study with local food trucks, I plan to use this pilot case as a model to study the development of food truck networks across the United States. Based on this more expansive data collection effort, I intend to write an additional research paper (or papers, depending on the extent of findings) contrasting the development of networks in different regulatory environments.

**What other sources of funding (internal and external) have you identified for this project?**
No additional funding has been identified in support of this project. I will use audio recording equipment from previous projects and will provide my own transportation to different food truck rally points. One of the few sources of funding for junior faculty engaging in entrepreneurship research, the Kauffman Junior Faculty Fellowship in Entrepreneurship Research, requires a pilot similar to the one proposed here before funding larger projects (such as a national food truck network comparative case study).

List years and amounts of prior Loyola University faculty grants (for the last three years):
I have never received a faculty grant. I am currently in my third year as a tenure-track assistant professor.

Does your research involve human subjects? _X_ Yes ___ No. If yes, funding for this project is contingent on receiving IRB approval. If you have IRB approval prior to submitting your proposal, please attach the approval memo to your application. If you do not have IRB approval at the time of your submission, please complete the IRB protocol as soon as possible after your proposal submission. I intend to submit my IRB application by early December. I am currently writing protocols for the IRB that are similar to ones I used in another study conducted under the auspices of the Boston College Social Movement research seminar and that is currently part of my dissertation.

I have submitted the Employee Conflict of Interest Disclosure Form. _yes_  
I have read and understand the University's reimbursement policy. _yes_

Narrative Description of Project:

Background

New Orleans has become a nationally-recognized entrepreneurial activity hub facing unique challenges and offering entrepreneurs interesting opportunities that are not available elsewhere. To support the efforts of entrepreneurs, Louisiana has created a wide variety of targeted incentive programs (e.g., material rebates, deferred property tax assessments, contract lending, and other cost-saving programs) to lessen the tax burden and lower the overall operation costs, helping companies who are locating and doing business in our state to thrive. However, entrenched interests and a regulatory environment that protects these interests have been cited as major obstacles to continued growth and entrepreneurial ecosystem sustainability. In this study, I will examine how food truck operators joined together to ensure the success of their businesses, changing regulatory conditions that favored static/immobile restaurant interests. I will examine how their network took shape and how they leveraged their success and large following of consumers to increase the number of licenses available to non-legacy operators.

Study Design

The study will utilize mixed methods including qualitative interviews and social network data analysis. Data collection for the study will take place in two phase:

*May/June 2015 – Initial Interviews*
Initial interviews with food truck operators, rally organizers, regulators, restaurant lobby representatives and other stakeholders recommended by these interviewees (i.e., snowball sampling) will provide me with an overview of the current state of the food truck industry. I will also collect retrospective accounts from stakeholders that will culminate in the building of an analytic narrative of the local food truck category’s evolution. In this phase I will establish an appropriate sample and a timeline of key events. I will contrast reports from different stakeholders to identify points of contention that can be addressed in the second phase.

_June/July 2015 – Follow-up Interviews and Network Data Collection_
In the second round of qualitative interviews I will use more structured questions and use a network data collection instrument (Borgatti et al, 2009) to determine the intensity and nature of relationships between stakeholders. I expect to find various types of ties including: advice, friendship, rivalry, financial, etc. I will collect both retrospective network data (e.g., How has your relationship with X changed over time?) as well as current data (e.g., How would you characterize your current relationship with X?). Ultimately, network data will be triangulated with narrative accounts in the construction of a “thick” analytic narrative (Lincoln and Denzin, 2008)

_Study Significance_
Entrepreneurs shake up existing arrangements by offering superior value propositions to customers seeking alternative solutions to problems. In this study, I plan to examine how entrepreneurs creating businesses in a playing field dominated by entrenched interests manage to rally together to make their voice heard and to build the channels through which value propositions can be offered. Instead of taking for granted that resistance to regulation eventually leads to its repeal, I will look at the process by which a new category of actors mobilized into an organized resistance, gained local knowledge and challenged the status quo. Through a systematic examination of not only the steps taken by entrepreneurs, but of the nature and intensity of relationships that enabled these steps, I will extrapolate best practices related to regulatory regime disruption and entrepreneurial network formation. I will build on existing work on copetition as a key factor in new field formation and bring methodologies to the forefront of entrepreneurship research that, I hope, will yield significant insight into how dynamic entrepreneurial ecosystems are created.

_Timetable_
I will conduct initial qualitative interviews in May and June (2015). I will conduct an initial analysis of the data and conduct a second round of interviews and collect network data in July. I will analyze and code the data in August and expect to have a full draft of the manuscript by the beginning of the fall semester.

_Plans for Publication_
Upon completion of the project, we plan to prepare a research report of our findings, which will be presented to the local food truck operator community. Following the presentation of this initial report, I will write at least one scholarly articles for publication in a peer-reviewed journal. I will also present the findings of this study at several national professional conferences. The research report will also be submitted to Loyola in conjunction with the Marquette Fellowship report.
References


FELIPE G. MASSA, PH.D.
Assistant Professor of Management | College of Business | Loyola University New Orleans |
6363 St. Charles Ave., Box 15, New Orleans, LA 70118 | fgmassa@loyno.edu

EDUCATION

Ph.D. in Organization Studies
Boston College, Chestnut Hill, MA 2013

M. Science in Organization Studies
Boston College, Chestnut Hill, MA 2010

B.B.A. with honors in Finance/Accounting
University of Miami, Coral Gables, FL 2004

RESEARCH OVERVIEW

Entrepreneurship scholars investigate the formation of new entities, practices and ideas. They examine efforts to transpose and adapt concepts from old domains to new ones, to associate previously unrelated ideas from disparate social worlds, and to balance the groundbreaking with the appropriate in the construction of novelty. In doing so, they go beyond studying the introduction of new commercial products and services, to explaining how new social structures and meaning systems take shape. My research program explores the efforts of dispersed social actors that collectively engage in such entrepreneurial activities by violating institutional boundaries and spanning social worlds. I systematically unveil the processes and mechanisms, i.e. the micro-foundations, which both drive and sustain these efforts and that engender novelty in organizational forms (Massa, 2011; Massa and O’Mahony), cultural categories and products (Jones, Maoret, Massa and Svejenova, 2012; Jones and Massa, 2013; Massa, Voronov, De Clerq and Hinings), and financial systems (Nielsen and Massa, 2012).

DISSERTATION

Insurgency on the Internet: Organizing the Anonymous Online Community

Online communities support purposeful collective action without traditional organizational constraints, making them prolific catalysts for entrepreneurship and innovations in organizing practices and forms. Scholars have noted that these communities increasingly exist and perform functions in areas that were once populated by organizations alone, offering viable alternatives to market and hierarchical forms of organization for technical production (e.g. Linux development) and, more recently, activism (e.g. Moveon.org). In my dissertation, I examine how the “Anonymous” virtual community evolved into a large scale insurgency tackling a series of ambitious projects including online and offline protests aimed at dismantling of the Church of Scientology and a hacker campaign against the financial services firms that withdrew their support of the Wikileaks initiative. I reveal that Anonymous innovates by re-purposing traditional social movement practices to their virtual environment. They violate laws and other institutional boundaries that beset their offline counterparts by leveraging affordances such as low interaction cost, identity malleability and instant interaction made possible by a network of online forums and chat rooms.

Committee: Candace Jones (Boston College, Chair), Michael G. Pratt (Boston College), Siobhan O’Mahony (Boston University)
PUBLICATIONS


PAPERS IN PROGRESS


Massa, F.G. Shifting Purpose: The Anonymous Online Community’s transition from Recreation to Activism. *Submitted to special forum on online and offline activism in Organization Studies.*


Maoret, M., Massa F.G. Institutional entrepreneurs in the creative commons: The Wu Ming Foundation’s reform of the publishing industry. *Data analysis underway.*


**SELECTED PRESENTATIONS**


TEACHING EXPERIENCE

Loyola University, New Orleans, LA:

Instructor – Management and Organizational Behavior (undergraduate), Fall 2012 - Evaluations: 4.82 / 5 for instructor - 4.67 / 5 for the course
Spring 2013 (section 2) - Evaluations: 4.54 / 5 for instructor - 4.19 / 5 for the course
Spring 2013 (section 3) - Evaluations: 4.52 / 5 for instructor – 3.96 / 5 for the course
Fall 2013 (section 2) - Evaluations: 4.86 / 5 for instructor – 5 / 5 for the course
Fall 2013 (section 051) - Evaluations: 4.86 / 5 for instructor – 5 / 5 for the course

Instructor – Entrepreneurship (undergraduate), Fall 2012 - Evaluations: 4.86 / 5 for instructor – 5 / 5 for the course
Spring 2014 – Evaluations: 4.8 / 5 for instructor – 4.69 / 5 for the course

Instructor – New Venture Consulting (MBA), Spring 2013 - Evaluations: 4.8 / 5 for instructor - 4.8 / 5 for the course
Spring 2014 – Evaluations: 5/5 for instructor – 5/5 for the course

Boston College, Chestnut Hill, MA:

Instructor – Introduction to Organizational Behavior (undergraduate), Spring 2010
Evaluations: 4.58 / 5 for instructor - 4.44 / 5 for the course
   ✫ Winner of the 2011 Donald J. White Teaching Excellence Award, which recognizes graduate teaching fellows who distinguished themselves in classroom instruction

Teaching Assistant – Leadership Workshop II (MBA) to Michael G. Pratt, Fall 2009

Teaching Assistant – Introduction to Organizational Behavior (honors undergraduate) to Michael Boyer O’Leary, Spring 2008

Guest Lectures:
- Pitching your Ideas to Investors – Entrepreneurial Adventure (Fall 2014)
- Entrepreneurship in Latin America – International Strategy in Latin America (undergraduate), Spring 2013
- Rewards and Motivation (Cirque de Soleil) – Introduction to Organizational Behavior (MBA), Fall 2011
- Non-Narrative Career Representations – Careers (undergraduate), Fall 2011
- Social Media and your Career – Careers (undergraduate), Spring 2011
- The Ethics of Unusual Organizational Structures - Leadership and Ethics (undergraduate), Spring 2010
- Followers and Followership - Leadership Workshop II (MBA), Spring 2010

SERVICE

Professional:
- Ad Hoc Reviewer for Organization Studies.
- Ad Hoc Reviewer for Journal of Management Studies.
- Reviewer for OMT, MOC and SIM Divisions - Academy of Management
- Volunteer at the Academy of Management New Doctoral Student Consortium
- Discussant and Reviewer for the Creative Industries Subtheme (Amsterdam) - European Group for Organization Studies
- Chair of Identity and Meaning session in subtheme 13 at the EGOS 2012 Conference (Helsinki): In Search for Meaning: Rethinking and Energizing Research on Creative Industries
- Discussant for Social Media track (Cambridge, 2011) - Inter-Ivy and Sorensen Memorial Sociology Conference
- Member of the Best Student Paper Committee for the Strategic Management/Organizational Theory/International Management track of the 2013 Southern Academy of Management Conference (New Orleans)
- Chair of Social Movements and Targets session at the 2013 Academy of Management Conference (Orlando, FL)

Community:
- Co-organizer of New Orleans Tech Week (Fall 2014)
- Judge for the PitchNOLA: Community Solutions competition (Fall 2013). PitchNOLA: Community Solutions is a pitch competition with a simple mission: to provide a platform for community members to propose their solutions to our city’s most pressing social and environmental challenges. It’s then our job to facilitate start-up funding, project support, and media coverage to ensure the community benefits from the best and most innovative ideas!
- Coach for New Orleans Startup Weekend (http://neworleans.startupweekend.org/) Sept. 27, 2013
- Member, Volunteer and Recruiter (2008-2011) - Ph.D. Project for the Advancement of Minority Faculty
- Boston College Student Representative at DocNet Minority Doctoral Student Recruiting Conference (2008)
- MRAP (Movement/Media Research Action Project) member and contributor (2009-2011) under the direction of Prof. William Gamson
- Faculty Advisor for Alpha Kappa Psi Professional Business Fraternity

Affiliations:
- Academy of Management (since 2007)
- European Group for Organization Studies (since 2008)
- Eastern Academy of Management (2010-2012)
- Southern Academy of Management (since 2013)
- Society for Business Ethics (since 2011)
- PhD Project (since 2007)

AWARDS

Donald White Teaching Excellence Award
Academic Vice President and Dean of Faculties of Boston College, May 2011
- The annual Donald J. White Teaching Excellence Award recognizes graduate teaching fellows and teaching assistants who distinguished themselves in classroom instruction

Faculty Award for Outstanding Research
Loyola University New Orleans College of Business, April 2013
- The Outstanding Research award is given annually to the faculty member who contributed the most to research in his or her field. The faculty of the entire college of business votes for the recipient.

Silicon Bayou 100 Award
Silicon Bayou News, December 2013
- 2013 Silicon Bayou 100, the third annual list of the 100 most influential and active people in tech and entrepreneurship in Louisiana (http://siliconbayounews.com/2013/12/13/the-2013-silicon-bayou-100-alphabetical/)

Faculty Award for Outstanding Service
Loyola University New Orleans College of Business, May 2014
- The Outstanding Service award is given annually to the faculty member who contributed the most to service in his or her field. The faculty of the entire college of business votes for the recipient.

RELEVANT WORK EXPERIENCE

Boston College, Chestnut Hill, MA
Research Assistant
August 2007 – May 2012
- Collected and converted archival data from several libraries, the Avery Index to Architectural Periodicals and the archives of Architectural Record, and assisted in conducting Semiotic Network Analyses using UCINET (Candace Jones).
- Collected, converted and conducted meta-network analysis of Congressional data on the passage of auto safety regulations in the 1960s and 70s (Simona Giorgi).
- Conducted an in-depth review of the connections between the Institutional Theory literature and the Political Economy (Richard Nielsen).

Gorenstein Group, Miami, FL
Co-Founder and Business Development Manager
- Founded and obtained start-up funding for a translation and software localization company focused on the Latin American market.
- Created and implemented a business plan, hired employees and managed day-to-day operations.

Citrix Systems, Ft. Lauderdale, FL
Financial Analyst, Reporting Specialist
May 2004 – August 2005
- Created and maintained a wide variety of reports that provided operational transparency and made the division more responsive to changes. Mapped, analyzed and redesigned reporting structure while reducing inefficiencies in operating structure.
BankBoston, Coral Gables, FL May 2002 – April 2004

*International Private Banking and Sales Analysis Associate*

- Participated in the maintenance of a client base with over $300 million in net assets that grew to over $800 million in two years

**REFERENCES**

Candace Jones, Ph.D. (Dissertation Committee Chair)
Boston College
Carroll School of Management, Fulton Hall 435
140 Commonwealth Ave.
Chestnut Hill, MA 02467
candace.jones.1@bc.edu
617.552.0457
[http://www2.bc.edu/~jonescq/](http://www2.bc.edu/~jonescq/)

Michael G. Pratt, Ph.D.
Boston College
Carroll School of Management, Fulton Hall 424C
140 Commonwealth Ave.
Chestnut Hill, MA 02467
michael.pratt.1@bc.edu
617.552.6992
[http://www.bc.edu/schools/csom/faculty/bios/pratt.html](http://www.bc.edu/schools/csom/faculty/bios/pratt.html)

Richard Nielsen, Ph.D.
Boston College
Carroll School of Management, Fulton Hall 436
140 Commonwealth Ave.
Chestnut Hill, MA 02467
richard.nielsen.1@bc.edu
617.552.0456
[http://www2.bc.edu/~nielsenr/](http://www2.bc.edu/~nielsenr/)

Michael Boyer O’Leary, Ph.D.
McDonough School of Business
Georgetown University
Rafik B. Hariri Building, Room 554
37th and O Streets, NW, Washington, DC 20057
mbo9@georgetown.edu
202.687.9257
[http://explore.georgetown.edu/people/mbo9/?Action=View&PageTemplateID=319](http://explore.georgetown.edu/people/mbo9/?Action=View&PageTemplateID=319)