

## ONLINE APPENDIX A: DESCRIPTIONS OF THE VENTURES AND THEIR RESOURCE HOLDERS

*Easyconnect* was formed in the summer of 2015 by three informatics and software engineering students supported by an academic chair and a non-profit organization with the goal of providing digital first aid information to refugees in different communities throughout Germany. The venture's activities included reaching out to different municipalities, collecting first aid information in those municipalities, translating that information into the refugees' languages, storing the information in digital format, and enabling municipalities to effectively distribute this information to refugee communities (through the organization's website). To provide these services, the venture relied on volunteers to develop the application and translate the application's content into different languages. These volunteers were professional translators, application developers, and students. In total, Easyconnect engaged up to 50 volunteers. Moreover, the venture had to draw on external resource holders, specifically financial donors who supported the founding team so they could work full-time on the venture.

*CareSpot* was initiated in the summer of 2015 by a group of five people who all had full-time jobs and wanted to provide arriving refugees with various urgently needed goods and services that would help them adjust to living in Germany in the short term and then more fully acclimate to their new environment over time. The venture's activities included "collecting clothes and other necessary items [and] providing amateur language classes, shuttle services, and more" (field notes). In delivering a considerable variety of items, the venture engaged up to 100 volunteers (people of varying ages and with different occupations), who helped not only provide these items but also coordinate the venture's activities and maintain the venture's social media page. Moreover, most of the goods delivered by the venture (e.g., clothes) were collected from private donors who were instrumental to the venture's operations. Similarly, the venture's services, such as language classes, were delivered for free by volunteers the venture recruited.

*WelcomeHeart* was established at the end of 2015 by a social worker and a project manager to be the welcoming host to refugees at Germany's biggest refugee arrival camp. In this function, the venture performed different activities, including "collecting, sorting, and distributing clothes to refugees as well as welcoming refugees and providing them with a hot drink and a bite to eat" (field notes). To perform these activities, the venture drew on up to 200 volunteers (people of varying age and different occupations) who were willing to take over collecting, sorting, and distributing clothes and other goods (e.g., baby buggies) received from donors. Due to the irregular arrival of refugees in the camp and their large number, the venture also relied on volunteers to manage work shifts.

*CoLiving* was established at the end of 2014 by a social worker, a religious and cultural studies scholar, and a communication designer with the goal of providing homes for refugees in shared accommodations as an alternative to the government-provided refugee camps (organization's website). This venture's activities included reaching out to refugees and to people with spare rooms in their apartments or houses to provide the accommodations. In delivering this service, the venture relied on volunteers who identified, approached, and acquired potential accommodations; volunteers who were willing to connect refugees with accommodations; and financial donors who enabled the founding team to commit to the venture fully. Moreover, the founders ran several crowdfunding campaigns and applied for different funds, which provided the venture with financial donations to pay salaries for up to five employees.

*MigraNet* was founded at the end of 2014 by an entrepreneur in the information technology (IT) sector to provide internet access in refugee accommodations to enable refugees to communicate with their family members and friends. Moreover, with internet access, refugees would be able to self-manage important tasks online, such as the asylum-seeking process. Thus, the venture engaged in activities to acquire the necessary hardware to install the internet in different refugee accommodations. The venture relied on up to 30 volunteers to install and maintain the internet in refugee camps. These volunteers were mainly people who were familiar with installing the necessary hardware for internet access. Thus, many of them were retired workers from IT departments, or they had experience with hardware implementation. Moreover, the venture depended on financial donors who were willing to pay for the equipment.

*RefuCruit* was initially formed in the summer of 2015 by a talent manager and two business administration students to connect refugees with corporate organizations and to open up employment

opportunities for refugees. On the one hand, the venture's activities included collecting information about refugees' skills and documenting this information to provide it to corporations. On the other hand, the venture identified and approached potential corporations and delivered the refugee information to them. For these tasks, the venture depended not only on organizations that were willing to employ refugees but also on up to five employees to help gather information and establish contact between refugees and potential employers. The employees were often students who wanted to help refugees and were also looking for a side job to earn some money. A company that wanted to help refugees but could not provide resources other than money provided the salaries for the founding team and the employees.

*HelpingHand* was created during the founder's gap year in 2015 (before that, he worked as a corporate responsibility project manager) when he began volunteering to help arriving refugees. Together with three other cofounders (a project manager, a controller, and a founder of another refugee association), he started to look for opportunities to help refugees, concentrating on finding something that no other organization already offered. After speaking to many different people in the area of refugee help, he started to think of an initiative to train volunteers who would prepare refugees for their official hearings at the Federal Office for Migration and Refugees—a service not yet offered. The venture was highly dependent on volunteers who were willing to prepare refugees for and accompany them to their hearings. The venture needed to train volunteers, which was achieved with the help of volunteer specialists (e.g., lawyers in the field of asylum law). The venture selected volunteers carefully through an application process that required several preconditions (e.g., a certificate of good conduct).

*RefuJobs* was founded at the end of 2015 by a student team that worked on a project to help arriving refugees. The student team was interdisciplinary and consisted of members of an entrepreneurship scholarship program. The team started to develop a venture that places refugees in jobs. The venture's activities included attracting potential employers who would be willing to employ refugees, reaching out to refugees, and matching refugees with jobs. In the beginning, the venture had few resources. Thus, the venture relied on partners and applied for awards and funds. It also depended on potential employers who would be able and willing to employ refugees. To reach out to employers, the venture heavily relied on members of the scholarship program's network, who put them in contact with several corporations. The few volunteers the venture engaged were mainly students who helped out with short projects (e.g., setting up a business model, conducting market analysis on the requirements of potential employers, or helping with the algorithm for the online platform to match employers with employees [i.e., the refugees]). The venture also tried to collaborate with other refugee-helping ventures to benefit from synergy effects.

*BeMobile* started at the end of 2014 as a project within a student organization that engages in social entrepreneurship projects—that is, organization members develop projects that will be passed on to someone outside the organization after the project-development phase. The project was initiated by a student who wanted to help refugees arriving in Germany. While he initially thought to offer language classes, the idea quickly changed after an early phase of testing and experimenting. Eventually, the venture's activities focused on offering bike repair workshops to refugees and enabling refugees to rent bikes for a small deposit so they could become mobile. The venturing team had no personal resources, so they relied on external partners, volunteers, and donors to provide them with the necessary materials to conduct the workshops. The volunteers were mostly students, and they took care of all tasks within the project (e.g., preparing and running the workshops, communicating with donors, and developing the project so an external partner could eventually take it over).

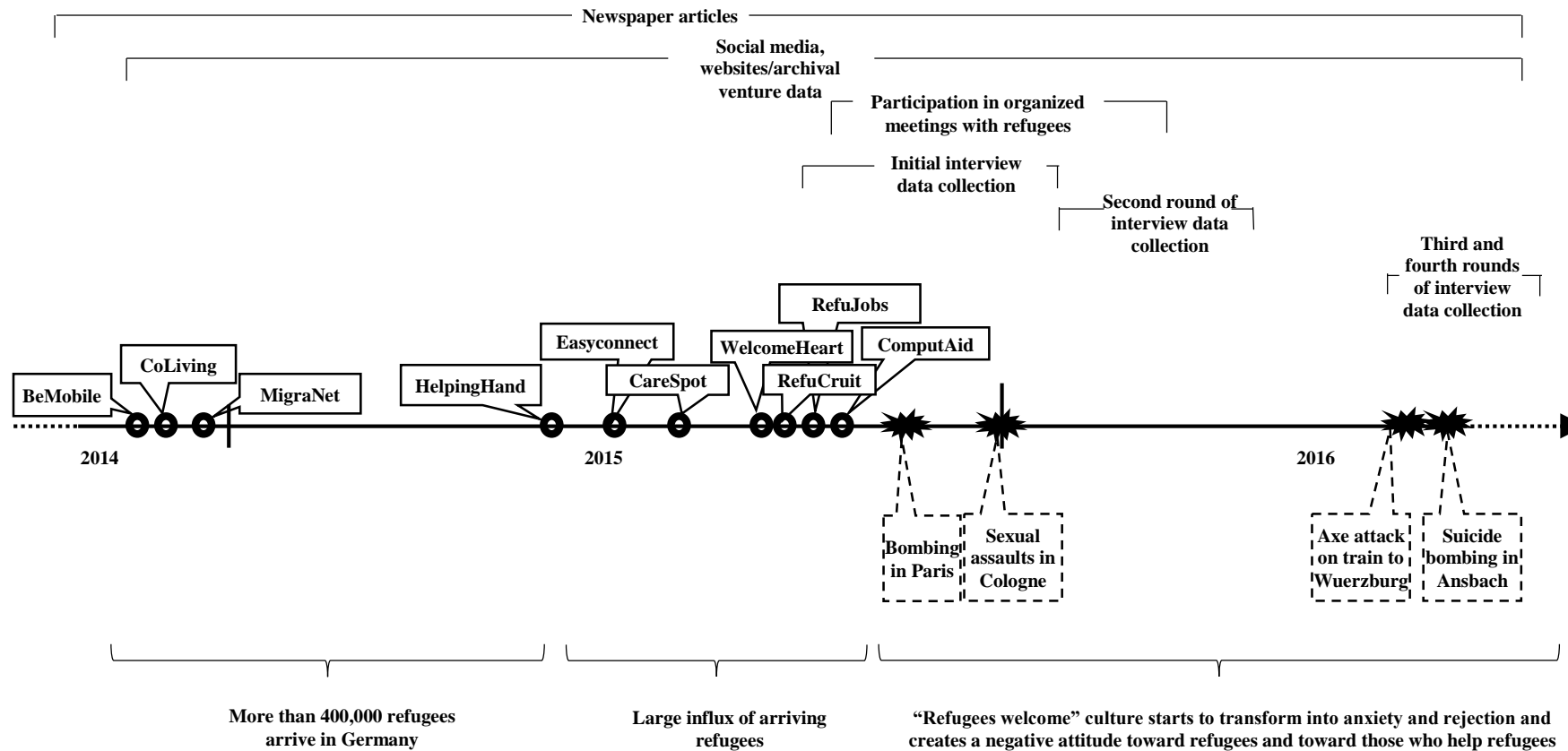
*ComputAid* started after the founders' initial experience with refugees in Turkey in 2014. While they engaged in helping refugees in Turkey who were making their way to central and western Europe, they realized refugees needed to get in contact with their home countries and needed access to the internet in general. Both founders had a lot of experience with hardware and software and saw that they could create value for refugees with relatively little effort. Once they returned home, they started venturing by collecting and maintaining laptops with a group of volunteers. Eventually, they donated the laptops to refugees. The venture did not rely on corporate donors but rather tried to collect laptops from private donors. They did so by communicating via social media and their networks. The volunteers were people of varying ages and different occupations and were either experienced in repairing laptops or willing to collect and deliver the laptops. The venture engaged up to 10 volunteers.

## ONLINE APPENDIX B: DESCRIPTIONS OF THE PROSOCIAL VENTURES

Venture #	Venture*	Trigger	Resource Sources	Primary Activities	Team
1	<b>HelpingHand</b>	Founders' gap year → Look for different opportunities → Alleviate refugee suffering → No attractive existing opportunities to engage	Personal resources in the beginning, dependent on partners	Train volunteers to prepare refugees for their hearings at the Federal Office for Migration and Refugees and accompany refugees	4 founders, 3 groups (approximately 25 people) of volunteers trained back to back
2	<b>RefuJobs</b>	University spinoff (project to come up with solution to help refugees)	No personal resources, dependent on partners, applications for awards and funds, looking for ideal business model	Job placement for refugees	1 initiator, 4 initial founders (1 left, another joined), a few changing volunteers
3	<b>BeMobile</b>	Project within a program for students to engage in social entrepreneurship	No personal resources, dependent on partners, looking for ideal business model, applications for different funds	Workshops to maintain bikes with refugees and then provide refugees with bikes (= mobility) for a small deposit	1 initiator and 1 founder (left), 1 cofounder and head, group of a few changing volunteers
4	<b>RefuCruit</b>	Personal contact with refugees → What would they need most? → Jobs	New venture enabled by initiator's employer (i.e., initial funding)	Job placement for refugees	1 initiator, 3 founders, changing (only a few) volunteers
5	<b>ComputAid</b>	Initial experience with refugees in Turkey → Contact with home country and family is most needed by refugees	Dependent on private donations, corporate partners, personal resources	Maintaining and giving away used laptops to refugees	2 founders, changing (only a few) volunteers
6	<b>Easyconnect</b>	Problem = only analogue data available → digitalize data (i.e., first aid information for refugees)	Huge internal resources, successful applications for funds and awards	Digitalize first aid information in different cities/towns for refugees	2 advisors, 2–3 founders, virtual team of many volunteers
7	<b>CareSpot</b>	Help refugees who arrive in town and live in the first aid camp	Huge internal resources, many private donors and external partners	Provide anything needed to help integrate refugees into the small town	1 initiator/founder, 4 cofounders, big group of volunteers
8	<b>WelcomeHeart</b>	Aware of the emerging refugee camp → No one to provide clothes and welcome refugees	Huge internal resources, many private donors and external partners	Collect donations, sort donations, give out donations, welcome refugees in the camp	2 initiators → 7 founders, big group of volunteers
9	<b>CoLiving</b>	Against mass accommodations → Private spare rooms in shared apartments → Rent to refugees	Successful crowdfunding campaign, different funds	Provide private accommodations for refugees in shared apartments	3 founders, big group of employees and volunteers
10	<b>MigraNet</b>	Aware of the emerging refugee camps → No one to provide internet	Personal resources, many donors	Install and maintain internet in refugee camps	1 founder, big group of volunteers

\*Names have been changed to protect anonymity

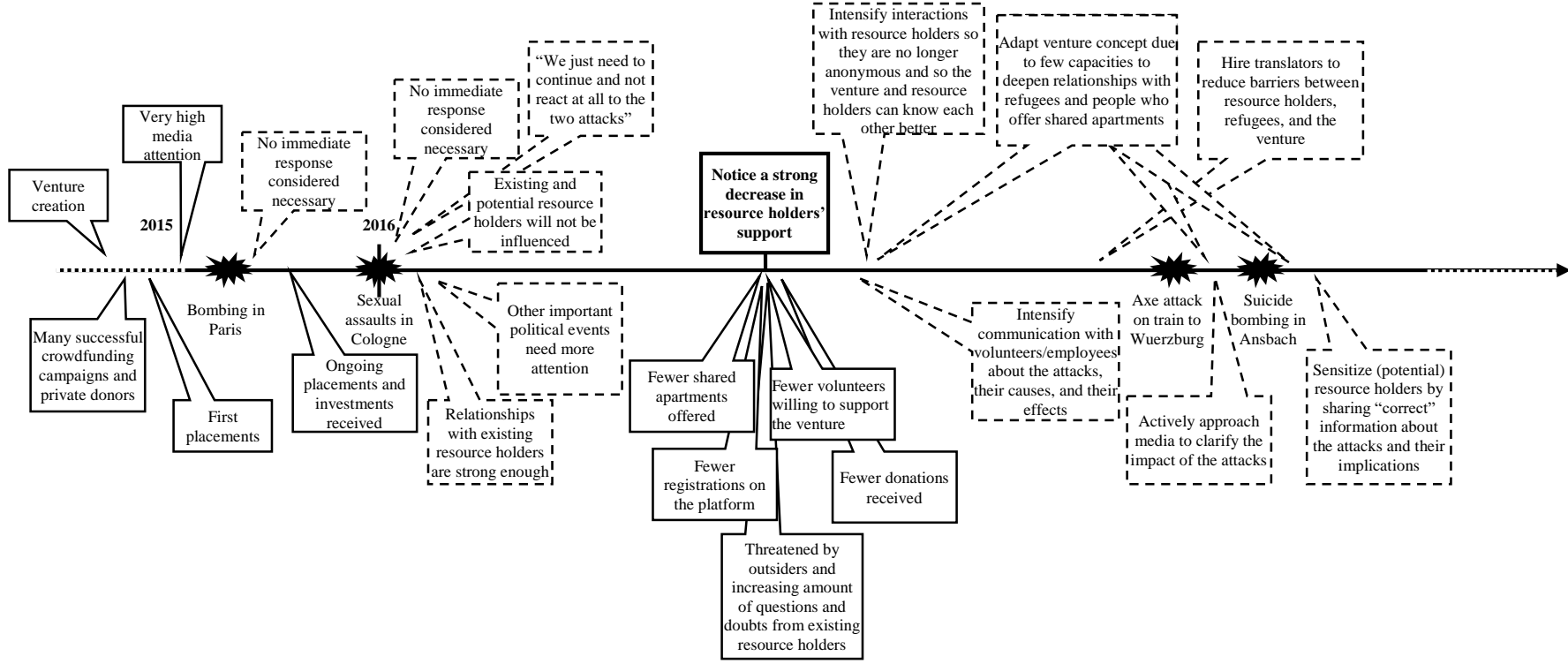
## ONLINE APPENDIX C: DATA-COLLECTION APPROACH



## ONLINE APPENDIX D: DATA SOURCES

Venture #	1	2	3	4	5	6	7	8	9	10
Venture	HelpingHand	RefuJobs	BeMobile	RefuCruit	ComputAid	Easyconnect	CareSpot	WelcomeHeart	CoLiving	MigraNet
<b>Informants</b> (60 informants, 103 interviews, number of interviews per interviewee in brackets) (1,151 pages)	<u>Founder 1</u> (4) (1-F1) <u>Volunteer 1</u> (4) (1-V1) <u>Volunteer 2</u> (1) (1-V2) <u>Volunteer 3</u> (1) (1-V3) <u>Refugee 1</u> (1) (1-R1)	<u>Founder 1</u> (4) (2-F1) <u>Founder 2</u> (4) (2-F2) <u>Founder 3</u> (2) (2-F3) <u>Founder 4</u> (2) (2-F4) <u>Founder 5</u> (2) (2-F5) <u>Initiator 1</u> (1) (2-I1) <u>Refugee 1</u> (1) (2-R1)	<u>Founder 1</u> (4) (3-F1) <u>Founder 2</u> (1) (3-F2) <u>Volunteer 1</u> (2) (3-V1) <u>Volunteer 2</u> (1) (3-V2) <u>Volunteer 3</u> (1) (3-V3)	<u>Founder 1</u> (4) (4-F1) <u>Founder 2</u> (4) (4-F2) <u>Initiator 1</u> (1) (4-I1) <u>Employee 1</u> (2) (4-E1) <u>Volunteer 1</u> (1) (4-V1) <u>Refugee 1</u> (1) (4-R1) <u>Refugee 2</u> (1) (4-R2)	<u>Founder 1</u> (4) (5-F1) <u>Founder 2</u> (2) (5-F2) <u>Volunteer 1</u> (2) (5-V1) <u>Volunteer 2</u> (1) (5-V2) <u>Volunteer 3</u> (1) (5-V3) <u>Refugee 1</u> (1) (5-R1)	<u>Founder 1</u> (4) (6-F1) <u>Founder 2</u> (3) (6-F2) <u>Founder 3</u> (2) (6-F3) <u>Employee 1</u> (2) (6-E1)	<u>Founder 1</u> (4) (7-F1) <u>Founder 2</u> (3) (7-F2) <u>Volunteer 1</u> (1) (7-V1) <u>Volunteer 2</u> (2) (7-V2) <u>Founder 3</u> (2) (7-F3) <u>Volunteer 3</u> (1) (7-V3) <u>Volunteer 4</u> (1) (7-V4) <u>Founder 4</u> (1) (1-F4) <u>Volunteer 5</u> (1) (7-V5)	<u>Founder 1</u> (2) (8-F1) <u>Founder 2</u> (1) (8-F2) <u>Founder 3</u> (4) (8-F3) <u>Founder 4</u> (2) (8-F4) <u>Volunteer 1</u> (1) (8-V1) <u>Volunteer 2</u> (8-V2) (1) <u>Refugee 1</u> (1) (8-R1)	<u>Founder 1</u> (3) (9-F1) <u>Founder 2</u> (1) (9-F2) <u>Employee 1</u> (4) (9-E1) <u>Employee 2</u> (2) (9-E2)	<u>Founder 1</u> (4) (10-F1) <u>Founder 2</u> (1) (10-F2) <u>Volunteer 1</u> (1) (10-V1) <u>Volunteer 2</u> (1) (10-V2) <u>Volunteer 3</u> (1) (10-V3) <u>Refugee 1</u> (1) (10-R1)
<b>Other Data</b> (1,393 pages)	Field notes (52 pages) Archival sources for each attack: Paris (177), Cologne (170), Wuerzburg (99), Ansbach (119) Archival sources (e.g., newspaper articles, reports) for the situation in general (776 pages) Events (10 pages)									
<b>Archival Sources</b> (887 pages)	News articles (5) Venture reports (1) Emails (53) Website	News articles (3) Venture reports (17) Emails (80) Website Social media	News articles (4) Emails (66) Website Social media	News articles (14) Venture reports (10) Emails (30) Website	News articles (2) Emails (35) Website Social media	News articles (22) Venture reports (241) Emails (33) Website Social media	News articles (2) Venture reports (1) Emails (14) Social media	News articles (27) Emails (17) Website Social media	News articles (47) Emails (67) Website Social media	News articles (33) Emails (8) Venture reports (10) Website Social media

### ONLINE APPENDIX E: EXEMPLARY TIMELINE OF POST-ATTACK ACTIONS—COLIVING



## ONLINE APENDIX F: ILLUSTRATIVE EXAMPLES OF AGGREGATING FIRST-ORDER CODING TO SECOND-ORDER THEMES

Excerpts from Interview Scripts	Initial Code and Interpretation	Final First-Order Category
<i>Examples of First-Order Coding Aggregated to Resource holders' Alignment with Venture Mission</i>		
<p>“So, I could imagine that tomorrow, we do agree that we need to intensify the contact with refugees to avoid something like that or recognize first signs if that is possible . . . that is a key point that we have to talk to about.” (7-F1)</p>	<p>Discussions on ventures' impact</p> <p><i>Involving resource holders in crucial venture decisions so they would identify with the ventures' activities.</i></p>	<p><b>Empowering resource holders by engaging them in strategic decision making</b></p>
<p>“We do find it very sad that it happened [the attack in Cologne], but we stay in touch with the people [volunteers], and we [the venture and existing resource holders] do not lump them [refugees] all together.” (8-F3)</p> <p>“What was crucial for us back then, and is the most important, what you have to develop in such an organization is people's trust. The neighbors . . . we have invited them to a tour as they only see it from outside but don't know what is actually inside . . . and then one of the people already brought some goods to donate.” (7-V3)</p>	<p>Information events</p> <p><i>Providing information about what happened at the attacks to their resource holders, sharing the refugees' situation or background stories, and clarifying how they (the ventures) help.</i></p>	<p><b>Shaping (potential) resource holders' attitudes and emotions toward beneficiaries by increasing mission salience</b></p>
<i>Examples of First-Order Coding Aggregated to Intensified Help to Beneficiaries</i>		
<p>“We rather have to think about questions of integration—how we can achieve it to not create a parallel society . . . that we achieve a common basis of values . . . that is what we want to achieve with our activities.” (1-F1)</p>	<p>Executing activities</p> <p><i>Keeping business as usual as it has already been successful. Well-established structures and processes in the beginning.</i></p>	<p><b>Persisting with helping activities by relying on set structures and processes</b></p>
<p>“So, this will definitely be a topic at the conference. . . . We have to mention it and also talk about it.” (6-F1)</p>	<p>Increased team communication</p> <p><i>Starting to talk more about the refugees' situation and discuss that their potential misbehavior is a calculable risk that the ventures are very aware of.</i></p>	<p><b>Creating a balanced picture of beneficiaries by acknowledging their positive and negative attributes</b></p>
<i>Examples of First-Order Coding Aggregated to Enhanced Relationships between Resource Holders and Beneficiaries</i>		
<p>“We are about to adapt our concept because now we have the opportunities and also the capacities . . . to do it in more detail.” (9-F1)</p>	<p>Additional capacities</p> <p><i>Adapting or intensifying activities with resource holders and refugees due to increased capacities so resource holders get to know beneficiaries better.</i></p>	<p><b>Sensitizing resource holders by facilitating interactions between resource holders and beneficiaries</b></p>
<p>“I also talked to the people and asked about the attack. . . . There were no reactions in one direction or the other.” (10-F1)</p> <p>“It is then even more important to educate people . . . to sensitize people [that we collaborate with].” (9-E2)</p>	<p>Sensitizing</p> <p><i>Elucidating what happened and why it happened, their resource holders starting to understand that individual perpetrators causing the attacks and that the ventures pursued the right goals.</i></p>	<p><b>Promoting beneficiaries by discounting negative, and highlighting positive stories, of beneficiaries</b></p>

## ONLINE APPENDIX G: DATA STRUCTURE

