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## International Small Business Journal

### **Pitching a business idea to investors: How new venture founders use micro-level rhetoric to achieve narrative plausibility and resonance**

Journal:	<i>International Small Business Journal</i>
Manuscript ID	ISB-18-0111.R1
Manuscript Type:	Full Paper
Keywords:	Entrepreneurial narratives, New venture, Plausibility, Resonance, Argumentation, Rhetoric, Investment opportunity, Resource acquisition, Pitch
Abstract:	For entrepreneurial narratives to be effective, they need to be judged as plausible and have to resonate with an audience. Prior research has, however, not examined or explained how entrepreneurs try to meet these criteria. In this paper, we addressed this question by analysing the micro-level arguments underpinning the pitch narratives of entrepreneurs who joined a business incubator. We discerned four previously unidentified rhetorical strategies that these entrepreneurs used to achieve narrative plausibility and resonance. Our findings further suggest that temporality and product development status may shape how entrepreneurs use these strategies. By outlining these aspects of entrepreneurial rhetoric, we contribute to opening up the black box of narrative resonance and plausibility and advance work on the role of rhetoric in entrepreneurship.



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3 **PITCHING A BUSINESS IDEA TO INVESTORS:**  
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5 **HOW NEW VENTURE FOUNDERS USE MICRO-LEVEL RHETORIC TO ACHIEVE**  
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7 **NARRATIVE PLAUSIBILITY AND RESONANCE**  
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11 **For entrepreneurial narratives to be effective, they need to be judged as**  
12 **plausible and have to resonate with an audience. Prior research has, however,**  
13 **not examined or explained how entrepreneurs try to meet these criteria. In this**  
14 **paper, we addressed this question by analysing the micro-level arguments**  
15 **underpinning the pitch narratives of entrepreneurs who joined a business**  
16 **incubator. We discerned four previously unidentified rhetorical strategies that**  
17 **these entrepreneurs used to achieve narrative plausibility and resonance. Our**  
18 **findings further suggest that temporality and product development status may**  
19 **shape how entrepreneurs use these strategies. By outlining these aspects of**  
20 **entrepreneurial rhetoric, we contribute to opening up the black box of narrative**  
21 **resonance and plausibility and advance work on the role of rhetoric in**  
22 **entrepreneurship.**  
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41 **1. INTRODUCTION**  
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43 Following the linguistic turn in management studies and social sciences, entrepreneurship  
44 scholars have increasingly adopted linguistic, particularly narrative, methods (Hjorth and  
45 Steyaert, 2004; Larty and Hamilton, 2011; Martens et al., 2007). Narrative studies of  
46 entrepreneurship are characterized by a plethora of topics and approaches (Larty and Hamilton,  
47 2010); they share ‘a focus on texts, rather than on specific theories or methodologies’ (Gartner,  
48 2010: 12). Among other things, these studies examined how entrepreneurs are portrayed in  
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3 society (Anderson and Warren, 2011; Diaz-Garcia and Welter, 2011; Hamilton, 2006; Nicholson  
4 and Anderson, 2005; Pettersson, 2004), as well as how they learn (Rae, 2005), construct an  
5 entrepreneurial identity (Foss, 2004; Johansson, 2004; Jones et al., 2008; Mills and Pawson,  
6 2011), and build legitimacy and acquire resources (Navis and Glynn, 2011; O'Connor, 2002).  
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8 The focus of this paper lies on the latter topic: the narratives new venture founders construct  
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10 when trying to obtain an investment.  
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19 New venture founders are operating on the boundary of what is real and what is yet to happen  
20 (Anderson, 2005). These entrepreneurs therefore typically lack a convincing track record or any  
21 other demonstrable evidence on the viability of their ventures (Clarke, 2011; Lounsbury and  
22 Glynn, 2001; Johansson, 2004) – the type of data investors would normally use to assess  
23 investment opportunities (Higgins and Gulati, 2006; Stuart et al., 1999). Yet, they are highly  
24 dependent on these stakeholders ‘believing and ‘buying in’ by investing money and/or other  
25 resources’ (O'Connor, 2004: 105). Being able to tell compelling stories therefore becomes a  
26 crucial skill (Larty and Hamilton, 2010; Johansson, 2004).  
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40 Compelling narratives have two factors in common: verisimilitude, which is defined as a  
41 narrative’s ‘perceived plausibility or acceptability as an interpretation of events’ (Bartel and  
42 Garud, 2009: 111), and fidelity – a narrative’s ‘resonance with the beliefs of the target  
43 audiences’ (Lounsbury and Glynn, 2001: 553). Existing work on narratives mostly takes stock of  
44 these criteria *ex post*, and therefore does not explain in detail how storytellers achieve narrative  
45 plausibility and resonance. We address this open question in the literature by taking a micro-  
46 level rhetorical approach to narrative analysis derived from theories on argumentation (Perelman,  
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3 2008; Toulmin, 1994; Van Eemeren et al., 2014). We adopted this perspective because scholars  
4 of argumentation, contrary to narrative researchers, have elaborated how speakers can achieve  
5 plausibility and resonance. They stated that arguments can enhance plausibility by serving as  
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10 “backing moves’ to support the story thesis beyond dispute or refutation’ (Carranza, 1999: 514),  
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12 and contribute to narrative resonance ‘by drawing on [the audience’s] cultural beliefs and  
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14 attitudes’ (Hartelius and Browning, 2008: 24).  
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19 We analyzed ten pitch narratives by entrepreneurs who participated in AMcubator<sup>1</sup>, an  
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21 Amsterdam-based business incubator. Our findings reveal that new venture founders use four  
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23 micro-level rhetorical strategies to make it more likely that their narratives are seen as plausible  
24  
25 and resonant: 1) Using enthymemes when discussing the venture’s future; 2) ‘Talking as if’ the  
26  
27 venture’s future product or performance is the present; 3) Making explicit claims about the  
28  
29 present state of product and market; and 4) Supporting claims through arguments based on  
30  
31 historical and current data. We further found that, in terms of these four strategies, the narratives  
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33 constructed by entrepreneurs who had launched their product before or during the incubation  
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35 program differed from the pitches by entrepreneurs who were still preparing for launch when the  
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37 program ended.  
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45 By specifying the micro-level rhetorical strategies that entrepreneurs use in their pitches, we  
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47 open the black box of narrative plausibility and resonance. Hence, we contribute to narrative  
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49 research in entrepreneurship (e.g., Lounsbury and Glynn, 2001; Martens et al. 2007; Navis and  
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51 Glynn, 2011), which to date has not unpacked these notions. Our findings also extend the scant  
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56 <sup>1</sup> The names of the incubator and the new ventures have been changed to ensure anonymity.  
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3 literature on rhetoric in entrepreneurship (e.g., Holt and Macpherson, 2010; Van Werven et al.,  
4 2015) by expanding the analytical toolkit available for future research. We specifically highlight  
5 the role of enthymemes – arguments where the conclusion is suggested rather than stated  
6 explicitly – and the role of ‘talking as if’ claims in achieving narrative resonance and plausibility.  
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## 14 **2. THEORETICAL FRAMEWORK**

### 15 **2.1 Narrative studies of entrepreneurial resource acquisition**

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19 Most narratives establish a valued endpoint or goal, specify events that are relevant to the  
20 endpoint, link those events in a temporal sequence, introduce characters, and are narrated by an  
21 identifiable voice (Cunliffe et al., 2004; Gergen, 2005; Pentland, 1999). The narratives new  
22 venture founders use when trying to obtain an investment are no different: they typically feature  
23 the entrepreneur or the new venture as the protagonist, operating in a certain corporate or societal  
24 environment, and attempting to overcome obstacles in order to realize an ultimate object or goal,  
25 e.g., acquiring funding (Lounsbury and Glynn, 2001). Previous research has argued that adopting  
26 this structure benefits entrepreneurs in the process of acquiring resources (Ruebottom, 2013)  
27 because it is a means of packaging information about a new venture in a simpler and more  
28 meaningful whole (Martens et al., 2007), thereby reducing uncertainty (Lounsbury and Glynn,  
29 2001; Pollack et al., 2012).  
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49 Another defining characteristic of narratives is that they are an implicit means of conveying a  
50 message to an audience (Sillince, 1999). This has two distinct advantages for entrepreneurs  
51 looking to acquire resources for a new venture. First, it encourages the audience to try and fill in  
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3 the gaps between the lines (Boje, 1991), thereby turning it into an active participant in the story  
4 and increasing the likelihood that it will accept the implied conclusion as their own (Bartel and  
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6 Garud, 2009). Second, implicitly communicating a message through narrative allows  
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8 entrepreneurs to talk to investors without explicitly having to provide proof (see Czarniawska,  
9  
10 1995). This is not only helpful because entrepreneurs might lack demonstrable evidence (Clarke,  
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12 2011; Lounsbury and Glynn, 2001; Johansson, 2004); it also means that narratives contain less  
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14 information that can be scrutinized. Explicit statements, on the other hand, tend to trigger an  
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16 audience to find faults (Martens et al., 2007), which in turn makes it more likely that investors  
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18 become skeptical (Anderson, 2005) and decide not to invest (Parhankangas and Ehrlich, 2014).  
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26 In their narratives, entrepreneurs are often pretending to know how the future of their venture  
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28 will unfold (Barry and Elmes, 1997; Beckert, 2013), despite new ventures being ‘elaborate  
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30 fictions of proposed possible future states of existence’ (Gartner et al., 1992: 17). Hence,  
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32 narratives about new ventures are fictional – not because they are false or deceptive, but because  
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34 they concern the unknowable future of new ventures (Navis and Glynn, 2011). The fictional  
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36 nature of entrepreneurial narratives, however, does not mean that ‘truth conditions cannot be  
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38 established’ (Gergen, 2005: 7); ‘stories (...) should not be seen as automatically dissolving  
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40 ‘facts’ (Gabriel, 2000: 5). Indeed, entrepreneurs often present past or current developments as  
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42 the factual basis for talking about the future of a new venture (Manning and Bejarano, 2017).  
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44 Like all storytellers, entrepreneurs have the freedom to select and shape these facts (Gergen,  
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46 2005; Martens et al., 2007), which audiences can then subject to tests of veracity (Cunliffe et al.,  
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48 2004; Gergen, 2005). Hence, entrepreneurial narratives can be viewed as a ‘mingling of fact and  
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50 fiction’ (Anderson, 2005: 598); all claims about a new venture are to a certain extent fictional,  
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3 but whereas audiences cannot assess the factuality of the statements the entrepreneur makes  
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5 about the venture's future, they do scrutinize claims about its past and present.  
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## 10 **2.2 Assessing entrepreneurial narratives: plausibility and resonance**

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12 Assessing whether narratives are true or correct in the sense that they accurately reflect reality is  
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14 difficult (Aldrich and Fiol, 1994; Bartel and Garud, 2009; Czarniawska, 2004), because 'there  
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16 are no structural differences between fictive and factual narratives' (Czarniawska, 1995: 12, see  
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18 also Smith, 2018). Yet, entrepreneurs need to prevent their audience from disregarding their  
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20 narratives 'as uninteresting or even as lies' (Beckert, 2013: 225). So even though entrepreneurial  
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22 narratives are partly fictional, because it is impossible to know whether a venture will develop as  
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24 projected (Garud et al., 2014), entrepreneurs need to get investors to buy their stories (see Barry  
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26 and Elmes, 1997). Prior research in this respect has identified verisimilitude and fidelity (Bartel  
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28 and Garud, 2009; Beckert, 2013; Fenton and Langley, 2011; Martens et al., 2007) as two key  
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30 criteria that narratives need to satisfy. How entrepreneurs try to meet these criteria, however, has  
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32 hardly been elaborated on.  
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40 Verisimilitude has been defined as the extent to which a narrator convinces 'readers/listeners that  
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42 a narrative is plausible within a given orienting context' (Barry and Elmes, 1997: 434). If an  
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44 audience believes that a narrative is plausible, it may suspend its disbelief (Beckert, 2013).  
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47 Achieving narrative plausibility is particularly relevant for new venture founders, as potential  
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49 resource providers may realize that the expectations that are set in entrepreneurial narratives are  
50  
51 not always fulfilled (Garud et al., 2014; Johansson, 2004). Hence, the message conveyed in a  
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53 narrative should not be 'so farfetched that its soundness is questionable' (Martens et al., 2007:  
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3 1108). Prior studies, however, do not explain how entrepreneurs enhance the plausibility of their  
4 narratives or the claims embedded in those narratives (Lounsbury and Glynn, 2001; Navis and  
5 Glynn, 2011).  
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12 Another factor based on which narratives are commonly assessed is their fidelity (Fenton and  
13 Langley, 2011; Martens et al., 2007), i.e., their ‘resonance with the beliefs of the target  
14 audiences’ (Lounsbury and Glynn, 2001: 553). One way for entrepreneurs to make their stories  
15 resonate is introducing their venture as the protagonist, which gives them the opportunity to  
16 discuss its qualities as well as their own desires, competences, and know-how (Golant and  
17 Sillince, 2007). Entrepreneurs can also achieve narrative resonance by making clear how their  
18 venture is legitimate yet also different from other organizations. This positively affects the  
19 likelihood of obtaining funding (Lounsbury and Glynn, 2001). Verbally inserting a venture in a  
20 frame that investors are attracted to, for example by connecting to broader narratives or field-  
21 level growth stories, also boosts narrative resonance (Golant and Sillince, 2007; Martens et al.,  
22 2007; Ruebottom, 2013; Wry et al., 2011; Zilber, 2007). These studies, however, do not explain  
23 how entrepreneurs achieve resonance without weakening the plausibility of their narratives.  
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### 42 **2.3 The micro-level arguments underpinning entrepreneurial narratives**

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44 Because narrative studies of entrepreneurship have not discussed the means by which venture  
45 founders achieve narrative plausibility and resonance, we have a limited understanding of the  
46 features that distinguish a compelling narrative from a weaker one. To better understand this  
47 issue, we propose a micro-level examination of entrepreneurial narratives. Entrepreneurial  
48 narratives, like all narratives, contain arguments that support the overall story line (Bex and  
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3 Verheij, 2012; Carranza, 1999), whereas ‘arguments, however good they may be, need to be  
4 organized into flowing and convincing discourse’ (Billig 1996: 86). Feldman and Sköldbberg  
5 (2002: 289) therefore stated that ‘stories cannot be “reduced” to the underlying lines of  
6 argument, any more than the underlying lines of argument can be neglected for the sake of the  
7 manifest stories’. We similarly argue that research on entrepreneurial resource acquisition can  
8 benefit from studying the arguments embedded in the narratives that new venture founders  
9 construct.

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21 Toulmin’s (1994) ideas about micro-level arguments in particular can enrich research on  
22 entrepreneurial narratives. Claims and grounds, two of the components in his basic model of  
23 argumentation, are particularly useful in this respect. The claim, or conclusion, is an assertion  
24 ‘put forward publicly for general acceptance’ (Toulmin et al., 1984: 29). An audience, however,  
25 may not accept the claim at face value, and therefore ask the arguer to support it, i.e., specify its  
26 grounds (Toulmin, 1994). Grounds are ‘statements specifying particular facts about a situation’  
27 (Toulmin et al., 1984: 37). Conducting a micro-level argumentation analysis can contribute to an  
28 increased understanding of entrepreneurs’ attempts to make their narratives more plausible  
29 because ‘in most cases, it is the presence of justification that persuades’ (Green et al., 2009: 15).  
30 Examining the grounds and claims entrepreneurs use could also shed more light on the way they  
31 establish resonance, as arguments can be used to appeal to an audience’s values and interests  
32 (Aristotle, 2007; Green and Li, 2011; Holt and Macpherson, 2010).

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51 Attention for micro-level rhetoric has been scarce in the entrepreneurship literature (Van Werven  
52 et al., 2015). Only a few theoretical papers have signaled the importance of argumentation in  
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3 general, and specific arguments such as analogy in particular (Cornelissen and Clarke, 2010;  
4 Etzion and Ferraro, 2010; Hill and Levenhagen, 1995; Van Werven et al., 2015). There is in  
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6 comparison very little empirical work. The only empirical study (Holt and Macpherson, 2010) to  
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8 date was based on interviews, in which new venture founders were asked to recall situations in  
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10 which they persuaded others. Hence, that study does not show how arguments feature in pitches  
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12 of entrepreneurs who are presenting their venture to an investor audience, nor how  
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14 argumentation contributes to achieving narrative plausibility and resonance.  
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### 22 **3. METHODS**

#### 23 24 25 26 **3.1 Research setting**

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28 This paper is based on data gathered during a longitudinal case study of AMcubator, an  
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30 Amsterdam-based business incubator. A business incubator is ‘a facility that houses young, small  
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32 firms to help them develop quickly into competitive businesses’ (Hughes et al., 2007: 155).  
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34 Incubators are a compelling setting for studying new venture founders’ attempts to convince  
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36 potential investors. First, because they mostly target firms that are in the early stages of  
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38 development (Bergek and Norrman, 2008), the entrepreneurs that participate need to  
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40 communicate effectively because they are unlikely to have an extensive track record (Clarke,  
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42 2011). Second, incubators prepare their tenants for interactions with investors and other  
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44 stakeholders (McAdam and Marlow, 2011). Hence, even though these concepts are unlikely to  
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46 be mentioned explicitly, incubated entrepreneurs are made well aware of the importance of  
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48 narrative plausibility and resonance.  
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3 In 2013, when this study was conducted, 400 new ventures applied for participation in  
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5 AMcubator's so-called 'web and mobile accelerator'. After several rounds of selection, ten  
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7 applicants were admitted to the program (see Table 1). AMcubator offered the CEOs of these ten  
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9 ventures the opportunity to participate in 'Pitch Academy', aiming to prepare them for Demo  
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11 Day: the final day of the program, on which they presented their venture to an audience of over  
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13 300 people. All CEOs had attended university, were younger than thirty years old and, except the  
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15 CEO of GoodFood, were male. On Demo Day, everyone but the CEO of BrandIns dressed  
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17 casually. Due to this lack of variation, any differences between the narratives cannot be  
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19 explained by these factors. There was, as Table 1 shows, considerable variety in the development  
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21 status of the ventures. This difference, as will be argued later, does seem to affect how  
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23 entrepreneurs pitch.  
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### 40 **3.2 Data sources**

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42 On Demo Day, the entrepreneurs presented themselves and their venture to an audience of angel  
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44 investors, venture capitalists, journalists, and experienced entrepreneurs in maximum six  
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46 minutes. All pitches were recorded on video by AMcubator employees. The first author received  
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48 these videos and transcribed them. For two reasons, we used these transcripts, rather than the  
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50 videos, as the main input to our analysis. First, the videos mostly showed the entrepreneurs'  
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52 presentation slides, and therefore did not allow for a detailed analysis of their nonverbal  
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54 communication. Second, analyzing the visual aspects of the videos is beyond the scope of this  
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3 paper because our theoretical focus is predominantly textual. Nevertheless, the videos have been  
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5 used to examine whether the text or images shown on the entrepreneurs' presentation slides  
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7 corroborated or complemented their speech.  
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12 We also conducted a thematic analysis of the feedback that was given during Pitch Academy.  
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14 The first author made field notes during the first session, audio recorded the other four sessions,  
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16 and made verbatim transcriptions of the tapes. In each of the five Pitch Academy sessions, the  
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18 entrepreneurs presented their venture to two mentors. These mentors were seasoned  
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20 entrepreneurs with considerable pitching experience. They gave feedback on the content of the  
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22 pitches with the aim of helping the incubatees make their pitches more persuasive from an  
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24 investor's point of view. Hence, the mentors shaped the entrepreneurs' pitch narratives by  
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26 making them aware of the aspects that matter to their target audience (Lamertz and Martens,  
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28 2011). Their feedback in turn enabled us to corroborate our interpretations of the statements the  
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30 entrepreneurs made on Demo Day.  
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### 38 **3.3 Data analysis**

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40 We have conducted a narrative analysis of the Demo Day pitches, treating them as rhetorical  
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42 devices (see Gabriel, 2000: 93). So rather than just analyzing *what* the entrepreneurs said, we  
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44 also examined *how* they said it. In line with our view of narratives as being both factual and  
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46 fictional, we took an interpretivist approach, which 'preserves distinctions between fact and  
47  
48 story' (Gabriel, 2000: 17). We have adopted a micro-level approach to narrative analysis, mostly  
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50 drawing on Toulmin's model of argument (Toulmin et al., 1984; Toulmin, 1994). In doing so, we  
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52 took three interrelated steps: (1) identifying the arguments made by the entrepreneurs in their  
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3 Demo Day pitches; (2) analyzing the content of the arguments; (3) a cross-case comparison of  
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5 the arguments made per topic.  
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### 10 3.3.1 Identifying arguments

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12 *Argument identification stage 1: identifying explicit claims and grounds.* We first classified all  
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14 statements that the entrepreneurs made as grounds or claims (Toulmin, 1994). A statement was  
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16 labeled as a ground when it had a factual nature (Toulmin et al., 1984). When a statement  
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18 followed from a ground, and was presented as a debatable conclusion rather than an established  
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20 fact, we classified it as a claim (Toulmin, 1994). For example, Parkling stated that their product  
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22 helps the owners of parking garages generate an optimized dynamic price list for their parking  
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24 facility. The entrepreneur argued that, with this dynamic price list, ‘parking operators are making  
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26 educated decisions on the right price to sell’. In this statement, the entrepreneur *claims* that they  
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28 help garage owners to make better pricing decisions. The reason that he offers in support of that  
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30 claim, i.e. the *grounds*, is the fact that his product generates dynamic price lists.  
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38 *Argument identification stage 2: making implicit claims explicit.* Many statements that we  
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40 labeled as grounds did not support an explicit claim. Hence, the entrepreneurs often constructed a  
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42 specific type of enthymeme (van Eemeren et al., 2014): an argument that is incomplete because  
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44 its claim is implicit. The entrepreneurs thus left the Demo Day audience some room to draw its  
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46 own conclusions. In line with previous research on the implicit meaning of organizational  
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48 communication (e.g. Feldman et al., 2004; Zilber, 2007), we relied on the context in which the  
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50 arguments were uttered to interpret the enthymemes. Because the AMcubator management  
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3 advertised Demo Day as an event where investment-ready entrepreneurs would present  
4 themselves, we completed them as if we were investors evaluating an investment opportunity.  
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10 The comments made by the Pitch Academy mentors regularly proved useful in interpreting a  
11 statement because they ‘enabled us to triangulate and have more confidence in our interpretation’  
12 (Feldman et al., 2004: 156). eHealth’s Demo Day pitch, for instance, contained the following  
13 phrase: ‘there are more than 300,000 private clinics spread across the country’. This is a factual  
14 statement, which could have been used to support an explicit claim. However, the entrepreneur  
15 did not draw a conclusion based on these facts, and thus left the claim implicit. Because the Pitch  
16 Academy mentors regularly recommended entrepreneurs to provide quantitative data to help  
17 investors ‘make an actual prediction of the opportunity’ (Pitch Academy Session #3), it is likely  
18 that the founder of eHealth mentioned this number to implicitly claim that there is a large  
19 number of doctors that may potentially use his product.  
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### 35 3.3.2 Analyzing content of the arguments

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37 As our second step, we coded the content of the (implicit and explicit) claims the entrepreneurs  
38 made in their Demo Day pitches. The aim here was threefold. First, creating an overview of the  
39 content of the pitches would help us understand what aspects of a business opportunity were  
40 rendered plausible and resonant by the arguments we identified. Second, the content overview  
41 would serve as an intermediate step, allowing us to do a fine-grained comparison of the pitches  
42 (see step 3). Third, we intended to use those codes as a coding scheme for a thematic analysis of  
43 the feedback the entrepreneurs received during Pitch Academy. Doing so would enable us to  
44 match the advice given by the Pitch Academy mentors to the claims the entrepreneurs made on  
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3 Demo Day, and thus triangulate our interpretation of the entrepreneurs' arguments with the  
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5 mentors' feedback.  
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10 We adopted an inductive approach in coding the content of the arguments made in the Demo  
11 Day pitches. This part of our analysis started with open coding. Arguments that concerned a  
12 highly similar topic formed first-order concepts. For example, we found that several  
13  
14 entrepreneurs discussed ventures they founded prior to starting their current venture, and  
15 therefore created a first-order code labelled 'team has entrepreneurial experience'. In the second  
16  
17 step, we moved from open to axial coding (Strauss and Corbin, 1998) by grouping the first-order  
18  
19 codes in categories that were more abstract and general. We for instance clustered the codes  
20  
21 about entrepreneurial experience with other codes concerning the founding team, such as 'team  
22  
23 knows how to develop a solution to the problem', thus forming a second-order theme: 'our team  
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25 is well equipped with skills and experience'. We found six of these overarching claims, which  
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27 together constituted the macrostructure of the entrepreneurs' narratives.  
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### 38 3.3.3 Cross-case comparison of arguments made per topic

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40 After coding the content of the Demo Day pitches, we engaged in an in-depth comparison of the  
41  
42 six overarching claims we identified. In so doing, we initially focused on identifying similarities,  
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44 as these could reveal common rhetorical strategies. When we identified a pattern, we drew on  
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46 insights from the field of rhetoric and argumentation (e.g., Perelman, 2008; Toulmin, 1994; Van  
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48 Eemeren et al., 2014) to understand whether and how it contributed to enhancing the plausibility  
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50 and resonance of the pitch narratives. We then returned to the data to check whether this  
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52 theoretical explanation sufficiently explained the pattern. By thus iterating between theory and  
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3 data, we followed an abductive approach, which is fairly typical in interpretive scholarship  
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5 (Mantere and Ketokivi, 2013). We found similarities related to two of the basic components of  
6  
7 an argument (cf. Toulmin et al., 1984; Toulmin, 1994): the grounds and the claims. The results  
8  
9 of this step of our analysis are presented in Table 2<sup>2</sup>.  
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24 To further deepen our analysis, we examined if and to what extent pitches differed from each  
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26 other. We found that some entrepreneurs more frequently 1) made explicit claims (by ‘talking as  
27  
28 if’ the future of their venture had already unfolded); 2) used a combination of quantitative and  
29  
30 qualitative grounds; or 3) provided the source of the information conveyed in the grounds. As  
31  
32 Table 2 shows, these differences correspond to the development status of the venture’s product;  
33  
34 entrepreneurs who had launched their product before Demo Day (hereafter referred to as *post-*  
35  
36 *launch* entrepreneurs) and entrepreneurs who were still preparing for the launch at the time of  
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38 Demo Day (*pre-launch* entrepreneurs) constructed different narratives. In what follows, we will  
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40 discuss this in more detail.  
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54 <sup>2</sup> Most Demo Day pitches did not contain all arguments shown in Table 2. The entrepreneurs typically supported  
55 each of the six overarching claims with two micro-level arguments: the one shown in the upper row and one of the  
56 other arguments.  
57

## 4. FINDINGS

Most Demo Day pitches were structured around the following overarching claims: 1) Our target customers experience a problem, and therefore need a solution; 2) Our product is the (best) solution to the problem; 3) Our venture operates in an environment that is conducive to success; 4) Our intermediate performance suggests that the business opportunity exists; 5) Our team is well equipped with skills and experience; and 6) Funding would help us further develop and grow our venture. Existing research on entrepreneurial pitches and narratives (e.g., Lounsbury and Glynn, 2001; Spinuzzi et al., 2015; Wallnöfer & Hacklin, 2013) has also identified these topics. To move beyond describing the overall structure and content of entrepreneurial narratives, we explain how the micro-level arguments embedded in pitches can help entrepreneurs achieve resonance and plausibility. While doing so, we will elaborate on the differences between the arguments used by pre-launch and post-launch entrepreneurs.

### 4.1 Micro-level arguments embedded in entrepreneurial narratives

#### 4.4.1 Claim 1: Our target customers experience a problem, and therefore need a solution

The most common way for the entrepreneurs to start their pitch was by describing the current state of affairs in their target market. They used that description as the grounds for claiming that particular consumers or organizations were facing a problem. The entrepreneurs often made clear how they gained an understanding of the problem, i.e., revealed the source of the information used as the grounds for their claim. Pre-launch entrepreneurs typically only used qualitative data as part of this argument, post-launch entrepreneurs regularly also referred to quantitative data. The CEO of GoodFood, for instance, first used anecdotal evidence to support her claim that many ‘hardworking professionals’ have ‘unhealthy’ eating habits; she directly addressed the

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3 audience, and said that they do not eat healthy food because they are ‘hardworking professionals  
4 [who] eat the same food from the same places every time’. Later on, she introduced additional  
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6 numerical grounds for her claim: ‘sixty percent of the people living in urban areas say they lack  
7  
8 the time or the energy to cook during the week’.  
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#### 14 15 4.1.2 Claim 2: Our product provides benefits to our customers

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17 After introducing the problem they were planning to address, the entrepreneurs described some  
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19 features of their product that, as they explicitly claimed, could solve the problem. They often also  
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21 talked about other characteristics of their product, and either implicitly or explicitly claimed that  
22  
23 these provided supplementary benefits to their customers. When making these arguments, pre-  
24  
25 launch entrepreneurs regularly pretended that their product had already been fully developed.  
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27 The CEO of eLearners, for example, mentioned some features of his product that were still being  
28  
29 developed: ‘annotation within text and articles, weekly digests of things you told yourself that  
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31 you wanted to remember, and summaries of books’. Even though he therefore did not possess  
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33 any knowledge about the effects of these features, he claimed that, as a consequence of offering  
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35 them, eLearners ‘not only provide[s] you with the best content (...) – we actually help you learn  
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37 from that content’.  
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45 Because post-launch entrepreneurs had released their product before Demo Day, they did not  
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47 have to pretend that the product they developed was operational. In fact, unlike pre-launch  
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49 entrepreneurs, they were able to visually illustrate their arguments with screenshots or demos  
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51 that showed how their product worked. One of them, the CEO of 3D Share, showed a video to  
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53 the Demo Day audience in which he mentioned that his company ‘connects people who want to  
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3 3D print something with the people owning 3D printers’. This statement was visually supported  
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5 by the subsequent scene in the video, which showed someone ordering a 3D print through 3D  
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7 share’s website. Based on these grounds, the entrepreneur claimed that ‘for the first time you can  
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9 create a product and own it the next day’.  
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#### 14 4.1.3 Claim 3: Our venture operates in an environment that is conducive to success

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16 The entrepreneurs further argued that they considered their target market financially attractive.  
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18 They typically did so by referring to statistics about the market’s size, usually without specifying  
19  
20 the source. Post-launch entrepreneurs were likely to make an explicit claim based on this  
21  
22 information. To illustrate: the CEO of eHealth explicitly claimed that, because ‘the healthcare  
23  
24 market in Brazil is expected to reach 350 billion dollars in 2015’, he saw ‘an opportunity to  
25  
26 create a 100 million dollar company in Brazil over the next couple of years’. Pre-launch  
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28 entrepreneurs, however, often refrained from drawing a conclusion. The CEO of Jewels, for  
29  
30 instance, stated that ‘two companies that address a similar market (...) already do over a billion  
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32 euros in revenue, and they grew quickly over the past few years’. He did not explicitly relate that  
33  
34 information to his venture. Nevertheless, the implications are clear. As indicated by one of the  
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36 Pitch Academy mentors, such statistics are shared to appeal to investors: ‘That’s gonna trigger at  
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38 least half the room’ (Pitch Academy Session #2).  
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47 Most entrepreneurs made one or two additional arguments about their target market. There were  
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49 no striking differences in the way pre-launch and post-launch entrepreneurs made these  
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51 arguments. Some entrepreneurs explicitly claimed, after describing the product offering of their  
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53 competitors, that their product was the best solution available. They regularly made clear that  
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3 they gained these insights by doing market research. The CEO of Parkling in this respect  
4 mentioned that the ‘extensive research’ done by his team taught him that companies offering  
5 products similar to Parkling are ‘all US-based companies focused on US markets’. From that  
6 observation, he inferred that ‘the European market is wide open for us’. Other entrepreneurs,  
7 such as the CEO of eLearners, discussed a trend in their venture’s market – without revealing  
8 where they found that information – before concluding that it was favorable to their venture. He  
9 stated that ‘education is moving away from the traditional big institutions and going towards a  
10 more continuous way of learning’, and used that information as grounds for explaining why the  
11 e-learning industry ‘is growing that fast’.  
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#### 26 4.1.4 Claim 4: Our intermediate performance suggests that the business opportunity exists

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28 Despite the nascent nature of their ventures, all entrepreneurs shared performance-related  
29 information. They predominantly presented quantitative data about the number of customers or  
30 other stakeholders that had shown an interest in their product, in most cases without providing  
31 the source of that information. Pre-launch entrepreneurs generally did not draw an explicit  
32 conclusion. The pitch by the CEO of eLearners is a case in point. While making another  
33 argument, he casually referred to ‘the 3,000 people that we have now on our waiting list’.  
34  
35 Numbers like these send a clear message to investors: the opportunity to start a new venture does  
36 not just exist in the entrepreneurs’ minds. The feedback given during Pitch Academy supports  
37 this interpretation. As an AMcubator manager remarked, intermediate performance data shows  
38 ‘that it’s not only you guys, [but] that there’s other persons out there’ (Pitch Academy Session  
39 #5) who are interested.  
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3 Post-launch entrepreneurs more often made explicit claims regarding the amount of customers  
4 they had acquired. Making these claims regularly required them to ‘talk as if’ the future of their  
5 venture had already unfolded. eHealth’s pitch illustrates this. The entrepreneur argued that his  
6 ‘business has a very long lifetime value’ because doctors, once they ‘start using eHealth (...),  
7 will remain with us for years’. He subsequently claimed that ‘this fact allows us to spend up to  
8 150 dollars in marketing and commissions to acquire one user’. That ‘fact’, however, was  
9 fictional; eHealth was a nascent venture at the time, so the entrepreneur did not yet know  
10 whether doctors would stay with the company for years.  
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#### 24 4.1.5 Claim 5: Our team is well equipped with skills and experience

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26 Except the CEO of Jewels, all entrepreneurs introduced their team on Demo Day. The arguments  
27 of pre-launch and post-launch entrepreneurs about this topic were very much alike; descriptions  
28 of the team’s experience with the problem the venture addressed and the solution it provided, as  
29 well as qualitative information related to the sacrifices that had been made, were often used as  
30 grounds for an explicit claim about the ability of the team to start the venture. The pitch by the  
31 CEO of ProcessCorp contained several of these arguments. The following quotes illustrate the  
32 argument he made to demonstrate his understanding of the problems executives in large  
33 corporations often struggle with. He stated: ‘I have solved [business process] challenges for the  
34 last six years. Again and again for different companies. Like Telekom, Bayer or Coca-Cola’. He  
35 claimed that this prior experience, which he gained as a consultant in Germany, taught him that a  
36 ‘lack of information often leads to risky management decisions’.  
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3 Other characteristics of the team, usually its entrepreneurial experience or the CEOs' personal  
4 experience with the problem they aimed to address, were not used as the basis for an explicit  
5 claim. Nevertheless, the implications of this information are clear. As one of the mentors said  
6 during Pitch Academy: 'To make sure you can be trusted, you present the team' (Pitch Academy  
7 Session #3). In line with this advice, the CEO of Shuffle stated: 'We started this back in Turkey,  
8 [and] graduated from Startup Chile last year'. With this statement, he conveyed that he and his  
9 team had received entrepreneurship training, and had been willing to move to a different part of  
10 the world to learn and develop their venture. By extension, they can therefore be trusted to have  
11 the abilities and commitment investors are looking for.  
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#### 26 4.1.6 Claim 6: Funding would help us further develop and grow our venture

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28 The most common way to end the pitch was making an appeal to the audience. This typically  
29 took the form of a request for an investment. All entrepreneurs, both pre-launch and post-launch,  
30 used that request as the grounds for an explicit claim, which specified the goals that could be  
31 achieved as a result of the investment. They did not elaborate on the grounds, i.e., did not explain  
32 why they needed that specific amount of money. BrandIns' pitch is illustrative of this line of  
33 reasoning. The CEO explicitly claimed that the money he asked for would help him 'sign 2,000  
34 new customers in the next year and a half [and] enter the US market, which today is the largest  
35 consumer product market in the world'. In addition to that, he claimed that funding would allow  
36 him to hire new staff: 'the growth capital will allow us to strengthen our team'.  
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## 4.2 The effect of micro-level argumentation on narrative resonance and plausibility

Now that we have outlined which micro-level arguments were used in the Demo Day pitches, and shown that pre-launch and post-launch entrepreneurs argue differently, we will discuss four rhetorical strategies that underlay the entrepreneurs' argumentation: 1) Using enthymemes when discussing the venture's future; 2) 'Talking as if' the venture's future product or performance is the present; 3) Making explicit claims about the present state of product and market; and 4) Supporting claims through arguments based on historical and current data. Each strategy has a different time orientation; the first and second concern the future of the venture, whereas the third and fourth relate to its present and past. We will theorize how the strategies and their time orientation affect narrative plausibility and resonance, and explain why pre-launch and post-launch entrepreneurs use them differently.

### 4.2.1 Strategy 1: Using enthymemes when discussing the venture's future

Both pre-launch and post-launch entrepreneurs, the latter even more than the former, quite consistently used enthymemes to discuss the size of their target market, the intermediate performance of their venture, and their entrepreneurial experience. What these arguments had in common, and what distinguished them from other arguments, is that they related to the venture's future, more specifically its potential to become successful<sup>3</sup>. By referring to statistics about the size of their target market, the entrepreneurs suggested that there was an opportunity for them to generate significant revenues. By presenting intermediate performance figures, they implied that

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<sup>3</sup> Some entrepreneurs also engaged in enthymematic reasoning when discussing the additional benefits their product offered, i.e., the benefits other than solving the customer's problem. This is in line with a recommendation one of the Pitch Academy mentors gave the CEO of 3D Share: 'Do not try to convince investors to use 3D Share, but convince them that 3D Share is the best solution to some problem instead' (Field notes, Pitch Academy Session #1). By refraining from making an explicit claim about the additional benefits of their product, entrepreneurs made it less likely for investors to get that impression.



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3 their product may also be adopted by future customers and other stakeholders. And by discussing  
4 how they successfully founded a new venture in the past, entrepreneurs created the impression  
5 that they would be able to repeat that performance.  
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12 Using enthymemes when discussing a new venture's potential to become successful may help  
13 entrepreneurs achieve narrative plausibility. Unlike explicit claims which, particularly when they  
14 concern the future, may backfire because they are seen as implausible by investors (Garud et al.,  
15 2014; Martens et al., 2007), an enthymeme is often 'just being accepted without further  
16 consideration because of its rhetorical power' (Feldman and Sköldbberg, 2002: 285). So refraining  
17 from making explicit claims, and using enthymemes instead, can improve the plausibility of an  
18 entrepreneurial narrative and makes it more likely for the audience to suspend its disbelief (see  
19 Beckert, 2013). At the same time, enthymemes contribute to enhancing narrative resonance.  
20 Compared to narratives, which are generally open to multiple interpretations (Barry and Elmes,  
21 1997; Boje, 1995; Cunliffe et al., 2004), enthymemes are relatively unambiguous (see Tans,  
22 2006; Toulmin, 1994). Hence, audiences can complete the argument 'with the help of their  
23 background knowledge regarding the issue at hand' (Van Eemeren et al., 2014: 118). As people  
24 tend to believe the information they have personally added to an argument, the use of  
25 enthymemes makes it more likely that a message resonates (Hartelius and Browning, 2008;  
26 Feldman and Sköldbberg, 2002).  
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#### 49 4.2.2 Strategy 2: 'Talking as if' the venture's future product or performance is the present

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51 Except for the arguments they made when outlining how they would use an investment to further  
52 develop their business, most of the entrepreneurs' arguments were in the present tense. However,  
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3 at times the future tense may have more accurately reflected the development status of their  
4 ventures; the entrepreneurs regularly used the present tense when discussing events that yet had  
5 to happen. Hence, they ‘talked as if’ their predictions or expectations had come true, i.e.,  
6 constructed fictional arguments (see Beckert, 2013) about a stage of development that their  
7 venture may or may not have reached after Demo Day. For pre-launch entrepreneurs, that next  
8 stage was launching their product. For entrepreneurs who had done that before Demo Day, the  
9 subsequent step was generating substantial revenues.  
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21 ‘Talking as if’ has the potential to enhance narrative resonance because it presents a nascent  
22 venture as slightly less novel, and thereby taps into investors’ desire for companies with a  
23 product that has demonstrated market acceptance (MacMillan et al., 1984; Maxwell et al., 2011).  
24 It can also increase the perceived plausibility of an entrepreneurial narrative, because it reduces  
25 the amount of logical time gaps. Logical time gaps exist when statements that serve as grounds  
26 for a claim pertain to the past or present and the claim itself concerns the future (Van Eemeren et  
27 al., 2014). For example, entrepreneurs who argue that their product will be bought by customers  
28 in the future based on feedback they received on their current prototype, construct an argument  
29 with a logical time gap. Such arguments are generally considered as relatively weak in terms of  
30 plausibility because they convey information that can only be verified in the future (Van  
31 Eemeren et al., 2014: 210). By ‘talking as if’, entrepreneurs avoid logical time gaps and thereby  
32 create the impression that they are reporting on rather than predicting the performance of their  
33 venture.  
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#### 4.2.3 Strategy 3: Making explicit claims about the present state of product and market

The claims in most of the arguments made by the entrepreneurs (both pre-launch and post-launch) were explicit. Unlike enthymemes, which concerned the future, most arguments with an explicit claim focused on the present state of a venture's product or target market, and described what impact it had on the venture itself or its target customers. Specifically, the entrepreneurs established causal relationships between the state of affairs in their target market and a problem its target customers experienced, between characteristics of their product and the benefits it provided to customers, between developments in their target market and their venture's competitive position, and between additional funding and the further development of the venture.

Making explicit arguments about the present state of a new venture's product or target market can contribute to enhancing the plausibility of a pitch. Explicit claims are usually the outcome of a rational reasoning process (Sillince, 1999). Rational reasoning is commonly associated with objectivity (Bouwmeester, 2013), which in turn results in increased plausibility (Barry and Elmes, 1997). The explicit arguments introduced in the Demo Day pitches were no exception because they were predominantly causal arguments<sup>4</sup> – a type of argument generally considered instrumental rational (Bouwmeester, 2013). Explicit causal argumentation can also increase narrative resonance. By making explicit claims, the entrepreneurs presented themselves as knowledgeable experts about various aspects of the business opportunity they pursued. As

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<sup>4</sup> The entrepreneurs also made explicit claims based on information about their actions and their industry or technological experience. These arguments did not specify cause-effect relationships. Rather, they presented information about the entrepreneurs as signs of their commitment and their ability to develop a product that would solve their customers' problem. Unlike enthymematic arguments by sign, these explicit arguments did not concern the potential of the venture to become successful. Instead, they shed light on the motivation and professional and technical abilities of the entrepreneurs. So with these arguments, entrepreneurs are not invoking the type of financial performance expectations that investors commonly question (cf. Garud et al. 2014). They therefore do not need to obscure a lack of plausibility.

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3 expertise is valued by investors (MacMillan et al., 1985; Maxwell et al., 2011; Sudek, 2007),  
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5 demonstrating it in a pitch is likely to enhance narrative resonance.  
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#### 10 4.2.4 Strategy 4: Supporting claims through arguments based on historical and current data

11 All arguments made by the entrepreneurs on Demo Day were based on historical or current data  
12 about the venture, its target market, or the founding team. The majority of claims, particularly  
13 those concerning the problem customers experienced, the solution the entrepreneurs had  
14 developed, the founding team and the need for funding, was based on qualitative data – although  
15 post-launch entrepreneurs sometimes provided additional, quantitative evidence. Arguments  
16 related to the size of the market and the venture’s intermediate performance were mostly based  
17 on quantitative data. As claims that are supported with specific evidence are seen as more  
18 plausible by investors (Brooke Elliot et al., 2015; Grégoire et al., 2008; Perelman, 2008), using  
19 qualitative and quantitative data as grounds enhanced narrative plausibility.  
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35 Revealing the source of the information presented in the grounds was an additional component of  
36 this rhetorical strategy, which was most commonly used by post-launch entrepreneurs. Sharing  
37 the source of information is an externalizing device, because it draws attention away from the  
38 entrepreneur (see Potter, 1996). It thereby grants the description of the problem or market a sense  
39 of objectivity and hence increases narrative plausibility (Barry and Elmes, 1997). Entrepreneurs  
40 most often provided the source of information when they made arguments related to the size of  
41 their target market or the problems people or organizations in that market experienced.  
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51 Externalizing this information is particularly relevant, as these two arguments combined convey  
52 the number of people that may buy the venture’s product, which determines the upper limit of  
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3 the return investors can potentially get on their investment (Chen et al., 2009; Grégoire et al.,  
4 2008; Mason and Harrison, 2003; Maxwell et al., 2011).

#### 10 4.2.5 Rhetorical differences between pre-launch and post-launch entrepreneurs

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12 Our comparison of the pitches by pre-launch and post-launch entrepreneurs showed that they  
13 used three of the four strategies for achieving narrative plausibility and resonance in slightly  
14 different ways. First, each of these two types of entrepreneur was ‘talking as if’, but presented  
15 different events that had not yet unfolded as true. This difference, we argue, is driven by the need  
16 to strike a balance between plausibility and resonance; although ‘talking as if’, for the reasons  
17 given earlier, may add to the resonance of the pitches, it can also weaken narrative plausibility if  
18 investors perceive these fictional claims as farfetched. So most entrepreneurs only ‘talked as if’  
19 the immediate next step in the development of their ventures had already been taken. Post-launch  
20 entrepreneurs were able to share intermediate performance data, so they could make reasonably  
21 plausible fictional arguments about the performance of their ventures. Pre-launch entrepreneurs  
22 did not have a finalized product yet, so pretending that they were already generating revenues  
23 would have been an implausible stretch. Hence, they ‘talked as if’ the product they were still  
24 working on was already finished.

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45 Second, post-launch entrepreneurs regularly made explicit claims about topics that pre-launch  
46 entrepreneurs discussed by means of an enthymeme: the size of their target market and the  
47 performance of their venture. This difference can also be explained by the fact that they had  
48 more data that enabled them to make predictions about the future of their venture. Earlier, we  
49 argued that explicit claims are more likely to be seen as implausible, as they are easier to  
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3 scrutinize, and may not resonate like enthymemes do because they do not draw the audience into  
4 the argument. Generally speaking, therefore, ‘implicit argumentation (...) is often more  
5 persuasive than explicit argumentation’ (Sillince, 1999: 801). So by making these explicit  
6 claims, post-launch entrepreneurs may have made their pitch less compelling.  
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14 The third difference we observed may offset the potentially negative effect of making explicit  
15 claims about the venture’s future. Post-launch entrepreneurs regularly used both quantitative and  
16 qualitative grounds to support their claims about the problem they addressed and revealed the  
17 source of the information they used as the basis for claims related to the benefits of their product.  
18 By doing so, they strengthened the grounds of these arguments, thereby increasing their  
19 plausibility. Making this part of the pitch more compelling compensates for the  
20 uncharacteristically explicit argumentation about the venture’s future; if investors are more  
21 strongly convinced that there is a need for a product, they may be less skeptical if entrepreneurs  
22 make explicit claims about a venture’s potential to become successful.  
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## 38 **5. DISCUSSION**

### 39 **5.1 Contributions**

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41 Our findings have implications for narrative entrepreneurship research, as well as for studies of  
42 entrepreneurial rhetoric. First, we contribute to narrative studies of entrepreneurial resource  
43 acquisition by opening up the black box of narrative resonance and plausibility. The present  
44 literature tends to assess these criteria ex post (see Giorgi, 2017). Hence, it is not clear why  
45 certain narratives resonate and are seen as plausible, while others are not. We analyzed the  
46 micro-level argumentation underpinning entrepreneurial narratives (following Perelman, 2008;  
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3 Toulmin, 1994; Van Eemeren et al., 2014) and identified four rhetorical strategies that  
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5 entrepreneurs use when pitching to investors. Each of these strategies contributes to achieving  
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7 narrative resonance, narrative plausibility, or both in its own way. In addition to identifying these  
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9 strategies, which have not been discussed in narrative entrepreneurship research to date, we show  
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11 how pre-launch and post-launch entrepreneurs differ in the way they achieve narrative  
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13 plausibility and resonance.  
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19 Our second contribution to narrative entrepreneurship research relates to the temporality of  
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21 narrative construction. Most prior work has examined how entrepreneurs draw on past  
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23 experience and performance, thereby neglecting how they talk about the future (Garud et al.,  
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25 2014). Recently, narrative researchers have started studying this issue. Their findings suggest  
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27 that the future of a new venture is often presented as a continuation of past developments  
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29 (Manning and Bejarano, 2017) and that communicating disruptive visions is negatively  
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31 associated with the amount of funding obtained (Van Balen et al., in press). These studies,  
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33 however, do not explain how entrepreneurs ensure the plausibility of the future visions they  
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35 communicate. Our findings shed light on this topic. We found that, to avoid making claims about  
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37 the future of their venture that would be seen as implausible, entrepreneurs used enthymemes or  
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39 ‘talked as if’ the future had already come to pass. Furthermore, we observed that these arguments  
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41 were accompanied by explicit arguments about the present state of the product or market and  
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43 supported by historical and current data.  
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51 We also advance the scant literature on the role of rhetoric in entrepreneurship. The work that  
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53 has been done to date pointed out that micro-level rhetoric is a valuable instrument for  
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3 entrepreneurs, and studied the types of argument entrepreneurs use when presenting their venture  
4 to potential resource providers (Cornelissen and Clarke, 2010; Holt and Macpherson, 2010; Van  
5 Werven et al., 2015). We have expanded the analytical toolkit available to researchers interested  
6 in entrepreneurial communication by showing that entrepreneurs regularly ‘talk as if’ their  
7 venture is a relatively mature new venture. Although prior studies noted that entrepreneurs  
8 sometimes ‘act as if’ their plans have already been realized (Anderson, 2005, Beckert, 2016), the  
9 implications of this observation for the narratives they tell have hardly been recognized (see  
10 Gartner et al., 1992 for an exception). By pointing to the role of enthymemes, we highlight  
11 another rhetorical device previous research did not pay attention to. Based on literature from the  
12 field of argumentation (Feldman and Sköldbberg, 2002; Hartelius and Browning, 2008), we argue  
13 that enthymemes allow entrepreneurs to simultaneously enhance the plausibility and resonance  
14 of their narratives, particularly when addressing the future of a new venture.  
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## 33 **5.2 Limitations and future research**

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35 Besides these contributions, our study also has some limitations. First of all, although  
36 argumentation theory (e.g. Perelman, 2008; Toulmin, 1994; van Eemeren et al., 2014) suggests  
37 that using the four micro-level strategies we identified will make narratives more compelling, we  
38 did not measure whether they indeed had a positive effect on the plausibility and resonance of  
39 the narratives as perceived by investors. Future research can use our theoretical arguments as the  
40 basis for formulating ideas and expectations about the plausibility and resonance of a narrative.  
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42 These can then be tested by having investors evaluate as part of a survey or experimental  
43 research design recordings of pitches that vary in terms of the use of the four rhetorical  
44 strategies.  
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5 Second, the entrepreneurs we studied targeted their pitches at an audience of financial investors.  
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7 The advice they received during the Pitch Academy training sessions was based on the belief that  
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9 pitching to that specific audience ‘is all about explaining this massive idea, the big potential’  
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11 (AMcubator program manager). The four rhetorical strategies we discussed in this paper may  
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13 have been born out of this belief. Whereas this may be effective when financial investors are  
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15 targeted, convincing other resource providers might require a different approach. In fact, recent  
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17 papers (Fisher et al., 2017; Überbacher, 2014) have called for more research that takes into  
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19 account that different audiences use different criteria to evaluate a new venture. Hence,  
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21 examining whether and how entrepreneurs use the four strategies when pitching to another type  
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23 of resource provider is another direction for the future exploration of our framework.  
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31 Third, because of our theoretical focus on narrative plausibility and resonance, we have studied  
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33 verbal communication. Prior entrepreneurship research has however found that nonverbal  
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35 communication, like gestures (Cornelissen et al., 2012), and the ability to express emotions  
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37 (Baron and Markman, 2003; Clarke, 2011), such as passion (Cardon et al., 2009), may also be  
38  
39 crucial aspects of entrepreneurial communication. Future studies of entrepreneurial pitches could  
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41 therefore answer calls for more multimodal research (see Meyer et al., 2013) and combine our  
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43 micro-level approach to analyzing verbal communication with, for example, an analysis of the  
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45 gestures, visuals, and artefacts (e.g. PowerPoint presentations, prototypes) used by entrepreneurs  
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47 in their pitches.  
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3 Finally, our study focuses on pitches by entrepreneurs who participated in an incubation  
4 program. Business incubators encourage entrepreneurs to rehearse their pitches intensively, and  
5 provide them with the opportunity to get feedback from mentors (McAdam and Marlow, 2011).  
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7 Although this context is therefore suitable for studying entrepreneurial communication, it also  
8 has its limitations. For example, there is evidence that pitch training and feedback affect  
9 entrepreneurs' rhetoric (McAdam and Marlow, 2011; Spinuzzi et al., 2015). Hence,  
10 entrepreneurs who have not received such input may use different strategies for establishing  
11 narrative plausibility and resonance. Future research could compare pitches by entrepreneurs  
12 who have participated in an incubation program to pitches by entrepreneurs who have not, and  
13 explore whether and how their rhetoric differs.  
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**Table 1: Participants in AMcubator’s web and mobile accelerator**

<b>Venture name</b>	<b>Venture idea</b>	<b>Product development status</b>
3D Share	Connecting 3D printer owners with people who want to make a 3D print	Launched before Demo Day
GameBook	Creating an online platform where gamers can discover, follow, and share gaming experiences	In preparation for launch after Demo Day
ProcessCorp	Enabling companies to monitor, manage, and optimize their business processes in real-time	In preparation for launch after Demo Day
eLearners	Building an online learning platform for people who want to learn effectively from each other	In preparation for launch after Demo Day
eHealth	Launching an online system that allows health professionals to access patient data from any device	Launched before Demo Day
Shuffle	Showing people only the news they are most interested in by building a tool that learns from and adapts to their use of social media	Launched before Demo Day
Parkling	Introducing dynamic pricing in parking garages to make parking cheaper and improve utilization of parking spaces	Launched before Demo Day
BrandIns	Helping manufacturers to make sure that their online product representation is consistent by building a product data management tool	Launched before Demo Day
GoodFood	Developing an online platform where professionals can order good food from the best chefs in town	Launched before Demo Day
Jewels	Creating an online tool to help people design and customize 3D-printable jewelry	In preparation for launch after Demo Day

**Table 2: Micro-level arguments made by pre-launch and post-launch entrepreneurs to construct an investment opportunity**

Overarching claim	Micro-level arguments supporting claim	Explicit claim or enthymeme?	Qualitative or quantitative grounds?	Source of grounds provided?	Illustrative example
<b>Our target customers are in need of a solution</b>	Target customers experience a problem	<i>Pre-launch:</i> Explicit <i>Post-launch:</i> Explicit	<i>Pre-launch:</i> Qualitative <i>Post-launch:</i> Both	<i>Pre-launch:</i> Often <i>Post-launch:</i> Often	<u>Jewels (pre-launch)</u> : ‘I had to take a three months course in university and I only learned the very basics [of 3D printing]’ ( <i>qualitative grounds with source: personal experience</i> ), so ‘for the majority of the people today’s tools are simply too complex’ ( <i>explicit claim</i> )
<b>Our product benefits customers</b>	Product solves customers’ problem	<i>Pre-launch:</i> Explicit* <i>Post-launch:</i> Explicit	<i>Pre-launch:</i> Qualitative <i>Post-launch:</i> Qualitative	<i>Pre-launch:</i> Rarely <i>Post-launch:</i> Regularly	<u>Parkling (post-launch)</u> : ‘We take as a reference point the static price list of a parking facility. We analyze demand data (...) we add to the equation external factors, like competition, location, nearby events, or even the weather ( <i>qualitative grounds without source</i> ) and the result is an optimized dynamic price list for that parking facility’ ( <i>explicit claim</i> )
	Product provides additional benefits	<i>Pre-launch:</i> Both <i>Post-launch:</i> Both	<i>Pre-launch:</i> Qualitative <i>Post-launch:</i> Qualitative	<i>Pre-launch:</i> Rarely <i>Post-launch:</i> Regularly	<u>Jewels (pre-launch)</u> : ‘We also to make sure that [the product you make using our tool] always looks beautiful ( <i>qualitative grounds without source</i> ), so you feel like a professional when you’re doing it’ ( <i>explicit claim</i> )
<b>Our venture operates in a market that is conducive to success</b>	Target market is large	<i>Pre-launch:</i> Enthymeme <i>Post-launch:</i> Both	<i>Pre-launch:</i> Quantitative <i>Post-launch:</i> Quantitative	<i>Pre-launch:</i> Rarely <i>Post-launch:</i> Rarely	<u>ProcessCorp (pre-launch)</u> : ‘Looking for our competitors, you can find them in the large and fast-growing business analytics market. Today’s companies spend over 30 billion dollar each year to get an insight into their business processes ( <i>quantitative grounds without source</i> )’. So we operate in a market in which high revenues can be generated ( <i>implicit claim</i> )
	Competitors in the target market are absent or inferior	<i>Pre-launch:</i> Explicit  <i>Post-launch:</i> Explicit	<i>Pre-launch:</i> Qualitative  <i>Post-launch:</i> Qualitative	<i>Pre-launch:</i> Regularly  <i>Post-launch:</i> Regularly	<u>GoodFood (post-launch)</u> : ‘By elegantly combining tech and taste ( <i>qualitative grounds with source: 2x2 matrix shown on slides</i> ), we claim the space of personal quality food in this market’ ( <i>explicit claim</i> )
	Favorable trend in	<i>Pre-launch:</i>	<i>Pre-launch:</i>	<i>Pre-launch:</i>	<u>GameBook (pre-launch)</u> : ‘This is PlayStation 4, coming out

	target market	Explicit <i>Post-launch:</i> Explicit	Qualitative <i>Post-launch:</i> Qualitative	Rarely <i>Post-launch:</i> Rarely	this winter. And as you can see, there is a share button on the controllers' ( <i>qualitative grounds with source: controllers shown on slides</i> ). So sharing is 'just getting easier' ( <i>explicit claim</i> )
<b>Our intermediate performance suggests that the opportunity really exists</b>	Target customers or other stakeholders are interested in product	<i>Pre-launch:</i> Enthymeme <i>Post-launch:</i> Both*	<i>Pre-launch:</i> Quantitative <i>Post-launch:</i> Quantitative	<i>Pre-launch:</i> Rarely <i>Post-launch:</i> Rarely	eHealth ( <i>post-launch</i> ): 'Since we launched our system two months ago we are having ten new signups a day' ( <i>quantitative grounds without source</i> ). So the business opportunity we have identified really exists ( <i>implicit claim</i> )
<b>Our team is well equipped with skills and experience</b>	Team can develop a solution to the problem	<i>Pre-launch:</i> Explicit <i>Post-launch:</i> Explicit	<i>Pre-launch:</i> Qualitative <i>Post-launch:</i> Qualitative	<i>Pre-launch:</i> Rarely <i>Post-launch:</i> Rarely	<u>Shuffle</u> ( <i>post-launch</i> ): 'I'm a full stack developer, and we also have experience in operations, technology and design' ( <i>qualitative grounds without source</i> ), so 'our team is fantastic' ( <i>explicit claim</i> )
	Team is committed to its mission	<i>Pre-launch:</i> Explicit <i>Post-launch:</i> Explicit	<i>Pre-launch:</i> Qualitative <i>Post-launch:</i> Qualitative	<i>Pre-launch:</i> Rarely <i>Post-launch:</i> Rarely	<u>GameBook</u> ( <i>pre-launch</i> ): 'I'm the only guy in Rockstart sleeping under the desk' ( <i>qualitative grounds without source</i> ), which shows that 'we're fully committed to this mission' ( <i>explicit claim</i> )
	Team has entrepreneurial experience	<i>Pre-launch:</i> Enthymeme <i>Post-launch:</i> Enthymeme	<i>Pre-launch:</i> Qualitative <i>Post-launch:</i> Qualitative	<i>Pre-launch:</i> Rarely <i>Post-launch:</i> Rarely	<u>Parkling</u> ( <i>post-launch</i> ): We 'have participated at few other competitions as well, from Evernote, Stanford, Microsoft, and a few more' ( <i>qualitative grounds without source</i> ), so we are well-equipped to lead the further development of our venture ( <i>implicit claim</i> )
<b>Funding would help us further develop and grow our venture</b>	Funding will help us create the conditions for growth	<i>Pre-launch:</i> Explicit <i>Post-launch:</i> Explicit	<i>Pre-launch:</i> Qualitative <i>Post-launch:</i> Qualitative	<i>Pre-launch:</i> Rarely <i>Post-launch:</i> Rarely	<u>3D Share</u> ( <i>post-launch</i> ): 'We are raising 400,000 euros ( <i>qualitative grounds without source</i> ) to launch in another hundred cities across Europe' ( <i>explicit claim</i> )

\* Explicit claims that involved entrepreneurs 'talking as if' the future of their venture had already unfolded