

## **In Search of Entrepreneurial Individual Ambidexterity: The Interplay of Frugal and Commercial Mindsets**

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## **Introdução**

In this study, we add a layer of micro-level analysis by examining if founders' Frugal Mindset (FM) and Commercial Mindset (CM) exert an antecedent role on Individual Ambidexterity (IndAmb). As an expansion on the current understanding of IndAmb, the frugal and commercial mindsets are presented, all in light of the Entrepreneurial Judgment-Based Approach. This is given because founders' mindsets play a crucial role in how startups balance exploration and exploitation, directly influencing entrepreneurs' judgment and action.

## **Problema de Pesquisa e Objetivo**

However, significant gaps remain in understanding if these concepts interact, particularly regarding the relationships between frugal and commercial mindsets and individual ambidexterity. As this could contribute to the success of startups in competitive and resource-constrained markets, this study fills a literature gap by addressing the following research question: What is the role of the frugal mindset (FM) and the commercial mindset (CM) in the entrepreneur's individual ambidexterity? Hence, our objective is to analyze the direct and indirect effects of these mindsets on Ind.Amb.

## **Fundamentação Teórica**

Individual Ambidexterity is the ability to balance the exploitation of existing resources with the exploration of new opportunities (Benner & Tushman, 2003; Gibson & Birkinshaw, 2004; Pertusa-Ortega et al., 2021; Sengura et al., 2024). A Frugal Mindset is characterized by a conscious approach to consumption (Lastovicka, Bettencourt, Hughner, & Kuntze, 1999; Radjou & Prabhu, 2015; Natasha, 2025), while the Commercial Mindset involves the ability to identify and capitalize on opportunities (Li & Jing, 2017; Sengura et al., 2024).

## **Metodologia**

Based on a global sample of 88 worldwide startups and a cluster analysis of Brazilian startups, the study's four hypotheses were tested by questioning founders. Data was analyzed using structural equation modeling using SmartPLS software, and all statistical requirements were met.

## **Análise dos Resultados**

Our findings revealed that individual ambidexterity among worldwide startup entrepreneurs is not directly influenced by frugal or commercial mindsets. However, in developing countries like Brazil, this changes, and the commercial mindset has a significant impact on entrepreneurs' ambidexterity, especially in strategic sectors like health and agriculture. Yet, the rejection of frugal mindset has a positive impact on Ind.Amb was unexpected but made it clear that, even in emergent economies, each context is different, and scholars should not be generalizing frugal orientations based on that.

## **Conclusão**

Even though our global data did not support our hypotheses, the study emphasizes the importance of contextual analyses. The need for boundaries and context whenever researching becomes clear and essential for current global studies. For the Brazilian sample, this contextualization matter reinforced that emerging market demands require entrepreneurial action focused on both: current offerings and future market possibilities.

## **Contribuição / Impacto**

Theoretical contributions include expanding the understanding of the relationship between entrepreneurial mindsets and ambidexterity in emerging contexts, challenging generalized approaches. From a managerial perspective, the study provides insights for entrepreneurs and policymakers, highlighting the importance of commercial practices adapted to local realities. The research also reinforces the need for public policies that promote sustainable and scalable innovation, connecting frugality theories and commercial strategies to the needs of developing markets.

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