Editorial

Introduction to the Special Issue on Entrepreneurship Communication

—Clay Spinuzzi

The morning that I began writing this introduction, US presidential candidate Hillary Clinton announced a proposal to allow entrepreneurs to defer making student loan payments. One day earlier, China's premier Li Keqiang gave a speech emphasizing the importance of entrepreneurship. The previous week, Saudi Arabia announced that it was opening its first college of entrepreneurship. *Entrepreneurship* has become a popular topic, an ideal for nations to cultivate and for individuals to achieve.

But in practice, entrepreneurship is hard, complex work. In part, that is because entrepreneurs must communicate constantly and in uncertain environments. When they develop an innovation, look at possible markets, conduct market research, seek intellectual property protection, develop a business model, describe a product, identify a value proposition, and pitch to stakeholders, they are engaging in professional communication. When they use a business model canvas, a value proposition canvas, or other heuristics, they are thinking through how to communicate the value of their innovation. When they read market research reports, put together pitch decks, and write business plans, they are reading and producing genres of professional communication. And when they pivot their arguments, it is because they have reached a point of *kairos*, the opportune moment in which they have engaged in a dialogue with market representatives to create something new.

Yet, surprisingly, research into how entrepreneurs communicate has been scattershot. It has generally not been the focus of sustained investigation—especially in the field of professional communication, which has theoretical frameworks, conceptual tools, and research methodologies that could illuminate aspects of entrepreneurial communication.

Hence this special issue, which presents recent work on entrepreneurship communication from a professional communication perspective. These papers answer questions such as the following: What acts of communication do entrepreneurs undertake as part of their professional activities? How do they see themselves as entrepreneurs and communicators? What stories do they tell about themselves and to themselves, and what makes these stories persuasive? How do they use pitches and other appeals to persuade audiences about their goods, services, and nonprofit ideas—and what makes these pitches persuasive? How do they use signage persuasively?

Some of these questions—specifically those related to entrepreneurial narratives and pitch persuasiveness—have been addressed in the entrepreneurship literature already. But by using theories and methodologies from professional communication, the authors draw out aspects that have not been adequately explored in that literature.

Below, I first discuss what is meant by *entrepreneurship*. Next, I overview some of the strands of research on entrepreneurship communication, both outside and inside professional communication. Finally, I introduce the papers of this special issue.

What Is Entrepreneurship?

The term *entrepreneurship* typically refers to innovating in search of a profit. In his foundational book *A Theory of Economic Development*, Joseph Schumpeter [1] argues that entrepreneurship specifically involves combining existing means of production in new ways; once the entrepreneur has established this new combination and begun running the business, Schumpeter says, he or she

Manuscript received August 8, 2016; revised August 16, 2016; accepted August 17, 2016. Date of publication October 20, 2016; date of current version November 21, 2016.
The author is with the Department of Rhetoric and Writing, University of Texas at Austin, Austin, TX USA 78712 (email: clay.spinuzzi@utexas.edu).

IEEE 10.1109/TPC.2016.2607803

ceases to be an entrepreneur. For Schumpeter, someone who develops a new business model or new product is an entrepreneur at the time the new combination is being assembled—for instance, when Ray Kroc developed the new business model for McDonald's. But once that business model was established, Kroc ceased to be an entrepreneur and became a business owner. And under Schumpeter's definition, McDonald's franchisees do not qualify as entrepreneurs at all; neither do most restauranteurs, bodega owners, or other proprietors of businesses.

Peter F. Drucker provides a similar definition, arguing that "the entrepreneur always searches for change, responds to it, and exploits it as an opportunity" [2, p. 28]. But unlike Schumpeter, he recommends that businesses establish cyclical reviews so that they can continue innovation even after the business is established (p. 35). By Drucker's lights, a business owner can be an entrepreneur as long as she or he pursues ways to exploit such opportunities within or outside the current business. As long as Ray Kroc (or a local restauranteur) systematically pursues such opportunities, he is an entrepreneur.

Schumpeter's and Drucker's ideas about entrepreneurship have been deeply influential. In the popular business literature, many books emphasize exploiting change through carrying out new combinations [3], [4]; other books emphasize ways to preserve or introduce innovation in existing organizations [5]–[7]. Such books apply especially to entrepreneurs who have developed or acquired some genuinely new innovation around which a business can be built, such as a technical invention or a unique service.

But the term *entrepreneurship* is often applied more broadly than that, covering not just genuinely new innovations but also business owners who spot and fill new local opportunities: franchisees, restauranteurs, bodega owners, and others who put their own capital into running businesses in established markets. Entrepreneurship in this sense tends to focus on the risks such business owners take on as they pursue their opportunities in an uncertain, risk-filled environment.

These understandings of entrepreneurship are different. But each instance requires communication, especially persuasive professional communication. This communication aspect has been studied in various fields related to entrepreneurship.

Entrepreneurship Communication: Studies and Guides

Within the entrepreneurship literature, several research focuses bear on entrepreneurship communication: narrative and identity, culture and community, and specific communication genres. In addition, several popular guides have been published that describe how to produce entrepreneurship genres.

Narrative and Identity Narrative is one tool used to construct the identity of the entrepreneur—that is, to help new entrepreneurs take on the appropriate persona, establish appropriate ties, build their ventures, deal with the enormous risks involved in establishing an entrepreneurial venture, and (too often) process the failures and setbacks that come with the territory.

For instance, at the beginning of a venture, an entrepreneur tends to tell narratives to develop her identity as she seeks mentors [8] and builds "birds-of-a-feather" (homophilic) ties [9]. Once a venture becomes established, this identity narrative continues and often structures the growing organization: "notions of individual and collective identity and organization are coproduced over time" through dramatic and narrative processes [10]. (See also [11] and [12].)

The entrepreneurial identity includes risk and, thus, the narratives entrepreneurs tell about themselves tend to focus on risk and how to deal with it. Entrepreneurs must understand themselves as taking on such risks and even succeeding through failure (the so-called "fail faster" ethos). For instance, Byrne and Shepherd [13] examine how entrepreneurs use narratives to make sense of their business failures, while Singh et al. [14] examine how entrepreneurs in failed ventures process the stigmatization of that failure into positive experiences. Within entrepreneurial institutions, failures and crises can lead actors to develop narratives that simultaneously reinforce the existing order and call for changes in parts of it [15].

Culture and Community Other work has focused on how culture and community interact with entrepreneurship. For instance, some scholars have examined how entrepreneurship, although it is often seen as existing in (low trust) markets, is backed by non-market, high-trust social ties. Sometimes these social ties are through other entrepreneurs who can serve as mentors and

support systems [8], [9]. But often these trusted social ties are through family [16], [17]; ethnic groups [18]–[20]; communities [21]; or other clusters with dense relationships [22], [23]. Still, other scholars have examined how entrepreneurs must be "skilled cultural operators" who seek out such ties in unfamiliar environments [24].

Pitches, Business Plans, and Other Genres
Finally, some scholars in the study of entrepreneurship have examined various entrepreneurship genres—perhaps the most obvious connections to professional communication. In particular, the genre of the pitch has attracted attention. Much work has examined the factors of *passion* [25]; *charisma* [26]; and *preparedness* [27], [28] in spoken pitches: How much does each factor contribute to persuading audiences to accept the pitch? To what degree do they work with or against each other?

Nonacademic Guides to Entrepreneurship Communication Genres Whereas the business-based literature on entrepreneurship communication genres is relatively thin, nonacademic guides to these genres have proliferated. Guides on business plans are too numerous to mention. Guides on how to develop a startup tend to describe and model many such genres, including a large number of heuristics and ideation techniques [29]–[32]. Other guides focus on specific parts of the product development and marketing process, focusing on genres, heuristics, and ideation techniques that relate to those tasks [3], [4], [33], [34]. Still, others describe genres that coordinate internal efforts to sustain innovation [7]. Finally, many guides provide advice on creating pitch decks and delivering verbal pitches [35], [36].

Although these lines of inquiry have delivered insights into narrative and identity, culture and community, and specific communication genres, these insights have not been grounded in the field of professional communication and, consequently, they often have not examined the communication itself as closely as we may like. On the other hand, the field of professional communication has not traditionally investigated entrepreneurship communication closely either.

Entrepreneurship Communication in Professional Communication Studies

In professional communication, we have done some work with entrepreneurship communication, but this work has generally not been sustained over time. As Spartz and Weber [37] say, "The field has been slow to recognize entrepreneurial writing as a discrete rhetorical enterprise, one that often overlaps with more traditional business and technical writing but still poses its own set of challenges" (p. 3). Fortunately, we have recently seen an uptick of interest in entrepreneurship, leading to investigations on a variety of fronts.

Survey Spartz and Weber [37] surveyed 101 entrepreneurs in Wisconsin and North Alabama about the writing they did as entrepreneurs as well as their attitudes and audiences. The results demonstrate that the surveyed entrepreneurs

> write regularly, producing multiple genres and composing a lot of documents themselves. . . . [T]hese entrepreneurs value writing and the numerous traits that make writing effective. Our picture agrees with previous research that identifies entrepreneurship as a unique rhetorical situation involving high stakes and a huge range of documents often written by a single author or team. (p. 19)

Case Studies Qualitative case studies have been extensively used in professional communication to examine how professionals compose, use, and modify communications in the context of their work. One early, influential study of entrepreneurship was Doheny-Farina's [38] case studies of technical communication in technology transfer. More recently, O'Connor [39] has studied how businesses use entrepreneurial narratives; Mara [40] has investigated technical marketing communication in an aviation start-up; Fraiberg [41] investigated technical communication practices in Israeli startups; and Spinuzzi [42] examined how nonemployer firms collaborated with subcontractors to produce services.

Heuristics One heuristic that is closely associated with startups is the Business Model Canvas [33]. Hixson and Paretti [43] studied how engineering students learned the BMC as a key genre in their entrepreneurship education, finding that this heuristic kept students focused on their clients as audience.

Pitches Pitch presentations and pitch decks have received attention in professional communication over the last few years. Galbraith et al. [44] examined how pitch form, passion, and preparedness impacted grant funding; they found that when these three factors were rated more

highly by decision makers, those decision makers also rated non-communication factors more highly, such as technology merit, management ability, and commercial potential.

Spinuzzi and colleagues examined pitch development in studies of an entrepreneurship training program in Korea [45]–[50]. Through close textual analysis, interviews, video-recorded training and pitches, and video-recorded deliberations, this research team investigated how entrepreneurs revised (or failed to revise) their pitches based on written and oral feedback.

As the brevity of this literature review suggests, much remains to be done in investigating entrepreneurship communication, particularly from a professional communication perspective. That is the work we begin in this special issue.

About This Special Issue

Several questions remain to be investigated in studies of entrepreneurship communication. These questions include:

(1) What genres and heuristics do people need to learn as they become entrepreneurs? How do they learn them?
(2) How do entrepreneurs communicate in specific situations? What are their challenges, and how can we help them meet those challenges?
(3) What challenges do technical and professional communicators themselves face as they function as entrepreneurs?
(4) What skills, genres, and heuristics should professional communicators learn as they prepare to function as entrepreneurs?
(5) What should educators be teaching students in professional communication about entrepreneurship? Conversely, what should educators be teaching students in entrepreneurial contexts about professional communication?
(6) How can we apply entrepreneurship principles more broadly to professional communication? What trends can we expect from the next decade, and what innovations and shifts must we consider as we prepare for the future of technical communication?

This special issue is a first step toward answering such questions. In this special issue, research articles focus on *narratives* that entrepreneurs tell about themselves and *pitches* that entrepreneurs deliver persuasively. Teaching cases describe how to bring principles of entrepreneurship communication into the classroom through a crowdfunding assignment and a field assignment examining "lookalike" English in entrepreneurs' signage.

Narratives That Entrepreneurs Tell About Themselves In the first two articles, researchers examine two sets of entrepreneurs and the narratives that they tell about themselves.

In our first article, "Building a Rhetorical Perspective on International Entrepreneurship: Comparing Stories from the United States, Spain, and China," Sean Williams, Inma Rodríguez Ardura, Gisela Ammetller Montes, and Xiaoli Li contribute to the literature on narratives of entrepreneurship. In a cross-cultural study, the authors investigate entrepreneurship as a rhetorical practice. They ask, "(1) How do the stories told by entrepreneurs from different cultures reveal their values? (2) What can those stories tell us about entrepreneurship in different cultures?" Using a novel method, they collect narratives from individual entrepreneurs in the United States, Spain, and China, then code the narratives to detect commonalities and divergences. Using resulting visualizations, the authors argue that these entrepreneurs navigate key, culturally situated tensions by telling stories to themselves and to others.

In our second article, "The Egonets of Technical Communication Solopreneurs: Communication Practices, Genres, and Networks That Build and Sustain Careers," Ben Lauren and Stacey Pigg specifically look at professional communicators-turned-entrepreneurs: consultants and small-business owners. Using semistructured interviews, they gathered these entrepreneurs' employment narratives and then coded the data. Lauren and Pigg find that for these entrepreneurs, networking is central to their professional social knowledge construction—especially as they build their reputations outside traditional organizations.

Pitches That Entrepreneurs Deliver Persuasively Whereas the first two papers examine entrepreneurs' narratives, the second two examine a genre closely associated with the entrepreneur: the pitch. Entrepreneurs use many persuasive genres, but the pitch is the most obviously persuasive.

In "Switching-Up to Throw a Strike: An Autoethnography of Frame Acquisition, Application, and Fit in a Pitch Development

Experience," Stacy Jean Belinsky and Brian Gogan produce a year-long autoethnography on pitching, which they triangulate with stakeholder interviews, documents, and recordings of the pitches. They apply a frame analysis to answer these questions: "How do pitchers acquire frames for pitches? How do pitchers apply frames to existing pitches? How do pitchers gauge the fit between the innovation, frames, and stakeholders?" The answers are intriguing and suggest further research into what makes a pitch persuasive.

In "Personal Passion vs. Perceived Passion in Venture Pitches," Kristen Lucas, Sharon A. Kerrick, Jenna Haugen, and Cole J. Crider take up a recurrent strand of research on pitches: the question of *passion*. As previous research has shown, pitchers and audiences alike agree that passion is an important quality for persuading the audience. But do audiences perceive the same passion that entrepreneurs feel? The authors pursue this question by comparing questionnaires of student entrepreneurs with ratings by a focus group of investors. The surprising results suggest that entrepreneurs need specific presentational skills and rhetorical strategies for displaying their passion.

Teaching Cases in Entrepreneurship Communication Beyond these four studies, we have two teaching cases for instructors who teach aspects of entrepreneurship communication.

In "Rhetorical Work in Crowd-Based Entrepreneurship: Lessons Learned from Teaching Crowdfunding as an Emerging Site of Professional Writing," Kyle Vealey and Jeff Gerding teach an increasingly popular variation of pitching: crowdfunding. How might we incorporate crowdfunding into the professional communication classroom while emphasizing its social, civic, and ethical dimensions? Vealey and Gerding methodically discuss the project's learning objectives, timeline, deliverables, and results.

Finally, in "Lookalike Professional English: A Teaching Case," Tom Van Hout and Ellen Van Praet describe a fieldwork assignment in which students experience how non-native English-speaking entrepreneurs use English in their public displays (billboards, shop windows, posters). "How does English, or *lookalike* versions thereof, create a more innovative business?" Using linguistic landscaping, Van Hout and Van Praet report that "students were more aware of the degree of linguistic innovation, rhetorical creativity, and ethnocultural stereotyping of entrepreneurial communication in their cities."

Given the relatively small number of papers on entrepreneurship communication in our field, this special issue is a substantial contribution to that literature. And given the diverse nature of these papers, this special issue should be a good starting point for further research as well as a strong source for instructors looking to innovatively address entrepreneurship in the classroom. This knowledge is sorely needed today. As luminaries, such as Hillary Clinton and Li Keqiang, urge more entrepreneurship, we need to understand this hard, complex, risky work and the ways that professional communication can knock off some of the edges, simplify appropriately, and mitigate some of the risk in this vital and generative activity.

References

[1] J. A. Schumpeter, *The Theory of Economic Development: An Inquiry into Profits, Capital, Credit, Interest, and the Business Cycle*. New Brunswick, NJ, USA: Transaction Publishers, 1934.
[2] P. F. Drucker, *Innovation and Entrepreneurship*. New York, USA: HarperBusiness, 1993.
[3] W. C. Kim and R. Mauborgne, *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant*. Boston, MA, USA: Harvard Business Press, 2005.
[4] G. A. Moore, *Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers*, revised ed. New York, USA: HarperBusiness, 1999.
[5] P. J. Denning and R. Dunham, *The Innovator's Way: Essential Practices for Successful Innovation*. Cambridge, MA, USA: MIT Press, 2010.
[6] G. S. Day, *Innovation Prowess: Leadership Strategies for Accelerating Growth*. Philadelphia, PA, USA: Wharton Digital Press, 2013.
[7] D. J. Neff and R. C. Moss, *IGNITE: Setting your Organization's Culture on Fire with Innovation*. Austin, TX, USA: Vicara Books, 2016.
[8] C. Rigg and B. O'Dwyer, "Becoming an entrepreneur: researching the role of mentors in identity construction," *Educ. + Train.*, vol. 54, no. 4, pp. 319–329, 2012.
[9] N. Phillips, P. Tracey, and N. Karra, "Building entrepreneurial tie portfolios through strategic homophily: The role of narrative identity work in venture creation and early growth," *J. Bus. Ventur.*, vol. 28, no. 1, pp. 134–150, 2013.

[10] S. Downing, "The social construction of entrepreneurship: Narrative and dramatic processes in the coproduction of organizations and identities," *Entrep. Theory Pract.*, vol. 29, no. 2, pp. 185–204, 2005.
[11] S. A. Alvarez, S. L. Young, and J. L. Woolley, "Opportunities and institutions: A co-creation story of the king crab industry," *J. Bus. Ventur.*, vol. 30, no. 1, pp. 95–112, 2015.
[12] T. Bjerregaard and C. Jonasson, "Managing unstable institutional contradictions: The work of becoming," *Organiz. Stud.*, vol. 35, no. 10, pp. 1507–1536, 2014.
[13] O. Byrne and D. A. Shepherd, "Different strokes for different folks: Entrepreneurial narratives of emotion, cognition, and making sense of business failure," *Entrepreneurship Theory and Practice*, vol. 39, no. 2, pp. 375–405, 2015. doi: 10.1111/etap.12046.
[14] S. Singh, P. D. Corner, and K. Pavlovich, "Failed, not finished: A narrative approach to understanding venture failure stigmatization," *J. Bus. Ventur.*, vol. 30, no. 1, pp. 150–166, 2014.
[15] T. B. Zilber, "Stories and the discursive dynamics of institutional entrepreneurship: The case of Israeli high-tech after the bubble," *Organiz. Studies*, vol. 28, no. 7, pp. 1035–1054, 2007.
[16] P. Jaskiewicz, J. G. Combs, and S. B. Rau, "Entrepreneurial legacy: Toward a theory of how some family firms nurture transgenerational entrepreneurship," *J. Bus. Ventur.*, vol. 30, no. 1, pp. 29–49, 2015.
[17] S. J. Yanagisako, *Producing Culture and Capital: Family Firms in Italy*. Princeton, NJ, USA: Princeton University Press, 2002.
[18] T. V. Menzies, G. A. Brenner, L. J. Filion, L. Lowry, C. Ramangalahy, and C. Perreault. (2000). "Transnational entrepreneurship and bootstrap capitalism: Social capital, networks and ethnic minority entrepreneurs," presented at the Second Biennial McGill Conference on International Entrepreneurship: Researching New Frontiers. Montreal, QC, Canada, pp. 840–853, 2000. [Online]. Available: http://web.hec.ca/creationdentreprise/CERB_Backup-12-mai-2008/pdf/2000-11TYPTransnational.pdf
[19] P. G. Min, "Problems of Korean immigrant entrepreneurs," *Int. Migr. Rev.*, vol. 24, no. 3, pp. 436–455, 1990.
[20] G. R. Iyer and J. M. Shapiro, "Ethnic entrepreneurial and marketing systems: Implications for the global economy," *J. Int. Market.*, vol. 7, no. 4, pp. 83–110, 1999.
[21] E. Mckeever, S. Jack, and A. Anderson, "Embedded entrepreneurship in the creative re-construction of place," *J. Bus. Ventur.*, vol. 30, no. 1, pp. 50–65, 2014.
[22] M. Boisot and J. Child, "Organizations as adaptive systems in complex environments: The case of China," *Organiz. Sci.*, vol. 10, no. 3, pp. 237–252, May 1999.
[23] M. Boisot and J. Child, "From fiefs to clans and network capitalism: Explaining China's emerging economic order," *Admin. Sci. Quart.*, vol. 41, no. 4, pp. 600–628, 1996.
[24] F. Uberbacher, C. D. Jacobs, and J. P. Cornelissen, "How entrepreneurs become skilled cultural operators," *Organiz. Stud.*, vol. 36, no. 7, pp. 925–951, 2015.
[25] X.-P. Chen, X. Yao, and S. Kotha, "Entrepreneur passion and preparedness in business plan presentations: A persuasion analysis of venture capitalists' funding decisions," *Acad. Manage. J.*, vol. 52, no. 1, pp. 199–214, 2009.
[26] J.-E. Yusuf Wie, "The entrepreneur-investor charismatic relationship: A dramaturgical approach," *J. Enterprising Cult.*, vol. 19, no. 4, pp. 373–396, 2011.
[27] C. Clark, "The impact of entrepreneurs' oral 'pitch' presentation skills on business angels' initial screening investment decisions," *Ventur. Cap.*, vol. 10, no. 3, pp. 257–279, 2008.
[28] J. M. Pollack, M. W. Rutherford, and B. G. Nagy, "Preparedness and cognitive legitimacy as antecedents of new venture funding in televised business pitches," *Entrep. Theory Pract.*, vol. 36, no. 5, pp. 915–939, 2012.
[29] S. Blank, *The Four Steps to the Epiphany*, 2nd ed. Pescadero, CA, USA: K&S Ranch, 2013.
[30] S. Blank and B. Dorf, *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. Pescadero, CA, USA: K&S Ranch, 2012.
[31] A. Maurya, *Running Lean: Iterate from Plan a to a Plan That Works*, 2nd ed. Sebastopol, CA, USA: O'Reilly Media, 2012.
[32] E. Ries, *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. New York, USA: Crown Books, 2011.
[33] A. Osterwalder and Y. Pigneur, *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Hoboken, NJ, USA: Wiley, 2010.
[34] A. Osterwalder, Y. Pigneur, G. Bernarda, A. Smith, and T. Papadakos, *Value Proposition Design: How to Create Products and Services Customers Want*. Hoboken, NJ, USA: Wiley, 2014.
[35] E. Baehr and E. Loomis, *Get Backed: Craft Your Story, Build the Perfect Pitch Deck, and Launch the Venture of Your Dreams*. Boston, MA, USA: Harvard Business Review Press, 2015.
[36] O. Klaff, *Pitch Anything: An Innovative Method for Presenting, Persuading, and Winning the Deal*. New York, USA: McGraw-Hill, 2011.
[37] J. M. Spartz and R. P. Weber, "Writing entrepreneurs: A survey of attitudes, habits, skills, and genres," *J. Bus. Tech. Commun.*, pp. 1–28, 2015.
[38] S. Doheny-Farina, *Rhetoric, Innovation, Technology: Case Studies of Technical Communication in Technology Transfer*. Cambridge, MA, USA: MIT Press, 1992.
[39] E. O'Connor, "Storied business: Typology, intertextuality, and traffic in entrepreneurial narrative," *J. Bus. Commun.*, vol. 39, no. 1, pp. 36–54, 2002.
[40] A. Mara, "Ethos as market maker: The creative role of technical marketing communication in an aviation start-up," *J. Bus. Tech. Commun.*, vol. 22, no. 4, pp. 429–453, 2008.
[41] S. Fraiberg, "Reassembling technical communication: A framework for studying multilingual and multimodal practices in global contexts," *Tech. Commun. Quart.*, vol. 22, no. 1, pp. 10–27, 2013.

[42] C. Spinuzzi, "How nonemployer firms stage-manage ad-hoc collaboration: An activity theory analysis," *Tech. Commun. Quart.*, vol. 23, no. 2, pp. 88–114, 2014.
[43] C. Hixson and M. C. Paretti, "Texts as tools to support innovation: Using the Business Model Canvas to teach engineering entrepreneurs about audiences," in *Proc. IEEE Int. Prof. Commun. Conf.* 2014, 1–7.
[44] C. S. Galbraith, B. C. McKinney, A. F. DeNoble, and S. B. Ehrlich, "The impact of presentation form, entrepreneurial passion, and perceived preparedness on obtaining grant funding," *J. Bus. Tech. Commun.*, vol. 28, no. 2, pp. 222–248, 2014.
[45] E.-M. Jakobs, C. Spinuzzi, C. Digmayer, and G. Pogue, "Co-creation by commenting: Participatory ways to write Quicklook® reports," in *Proc. IEEE Prof. Commun. Soc. Int. Prof. Commun. Conf.*, 2015, pp. 291–297.
[46] N. London, G. Pogue, and C. Spinuzzi, "Understanding the value proposition as a cocreated claim," in *Proc. IEEE Prof. Commun. Soc. Int. Prof. Commun. Conf.*, 2015, pp. 298–305.
[47] C. Spinuzzi *et al.*, "Making the pitch: Examining dialogue and revisions in entrepreneurs' pitch decks," *IEEE Trans. Prof. Commun.*, vol. 57, no. 3, pp. 158–181, 2014.
[48] C. Spinuzzi *et al.*, "How magnets attract and repel: Interessement in a technology commercialization competition," *Writ. Commun.*, vol. 33, no. 1, pp. 3–41, 2016.
[49] C. Spinuzzi *et al.*, "Remaking the pitch: Reuse strategies in entrepreneurs' pitch decks," *IEEE Trans. Prof. Commun.*, vol. 58, no. 1, pp. 1–24, 2015.
[50] C. Spinuzzi *et al.*, "How do entrepreneurs hone their pitches? Analyzing how pitch presentations develop in a technology commercialization competition," in *Proc. 33rd ACM Int. Conf. Design Commun.*, 2015, pp. 1–11.

Clay Spinuzzi is a professor of rhetoric and writing at the University of Texas at Austin, Austin, TX, USA. He studies how people organize, communicate, collaborate, and innovate at work. He has conducted multiple workplace studies, resulting in several articles and four books: *Tracing Genres through Organizations* (MIT Press, 2003), *Network* (Cambridge University Press, 2008), *Topsight* (Amazon CreateSpace, 2013), and *All Edge* (University of Chicago Press, 2014).