

Appendix 2– Empirical illustrations of influence mechanisms and identity characteristics of the four organizations

Influence mechanism	Organizational identity characteristic	Empirical illustration
Protection	Proximity with local community	<ul style="list-style-type: none"> ▪ “We invested a lot in developing our tomato subsidiary in Algeria, mainly in the surrounding towns and villages. The result is very positive: 15 years after the launch of our initiative, we are very close to self-sufficiency on the local market.” (Benamor CEO, 2015) ▪ “Our strategic investments are often oriented toward the local setting that we know, that knows us and that we support. Our relationship with Kabylie is one of solidarity and proximity.” (Cevital CEO, 2010) ▪ “It’s probably my mission [to contribute to local development] in my country. And I plan to fully achieve it. I do not want to relive the years of misery, and I do not want my children and those of my country to live it either. After my duty to God, my duty toward my community and my country is unshakable.” (Soummam CEO, 2018) ▪ “It’s not easy to launch a business in a region that lacks infrastructures and resources. But we do it constantly to contribute. Who would do it if we didn’t?” (Hasnaoui CEO, 2014)
	Strategic discretion	<ul style="list-style-type: none"> ▪ “My brother chose to build his first house inside the Bouati plant. The family lived there for many years, particularly Laïd (current CEO of Groupe Benamor), who moved there after he got married. It was both a sign of proximity with the population and a way to escape the public eye.” (Board member Benamor, 2013) ▪ “Even though I was working very hard, I didn’t even have the right to have my own driver. I had to leave very early in the morning, and I was only entitled to a small amount of pocket money.” (Omar Rebrab, GM of the sector automobile Cevital, 2010) ▪ “Life is difficult for many fellow citizens. With all the efforts we make to help the country, there’s still a long road ahead. There’s no need to flaunt our success or wealth. What counts are our actions and contributions. That’s all we take with us to our grave.” (Lounis Hamitouche, Soummam CEO, 2018) ▪ “Sometimes I resented [my father]. He shared everything, even with those who were better off than him. At the same time, he was very strict and harsh with us, especially regarding money. From my perspective as a young man it seemed unreasonable and it annoyed me, but that was his nature... With time, I understood his attitude and I did the same.” (Hasnaoui CEO, 2014)
Justification	Quest for economic legitimacy	<ul style="list-style-type: none"> ▪ “My brother (Amor Benamor) would go to the cafés, festivals and funerals in the village. Even those who attacked him when he set up because of the uprooting of dozens of olive trees, which were in fact replanted on a nearby plain, came to him to ask if there were any jobs for their children or to offer to contribute to the supply chain.” (Benamor board member, 2014) ▪ “Wealth mainly involves creating more value for our dear homeland Algeria, and for the Cevital group. Because if we have more wealth, the business can invest more and go conquer the world.” (Cevital CEO on France 24, September 2018)

		<ul style="list-style-type: none"> ▪ “I am convinced that if we let companies work normally, Algeria will quickly become more socially and economically balanced because businesses bring a sense of balance to communities.” (Hasnaoui CEO, 2015) ▪ “Foreign firms find us too competitive. Why doesn’t our government trust Algerian businesses?” (Soummam CEO, 2018)
	Quest for social legitimacy	<ul style="list-style-type: none"> ▪ “Being an entrepreneur in Algeria also means working to clarify that our role in society is important and goes beyond wealth creation.” (Hasnaoui CEO at a conference at HEC Montréal, 2015) ▪ “Our role is to show all Algerians that we are making social and economic contributions. I can say with all humility that we all have enough money for generations. We are working for the country. The people and authorities are starting to understand this.” (Soummam CEO, 2018) ▪ “It’s true that it’s sometimes difficult to be an entrepreneur in Algeria given the private sector’s image. It’s changing. I would say that many things have changed in the past ten years. Our role is in fact to support this process of accepting the private sector, and show how we are contributing to society every day. Primarily by wealth creation, but also through social initiatives.” (Benamor CEO, 2018) ▪ “The country belongs to those who work on it and make it prosper. What we are working towards achieving is nothing less than the very foundation of the principles and ideals that I have espoused since birth.” (Cevital CEO, 2014)
Adaptation	Construction of society	<ul style="list-style-type: none"> ▪ “When we started our operations in the tomato industry, the sector was disorganized, the country depended 90% on imports, and the public powers were at a loss. We then said our role is to help the state. We did that and it succeeded.” (Administrative and financial director, Benamor, 2017) ▪ “Cevital is an economic actor that wants to contribute to the economic development of our country. We have no alternative homeland.” (Cevital CEO in an interview on France 24, 2018) ▪ “I do this for the nation, not for me.” (Soummam CEO, 2018) ▪ “At this point, he [<i>Hasnaoui CEO</i>] is not motivated by money. He is driven by the challenge and desire to do well, to build his country... Even in the dark era of terrorism, he continued to work. He sought solutions to the housing crisis because he thought it was a problem to solve to halt the spread of violence.” (Interview with Hasnaoui family close friend, 2013)
	Dynamic resilience	<ul style="list-style-type: none"> ▪ “Faith in the future, resilience, courage to continue to build.” (Hasnaoui GM, 2015) ▪ “We can’t succeed in an environment like ours if we don’t adapt all the time and everywhere.” (Soummam CEO, 2017) ▪ “If I indulged myself by counting the attacks against me, I could spend all my time reliving and undergoing them. No! I prefer to advance and conquer them through work.” (Cevital CEO, 2012) ▪ “The more you grow, the more difficulties you have. Entrepreneurs need strong adaptation abilities...Each country has its specificities; each one has to confront the walls in its system.” (Benamor CEO, 2018)