Parallel Session #1 - Sunday, 7 June 2015 – 08:00-09:30

Global Entrepreneurship Monitor (GEM) Track (DWTC, Ajman A, First Floor, Concourse 2)

#286

Different Strokes for Different Folks: How Entrepreneurship is Expressed Differently around the World

Abdul Ali, Babson College (USA)

This paper explores the relationship between an economy's competitive environment and entrepreneurship prevalence rates. Given the complex nature of the relationship between institutions and entrepreneurship, we first define entrepreneurship across four dimensions – ambitious early-stage entrepreneurial, innovative early-stage entrepreneurial activity, all other early-stage entrepreneurial activity, and employee entrepreneurial activity. Our definition, thus, captures the spirit of entrepreneurship by measuring owner-managers of nascent and new ventures as well as those who are carrying out new economic activity for their employer. Second, the regional concentration of economic activities, as observed by research scholars, prompted us to group economies into clusters and then develop a deeper understanding of each cluster by examining the relationship between the competitive environment and the types of entrepreneurial activities prevailing in groups of economies with similar entrepreneurship profiles. Lastly, we provide some guidelines for policymakers that may benefit the unique characteristics of different economies.

#231

Determinants of Entrepreneurial Intentions in Diverse Geographic Regions with Different Levels of Economic Development: A Study with Portuguese-Speaking Countries (Angola, Brazil and Portugal)

Dambusse Libombo, Escola Superior de Negócios e Empreendedorismo de Chibuto (ESNEC) and University of Beira Interior (Portugal)
Anabela Dinis, University of Beira Interior/NECE Research Unit (Portugal)

Based in GEM 2010 Adult Population Survey (APS), this study focuses on the identification and comparison of the determinants of entrepreneurial intentions, attitudes and behaviours among Portuguese-Speaking Countries (PSC) with different levels of economic development: Portugal - an innovation driven economy, Brazil - an efficiency driven economy and Angola - a factor driven economy. Using the common language and history as a control factor, the study intends to answer two questions: (i) what factors influence positively and/or negatively entrepreneurial intentions, attitudes and

behaviours in these countries? and (ii) Does this factors differ according to the level of economic development of the countries? The study includes a literature review from where 5 hypotheses are derived and tested using multivariated analysis. Results indicate that (i) gender, (ii) entrepreneurial networks, (iii) the perception of opportunities in the place of residence and (iv) motivation, are determinants of entrepreneurial attitudes, intentions and behaviours in the PSC under analysis. Education does not reveal a significant influence. Results also indicate that these factors are common to all the countries under analysis but the weight of each factor differs between countries: gender seems to be more determinant in Portugal than in the other PSC and motivation by necessity is more determinant in Angola.

#137

The Role of Institutional Factors in the Development of New Technologies: An Exploratory Study within New and Established Ventures

David Urbano, Universitat Autonoma de Barcelona (Spain)
Maribel Guerrero, Deusto Business School (Spain)
João Ferreira, University of Beira Interior (Portugal)
Cristina Fernandes, Polytechnic Institute of Castelo Branco (Portugal)

During the last two decades, the phenomenon of technology entrepreneurship has attracted the interest of researchers and policy makers who recognized its positive effect on economic progress. Drawing from a rich tradition of research, several authors define technology entrepreneurship such as the interface of two well-established, but related fields—entrepreneurship and technological innovation (Beckman et al. 2012 a, b; Shane and Venkataraman 2003). As well as entrepreneurship, technology entrepreneurship is a multi-dimensional concept that involves several actors and different levels of analysis (Garud and Karnøe 2003). In this sense, technological opportunities could be recognized by individuals by their own account/risk (entrepreneurs) but also pursuit by individuals within existing public/private organizations (intrapreneurs) (Parker 2011).

Public Policy and Regulation Track (DWTC, Ajman B+C, First Floor, Concourse 2)

#273

Community Building Strategy for a Successful Startup Ecosystem; Evidence from Tech city UK

Hyunkyu Do, University of Manchester (UK)

This study attempts to clarify what makes a successful startup ecosystem and how it can be sustained over time by providing evidence from Tech city UK. Particularly, by conducting interdisciplinary approach using “community building (or development)” perspective in sociology, the findings of this study could contribute to both scholars and policymakers who seek to find an effective way to develop successful startups.

#215
A Study on Level Evaluation of Entrepreneurial Activities, Initiative and Inquiry in Korea

Moonsun Kim, Korea Entrepreneurship Foundation (South Korea)
Moonjin Ban, Korea Entrepreneurship Foundation (South Korea)
Jaeyoung Park, Korea Entrepreneurship Foundation (South Korea)
Hyeram Kim, Korea Entrepreneurship Foundation (South Korea)

Recently, the necessity and importance of entrepreneurial spirit have been emphasized in an effort to effectively overcome continuous global economic recessions. However, there is little information that can help accurately understand the current state of the entrepreneurial spirit. Against this backdrop, Korea Entrepreneurship Foundation suggested a framework of level diagnosis on the entrepreneurial spirit with an aim to systematically diagnose the current state and level of entrepreneurial spirit at individual and organizational levels in 2014. In an effort to systematically evaluate and continuously manage and advance the level of the entrepreneurial spirit and its current state, diagnosis on the entrepreneurial spirit was conducted through the use of 14 evaluative indicators in three sectors at an individual level. In addition, survey was conducted based on the suggested model to evaluate the general level of the entrepreneurial spirit and diagnose its level, and basis data were offered to complement and improve the model based on it. It is believed that continuous research needs to be conducted based on consistent survey system and systemized survey system through supplementation and improvement of the level diagnosis model based on this study. Systematic and continuous research and studies are expected to contribute to strengthening and expanding the entrepreneurial spirit in the entire class.

#174
Behavior of lending and deposit rates in Sri Lanka

Wasanthi Madurapperuma, University of Kelaniya (Sri Lanka)

This paper analyses the long-run co-integrating relationship and Granger causality between the lending rate and the deposit rate for Sri Lanka. Using monthly data for the period 1992:01 – 2012:12, the paper employed time series techniques. The empirical evidence of Sri Lankan economy illustrates deposit and lending rates have a long run relationship.

Creativity Track (DWTC, Dubai E, First Floor, Concourse 2)

#141
What Are the Metrics of Innovation?

Lotfi Belkhir, McMaster University (Canada)

We ask in this paper the fundamental question of what are the proper metrics for innovation. More specifically, we explore whether the widely used innovation metrics of R&D intensity and number of patents granted by year properly reflect the level of innovation of an organization. We look at the correlation coefficient between those two metrics and the Innovation Ranking of the Top-10 Innovative companies as ranked by Booz & Allen from 2010 through 2014. Overall, and with one single exception, we find little to negative correlation between either the number of patents or the R&D intensity on one hand and the Innovation Ranking of those organizations. Further, we show that on the other hand, the innovation ranking is strongly correlated with the 4-year percent change in market capitalization of those companies.

#173
The Innovation Process in Small Firms

Roy Broersma, Maastricht University (Netherlands)
Anita van Gils, Maastricht University (Netherlands)
Andries de Grip, Maastricht University (Netherlands)

We compare the findings on six successful SMEs to those on six SMEs that had the potential for innovation but not the results. This comparison enables us to highlight how maintaining the entrepreneurial edge stimulates successful innovation practices in SMEs. This qualitative paper contributes to the literature in two ways. First, building on existing academic knowledge on innovation in SMEs, we discuss the different phases of the innovation process of successful SMEs. Secondly, for each of the critical steps in the innovation process, we illustrate how entrepreneurs creatively craft strategic decisions and link them to human resource investments and capabilities.

#245
Accelerating Open Innovation: A Stakeholder Approach

Moyra Marval, ESCP Europe (France)
Jacqueline Fendt, ESCP Europe (France)

This study is concerned with seed accelerators sponsored and/or managed by large corporations - their structures, processes and heuristics. While seed accelerators have increasingly gained popularity among practitioners, academic research about this phenomenon is fairly recent. We conceptualize corporate accelerators and study their characteristics, impact, and relationships with internal and external stakeholders. To conduct this work we perform a meta-synthesis of available literature on corporate venturing, seed acceleration, business incubation and open innovation, to overcome the scarcity of studies on corporate accelerators. We combine this with a large scale inquiry of practitioner data gathered from secondary sources, and primary data from our in-depth case study in a large multinational corporation. Initial findings include a framework of collaborative strategies that large organizations adopt when launching accelerators.

Small Business and SME Track (DWTC, Dubai A, First Floor, Concourse 2)

#144

Performance of Established Small and Medium-Sized Enterprises: Investigating the Roles of CEOs' Regulatory Focus and Cognitive Empathy

Burger Dominik, University of St.Gallen (Switzerland)

Based on theory of regulatory focus and empathy, I hypothesize that a CEO's promotion focus enhances his/her cognitive empathy, that a CEO's cognitive empathy positively affects firm performance, and that a CEO's cognitive empathy mediates the positive relationship between his/her promotion focus and firm performance. To test my hypotheses, I calculated multivariate ordinary least squares regressions, relying on 134 survey responses provided by CEOs of Swiss established SMEs in June 2014. In my analyses I find that promotion focus enhances cognitive empathy. However, cognitive empathy does not affect firm performance and, therefore, does not mediate the positive relationship between promotion focus and firm performance. Post-hoc regression analyses, interestingly, reveal that affective empathy exerts a positive influence on firm performance. Furthermore, prevention focus exerts a negative influence on firm performance. In this regard, firm performance is lowest when CEOs have high degrees of prevention focus and cognitive empathy, uncovering a potential dark side of cognitive empathy.

#155

Narrating the entrepreneurial exit: Evidence from Austria

Zulaicha Parastuty, Alpen-Adria-Universität Klagenfurt (Austria)
Robert J. Breitenecker, Alpen-Adria-Universität Klagenfurt (Austria)
Erich J. Schwarz, Alpen-Adria-Universität Klagenfurt (Austria)

In this paper, we investigate entrepreneurs who have experienced an entrepreneurial exit and still have the intention to re-engage to entrepreneurial activity, or have already done so. This experience is not only beneficial for the entrepreneurs themselves, but also for the economy, as they may utilize the experience in subsequent entrepreneurial activities. We analyze how the reasons for and ways to exit influence re-engagement in entrepreneurial activity.

#183

The Effect of the Small and Medium Sized Retailers on the Employment in the Manufacturing Industry

Jung-Hee Lee, Chung-Ang University (South Korea)

The purpose of this study is to make the understanding about the reason why SMRs should be protected and promoted through empirical analysis of the effect on the national economy by SMRs. Particularly, this study is focused on the effect on job creation among various fields in national economy. Recently, continuous slowdown of

economic growth in Korea causes experiencing difficulties of job creation. Problem of jobs crunch directly links to insufficiency of household income and reduction of consumer's expenditure causing vicious circle of repeated slowdown of economic growth. But, as reviewed in above, retail and distribution that takes parts of increasing productivity of manufacturers and encouraging consumption is expected to have direct or indirect influence on job creation in the manufacturing industry by the growth of RDI. So, in this study, a review will be made on any difference of effect that has on job creation in the manufacturing industry according to the size of retailers and wholesalers.

Family Business Track (DWTC, Fujairah A, First Floor, Concourse 2)

#276

Relations in Public: How Identity Work Is Invoked through Televisual Portrayals of Family Business Leadership Transitions

Denise Fletcher, University of Luxembourg (Luxembourg)
Markus Plate, Jonkoping University (Sweden)

In this article we undertake an analysis of eight television programs produced for the BBC ('I'll show them who's boss' and 'The Fixer' series) which reach into the work and lives of family business owners as high profile consultants (Gerry Robinson and Alex Polizzi) prescribe strategies for survival, growth and the long term sustainability of the businesses. We start from the assumption that the film-making process is an instrument of provocation motivating the participants to interact with the camera and a presumed public audience in order to reveal something of themselves and their relationships with others. In particular, we demonstrate the challenges of identity work in different family configurations as adaptations to leader- and follower roles are stimulated through the filming process. We also discuss the various discourses (family, industry or organizational) that influence identity work.

#64

Problematizing Socioemotional Wealth as Dominant Paradigm in Family Firm Research

Rupert Hasenzagl, AKAD University (Germany)
Isabella Hatak, WU Vienna University of Economics and Business (Austria)
Hermann Frank, WU Vienna University of Economics and Business (Austria)

The socioemotional wealth (SEW) concept asserts the claim to advance an independent paradigmatic basis for family firm research. In order to answer such a claim, the concept must present coherent assumptions on various theoretical levels. Therefore, this paper examines these claims made by the advocates of the SEW concept by reference to problematization methodology. The results of the problematization clearly show that the concept is applied on a narrow and superficial theoretical level (in-house assumptions), whereas more in-depth theoretical levels (e.g. paradigmatic assumptions) are not or not sufficiently considered, consequently leading to problems of coherence. The results of

the problematization provide the basis for a coherent further development of the SEW concept.

#42
Mechanisms of Intergenerational Knowledge Transfer among Indonesian Family Firms

Hanny Kusuma, Universitas Atma Jaya Yogyakarta (Indonesia)
Nurul Indarti, Universitas Gadjah Mada (Indonesia)

The current study aims to explore intergenerational knowledge transfer among Indonesian firms. More specifically, the focus of the study is the mechanism of transfer especially in preparing an heir to become the next leader. The study is intended to answer the following research questions: a) How is the mechanism of knowledge transfer in family business?; and b) What is the role of actors in knowledge transfer within family business?

Information Systems and Technology Track (DWTC, Dubai B, First Floor, Concourse 2)

#129
Exploring the Use of Social Networking Sites in Banking Services: Evidence from China

Veronica Scuotto, University of the West of Scotland (UK)
Xin Guo, University of the West of Scotland (UK)
Wanxin Xue, Beijing Union University (China)

The present paper seeks to: (i) capture customer perceptions of social networking sites provided by Chinese banks; and (ii) examine the relationship between such perceptions and customer behaviour. Drawing on the extant literature of social networking sites (SNSs), we introduce various constructs (i.e. interactivity, sociability, social presence, telepresence, flow, service quality, trust, shared value, commitment, continuance intention, and customer satisfaction) into our hypothesized conceptual model. In order to evaluate customer service quality in e-banking services, a questionnaire will be administrated to individual bank customers (N=500) in China and then Structural Equation Modelling (SEM) will be applied. This ongoing research is of importance and significance to academics, bank management, and government supervisory agencies so as to the current relevance of social networking sites in bank industry. Recommendations are made to bank managements to plan and implement an efficient digital strategy to improve their online banking services. Theoretical implications and revenue for future research are also considered.

#143
Why Small Suppliers Continue to Participate in Electronic Reverse Auctions? – Integration of Economic and Social Values

Won Jun Lee, Sungkyunkwan University (South Korea)
Hyun-Am Shin, Samsung Economic Research Institute (South Korea)

The main question of this study is to empirically understand the reason for continued participation of small suppliers. This in fact has been a subject of debate in academics (Schoenherr and Mabert 2007) but the relevant literature fails to provide empirical evidence.

#75
Harnessing Generativity of Digital Objects through Process Innovation

Anna Morgan-Thomas, University of Glasgow (UK)

We argue that the development of digital entrepreneurship as a legitimate field of academic enquiry has been hampered by the lack of robust theory of digital objects. Richer theoretical treatment of these objects is needed to fully appreciate the distinct nature of digital innovation. The current study hopes to advance our understanding of digital entrepreneurship by exploring the nexus of opportunity and digital technology.

Women and Minority Issues Track (DWTC, Fujairah B + C, First Floor, Concourse 2)

#177
Application of Strategic Typology to Analyse Female Business Operators in Resource Boomtowns

Humaira Malik, The University of Queensland (Australia)
Jo-Anne Everingham, The University of Queensland (Australia)
Martie-Louise Verreynne, The University of Queensland (Australia)
Will Rifkin, The University of Queensland (Australia)

The extended abstract adapts Miles et al.'s (1978) typology to incorporate considerations of gender and social context to contextualise the responses female operators undertake to cope with the changes motivated by resource industry. In this abstract, we examine three female business operators who are actively participating in running a business in towns being impacted by coal seam gas (CSG) development. The case analysis examines the influences of a specific business environment that is created by an extractive industry in a rural area and considers the social context as well as the business context.

#162
Study of the Contribution of Research into Women Entrepreneurship: A Meta-analysis of Discourses using ATLAS.ti

Iiris Aaltio, University of Jyväskylä (Finland)
Qian Wang, University of Jyväskylä (Finland)

In this paper we study the contribution that gender studies and women's entrepreneurship have brought to the field, as it cannot be self-evident: certain miscellaneous issues are evoking development or are even being left as "atheoretical" at some point, the "alternative" angle is accordingly meaningful for an in-depth exploration through the relevant materials. Therefore, we plan to set three objectives in this proposal based on the following questions: (1) Why is it important to study women entrepreneurship? (2) How does current research contribute to women entrepreneurship both from theoretical and practical points of view? (3) What are the future concerns provided by the relevant discussions?

#227

Developing-Country Women Not Pushed by Necessity into Entrepreneurship: Looking at Them in Brazilian Universities

Edmilson Lima, Universidade Nove de Julho - UNINOVE (Brazil)
Blanca Josefina García Hernández, ICSB México (México)

Total Early-stage Entrepreneurial Activity (TEA) is much closer for men and women in countries such as Brazil – 17.1% and 17.45%, respectively – and Mexico – 19.74% and 18.31%, respectively (GEM 2014 – Singer, Amorós, and Arreola 2015). Despite the significance of women's entrepreneurship, academic studies in Latin America (LA) have given the theme little attention. As such, the idea of almost a decade that this theme is under-studied is still valid (Greene, Brush, and Gatewood 2007; Bruin, Brush, and Welter 2006) in LA. When it comes to university students, the lack of study is even greater.

Education and Pedagogy Track (DWTC, Ajman D, First Floor, Concourse 2).

#68

The Startup Funnel of Two Universities for the Development to an Entrepreneurial University and to a Startup Campus

Claudia Linde, Luebeck University of Applied Sciences (Germany)
Jürgen Klein, Luebeck University of Applied Sciences (Germany)

To develop into an entrepreneurial university with a joint Startup Campus, the two universities established an inter-university Startup Funnel concept. The Startup Funnel is a concept of two universities, which share a joint campus and work together to promote an entrepreneurial culture and the strategy of the Startup Campus.

#66

Addressing Undergraduate Entrepreneurship Student Expectations: An Exploratory Study

Peter Balan, University of South Australia (Australia)

Student expectations are recognised as a key factor in forming their perceptions of satisfaction with their learning experience that in turn influences retention and completion in their studies. This paper describes a novel research method that was used to quickly identify student expectations. The educator used the findings to implement changes in course content and presentation during the delivery of intensive courses, in order to address student expectations to improve satisfaction. In this set of case studies across several deliveries of the same undergraduate entrepreneurial foundations course, the grounded research method identified expectations that differed in importance from one course delivery to another, so that the educator was able to respond to particular course requirements. The expectations identified were related to findings in the literature. Qualitative evaluation of courses indicated high levels of student satisfaction.

#104
Do Entrepreneurship Education Programs Affect Entrepreneurial Intention?

Elham Yazdani, University of Tehran (Iran)
Masoud Moradi, University of Tehran (Iran)
Zeynab Aeeni, University of Tehran (Iran)

Entrepreneurship is regarded as one of the main ways of creating financial value and thus planning for entrepreneurship education in universities, organizations and institutes has been given a great deal of attention all around the world. The present essay, also, seeks to examine the effect of entrepreneurship education on the entrepreneurial intention of 190 participants in entrepreneurship education courses of Labor Institute in Tehran. The results show that entrepreneurship education has a meaningful effect on the entrepreneurial intention of the participants in general and specially the participants' perceived feasibility of entrepreneurial behavior.

Local Entrepreneurship Issues Track (DWTC, Dubai D, First Floor, Concourse 2)

#299
Becoming a Knowledge Economy: The Case of Qatar, UAE and 17 Benchmark Countries

Osiris Jorge Parcero, United Arab Emirates University (UAE)

This paper assesses the performance of Qatar and the UAE in terms of their achievements towards becoming knowledge-based economies. This is mainly done through a comparison against a group of 17 benchmark countries and using a four pillars' framework – i.e., (1) information and communication technology, (2) education, (3) innovation and (4) economy and regime. It appears that overall the UAE ranks slightly above the median rank of the 19 compared countries while Qatar lies somewhat below. However, it is clear that both countries are still well behind the leaders (e.g., Finland and Singapore); particularly evident in the innovation pillar.

#300
How Social Business Initiatives Can Be Implemented in the UAE in the Academic and Private Sector

Samantha Caccamo, Social Business Earth (Switzerland)

The positive impact of capitalism is undeniable: it has primarily contributed to “technological innovation, scientific discovery, and educational and social progress" (M. Yunus, 2007). Unfortunately the benefits of capitalism are not equally distributed among the global population. This can create a problem of disparity that social business can address by providing equal opportunities to social entrepreneurs willing to improve their well-being and that of society. Our current global consciousness demands a new way of thinking and developing instruments that will bring prosperity, social welfare and cohesion. Social business is one such instrument, integrating innovative business practices and substantial contributions to prosperity. New social business initiatives in the UAE currently have a great potential to be developed and the objective of this paper is to propose new programs to spread social entrepreneurship in the UAE and the Middle East.

#311
ARMS International

Maqsood Sandhu, United Arab Emirates University (UAE)
Mohammad Jamal Arif, United Arab Emirates University (UAE)

ARMS International was one of the 13 companies set up by the GCC under the Enterprise Holdings umbrella in 2007 in Abu Dhabi to build indigenous capacity for manufacturing firearms and other light weapons. The company was headed by a CEO appointed by Enterprise Holdings and who reported to the Board. In early 2012, ARMS International was merged with a sister company but retained its name. The present CEO was also the CEO of another sister company as well.

Workshop Track (DWTC, Dubai C, First Floor, Concourse 2)

#308
The Panel Study of Entrepreneurship Dynamics (PSED) I and II: A Look Inside the Start-Up Process

Charles Matthews, University of Cincinnati (USA)
Diana Hechavarria, University of South Florida (USA)

This workshop will review the history of the PSED; the research rationale (why care about firms creation?); outline data collection processes; review the PSED I and II harmonized data; and in general discuss how to maximize the usefulness of an archived data set for analysis and more.

Parallel Session #2 - Sunday, 7 June 2015 – 11:30-13:00

Global Entrepreneurship Monitor (GEM) Track (DWTC, Ajman A, First Floor, Concourse 2)

#243
Entrepreneurship Development in Russia: Is Russia a Normal Country?

William Trumbull, The Citadel (USA)
László Szerb, University of Pécs (Hungary)

In this paper we examine Russia's entrepreneurial performance in comparison to other post-socialist or transition economies. This analysis is based on a unique dataset, the Global Entrepreneurship Index (GEI). The GEI combines the individual-level characteristics of economies, based on large surveys from the Global Entrepreneurship Monitor (GEM) dataset, with institutional-level measures for each country. Therefore, GEI is a proper analytical tool to examine individual entrepreneurial effort together with country level contextual factors.

#232
Healthiness of Business Ecosystems: A Comparison of Korea, Germany, and Japan

Ki-Chan Kim, The Catholic University of Korea (Republic of Korea)

Despite the immense growth that Korea has experienced in the past decade, it is slowly turning into a low-growth economy. This type of economy is brought about by the lack of entrepreneurship, of entrepreneurs. These entrepreneurs bring life to ideas which could translate into innovation, essential in sustaining and improving business health. Ecosystems should maintain its health and pursue sustainable growth, as opposed to current profits which could be short lived (Collins, 2001). Short-term evolution is easier to achieve and more straightforward, however, long-term evolution proves to be more difficult as it is often fraught by inertia due to myopic learning (Levinthal & March, 1993). Because of this, even if members co-exist within the same ecosystem, some manage to evolve while others are weeded-out. Healthy ecosystems should have marketable products brought about by R&D.

#70
Colombian Entrepreneurial Dynamic: 2006-2013

Rodrigo Otoniel Varela Villegas, Universidad Icesi (Colombia)

Colombia has participated of the GEM study since 2006 and through the years a complete set of data about entrepreneurial activity has been developed, including many specific regional and city measurements. This paper is oriented to analyze, in a longitudinal way, what has been happening with the main indicators provided for GEM

along the years in order to identify trends and changes and from those generate policy recommendations that allow the improvement of the Colombian entrepreneurial process and in that way improve the socioeconomically development of the country to identify some new research areas that should be addressed in Colombia.

Social Entrepreneurship, CSR, and CSV Track (DWTC, Ajman B+C, First Floor, Concourse 2)

#55
Global Reporting Initiative: Does It make a Difference?

Lotfi Belkhir, McMaster University (Canada)

The stated goal of the Global Reporting Initiative (GRI) reporting framework is two-fold: to make it easier for organizations to communicate their sustainability performance to stakeholders, and to drive companies to become more sustainable. We aim in this paper to test if GRI-reporting has any material positive impact on the carbon footprint of the reporting companies. We analyze the CO2 emissions data from 45 A-level GRI-reporting companies, over a period of five years and across five industry sectors, comparing them with a control group of 20 non-reporting companies, to assess any direct impact of reporting on emissions. We perform a statistical analysis of the 5-year cumulative change in absolute emissions and emissions intensity for both groups of companies from 2008-2012. In both cases, we find a strong overlap between the two of both groups strongly favouring the “null hypothesis” that there’s no correlation between GRI-reporting and emissions reduction.

#146
Entrepreneurial Teams in Social New Venture Creation: A Research Agenda

Cyrine Ben-Hafaïedh, IÉSEG School of Management (France)
Frédéric Dufays, University of Liege (Belgium)

Social entrepreneurial projects are in majority undertaken by teams. Despite their quantitative prevalence, social entrepreneurial teams (SETs) remain quite absent from the scholarly literature. In this paper, we argue that because social entrepreneurship is characterized by an inherent tension between social and economic dimensions or logics, which may translate into paradoxes within the whole entrepreneurial process as well as within the team, SETs constitute singular entrepreneurial teams. Research is thus needed to evaluate to what extent findings on entrepreneurial teams apply in a social entrepreneurship setting and identify the specific issues of SETs that should be addressed. Moreover, we believe that this distinctiveness could be a source of learning for conventional entrepreneurial teams as SETs offer a remarkable setting for examining organizational tensions and how to effectively tap the power of paradox. Our contribution is thus guided by two questions: what are the critical issues for SETs and what would be fruitful ways to address these key issues? We start by setting the context by briefly presenting social entrepreneurship and entrepreneurial teams research as

well as existing research at their intersection and develop a definition of SETs. We then introduce the critical issues that need attention from the researchers. In a third and last part, we list the suggested research questions and discuss the most fruitful ways to tackle them and hence effectively advance the topic.

#63
The Trading Concepts Informing Social Enterprise Business Models

Eva Balan-Vnuk, The University of Adelaide (Australia)
Peter Balan, University of South Australia (Australia)
Noel Lindsay, The University of Adelaide (Australia)

Social enterprises provide services and goods to alleviate social problems, and adopt business models to ensure financial sustainability. Little is known about how social enterprises understand the term “business model”, what the business models of social enterprises are, or what informs them. It is also unclear whether any particular social enterprise business model may confer a financial advantage. In-depth interviews were carried out with Chief Executive Officers of 65 nonprofit social enterprises from a diverse range of sectors in Australia. Concept mapping was used to analyse qualitative interview data and revealed five conceptions of business models, and five trading activities underpinning these business models. Evaluation of the revenue growth of social enterprise trading activities using Qualitative Comparative Analysis revealed that each trading concept was equally useful. Social enterprise managers and strategists may use this set of five trading activities both to appraise existing trading activities, and creatively design new trading activities.

Creativity Track (DWTC, Dubai E, First Floor, Concourse 2)

#114
Barriers to productive supplier involvement in joint product development

Juho Ylimäki, University of Vaasa (Finland)
Tero Vuorinen, University of Vaasa (Finland)

What are the conditions that hinder supplier involvement in generating supplier value during product development? The results of six case studies of product development activities in the mechanical engineering industry show that conditions such as customer power advantage, remote location relative to that of the customer and frequent changes in the customer’s purchasing personnel are unfavourable for suppliers with respect to their ability to benefit from involvement in the customer’s product development. This study contributes to joint product development literature from the small-and-medium size company perspective by showing that smaller suppliers should recognise and take into account these conditions when deciding the extent to which they will invest in their customer’s product development.

#117
SME Owner-Managers' Anticipated Returns to Commercialisation: The Influence of Organisational Factors

Hang Do, Kingston University London (UK)
Tim Mazzarol, University of Western Australia (Australia)
Thierry Volery, University of St. Gallen, (Switzerland)
Geoff Soutar, Western Australia (Australia)
Sophie Reboud, Groupe ESC Dijon Bourgogne (France)

Drawing on a sample of SMEs from selected OECD countries, we aim to shed some lights on owner-managers' anticipated returns and to answer three general research questions, namely; (1) What effects do organisational factors have on owner-managers' anticipated sales from an innovation? (2) What effects do organisational factors have on owner-managers' anticipated margins from an innovation? And (3) What effects do organisational factors have on owner-managers' anticipated length of the returns obtained from an innovation?

#292
The Curious Case of Curiosity: An Examination of Key Antecedents of Innovation

Yuzhen Zhou, University of Cincinnati (USA)
Charles Matthews, University of Cincinnati (USA)

While there is general agreement among researchers and practitioners regarding the critical role of innovation in economic development, there is little consensus regarding the key antecedents of innovation, especially in start-up firms. In this paper, we articulate an antecedental model of innovation which includes two key constructs vested in the entrepreneur: curiosity and growth aspirations; and two key firm level constructs: absorptive capacity and market orientation. That is, the curiosity of the entrepreneur, both diversive and specific, and the growth aspirations the entrepreneur (small business growth venture or accelerated/scalable growth venture) has for the venture are directly related to the venture's absorptive capacity and market orientation, which in turn informs innovation. Specifically, this study investigates one part of this proposed model. That is, we examine the role of an entrepreneur's curiosity and growth aspirations direct relationship with the venture's absorptive capacity. We suggest four testable research propositions as we build this model and articulate two hypotheses which we test in this pilot study. Both relationships are found to be significant, supporting H1a, an entrepreneur's curiosity is positively related to venture level absorptive capacity; and H2a, an entrepreneur's growth aspiration is negatively related to venture level absorptive capacity. Implications for future research and testing of the full model are *proposed.*

Small Business and SME Track (DWTC, Dubai A, First Floor, Concourse 2)

#176
Unfinished Business Transfers in the Finnish Small Businesses

Elina Varamäki, Seinäjoki University of Applied Sciences (Finland)
Anmari Viljamaa, Seinäjoki University of Applied Sciences (Finland)
Juha Tall, Seinäjoki University of Applied Sciences (Finland)
Anne-Maria Mäkelä, Seinäjoki University of Applied Sciences (Finland)

The purpose of this paper is to explore, from the buyers' and sellers' perspective, the reasons business transfers fail at the negotiation phase. The objectives are to analyze a) the problems and key reasons for unfinished negotiations in small business transfers, b) learning from and satisfaction with the negotiation process and c) whether the previous experience in selling and acquiring a firm has any connection with the level of progress achieved in business transfer negotiations.

#128
The Impact of Strategic Entrepreneurial Orientation, Learning Orientation and Reconfiguring Capability on Export Performance of SMEs in Nigeria

Tope Abiodun, Utara University (Malaysia)
Rosli Mahmood, Utara University (Malaysia)

The basic objectives of this study are to explain and predict the relationship between strategic orientations (learning orientation and entrepreneurial orientation) and export performance, reconfiguring capability and export performance and find the mediating effect of entrepreneurial orientation in the relationship between strategic learning orientation, reconfiguring capability and export performance through the lens of dynamic capability view and resource based view (RBV).

#142
SME cluster in the aftermath of a disaster: Significant Revival or Mere Survival – a case study with a social capital approach

Prajakta Khare, Kwansei Gakuin University (Japan)

This paper studies the case of a traditional cluster of small and micro enterprises producing earthen pottery in the town of Mashiko in Japan's Tochigi prefecture which is one of the 8 most popular pottery towns of Japan. The cluster suffered significant damage in the Great East Japan earthquake of March 2011. The paper explains the process of recovery of this cluster using the theoretical framework of social capital. It attempts to explain specifically what types of social capital emerged and strengthened in the cluster after the disaster.

International Business Track (DWTC, Fujairah A, First Floor, Concourse 2)

#191
Empowered by Foreignness: From Liabilities to Assets

Stoyan Stoyanov, University of Strathclyde (UK)
Richard Woodward, University of Edinburgh (UK)

International business research shows that small firms operating outside their home countries face additional costs of conducting business activities in a host country commonly described as liabilities of foreignness (LOF). This paper investigates the characteristics of a foreign entry and a context in which foreignness emerges not as a liability but as an asset. We examine the operations of transnational entrepreneurs (TEs) from Bulgaria in the UK, focusing on how these actors capitalize on their ethnic identity to gain exclusive access to a Diaspora network that incubates skills and capabilities that give string operational advantages. The observed assets of foreignness are twofold, first, gaining network access that may be denied to others, and second, developing and updating organizational capabilities.

#138
The Influence of Subsidiary, International Company and Environment Factors on Social Response Activities and Corporate Social Performance: The Case of Multinational Enterprises Operating in Tunisia

Rim Ghezal, Faculty of Economics and Management of Sfax (Tunisia)
Romdhane Khemakhem, Faculty of Economics and Management of Sfax (Tunisia)

There have been few studies which have made a great deal of efforts to adopt an integrative approach taking the critical factors of corporate social response into account. Furthermore, researchers neglected to identify and assert consequence(s) of its adoption. In order to address these research gaps, this study aims to get more understanding about the antecedents and consequence(s) of corporate social response. Taking a stakeholder approach to MNE's subsidiaries social response, this study examined one consequence that may capture a major element of it. The latter is corporate social performance which constitutes a major requirement for the social well-being development. Therefore, the overall aim of this research is to incorporate subsidiary, international company and environment factors to determine their impact on MNE's subsidiaries social response and social performance.

#7
Cash Waqf as a Islamic Social Entrepreneurship Model: Empirical Analyses on Some Wakf Institutions in Indonesia

E.S Margianti, Gunadarma University (Indonesia)
Dwi A. Haryanti, Gunadarma University (Indonesia)
Dharma T Ediraras, Gunadarma University (Indonesia)
This paper discusses the potential role of Cash Waqf in Economic Development in Indonesia, particularly a country with a biggest moslem population in the world. It also

raises awareness of the role of Cash Waqf and attempts to define a new approach to address poverty issues and suggests a fresh approach to socio-economic development. It also claims that Cash Waqf is the most suitable mechanisms for the poverty alleviation programs; additionally the paper highlights the importance of the altruistic sector (the acclaimed third sector after the private and public sectors) in promoting the public welfare and social justice.

Finance and Economics Track (DWTC, Dubai B, First Floor, Concourse 2)

#83

Debt Financing among Newborn and Young Swedish Businesses: Empirical Evidence from Swedish Data

Darush Yazdanfar, Mid Sweden University (Sweden)
Peter Öhman, Mid Sweden University (Sweden)

The significance of small business for economic growth and creation of jobs is well known, and capital availability is considered a precondition for small business investment and survival. The existence of financial constraints among SMEs has been explained by capital market imperfections. High costs related to information asymmetry and moral hazard agency conflicts often force small businesses to use capital generated internally. This study empirically investigates potential differences in the use of bank loans between young and newborn micro businesses. The analysis examined a sample of young firms (founded in the first half of 2005) and newborn firms (founded in the first half of 2008). Binary logistic regression analysis was performed to analyse firm-level data. The results suggest that young firms use bank loans significantly less than do their newborn counterparts. No significant differences were found between the two firm categories in terms of other financing sources. Moreover, firm size and industry affiliation affect young and newborn firms' use of bank loans. These findings can be used for a range of purposes, including to improve our understanding of SME financing patterns. Creditors and policy makers may find the results useful in coordinating SME financing support in the earliest life cycle stages.

#65

Large Scale Analysis on Fund Characteristics and Performance Persistence for Islamic Equity Funds

Rania Makni, HEC Tunis (Tunisia)
Olfa Benouda, Institut of High Commercial Studies of Tunisia (Tunisia)
Ezzedine Delhoumi, Institut of High Commercial Studies of Tunisia (Tunisia)

Studies conducted recently have mostly focused on studying the performance of Islamic funds, comparing to different benchmarks and to conventional funds. By conducting this research, we are aiming to analyze Islamic funds characteristics and determine those that specifically impact Islamic funds performance. This would be, to our best knowledge, the first study in this area. Our study should lead us to properly answer to

the following questions: Do mutual fund characteristics affect funds performance? What are the characteristics that impact the Islamic mutual funds performance? Is there persistence in the Islamic mutual funds performance?

#26

Impact of Credit Guarantee on the Survival of SMEs and Default Prediction for SMEs: Empirical Evidence from Taiwan

Yeong-Jia Goo, National Taipei University (Taiwan)
An-Yu Shih, National Taipei University (Taiwan)

We empirically examine the impact of public credit guarantee on the survival of small and medium-sized enterprises (SMEs) and develop default prediction models for Taiwan SMEs using a 2010-2013 SMEs sample from SME Credit Guarantee Fund of Taiwan (Taiwan SMEG), via logit and multiple discriminant analyses. After utilizing SMEs located area (urban, suburban and rural area) as the dummy variable, we find that Taiwan SMEG's loan guarantee schemes have a significantly more positive impact in urban areas relative to rural areas. We also find that default prediction models with total asset turnover, fixed asset ratio, debt ratio, inventory turnover, and operating revenue growth rate could effectively predict default of guaranteed firms. These results have important implications for Taiwan SMEG in determining the optimal allocation for the budgeted quantity of credit guarantee and developing corporate default prediction models for guaranteed SMEs based upon financial ratios.

Women and Minority Issues Track (DWTC, Fujairah B + C, First Floor, Concourse 2)

#82

Jackeline-of-all-trades: Testing Lazear's View of Entrepreneurship for Women Graduates

Silke Tegtmeier, Leuphana University of Lüneburg (Germany)
Agnieszka Kurczewska, University of Lodz (Poland)
Jantje Halberstadt, Leuphana University of Lüneburg (Germany)

This study applies the theory proposed by Lazear (2005) to a representative sample of 1,384 women graduates in Germany. Lazear posits that individuals with a balanced set of skills should have a higher probability of being self-employed. This "Jack-of-all-trades" hypothesis presumes that entrepreneurs need sufficient knowledge in a variety of areas to succeed, while paid employees benefit from being specialists in a certain area demanded by the labour market.

#56

Gender and Perceptions about Entrepreneurship: A Social Role Perspective

Vishal Gupta, Binghamton University (USA)
Safal Batra, Indian Institute of Management at Indore (India)
Alka Gupta, Lynchburg College (USA)

The present study uses insights from social role theory to investigate cross-cultural variability in the nature and content of gender stereotypes associated with entrepreneurship. Participants in the United States and India were randomly assigned to complete the Schein Descriptive Index describing one of several target stimuli (entrepreneurs in general, men, and women). Results reveal that entrepreneurship is not always construed only as a masculine endeavor. Notably, the similarity paradigm and the agency-communion paradigm provide different, but complementary, insights into gender characterizations about entrepreneurship in the two countries. Implications and directions for future research are discussed.

#57
Gender and the Production of Entrepreneurial Legitimacy: A Bourdieusian Perspective

Claire Leitch, Lancaster University (UK)
Maura McAdam, Queen's University (UK)
Richard Harrison, Lancaster University (UK)

This paper explores the role of gender in shaping how women entrepreneurs obtain legitimacy through their membership of formal networks established to support women's entrepreneurship. We apply elements of Bourdieu’s analysis of capital, field and habitus to develop a greater understanding of the strategies and behaviours women adopt in developing and extending network relations which play a critical role in establishing and claiming entrepreneurial legitimacy.

Education and Pedagogy Track (DWTC, Ajman D, First Floor, Concourse 2)

#79
Northern Lights and Beyond - A Nordic Approach to Entrepreneurship at Design Schools

Mette Ohlendorff, Copenhagen School of Design and Technology (Denmark)

As entrepreneurship rides along passages of global crossroads it becomes evident that culture plays a great role in how entrepreneurship is perceived and practised across the globe. Customs, traditions and heritage matter – as well as social structure and welfare influence the role of entrepreneurship within a given society and culture – and within its education system. This paper seeks to provide an insight into the particular characteristics and challenges of entrepreneurship education within the higher education programs at design schools in Denmark.

#186

Study on Entrepreneurship Inclination of Undergraduate Students: A Special Reference to International Islamic University Malaysia

Zarinah Hamid, International Islamic University (Malaysia)
Herna Muslim, Intec Education College (Malaysia)
Zuhairah Ariff Abd Ghaddas, Universiti Sultan Zainal Abidin (Malaysia)

This paper studies the inclination of students from five faculties at International Islamic University Malaysia (IIUM), namely Laws, Engineering, Architecture, Pharmacy and Medicine on entrepreneurship. A quantitative research methodology is adopted to identify the level of interest and willingness of the students to learn entrepreneurial skills and to be involved in business once they graduate. The result shows that there is no significant difference in entrepreneurial intention among the students in these professional programs. The outcome of regression analyses identified four factors that contribute towards entrepreneurial intention, namely; attitude, subjective norms, Faculty and its courses influence, and entrepreneurship learning propensity. Non-business students at IIUM perceived positive attitude towards achievement, risk, and independence as vital factors that lead them to choose entrepreneurship as their career path.

#318

From Engineering to Entrepreneurship: The Case of Engineering Students at Princess Sumaya University for Technology

Abdelraheem Abual Basal, Princess Sumaya University for Technology (Jordan)
Rand Badran, Princess Sumaya University for Technology (Jordan)

Project-based courses at Princess Sumaya University for Technology (PSUT) usually result in innovative products which can be a good start for new entrepreneurial businesses. The question is: what happens to these projects after passing the course? At the beginning students were showing great interest in their projects, however, they did not know how to take their projects to the next level. At PSUT, engineering and IT disciplines focus solely on the technical aspect of learning, i.e. how to create, but there is little interest in the business aspect of the new product development process. Students care about creating new innovative products without matching these products to real market needs, or even without thinking if there is a need for these products in the market. This research reviews the situation of entrepreneurship education in Jordan in general and at PSUT in particular focusing on engineering students. It also aims to assess the importance of entrepreneurship for these students, and how they can benefit from it in transforming their course projects into businesses, in addition to giving some recommendations for the university to on how it can support entrepreneurship.

Local Entrepreneurship Issues Track (DWTC, Dubai D, First Floor, Concourse 2)

#302
How and When Subordinate's Worldviews Lead to Abusive Supervision? Integrating Motivational Goal Schema and Victim Precipitation Perspectives

Abdul Karim Khan, United Arab Emirates University (UAE)
Samina Quratulain, Lahore University of Management Sciences (Pakistan)

Drawing on motivational goal-schema theory and the victim precipitation theory, the authors examined how and when subordinate's worldviews about his organization lead to abusive supervision. Our results suggest that subordinate's dangerous worldviews about his organization lead to authoritarian submission, which makes him a vulnerable target for supervisory abuse. We also tested a moderated mediation model, our results support the prediction that the mediated effect of subordinate's dangerous worldviews about his organization on subordinate's perceptions of abusive supervision through subordinate's authoritarian submission is stronger when supervisor's evaluation of subordinate performance is low. This research contributes to the literature on abusive supervision and motivational goal-schema.

#304
Migration and Happiness: Evidence from Germany

Marina-Selini Katsaiti, United Arab Emirates University (UAE)
Mrittika Shamsuddin, United Arab Emirates University (UAE)

In this paper we explore the impact of life satisfaction on temporary migration. In particular, temporary migrants in Germany are asked their intended years of stay in Germany. Unlike previous research that focused on a binary variable on the migrant intention to stay, we use more detailed data on the exact year length of intended stay. This way we are able to estimate the marginal effects of happiness on each additional year of stay by a migrant. Besides individual happiness we control for demographic, socioeconomic characteristics and self-assessed health status. We also examine how satisfaction with i) environment, ii) dwelling, and iii) household income may affect the intention to stay longer. With and without sample selection, we are able to identify a positive and statistically significant effect of all satisfaction categories on the intention to stay. We also identify a positive effect of self-assessed health status on the intention to stay. However, this result is not robust across the different specifications.

#307
Does Islamic Rule Really Empower Women? A Comment

Mrittika Shamsuddin, United Arab Emirates University (UAE)

We study the effect of having an Islamic mayor on education and labor force participation using the 1994 and 1989 elections in Turkey where the Islamic parties received 40 percent and 10 percent of the vote share respectively.

Workshop Track (DWTC, Dubai C, First Floor, Concourse 2)

#320
Why Regional Case Studies Matter: The Path to Research and Development

Paul Swiercz, The George Washington University (USA)
Lara Jelenc, Univeristy of Rijeka (Croatia)

The purpose of this workshop is to help facilitate the economic growth and managerial sophistication in emerging markets and developing economies via the development of region specific cases studies. Region specific case studies are important because: a) local internal market development is replacing export driven growth strategies, b) culture matters, especially as regards the successful implementation of strategy and c) mature markets have much to learn from the emergent leadership practices of fast growing economies.

<u>Sunday, 7 June 2015 – 15:00-16:30</u>

Small Business and SME Track (DWTC, Ajman A, First Floor, Concourse 2)

#94
The Bald Barista Case Study - Creating a Buzz in the City

Anthony Buckley, Dublin Institute of Technology (Ireland)
Elaine Mooney, Dublin Institute of Technology (Ireland)

This case study focuses on the growth and development of a small, successful chain of cafes/coffee houses in Dublin, Ireland founded by an immigrant entrepreneur – Brett (Buzz) Fendal. In thirteen years (since 2002), Brett (Buzz) Fendal – the Bald Barista – has built up a premium brand, three coffee shops/cafes, employs twenty staff and is regularly included in the top ten coffee houses in Dublin in on-line surveys. Having weathered six years of recession since 2008 and thrived, there are signs that the economy is poised for growth once again and Buzz is excited yet apprehensive about the prospects for the future of his business. As he sat pondering his future in the Dublin and Irish coffee market, Buzz realised that the business had reached a critical juncture in its evolution. He reflected on his options for expansion now that the economy was on the road to recovery and Irish consumers had re-discovered their confidence. He wondered whether he should become more active on-line and what it might add for his business. How would he compete with the international chains in future? Could he expand into other cities in Ireland? Was his format ‘franchisable’? Would his business have international appeal - and in which markets?

#293
Survey of Financial Return Crowd-Funding for Korean SME Policy Implication

Jay M. Chung, Soongsil University (South Korea)

This paper focuses peer-to-peer lending and equity crowd-funding, being forms of market-based finance that are collectively referred to as “financial return crowd-funding” or “FR crowd-funding.” FR crowd-funding can help economic recovery by financing small and medium enterprises (SMEs) which are a key engine of economic growth. Helping those entities more efficiently access capital for their development and expansion can contribute to job creation and economic recovery. We provide Korean SME implication of FR crowd-funding.

#241
VLCC: A Women Enterprise in Wellness Industry

Raj Kovid, NIIT University (India)

Started out as a standalone slimming clinic in Safdarjung in 1989, Vabdana Luthra Curls and Curves (VLCC) evolved into a Rs 1,000-crore company with a presence in 16 countries, including Malaysia, Singapore, Sri Lanka, Oman, Qatar and the UAE.

Social Entrepreneurship, CSR, and CSV Track (DWTC, Ajman B+C, First Floor, Concourse 2)

#206
Causation, Effectuation and Bricolage Shifts in the Context of Social Entrepreneurship

Vinciane Servantie, University of Los Andes (Colombia)
Martine Hlady Rispal, University of Bordeaux (France)
Ana María Cabrales, University of Los Andes (Colombia)

In response to recent calls for contributions on the singular processes of social entrepreneurship, this paper examines how the mix of causation, effectuation and bricolage changes over a particular venture’s life cycle. Using a longitudinal case study of a Colombian foundation, the behaviours underlying the theories of effectuation and bricolage and their alternations are analysed in three different moments of the entrepreneurial process of the case: its emergence, its growth and replication. The analysis provides insight on the activities that ask for a causation approach and on those that need bricolage or effectual behaviour.

#108
Facilitating Youth Entrepreneurship at the Bottom of the Pyramid: A Proposed Research Agenda

Eric Clock, University of Western Australia (Australia)
Tim Mazzarol, University of Western Australia (Australia)

The purpose of this presentation is to examine the process of facilitating youth entrepreneurship among impoverished communities at the “Bottom (base) of the Pyramid” (BOP). A review of the extant literature on BOP suggests that there has been relatively little research work undertaken on the process of entrepreneurship amongst youth within the BOP, or the appropriateness of contemporary approaches to the facilitation of entrepreneurship within this target community. The presentation is conceptual in nature and draws on the literature to identify where gaps can be found, highlights the main units of analysis that would need to be examined in order to gain a better understanding of how to facilitate youth entrepreneurship at the BOP, and presents a research agenda for addressing the gaps in the current body of knowledge.

#61

Implementing Corporate Social Responsibility (CSR) in upstream supply chain of French SMEs: opportunity or constraint?

Issam Laguir, Montpellier Business School (France)
Rébecca Stekelorum, Montpellier Business School (France)

According to Friedman, M. (1970), Nobel Prize winning economist in 1976, “The sole purpose of the corporation is to maximize profits for its stockholders”. Profits do matter. However, more and more companies integrate social and environmental concerns into their businesses to develop Corporate Social Responsibility (CSR). Initially, Bowen (1953) introduced the concept of CSR in business management, arguing that companies have a moral duty to act in socially responsible ways toward society and future generations (Capron and Quairel-Lanoizelée, 2004). Subsequently, Carroll (1979) defined CSR as a set of obligations toward society: economic (to maximize profit, to create value and quality products), legal (to respect the laws and regulations), ethical (to act according to moral principles shared within the company) and philanthropic (to be charitable). The definition of Carroll is considered to be the foundation of theoretical approaches.

Creativity Track (DWTC, Dubai E, First Floor, Concourse 2)

#149

Sources of Slack and Innovation in Small Firms

Martie-Louise Verreynne, The University of Queensland (Australia)
John Steen, The University of Queensland (Australia)

In this paper we model how slack and scope economies interact to support small firm performance. We define and operationalise two types of slack: resource slack and capability slack. Resource slack stems from the surplus of financial and human resources, and capability slack allows the redeployment of resources through external use of industrial networks and internal use of planning. Both of these are necessary to realise scope economies, which we operationalise as innovation breadth or scope. Together slack and scope economies drive performance, as fungible resources are

deployed to innovate and generate new products and services or improved processes. Our analysis of longitudinal data from 396 small Australian firms confirms that both slack and scope are needed to garner the subsequent performance benefits, with slack supporting scope.

#224

A Multi-Country Study of Complex Interactions of Factors Affecting Product Innovation and Process Innovation in Small and Medium Enterprises (SMEs) in the Manufacturing Sector

Avraam Papastathopoulos, Abu Dhabi University (UAE)
Faidon Komisopoulos, Technical Educational Institute of Athens (Greece)
Syed Zamberi, Abu Dhabi University (UAE)

The focus of this paper is twofold. First, we unveil the complex interactions among seven different variables on Product Innovation (ProDI) and Process Innovation (ProCI). Second, we depict all the complex interactions visually. The empirical evidence is based on an official survey conducted by European Commission's "Sectoral e-Business Watch" in 2009.

#258

Building a Creative Economy: Korea's Strategy towards Globalization

Ki-Chan Kim, The Catholic University of Korea (South Korea)
Myung Soo Kang, Hansung University (South Korea)
John Laurence Enriquez, The Catholic University of Korea (South Korea)

In the race of economies pitting against each other, some have managed to rise above the competition not by responding to others' actions but by creating a new condition that will reshape the industry in their favor. For the past few decades, Korea has been able to achieve constant growth. To cope with unstable environments, Korea has chosen to continually design technological and organizational architectures aside from simply innovating new products. This research strengthens the importance of innovation and how it is cultivated through the concept of creativity. This study uses information from the Healthiness of Business Ecosystems (HeBEx) Report, and focuses on the Korean economy and its efforts towards globalization through creative innovation. This study suggests that the country should foster a spirit of innovation, not only in terms of technological advances, or product development, but also that in an entrepreneurial sense. It is through creativity, that the country could penetrate the global market, and it is through entrepreneurship that the country's creativity could be nurtured. It is through a building a creative economy that Korea would be able to achieve even more in the future.

Small Business and SME Track (DWTC, Dubai A, First Floor, Concourse 2)

#109
Business models for disruptive technologies - findings from the 3D printing industry

Patrick Holzmann, Alpen-Adria-Universität Klagenfurt (Austria)
Robert J. Breitenecker, Alpen-Adria-Universität Klagenfurt (Austria)
Erich J. Schwarz, Alpen-Adria-Universität Klagenfurt (Austria)

3D printing is a vibrant research topic in technical sciences and medicine. However, in entrepreneurship as well as innovation research the topic is nascent at best, despite the fact that the technology has high potential to be disruptive. The aim of our study is to analyze currently used business models in the emerging 3D printing industry through publicly available secondary data. The data gathered form 290 firms is analyzed to identify already existing business model patterns. Thus current archetypes of business models in the 3D printing industry can be defined. Based on this analysis it can be concluded whether or not a dominant industry logic is already established or has yet to evolve. Identified firms are located in Northern America and Europe. The two continents were chosen because they are strong drivers of the 3D printing industry's evolution and are among the fastest evolving 3D printing markets.

#181
Exploring definitions of Lifestyle Entrepreneurship using a case study of Local Surfers in the South West of England

Emily Beaumont, Plymouth University (UK)

There is a growing body of literature focusing on Lifestyle Entrepreneurship (Buttner and Moore, 1997; Ateljevic and Doorne, 2000; Henderson, 2002; Tregear, 2005; Cusumano, 2005; Marcketti et al, 2006; Cederholm and Hultman, 2010) and a developing academic interest in Lifestyle Entrepreneurship in Lifestyle Sports (Shaw and Williams, 2004 and Marchant and Mottiar, 2011). This paper intends to further the study of Lifestyle Entrepreneurship in Lifestyle Sports by using a case study of Local Surfers within a community in the South West of England to explore definitions of Lifestyle Entrepreneurship.

#53
Entrepreneurial Orientation and Firm Performance: The Case of Indian SMEs

Vishal Gupta, Binghamton University (USA)
Safal Batra, Indian Institute of Management at Indore (India)

With the goal of better understanding the circumstances under which pursuing entrepreneurial strategies result in favorable performance outcomes, the present study investigates the EO-performance relationship among small- and medium-sized enterprises (SMEs) in India. Data collected from 198 Indian SMEs revealed a strong positive linkage between EO and firm performance. Environmental contingencies-

demand growth and competitive intensity- were theorized and found to have a moderating influence on the EO-performance relationship. Implications and directions for future research are discussed.

Family Business Track (DWTC, Fujairah A, First Floor, Concourse 2)

#50
Financing Decisions in Family Business in Replacing Midcap Standard Mezzanine Programmes in Germany

Mark Hill, Edinburgh Napier University (UK)
Thomas Henschel, Hochschule für Technik und Wirtschaft Berlin (Germany)

The aim of the study is to investigate the current state of the management decision process in family companies to provide an increased understanding on whether a formal financing strategy has been formulated and will be followed through this specific refinancing process. It highlights the efforts and behaviour of the management to cope with current and future challenges in a changing financing environment. Specifically, this study seeks to answer the following three research questions: 1.Which aspects have been the dominant factors in determining the chosen financing instrument and have these factors been grounded upon a formulated financing strategy? 2. Has there been an increased risk by the company in the availability of suitable financing instruments during the refinancing process? 3. Has the capital structure changed significantly because of the absence of an adequate mezzanine refinancing instrument?

#180
On Causalities of De-Internationalization of Family Businesses: Case Evidence from German SMEs

Joerg Freiling, University of Bremen (Germany)
Matthis Schneegass, University of Bremen (Germany)

Adapting an holistic viewpoint on internationalization research of family firms, scientific exploration into the de-internationalization of family firms marks a fairly blind spot; questions such as why and how family firms withdraw business operations from the international arena remain opaque, taking into account at least twofold constraints: many existent findings on international market exits address more symptoms (e.g. market barriers, managerial constrains) than interlaced cause and effect relations, which also enclose the problem that substantial impacts of family dynamics (unique to family business operations) are left out the equation allowing to just grasp half the picture of a complex phenomenon. Against this background, this paper adapts an exploratory framework which is sensitized by competence-based theory to explain first strings of an often long causal chain of de-internationalization in family firms' business operations.

#41
Interaction Between External Managers and Family Ownership in SME Internationalization

Alfredo D'Angelo, University of Glasgow (UK)

Family SMEs are vital to economic development but some are inert, local firms while others are dynamic and international. Do certain governance structures encourage internationalization? We respond to this question, extending the existing literature by considering finer measures of family ownership, and interactions between degrees of family ownership and professional managers recruited from outside the family. We found that external recruited managers are important to family SME internationalization, but only for lower levels of family ownership, suggesting synergistic combinations of ownership and control. It is the combination of external capital with external managers that really works for family SME internationalization.

Finance and Economics Track (DWTC, Dubai B, First Floor, Concourse 2)

#112
The Role of Informal Capital on New Venture Formation and Growth in China

Julie Elston, Oregon State University (USA)
Alois Weidinger, Higher Colleges of Technology (UAE)

This study examines the nature and role of informal capital used by micro-firms in the dynamic emerging market of China. Using a unique source of data for 260 urban entrepreneurs, this study provides empirical evidence that entrepreneurs' personal savings and family funding are important sources of start-up capital. However, household income is the most important funding source in driving firm growth over time. This research directly addresses the lacuna of studies on entrepreneurship in emerging economies and contributes to our understanding of the critical role informal capital plays in the Chinese entrepreneurial process. Overall findings are consistent with previous studies regarding the importance of informal over formal capital sources for financing firm start-up and growth in emerging economies.

#27
The Impact of Social Capital of Entrepreneurs on Government-Sponsored Venture Capital Decisions

Abdulrahman Ali Alolayan, , Morgan State University (USA)
Crystal Dobratz, Morgan State University (USA)
Robert Singh, Morgan State University (USA)

The "profit-seeking potential venture" is a common theme in entrepreneurship literature (e.g. Hulbert, et al. 1997, Christensen, Madsen, and R. Peterson, 1989, Singh, 2000). The mindset of "profit-seeking" is widely accepted by scholars, researchers, and

entrepreneurs since we operate on capitalism system in which profit is the only driver to start a business (Friedman, 1970). However, an emerging school of thought has been growing rapidly in the literature, which Gates (2008) called “creative capitalism”. Creative capitalism is a system where self- interest and caring for others come together hand in hand to serve the interest of entrepreneur and society (Gates, 2008). Creative capitalism is a way to expand the market to include its long ignored segment “Bottom Of the Pyramid” (Prahalad, 2006). Using the Bhave (1994) model of opportunity recognition, the purpose of this paper is to explore the how entrepreneurs in creative capitalism recognize an opportunity.

#233
Venture Capital and IPO

Tarek Miloud, INSEEC Business School (France)

Using high frequency Euronext Paris data, the paper examines the market microstructure trading characteristics of venture backed initial public offerings (IPOs) in the French market. Previous North American market studies approve the role played by venture capital (VC) firms for the certification of IPOs and their role in reducing the asymmetric information between investors. The study sample is composed of IPOs realized during the period 2000–2013 both with and without VC firm involvement. The results present no significant price difference between both IPO types. The cost of asymmetric information and of price volatility is higher for the VC-backed operations. Moreover, the study shows that underpricing is positively correlated to the cost of the information asymmetry. Contrary to previous studies, the results show that the effects of VC firm certification and monitoring are not perceived by IPO investors in the French market.

Women and Minority Issues Track (DWTC, Fujairah B + C, First Floor, Concourse 2)

#268
The Role of Religion in the Development of Muslim Women’s Entrepreneurial Leadership

Muhammad Azam Roomi, Cranfield University (UK)
Pegram Harrison, University of Oxford (UK)
Sumaira Rehman, Superior University (Pakistan)
Petya Koleva, University of Bedfordshire (UK)

This study contributes to the literature by examining the role of religion, on the development of women’s entrepreneurial leadership. The main objective is to explore how women entrepreneurs develop entrepreneurial leadership in the socio-cultural context of a Muslim country such as Pakistan. We have learned in other work (Roomi & Harrison, 2010), many people and environments engaged in entrepreneurial leadership, and in need of entrepreneurial leadership development, operate in different contexts: women in Pakistan, for example, have very different considerations from white male

students in the USA. To determine the impact of religion on the development of women's entrepreneurial leadership, this qualitative study relies on subjective accounts of 36 successful women entrepreneurial leaders in Pakistan. Our review of theory and empirical findings suggest that diffuse cultural forces are highly determinant of the sustainability of any systematic attempt to encourage entrepreneurship and to develop entrepreneurial leadership. Essentially, one of the main challenges faced by women is to have an enabling and appropriate environment for entrepreneurial leadership, and for those interacting with or in those socio-cultural contexts the challenge is to understand how they adapt dominant models of entrepreneurial leadership.

#33
Women and Mother Entrepreneurs in France

Katia Richomme-Huet, Kedge Business School (France)
Virginie Vial, Kedge Business School (France)

The topic of French women and mother entrepreneurship is of particular importance both because of the scarcity of studies, and because of a gender-gap. Additionally, research on entrepreneurship for the most vulnerable segments of the population is of central importance in terms of policy-making in times of higher and increasing unemployment. We review the literature on women entrepreneurship, underline the particular effects of the institutional context – including motherhood, on the "3Ms", while supporting and illustrating our theoretical propositions with the particularities of the French entrepreneurial context. We derive three propositions that allow testing for the effect of motherhood on the 3Ms, substantiate and advance some explanations for the subsisting gender-gap.

#49
The Impact of Post-Materialist Cultural Values on Women's Engagement In Environmental Venturing

Diana Hechavarria, University of South Florida (USA)

Drawing on socialization theory and modernization theories, this study takes a dialectical approach to investigate whether female entrepreneurs are more likely than male entrepreneurs to create environmentally oriented organizations in societies with high levels of post-materialism. Findings from a sample of over 19,000 entrepreneurs in 47 countries indicate societies with high levels of post-materialist national values are significantly more likely to affect female entrepreneurs to engage in in environmental ventures when compared to male entrepreneurs.

Public Policy and Regulation Track (DWTC, Ajman D, First Floor, Concourse 2)

#247
The Impact of Misalignment of an Education Reform and Industrial Cluster Shift – A Case Study of the Taiwanese Low Wage Issue

Janet Tan, National Chengchi University (Taiwan)
Chi Liu, Chienkuo Technology University (Taiwan)

This is a research of a human resource supply and demand issue. While an industry is shifting its core focus to another geographical area, the remaining labor pool has been affected, and the long term planning if not done appropriately can cause the incompatible education policy for the labor pool. This paper examines the background and the relations between the shifting industrial cluster network and Taiwan's education reforms since the 1990s, which have caused the misalignment of the labor pool supply two decades later, and consequently, led to a high unemployment rate and a low wage side effect.

#196
Toward a Contingent Model of Entrepreneurship in Tunisia

Ramzi Sallem, FSEG Sfax (Tunisia)
Sami Boudabbous, FSEG Sfax (Tunisia)

The originality of this research is to make an intra-cultural comparison calculating the index score cities Tunisian as per the latter author and to create a new score which called institution trust score to test their impact on our conceptual model. We have already gotten the authorization of Tunisian Ministry of employment to administrate our questionnaire to nascent young Tunisian entrepreneurs following CEFE (Création d'Entreprises et Formation d'Entrepreneurs: Creating Businesses and Entrepreneurs Training) training workshop where they prepare their business plan to get loan bank. Prior results are encouraging as the model is globally significant and shows a strong link between culture, institution, traits, intention and opportunity action. Further lines of research are opened and new recommendations are given to the Tunisian government to revise the way of how promoting entrepreneurial activity in Tunisia.

#260
Support to High-growth Firms: A Policy Analysis

Elsa Sarmento, University of Cranfield (UK) and Universidade de Aveiro (Portugal)
Catarina Figueira, University of Cranfield (UK)

In the last few years, high-growth firms have attracted more policy interest relative to other types for firms and this has spurred a growing debate and a significant volume of research from academia, public and international organisations. The heterogeneity of high-growth firms and the irregularity of their growth patterns pose unique challenges for policy-making. Drawing on emerging policy and empirical research about support to prospective and high-growth firms, this review seeks to identify, frame and describe existing policy measures and provide an overview of the main policy recommendations gathered so far. This study has found evidence of policies specifically designed to target high-growth ventures, mostly recent and in OECD countries, with the literature

privileging the description of business accelerators initiatives. The job creation narrative does not seem to have totally fast-tracked yet into a confined set of robust conclusions for policy.

Local Entrepreneurship Issues Track (DWTC, Dubai D, First Floor, Concourse 2)

#312
Entrepreneurial Intentions of UAE Youth: A Work In Progress

James Ryan, United Arab Emirates University (UAE)
Noora Yousif Al Saiqal, United Arab Emirates University (UAE)

This proposed study intends to fill a literature gap on entrepreneurial intention in the UAE by exploring factors that might affect the choice of self-employment as a career option chiefly among university students who represent future entrepreneurs. (Monica Gallant, 2010; Solesvik, Westhead, Kolvereid, & Matlay, 2012; Turker & Selcuk, 2009; Nishimura & Tristán, 2011; Henderson & Robertson, 2000).

#306
The Impact of Global Uncertainty, Equity and Commodity Shocks on GCC Stock Markets: Evidence from Quantile Regression Analysis

Chiraz Labidi, United Arab Emirates University (UAE)
Gazi Salah Uddin, United Arab Emirates University (UAE)

We adopt a quantile regression model to assess the impact of U.S. policy and equity market uncertainty as well as oil and gold shocks on GCC stock markets. Our analysis is motivated by the fact that the GCC region has been one of the fastest growing regions over the past decade but remains heavily relying on oil revenues. This study is of particular interest to international investors and portfolio managers who should be cautious about the response of GCC stock markets to both commodity price shocks and global uncertainty.

#255
Factors Affecting the Success or Failure of Small and Medium Enterprises in Puerto Rico

Gisela L. Carrero-Morales, Universidad InterAmericana de Puerto Rico- Bayamon Campus (Puerto Rico)

The present study aims to research the success or failure factors of SMEs in Puerto Rico using firm and owner characteristics and the economic timing presented in Lussier model developed in the USA in 1995. The model considers 15 key factors in the success or failure of SMEs, (Lussier, 1995). The success rate was measured upon comparing the performance of the firm in the past three years with the average in the industry. The results proved the model can actually classify firms as either successful

or failure 77.3% on average. The most significant variables of the model related to the owner characteristics were ethnic origin (minority); and two characteristics of the firm were staffing and product/service timing. This study adds the sixth country used in the Lussier model to predict success or failure in another region of the world testing their ability to predict and classify the companies in the respective groups of success or failure.

Workshop Track (DWTC, Dubai C, First Floor, Concourse 2)

#284
Global Entrepreneurship Monitor Workshop

Jonathan Levie, University of Strathclyde (UK)
Donna Kelley, Babson College (USA)

Workshop intended for researchers who are not members of national teams of Global Entrepreneurship Monitor and also policymakers on the Global Entrepreneurship Monitor database. Using a series of interactive exercises, workshop participants will be encouraged to use the data manager in www.gemconsortium.org to search for, download and manipulate data. We propose to ask participants to first: ask themselves what information on entrepreneurship worldwide they would ideally like to get access to. We will use feedback from participants to draw an idealised data map. We will then contrast this with data that has already been collected by Global Entrepreneurship Monitor since 1999. We will also show participants the bibliography of GEM-based publications that is maintained by GEM and available on the GEM website. WE will discuss the main trends in publication using GEM data, challenges as well as opportunities.

<u>Sunday, 7 June 2015 – 17:00-18:00</u>

Global Entrepreneurship Monitor (GEM) Track (DWTC, Ajman A, First Floor, Concourse 2)

#208
The Brain Drain of Entrepreneurial Talent

Mary Boardman, Globalytica LLC (USA)
Fiona Sussan, University of Phoenix (USA)
Louis Daily, University of Phoenix (USA)

This paper builds on the allocation of entrepreneurial talent literature and theoretical framework of Murphy et al (1991), Baumol (1990) and others. This paper preliminarily tests two hypotheses: First, entrepreneurs will move out of areas with high conflict, political instability, or with “communism” into stable market economies. Second, entrepreneurial individuals are more likely to move to areas where entrepreneurship has greater returns. This migration could be from small to large markets, low to high growth

areas, poorer to richer countries, or to countries with more favorable institutions. The data collected (and to be collected) is on self-made billionaire entrepreneurs who have emigrated as adults or teenagers.

#89
Knowledge and Entrepreneurship Creation. What is the Connection?

Cristina Fernandes, Polytechnic Institute of Castelo Branco (Portugal)
Joao Ferreira, University of Beira Interior (Portugal)
Mário Raposo, University of Beira Interior (Portugal)
Ricardo Hernández, University of Extremadura-GEM Project (Spain)
Juan Carlos Diaz-Casero, University of Extremadura-GEM Project (Spain)

What factors based on knowledge which affect the propensity of an individual to become an entrepreneur? This study aims to evaluate the impact that knowledge has in the own business creation process. The data were aggregated panel data at the country level based on the Global Entrepreneurship Monitor in a period of 5 years (2009-2013). We found that the factors based on knowledge that influence the process of own business creation are: detecting the necessary capabilities; businessman's experience; and the experience as the investment in various companies.

Social Entrepreneurship, CSR, and CSV Track (DWTC, Ajman B+C, First Floor, Concourse 2)

#106
Jin Jung Sung (Authenticity): Creating Shared Value the CJ Way

Paul Swiercz, The George Washington University (USA)
Ayman El Tarabishy, The George Washington University (USA)

Sung Ho Kim, Executive Vice President for Creating Shared Value (CSV), has just completed her presentation to a group of visiting MBA students. Having considered various paths to a successful presentation Kim settled on a plan to invite the students to join her as informal consultants to his team of organizational development specialists. Kim informed the students that his team has recently drafted an internal CSV Assessment Protocol to aid in the selection of competing projects. With a discrete smile accompanied by a gentle bow, Kim closed her presentation to the students with an invitation to critique and improve the CSV Assessment Protocol. Students were handed a copy of the protocol, organized into small groups, and instructed by their professors to: “Help translate CSV from concept to action;” In other words, they were challenged to “Help Ms. Kim craft an assessment protocol that works.”

#133
Firm Age, Sales Growth, and Tax Aggressiveness: Focus on Small and Medium Enterprises

Sung Ook Park, Kyung Hee University (South Korea)
Hyung Jong Na, Kyung Hee University (South Korea)
Hyuck Jun Song, Duksung Women's University (South Korea)

This study investigates the changes in tax aggressiveness as a firm ages and sales growth increases. Generally, firm size, which is represented by sales or amount of asset, grows as the firm ages and along with the company's financial income. This condition implies that the absolute level of tax cost of a firm grows as it ages. The firm may opt for aggressive tax strategies to mitigate its tax burden as it ages, but needs to make business decisions regarding both tax and non-tax expenditures (Scholes et al., 2004). A firm with a long history possibly enjoys stability. Thus, we anticipate that older corporations will not adapt a strategy for avoiding tax cost.

Creativity Track (DWTC, Dubai E, First Floor, Concourse 2)

#166
R&D Paradox in Innovation and Entrepreneurship: Swedish Paradox Revisited in Korea

Youn Jai Lee, Soongsil University (South Korea)

This paper examines closely what factors caused R&D paradox or the Swedish Paradox and what is an alternative solution to enhance the productivity of R&D investment in Korea. As many researchers have shown, R&D investment itself does not automatically to promote productivity and to transform into the innovative economy. In order to successfully transform into the innovative economy entrepreneurship should be activated for higher R&D's productivity.

#85
The Effect of Innovation Management Techniques Use in SMEs

Faidon Komisopoulos, Technical Educational Institute of Athens (Greece)
Avraam Papastathopoulos, Abu Dhabi University (UAE)

The use of Innovation Management Techniques (IMTs) by Small and Medium sized Enterprises on a daily basis is increasing day by day, and is proved to be very helpful according to recent researches, and crucial for enterprise competitiveness, even though IMTs are thought to be resource consuming at the adoption stage. The scope of this paper is to reveal the relation between IMTs and other significant factors of SME's success, in a tangible and practical way, in terms of statistical significance and direction, which will highlight critical factors and finally show the best way to use IMTs as a standard procedure for SME's and organizations and how performance optimization and innovation can be achieved.

Small Business and SME Track (DWTC, Dubai A, First Floor, Concourse 2)

#207
The Rise and Pitfalls of K-Entrepreneurship: SMEs in Korea

Ki-Chan Kim, The Catholic University of Korea (South Korea)
John Laurence Enriquez, The Catholic University of Korea (South Korea)
Fiona Sussan, University of Phoenix (USA)

This paper examines the longitudinal performance of SMEs in terms of their R&D spending. In tracing eight selective SME suppliers for Samsung Electronics, we report how these firms move over time among the combinations of high/low creativity and high/low productivity. The results of our analysis provide strategic insights for SMEs.

#261
Mediating Role of Predictive Analytics in Building Absorptive Capacity

Diana Chernetska, University of Bremen (Germany)

Despite the recognition of the role of customers for innovation processes, companies might fail to maximize the value of external ideas utilization due to the business context and market scope. Besides, in order to fully benefit from open innovation, companies need to build absorptive capacity - an ability to integrate external ideas. Thus, in consumer goods suppliers in B-to-C face significant challenges to integrate customer input at the early stage of open innovation processes. To overcome those challenges which are predominantly determined by managing data complexity, we assume predictive analytics being an appropriate technological tool to process data and generate meaningful insights for the managers. This paper outlines the potential of predictive analytics to enhance absorptive capacity and offers conceptual basis for the subsequent empirical study of this issue by developing specific qualitative propositions which are to be tested.

Family Business Track (DWTC, Fujairah A, First Floor, Concourse 2)

#277
Reciprocal Nature of Organizational Sponsorship: How Family and Non-family Parent Firms Sponsor Their Spinoffs

Steve Gaklis, University of Strathclyde (UK)
Jonathan Levie, University of Strathclyde (UK)

This study espouses and extends theory proposed by Amezcua et al. (2013) from the realm of incubators to the realm of “parent firms” and “spinoffs”. Using rich qualitative data from 45 interviews in 9 firms, we induce that sponsorship may vary in type and intensity depending on the nature of the parent and the level of ownership (high or low) of the spinoff by the parent firm. We observe all three types of sponsorship activities theorized by Amezcua et al for incubators: ‘networking’, ‘field-building’ and ‘direct support’, and we observe sponsorship across all four types of entrepreneurial capital:

human, social, economic and symbolic (Firkin, 2001). We also induce a reciprocal relationship between the parent firm and new venture specific to forms of entrepreneurial capital. We propose that organizational sponsorship from an organization or parent firm increases certain forms of entrepreneurial capital at the new venture and as a result increases the probability of new venture survival.

#16
Al Hassan Engineering Group: Start-up, Growth, and Transition of an Entrepreneurial Family Company from the Arabian Gulf

Golam M. Khan, Sultan Qaboos University (Oman)
Topoyame Moremong-Nganunu, Sultan Qaboos University (Oman)

This paper has been developed as a comprehensive entrepreneurial teaching case study to be used in graduate and senior undergraduate courses in ‘entrepreneurship’ or ‘entrepreneurial growth’ classes. The case provides detailed information about industry overview, entrepreneur’s background and history, founder’s vision and goals as well as management process and culture. Students, analysts and entrepreneurs as well as instructors would find this case useful and interesting to illustrate and understand the entrepreneurial process.

Entrepreneurial Leadership Track (DWTC, Dubai B, First Floor, Concourse 2)

#167
Do Entrepreneurs Really Learn from Entrepreneurial Failure?

Joerg Freiling, University of Bremen (Germany)
Harima Aki, University of Bremen (Germany)

The significance of entrepreneurial learning from failure experience has been widely discussed by researchers (Mueller & Shepherd, 2014). While it still seems to be intuitive that entrepreneurs learn from failure, a recent survey revealed that the entrepreneurial learning has no impact on serial entrepreneurs (Ucbasaran et al., 2013). Despite the emphasis on the important role of entrepreneurial learning from failure, serial entrepreneurs do not seem to make an effective use of their experience. As there is general agreement in literature that knowledge and learning are important levers of corporate performance (Wiklund & Shepherd, 2003), the question arises what really happens in case entrepreneurial failure in terms of learning and what can be done to make the most of the newly gathered knowledge by failed entrepreneurs. This proposal exactly deals with this question. More precisely, the aim of this study is to identify potential obstacles of serial entrepreneur’s learning process from their previous venture failures. Explorative multiple case studies with German entrepreneurs are conducted. Germany as country is chosen due to the serious problems failed founders face after failure due to the particular entrepreneurial culture in Germany which is rather different from other countries, such as USA.

#226
How much the Universities are Entrepreneurial leaders?

Roberto Parente, , University of Salerno (Italy)
Rosangela Feola, University of Salerno (Italy)
Valentina Cucino, University of Salerno (Italy)

The objective of the paper is to develop an index to measure the capability of university to promote and lead entrepreneurial projects. Using this “Entrepreneurial Attitude Index (EAI)” we tried to rank a group of Italian Universities. Finally, we compare the EA Index with other kinds of Academic-based and Economic-based indexes in search of potential explanations of their ranking status.

Women and Minority Issues Track (DWTC, Fujairah B + C, First Floor, Concourse 2)

#59
Habitus that Leads Mama to Entrepreneurs: The Case Studies of Three Japanese Women Entrepreneurs

Atsushi Kato, Doshisha Women's College (Japan)
Eriko Miyake, Doshisha Women's College (Japan)

What kinds of habituses lead Japanese mamas to entrepreneurs? We defined habitus as one’s embodied disposition which influences the actions that an individual take and the habituses are acquired daily life not only in childhood(family habitus) but also in business and/or housewife life(non-family habitus). We confirmed that habituses have raised affirmative disposition for entrepreneurship and have positive effects to acquire critical skills. Average Japanese women have strong fear of failure and do not think entrepreneurship as a good career choice. But the three women raised at the self-employers’ family have acquired the critical habituses for entrepreneurship naturally in her childhood. Our study implicates that the preference for entrepreneurs would be different individually among Japanese women. In other words, the intensive entrepreneurs training for selected high potential group would be effective.

#3
The Determinants of Female Entrepreneurship in Japan

Ayumi Inaba, Middlesex University (UK)
Shing-Wan Chang, Middlesex University (UK)

The purpose of this study is to find out the antecedents of female entrepreneurial intentions in Japan. Specifically, this paper added gender stereotypical perception and online social capital obtained via social media as well as gender into theory of planned behavior model, to examine their impacts on Japanese entrepreneurial intention. A total of 423 valid samples were collected, which constitute 243 business owners and 183 nascent entrepreneurs in Japan. Structural Equation Modeling analysis and

independent Samples t-Test were employed to examine the hypotheses and moderation effects of gender. The results demonstrate that gender stereotypes still dominate Japan society, which perceives business as the activity for males and housework as the obligation of females. As a result, female intentions to start their own business were decreased. Additionally, the positive effects of social media usage on women's access to social capital were also found. This study not only sheds light on the female entrepreneurship research but also provides implications for policymakers in Japan.

Education and Pedagogy Track (DWTC, Ajman D, First Floor, Concourse 2)

#58
The Impact of Student's Cognitive Style on Specific Antecedents of Entrepreneurial Intentions

Nawaf Alabduljader, The George Washington University (USA)
George Solomon, The George Washington University (USA)

This study examines the role of three distinct cognitive styles as a determinant of specifically two entrepreneurial intent's antecedents: personal attitude (PA) and perceived behavioral control (PBC). The study found that individuals' cognitive preference for cognitive style influences their assessment of their PA towards setting up their own business in the future. Students with a balanced cognitive style had higher PA, compared to both analytical and intuitive cognitive styles. While a balanced cognitive style resulted in higher PBC compared to the intuitive and analytical cognitive style, mean differences were not significant. Contrary to popular belief, our findings suggest that a balanced cognitive style, rather than an intuitive cognitive style results in higher entrepreneurial intentions. Entrepreneurial education aimed at developing students' entrepreneurial intentions through a change in cognitions might want to consider the development of a balanced cognitive style rather than an intuitive cognitive style.

#275
Benefits of Entrepreneurship Education Using an Interactive Learning Environment

Enzo Bivona, University of Palermo (Italy)

Traditional approaches to entrepreneurship education have been increasingly criticized. Very often they rely on lectures and discussions in which the teacher play the role of "the sage on the stage", resulting ineffective in overcoming conceptual errors, building actionable knowledge, enhancing problem solving and system thinking skills. The use of standard and traditional frameworks, for instance, aimed to instruct entrepreneurs on how the business should be run, may generate alienation of the entrepreneur being the approach inappropriate to take into account the firm's specific context. The use of Interactive Learning Environments, based on the System Dynamics methodology, can

contribute to question decision makers' mental models and to favour changes in their beliefs and habits. This process can be supported through an active engagement, in which learners can get interactively prompt feedbacks from their decisions, resulting in new knowledge. In the paper an ILE capturing the growth of a small family-owned firm will be described. The focus of the ILE is on understanding the dynamics generated by commercial and financial policies on sales revenues and profitability – on one side – and the net working capital and liquidity, on the other side. Benefits from the use of such a learning tools are also discussed.

Local Entrepreneurship Issues Track (DWTC, Dubai D, First Floor, Concourse 2)

#314
A Framework on the Determinants of E-government Services Quality in UAE

Ananth Chiravuri, United Arab Emirates University (UAE)
Mohamed AlAhmed, United Arab Emirates University (UAE)

The rapid and increasingly universal acceptance of online transactions has resulted in governments providing an increasingly wide range of online services to the general public. The successful experience of launching e-government portals and services, including transactional ones, in the industrialised countries has led to the United Arab Emirates (UAE) to adopt similar such models for a wide array of public service entities. Although there is now a considerable literature on the various aspects of the efficiency, effectiveness and customer satisfaction with regard to e-government services, the majority of the associated analytical frameworks and models were not designed within the sociocultural context of the Arabian Gulf and its business environment. The purpose of this study is therefore to identify and present a framework on the quality determinants of the e-services which are currently provided by the UAE's Ministry of Interior (MOI) to the public. As these services are already in place, it will focus in particular on a theoretical model and the mechanisms by which these services can be adapted and enhanced.

#301
Entrepreneurial Approach in Developing Emirati Workforce Skills

Khaled Al Kaabi, United Arab Emirates University (UAE)
Maqsood Sandhu, United Arab Emirates University (UAE)

The new world economic order has given birth to the entrepreneurship as an attractive genre of business venture and future economic growth. Therefore, entrepreneurship is being viewed as an effective mediator for assisting a segment of the ambitious job seekers into self-employed business owners, and ii- a necessary component to the creation of a new skilled workforce.

Workshop Track (DWTC, Dubai C, First Floor, Concourse 2)

#210
Business Models and Fast Growth Firms

William Williams, Commission for Academic Accreditation (UAE)

The impact upon the economy and employment of small and medium sized enterprises (SMEs) is widely recognised. There is, however, a considerable lacunae in our understanding as to exactly how SMEs achieve growth and how policy makers and government bodies can support SMEs. Davidsson and Klofsten (2003) believe that this stems from a lack of academic models that are intended for practical use and the lack of a holistic model that can be used by practitioners, academics and policy makers alike (Davidsson and Wiklund, 2000; Dobbs and Hamilton, 2007). There are, however, a wide diversity of firm growth models. Stage models, such as those by developed by Churchill and Lewis (1983), Kazanjian (1988) and Griener (1972), develop a conceptual framework for business growth dependent in their stage of growth. Alternatively, deterministic models, aim to explain firm growth through a focus on growth factors. A model that combines the principles of both the stage and deterministic models is Klofsten's (1992) business platform, although it is limited to the early stages of growth of high technology businesses. Klofsten's model details the factors that are essential in order for a firm to develop from a start-up stage to one that is stable and describes the process of development that each of these factors can take as a organisation develops to establish a stable business platform. The model, however, has not explored how business move from a stable platform to high growth. This workshop introduces a new model that is holistic, integrative, aimed for practical use and which emerges from a process-oriented approach. The model is also focused on developing high growth companies.

Monday, 8 June 2015 – 08:00-09:30

Small Business and SME Track (DWTC, Ajman A, First Floor, Concourse 2)

#164
The Impact of Advisory Boards on Small Business

Pierre Cleroux, Business Development Bank of Canada (Canada)

This study aims to fill this information gap and gain a better understanding of the reasons motivating SME leaders to set up an advisory board and evaluate if the presence of an advisory board has a positive impact on the financial performance of an SME. The study revealed that 6% of Canadian SMEs have access to an advisory board. They are most often found in SMEs that have been in business for 11 to 20 years, have 20 or more employees, and operate in the distribution, business services and manufacturing sectors. Canadian SMEs that have advisory boards perform better in terms of sales, productivity and profitability than businesses that do not have such boards.

#185
Key Determinants of Entrepreneurial Activity: Evidence from Scotland

Kenny Crossan, Edinburgh Napier University (UK)

There is little agreement amongst academics concerning who is an entrepreneur and what constitutes entrepreneurial activity, whilst some see the entrepreneur as the person who starts a business others have offered very different definitions of entrepreneurial activity However there is widespread agreement amongst academics, governments and all stakeholders that, however you define entrepreneurship, it plays an important role in economic growth and the prosperity of countries (Wennekers and Thurik, 1999; Audretsch and Keilbach, 2004a; Lee et al., 2004; Valliere and Peterson, 2009; Audretsch et al., 2010; Brown and Mason, 2012). In terms of the Scottish economy there are 332,720 Small and Medium-sized Enterprises (SMEs) operating in Scotland, providing an estimated 1.1 million jobs. SMEs account for 99.3% of all private sector enterprises and for 54.8% of private sector employment and 37.9% of private sector turnover (www.scotland.gov.uk) The aim of this paper is to consider evidence from local government officials who have reasonability for encouraging and supporting entrepreneurial behaviour in Scotland.

#189
Regional Headquarters as Entrepreneurial "Knowledge-hub" of Transnational SMEs – A Business Model Perspective

Rozeia Mustafa, Knowledge Kottage (Pvt) Ltd. (Pakistan)
Joerg Freiling, University of Bremen (Germany)

This study aims to identify the pivotal role of RHQ in TNCs' small world networks in the transfer of knowledge. It is proposed that being in hierarchical position, these RHQs identify different type of knowledge, i.e., tacit as well as explicit, in order to transfer (up-stream and downstream) knowledge within TNC's small world network or from external (idiosyncratic) network to HQ. This paper proposes an exploratory study based on deductive approach to study innovative business models of regional headquarters (RHQ) of transnational corporations (TNC) in Germany. The research is explanatory in the sense it explores relationships between different constructs. The research is expected to extend our knowledge about RHQs performing entrepreneurial functions for interorganizational knowledge transfer within and across networks to create and capture value.

Social Entrepreneurship, CSR, and CSV Track (DWTC, Ajman B+C, First Floor, Concourse 2)

#228
Integrating Social Innovation and Social Entrepreneurship: An Exploratory Study

Seham Ghalwash, The American University in Cairo (Egypt)
Tony Kinder, University of Edinburgh (UK)
Ahmed Tolba, The American University in Cairo (Egypt)
Ayman Ismail, The American University in Cairo (Egypt)

This research explores the resource utilization and innovative processes of social entrepreneurial activities by empirically examining the phenomenon in the particular context of emerging markets. It addresses these research questions: (a) the characteristics and motivation of social entrepreneurs; (b) resource assembly and orchestration in emerging markets context including human, social and financial capital; and (c) the processes (including network building) whereby social entrepreneurs create legitimacy and support for their ventures to create positive social outcomes. The analysis revealed that the understating of the characteristics and motivation of social entrepreneurship provided rich insights into the role of innovation in social venture creation process.

#187

Stakeholder Institutionalisation and Organisational Behaviour: Contextual Factors in the Middle Eastern Countries for CSR Acceptance

Petya Koleva, University of Bedfordshire (UK)
Rodolphe Ocler, University of Bedfordshire (UK)
Muhammad Azam Roomi, Cranfield University (UK)

Organisations are composing actors of the natural environment and as such interact with contextual factors that are part of it (Hatch and Cunliffe, 2006). These factors – e. g. social, cultural, legal, political and financial, affect and interact with all of the actors in the natural environment. Following the institutional theory, the processes of interaction lead to institutionalisation of certain groups of influence, called stakeholders, giving them a particular status and ability to exert pressure over different members of the environment. This study aims to fill this gap in the literature with a particular focus on developing countries due to their increasing economic and geo-political importance.

#145

Lawrence Kohlberg's Moral Dilemma and Ubuntu Philosophy: An African Discourse of an Entrepreneur's Product Pricing and Social Responsibility

Adekemi Alagah, University of Portharcourt (Nigeria)
Taiwo Eniola, University of Portharcourt (Nigeria)

In his attempt to study the process of moral development in individuals, Lawrence Kohlberg came up with a story to demonstrate a reality we are sure to come across at a time in our lives and this he called Moral dilemma. A time when we are faced with the temptation to do something we perceive to be wrong and also faced with a negative consequence if we refuse to do the wrong we know. Kohlberg's story can best be summarized as the story of Mr. Heinz, a customer who desires a product for his dying

wife but cannot afford it because the pharmacist an entrepreneur will not consider his challenge and sell to him. So much as been said about what Heinz is expected to do as a customer to be seen to act right with little being said about the Pharmacist the classical entrepreneur. This paper is a diversion from the norm as it focuses on the entrepreneur to suggest to him what society's expectations are from him if he must go business in the community. And this is being discussed within the frame of an African ethical philosophical thought referred to as Ubuntu.

Creativity Track (DWTC, Dubai E, First Floor, Concourse 2)

#237
Understanding Commercialisation in Entrepreneurial Firms: A Case Example

Peter Malone, University of Western Australia (Australia)
Tim Mazzarol, University of Western Australia (Australia)
Sophie Reboud, Burgundy School of Business (France)

This paper explores the process of commercialisation within small entrepreneurial firms using a single case study of an innovation that spun out of a university research centre, grew rapidly and was then acquired by a larger international firm. It is an 'exemplar' case of how to undertake the process of commercialisation and was tracked throughout its lifecycle by the research team using a process of diagnosing the firm's management's perception of the value it was creating in the innovation, and how the firm was managing the process of commercialisation.

#90
Overseas Production and Technology Enhancement: Case Studies of Japanese Small and Medium Sized Enterprise Manufacturers

Chikako Hironaka, Shiga University (Japan)

This presentation indicates how overseas production enables Japan's small- and medium sized (SME) manufacturers to enhance product and manufacturing technologies. Currently, Japanese SME manufactures produce considerable output overseas primarily in Eastern and Southeastern Asia. Japan's signature manufacturing industries—automotive, motorcycles, and machinery— are renowned for their competitiveness and advanced technology. Further, they are assembly producers and use a considerable quantity of units and parts manufactured by SMEs. Japanese SMEs typically have limited management resources but noteworthy technological advantages. If they lose competitiveness, the consequences will impair Japan's leading industries. To demonstrate the possibility of enhancing product and manufacturing technologies by producing overseas, we review prior literature concerning overseas production and technology transfer. We identify the importance of interaction between parent companies and overseas subsidiaries. Then, we introduce case studies of successful Japanese SME manufacturers and analyze how operating overseas led those SMEs to enhance technology. Our results provide an alternative viewpoint for Japanese SMEs'

overseas production. Instead of repeated relocation to pursue cheaper labor, these SMEs should compete internationally using advanced technology.

#72
Corporate opportunity recognition and innovative exploitation competencies

Jahangir Yadollahi Farsi, University of Tehran (Iran)
Reza Mohammadkazemi, University of Tehran (Iran)

To be successful in opportunity recognition and innovative exploitation of opportunities or new product development, a firm requires some core competencies that enable the firm to perform better than competitors. In this research we interviewed 63 middle managers that their jobs were related to opportunity recognition, innovation and new product development. To identify core competencies for innovation opportunities recognition and exploitation, we classified the corporate entrepreneurship process to some stages and Sub-stages.

Small Business and SME Track (DWTC, Dubai A, First Floor, Concourse 2)

#98
Strategy as Practice in SMEs – the Focus of Practices and Praxis

Tero Vuorinen, University of Vaasa (Finland)
Hannu Alakoski, University of Vaasa (Finland)
Marko Siltamäki, University of Vaasa (Finland)

The main objective of the paper is to improve the understanding of strategic practices and praxis and how they interact in the SME context. First, we briefly define the strategic practices (tools, norms, traditions, procedures to guide thinking) and the praxis (activities involved in strategy-making) of SMEs. Then we proceed to discuss the focus of and link between practices and praxis in the SME context. We conclude the extended abstract by discussing the preliminary results of our empirical analysis based on the interviews of 145 CEOs of Finnish SMEs.

#15
Predictors of Business Failure among High-technology firms: A neural networks analysis

Densil Williams, The University of the West Indies (Jamaica)

There is a growing body of work on business failure; especially among small firms (Campbell, et al., 2012, Martin et al., 2013; Mellahi and Wilkinson, 2004; Thornhill and Amit, 2003; Semrau and Werner, 2012). A closer reading of the works however, shows that the techniques used to analyse the data in relation to the research question are generally rigid and can lead to misleading results as to the factors that actually cause business failure (Campbell et al., 2012). The majority of works rely on standard

regression models with very strict assumptions about the normality of the population from which the data are drawn to predict business failure. This inflexibility in the models can lead researchers and policymakers to have the wrong impression about the factors that are most critical in predicting business failure. To overcome this problem, the research presented in this paper has applied a more robust and flexible analysis tool, the neural networks model, to better predict the factors that are most likely to influence business failure among small firms in the high-technology sector.

#190
Exploring the level of pro-social traits among water and sanitation entrepreneurs in Indonesia

Nurul Indarti, Universitas Gadjah Mada (Indonesia)
Rokhima Rostiani, Universitas Gadjah Mada (Indonesia)

Social capital has been considered as concept that may induce social movement to solve social problems. As one of its form, social entrepreneurs are now emerging, especially in rural area where only few supports from even local government to survive sanitation and clean water problem for the poor. The main objective of this study is to explore the level of success, the presence of social entrepreneurial traits among water and sanitation entrepreneurs in Indonesia, and its impact to the business success. Findings suggest that even with successful individual as social entrepreneurs, more cooperative efforts as a bigger entity (for example joining an association) is imperative.

Family Business Track (DWTC, Fujairah A, First Floor, Concourse 2)

#249
Succession Intentions in Family Firms, Some Insights on Its Antecedents

Tommaso Minola, University of Bergamo (Italy)
Cristina Bettinelli, University of Bergamo (Italy)

Here we attempt to fill this void in the literature by studying how past behaviors – such as offspring's new firm creation (venturing) and family-specific attributes (Socio Emotional Wealth, SEW) – contribute to explain succession intentions in family firms. We do so by focusing on a sample of 1,995 potential successors in Italy. We find that both previous experience as founders of new ventures and higher levels of SEW are positively related to succession intention. We also find that the positive effects of offspring venturing are reinforced in family firms with high levels of SEW. Finally, our analysis revealed that different types of venturing i.e., corporate or independent venturing, exert different effects on succession intention.

#201
Tax Strategy for Family Owned Business Philanthropy

Rita Grant, Grand Valley State University (USA)

Family Businesses that make donations to philanthropic causes should consider the tax consequences of their giving method (the business, as an individual or as a foundation). This paper examines models for maximizing the gift using tax strategy for the United States and compares it to two countries with different tax structure.

#5
Freish Sons Ltd: Start-up, Growth and Transition of a Small Arab Family Business

Golam M Khan, Sultan Qaboos University (Oman)

Despite the company's core business being in a niche market of herbal medicines and Ayurvedic treatment, the new generation of successors is trying to diversify. Although the business has transitioned to third generation successors, it seems to be struggling between 'survival' and 'growth' stages developed by Churchill and Lewis (1983) in their classic article: *The Five Stages of Small Business Growth*.

Entrepreneurial Leadership Track (DWTC, Dubai F, First Floor, Concourse 2)

#193
Ideal Failure Narrative Types - How Entrepreneurs Explain Their Business Failure

Christoph Mandl, University of Hohenheim (Germany)
Andreas Kuckertz, University of Hohenheim (Germany)

In this study, we explore how entrepreneurs cope with the challenging socio-psychological pressures and potential public stigma arising from business failure by empirically identifying ideal failure narrative types using latent semantic analysis. By analyzing shutdown notices obtained from the homepage of discontinued ventures, we find that on the most abstract level, failure narratives can be divided into predominantly rational and emotional oriented ideal failure narrative types. On a more detailed level, we identified specific impression management strategies, i.e. failure narrative types trying to convey a specific view on the failed entrepreneur.

#14
Empowering Research Entrepreneurial Leadership for the Development of Entrepreneurial Universities

Kafayat Lamidi, University of Huddersfield (UK)

In this conceptual paper, the characteristics of research entrepreneurial leadership (REL) are identified in the context of entrepreneurial higher education institutions (HEIs). It is argued that researchers are primary actors in the entrepreneurial university (Entre-U), and are thus crucial in the development of entrepreneurial HEIs. Drawing on existing literature on EL and Entre-U, the paper scrutinises the general determinant

factors that influence researchers' role toward the socio-economic development of the country.

#46
Entrepreneurial Leadership at a Crossroads

John Pisapia, Florida Atlantic University (USA)
Keith Feit, Florida Atlantic University (USA)

There is confusion in the extant literature over the connection of entrepreneurial leadership and leadership. Is entrepreneurial leadership a theory or a style? Is its focus on setting direction, gaining commitment and achieving results? Or, should it be focused on influencing others or recognizing and exploiting opportunities? This paper attempts to answer those questions and to position entrepreneurial leadership as an adaptable, creative, and innovative leadership style that matches the dynamism of today's organizational environments.

Women and Minority Issues Track (DWTC, Fujairah B + C, First Floor, Concourse 2)

#86
Is There Conceptual Convergence in Research on Female Entrepreneurship? Perspectives from a Co-citation Analysis (1998–2014)

Cristina Fernandes, Polytechnic Institute of Castelo Branco (Portugal)
Joao Ferreira, University of Beira Interior (Portugal)
Marta Perez-Ortiz, Universitat Politècnica de València (Spain)

Entrepreneurship and particularly the kind of entrepreneurship has been studied by many researchers. Whether the importance of the study of the factors that promote this type of behavior and by the extremely positive impact that entrepreneurship has in national and international economies. In this sense, and because we find gaps in the literature about the lack of studies focusing on a theoretical systematization relation to female entrepreneurship, we carry out a bibliometric analysis with resource to co-citations to develop an intellectual framework that allows us to map the drive a conceptual convergence of research on women's entrepreneurship. The results show trends resulting from the literature that offer an opportunity to illuminate the current debates on the contribution that women's entrepreneurship really gives the management and social sciences.

#124
Integrating Women into the Rail Engineering Industry- A Pragmatic South African Approach

Gideon Nieman, Mtiya Dynamics (South Africa)
Thami Mazwai, Mtiya Dynamics (South Africa)
Pearl Munthali, PRASA (South Africa)

The purpose of this paper is to share the experiences of the first phase of this case study with other countries and to get feedback and suggestions on the project design and implementation.

#103
Identifying Factors Affecting Entrepreneurial Intention in Female Students

Zeynab Aeeni, University of Tehran (Iran)
Masoud Moradi, University of Tehran (Iran)
Elham Yazdani, University of Tehran (Iran)

Despite the increasing tendency of women toward entrepreneurship in recent decades, there are significant differences in entrepreneurial activity rates of women compared with male counterparts, especially in those with higher education; hence, it seems more critical than ever to focus on activities to promote entrepreneurship among this population group. Given the importance of entrepreneurial intention as the sole predictor of entrepreneurial behavior, the present research was aimed to identify the determinants of entrepreneurial intention in female students using the theory of planned behavior by Ajzen. The study was conducted on undergraduate and graduate students who were studying management in Allameh Tabatabai University in Iran. Data was analyzed using regression analysis and showed that among the studied factors, positive attitudes towards entrepreneurship had the greatest impact on intention. These result have significant implications for policy maker and entrepreneurship educator to promote women entrepreneurship.

ACSB Track (DWTC, Ajman D, First Floor, Concourse 2)

ICSB-Galapagos Risk of Korean Economy and SME Globalization

Yong Jin Kim, Sogang University (South Korea)

Private Sector Workshops #1 (DWTC, Dubai D, First Floor, Concourse 2)

Private Sector Workshop (PSW)
Disruptive Innovation, Dynamic Capabilities, and Leadership: A Global Comparison

Ki-Chan Kim, The Cathlic University of Korea (South Korea)
Azer Efendiev, Higher School of Economics (Russia)
Pavel Sorokin, Higher School of Economics (Russia)
Constant Cheng, The University of Phoenix (USA)
Jeremy Moreland, The University of Phoenix (USA)
Fiona Sussan, The University of Phoenix (USA)

The topic of this workshop is grounded in the concept of firms as social organizations. As such, we use three theoretical approaches – First, Bourdieu's social identity theory which suggests that every system of social interactions may be analyzed as a "social field" – a setting of social positions and competing agents. The position of each particular agent in the field is a result of interaction between the specific rules of the field, agent's habitus (the general "pre-dispositions" including emotions) and agent's capital (three major types of capital are: social, economic and cultural). As such, the social identity of the employee can be viewed as a combination of his or her habitus and the position in the particular "field" (for example, the professional community, the particular organization, or even the concrete department in company). Since habitus is, by definition, largely unconscious – as well as the emotions. By shaping the habitus of the employees, the managers may create their emotions (as the dispositions towards different phenomena and the modes of reaction to various stimulus) and thus increase efficiency.

Private Sector Workshop (PSW)
Creativity and Innovation: The Keys to Entrepreneurship

Charles Matthews, University of Cincinnati (USA)

Entrepreneurship is the engine of the global economy and creativity and innovation are its fuel. In general, Entrepreneurship is an economic phenomenon, a scholarly domain, and a teaching subject (Shane & Venkataram, 2000). Indeed, Entrepreneurship is itself a multi-faceted, complex, social and economic phenomenon (Auderetsch, 2002). While Entrepreneurship is fueled by creativity and innovation, it is also informed and enacted by a common body of knowledge across specific knowledge and business practice that yields a start-up venture (individual/team, corporate, and/or social). A new start-up can begin with an innovative idea that develops into either a small business or high growth scalable venture; includes strong leadership from the founder or co-founders; balances opportunity, resources, and team; and sets the stage to "chase" the opportunity either as a stand-alone venture (profit or non-profit) or within a corporate context (intrapreneurship). The speaker will discuss five key elements of unleashing creativity, innovation and entrepreneurship. The five themes include, but are not limited to, Entrepreneurship in the current economic context, including what and where entrepreneurship is; defining an "Entrepreneurship Process Model"; exploring how SMEs and Universities can address these challenges and the evolution and use of technology in the digital age; and future directions.

Private Sector Workshop #2 (DWTC, Dubai B, First Floor, Concourse 2)

Private Sector Workshop (PSW)
Leveraging IT for small business success

Katia Passerini, New Jersey Institute of Technology (USA)

In the broadband economy, SMEs enjoy technology-supported opportunities to interact with customers in ways that were neither possible nor thinkable until recently. This workshop presents examples from multiyear research that has focused on identifying small and medium business needs by mapping the technological evolution and investments of small enterprises that are at the forefront of IT adoption. It focuses on mobile applications that can play a role in SMEs' competitive evolution. For IT to successfully support a small business, not only its founder needs to have a good understanding of IT competitiveness role but resources and staff dedicated to IT need to be innovative and adventurous in technology use. The workshop presents a comprehensive model of the IT organization highlighting the process areas that are essential to promote SMEs competitive positions through IT. Of particular importance, even in the context of highly outsourced IT work, is the focus on training employees to increase productivity and returns of IT investments. Equally vital, if not more important, sustaining a knowledge sharing culture will support the long term survival and competitiveness of the enterprise.

Private Sector Workshop (PSW)
Technology Transfer – Partnering Private Sector with Academic and Technology Hubs

Roberto Parente, University of Salerno (Italy)

To compete in a world of outstanding socio-economic challenges, the capabilities to effectively transform new scientific knowledge in market applications, is a key issue. Technology transfer process is a quite complex but fascinating process, and can be very rewarding. There are many business opportunities in technology transfer processes. We briefly describe three kinds of business opportunities: service, financial and asset - based opportunities.

Workshop Track (DWTC, Dubai C, First Floor, Concourse 2)

#168
Small Businesses are More Than Research Subjects: A Look at Small Business in Western Australia from a Practitioner's Point of View

Barbara Maidment, Margaret River Business Centre (Australia)

Working with small business in the field is challenging and often defies rigorous academic categorization and government edict. Despite this, the entrepreneurial spirit flourishes. How best then to give advice and support to the women, men and families who seek to become self-employed or who are refining, fine-tuning and growing successful small business? This workshop will present several examples from personal experience of nascent entrepreneurs who wanted to start but didn't, entrepreneurs who started but didn't last, and entrepreneurs who started and no longer fit the category but instead are growing strongly.

Monday, 8 June 2015 – 11:30-12:30

International Business Track (DWTC, Ajman A, First Floor, Concourse 2)

#222
How Experience Shapes the Thinking of International Entrepreneurs

Lucrezia Casulli, University of Strathclyde (UK)
Margaret Fletcher, University of Glasgow (UK)

This paper draws on cognitive learning theory in order to investigate the mechanisms through which experience shapes the content of thinking (cognitive schema) of international entrepreneurs. In this paper, entrepreneurs' cognitive schemas are defined as the list of factors through which the individual has come to understand the internationalisation of her firm based on the lived experiences to date. The content of entrepreneurs' thinking is the result of accumulated stocks of experience (e.g. Reuber and Fischer, 1999).

#229
Does International Entrepreneurial Orientation Matter in Japanese SMEs?

Satoshi Yamamoto, Tokyo Keizai University (Japan)
Eiichiro Nakanishi, Tama Shinkin Bank (Japan)

The purpose of this paper is to use statistical survey data to verify the relationship between entrepreneurial orientation (EO) and the will for international business (IB) of top managers in Japanese small and medium enterprises (SMEs). Our findings show that international entrepreneurial orientation (IEO) is a key factor to consider when analyzing the internationalization of Japanese SMEs. Additionally, we attempted to show that EO is also related to entrepreneurial behavior, such as networking and new product and service development. This means that entrepreneurial SMEs tend to pursue various entrepreneurial behaviors, including internationalization, while they are utilizing EO as the managerial driving force.

Social Entrepreneurship, CSR, and CSV Track (DWTC, Ajman B+C, First Floor, Concourse 2)

#169
Conceptualization of Social Entrepreneurship in India

Prajakta Khare, Kwansei Gakuin University (Japan)
Heide Imai, Hosei University (Japan)

This paper aims to conceptualize the complexity and diversity of the term Social Entrepreneurship in the case of India as the wide scope of social entrepreneur activities can offer new important insights and lessons to developing and mature economies. In a

later stage the authors aim to compare the case of India with the case of Japan to show how two very contrasting cases can learn from each other.

#113
The Role of Internationalization and Geographic Location on Entrepreneurial Intention: Empirical Evidence from China

Julie Elston, Oregon State University (USA)
Alois Weidinger, Higher Colleges of Technology (UAE)

This study examines the importance of regional internationalization on entrepreneurial intention. Empirical results indicate that location significantly impacts entrepreneurial intention, with rural China outpacing highly internationalized Shenzhen and Hong Kong. Integrating data from multiple sources to create an operational measure of internationalization intensity, this study contributes to the literature by revealing a complex relationship between internationalization and entrepreneurship. While highly internationalized locations allow better access to resource markets they may also hinder entrepreneurship due to higher competition for resources. Striking results provide empirical evidence to support recent theories on the importance of within country comparative differences in internationalization and entrepreneurship.

Creativity Track (DWTC, Dubai E, First Floor, Concourse 2)

#39
Crowdfunding as an Entrepreneurial Career Kick-off – Case Hello Ruby

Pasi Malinen, University of Turku (Finland)

The paper is a case study of a road to entrepreneurship through international crowdfunding. Crowd funding is a recent phenomenon for especially artistic projects were a large group of supporters pay for a share or fee for somebody to finish a project. This particular case is Hello Ruby children's book explaining coding for kids in a learning by doing method and playing. Linda Liukas is a celebrity in this field in Finland and globally and the paper explains her route to becoming an entrepreneur through completing a massively successful crowdfunding and finalising the end product. The paper analyses the route to entrepreneurship as well gives suggestions and insight for other potential entrepreneurs as well as explains how crowdfunding can be used in a start up situation.

#123
The Dark Side of Entrepreneurial Orientation (EO) Within Organizations: Why high EO can foster SME employees' entrepreneurial intention

J.Michael Gasda, University of St. Gallen (Switzerland)
Nadine Kammerlander, University of St. Gallen (Switzerland)
Urs Fueglistaller, University of St. Gallen (Switzerland)

Established companies' employees are one important source of entrepreneurship and few researchers have investigated the impact of role models on individuals' entrepreneurial intentions. We draw on social learning theory to examine how entrepreneurial role models within an organization influence employees' entrepreneurial intentions to leave their organizations in order to start up their own businesses. More specifically, we examine how SME managers' entrepreneurial behavior (i.e., their explorative and exploitative behavior), as role models, affect employees' entrepreneurial intentions. As SMEs' structures entail more direct personal interaction between managers and employees, social-learning theory might serve as an appropriate theoretical underpinning.

Small Business and SME Track (DWTC, Dubai A, First Floor, Concourse 2)

#71
Psychological Ownership within the Context of Business Succession of SMEs

Susanne Schübel, Technische Universität Chemnitz (Germany)
Cornelia Zanger, Technische Universität Chemnitz (Germany)
Mario Geißler, Technische Universität Chemnitz (Germany)

Age related business succession, the transfer of ownership and leadership to a designated successor for reasons of advanced age, is an issue of increasing practical and scientific relevance in most developed economies. For example, in Germany, over the next few years thousands of SMEs face failure if they do not succeed in overcoming the challenges of business succession. Many problems of age-related business succession arise from factors at the individual level of ownership. Nevertheless, within the context of business succession of SMEs, against the tremendous importance psychological issues are under researched. Until now, the focus has primarily been on financial and legal aspects. Thus our approach was to use findings from literature on psychological ownership based in organizational research to transfer them to succession research and to gain new insights about the process of age-related business succession from a psychological perspective.

#21
Knowledge Risk Management in SMEs: Opportunities and Challenges

Susanne Durst, University of Skövde (Sweden)
Thomas Henschel, Hochschule für Technik und Wirtschaft (Germany)

The aim of this study is to highlight the contribution of knowledge risk management (KRM) to small and medium-sized enterprises (SMEs) and their efforts to cope with current and future business challenges. In order to do so an analysis of the state-of-the-art research into knowledge risk management in general and with regard to SMEs in particular is conducted. Based on that the present study seeks to make the following contributions to extant research. First, this study contributes to the young field of KRM in

general and SMEs in particular. Second, the study is a fruitful step for advancement in knowledge management theory and practices. Finally, the study expands the study of risk management in SMEs by focusing on knowledge risks which represent relevant but often overlooked types of risk.

Family Business Track (DWTC, Fujairah A, First Floor, Concourse 2)

#152
Organizational Social Consciousness, Market Orientation, and Innovativeness in Family and Non-Family Businesses

Cristina Bettinelli, University of Bergamo (Italy)
Clay Dibrell, University of Mississippi (USA)
Kathleen Randerson, EDC Paris Business School (France)
Aaron Johnson, The University of Idaho (USA)

From a corporate social responsibility perspective, the perspective of an organization's social consciousness (i.e., a firm which attempts to solve social problems through alignment of the interests of its employees and the firm's interest (Dibrell et al., In Press) may provide greater understanding in how family and non-family firms differ in their approaches to market orientation, corporate social responsibility, and innovativeness. In this current research, we propose that the interaction among market orientation, an organization's social consciousness, and family will positively augment the effect of market orientation on firm innovativeness.

#160
Turnaround Management in Small Family Businesses. A Qualitative Research in the German Tourism Industry

Hartmut Meyer, Fachhochschule für Ökonomie und Management (Germany)

The paper is researching the problem of dealing with turnaround management in small family businesses. By analyzing various case studies it looks at the process of turnaround management in order to define factors and problem areas in dealing with a successful turnaround management. The analysis were based on turnaround reports in the German tourism sector, which have been supported by public grants. The results of the cases show in particular the need to resolve family matters as these determine primarily the behaviour the behaviour of family business managers and hence the success of the reorganization plan. Furthermore, the existence of public support in importance as small business managers are too much concerned with cost cutting exercises in order to accept external professional advice. It could also be found that the sources of turnaround problems can be traced back to succession problems and the treatment of succession.

Entrepreneurial Leadership Track (DWTC, Dubai F, First Floor, Concourse 2)

#99
Storytelling and Leadership as a Flow

Iiris Aaltio, University of Jyväskylä (Finland)
Tommi Auvinen, University of Jyväskylä (Finland)

This paper focuses on storytelling in leadership. Implementing a participative leadership style means like storytelling can increase closeness between people. Stories may be effective and empower subordinates because they bring them to a position where both the leader and the follower are able to communicate interactively, and managers can show his or her vulnerability to the subordinates. Stories can be understood by emotions, and study of emotion has grown into leadership literature lately. We also state that not only subordinates are empowered and can feel energized in storytelling leadership, but also leaders use storytelling which can make them feel empowered and emotional. Storytelling requires both teller and the listener, both the audience and the actor. The emotional impact of the story is what draws in with personal engagement, this is a hallmark of a good tale and telling it.

#54
Entrepreneurship in the "Nation of Shopkeepers": Effect of Cultural Values on Opportunity Evaluation in India

Vishal Gupta, Binghamton University (USA)
Ayse Banu Goktan, University of North Texas at Dallas (USA)
Subhendu Mukherjee, Sambharm School of Management (India)

The link between social interaction and entrepreneurship has been well established in research. We focus on individual cultural values, shaped by interactions in the social space, as it relates to opportunity evaluation, a cornerstone of the entrepreneurial process. We test our predictions in India, a non-western society which has sustained one of the highest rates of entrepreneurial activity in the world. Findings suggest that value orientation of high power distance is negatively associated with opportunity evaluation whereas uncertainty avoidance, collectivism, and femininity are positively associated with opportunity evaluation.

Small Business and SME Track (DWTC, Fujairah B + C, First Floor, Concourse 2)

#251
Determinants of Sustainability Management Practices in Family Firms: An Inconsistent Mediation Model

Esra Memili, University of North Carolina-Greensboro (USA)
Hanqing Fang, Mississippi State University (USA)
Burcu Koc, Gazi Unversity (Turkey)
Ozlem Yildirim-Oktem, Bogazici University (Turkey)
Sevil Sonmez, University of Central Florida (USA)

Sustainability management practices (SMPs) are important to family-owned enterprises in the tourism and hospitality sector because they can justify the owning family's status by leveraging social and economic benefits for the local community, reducing negative impacts on the environment, and eventually legitimating the family's governance and heritage. Drawing upon the extant family business literature, we explore an inconsistent mediation model where long-term orientation and proactiveness positively mediate the link between family ownership and SMPs, while the direct effect of family ownership on SMPs is expected to be negative. This paper contributes to family business literature in three ways. First, this study is the first to explore the determinants of SMPs in family firms specifically in the tourism and hospitality sector. Given the importance of sustainability on family firm continuity, such a topic deserves more research attention. Second, this inquiry suggests that long-term orientation and proactiveness mediate the causal link between family ownership and SMPs. Such a mediation model directly answers calls concerning the mechanisms through which family governance may impact firm decision-making. Last, and probably the most important, this model tests an inconsistent mediation model, in which the direct effect of family ownership on SMPs is expected to be negative while the mediating effects are expected to be positive. Such an inquiry contributes to the dialogue of family business heterogeneity, as it suggests that there are both positive and negative effects of family governance on SMPs.

#135
South Africa and Black Small Business Regeneration

Edmund Mazwai, Mtiya Dynamics (South Africa)

South Africa's new Ministry of Small Business Development (DSBD) is to have a special focus on cultivating black-owned high growth entities to meaningfully transform the economy. The state-owned Small Enterprise Development Agency (Seda) is finalising a strategy which is based on international experience but rooted in local realities to identify these high growth entities. This follows a presentation at ICSB 2011 (Phaho and Mazwai), now the basis of the strategy. This strategy would, among other things, address grinding poverty and endemic unemployment in black communities that continue in spite of 20 years of Post-Apartheid democracy.

ACSB Track (DWTC, Ajman D, First Floor, Concourse 2)

SME Globalization and Opportunity Seeking

Chongook Rhee, Seoul Women's University and Former President of KASBS (South Korea)

Private Sector Workshops #3 (DWTC, Dubai D, First Floor, Concourse 2)

Private Sector Workshop (PSW)
Implementing Social Entrepreneurship – Example from Egypt

Perihan Tawfik, ILO (Egpyt)
Magdi Wahba, ILO (Egpyt)

The International Labor Organization (ILO) has issued many publications on Social Economy in general and Social Entrepreneurship in particular. These publications give more information about the different countries with their different experience. As part of the orientation towards capacity building, the ILO developed a training manual on Social Enterprises within its objective to increase the self-employment and to create more jobs. This manual will be taught to Egyptian Young People to increase their knowledge, improve their skills and change their attitudes positively towards business startups.

Private Sector Workshop (PSW)
Sustaining Superior Performance in Family-owned and Managed High Growth Firms

Marco Cucculelli, Politecnica delle Marche (Italy)

Despite the relatively small number, High-Growth Firms (HGF) account for a disproportionate amount of new employment and sales in the economy. Most importantly, they are almost always owned and managed by a family, whose governance is crucial to foster strategic renewal and sustain superior performance. In this workshop, participants will discuss how to support the growth of family SMEs by analyzing trigger and turning points in the growth process, supporting the family innovation and renewal, exploring some managerial and financial implication of the high growth and investigating the public policy options to support growth in family SMEs.

Private Sector Workshop #4 (DWTC, Dubai B, First Floor, Concourse 2)

Private Sector Workshop (PSW)
Driving Competitive Success through HR System Design

Paul Swiercz, The George Washington University (USA)

For many decades human resource policies and practices were thought to be of concern only to large public sector and private organizations. In recent decades the role of “human capital” to organizational success has come to be recognized as the most important variable of all. In this workshop participants will learn how to use the FourSquare Model of Competitiveness to: a) recognize the essential elements successful HR system design, b) integrate Marketing, Financial, Operational and HR decisions to create synergy and c) explore HR system challenges unique to SMEs.

Private Sector Workshop (PSW)
The Need for Money Smart Innovators

Dileep Rao, Florida International University (USA)

The most common cliché in innovation is the exhortation to “think outside the box.” This can be a high-risk strategy for the corporation, and for the career of the executive. Corporations have done well in evolutionary innovation, but not in revolutionary, or disruptive, innovation (Christensen). Failure in revolutionary innovations can hurt corporate careers, which makes executives hesitant. But absence from, or hesitancy in, a revolutionary trend can be disastrous to corporations. Amazon.com beat Borders and Barnes & Noble in the online market. Facebook beat MySpace in first connecting students, and then the world. Microsoft brought many large computer companies to their knees by making the PC the standard. This means that corporations have to master revolutionary innovations. But this is hard in corporations because revolutionary innovations make old strengths into new weaknesses. They are truly outside the box.

Entrepreneurship & Innovation Day Track (DWTC, Dubai C, First Floor)

Dubai SME Workshop: Simple Ideas Worth Millions

Isalm Shousha, Dubai Entrepreneurship Academy (UAE)

Learn how simple ideas can turn into multimillion-dollar businesses. This session will take participants on a journey through the anatomy of ideas and the steps needed to make them matter for entrepreneurial success.

Monday, 8 June 2015 – 15:00-16:30

International Business Track (DWTC, Ajman A, First Floor, Concourse 2)

#93
Entrepreneurial Foreign Owned Subsidiaries and their Initiatives: The Moderating Roles of Autonomy and Structural Organicity

Henri Hakala, University of Vaasa (Finland)
Charlotta Sirén, Aalto University (Finland)
Joakim Wincent, Luleå University of Technology (Sweden)

We examine how entrepreneurial orientation (EO) of subsidiaries influences their ability for new entry in terms of subsidiary initiative, which imply a future new entry originated from the subsidiary but relevant for the broader multinational corporation in which they belong to. The boundaries of EO in subsidiaries are characterized by the unique relational context between the subsidiary and the parent firm. Therefore, the paper investigates the moderating effect of two different layers of subsidiary-parent relations; subsidiary autonomy and structural organicity. The study finds that both autonomy and organicity moderate the EO-subsidiary initiative relationship.

#120
Internationalization of Chemical MNE Corporation: A Case from Saudi Arabian Corporation "SABIC"

Abdulrahman Ali Alolayan, Morgan State University (USA)
Darlington Richards, Morgan State University (USA)

This paper presents a new case study of a Saudi Arabian Multi-National Enterprise (MNE) called "Saudi Basic Industries Corporation", or "SABIC". SABIC has successfully achieved rapid global growth and solid presence in the international market specializing in Chemicals and intermediates, industrial polymers, fertilizers and metals. According to Fortune Global 500, SABIC ranked 1st chemical company in Asia and 4th in the world in 2008. It's one of the largest 500 corporations with a rank of 205 in 2014. Originating from an emerging economy and having a solid global presence, "SABIC" case would add valuable insights and lessons on International Business theories particularly internationalization.

#125
What is the Role of Regional Headquarters in Coordinating International Service Operations?

Joerg Freiling, University of Bremen (Germany)
Perttu Kähäri and Rebecca Piekkari, Aalto University (Finland)
Fabian Schmutz, University of Bremen (Germany)

Compared to manufacturing firms, service firms tend to select more often regional structures to carry out their strategies. This study sheds light on the relatively uncharted phenomenon of regional structures in coordinating services across borders. With the help of case analysis of four German manufacturing firms with servitization strategies, we will better understand which tasks corporate headquarters delegate to regional units (headquarters or other units) and why they choose to do so. This will also help us define how servitization strategy may drive and influence the available design options for running service operations on a global basis in an MNC, and what type of headquarters structures will support those operations.

Social Entrepreneurship, CSR, and CSV Track (DWTC, Ajman B+C, First Floor, Concourse 2)

#272
Win-Win Growth and Small Giant suppliers' Growth Determinants -Case Study of Samsung Electronics Corporation's Small Giant suppliers

Chongook Rhee, Seoul Women's University (South Korea)

Korean government policies have been changed to promote small giant SMEs such as hidden champions to overcome low economic growth and employment. Since the

growth of these firms depends on high technology, they are not easily created and incubated. How different are small giant firms from comparison groups? This paper focuses on the performance of 24 small giant supplier announced from 2012 by Samsung Elecronics Corpoation. This paper modifies three criteria of German hidden champions to evaluate possibilities of small giants, and shows that the growth trend and stage are distinguished. The small giant suppliers selected by Samsung Electronics Corporation show the monotone increasing function of both sales and capital which is so different from comparison groups in Korean SMEs' electronic industry and Korean manufacturing industry. The small giants could become high probability to become German hidden champions in the future.

#239

Best Practices of Financial Sustainability in Nonprofit Organizations

Aura Pedraza, Universidad Industrial de Santander (Colombia)
Carolina Betancur Marín, Universidad Industrial de Santander (Colombia)
Dayanne Acosta, Universidad Industrial de Santander (Colombia)

Due to the transformation and growth of society, nonprofit organizations face more and new needs, increasing the complexity of their leaders to achieve sustainability. There is a tension between the ability to maintain financial viability in the long term and the pursuit of the mission. This research collects promising practices that can be helpful to grow organizations through a scientific literature review and exploratory web content research which identifies best practices, trends and financial sustainability strategies of successful organizations in the world.

#179

Exploring motivations and challenges of social entrepreneurship in Jordan

Salime Mehtap, Princess Sumaya University for Technology (Jordan)
Nour Shaheen, Princess Sumaya University for Technology (Jordan)
Aseel Dawwas, Princess Sumaya University for Technology (Jordan)
Ibrahim Kakish, King Hussein Cancer Center Project (Jordan)

The topic of social entrepreneurship (SE) is gaining increasing public attention worldwide. It has also been a topic of interest post-Arab Spring, because of its potential to combat unemployment and engage citizens in improving their local communities, without having to rely on their governments. The aim of this paper is to describe the qualities and motivations of Jordanian social entrepreneurs. It also looks at the challenges they face as agents of social change. Both quantitative and qualitative methods were used to collect data from 12 Jordanian social entrepreneurs working in different fields. The respondents were highly educated, had engaged in voluntary work from an early age and were ambitious, socially aware and passionate about the social issues they are trying to address at the local level. A large majority believed that they were innovators of a new service. Our study found that the challenges these social entrepreneurs face are similar to those documented in the literature on this subject, with

financial difficulties and bureaucracy being the most pressing issues. Jordanian policy makers need to provide a legal and regulatory framework that is conducive to social initiatives, they need to support the sustainable development of the sector and promote social entrepreneurship as a desirable career choice for youth.

Education and Pedagogy Track (DWTC, Dubai E, First Floor, Concourse 2)

#217
Entrepreneurial Learning - An Entrepreneurial Approach to Reach the Global Crossroads and Signposts for the Next Journey

Susan Laing, Edinburgh Napier University (UK)
Jacqueline Brodie, Edinburgh Napier University (UK)
Jane Devlin, Edinburgh Napier University (UK)

This paper maps the journey over twenty years of evolving provision of entrepreneurial learning and a consideration of what our ecosystem may look like in the 21st Century as we operate in an increasingly international and changing context. As a university, we are now at a point that we are joining the global dots of the strong foundation we have built, and moving forward in a co-ordinated and university wide strategy to maximise impact. At the same time we are striving to ensure that our activity is ‘fit for purpose’ in this shifting landscape.

#205
Entrepreneurs and Facilitation

Louis Jacques Filion, HEC Montréal (Canada)

Fast-growing visionary entrepreneurs organize and structure the resources around them to help realise their vision. A careful study of the way they organize their activity systems reveals that growing numbers of entrepreneurs now use facilitators who play a key role in supporting their vision. The following text presents an overview of research into the role played by facilitators and looks at how they complement and differ from the entrepreneurs they support. The text briefly considers the entrepreneur/facilitator activity system and relationship within the context of a visionary process. Case studies cited in this text are Canadian.

#246
The Recognition of Entrepreneurship within a Multiversity

Sanna Suomalainen, University of Turku (Finland)
Pekka Stenholm, University of Turku (Finland)

Entrepreneurship education has a pivotal role in encouraging entrepreneurial mindset among students and across disciplines. Supporting this has been recognized as an important assignment in European higher education policy. This far, however, little

attention has been paid to the grass-root level, sometimes even normative arrangements, which may have a dramatic influence on the penetration of any intervention. We will address this by focusing on the recognition of entrepreneurship within a multiversity. Drawing from a data gathered in 2014 from business and non-business students we investigate students' views on entrepreneurial climate within a university, their perceptions on entrepreneurial-self, and their appreciation of entrepreneurial individuals, and analyze how the perceptions vary among students within a multiversity.

Small Business and SME Track (DWTC, Dubai A, First Floor, Concourse 2)

#192
Exploring the Societal Perception of Business Failure

Christoph Mandl, University of Hohenheim (Germany)
Andreas Kuckertz, University of Hohenheim (Germany)
Martin Allmendinger, University of Hohenheim (Germany)

Building on attribution theory and stigma literature, we seek to explore how attributions constructed by failed entrepreneurs affect the degree of stigmatization assigned by the broad public. Using conjoint analysis, we find that controllability indicates signs of 'blameworthiness'. Thus, individuals may start stigmatizing entrepreneurs when they perceive business failure as avoidable. Moreover, based on our results, we propose that, regardless of the extent of failure, individuals do not prefer, when entrepreneurs construct internal, controllable, specific and stable attributions after business failure potentially leading to increased social costs (Ucbasaran et al., 2012) arising from subsequent stigmatization. Finally, we find that judgements made by external observers do vary depending on the extent of business failure.

#158
Innovativeness of Manufacturing SME and the Interdependence of Types of Innovations

Zhelyu Vladimirov, Sofia University St Kliment Ohridski (Bulgaria)
Olya Harizanova, Sofia University St Kliment Ohridski (Bulgaria)

The goal of this paper is to reveal the innovativeness of the manufacturing SME in Bulgaria in respect to four types of innovations (organisational, process, product, and marketing) and their combined effects on firms' performance. The research is based on data from a survey of 500 manufacturing SME through standardised questionnaire. For each types of innovations the indices have been constructed, which allowed for measuring the level the manufacturing SME innovativeness on the respective types.

#172
Strategizing, Absorptive Capacity and Ambidexterity in SMEs

Roy Broersma, Maastricht University (Netherlands)
Anita van Gils, Maastricht University (Netherlands)
Andries de Grip, Maastricht University (Netherlands)

This paper claims that CEOs' involvement in the strategic process enables SMEs to allocate sufficient resources to building their ambidextrous ability, as well as to allocate resources to organizational capabilities such as its absorptive capacity, which further foster ambidexterity. We add to the academic literature by expanding the understanding of the drivers of ambidexterity in SMEs.

Islamic Banking and Entrepreneurship Track (DWTC, Fujairah A, First Floor, Concourse 2)

#156
Entrepreneurship and Islamic Banking: What Islamic Finance Can Add to M&SMEs Finance?

Atef Elshabrawy, TCF (Bahrain)

Since decades, financial reports are confirming that Islamic finance is a booming industry, with a constant growth rate varies between 10 to 15%, and with assets currently estimated to worth $1.7 trillion. Sharia-compliant advisory boards within Islamic institutions have developed, in the last two decades, products and services that resemble conventional banking products, replacing interest rate payments and discounting with fees and contingent payment structures. In addition, leasing-like products are becoming popular among Islamic banks, as they are directly linked to real-sector transactions. On other hand, entrepreneurship and entrepreneurial activities which are currently booming seem to benefit largely from such innovative financial products and services. This paper discusses Islamic banking products and interprets them in the context of entrepreneurs and SME's needs. Comparing conventional and Islamic banks' products and characteristics, the author tried to discuss the main values Islamic finance can add to the convential M&SMEs finance. Current ground experience suggests that support measures to M&SME Islamic banking need to be flexible to fulfill the markets' needs. While the target groups of services provided to M&SME need to be sufficiently broad in order to provide efficient support, the product range also has to be sufficiently wide in order to meet the target groups' needs.

#136
Entrepreneurial Leadership and Islamic Perceptions: Institutional, Market and Cultural Approaches

Pegram Harrison, University of Oxford (UK)
Muhammad Azam Roomi, Cranfield University (UK)

This paper reviews different theoretical approaches to understanding entrepreneurial leadership in an Islamic context in order to determine the best means of researching it

more rigorously, and of promoting more of it. Neo-institutional, market-based and culturally informed theory are proposed as better able to explain and develop Islamic entrepreneurial leadership. Several embryonic models of Islamic entrepreneurial leadership are also critiqued. In summary, this work acts as a lens through which to conceptualise entrepreneurial leadership which has been inappropriately neglected, and that there is considerable relevance to exploring how Islamic perspectives can help to widen our insights.

#92
Capital Adequacy, Liquidity, and Risk: Is Islamic Banking Too Expensive?

Camille Paldi, FAAIF Ltd. (UAE)

The aim of this paper is to explore the risks involved in Islamic banking and determine whether or not this leads an Islamic bank to hold more regulatory capital. A bank's capital provides a cushion for firms to absorb losses and remain solvent. In addition, it provides ready access to financial markets and thus guards against liquidity problems caused by deposit outflows. At the same time, the bank's capital limits risk taking and reduces the risk of the bank's assets. Islamic finance instruments pose a unique set of risks and costs, which must be taken into account when determining the amount of regulatory capital a bank must hold.

Finance and Economics Track (DWTC, Dubai F, First Floor, Concourse 2)

#298
But Most of All We Love Each Other: Does Social Cohesion Pay Off? Evidence from FDI Flows to Middle Income Countries

Wasseem Mina, United Arab Emirates University (UAE)

The World Bank (2013) argues that social cohesion shapes the context in which entrepreneurs make investment decisions and therefore job creation. In this paper, we empirically examine the relationship between social cohesion and FDI flows. Using panel data on 52 middle income countries for the period 1984-2012, we first identify social cohesion-related institutions using principal component analysis (PCA) and examine the influence of those institutions individually and collectively on FDI flows. PCA identifies religion in politics, internal and external conflicts, and ethnic tensions as the institutions with highest loadings on a social cohesion component. Adopting fixed effects panel regression models, which accounts for country as well as country and time effects, the paper finds that religion in politics stands out with its robust, positive influence on FDI inflows. The novelty of the paper is twofold. First, it identifies social cohesion-related individual institutions and principal component. Second, it discovers the positive influence of less religion in politics on FDI flows to middle income countries.

#44
Do European Hedge Fund Managers Time Market Liquidity?

Soumaya Ben Khelifa Institut des Hautes Etudes Commerciales- Carthage (Tunisia)
Dorra Mezzez Hmaied, Institut des Hautes Etudes Commerciales- Carthage (Tunisia)

We propose two approaches to examine whether European hedge fund managers can time market liquidity. Using a sample of 1616 European hedge funds, we find evidence of liquidity timing. More importantly, this ability adds economic value to investors. Thus, it represents valuable managerial skill and a major source of European hedge funds performance. Also we show that the majority of these funds demonstrate liquidity timing ability especially during liquidity crisis. Finally, it emerged that our main evidence of liquidity timing remains significant after controlling for market timing and volatility timing.

#78
The Identification of Investment Opportunity at Seed-stage by Business Angels

Abdel Malik OLA, Angers University (France)

In this paper, we consider project selection and evaluation (two activities linked inextricably) as investment opportunity recognition process . When considering a business idea, BAs have to make sense of the project potential and to subjectively decide if there is an investment opportunity or not. Sensemaking is largely studied at organizational level but individual interpretation ability remains poorly understood. Thus, the present work also aims to reduce this gap in the literature. We assume that BAs have a particular mental process which help them to perceive or to interpret projects potential.

Public Policy and Regulation Track (DWTC, Fujairah B + C, First Floor, Concourse 2)

#295
A Study of the Convergence between Entrepreneurship, Government Policy and Higher Education in the Sultanate of Oman

William Williams, Commission for Academic Accreditation (UAE)
Helena Knight, Sohar University (Oman)
Richard Rutter, Sohar University (Oman)

This paper will present the results of a study that explores the inter-relationship between government policy and a key element in an enabling infrastructure, education, in the development entrepreneurship, in the Sultanate of Oman.

#184
SME’s Cooperation with Large Enterprises-South Korea’s Experience: Policy Focus, Business Reaction, and Implications for Asian Countries

Chang Seok Song, Soongsil University (South Korea)

Korean government launched "Acts for Promoting Large and Small Business Cooperation" to enhance the competitiveness of both large and small companies by solidifying cooperative relationships between large companies and SMEs, which contribute to sustainable growth of the national economy. Now this policy is known to be partially successful. First, Policy focused on only low-context and short-term relationship. Second, large companies selected low-end approach to large and small business cooperation such as pricing and fair trade. Third, open innovation is needed to cover cooperation with innovative SMEs. Finally, this paper provides policy implications for customized cooperative activities.

#97

Entrepreneurial Morass and Serial Entrepreneurship: An Exploratory Study of Korean Entrepreneurs' Self-Reported Impeding Factors on their Serial Venturing

Young-Dall Lee, Dongguk University (South Korea)
Myung-Soo Lee, Baruch College, The City University of New York (USA)

Realizing that there is not an extant literature on the business failure research, we try to identify social and environmental impeding factors to serial entrepreneurship by utilizing a series of qualitative research techniques with a sample of Korean entrepreneurs. They reported different aspects of social and environmental challenges in their attempt to reestablish a new enterprise after previous failures. The outcome of this exploratory research reaffirms the pattern of impeding factors which are prevalent in the Korean entrepreneurial landscape, and we urge that government policy makers and entrepreneurship educators consider faltered entrepreneurs as an asset towards the next round of serial entrepreneurship development, rather than a burden to the society. Accordingly, a new perspective toward the importance of serial entrepreneurship has been proposed.

ACSB Meetings (DWTC, Ajman D, First Floor, Concourse 2)

ACSB Forum: Asian SME Globalization and Healthiness of Business Ecosystem (HEBEX) at Asia

Ki-Chan Kim, The Catholic University of Korea (South Korea)
Pauline Ho, Curtin University (Malaysia)
Il Im, Yonsei University (South Korea)
Ruben Ascua, 2014-2015 ICSB President and Universidad Tecnológica Nacional (Argentina)
Luca Iandoli, University of Naples Federico (Italy)
David Sang, Shanghai Jiaotong University (China)
Tay Wee Hwa Rick, Nanyang Technological University (Singapore)
Ir Yap Mew Sang, ICSMEE (Malaysia)
Yong-Jin Kim, Sogang University (South Korea)
Willie Reia, Department of Trade, Commerce and Industry (Papua New Guinea)

Private Sector Workshops #5 (DWTC, Dubai D, First Floor, Concourse 2)

Private Sector Workshop (PSW)
Online Learning Excellence (OLE)

Geoff Archer, Royal Roads University (Canada)

If you are working with today's youth in universities around the world, you understand the importance of incorporating online tools in your pedagogy. The Online Learning Excellence (OLE) Initiative is designed to bring online education's early adopters to you for a crash course in online learning. Learn firsthand, educator-to-educator, how to identify and tailor the best possible learning tools and exercises for specific online learning objectives. Presenters will share best practice from real courses and show you how to make online experiential learning more than just a collection of activities.

Private Sector Workshop (PSW)
Business Model Innovation

Luca Iandoli, University of Naples Federico (Italy)

In this workshop participants will receive an introduction to Business models and Business models innovation. We will discuss the importance of understanding the way your business works using this construct and a visual tool known as Business Model canvas. Several examples of Business model innovation will be presented, in the final part of the workshops participants will be asked to use the BM canvas to rethink and possibly redesign the BM of that is currently used in their company.

Private Sector Workshop #4 (DWTC, Dubai B, First Floor, Concourse 2)

Private Sector Workshop (PSW)
Schumpeterian Entrepreneurship as Capitalistic Dialectics

J. Hanns Pichler, WU Vienna University of Economics and Business (Austria)

In trying to paintbrush background and scientific "environs" when Schumpeter`s visionary "Theory of Economic Development" (1912) came out, classical and neoclassical thought as well as Marx' "Capital" had been exposed already for some time to scholarly scrutiny by the learned community. In neither classical-neoclassical nor Marxian visions, the entrepreneur explicitly figures. It is Schumpeter`s truly seminal interpretation of the capitalist process, wherein the entrepreneur as such takes centre stage as the "pioneering" and driving force in a dialectic sense as, in fact, sort of a villain, as the "antithesis" to the market system. As indeed an element constantly striving to outmaneuver constraining competition, to "trick" given market conditions and, thereby, forever challenging the "system" itself; or more pointedly still: when and wherever possible to be, or to become, a monopolist. When relating this to modern entrepreneurship, its pivotal role in a regional and global or, more specifically so, in a

structural as well as developmental context, Schumpeter`s vision, nowadays, more than ever in times of dynamic change may serve as a guide for any entrepreneurially oriented policy formulation.

Private Sector Workshop (PSW)
Using the Global Entrepreneurship Index (GEI) to understand Ecosystem

Fiona Sussan, The University of Phoenix (USA)

Since the release of Global Entrepreneurship Index (GEI Index), sovereigns pay attention to whether they rank better than their neighbors, or if their own rankings have improved from the year before. Admittedly one of the better worldwide Index on entrepreneurship at a country level, merely viewing GEI as a comparison tool from one country to another is not enough. The 3 Sub-Indexes with 14 pillars tell a much richer story about a country than the mere scores on these Sub-Indexes and pillars. Indeed, the Index provides a snapshot of a country's entrepreneurship ecosystem by highlighting the strength and the weakness of the specific components within the ecosystem. The Index is able to capture the "system" given its use of an interactive dynamic model that captures bottleneck or penalty of a specific pillar. The purpose of this workshop is to demonstrate to stakeholders how to leverage the rankings and scores of the Index to understand how to improve the entrepreneurial ecosystem in finding short- or long-term solutions concerning education, technologies, SMEs, infrastructure, finance, cultural issues, and many more within public or private initiatives.

Entrepreneurship & Innovation Day Track (DWTC, Dubai C, First Floor)

Entrepreneurship in the UAE: A Local Perspective

Steven Kranz, United Arab Emirates University (UAE)
Hanan Al Fardan, Co-Founder, AlRamsa Institute for Emirati Dialect and Culture (UAE)
Najah Hussain Al Muntafiq, Founder Jalila Chocolates/Coco Jalila (UAE)

Monday, 8 June 2015 – 17:00-18:30

International Business Track (DWTC, Ajman A, First Floor, Concourse 2)

#252
Challenges for Supporting Overseas Market Development of the Japanese SMEs via Foreign-trade Ports : Case Studies of Japanese Foreign-trade Ports Supporting Market Development to Far East Russia

Norio Kubota, The University of Shimane (Japan)

This study focuses on support measures for SME's market cultivation via foreign-trade ports. Specifically extant theory and empirical evidence from case studies of four hub ports along the Sea of Japan and case studies of Japanese SMEs which support SME's

market development export to Far East Russia via Port of Hamada are employed in order to investigate one primary research question. What is necessary for supporting SME's overseas market development of SMEs via foreign-trade ports?

#48
Gender and Cultural Influence on Market Mavens in Social Networks

Erika Graf, Frankfurt University (Germany)

Market mavens are consumers scoring high on a scale to measure consumer's propensity to provide general shopping and marketplace information. They are motivated to provide useful information to friends and accumulate information for this purpose. Market mavens differ to early adopters and opinion leaders in that the influence of market mavens is more general (Feick & Price 1987). The influence of gender and culture on consumer behaviour in particular on marketing communication has been an area for marketing research since decades (Artz and Venkatesh, 1991; Arnold and Bianchi, 2001; Bristor and Fischer, 1993; Dobscha, 1995; Gould, 1996; Stern, 1987). Current research examining the impact of gender and culture in marketing is, not surprisingly, concerned with the behaviour of consumers in the new media (Riedl et al., 2010; Teoh and Cyril, 2008; Hernández-Ortega et al., 2008). Subsequently the question arises how these concepts hold in the social media context. This empirical research examines a sample of 201 students with different cultural backgrounds using an online questionnaire.

#139
From Local to Cross-cultural to Global, Challenges that Face UAE Nationals in the 21st century: The Role of Transactional Framework of Cultural Intelligence

Ahmad Salih, Grenoble Ecole de Management (France)

Extant literature shows that the GCC region as a whole, and mostly so the United Arab Emirates suffer from the scarcity of management studies in general and Cultural Intelligence (CQ) studies specifically. While most of the studies are either US or western based (Jackson, 2005), Tsui et al., (2007) call to conduct indigenous research in indigenous context. In response to this need, we offer an in-depth study on the effect of transaction framework of CQ (Salih & Patel, 2015) on Emirati citizens to help them overcome the dilemma of "losing the absolutes" (Gelfand et al., 2008) when dealing with a globalized environment present locally at their doors and at the same time to help them protect their own national culture from being negatively affected. Thus, our paper offers theoretical contributions to management and CQ literatures by applying this context free framework in UAE. We end the paper with a discussion of practical and theoretical implications and suggestions for future research.

Education and Pedagogy Track (DWTC, Dubai E, First Floor, Concourse 2)

#52
Unionization of Higher Education in the U.S.

Eugene Fregetto, Retired Professor of Marketing (USA)

Unionization is a leading trend impacting higher education setting the stage for the struggle between faculty and the administration over the future direction of higher education. Higher education in the U.S. is under pressure to make some profound changes to increase its productivity, to lower costs, and to globalize. Recent trends show movement towards centralized management, revenue-based education models, focus on short-term input/output student outcomes, revised curricula driven by digital media, modified learning environments, and MOOCs – massive open online courses. Trends also show that faculty is losing its ability to influence curricula as colleges change their fundamental operating model to increase efficiency. In the U.S., faculty responded to this trend through unionization with 38% of U.S. faculty unionized by 2013, and faculty unionization is increasing while private-sector unions are in decline. In 1986, Louis L. Jones made the claim that “unions are a permanent fixture in higher education.” Few, if any, faculty or administrators would deny that claim today. However, the question remains: “Is the unionization trend good for higher education in the U.S.?”

#110
Entrepreneurial Propensity in University Students of Mexico (GESt-Study)

Blanca Josefina García Hernández, ICSB México (México)
María Dolores Martínez García, ICSB México (México)
Rubén Ascúa, Universidad Tecnológica Nacional (Argentina)
Walter Ruda, University of Applied Sciences Kaiserslautern (Germany)
Benjamin Danko, University of Applied Sciences Kaiserslautern (Germany)

This paper is a second exploratory empirical study prepared for Mexico (García, Martínez, Ascúa, and Danko 2014), based on the project 'Starting up Business and Entrepreneurship spirit of students (GESt-Study)' which is founded on the analysis of the obstacles and business proceedings in the previous process of creation that university students face (Ruda, Martin, Ascúa, and Danko 2008). As in our first approach, it is focused on an educational context, to analyze the factors that influence the entrepreneurial activity, the support about students’ needs, and the barriers of the business creation process because of the importance of identifying the influence of currently receiving formation in universities to promote entrepreneurial activity, and to reinforce the entrepreneurial spirit promotion among university students, especially in public universities. In this proposal, we are focused to identify entrepreneurial propensity between two big groups of students: administrative sciences and basic and technological sciences.

#269
Entrepreneurship Education: A Tale of Two Countries

Roisin Lyons, Dublin City University (Ireland
Safiya Alshibani, Princess Nourah Bint Abdulrahman University (Saudia Arabia)
Theo Lynn, Dublin City University (Ireland)

As the research field of entrepreneurship and its counterpart, entrepreneurial education, evolve within countries, it is valuable to explore the differences between nations and the effect that these distinctions have on the field and the stakeholders involved in the educational context. This paper provides an overview and comparison of the state of entrepeneurial education in two very different countries; Ireland and Saudi Arabia. A conceptual model used to highlight key themes when initiating an entrepreneurial education module will be proposed, based on the observation and establishment of a programme in an Irish University. This model will be analysed in terms of its relevance and usefulness in the Saudi context. It is hoped that the findings of this paper will allow researchers and educators to gather inferences about the state of entrepreneurial education in both regions and receive recommendation on how best to initiate and develop entrepreneurial based programmes in other regions.

Small Business and SME Track (DWTC, Ajman B+C, First Floor, Concourse 2)

#1
Why Venture Leadership is More Important than Venture Capital

Dileep Rao, Florida International University (USA)

The study shows that 99.997% of entrepreneurs should grow, not with venture capital (VC), but with venture leadership. In Silicon Valley, entrepreneurs need to delay VC to keep control of the venture and the wealth they create. Outside Silicon Valley, entrepreneurs need to build stronger businesses with venture leadership because most will never get VC. And the few who qualify will need to build their venture to Aha with venture leadership before the sophisticated VCs fund them. By becoming better leaders, entrepreneurs can also build stronger, more competitive, and capital-efficient businesses. Governments and economic developers around the world, especially outside Silicon Valley, should focus on improving venture-leadership skills rather than promoting venture capital.

#223
Collaborative Product Development Between Large Retailers and Small and Medium-Sized Suppliers: The Case of Food Products in South Korea

Jongkun Jun, Hankuk University of Foreign Studies (South Korea)
Sooyeon Lim, Hankuk University of Foreign Studies (South Korea)
Juyoung Kim, Hankuk University of Foreign Studies (South Korea)

This study deals with the case of developing retailer-initiated supplier brand, not the case of developing retailer brand or private brand where retailers have developed ew products with their own brand. Using case analysis of the new product development

(NPD) process, where large retailers and small and medium-sized suppliers cooperate, we found that the vision, commitment, and leadership of the large retailers are important factors to elicit the cooperation between partners and achieve new product development successfully, and that the large retailer's inter-departmental conflict adjustment is an equally important factor with the external cooperation issue. Unlike previous studies about the retailer-supplier cooperation for new product development in the food industry suggesting that position differences cause communication problems which is a major obstacle to the new product development success, this study suggests that large retailer's initiative role is a critical success factor in the NPD by the cooperation between small and medium-sized suppliers and large retailers.

#116
Lessons from high-growth firms: Overcoming challenges in dynamic Environments

Poh Yen Ng, Higher Colleges of Technology (UAE)
Robert T. Hamilton, University of Canterbury (UK)

This paper aims to explain the responses of a number of high-growth firms in overcoming growth challenges. After interviewing the chief executive officers or key decision makers from the selected high-growth technology-based firms, four main challenges were found to influence their growth paths. The challenges include industry competition, changes in the external environment, financial and human resources constraints. Most of these firms responded in different ways and strategies. A number of strategies were found prevalent in the cases: product innovation or market expansion in response to the changes in the external environment and industry competition while network alliances, acquisition or public ownership was used to overcome the internal constraints. The findings demonstrate that high-growth firms are aware of the industry competition and internal constraint. This work shows the importance of crafting suitable strategies and making right strategic move in arriving high-growth performance. Though resource and capabilities are critical sources of competitive advantage to build firm's dominant position in the market, responsiveness to challenges in the environment is also a strong determinant of performance.

Family Business Track (DWTC, Fujairah A, First Floor, Concourse 2)

#95
Turnaround Management in the Craft Industry - The Butcher Gochon Case

Hartmut Meyer, Fachhochschule für Ökonomie und Management (Germany)

The Case refers to a small craft enterprise in Germany and reports about a typical turnaround situation. As typical for Germany, the craft entreprise is a family business, run by the owner and this wife. They are supported by other members of the family. The income and the equity of the enterprise is also the family income and they are fully liable. The situation is that a well recognized butcher has got financial problems due to a

long term turnover decline and little profit margins. The reasons for the economic decline have to be found by a cut-throat competition by the nearby food supermarkets well as a changing consumer attitude.

#153
The Influence of the Family on Recognition and Creation of International Opportunities: A Research Agenda

Kathleen Randerson, EDC Paris Business School (France)
Alain Fayolle, Emlyon Business School (France)
Clay Dibrell, University of Mississippi (USA)
Cristina Bettinelli, University of Bergamo (Italy)

We draw from diverse disciplines to offer a research agenda concerning the influence of the family on the recognition and creation of entrepreneurial opportunities across national borders around the individual – environment - opportunity nexus. In this paradigm, entrepreneurship occurs at the nexus of individuals and opportunities (Shane & Venkataraman, 2000).

#213
Development of Integral Model for Women Entrepreneurship in South Asia (Evidence from Pakistan)

Jamila Khurshid, Muhammad Ali Jinnah University Islamabad (Pakistan)
Muhammad Ishfaq Khan, Muhammad Ali Jinnah University Islamabad (Pakistan)

The objective is to investigate the barriers those are affecting women entrepreneur and process of entrepreneurship in Pakistan. The motivation for this research is problems (e.g. discrimination, harassment etc.) faced by working women in South Asia. When women launch after leaving their jobs, they have to face new challenges.

Entrepreneurial Leadership Track (DWTC, Dubai F, First Floor, Concourse 2)

#51
Individual Entrepreneurial Behavior in Croatian IT Firms: The Contribution of Strategic Thinking Skills

Lara Jelenc, Univeristy of Rijeka (Croatia)
John Pisapia, Florida Atlantic University (USA)

This article addresses the contribution of strategic thinking skills in explaining individual entrepreneurial behavior in Croatian IT firms. Strategic thinking skills were assessed according to entrepreneurs' use of systems thinking, reflecting, and reframing. Individual entrepreneurial behavior was measured by their inclination towards risk-taking, innovativeness, and proactiveness. Our study of 136 IT entrepreneurs in Croatia confirmed that entrepreneurs with a more developed use of strategic thinking skills

exhibit stronger entrepreneurial behaviors. In fact, proactiveness as an element of IEB had a strong relation to all components of strategic thinking skills. Systems thinking as an element of strategic thinking skills showed to be a predictor of all individual entrepreneurial behavior elements.

#278

Role Overload, Growth of Obsessive Passion and Moderating Effects of Goals: A Study of Early Founders at Pitching Events

Silvia Stroe, Hanken School of Economics (Finland)
Joakim Wincent, Hanken School of Economics (Finland)

Complementing prior research on the obsessive character of the passion entrepreneurs experience in connection to their ventures, and which helps them persist despite high difficulties and risk even when others withdraw, this study examines how the obsessive element of passion emerges and develops in early founders. This research proposes that stressed cognitions and limited cognitive processing in goal pursuit impact growth of the obsessive component over time. Specifically, we suggest role overload as a stressor that activates the obsessive element of passion and examine how different types of goals—degree of goal challenge and self-concordant goals—moderate the effect of role overload on obsessive passion. This research draws on a two-wave longitudinal survey of 45 early founders involved in pitching events to show that that stress in terms of role overload lead to an increase in the obsessive side of passion. Furthermore, our findings reveal that the positive effect of role overloaded is increased when coupled with challenging and self-concordant goals. Our study contributes to a better understanding of how obsessive passion emerges in entrepreneurs, suggesting that obsessive passion is a naturally evolving mechanism of coping with the high overload and weighty and important goals for the entrepreneurs themselves during early stages of entrepreneurial pursuits.

#287

Digital Innovators' Entrepreneurial Traits: Business as Usual or New Skills?

Cesar Bandera, New Jersey Institute of Technology (USA)
Diana Walsh, New Jersey Institute of Technology (USA)
Katia Passerini, New Jersey Institute of Technology (USA)

The qualities of enthusiasm, creativity and the ability to seek out and exploit disequilibrium, which define the conventional role of the entrepreneur, refer only to the initial motivation and skills an entrepreneur needs to possess. As the enterprise transitions from start-up to growth, its management requires skills, and more importantly, mental sets and attitudes that often conflict with those that produced the successful start-up. With the rising prevalence and market value of “digital ventures,” i.e., firms whose offerings are exclusively digital and without physical presence (Berthon, Hintermann et al. 2014), it is reasonable to ask if these ventures require roles distinct from the traditional evolution of competencies, and if these mental adaptations

are more difficult or easier for entrepreneurs with digital ventures (i.e., “digital entrepreneurs”).

Workshop Track (DWTC, Fujairah B + C, First Floor, Concourse 2)

Sponsored Workshop
Journal of Small Business Management (JSBM): Advice from the Editors

Steve Walsh, Associate Editor, JSBM and Technovation; University of New Mexico (USA)

This workshop is intended for junior entrepreneurship faculty as well as experienced faculty. We will facilitate and interactive discussion about the best practice and things to avoid when publishing in top entrepreneurship journals.

Workshop Track (DWTC, Dubai D, First Floor, Concourse 2)

#305
Innovation & the Role of SME's for Sustainability by UAEU Students

Nihel Chabrak, United Arab Emirates University (UAEU)
Rabab Abdulameer Merza Abdulhusain Ali, United Arab Emirates University (UAEU)
Taleb M. Al Hebsi, United Arab Emirates University (UAEU)
Abdalla J. Al Marashda, United Arab Emirates University (UAEU)
Alia R. Al Saedi, United Arab Emirates University (UAEU)
Najat M. Al Waheebi, United Arab Emirates University (UAEU)
Ameena A. Batoon, United Arab Emirates University (UAEU)

The workshop purports to address corporate social responsibility issues in a context influenced by an increasing demand to consider the sustainability assumption. In the inclusive wealth report (UNU-IHDP and UNEP, 2012), the definition of sustainability that was developed initially by the Brundtland commission is revised to consider an intergenerational perspective on wellbeing. As a consequence, there is an increasing need to assess whether economies and mainly businesses are destroying or not the productive base that supports current and future generations’ wellbeing. The inclusive wealth report 2012 calls for the emergency for countries to sustain the factors that satisfy current needs [food, clothing, shelter, personal relationships, leisure activities] as well as the adequate productive base to continue producing the same needs in the future. This shift constitutes a new wave of pressure that requires from the corporate world a serious adaptation and even transformation of its business logic. The workshop aims to discuss business innovations developed by UAEU students to bring businesses to take a long-term, holistic focus and to help achieving shared value that is to create economic, social and environmental value, in which SME’s play a major role.

Workshop Track (DWTC, Dubai B, First Floor, Concourse 2)

Sponsored Workshop
Games and Simulations for Entrepreneurship Educators

Geoff Archer, Royal Roads University (Canada)

Tuesday, 9 June 2015 – 08:30-10:00

International Business Track (DWTC, Ajman A, First Floor, Concourse 2)

#209
Market Knowledge and Innovation Capabilities in Small Technology Firms from Emerging Economies in Latin America

Ricardo Arechavala-Vargas, Universidad de Guadalajara (Mexico)
María Fernanda Andrés, Universidad Nacional del Litoral (Argentina)
Luis Felipe Agramunt, Universidad Nacional del Litoral (Argentina)

We present results from a comparative case study research based on in-depth interviews and secondary data about the ways in which technology firms in Argentina and Mexico find and develop knowledge sources they need to survive and enter global markets. We find important similarities in the ways in which they find partners and build the necessary alliances to obtain the technological and market knowledge they need, and in the ways in which such learning behaviours require revisions and adaptations of their original business models.

#221
How the Middle Managers Make Sense in Context of the New Strategic Vision Imposed by the Parent Company?

Hala Alioua, University of Caen Basse Normandie (France)
Alberic Tellier, University of Caen Basse Normandie (France)

Many research in organization focuses mainly on the relationship between the Headquarters and its subsidiaries (Birkinsaw, and al.1998;Ghemawat 2001;Buckley,and Gharni 2004; Hennart 2009; Beddi, and Mayrhofer 2011)by using different approaches such as inter-organizational networks (Birkinshaw,and Fey 2000; Hedlund, 1986; Perlmutter 1969), R&D activities of MNCs (De Meyer 1993;Gassmann, and Zedtwitz 1999; Howells 1990), technology alliances (Baglieri, and al. 2010). We will explore in our research the role of the middle managers of SBU's in the implementation of the new strategic vision imposed by the parent company. The objective of the research is to find how the middle managers at subsidiary give sense to the new vision and how they implemented into concrete actions in the workplace in order to ensure a company's strategy implementation.

#199
Can the IBN Saud Robot Really Learn Emotional Facial Expressions of all Cultures?

Louis Daily, University of Phoenix (USA)
Fiona Sussan, University of Phoenix (USA)

This paper reviews the history of this universal vs. culture-specific debate, looks at new research challenging the universalist position, and makes suggestions for the future of the debate. Ekman's research supporting the universal view contradicted the previous prevailing view that facial expressions are culture specific. His universal theory became the accepted wisdom for about fifty years. New research in turn revives the culture specific point of view. Whole disciplines, notably Cultural Anthropology and Consumer Behavior, have been skeptical of a universal theory, instead siding with the philosophy of cultural relativism.

Creativity and Innovation Track (DWTC, Ajman B+C, First Floor, Concourse 2)

#131
The Challenges of Professional Visual Artist in Hong Kong

Ken Wong, The Hong Kong Polytechnic University (Hong Kong)

The article outlines the challenges of the professional artist in Hong Kong that is not discussed in other literature. The author's field research in Hong Kong since 2011 is linked to analyses of Hong Kong's art market and in particular the unique challenges faced by the artists. Comprehensive visits and interviews both formal and informal were carried out to artists, art educators, auctioneers, dealers, curators, writers and historians, collectors, museums, art consultants, art insurance agents and logistics operations.

#60
Family involvement and corporate tax aggressiveness in French SMEs

Issam Laguir, Monpellier Business School (France)
Christophe Gomes, Monpellier Business School (France)
Lamia Laguir, Université Paris Descartes (France)

For many years, taxation was considered to be a complex and costly component of business management. Indeed, the vocabulary that entrepreneurs traditionally used to talk about taxation (heavy charges, administrative burden, risk source, etc.) suggests that taxes were more sustained than managed (Chadefaux and Rossignol, 2006; Hanefah, et al. 2001). However, perceptions about taxation have gradually evolved, and this is reflected in the changes in the tax vocabulary and the emergence of new expressions, such as tax management or tax aggressiveness to define the downward management of taxable income through tax planning activities (Frank et al., 2009; Chen

et al., 2010; Lanis and Richardson, 2012). This trend is perhaps inevitable, given the omnipresence of fiscal matters in business transactions, and today's firms are increasingly aware of taxation impact on each management decision (Tomkins et al., 2001). Indeed, firms first need to assess their tax burden before they even begin to examine the choices and incentives that taxation offers. Moreover, the effectiveness of tax aggressiveness is closely tied to how well the tax parameter has been integrated into management decisions. Firms should therefore consider taxation as a homogeneous component of their environment and use it as a development tool in an overall planning perspective (Sholes et al., 2005). However, although tax management means optimizing the tax burden, it should never expose a firm's activity to risks that can generate more costs than savings (Rossignol, 2002).

#9

An Economic-Psychological Model of Entrepreneurial Intentions: Study Among Business Economics Student In Jakarta

Batsyeba Sundari, Gunadarma University (Indonesia)
Aski Marisa, Gunadarma University (Indonesia)
Dharma T. Ediraras, Gunadarma University (Indonesia)

While most universities in Indonesia offer entrepreneurship courses today, little is known about the relationship between the likelihood of students taking courses in entrepreneurship and their intentions of becoming entrepreneurs. This paper explores and evaluates entrepreneurial intentions and their antecedents among Business and Entrepreneurship students in Jakarta by building on Economic-Psychological Model to analyze the motivation's influence of career, quality, economy, achievement, and social on intentions of students to be entrepreneur, indeed starting own business. About 230 respondents were sampled by purposive convenience method. Descriptive statistics analyses was conducted and Structural equation model used to test the hypotheses. The results showed that motivation of economic, achievement, and social influence on the intention of students to become an entrepreneur. Perceptions of the benefits and constraints of small medium business, and the potential of job market moderated the entrepreneurial intention. These highlight the impact of education and practical exposure to entrepreneurship on entrepreneurial intentions.

Public Policy and Regulation Track (DWTC, Fujairah A, First Floor, Concourse 2)

#289

Puerto Rico's Public Policy: Regulation Changes through Education Strategies in Times of Crisis

Lisa Escobales, ICSB Puerto Rico & the Caribbean (Puerto Rico)
Teresita Ibarra, ICSB Puerto Rico & the Caribbean (Puerto Rico)

This paper integrates two studies conducted in Puerto Rico (PR) on public policy and entrepreneurship education as strategy in times of crisis. Public policy, now on (PP), is

the principled guide to action taken by the administrative executive branches of the state with regard to a class of issues in a consistent manner with law and institutional customs (Norwich University, 2015). Puerto Rico in the past decades has seen the implementation of public policies without a scientific study that supports this kind of science to achieve sustainable development and economic growth. This lack of planning has brought a unique present scenario of fiscal crisis in history. Being among many factors, public service is one of the pillars of its deficiency, poor business skills and lack of efficiency and productivity measure system. The development of public policies in entrepreneurship education will be a way to improve public service to the small and medium enterprises (SME). In the way to the excellence in public service and better environment for doing business, both public and private sector will improve their productivity.

#270
The Consumer Perception of Advertising Health Care Providers

Eunice Kaute, Jomo Kenyatta University (Kenya)
Kavoo Linge, Stellenbosch University (South Africa)
Joseph Mutua. United States International University (Kenya)

In Kenya, modern medical practitioners are not allowed to advertise while the traditional and alternate Healthcare providers advertise at leisure. A study looking at the healthcare consumer perception was carried out in Nairobi, Kenya between July 2014-January 2015.

#151
Entrepreneurship Education in Dubai's Private Schools

Hanan Alfardan, Knowledge and Human Development Authority (UAE)

The purpose of this study is to examine the current situation of entrepreneurship education by understanding the programmes, activities and curricula that are delivered to students in schools (either alone or with partners) that support students to develop entrepreneurial activities.

Education and Pedagogy Track (DWTC, Dubai E, First Floor, Concourse 2)

#165
Varney Cleaning Services

Louis Jacques Filion, HEC Montréal (Canada)

Brendan Varney started with nothing and went on to build a highly successful business in cleaning, a sector that is easy to enter but where competition is fierce. Why was he so successful? Instead of developing a business in the usual way, he built a social system composed of semi independent units forming a self developing enterprise. The

500 collaborators earn up to 25% more than they would if they were working for someone else. However, the firm is now facing a major challenge, as it considers speeding up the growth process by setting up a franchise system. Brendan Varney cannot make up his mind, and is wondering if the idea will work.

#254
Evidence from Early Entrepreneurship Education: The Junior Business School

Jan-Martin Geiger, TU Dortmund University (Germany)
Andreas Liening, TU Dortmund University (Germany)

Entrepreneurship Education is often seen more from an entrepreneurial than from an educational view. That there exist still unanswered questions concerning the didactical perspective is summarized by (Fayolle, 2013, p. 694): “For whom?”, “What?”, “Why?”, “How?” and “For which results?” The provided case introduces the didactical approach of the Junior Business School (JBS), a practice orientated research project that integrates Entrepreneurship Education into both school and scholar curricula. It is designed as a project between universities and cooperating schools of secondary education. Pupils and student teachers participate in it for one year and complete the project with a certificate. Therefore, the JBS primarily constitutes a method (1) for pupils (at the age of 14-18) to get theoretical and practical experience in entrepreneurship and (2) for student teachers to get experience about developing entrepreneurial learning arrangements. This contribution will also provide results of an empirical preliminary investigation, according to pupil’s perceptions about Entrepreneurship Education Programmes.

#37
Multiple Intelligences Approach to Curriculum Transaction in Achieving the Educational Objectives

Reni Francis, Pillai’s College of Education and Research (India)

The illiterate of the 21st century, according to futurist Alvin Toffler, “will not be those who cannot read and write, but those who cannot learn, unlearn and relearn” Learning is not a spectator sport. Learning happens in a variety of ways – from conversations, life experiences, personal thoughts, educational courses or working on some projects. Learning has changed drastically unfolding the mysteries of active, integrative, engaged learning scenarios. Our focus towards learning needs to be channelized in creating an exciting learning experience that is real and relevant for young learners to recognize for themselves the importance of learning in their lives, both now and in the future, a laid back attitude towards this would lead an impoverishment of education.

Women and Minority Issues Track (DWTC, Dubai B, First Floor, Concourse 2)

#197

Gender Equality and Women Empowerment in Higher Education: A Comparative Analysis in the Indian Context

Ritu Sharma, Pandit Deendayal Petroleum University (India)
Tanushri Banerjee, Pandit Deendayal Petroleum University (India)

The purpose of this study is to compare the perspectives and mindset of male and female and generation representatives for the need of Gender Equality and Women Empowerment in Education Sector. Gender Exclusion from workplace due to difficult work environment has been biggest challenge across various sectors and so education sector has also not remained untouched of the same. Perception regarding the degree of Gender inclusion and Women Empowerment has been the key focus of the study. It illustrates likeness and disparity on broadly two perspectives i.e. Gender Equality and Women Empowerment across Age Group and Gender. In India the most deep rooted form of inequality built into the structure of traditional society are those based on cast and gender. Irrespective of rural or urban women gender undergoes the outcome of minority representation.

#234

Mujeres Ecco: An Entrepreneurship Support Program to Encourage Women Empowerment

Carolina Herrera Gomez, Universidad Industrial de Santander (Colombia)
Lizeth Natalia Rojas Martínez, Universidad Industrial de Santander (Colombia)
Aura Cecilia Pedraza Avella, Universidad Industrial de Santander (Colombia)

To infer about the impact of the program in the empowering of the entrepreneurs of a program to support entrepreneurship called Mujeres Ecco, it was necessary to determine what improvements were achieved in areas related to their life quality and what business practices are currently being carried out by the entrepreneurs, due to the training received in the program by using a survey to a representative sample of all the entrepreneurship beneficiaries in Bucaramanga. Therefore, this study presents the characterization of the entrepreneur beneficiaries of Mujeres Ecco program, of their companies and an attempt to conclude about the influence of entrepreneurship in aspects related of the quality of life of the beneficiaries.

#25

A Development of Innovation to Promote Healthy Postpartum Women Using Thai Traditional

Patthira Phon-ngam, Loei Rajabhat University (Thailand)

This research to develop an innovation to promote healthy postpartum women using Thai Traditional Medicine to lie near the fireplace. It is a qualitative research, using in-depth interviews and focus group discussion.

Workshop Track (DWTC, Ajman D, First Floor, Concourse 2)

#29
Team-Based Learning as an Effective and Engaging Teaching Method

Peter Balan, University of South Australia (Australia)
Norita Ahmad, American University of Sharjah (UAE)

Experience for yourself how Team-Based Learning (TBL) engages students in entrepreneurship studies! This well-established teaching method draws on theory and empirically-grounded practice. Students commit to their own learning and preparation. They are motivated to engage in give-and-take discussion in teams and in the classroom, and the educator's role is to help to consolidate learning. This method engages students, is effective in larger classes, and has a positive impact on learning. The presenter has implemented TBL in more than 15 undergraduate entrepreneurship classes, and is an accredited TBL trainer and mentor.

Workshop Track (DWTC, Dubai C, First Floor, Concourse 2)

Sponsored Workshop
The History of ICSB

J. Hanns Pichler, WU Vienna University of Economics and Business (Austria)

Dr. Pichler has held the position of ICSB Historian on the ICSB Board of Directors for 3 years and is also a Past-President of the organization. The Council was founded in 1956 on the belief that enlightened small business management is necessary for successful and profitable small business; that successful small business is essential to our national economies; and that entrepreneurship needs to be fostered to stimulate a dynamic and growing economic system. During this workshop, Dr. Pichler will present a discussion on the History of the ICSB.

<u>Tuesday, 9 June 2015 – 10:30-12:00</u>

Small Business and SME Track (DWTC, Ajman A, First Floor, Concourse 2)

#244
Entrepreneurial Careers Paths in SMEs Creation: A Comparative Exploratory Study of Six North-Mediterranean Regions

Najib Afa, CNAM (France)
Aurélie Kleber, Lorraine University (France)
Mohamed Bayad, CNAM (France)

The purpose of this communication is to establish a comparative study about the impact of culture on entrepreneurial career paths. The exploratory approach aims to understand how the variable "culture" can have different impacts on entrepreneurial career trajectories in SMEs, depending on country affiliation. First, a literature review around this theme is proposed. Then a presentation of local economic development project called " Med Technopolis " in six North-Mediterranean regions is exposed. A questionnaire administered to 79 trainees following a program entitled “Training-Action Cycle” (TAC) is used to understand how this training system allows necessity entrepreneurs to create their own business.

#262
Exploring Motivation to Become an Entrepreneur in Emerging Countries: Multiple Case Studies with Japanese Diaspora Entrepreneurs

Aki Harima, University of Bremen (Germany)

This paper explores entrepreneurial motivation of Japanese Diaspora entrepreneurs conducting their business in emerging countries. While Diaspora entrepreneurs play an increasingly significant role in the modern transnationalyzing economy (Newland & Tanaka, 2010), previous scholars have predominantly focused on those who originate from developing countries and migrating to more developed ones. There are, however, also the entrepreneurs who originate from developed countries and establish their business in emerging countries. These people are almost invisible in the previous research even though their entrepreneurial activities are assumed to have positive impacts on the local economy. They transfer knowledge, resources and information from developed countries to emerging countries (Harima, 2014).

#111
Entrepreneurship Between the 2nd and 4th Generations of Family Businesses

Renata Bernardon, PUCRS and Unisinos (Brazil)
Jefferson Monticelli, Unisinos (Brazil)

Entrepreneurship and family businesses are a hot topic. The emergence of a family business is connected to the entrepreneurial behavior of its founder. In this paper, we address the theoretical assumptions supporting entrepreneurship in family businesses. Next, we describe the methodological aspects outlining the research and detail the findings of our study, focusing on different characteristics that marked the generations of family businesses in which the technique of focus groups was applied. Finally, we show the conclusions and limitations of our research and indicate new issues that deserve to be investigated.

Information Systems and Technology Track (DWTC, Ajman B+C, First Floor, Concourse 2)

#248
Tech Grad, Innovation, and IPO Success of Hi-tech Firms

Radostina Peteva, University of Phoenix (USA)
Fiona Sussan, University of Phoenix (USA)

This study looks at human capital with a focus on the prestige of the educational institution(s) Founders CEOs attended. We explore the relationship between human capital of founder CEOs and Initial Public Offering (IPO) Success, and look at innovation as a moderating variable

#80
Use of Information and Communication Technology on Poverty Status of Rural Entrepreneurs in Southwest Nigeria

Adelomo Sekumade, Federal University of Technology Akure (Nigeria)
Oluwatosin Ishola, Federal University of Technology Akure (Nigeria)

The study investigated the effects of ICT on the poverty status of rural entrepreneurs in Southwest Nigeria. Structured questionnaire was used in eliciting information from 240 respondents from the study area through multi-stage sampling procedure.

#77
Family Business Succession Issues in Transition Economies: Contrasting Macedonia and Kosovo

Veland Ramadani, South East European University (Macedonia)
Shqipe Gerguri-Rashiti, American University of the Middle East (Kuwait)
Selma Kurtishi-Kastrati, American University of the Middle East (Kuwait)
Leo Paul Dana, Montpellier Business School (France)

The purpose of this article is to analyze the approaches of family business succession in Macedonia and Kosovo. One of the oldest forms of business organizations can be recognized as a family business. Their role and importance has had a significant impact in the economic development of the countries. A family business can be classified as a small shop operating down the road up to the large conglomerates operating in different industries in the global market. Our main focus is on the succession of the family business which seen as the biggest challenge faced by companies in the long run.

Organizational Theory Track (DWTC, Fujairah A, First Floor, Concourse 2)

#130
Path Dependence in the Entrepreneurial Process

Joerg Freiling, University of Bremen (Germany)

Viewing the entrepreneurial venture creation process (Kelley et al. 2011; Brixy et al. 2011; Bhave 1994; Sánchez López 2012; Berger 2014; Berger 2015), it might appear that a path leads through process steps from generally considering becoming an entrepreneur, over generating business ideas to finally founding a company. As these steps are in sequence in the process, it might seem that the natural way would be to progress from one step to the other and dropping out of a step would be rather an exception. However, it can be argued that the opposite is the case. By applying the concept of path dependence (David 1985; David 2001; Arthur 1989; Arthur 1990; Stack & Gartland 2003; Sydow et al. 2009) on the entrepreneurial process this study unveils that staying within the process is actually the exception and that the path in every single step in the process leads out of it. This study assumes that staying in the process and finally becoming a founder requires constant breaking of the path.

#317

Rapid Internationalization of Born Global Firms - Do Local Networks have an Impact?

Viveca Sasi, Aalto University (Finland)
Gilad Sperling, Aalto University (Finland)
Pia Arenius, Hanken School of Economics (Finland)

This paper reports on a comparative study of born global firms originating from Finland and Israel. Our aim is to explore whether the role of social networks in the globalization process of small and medium-sized enterprises vary across these countries. Israel has today the second largest concentration of Information and Communications Technology (ICT) companies in the Tel Aviv area- where a similar net of institutions and start-ups has developed as in Silicon Valley, California. Finland again, especially for mobile-technology start-ups, has been an excellent location. In this paper we report on our findings on ten firms operating on the global ICT Industry. Our analysis focuses on examining their rapid internationalization to find evidence on the role of social capital and networks in internationalization. We find interesting country-level differences in terms of the importance of social capital and associated networks. Our data suggests that for the Israel case firms, international experience of the founders and prior connections to international networks were less important than the founders' characteristics and global vision. Among the Finnish case firms, personal social capital and personal relationships were very important. It seems all the case firms were successfully able to take advantage of their position as first-movers in the rapidly growing ICT industry at the time, but only a few were able to build up critical mass to ensure a forefront position over time. This warrants more research in the future.

#266

Service Delivery in NGOs: An Examination of the Contribution of Board of Directors in Marsabit County in Kenya

Teresia Linge (Kenya)

The purpose of this study was to identify the extent to which board of directors contribute to service delivery in NGOs in Kenya. The objectives of the study were two: to establish the determinants of quality service in NGOs and to determine the board roles which lead to higher contribution of board members to service delivery.

Small Business and SME Track (DWTC, Dubai E, First Floor, Concourse 2)

#87
New perspectives about Social Entrepreneurship conceptualization

Cristina Fernandes, Polytechnic Institute of Castelo Branco (Portugal)
Joao Ferreira, University of Beira Interior (Portugal)
Marta Perez-Ortiz, Universitat Politècnica de València (Spain)

Social entrepreneurship is an emerging trend that has attracted the interest of the most diverse researchers whether due to the characteristics of the social entrepreneur or the type of surrounding environments that prove most propitious to the emergence of this particular type of entrepreneurship. This study attempts to identify the main theoretical characteristics of social entrepreneurship through recourse to bibliometric analysis based on co-citations. The results enable the aggregation of the state of the art in social entrepreneurship across four perspectives: social value, well-being embeddedness, internationalization and institutional.

#18
Mismanagement and its Consequences to Farm Business Prospect and Sustainability: Evidences from Commercial Farms in Northern Nigeria

Abba Aminu, Bayero University Kano (Nigeria)
Yusuf Muhammad Abdullahi, Ahmadu Bello University (Nigeria)
Mansur Idris, Bayero University Kano (Nigeria)
Zayyad Adam Abdullahi, Bayero University Kano (Nigeria)

The objective of any business is to make profit, not necessarily maximum profit or supernormal profit but a certain level of profit is necessary if the business is to continue. The business therefore has to be effectively managed in order to achieve this objective. The fundamental cause of failure and ultimate collapse of many businesses be it in the agricultural or non-agricultural sector is traceable to mismanagement. The unique nature and magnitude of farm businesses and thus the disastrous consequences of mismanagement, poses additional challenge to their managers. The main objective of the study was to identify and discussed the causes, manifestations and consequences of mismanagement and suggest means by which it can be mitigated among commercial farms.

#280
Access to Microfinance Services Among the Youth in Kenya: A Case Study of Rafiki Microfinance Bank

Peter Kiriri, United States International University Africa (Kenya)

Financial Inclusion is a state in which all people who can use them have access to a suite of quality financial services, provided at affordable prices, in a convenient manner, and with dignity for the clients. Financial services are delivered by a range of providers, most of them private, to a financially capable clientele (Center of Financial Inclusion, 2013). One of the key provider of this financial services are Microfinance institutions. Microfinance generally involves the provision of financial services by various institutions such as credit, saving or insurance to poor or disadvantaged individuals. This is intended to improve the livelihoods of this segment of the market. The concept of microfinance has been in existence through savings and credit groups that have operated for centuries This research assessed the provision of microfinance services among the youth by Rafiki Microfinance Bank with a view of ensuring the Bank can develop effective strategies to serve the youth in a more efficient manner to grow the outreach and impact of the bank into market. The study addressed issues of demand and supply of microfinance services, risk mitigation and sustainability of microfinance services. A descriptive quantitative research design was used. Data was collected using a pretested structured questionnaire that was administered to a convenient sample of 378 customers and an interview with 2 senior management respondents. All the completed questionnaires were entered into IBM SPSS 20.0 statistical software and data analyzed for descriptive statistics including measures of central tendency and Pearson Correlation. Results were presented in tables and graphs.

Local Entrepreneurial Issues Track (DWTC, Dubai B, First Floor, Concourse 2)

#315
GlutenFree-421 Holding Company

Sami Alwuhaibi, King Fahd University of Petroleum and Minerals (Saudi Arabia)

Approximately 2.2 percent of the Saudi Arabian population - over 600,000 people - is affected by Celiac disease, a public health problem which remains largely unrecognizable by many of the Saudi Society segments. Celiac Disease is an auto-immune disease which is mainly caused by an unusual reaction of the immune system to the gluten protein that is found mostly in the food we eat. When people with celiac disease eat foods or use products containing gluten, their immune system responds by damaging or destroying villi - the tiny, fingerlike protrusions lining the small intestine. Diverse problems such as dental anomalies, short stature, osteopenia bone disease, lactose intolerance, infertility, iron-deficiency anemia, and non-specific abdominal pain are only among its manifestations. Unfortunately, there is no specific medicine to cure the disease. The only treatment available is the lifelong avoidance of dietary gluten.

#316
Entrepreneurial Marketing Strategy: The Case of Ibn Rushd National Academy

Abdelraheem Abual Basal, Princess Sumaya University for Technology (Jordan)
Rand Badran, Princess Sumaya University for Technology (Jordan)

This paper provides a practical implementation of entrepreneurial marketing strategy in the form of case study describing a Jordanian school which found a gap in the Jordanian market and decided to fill it by creating an entrepreneurial school that was the first authorized in the Arab world to offer International Baccalaureate (IB) program using Arabic as the main language of instruction. The case focuses on the regional development through using the local language of the country instead of using English as the main language for instruction. This case also provides a brief introduction about the IB program to generate an understanding of the market surrounding the school and how it competes with other schools inside Jordan. Furthermore, the analysis expands to cover the surrounding environment including several aspects related to marketing strategy. The case was concluded with a look on the performance indicators and matrices used by the school in the assessment and development process, and the organizational structure and management team which play a vital role in its success.

#140
The Entrepreneurial Spirit of Syrian Refugees in Jordan

Salime Mehtap, Princess Sumaya University for Technology (Jordan)
Reem Al-Shakhanbeh, Princess Sumaya University for Technology (Jordan)
Jocelin Hattar, Princess Sumaya University for Technology (Jordan)

Many Syrian refugees in Jordan have chosen entrepreneurship as a means of survival. This is a pilot study that attempts to profile 34 Syrian entrepreneurs in Jordan and the difficulties they faced as they tried to establish and maintain their businesses. Local business owners were also asked their thoughts on Syrian business owners operating in their area. More than 50 percent of the respondents were university graduates and had owned a business back home. Half of the businesses were funded by family and it had taken at least one and a half years of planning before starting. The majority was involved in the food industry or selling clothing/accessories and all employed fellow Syrians. None of them were registered with the UNHCR and only 24 percent reported not being harassed by the locals or authorities. Local business owners were mostly hostile towards their Syrian counterparts believing that they were cutting prices and taking away their clientele. In general the Syrian entrepreneurs did not feel welcome and if given the chance they did not wish to remain in Jordan. The findings of the study have important implications for Jordanian policy makers and will form the basis for a future large scale study on the entrepreneurial tendencies of displaced persons and their impact on host economies.

Workshop Track (DWTC, Ajman D, First Floor, Concourse 2)

#30
Ensuring Student Buy-in for Pre-learning in Flipped or Team-Based Learning Classes

Peter Balan, University of South Australia (Australia)
Norita Ahmad, American University of Sharjah (UAE)

Experience for yourself how to get student buy-in and engagement with teaching methods that expect students to pre-learn materials before a classroom session. In this interactive session, you are taken through the first session of a course that comprises exercises to help students identify for themselves their learning responsibilities and learning contracts. This session engages students in entrepreneurship courses, and gets effective student buy-in to a pre-learning teaching method – in this case, Team-Based Learning.

Workshop Track (DWTC, Dubai C, First Floor, Concourse 2)

#8

A XBRL Technoloy Applied to Access Finance Strategy for Sustained Competitive Advantage: Small Medium Creative Industries In Indonesia

Dharma T. Ediraras, Gunadarma University (Indonesia)
Tri Yusnitasari, Gunadarma University (Indonesia)
Lily Wulandari, Gunadarma University (Indonesia)

This study aims to develop an empirical model to analyze the influencing factors on the marketing performance to achieve sustainable competitive advantage in SMEs Creative Industry in Indonesia. Determinants of marketing performance include internal variables such as orientation entrepreneurship, market orientation and learning orientation; external variables such as dynamics of the environment; and mediating variables that marketing capability and competitive strategy. Survey is conducted on all SMEs listed on SMESCO-Indonesia, samples were selected by using a stratified random sampling technique, primary data is collected by distributing questionnaires. Analysis of the relationship causality between variables using structural equation models. The results of this research are expected to provide valuable contribution to the management of SMEs and inputs for the policy makers concern on SMEs Creative Industry especially crafts and Arts Goods to penetrate export markets and highly competitive in the ASEAN and global market.