Abstracts of Papers
Presented at the
2nd International Conference on Innovation
and Entrepreneurship
ICIE-2014

Hosted by
The Institute for Knowledge and Innovation
Southeast Asia (IKI-SEA)
Bangkok University, Thailand

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Edited by
Dr Vincent Ribière and Dr Lugkana Worasinchai
IKI-SEA, Bangkok University
Thailand
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Preface

These proceedings represent the work of researchers participating in the 2nd International Conference on Innovation and Entrepreneurship – ICIE 2014, which is being hosted by the The Institute for Knowledge and Innovation Southeast Asia (IKI-SEA), Bangkok University, Thailand, on the 6-7 February 2014.

The conference will be opened with a keynote from Nadim Xavier Salhani, CEO, Mudman Company Limited, Bangkok, Thailand on the topic of “Being an Entrepreneur in Southeast Asia”. The keynote address on the second day is to be delivered by Prof Cees de Bont, from The Hong Kong Polytechnic University, Hong Kong, China on the topic of “Ignite Innovation: a human-centered model for pre-incubation in Asia”.

The ICIE Conference constitutes a valuable platform for individuals to present their research findings, display their work in progress and discuss conceptual advances in many different branches of innovation and entrepreneurship in business and management. At the same time, it provides an important opportunity for researchers and managers to come together with peers, share knowledge and exchange ideas. ICIE builds on the now well established European Conference on Innovation and Entrepreneurship, and allows universities outside the European Boundaries the opportunity to host an academic conference on these important topics.

Following an initial submission of 110 abstracts that have undergone a double blind peer review process, 34 research papers, 10 PhD research papers, 5 work-in-progress papers and 1 Master’s paper published in the ICMLG 2014 Conference Proceedings, representing research results from Czech Republic, Egypt, Estonia, Finland, France, Germany, Greece, India, Iran, Italy, Kazakhstan, Lithuania, Malaysia, Nigeria, Philippines, Poland, Russia, Slovenia, South Africa, South Korea, Sri Lanka, Sweden, Thailand, Turkey, UK, and USA.

We hope that you have an enjoyable conference.

Dr Vincent Ribière and Dr Lugkana Worasinchai
IKI-SEA, Bangkok University
Thailand
February 2014
Conference Executive

Dr Vincent Ribière, IKI-SEA, Bangkok University, Thailand
Dr Lugkana Worasinchai, IKI-SEA, Bangkok University, Thailand

Mini Track Chairs

Dr Vincent Ribière, IKI-SEA, Bangkok University, Thailand
Christian Walter, IKI-SEA, Bangkok University, Bangkok, Thailand
Dr Tomasz Norek, Faculty of Management and Economics of Services, University of Szczecin, Poland

Committee Members

The 2014 conference programme committee consists of key people in the innovation and entrepreneurship community, both from the Europe and around the world. The following people have confirmed their participation:

Dr. Kamarulzaman Ab. Aziz (Multimedia University, Malaysia); Dr. Ghassan E. Abuyaghi (The Hashemite University, Amman, Jordan); Prof. Dr. Zafer Acar (Okan University, Istanbul, Turkey); Dr. Bulent Acma (Anadolu University, Turkey); Mo'taz Amin Al Sa'eed (Al - Balqa' Applied University, Amman, Jordan); Mohammad Aladwan (Hashemite University, Amman, Jordan); Prof. Refat Al-Faouri (The Arab Administrative Development Organization (ARADO), Cairo, Egypt); Saleh Al-Jufout (Tafila Technical University, Jordan); Dr. Maher Al-Mahrouq (The Jordanian Chamber of Industry (JCI), Jordan); Ibrahim Al-qily (University of Ottawa, Canada); Hussein Al-Yaseen (Al-Ahliyya Amman University, Jordan, Jordan); Dr. Khitim Alzughoul (Hashemite University, Jordan); Dr. Talah Arabiat (The German Jordanian University, Jordan); Omid Askarzadeh (Polad Saab Shargh, Tehran, Iran); Prof. Alina Badulescu (University of Oradea, Romania); Dr. Daniel Badulescu (University of Oradea, Romania); Dr. Afsaneh Bagheri (University Putra Malaysia, Malaysia); Dr. Vibha Bhandari (College of Applied Sciences, Ministry of Higher Education, Oman, Oman); Eduardo Castro (National University de la Plata, Argentina); Shi-Jay Chen (National United University, Taiwan); Toly Chen (Feng Chia University, Taichung, Taiwan); Chuang-Chun Chiou (Dayeh University, Changhua, Taiwan); Costas N. Costa (Cyprus University of Technology, Lemesos, Cyprus); Dr. Leonard Costa (School of Economics and Management, Catholic University of Portugal, Portugal); Fengzhi Dai (Matsue College of Technology, Japan); Armando Carlos de Pina Filho (Federal University of Rio de Janeiro, Brazil); Dr. Aikyna Finch (Strayer University,
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**Biographies**

**Conference Chair**

*Dr. Vincent M. Ribière* After teaching for 10 years in the United States, first at American University (Washington, DC) and later on at the New York Institute of Technology (NYIT) in New York and in the Kingdom of Bahrain, Vincent joined Bangkok University in 2007 as the Managing Director and co-founder of the Institute for Knowledge and Innovation – Southeast Asia (IKI-SEA). Vincent received his Doctorate of Science in Knowledge Management from the George Washington University, and a Ph.D. in Management Sciences from the Paul Cézanne University, in Aix en Provence, France. Vincent teaches, conducts research and consults in the area of information systems, knowledge management and innovation management. He is a KM columnist for CIO World & Business magazine (Thailand) and he is part of the editorial board of the International Journal of Knowledge Management (IJKM) and of VINE: The Journal of Information and Knowledge Management Systems. Vincent is member of the research PROMISING project managed by the University of Grenoble (UPMF) conducting research on Approaches and tools to develop the creative and innovation capabilities of students and practitioners.

**Programme Chair**

*Asst. Prof. Lugkana Worasinchai*, Ph.D. is the Director of the Institute of Research Promotion and Innovation Development (IRID), Bangkok University. In addition, Lugkana Worasinchai is the Co-Founder and Co-Managing Director of the Institute for Knowledge and Innovation South-East Asia (IKI-SEA), Bangkok University. She teaches undergraduate and graduate courses in Business Administration, and is actively involved in research on the relationship between knowledge management and business strategies. Lugkana Worasinchai is a published scholar, her articles appearing in major academic journals, she gives seminars to firms and public sector organizations, and is regularly invited as a guest lecturer by reputable international universities.
Keynote Speakers

Professor Cees de Bont has solid experience and track records in the management and leadership of a sizable and leading design schools in the world. He took up the deanship in the Faculty of Industrial Design Engineering of the Delft University of Technology in the Netherlands in 2005 and carries responsibility for the School of Design of The Hong Kong Polytechnic University since February 2012. Professor de Bont has a good mix of academic and industrial experience. He started his academic career in 1993 as Assistant Professor of Economic Psychology at the University of Tilburg. During his appointment in the University of Tilburg, Professor de Bont also acted as a consultant to the Philips Design in Eindhoven of the Netherlands. In 1995, he joined Philips Design to become responsible for the Human Behaviour Research Centre. He was subsequently Head of Marketing Research and Strategy at Philips Domestic Appliances and Personal Care from 1997 to 2005 when he was responsible for generating and utilizing market information for the formulation of the strategy, R&D and marketing plans of the company. Professor de Bont’s research interests are in the areas of early concept testing of consumer acceptance, consumer behaviour, innovation adoption, and networked innovation. From 2009 till 2012 January, Professor de Bont chaired the Dutch Innovation Centre for Electric Road Transport which is a nationwide platform for electric mobility in the Netherlands; meanwhile, he was chairman of the largest research program for the creative industries in the Netherlands (CRISP). He is a member of various key professional boards and bodies related to design, automotive research, industrial innovation and market research.

Nadim Xavier Salhani  Lebanese from birth, French educated, living in Thailand for the last 37 years, and holding a Thai citizenship, Nadim joined MUDMAN as Group CEO in 2003. Under his leadership, the Group has managed a successful turnaround following the economic crash in 1998, and consistent YOY organic growth for the past 10 years. Nadim has over 30 years experience in the Food & Beverage industry, ranging from several leading hotels around the globe with chains like Hyatt, Sheraton, Holiday Inn and Dusit Thani, to a number of leading international retail brands that includes Starbucks, Auntie Anne’s Pretzels, Au Bon Pain Bakery Café, and Dunkin Donuts. Prior to joining MUDMAN, Nadim was the start-up General Manager at Starbucks Coffee Thailand, establishing the brand and opening the first 40 stores in the Thai market. Nadim holds a Hospitality Administration and Management Degree from the School of Hotel Administration at Cornell University and a Hospitality Administration and Management Degree from Florida International
University. He has significant experience working in Asia, and is fluent in Thai, English, French and Arabic language. Nadim enjoys sharing his life and work experience with people and therefore is a part time evening instructor at leading Universities in Thailand where he teaches Executive MBA courses related to (1) International Business and the Challenges of Globalization, (2) Retail Business Management and (3) Strategic Brand Management.

**Mini Track Chairs**

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Factors Influencing Students’ Entrepreneurial Intentions: The Critical Roles of Personal Attraction and Perceived Control Over Behavior

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Abstract: Many researchers and educators across the world have recently attempted to explore the factors that motivate and enable some individuals and not others to pursue an entrepreneurial career path. The growing attentions given to entrepreneurial intention is partially due the fundamental roles that entrepreneurs and entrepreneurial activities play in fostering economic and social development of developed and developing countries, including Malaysia. Research has highlighted the influence of both personal and environmental factors on one’s selection into entrepreneurship. More recent studies emphasized on the impact of a combination of the factors that affect entrepreneurial intention. However, our knowledge about interactions among the factors that construct entrepreneurial intention is limited particularly among university students. This study attempts to narrow the gap in the literature by measuring the factors that affect Malaysian university students’ entrepreneurial intentions using the theory of planned behavior. More specifically, it examines the relationships between personal attraction, perceived control over behavior, entrepreneurial skills, subjective norms, valuation of entrepreneurship in the social and close environment and students’ entrepreneurial intentions. The sample consisted of 722 students from public and private universities. Structural Equation Modeling was employed to test the hypothesized relationships between the variables. The results emphasized the critical roles that personal attraction and perceived control over behavior play in shaping students’ intentions to become an entrepreneur. A system of valuation and support of entrepreneurship consisting of subjective norms and valuation of entrepreneurship in the social and close environment emerged which highly influences students’ personal attraction toward entrepreneurship. Specifically, subjective norms affect students’ entrepreneurial intentions through its impact on their perceived control over the performance of entrepreneurial tasks and personal attraction toward entrepreneurship. Furthermore, entrepreneurial skills have a low contribution to subjective norms and perceived behavioral control. Implications of these findings for entrepreneurship research and education are discussed.

Keywords: entrepreneurial intention, entrepreneurial skills, personal attraction, control over behavior
Re-Engaging Learners With Strategic Teaching Approaches to Entrepreneur Learning in Higher Education

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Abstract: Traditionally, universities have approached the areas of entrepreneurship as a part of their course offerings, but with little emphasis on its value as a component of its various business programs. However, during the past decade, there has been a resurgence of emphasis on the areas of entrepreneurship, as well as the innovation that may be connected to new business engagements by individuals. As a result, more higher education institutions are seeing a need for growing this component of their business program, as well as re-engaging their learners to become more interested in the possibility of becoming their own boss and creating an entity that will have not only value to themselves, but also to the free market. A common theme that we are starting to see in today’s workplace is the search for meaning in the context of work in terms of finding meaning in what one does with their skills, knowledge, and abilities in the pursuit of gaining a salary, but enjoying what one does. On the other side of the spectrum, some universities have been offering alternatives to their credit-awarding courses through the use of incubator programs. While some members of higher education institutions have offered some form of incubator programs for entrepreneurship, such as the Virtual Incubation Network. This network is a grant-funded initiative that is under the leadership of the American Association of Community Colleges and 11 community colleges. This network’s aim is to try new mechanisms to support businesses and technological processes. With this approach consider, this leads to question whether or not online learning programs, on the higher education level, can offer some type of technological support for instructors to “re-think” and “re-imagine” their teaching strategies and approaches with entrepreneur learning? In particular, this paper will focus on how technological changes in the learning process can help instructors to “re-imagine” how changes in their teaching strategies can help re-engage the learner and perhaps start a new “renaissance” for the business field’s impact on entrepreneur learning.

Keywords: Entrepreneurship, innovation, incubator programs, online learning, virtual business
A Model to Study the Influence of Team Psychological Safety and Team Learning on Team Knowledge Creation

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Abstract: Studies have shown that team psychological safety has a positive impact on team learning behaviors (Edmondson, 1999). Team learning behaviors are identified as asking questions, giving feedback or looking for help, and the extent to which team members engage in these behaviors depends on the psychological safety they perceive in the team. Although the statement “learning leads to knowledge creation” could be considered as universally accepted, very little research operationalizes the link between learning and knowledge creation in a team setting. This research postulates that the learning behaviors allow team members to reflect on their understanding of the task, develop their mental models (task- and team-related), and increase the similarity in their mental models, therefore strengthening the shared mental model. Team mental models represent team knowledge, and knowledge created from a shared experience allows a team to address a future challenge more effectively. This paper presents a literature review about the factors influencing team knowledge creation and team learning, and, as a result, proposes a model that links team psychological safety and team learning with team knowledge creation.

Keywords: team knowledge creation, team learning, team psychological safety, team mental models

Describing and Assessing Co-Design Competences: Some Preliminary Results

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Abstract: Graduate innovation courses are still mostly discipline-specific (marketing, design, etc.) and rely on traditional knowledge acquisition. To get a better understanding of the innovation learning process, we adopt a co-design perspective where participants from different disciplines are working simultaneously and collectively to develop an idea. We then propose a set of seven co-design competences and 23 associated observable indicators to guide students in their learning endeavor and to help evaluators in their assessment tasks. Preliminary results
obtained from a group of 18 students involved in a co-design training session indicate the usefulness of the framework proposed.

**Keywords**: innovation, co-design, competences, skills, assessment

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**Innovation and Enterprise Development: The Case of the Ethekwini Municipality**

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**Abstract**: Innovation and entrepreneurship creates an excellent platform for economic growth in any City. The Ethekwini Municipality has a predominantly urban population who faces the triple challenge of unemployment, poverty and inequality. It therefore has limited resources available for programmes supporting entrepreneurs. However South African government has created an enabling environment for supporting small, black-owned enterprises through Broad Based Black Economic Empowerment framework. Claasen 2006 states that Enterprise Development (ED) where big companies offer operational assistance to small, black-owned enterprises, is a core component of the SA Government’s BBBEE strategy and globally recognised as an effective way of reducing poverty. Raizcorp (2011) defines enterprise development as investing time, knowledge and capital to help Small and Medium Enterprises establish, expand or improve businesses including empowering modest income-generating informal activities to grow and contribute to the local economy. The primary objective of the eThekwini Municipality is to develop an Enterprise development strategy in order to capitalise on private sector involvement in economic growth and the reduction of unemployment. The idea was to develop strategic partnerships with organizations which share Business Support mandates and who would like to contribute to the achievement of their own strategic objectives through BBBEE Performance scorecard fulfilment. This paper looks at the Enterprise development strategy within the context of Innovation and entrepreneurship.

**Keywords**: Enterprise development, public private partnership
A Model to Study What Knowledge Based Practices Successfully Facilitate Innovation in Supply Chains

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Abstract: Suppliers are a potential source of innovation through knowledge sharing and creation. By making full use of knowledge sharing and creation organizations can generate sustainable advantage through innovation. This research studies the role of procurement management in enabling innovation throughout the supply chain, identifying best knowledge practices and possibilities. The primary question asks: What knowledge based practices successfully facilitate innovation in supply chains. The secondary question asks: Are there regional differences in the use of these knowledge based practices between Europe, North America and Asia? This research addresses the use of knowledge based practices to successfully facilitate innovation from in the supply chain, identifying and capturing these practices, and investigates regional differences in the use of these knowledge based practices. The overlap between knowledge processes facilitating knowledge sharing and knowledge based practices enabling innovation is also explored. The importance of knowledge based innovation on cost optimization (research shows businesses spend two thirds of revenue on non-labour costs), risk management (floods, tsunamis and horsemeat scandals have all recently demonstrated supply chain risk), and new product and service offerings development to the organization, are also explored. This study is important to any organization that has a need to acquire goods and services, or outsources operations. It is important for those involved in procurement and supply chain management to have insights into the knowledge based practices that help an organization share and create knowledge with suppliers that can generate value both for the organization, its suppliers and customers.

Keywords: procurement and supply chains, knowledge based innovation, knowledge sharing in supply chains, knowledge creation, complex adaptive systems, and risk management
Understanding the Impact of Co-Opetition on Innovation: A Multi-Level Analysis

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Abstract: Co-opetition, simultaneous cooperation and competition, is traditionally considered as a strategy for innovation (Gnyawali and Park, 2009, Ritala and Hurmelinna-Laukkanen, 2013). Co-opetition has been studied at different levels of analysis, yet, research on the relationship between co-opetition and innovation has mostly focused on the inter-organizational level. While the study of co-opetition at this level is important to cover how organizations are interacting to innovate together, this constitutes a myopic view for a multilevel phenomenon like co-opetition (Walley, 2007). Previous research covers various levels separately: individual (Fang, 2006), organizational (Tsai, 2002), inter-organizational (Bengtsson and Kock, 2000) and network (Carayannis and Laget, 2004; Gnyawali and Madhavan, 2001). However, the multi-level nature of co-opetition implies that interactions at one level will impact interactions and outcomes at other levels. Consequently, heterogeneity and interrelationships between co-opetition across levels constitute our main interest in this research: how does the cross-level nature of co-opetition influence innovation? In order to achieve our research objective, we performed a content analysis on 84 published articles on co-opetition covering the four levels of analysis. Selected articles covered the period from 1987 to 2013 and were published in peer-reviewed academic journals. Our findings show that representations of co-opetition differ according to the level of analysis. Differences in perception of value across levels also play an important role in influencing the outcomes of co-opetition.

Keywords: Co-opetition, innovation, multilevel, heterogeneity, interdependence

Conceptualization of Coopetition Dynamics in Entrepreneurial Clusters: The CIMEE Model (Cooperative Innovation Modeling in an Entrepreneurial Ecology)

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Abstract: Entrepreneurial actors are exposed to rapid market changes and increased pressure to identify productive opportunities, while recognized as significant contributors to economic growth and development and playing a key role in
capability development of entrepreneurial activities. Extensive literature on clusters highlights the role of entrepreneurs in organizational creation and supporting ecosystems. However, despite fast growing literature on coopetition and on network and clusters innovation, research on the dynamics of coopetitive innovation in an entrepreneurial ecology is still scarce. Analyzing when, how and why entrepreneurial actors develop cooperative and/or competitive relationships is key in comprehending both the dynamics supporting entrepreneurial activities and the process of value creation in an entrepreneurial ecology. This article responds to calls for further development and investigation of the concept of coopetition in entrepreneurial ecology. The purpose of this paper is threefold. First, it aims at developing a framework for coopetitive innovation in entrepreneurial clusters settings. Second, it explores the development and evolution opportunities of entrepreneurial clusters involved in coopetition dynamics. Finally, it discusses issues and implications related to clusters of entrepreneurship and innovation. The article builds on existing literature on coopetition and entrepreneurial clusters to develop a framework for coopetitive innovation in entrepreneurial context. We employed resource-based view of the firm and knowledge-based innovation to provide a new coopetition perspective on entrepreneurial clusters. We propose a model embedded into a wider entrepreneurial eco-system theory in which entrepreneurial clusters co-creation is highly dependant of knowledge creation and knowledge capture opportunities as seedbed for innovation. Furthermore, we provide additional insights on the role of coopetition and more specifically how strengthening the coevolution of coopetitive-based mechanisms helps entrepreneurs foster superior innovation emergence and performance.

**Keywords:** entrepreneurial clusters, innovation, coopetition dynamics, ecology, value creation

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**Using Innovation to Stimulate Growth in Owner Managed SMEs**

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**Abstract:** This author has been involved in a considerable amount of consultancies and interventions in a large number of different organisations in the past 25 years. As a classically trained consultant, originally from the large firm sector, a dissonance was detected between advocated theory and observed practice, especially in the owner-manager sector which prompted this study. The research described in this paper was premised on the observation that modern economies rely on the growth of the small business sector, thus supporting this growth is a major economic concern for individual countries. The implicit view taken is that innovation underpins growth. This work was an action research project where the
author conducted an inductive phenomenological study using systems ideas as epistemological learning devices to advance knowledge. A set of intervention methods and principles have been developed to assist organisations to use innovation to determine and implement actions to achieve their chosen objectives at given points in time. The types of owner-managed small firms researched had all passed the two major SME barriers (see Daly et al, 1991 and Dunn and Bradstreet, 2001) of being in existence for more than 5 years, and development from micro to small firms. The literature suggests that the concept of growth in small firms is a significant and contentious issue, and questions the validity of the formal application of strategic theory to achieve growth in this specific context. The empirical research conducted in this work suggests that growth is not a planned process that emanates from formal strategic activity but an emerging process of intuitive innovative development, led by the owner-manager. The research suggests that within the size categories that are used to define small firms, it is likely that there are different types of firms with different latent propensity for growth. This work further suggests that competent owner-managers are required to develop (by using innovation heuristics they have acquired over time) and then to fulfil a multi-faceted role of entrepreneur, leader and manager, and that the degree of competence displayed has significant impact on the growth propensity of a firm.

**Keywords:** innovation, growth, entrepreneur, leader, manager

**Common Culture: A Valuable Prerequisite for Innovation-Focused Interactions Between Science and Economy**

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**Abstract:** Successful collaborations between universities and companies work only in a few individual cases. In general, the diversity of cultures prevents the implementation of interactive knowledge transfer and actually reduces the potential innovation performance. This finding contrasts the study of the Organization for Economic Co-operation and Development published in 1996 on „The Knowledge-Based Economy“ (OECD, 1996) that stated clearly: „Knowledge is now recognised as the driver of productivity and economic growth, leading to a new focus on the role of information, technology and learning in economic performance.“ Regarding the reasons for such a collaborative deficit more closely it becomes apparent that not a lack of purpose, benefits or requirements are the cause for it, but rather different ways of dealing with it. This results primarily from
a different cultural conditionality in universities and companies. However, the resulting question still has to be discussed how the science system can contribute to knowledge transfer, in order to disseminate knowledge and to provide inputs for problem solving and innovation. Especially the process of knowledge transfer has been prominently discussed during the last decade after neoliberal tendencies in politics, particularly in North America and the European countries, demanded the economic benefits of science and its institutions (c.g. Mansfield, 1991). While the responsibility for the creation and dissemination of new knowledge typically lies with leading research institutions, such as universities, the transfer of this knowledge into economic value is performed outside of universities. Since universities increasingly depend on additional funds for new and expensive research, research groups are more and more considered to be ‘quasi firms’ – a process that already has been described as “the invention of the entrepreneurial university” (Etzkowitz, 2003). But as it turns out more and more, the prospects for achieving these objectives are dominated by the question of a common cultural understanding between the various actors in the knowledge transfer process.

**Keywords:** knowledge and technology transfer, organizational culture, entrepreneurial university

### Ideas of Potential Users and What They Tell us

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**Abstract:** Organizations increasingly use environmental stimuli and ideas from users within participatory innovation processes in order to tap new sources of knowledge. The research presented in this article focuses on users who shape the distant edges of markets and currently are not using products and services from a domain - so called potential users. Those users at the peripheries are perceived to contribute more novel information, by which they better reflect shifts in needs and behavior than current users in the core market. Their ideas in collaborative and creative problem-solving processes are of particular interest. With an experimental design, I compare ideas from potential and current users and analyze the effects of different levels of experience in user collaboration. Analyzing the data in line with the grounded theory, I found potential users to use their everyday life as a reference point focusing on their unique context and the general experience of the idea, while current users use established applications as a reference point focusing on efficiency and new components. The self-centered reference point of the ideas of potential users gives rise to the thought that the idea is coming from the effort to find a problem in their everyday life which is regarded worth solving.
The key individual of the organization can identify meaning, experiential insight and inspiration within the every-day life bound ideas of people who are not yet participating in the domain.

**Keywords:** user collaboration, co-creation, discontinuous innovation, creative problem-solving

**Platform-Based Ecosystems: Leveraging Network-Centric Innovation**

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**Abstract:** In this paper, we provide an overview of platforms and platform-based ecosystems. We will discuss the range of technological, organizational and strategic challenges that platform leaders have to face to leverage network-centric innovation. Finally, we will present rules and guidelines for strategizing in platform-based ecosystems, thus providing clarity and direction to managers and platform leader wannabes

**Keywords:** platforms, ecosystems, strategy, network-centric innovation, governance

**University-Industry Knowledge Dynamics in Northern Sparsely Populated Areas**

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**Abstract:** This paper presents a theoretical framework for describing and understanding university-industry knowledge dynamics in northern sparsely populated areas (NSPAs). Based on the literature findings, key elements of a theoretical framework are defined and four essential elements to be considered in the context are recognised. These elements are knowledge transfer mechanisms, universities’ channels of engagement, firms’ needs for university-based knowledge, and the challenges of NSPAs. The first dimension of the framework is knowledge transfer mechanisms, which can be categorised as publications, participation in conferences, professional networks and boards, mobility of people, other informal contacts and networks, cooperation in R&D, sharing facilities, cooperation in education, contract research and advisement, IPRs, and spin-offs. The components of the framework explaining universities’ channels of engagement are edu-
cating people, problem solving for industry, providing public space, and adding to
the stock of codified knowledge. We also aim to understand the possible needs of
firms for university-based knowledge. The specific features to take into account
are the return on investment over the time horizon, the character of collaboration
needs, from problem solving to a strategic approach, and the size of the firm. De-
veloping the framework in the NSPA context, the following special features have
to be taken into account; demographical/ social, economic/ business and physi-
cal/ locational aspects. This study contributes to the recognised need for a more
comprehensive theoretical framework to analyse those knowledge transfer
mechanisms useful for universities and their regional units in boosting entrepre-
neurial activity in NSPAs. The theoretical framework presented in this study can
be further operationalised and used as a foundation when examining and devel-
oping university-industry collaboration in NSPAs. The framework may thus stimu-
late the so far scarce empirical research into NSPAs.

Keywords: knowledge dynamics, university-industry collaboration, knowledge
transfer, entrepreneurship, northern sparsely populated areas, theoretical
framework

Do Incubators Actually Help Entrepreneurs in Emerging Markets? The Case of Egypt

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Abstract: Economic development policies perceive incubators as an effective
mean to promote regional growth thought attracting and growing potential
startups and entrepreneurship. For Egypt, one of the main recommendations pro-
vided by GEM Egypt 2010 report for stimulating successful startups is establishing
a larger and more effective incubators network than the currently existing one to
provide the needed support to startups to accelerate and increase their chances
in survival and growth. On the other hand GEM report highlights as identified by
experts that limited access to finance is the top constraint in limiting entrepre-
neurial activities, while lack of Business Support Services and lack of qualified and
trained calibers were the 5th and 8th constraints (GEM Egypt National Report
2010). The main research question we address in this paper is “do incubators ac-
tually help startups in Egypt grow and overcome their survival challenges?” A
similar study was conducted in assessing the effectiveness of incubator in turkey
where 48 incubator firms were compared with 41 off-incubator firms; findings
suggest that there are significant difference between on and off-incubator firms
regarding their economic performance, highly in favor of incubator firms (Semih
2004). We define a model to measure the effect and impact of incubators on the
 incubated startups during their incubation stage. In the Case of Egypt, we study four incubators and their incubated startups to correlate between the quality and type of services provided by incubators and the impact of the provided services on the incubated firms. In our study we focus on two main key performance indicators that as GEM report highlights are from the main startup challenges in Egypt: the impact of incubation on helping startups on attracting the needed fund and on attracting talents.

**Keywords:** entrepreneurship, incubator, financing, talent, startups, Egypt

**The Effect of Knowledge Management Practices on Employees’ Innovative Performance**

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**Abstract:** The subject of innovation has been considered an important factor that contributes to both growth and survival of mankind. Given the importance lead by innovation, researches from multiple disciplines have attempted to answer to some critical questions like “what can be done to improve innovation at the workplace?” The management of knowledge is commonly recognized as an important antecedent towards innovation. The importance in finding the best process oriented approach as well as best industrial practices of knowledge management has surged steadily over the period due to rapid globalization and the need for organizations to seek competitive advantage. However, it is often argued that too much formalization of the best practice could actually hinder creativity and innovation within the organization. This research paper is aimed to explore the influence of knowledge management practices on employees’ innovative performance in an organization perspective. Knowledge management practices within an organization can be defined by; knowledge acquisition, knowledge dissemination and finally responsiveness towards knowledge. In order to test the influence of these variables on employees’ innovative performance, seven hypotheses were developed based on the theoretical research framework. The quantitative survey approach was selected as the method to evaluate the significance of each hypothesis. The data collection results were from 384 usable questionnaires that had been previously distributed to multiple manufacturing firms in Malaysia. The results obtained from this research conclude that knowledge management plays a vital role on supporting employees’ innovative performance within organizations. It also revealed that two types of knowledge management subcategories;
knowledge acquisition and responsiveness to knowledge plays more significant role on encouraging employees’ innovative performance in comparison with knowledge dissemination. The managerial implications and limitations of current study were also discussed in the paper.

Keywords: knowledge management, innovation, employees’ performance, best practices, Malaysian manufacturing industries

Innovation’s Dependence on Human Capital in the World’s Most Innovative Countries

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Abstract: This paper deals with the issue of competitiveness and entrepreneurship based on innovation, which is considered to be a driving force of any economy and brings expected profits to a society not only on the basis of economic indicators but also in social aspects. The aim of this paper is to find real connections between achieved innovative results in patent forms and applications to patent offices in countries around the world and human potential, which is the main holder of innovation. The analysis of the innovative results and human potential has been undertaken using method of regression analysis. The innovative results are presented by number of patent applications filed in particular countries defined as a dependent variable. The independent variable is population as a key factor of creativity and new ideas that lead to innovation and patent activities. The study presents and discusses how much innovation performance, measured by the number of patent applications, depends on human factors and population numbers in selected countries which are geographically, historically and culturally different, and whether it is possible to compare them somehow in a deeper context and relationship. The main results of this study state that the number of patent applications mostly depends on the population of the selected country.

Keywords: patent applications, innovation, creativity, human capital, population

Teaching Methods to Facilitate Learning Entrepreneurial Competences in Higher Education

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Abstract: The concept of entrepreneurial competences includes various skills, knowledge, attitudes towards entrepreneurship, as well as generic and subject-
specific competences needed for setting up and running a business. Entrepreneurial intention and attitudes can also be regarded as one part of entrepreneurial competences. The objective of this qualitative study is to describe and understand how teaching methods are used by teachers. Seven core courses which facilitate the learning of entrepreneurial competences best were selected. The data was collected by asking the teachers of the courses to answer what teaching methods they used. The findings illustrated that the teaching methods used covered many dimensions of entrepreneurial competences. However, the most challenging competences, such as personal maturity skills, intentions and attitudes were not covered well enough by the present teaching methods. Therefore it can be concluded that if the aim is to support and facilitate the development of personal characteristics which are related to the entrepreneurial behaviour and actions, more attention should be paid to the teaching methods.

**Keywords:** entrepreneurial competences, teaching methods, students, higher education

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**Analysis of Innovation Strategies in Hospitality Industry: Developing a Framework for the Evaluation of new Hotel Services in Thailand**

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**Abstract:** New services come up with opportunities for organizations but the risk associated with these services always exists. Empirical studies, which have investigated the success factors at the project level, showed that success or failure is not the result of managing one or two activities very well; it is the result of a total approach, managing several aspects competently and in a balanced manner. It is therefore obvious that management is highly interested in learning about those factors that influence the success of new services. To address the challenge of high failure rate, a significant number of studies have focused on the factors that affect the performance of new services. However, the majority of new service development (NSD) research has concentrated on the financial service sector, but so far, there has been no important research on NSD in the largest industries worldwide, such as the hospitality industry, and in particular the hotel sector. Therefore, the purpose of this study is to gain insight into the criteria that contribute to the success in NSD projects in the hospitality economy. This study aims to explore the characteristics that distinguish between success and failure of new hotel services in Thailand. It thereby contributes to the improvement of success rates by allowing managers to refine their development processes for new ser-
Towards this end, the study investigates the potential of developing a predictive model that incorporates the unique characteristics of services and is demonstrated to distinguish effectively between successful and unsuccessful new hotel services.

**Keywords:** new service development, service innovation, hospitality services, tourism, multicriteria analysis, critical success criteria

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**Entrepreneurial Marketing and Industrial Innovation as Organizational Learning Processes**

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**Abstract:** The purpose of this study is to examine the role of organizational learning in the entrepreneurial marketing and innovation marketing of established industrial companies. A longitudinal study based on document studies was carried out at three companies: Atlas Copco, SKF and Volvo. The findings are related to theories of marketing, entrepreneurship and organizational learning. Some important connections between these three fields are found in relation to the operations of the companies.

**Keywords:** organizational learning, entrepreneurial marketing, innovation, industrial manufacturing, longitudinal studies

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**Catalysts and Barriers of Open Innovation for SMEs in Transition Economy**

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**Abstract:** Most open innovation studies have focused on different natures of innovation and innovation processes that generally take place in large enterprises. Whereas, there is no evidence that open innovation is more inherent to large enterprises rather than to SME-s. On the contrary, smaller enterprises could be more flexible to explore new business ideas. The present qualitative study of open innovation focuses on open innovation impact and success factors for SME-s. The aim of this research is to create qualitative basis to following quantitative research within SME-s and find answers to the research questions: how to do encourage the open innovation for smaller enterprises? What could be the main implicating factors to pay attention? The research has been provided on the basis of questionnaires and following expert interviews. Three countries were selected.
Estonia represents a transition country from efficiency-driven to innovation-driven economy. Sweden is an innovation leader country from similar Northern European cultural background to Estonia. United Kingdom represents a large industrialized country with innovation-driven economy in Western Europe. Experts were selected from industry (SME representatives), academy and business consultants from each of the three countries. The questionnaire was constructed for balanced evaluation of internal and external factors that have impact to open innovation process. Factors were presented from literature study and interviewees had freedom to add factors that were important by their opinion but were missed out from proposed questions. The interviews were conducted face-to-face or by phone conference. The interviewees were asked to indicate five most important factors of open innovation and combine them with forces that have biggest impact to their reveal evidence. Finally interviewees were asked to rank up to ten supportive and prohibitive forces. Several open innovation success factors have dual characteristic simultaneously – prohibitive and supportive. The main factors that influence the process of open innovation are the commercialisation of open innovation, the link between the innovation process and the market, and the SME’s senior management’s motivation and ability to learn. Most experts identified personal qualities of the open innovation leader as a critical factor to a successful open innovation process, where the success will be measured by commercialisation of open innovation results. The main differences between transition and innovation-driven economies were identified in the field of intellectual property commercialisation. There is also contradiction between “Experience of utilization of external knowledge” and “Involvement or employees to innovation processes” that is evaluated high in transition economy and lower in innovation-driven economies. In the future research these questions will need to be clarified to determine the more important.. Experts did not have common view about importance of the intellectual property commercialization capability for open innovation.

**Keywords:** open innovation, SME, impact factors, transition economy

**Boosting Innovation and Entrepreneurship: An Ecological Approach in Higher Education**

**Tara Mann, Karen Oates and Jerry Schaufeld**  
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**Abstract:** The 21st century presents daunting challenges and extraordinary opportunities for those who can connect knowledge, discovery, and alternative thinking to innovative solutions for global problems. Educators have the opportunity to foster the environment that leads to innovations from a good idea. A critical step
is to help our students see how good ideas then move to product (commercialization). To do this, an ecosystem of innovation and entrepreneurship on our campuses must be created on our campuses. Developing this ecosystem is like putting together the pieces of a puzzle, with each piece a vital component that interacts and complements the others. The pieces of the puzzle that build an ecosystem of innovation and entrepreneurship include not only the knowledge acquired in the classroom but also the role of creativity, diverse perspective, and risk-taking as well as government policies and investment interests. This paper describes the components of an ecosystem of science and technology innovation and entrepreneurship on the campus of Worcester Polytechnic Institute, which can serve as a model to others. The approach is based on evidence from neurobiology on how people learn and combines theory with multiple opportunities to practice skills in real-world settings. This combination provides students with the environment to develop ideas that are both significant and commercially viable. In our model, students see how investments in science and technology research lead to economic growth through the emergence of commercially viable and innovative technologies resulting in the creation of new markets and applications. This approach could serve as a model for other institutions of higher education that are interested in creating an entrepreneurial mindset – the willingness to define a problem and the capacity to create an innovative solution where both students and faculty participate.

**Keywords:** higher education, innovation, curriculum, entrepreneurship

**Supporting Innovation in SMEs and MNCs Alliances: A Case Study**

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**Abstract:** Innovation has been recognized as strictly connected to knowledge abilities. Over the years several approaches and models have been developed in order to facilitate knowledge process but most of them recognize a high degree of personal commitment that involves mental models, personal beliefs, values and the process of reinventing oneself. Interestingly enough there seems to be a lack of literature on how to create it. Tools like data mining, brainstorming, problem solving approaches are well known, but how can we be sure that people will use them correctly? Ethical issues, cultural differences and misunderstanding could affect their effectiveness. Considering companies of different dimension like MNCs and SMEs, the differences become even bigger. Extrogen is an alliance between an Italian SME and a MNC, which name has been faked in order to keep it
A review of the management control system (MCS) has been conducted applying the Simons model which recognizes the role of MCS for creating boundaries, sharing core values, creating a communicative environment and measuring the results reached. This paper represents a case of study and aims to: 1. Analyze literature on KM barriers, especially comparing MNCs and SMEs and MCS literature; 2. Draw a model which combines the role of MCS as a Knowledge Management Tool; 3. Present a case study where MCS has been used for reducing KM barriers among MNCs and SMEs and supporting innovation.

**Keywords:** knowledge management barriers, MCS, levers of control, MNCs, SMEs

**Linking Market Orientation and Service Relatedness to new Service Development: The Case of Italian Small Accounting Firms**

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**Abstract:** Small and Medium Accounting Practice Firms (SMPs) are crucial in helping SMEs to keep their businesses economically and financially sustainable. Even though there is an increasing importance of SMPs for fostering SMEs daily activities, a general lack in terms of literature has been recognized. Innovation in service sector is characterized by distinguished features and literature on product innovation cannot be applied *verbatim*. Several studies have recognized the importance of Market Orientation to support product innovation, while less attention has been paid on the service industry. Moreover previous studies seem to consider product innovation as a general construct without considering the impact of the relatedness. Applying the Person-Environment theory (PE), this study analyzes the impact of Market Orientation (MO) on New Service Development (NSD), distinguishing new services according to their relatedness to already provided ones. A logistic regression on a sample of 960 full filled questionnaires has been used. Results show that Market Orientation has a significant different impact between related and unrelated diversification. The study aims to contribute to existing literature helping a better understanding of diversification activities in SMPs. At the same time the study wants to offer empirical evidence that could lead to recognize best practices in NSD.

**Keywords:** new service development, market orientation, small accounting practices, innovation, relatedness
Analysis of the Relationship Between the Company's Internal Resources and the Effectiveness of Innovative Activity of SMEs in Poland

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Abstract: The analysis of innovative activity of companies very often indicates that the innovations introduced to the market do not bring the expected benefits. This leads to the conclusion that very often innovation activities of enterprises are inefficient. The modern model for the innovative activity indicates that one of the key factors for success of innovative activity of enterprises is properly implemented introduction of new solutions to market. The problem of diffusion of innovation involves a number of issues related to the process of spreading and promoting innovation in the market. It is widely recognized that the powers of innovation diffusion is an important determinant of the capacity of firms. This article is an attempt to examine relationship between the company's internal resources and the effectiveness of innovative activity. To achieve this research objective author formulated the hypothesis: There is the relationship between the company's internal resources and the effectiveness of innovative activity. This paper will present the results of empirical research conducted by the author among Polish SMEs in the years 2009 – 2012.

Keywords: innovations, the effectiveness of innovative processes

Entrepreneurship Model for Sustainable Economic Development in Developing Countries

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Abstract: The pursuit of economic development and dominance by countries of the world is common to both advanced and third world countries. Economic theories and models propounded by Adams Smith in the 18th century and Ricardo in the 19th century among other scholars, have laid the cornerstone around which various economic strategies and approaches have been fashioned to reach this common goal. The result has been a wide gap that made some economies of the world to be known as “advanced, industrialised” and some others, “developing, third world” economies. While some past researches have attempted to pinpoint factors such as poor infrastructure, poor capital formation, weak institutional framework and so on as some factors responsible for back-lagging of these “de-
veloping”, economies, recent emphases through empirical and academic re-
searches have shown that the much needed economic “miracle” for the third
world countries is embedded in the factor of entrepreneurship. In fact, the unrav-
elling of this factor has produced what is termed “emerging” economies such as
Brazil, India, Indonesia, Mexico, etc. This paper therefore explores a mix of entre-
preneurship theories and models believed to underlie the rapid and sustainable
economic growth and development of countries such as Argentina, Brazil, Thai-
land and Mexico with a view of framing a unique and an adaptable entrepre-
neurship model for other developing economies like Nigeria. The resulting model, be-
ing founded on the works of Schumpeter, is necessity-driven; opportunity-based;
resources-enabled; and result-focused. Characteristically, the model has five pil-
lars: “window”, “network”, “corridor”, “product” and “outcome”. Though novel,
the five-pillar-entrepreneurship model is hoped to be proven useful in the aca-
demia and policy-making parlance.

**Keywords:** entrepreneurship, entrepreneurship model, economic growth, eco-
nomic development, developing economies, value-added

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**A Model to Assess the Influence of Entrepreneurial Leadership on Intrapreneurial Motivation**

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**Abstract:** This paper investigates the role and influence of entrepreneurial leader-
ship as a significant factor affecting intrapreneurial motivation in SMEs. Specifical-
ly, the opportunities for intrapreneurs to contribute to process and product inno-
vation in companies operating in highly competitive business sectors consistent
with innovation being a critical success factor for their future development and
potentially, their survival. Commencing with the extant literature, it becomes evi-
dent that there are a number of serious issues for consideration in businesses
where risk and how it is managed has to be balanced against innovation and crea-
tivity. From this, a conceptual model is proposed incorporating four constructs;
entrepreneur founder/manager leadership type, SME strategic orientation, intra-
preneur need satisfaction fulfilment and intrapreneurial motivation levels.
Subsequently consideration is given to operationalizing each variable of the mod-
el through measurement tools that follow the paradigm of epistemology and a
positivist approach. Lastly, the paper is summarised by presenting its value in
terms of intrapreneurial motivation.

**Keywords:** intrapreneurship, entrepreneurial leadership, strategic orientation,
SME
Entrepreneurs: Demographic Profile, who has Higher Chances of Survival?

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Abstract: The scope of this paper is to construct the demographic profile of the entrepreneur. The basic question is: who has higher chances of survival? Recently the interest in firms survival in Poland has increased significantly. To cover the need for more detailed data there was panel database used. The survey covers the five-year history of enterprises’ activity and the sample covers only enterprises employing initially fewer than 50 workers. In this paper only the sample of 1518 enterprises established in 2004 was selected. Only enterprises that initially did not employ any worker were selected. Cox regression semiparametric model with time constant and time varying variables was applied. Regarding demographic characteristics of the main owner a conclusion may be drawn, that an enterprise with a highly educated owner experienced in management had a lower liquidation risk. Opposite to other studies a male owner had higher risk of failure comparing to a female owner. Also an older owner (35 years and more) had higher chances to be liquidated, which is in opposite direction than expected. However this effect is time varying. The entrepreneur with management experience increases chances of survival. If a manager succeeded in acquiring the loan for a start the success is more probable. First-year investments increased the survival chances. The first year was the most important because at that time the main drive for being on the market was observed.

Keywords: enterprises survival, Cox model, entrepreneurship

An in-Depth Analysis of Professional Tour Guides’ Intercultural Communication in Tourism English

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Abstract: Much research has been done in terms of target language use and proficiency, but little has been mentioned about innovative ideas in culture related language and its use in ESP settings. This study attempts to shed light on intercultural communication problems by examining the use of foreign languages specifically in the tourism industry. In the framework of the study, English for specific purposes will be analyzed together with sociolinguistic parameters. This study will encompass a critical, analytical, argumentative and descriptive perspective. The
findings for this paper come from a survey given to Professional Tour Guides from the Istanbul Chamber of Tourism who indicated that their professional growth and successes had been hindered by misunderstandings due to a lack of intercultural training. The results of the survey have been tabulated and analyzed. The conclusions of the study clearly show that the field of ESP, in addition to its focus and the acquisition of a second language, should include some innovative intercultural communication training programs into its curriculum specifically designed for Departments of Tour Guides.

**Keywords:** tourism, culture, language, innovative ideas, sociolinguistic problems, cross-cultural communication in an ESP environment

**Prepared to Launch? A Study of Thailand’s new Entrepreneurs’ Creation (NEC) Education Program**

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**Abstract:** Are the efforts by the Thai government to increase the rate of new venture creation through education as effective as they might be? This study investigates four cognitive measures, entrepreneurial understanding, knowledge of entrepreneurial skills, entrepreneurial attitudes/beliefs, and entrepreneurial self-efficacy, of what likely affects an individual’s perception of his or her preparedness to start a business among participants in Thailand’s New Entrepreneur Creation (NEC) education program. Entrepreneurial understanding measures basic knowledge of entrepreneurship, such as the role of entrepreneurs and profit in the economy. Knowledge of entrepreneurial skills assesses the awareness of skills, such as leadership, persistence, and market opportunity identification, associated with starting a new venture. Entrepreneurial attitudes and beliefs encompass the associations and contentions a person maintains regarding the social status and career satisfaction associated with starting a new venture. Entrepreneurial self-efficacy assesses the perceptions participants have about their abilities to successfully carry out activities related to new venture creation, such as risk management and internal business operations. A total of 389 participants were recruited from the 2008 Class of the NEC, an entrepreneurial training program offered by the Thai Government from programs offered at 12 institutions in Bangkok, Thailand. Data was collected via a survey. The findings suggest that public policy might be better served by providing business creation skills in addition to reinforcing self-efficacy. The government sponsored NEC program appears to enhance the desire
to the participants to become entrepreneurs but might not provide enough information to build the understanding and skill they need to start business. This implication should provide a ground for relevant parties to strengthen those two areas (i.e., entrepreneurial understanding and entrepreneurial skill). It is not sufficient that participants enhance their confidence that they can start a business; they must also acquire necessary understanding and skill. This may insure the rate of success which is the ultimate goal of the program.

**Keywords:** education, policy, understanding, skills, attitudes, self-efficacy

**An Empirical Investigation of Gender Impact on Innovativeness Among Thai Entrepreneurs via GEM Database**

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**Abstract:** Recent studies have shown that innovation could play an important role in fostering new business models by defining new or improved services, products or processes. In addition, more and more women are playing an important role in the country’s development by starting new businesses. However, lack of competitiveness has led to a number of failures. Therefore, innovation could provide the backbone for a sustainable and competitive economy. Understanding the link between innovation and its role in enhancing entrepreneurship capabilities needs to be further investigated from a gender perspective. In Asia, specifically Thailand shows a notable high rate of women entrepreneurship in various entrepreneurial phases. Utilizing the 2012 GEM (Global Entrepreneurship Monitor) Thailand database, this paper seeks to empirically investigate the impact of gender on innovativeness in Thai entrepreneurs. This paper categorizes entrepreneurs into three groups based on their business progress: those who intend to start a business within three years, young businesses owners and established entrepreneurs. The results interestingly indicate a lack of gender difference in innovativeness for those in new business while some gender impact was present in innovativeness for those who are in the extreme case like either intending to start a business or established businesses. The significance of this study is in thus confirming that gender differences are found in innovativeness exhibited by either intending or fully established Thai entrepreneurs. While no gender difference was found in those entrepreneurs that are in the process of establishing their business for
around three and half years. Furthermore, it is observed that young female business owners are consistently found to be more innovative.

**Keywords:** established entrepreneurs, gender, global entrepreneurship monitor (GEM), innovativeness, Thailand

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### The Role of Networks in Development of Small and Medium Sized Enterprises in Kazakhstan

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**Abstract:** Networks are one of the most influential factors in the success of small and medium sized enterprises (SME) in many countries. This paper provides evidence that networks play a role in the development and performance of entrepreneurial firms in Kazakhstan. The paper classifies networks as social and business. We examine the relationship between network support and entrepreneurial success using data collected from 70 small and medium size firms. Results of this study show positive impact of network support on entrepreneurial performance.

**Keywords:** networks, SME, entrepreneurial performance

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### Exploring Teachers’ Views of Entrepreneurial Pedagogy and Didactics in the Hospitality Management Degree Program: Case JAMK University of Applied Sciences

**Minna Tunkkari-Eskelinen**  
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**Abstract:** This study introduces entrepreneurial pedagogy conducted mainly in the Hospitality Management Degree Program at JAMK University of Applied Sciences. There are individual learning paths for the students already having the business idea. Some students prefer co-operative model of enterprise as a learning environment during their studies. However, all the students are dealing somehow with entrepreneurial pedagogy. This should be implemented in didactics, teaching methods of the teachers. Therefore the teachers were in-depth interviewed (12 teachers) and asked to tell about their work and its relation to entrepreneurship education. This study follows the questions: How do the teachers see enhancing entrepreneurship? How do they personally apply their understanding in terms of entrepreneurial pedagogy and didactics? The meaning of entrepreneurship education is most often considered both as a method of learning as well
as a content of learning (see e.g. Remes 2003; Seikkula-Leino 2008). In this study it became clear that the teachers understand their role as facilitators of knowledge and networking. Work-life projects are utilized in high priority where intrapreneurship is enhanced. However, the teachers did not have similar or shared picture of introducing objectives and principles in terms of entrepreneurial pedagogy. Student’s individual path for starting own enterprise simultaneously with bachelor’s level studies seems to be typical option when enhancing start-ups. JAMK University of Applied Sciences has chosen entrepreneurship as one of its main profiles in the future complementing the vision of “being the best university of applied sciences in Finland”, and promising “to offer the most entrepreneurship-oriented university of applied sciences” for its students (see www.jamk.fi). This requires new approaches and didactics, and furthermore, more research on what are appropriate models and how effective they are as practices of entrepreneurship advancement.

**Keywords:** entrepreneurial pedagogy, entrepreneurial didactics, teaching methods, co-operative model, hospitality management degree program
PHD
Papers
Theoretical Background of Knowledge Competence Development in SMEs in Kazakhstan

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Abstract: Knowledge competence is a significant strategic resource of organization. It creates company’s competitive advantage and stimulates creation of knowledge. Knowledge competence is crucial for small and medium sized enterprises (SMEs) because it helps organizations to compete and improve its performance. Nowadays, SMEs in Kazakhstan have important role and supported by the government. SMEs bring benefits for economic development. Moreover, Kazakhstan economy is majorly dependent on oil and gas resources and in order to develop SMEs in non-oil sectors of the economy knowledge competence is essential for stimulating development of new knowledge and innovations. Knowledge competence allows companies to adapt to external and internal environment and supports changes in industries. This paper analyzes theoretical aspects of knowledge competence and factors which influence it in SMEs. Knowledge competence is developed on the basis of knowledge-based view and knowledge management theory. Over the time knowledge management changed and role of knowledge in organization transformed to strategic. There are many factors which have influence on knowledge competence in organization. These factors can positively and negatively influence to the development of knowledge competence in SMEs. Because organizations try to increase available knowledge more factors influence it the more difficult it becomes to organizations but at the same time it gives more opportunities for them. This only confirms that knowledge in organization is essential and it requires special conditions for development. Knowledge competence is not only about how organization is gaining knowledge to make it a competence but it also influenced by how organizations use that knowledge in the conditions of own organization. Effective knowledge management becomes an investment for company’s future development. Factors which influence knowledge competence are aimed to stimulate knowledge development in organization, otherwise, the process of knowledge management is not moving forward to achieving strategic goals. Knowledge competence helps organization to implement strategies because it possess unique characteristics of organization which have strategic importance.

Keywords: knowledge, knowledge management, knowledge competence, SMEs
Influential Characteristics of the CEO That Facilitate an Intrapreneurial Climate

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Abstract: The economic environment of the 21st century is getting progressively more competitive, demanding and challenging for most organizations. In order to survive and be successful, organizations constantly need to work on their products, services and business models to maintain a competitive advantage. The Chief Executive Officer (CEO) clearly plays a pivotal role in guiding the organization forward and is a key player in the establishment and maintenance of an intrapreneurial climate. This paper explores different characteristics the CEO might use to influence the management and facilitation of an intrapreneurial climate within their organization. The aim of this paper is to identify the characteristics that CEOs consider important in creating and managing an intrapreneurial climate. This research used an audio recorded structured interview methodology across nine CEOs from six different business sectors. Data analysis has been carried out using NVivo software. In making an effective contribution towards the nourishment of an innovative intrapreneurial climate, different characteristics are used by CEOs in different situations. CEOs need to display a certain degree of flexibility and adaptability in their work ethics along with good intuition and resilience skills. Communication skills also play a very significant role in the cultivation of an intrapreneurial environment. CEOs need to be confident with their vision for the organization and when situations demand it they have to be risk takers. Being the facilitator, CEOs need to demonstrate a certain level of credibility and trustworthiness to encourage and motivate employees towards the route for innovation practice. All these characteristics significantly influence the promotion and growth of an intrapreneurial climate and a CEO might adopt certain characteristics based on the demands and requirements of various organizational and economic situations. This paper explores a key research gap identified in this area which is the critical link between CEO characteristics and intrapreneurship. The analysis of the conducted interviews shows that CEOs can act as innovative facilitators of an intrapreneurial climate and understanding the role and importance of different influential characteristics will benefit both CEOs and different organizations in practising intrapreneurial ethics in an effective manner.

Keywords: CEO characteristics, intrapreneurship, qualitative research, structured interviews, creativity, innovation
Innovation Management Strategy for the IT Industry in Sri Lanka

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Abstract: The innovation management strategy governs the innovation through a knowledge management process. Knowledge management strategy excels in decision making and innovative performance to achieve industrial goals as market advantage and prime value. The market advantage is an intellectual asset enriched with technological, intellectual and legal standards positioned dominantly in the market to command prime market value. Knowledge led innovation establishes core competencies: entrepreneurial capital to acquire market advantage to earn profits. Intellectual capital is utilized to build up a domain knowledge and information systems to be utilized for creation of exclusive technologies to fulfill market needs to optimize market value. Technological capital provides a platform to share knowledge-technology-information productively to establish industrial standards in market assets. The stakeholder capital extends social responsibility for ethical practices to share socio-economic returns. They provide impetus to reach industrial standards in productivity, profitability, exclusivity and socio-economic returns. Application of industrial knowledge, tacit and explicit has technological innovation capability to define intellectual assets and its sustenance depends on the background of tacit knowledge. Empirical investigation led to unearth a holistic management theory on innovation management for the local IT industry. The investigation is drawn from in-depth interviews of experienced practitioners managing the industries. A qualitative inquiry to understand industry environmental phenomenon and a quantitative inquiry on industrial performance and value generation were undertaken to facilitate data reduction and visualize competitive measures to achieve optimum value. The research reveals the strategic need for core competencies to converge a knowledge domain, technological capabilities and information systems to collaborate higher knowledge value for premiumization of software. Industry concentration on knowledge domain for innovation in core business operations rather than functions will provide means to overcome competition. Lack of knowledge domain and technological capabilities are impediments to score over preeminent competitors. The need for a competitive strategy, policy remedies and regulatory efforts to carve a knowledge based industrial ecosystem is highlighted.

Keywords: core competencies, technological capabilities, domain knowledge, information systems exclusivity, prime value
Ergonomic Aspects of Product Development and Innovation

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Abstract: Increasing requirements for occupational health and safety emphasize the importance of ergonomics in the development of products and production systems intended directly for human consumption. However, the matter of respecting ergonomic criteria and standards in the product development of mass-produced items is regularly underestimated or even ignored today. A lot of research studies focus on the ergonomic factors of the working environment, but very few researchers deal with product development ergonomics. The aim of this paper is to investigate how seriously ergonomic parameters are considered by designers and industrial innovators developing new products. This study focuses especially on Czech industrial companies, accompanied by several comparisons with other European Union countries. The official statistical data about the actual state of innovation and the aspects of product development most often discussed in the Czech Republic and other European Union countries, as well as the results from the original qualitative investigation within several selected Czech manufacturing companies, are used to gain the required outcomes of the study. The first results proved that ergonomic analysis is not automatically a part of each innovation project for new product development. In view of this fact, respondents were asked to explain why the question of respecting ergonomic criteria is so often underestimated or even ignored during the product design phase. The paper also reflects the most important standards, norms and government regulations in the field of ergonomics that are valid in all the European Union countries.

Keywords: ergonomics, ergonomic factors, innovation, product design, product development

Entrepreneurial Motivation and Intentions: The Antecedent of Cyber Entrepreneurship

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Abstract: Cyber Entrepreneurship is gaining much prominence in both developed nations and developing nations and has thus created higher demand for need to study cyber entrepreneurship. In tandem, entrepreneurship and cyber entrepreneurship have been the focus of researchers, educators as well as public and private bodies’. The research methodology is based on case study method. This paper explores the initiatives in cyber entrepreneurship in various parts of the world
through content analysis of journal articles and websites on the subject. The findings of the research study shows that cyber world has given birth to a new breed of cyber entrepreneurs who have used information technology and the Internet to create small, self-sustaining financial eco-systems using a minimum of financial and infrastructural resources creating employment for themselves and this new breed has created employment for others. This paper contributes by identifying various practices adopted by successful cyber entrepreneurial ventures.

**Keywords:** entrepreneurship, internet entrepreneurship, online entrepreneurship, cyber entrepreneurship, information technology

**Is the Organizational Performance of Small Businesses Influenced by HRM Practices and the Governmental Support? A Case of Small Manufacturing Businesses in Malaysia**

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**Abstract:** Human resources have been regarded as the most important asset for any organization because of its essential part in achieving the sustainable competitive advantage and survival. Managing human resources is very challenging and requires an effective bundle of practices that contribute to attaining the organizational goals. This study tries to confirm the importance of HRM practices in small businesses which came to play a vital role in the economies of the world, through clarifying the influence of HRM practices on the organizational performance, using a mediating variable (employees’ outcomes). Also the study attempts to highlight the key role of governmental support from viewpoint of small businesses, through verifying the significant relationship between governmental support and the organizational performance. It was hypothesized that HRM practices will be positively related to the organizational performance (financial & operational), and that employees’ outcomes would serve as a mediator in the relationship between HRM practices and performance. Also it was hypothesized that the governmental support will be positively related to organizational performance. Quantitative method has been applied in this research. The research sample consist (265) small manufacturing businesses in Malaysia, data analysis utilizes SPSS and AMOS techniques. The statistical results will demonstrate the nature of relationships among the study variables. Theoretical and practical implications will be suggested depending on the results.

**Keywords:** small businesses, HRM practices, employees’ outcomes, governmental support, and organizational performance
A Resource-Based View of Entrepreneurial Creativity and its Implication in Entrepreneurship Education

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Abstract: The purpose of this paper is to address the problem of how to cultivate the creativity pertinent to the entrepreneurial contexts and entrepreneurial behaviours in entrepreneurship education. From the resource-based view, this paper theoretically proposes a model describing entrepreneurial creativity as deriving from the resources constraint and lying in creating new usage and combination of the resources at hand. This paper also contributes to the literature by theoretically analyzing the effect of creative self-efficacy in shaping entrepreneurial creativity and the benefits of its application in entrepreneurship education. It offers not only valuable insights into the characteristics of entrepreneurial creativity, but also an inspiration for the design of corresponding pedagogies to stimulate it.

Keywords: creativity, entrepreneurial education, creative self-efficacy

Multiple Intelligence Teaching Strategies: An Innovation in Improving Students’ Reading Comprehension

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Abstract: Reading is said to be the backbone of every learner and basically captured the heart of education. It calls educators to embrace a comprehensive curriculum which promotes students’ maximum participation that paints the overall picture of development. One sad reality confronted Philippine education is the poor reading performance of students both in elementary and secondary levels as indicated in the National Achievement Test result. The Department of Education (DepEd) reports that the students’ performance is far from the desired 75% mastery level. Based on the High School Readiness Test (HSRT) conducted last 2004, only .64% scored 75% or better. That is only 8,000 out of 1,200,000 students getting a score of 75%. In this context, the researchers were motivated to explore teaching strategies out of Gardner’s multiple intelligence theory as innovation and intervention in teaching reading which sought to answer the following questions: 1. What are the pre-test mean scores of the three groups in reading comprehension? 2. What are the post-test mean scores of the three groups in reading comprehension? 3. Is there a significant difference in the pre-test and post test...
scores of the three groups in reading comprehension? The basic objective of this paper is to describe the impact of Multiple Intelligence Teaching Strategies in the reading comprehension of 131 fourth year high school students of Malungon National High School, Malungon, Sarangani Province, Philippines, school year 2012-2013. The major instrument that was used in this study was the pre-test-post-test in reading comprehension adapted from National Achievement Test 2010. The pre-test was given to determine the reading comprehension level of the three groups before utilizing the seven multiple intelligence teaching strategies namely visual/spatial, mathematical/logical, verbal/linguistic, kinaesthetic, interpersonal, intrapersonal, and musical. Another instrument used by the researcher was the multiple intelligence checklist designed by Gardner. The main purpose of the said checklist was to help students identify their SMARTS or intelligences. For the researcher, the checklist served as a tool to identify the proper groupings of students for reading activities. Mean and frequency count were used to determine the reading comprehension of the three groups and t-test for independent sample was also used to determine if there is a significant difference in the pre-test and post-test scores of the three groups. Results show that the three groups obtained a significant increase in their post-test over the pre-test. This means that there is an improvement in the reading comprehension of the students in four levels when multiple intelligence teaching strategies are used. With this research, we want to share our knowledge and impart our contribution through demonstration teaching of the newly found teaching innovation.

**Keywords:** multiple intelligence teaching strategies, reading comprehension, pre-test, post-test, increase, significant

**Academic Entrepreneurship – new age Dictum**

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**Abstract:** The proposed research paper aims to understand the impact of academic institutes in nurturing entrepreneurs by utilizing their existing infrastructure to set up incubation centers or accelerators. It is observed that many of the reputed institutes build a good network with investors and advisors and groom individuals to show case their product or service to seek investment. However the involvement of academicians and their contribution to entrepreneurship involves radical change to be implemented within institutes to allow the academicians to be equity partners in the venture incubated within the institute campus. There is a development gap in process of converting academic researches to applied research and finally setting up a business venture benefiting the academicians. Most of the academic entrepreneurs tend to join private sectors as em-
ployees thereby distancing self from their core competencies of research and moving on path laid by company policies towards particular series of product development. Universities on other hand worry on conflict of academic interests, loss of career focus and prefer academicians to remain professors to students. On basis of study of various university spin-offs covering a mix of international and national universities, this paper presents the impact academic entrepreneurship will carry in new age and how the use of entrepreneurship process theories will further yield better profits to university spin-off venture formation process in present era through well laid out policies. The research also includes study of data from Indian Government Sponsored Technology Business Incubators and its contribution to national growth. Through empirical analysis, the research indicates that incubation process does positively contribute to entrepreneurship initiatives The research concludes that there is a need for more collaboration of academics, corporates and entrepreneurs (Edmonson, 2012) to build a strong entrepreneurship culture and through my subsequent research, PASSION Framework is being evolved to strengthen the accelerator and incubation process.

**Keywords:** academic entrepreneurship, university spin-offs, entrepreneurship theories, technology transfer, investors, PASSION framework
Masters
Paper
Islamic Bank in Kazakhstan – Curious Experiment or Objective Necessity?

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Abstract: This article reviews the current situation with the development of the Islamic finance niche in Kazakhstan. The aim of the work is to prove the existence of objective necessity in the development of Islamic banking in Kazakhstan, as well as the existence of enough potential demand for the Islamic bank services. The method of empirical research was used as a proof of the necessity of development Islamic banking in Kazakhstan. The current status of development of Islamic finance in the conventional Financial Centers of London and Singapore and the Regional Financial Center of Dubai, which combines both traditional and Islamic banking, was used as a comparison base. After analyzing the data on the above financial centers, we can see that the political leaderships of these countries are seeing huge potential for further growth in this niche of financial services, and are putting their best efforts into the development of Islamic finance in their regions. Further, two main factors affecting the growth in demand for Islamic banking services and, therefore, the growth of the Islamic finance niche in the global financial industry, were identified. The first – sufficient population in the world professing Islam, who are not covered by the services of Islamic banking; the second – the ethical business model of an Islamic bank, which forbids high-risk financial and trading operations. That ethical model is becoming more attractive to the conventional “western” clients. Having two factors influencing the growth of Islamic finance, I reviewed the current situation in Kazakhstan for these two growth factors. In my opinion, there are objective grounds to assert that both factors can be found in Kazakhstan, which means that Kazakhstan should pay the same high attention to the development of Islamic finance, as the above-mentioned financial centers do.

Keywords: Islamic Bank, the principles of Shariah, conventional bank, financial center, Muslims, financial regulator
Work in Progress Papers
The Contribution of Entrepreneurship and Innovation to Thai SME Manufacturing Performance

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Abstract: Small and Medium Enterprises (SMEs) play a pivotal role in accelerating Thai economic development. SMEs provide backward linkages for large enterprises through supply of goods, services, information and knowledge. Despite SMEs obvious significance, they face several severe difficulties that act as obstacles to their further development. The primary motivation of this study is to upon identifying: 1) the role, significance and contribution of Thai manufacturing SMEs to the Thai economy; 2) entrepreneur characteristics (age, gender, education, work experience); and (3) innovation (new products, processes, organization structure).

Keywords: entrepreneurship; innovation; SMEs, manufacturing, Thailand

Integrated Transformations of e-Health Development - the Perspective of Stakeholder Networks

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Abstract: The aim of the study is to present an ongoing e-health research project in Lithuania. Healthcare in the meantime is becoming more and more dependent on information and communication technologies (hereafter - ICTs), that are critical for the development of high quality healthcare services. Globalization, the need for cooperation between countries and their healthcare institutions, fast development of science and innovations in various fields, the spread of ICTs and the need for more and better quality healthcare services were among the main reasons for the interest of the researchers in the development of various e-health projects. Management of the electronic provision of health services ensures wider accessibility and continuity of healthcare services through common access to information data bases of the public sector, such as electronic healthcare records, registers and classifiers. The following scientific and practical questions will be researched in the presented research what makes the process of e-health development more effective; what role do the stakeholders play in relation to the development and implementation of the e-health system; what are the main conditions and obstacles for innovations and sustainability in the delivery of healthcare services.
services; what are the main challenges for e-health development within the short and long term perspectives? As a result, the research project will develop and test an integrated e-health implementation platform, which will enable the inclusion of all stakeholder groups necessary to be involved in the process of e-health development and implementation and contributing to the innovation and sustainability in the healthcare system.

**Keywords:** e-health, healthcare policy, public management, networks, stakeholders

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**Tracking the Influence of Knowledge Sharing on Innovations in Healthcare: The Case of Development of e-Health in Lithuania**

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**Abstract:** Many countries experience a vast of challenges that are being encountered during the process of design, development and implementation of innovative information and communication technologies (ICT) in healthcare known as e-health solutions. Among these challenges the most ambitious are ensuring close cooperation, consistent knowledge sharing and coherent stakeholders’ participation in decision making. The research aims to investigate existing communications and extension of knowledge sharing among different actors engaged in e-health, and to explore the influence of stakeholders’ engagement on the integrity of e-health. The case of Lithuania was selected as a field for empirical studies as its e-health national system, which is being developed since 2006, is not yet fully functioning. 24 semi-structural interviews with heads of administrations, medical staff and ICT specialists from hospitals and primary health care (PHC) institutions were conducted. Interviews with employees of institutions shaping policy and governing e-health are planned as a next stage of the research. Preliminary research results revealed that participants in e-health development agree on the significance of cooperation in creation of information systems (IS). Participation is compulsory for employees on all levels – administrators, doctors, nurses, and ICT specialists have to be involved. However, until now knowledge share on e-health solutions remains vague and only noticed on individual communication level and during the operation of temporary working groups. No platform for e-health stakeholders’ networking, communication and knowledge sharing is developed yet.

**Keywords:** e-health, knowledge sharing, stakeholders’ engagement, innovations in health care
Indigenous Innovation Options for Latecomer Firms and Countries: The Chinese Telecommunications Experience

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Abstract: While several latecomer firms and countries successfully get near to the technological frontier as fast followers, they encounter significant challenges in trying to create and diffuse their own technology. This is particularly difficult in the case of systemic technologies subject to network effects, and leading to the diffusion of a dominant design. Public policies can be implemented to support domestic innovation, but face a tension between techno-nationalism and techno-globalism (and market considerations). A techno-nationalist approach promoting indigenous technologies may create isolating mechanisms that provide competitive advantage to domestic companies and help them to catch-up. However, international development of domestic companies is more likely to occur with products manufactured according to global dominant technologies and standards. In this paper, we analyse and discuss the indigenous innovation options for catching-up countries and latecomer firms. We consider a specific type of technology; mobile telecommunications technologies. These technologies are system-based and subject to dominant design effect, and tend to be increasingly global. They are also characterised by successive generations that may offer opportunities for catching up countries to reach the technological frontier. We focus on the case of China for three reasons. Firstly, there is a clear objective of technological catching-up in telecommunications and of reducing IPRs by developing domestic innovation capabilities. Secondly, the mere size of the market allows implementing policies which may be illusory in other markets. Thirdly, the telecommunications operators are controlled by the state and can be therefore powerful instruments for the Chinese government. We put a particular emphasis on the latest (4th) mobile generation. Relying mainly on the distinction between incremental, modular, architectural and radical innovation, by Henderson and Clark (1990), we suggest that modular innovation on a loosely coupled subsystem of a global dominant technology is a better option for systemic technologies, allowing to reconcile the otherwise antagonistic options of techno-nationalism and techno-globalism.

Keywords: catching-up, innovation, telecommunications, China, Modular Innovation
Abstracts only
Knowledge Services in Sverdlovsk Region and Their Role in Local Knowledge Economy

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Abstract: The developing knowledge services (KS) in Sverdlovsk region, Russian Federation are analyzed and discussed. The region is knowledgeable and rich industrial hub. The basis of the article is long-term market research during more then 10 years. There are answers to the following questions: 1) KS place in knowledge economy; 2) characteristics of KS market; 3) local KS-market trends; 4) characteristics of KS in marketing; 5) a regulation mechanism activated by the changing conditions for production.

Keywords: knowledge services, intelligence as a service, innovation, knowledge economy, kinetic innovation model

Student Social Innovation Project: Eye Talker

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Abstract: The Eyetalk project is a social innovation project that I am leading at Florida International University. In fall 2012, I prepared a cross-disciplined student team to enter a global social entrepreneurship competition. The underlying purpose for creating such a project was to participate in and increase our understanding of student social entrepreneurial initiatives. I was able to put together a team of four students and within a very short period, we were able to come up with an innovative product that could significantly improve the lives of visually impaired and blind individuals. The team invented a pair of glasses, known as EyeTalk, that could read text to the blind. Please see the link below for the press release and a demonstration video: http://news.fiu.edu/2013/04/fiu-students-develop-eyeglasses-that-read-to-blind/58314. There are 285 million people with low vision worldwide and 39 million who are blind. In the USA the 1.3 million blind are projected to increase to 1.6 million by 2015 and 2.4 million by 2030 (NFB, 2012). Due to their disability, only 37% of blind adults in the U.S are employed. Currently, there are no affordable products that enable blind people to read text in books, magazines, newspapers, product packaging, and other similar items posing a significant limitation on their daily lives. The EyeTalk glasses are an affordable product that can be purchased by most individuals, and may even be
FREE of cost as they could be supported by agencies such as the Lighthouse for the blind. Hence the EyeTalk glasses have the potential to make a significant, life-altering impact on the global blind community. Moreover, the impact of this project on the four students has been transformational as they have journeyed through discussing a potential project to actually inventing a successful product that can assist millions of blind individuals across the globe. The students have developed an intuitive entrepreneurial sense which they continue to sharpen as they now discuss EyeTalk’s trajectory with potential partners. EyeTalk has generated enormous media interest and has been featured on various TV stations. As a result, numerous potential investors have reached out to the team as well as service agencies such as the Federation for the Blind. The students are now in the early implementation stages of their business plan. They have formed a legal structure, applied for their patents, and are currently working through early evaluations for seed capital. The EyeTalk project serves as an inspirational success story and provides a reflection on the possibilities of social innovation by students. It also underscores the importance of cross-disciplined knowledge and partnerships that must be developed within a university setting. As a result of this project, I have gained significant knowledge in the areas of student competition, patent law, press releases, media interviews, and creating investor interest, such as through kickstarter.com. I utilize this project as a learning example in my other courses and have used it as a case study that students can research, reflect upon, and write about.

**Keywords:** student engagement, cross-disciplined team, engineering, social entrepreneurship
Research Jotter

Research ideas can happen at any time – catch them in writing when they first occur