

# Australian Centre for Entrepreneurship (ACE) Research Exchange Conference 2018

6 – 9 February, Brisbane, Australia

**QUT Business School**  
Australian Centre for  
Entrepreneurship Research

<http://www.acereconference.com/>

**A**ustralian

**C**entre for

**E**ntrepreneurship

**R**esearch

**E**xchange



# QUT Gardens Point Campus Map



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# Welcome

This seventh edition of ACERE – the Australian Centre for Entrepreneurship Research Exchange – takes the conference back to our home turf at QUT’s Gardens Point Campus in the Brisbane CBD. Continuing the proud tradition of an Australia-based, high quality, highly developmental annual conference in entrepreneurship, ACERE 2018 features Regular Paper Sessions, pitching- and roundtable Paper Development Sessions (PDS), and a Doctoral Consortium. For the Keynote addresses, PDS chairing, and closing Panel we have – as usual – an impressive line-up of international top scholars: Johan Wiklund, Ted Baker, Sam Gosling, Michal Kosinski, Andreas Schwab and ACE Adjunct Professor Dean Shepherd. Prepare for many highlights! We thank our co-hosts, The University of Queensland and our sponsors, University of Adelaide, RMIT University and La Trobe Business School for their contributions to making this conference possible.

This edition of ACERE will also be the last that I organise. Next year, the incoming ACE Director Martin Obschonka will be in charge of the conference. No, I’m not going anywhere—I plan to continue to contribute to ACE and Australian entrepreneurship scholarship as before. It is just that when you have been at the helm for seven years and you are lucky enough to have found a successor with the creativity, visibility, scholarly quality and energy that Martin has, then it is time to hand over. This will formally happen in July this year. If you do not know Martin already I hope you take the opportunity to get acquainted during the conference. I trust you will help Martin (and Karen, who will remain the Centre Coordinator) take ACE and ACERE to new heights under his reign.

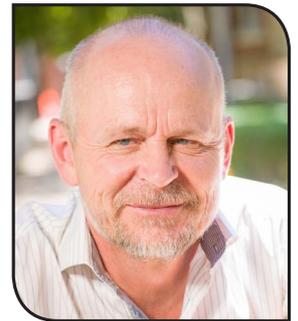
We wish you a hearty welcome to a great conference experience at ACERE and trust that you will also enjoy Brisbane city and its surroundings.

## Per Davidsson and Karen Taylor

The University of Queensland Business School warmly welcomes the doctoral students and presenters at the doctoral colloquium to our beautiful St Lucia campus and all delegates to the social network event at The Southbank Beer Garden to be held on Wednesday. ACERE has a long tradition of developing new scholars, and this year Anna Jenkins, Martin Obschonka and a team of UQ PhD students have developed an exciting program, with top scholars such as Dean Shepherd, Johan Wiklund, Andreas Schwab, Geoff Kistruck and April Wright working with students to expose them to new thinking in entrepreneurship theory and methods. We trust that you will enjoy your visit to our campus!

## Martie-Louise Verreyne

University of Queensland



## Sponsors



### Award Sponsors



# Conference Information

The Doctoral Consortium is to be held at the University of Queensland (UQ), St. Lucia campus on Tuesday 6 February 2018 and at QUT, Gardens Point Campus on Friday 9 February 2018. (the best way to get from QUT to UQ and return is via the City Cat Ferry)

The Academic Paper Program (including the PDS sessions) is to be held at QUT, Gardens Point Campus, Brisbane – Wednesday 7, Thursday 8 and Friday 9 February 2017.

## Registration Desk Location & Times

The conference registration desk and information service will be located at QUT Gardens Point Campus, P Block Level 5. Delegates can check in from 8:00am on Wednesday 7 February. The registration and information desk will be open from 8:00am until 5.00pm daily.

## Conference Emergency Contact

### Karen Taylor - Conference Manager

E: [acereconference@qut.edu.au](mailto:acereconference@qut.edu.au)

P: 0409 483 144

## Social Functions

### Welcome Reception

Date: Tuesday 6 February

Time: 6:00 – 8:00pm

Venue: The Cube, QUT, Gardens Point Campus – P Block, QUT 2 George Street, Brisbane.

### Social Networking Event

Date: Wednesday 7 February

Time: 6:00 – 8:30pm

Venue: The Beer Garden, Southbank  
30BA Stanley Plaza, Southbank



### Gala Conference Dinner

Date: Thursday 8 February

Time: 6:00 – 10:30pm

Venue: 'The Voyager' cruiser on the Brisbane River – Kookaburra Cruises, Eagle Street Pier.

## Mobile Phones

As a courtesy to fellow delegates and speakers, please ensure your phone is switched off or is on silent during all conference streams.

## Connecting to the QUT Conference Wireless Network

*If you have an eduroam account use the 'eduroam' wireless network as you would at your home institution.*

### Via a mobile device (Phone/Tablet)

1. Go to your device's 'Settings' menu
2. Select 'Wi-Fi'
3. Select the network called 'Events@QUT'

note – If you have used this service before you will have to "Forget this Network".

4. When prompted for a password, enter: 4set674S (note – password is case-sensitive)

5. Open any web browser to <http://www.qut.edu.au/> (note – do not use <https://>) and a page titled 'Welcome to Events@QUT' will appear, displaying the service Terms and Conditions.

6. Select the 'Click to Accept' the Terms and Conditions option to commence using the conference wireless service.

### Via a laptop (PC/Mac)

1. Go to your wireless network connections, by clicking on the 'wireless' logo on your laptop.

2. Select the wireless network called 'Events@QUT'

note – If you have used this service before you will have to "Forget this Network".

3. When prompted for a password, enter: 4set674S (note – password is case-sensitive)

4. Open any web browser to <http://www.qut.edu.au/> (note – do not use <https://>) and a page titled 'Welcome to Events@QUT' will appear, displaying the service Terms and Conditions.

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### Need help?

Call the IT Helpdesk on 3138 4000

# Conference Organising Committees

## ■ Conference Manager

### **Karen Taylor**

QUT Australian Centre for Entrepreneurship Research

## ■ Conference Committee

### **Per Davidsson (Chair)**

QUT Australian Centre for Entrepreneurship Research

### **Pia Arenius**

RMIT University

### **Martin Bliemel**

University of Technology Sydney

### **Evan Douglas**

Griffith University

### **Kim Klyver**

University of Southern Denmark

### **Noel Lindsay**

The University of Adelaide

### **Erik Lundmark**

Macquarie University

### **Alex Maritz**

La Trobe University

### **Morgan Miles**

Charles Sturt University

### **Allan O'Connor**

The University of South Australia

### **Dean Shepherd**

University of Notre Dam

### **Marilyn Uy**

Nanyang Technological University

### **Martie-Louise Verreyne**

The University of Queensland

## ■ Doctoral Consortium

### **Anna Jenkins**

The University of Queensland

### **Martin Obschonka**

QUT Australian Centre for Entrepreneurship Research

## ■ Paper Development Session

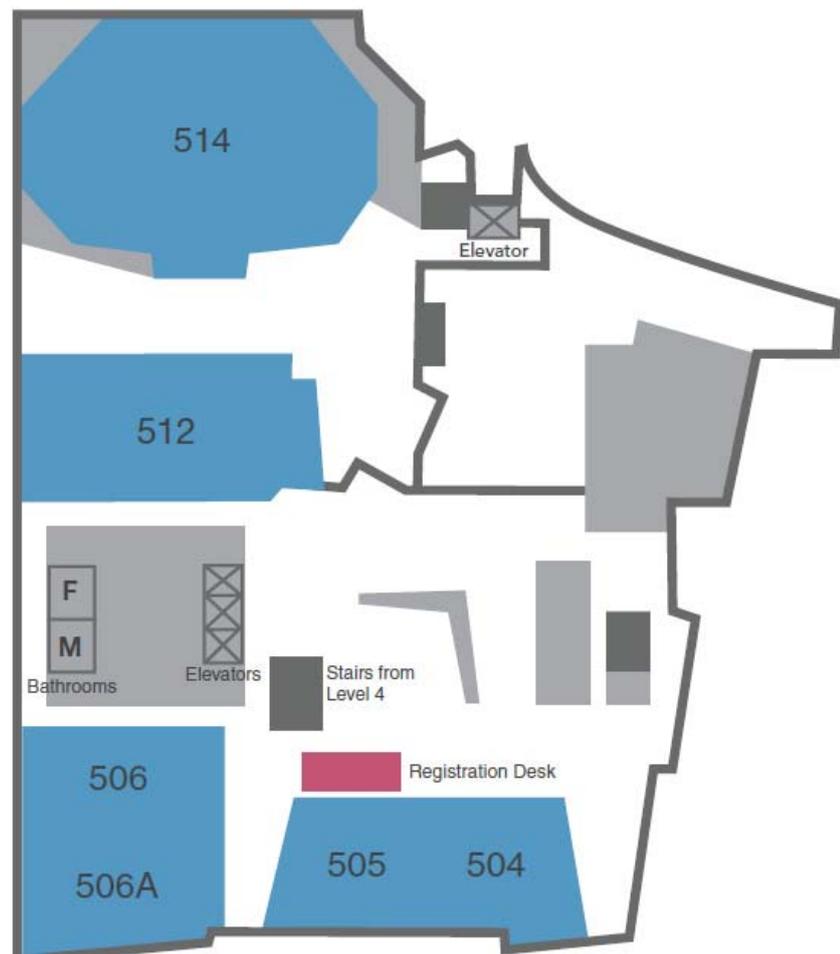
### **Scott Gordon**

The University of Adelaide

### **Frederik von Briel**

QUT Business School

## QUT P Block Map



# Keynote Speakers

## ■ Dean Shepherd

Dean Shepherd is the Ray and Milann Siegfried Professor of Entrepreneurship at the Mendoza College of Business, Notre Dame University. Dean received his doctorate and MBA from Bond University (Australia). His research and teaching is in the field of entrepreneurship; he investigates both the decision making involved in leveraging cognitive and other resources to act on opportunities and the processes of learning from experimentation (including failure), in ways that ultimately lead to high levels of individual and organizational performance. Dean has published papers primarily in the top entrepreneurship, general management, strategic management, operations management, and psychology journals and has written (or edited) over 20 books.



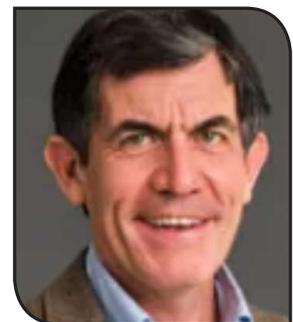
## ■ Johan Wiklund

Johan Wiklund is the Al Berg Chair and Professor of Entrepreneurship at Whitman School of Management, Syracuse University, USA, Professor Two at Nord University, Norway, Visiting Professor at Lund University, Sweden, and inaugural RMIT Fulbright Distinguished Chair in Entrepreneurship and Innovation in Australia. His research interests include entrepreneurship and mental health as well as the entry, performance, and exit of entrepreneurial firms. He is considered a leading authority in entrepreneurship research with over 60 articles appearing in leading entrepreneurship and management journals and over 17,000 citations. He is incoming Editor-in-Chief for Entrepreneurship Theory and Practice, and previously editor for Journal of Business Venturing and Small Business Economics. A prolific advisor of Ph.D. students, he received the Academy of Management Entrepreneurship Division Mentor Award in 2011. Professor Wiklund's research topics include: entrepreneurship and mental health, performance, growth, exit, and failure of entrepreneurial firms.



## ■ Ted Baker

Ted Baker leads entrepreneurship efforts at Rutgers Business School – Newark & New Brunswick. He spent much of the first half of his adult life building a variety of technology-rich entrepreneurial ventures. During his subsequent academic career, he has helped to build two leading programs in technology entrepreneurship and commercialization (University of Wisconsin-Madison and NC State University). He has studied entrepreneurship under conditions of resource constraint and adversity (for example in the informal settlements around Cape Town, South Africa, in the textile industry in the American South and Northeast), focusing in particular on bricolage and improvisation as constructs useful for understanding resourceful behavior. His current work on Founder Identity Theory (FIT) explores the processes through which entrepreneurship sometimes allows people to pursue their goals and become who they want to be despite common problems of resource constraint and adversity. His research has been published in leading academic management and entrepreneurship journals, such as Academy of Management Journal, Administrative Science Quarterly, Journal of Business Venturing and Strategic Entrepreneurship Journal.



## ■ Samuel D. Gosling

Sam Gosling is a Professor of Psychology at the University of Texas at Austin. He did his doctoral work at the University of California at Berkeley. Sam has published broadly on the topics of Internet-based methods of data collection in the context of personality and social psychology. His non-human research has also examined dogs, cats, chimpanzees, and squid. His human research has looked at how human personality is manifested in everyday contexts like bedrooms, offices, webpages, music preferences, and social-media; this latter work is described in his book, "Snoop: What Your Stuff Says About You". Sam also published on the entrepreneurial culture of regions and cities, using large Internet-based datasets collected from millions of subjects around the globe. His work has been widely covered by the media and he is the recipient of the American Psychological Association's Distinguished Scientific Award for Early Career Contribution.



## ■ Michal Kosinski

Michal is a psychologist and data scientist. His research focuses on studying humans through the lenses of digital footprints left behind while using digital platforms and devices. He is an Assistant Professor at Stanford Graduate School of Business. Michal holds a PhD in Psychology from University of Cambridge, an MPhil in Psychometrics, and a MS in Social Psychology. While at Cambridge University, he started an open-source online adaptive testing platform Concerto and ApplyMagicSauce.com predictive engine.



## ■ Andreas Schwab

Andreas Schwab is an Associate Professor and Dean's Fellow in the College of Business at Iowa State University, who currently serves for a second time as a Visiting Senior Fulbright Scholar at the Institute of Technology Bandung in Indonesia to support a multi-year comparative case study investigating entrepreneurial eco-systems in the local textile industry. In addition, he is engaged in several initiatives to advance methodological practices in the management field. He was a contributing editor for *Entrepreneurship, Theory & Practice* and serves on the editorial boards of *Organizational Research Methods, Organization Science, Strategic Entrepreneurship Journal* and *Group and Organization Management*. He is a member of the executive board of the Research Methods Division at the Academy of Management and the Research Methods Community at the Strategic Management Society. He has published in the *Academy of Management Journal, Organization Science, Academy of Management Education and Learning, Entrepreneurship Theory & Practice, Strategic Organization, Management & Organization Review, and Group & Organization Management*. His research received support from the National Science Foundation, Office of Naval Research, Hearin Foundation, and AMINEF/Fulbright. He received his Ph.D. in management and organization theory from the University of Wisconsin – Madison.



# Chair Guidelines

The roles of the Session Chair are relatively easy, but nonetheless very important.

Specifically, Chairs are expected to:

1. Briefly introduce the speaker/s in your session. Name and affiliation of the presenting author, and paper title, suffices. We should not let lengthy introductions reduce time for presentation and discussion.
2. Be responsible for timekeeping:
  - START ON TIME and ensure each speaker keeps to their allotted time (20 min presentation, 10 min question time). Try to warn authors when 5 and 1 minutes presentation time remains, respectively.
  - Sessions are run concurrently. Participants will want to change between the allotted 30 minute allocations for the individual paper presentations. It is essential that all paper presentations across the concurrent sessions start and end at the same time.
  - Therefore, if there is a 'no show' you cannot move to the next paper until its scheduled time begins, or allow extra time to the remaining papers. Instead, the Chair should encourage participants to join another session during any gap in their session (hopefully to come back for the last paper).
3. Facilitate the allocated discussion at the end of the presentation
4. Thank the speaker/s.
5. Make any announcements requested by the Conference Organising Committee.

Session Chairpersons are to report to the Conference Registration desk no later than 30 minutes prior to the beginning of the day's proceedings on their particular day on duty to confirm their arrival, be made aware of the session room and to collect the program.

If you have any queries, please contact Karen Taylor [k3.taylor@qut.edu.au](mailto:k3.taylor@qut.edu.au) 0409 483 144

## Uploading your presentation

**PLEASE ENSURE YOU BRING YOUR PRESENTATION ON A USB FOR UPLOAD TO PC DESKTOP. PDS PITCHES**, are to be uploaded by 8:30 am on the day that your pitch session is scheduled (i.e., prior to the keynote presentation that will precedes the pitches) . **ALL PAPER PRESENTATIONS** are to be uploaded by the presenting author in the break prior to your scheduled presentation session. The registration desk and AV team will be available from 8:00 am each morning to assist with upload of your presentation . If you are unsure of this procedure please ask at the registration desk upon arrival.

## Tuesday 6 February

9:00 am – 5:00 pm	<b>Doctoral Consortium</b> University of Queensland (UQ), St. Lucia campus, Building 14, room 216
6:00 - 8:00 pm	<b>Welcome Reception</b> The Cube, QUT, Gardens Point Campus – P Block, QUT 2 George Street, Brisbane.

## Wednesday 7 February

8:30 am – 10:30 am	<b>Welcome Address</b> <b>Keynote - Johan Wiklund</b> <b>Paper Development Session (PDS) Pitches</b> QUT Gardens Point Campus P Block P514
10:30 am – 11:00 am	<b>Morning Tea</b> QUT Gardens Pont Campus P Block Level 5

SESSIONS													
11:00 am – 12:30 pm	<table border="1"> <tr> <td>Room: 504</td> <td>Room: 505</td> </tr> <tr> <td>Session: 1A</td> <td>Session: 1B</td> </tr> <tr> <td><b>Theme: Psychology of Entrepreneurship</b> Chair: Tracey Dodd</td> <td><b>Theme: Entrepreneurial Strategy</b> Chair: Simon Hensellek</td> </tr> <tr> <td><b>A review of entrepreneurs' mental health and well-being</b> Ute Stephan</td> <td><b>Digitalization and responsibility as a driver for new entrepreneurial business models. Case of e-health.</b> Tatiana Iakovleva, Raj Thapa Bricolage,</td> </tr> <tr> <td><b>Entrepreneurial intentions of children of entrepreneurs: Personality, environmental and demographic factors and their effect on entrepreneurial intentions</b> Carolin Palmer, Thomas Niemand, Norbert Kailer, Sascha Kraus</td> <td><b>Influence of growing firm's operating industry towards firm growth and growth mode selection</b> Pubuduni Jeewandaratage, Per Davidsson, Stephen Cox</td> </tr> <tr> <td><b>Regulate, take action, and persevere: Why differentiation of self is crucial for entrepreneurs.</b> Rebecca Franklin, Charles Murnieks</td> <td><b>Speed to Market, and Internationalization: The Contradictory Moderating Role of Hierarchy in Entrepreneurial Ventures</b> Tobias Kollmann, Christoph Stockmann, Simon Hensellek</td> </tr> </table>	Room: 504	Room: 505	Session: 1A	Session: 1B	<b>Theme: Psychology of Entrepreneurship</b> Chair: Tracey Dodd	<b>Theme: Entrepreneurial Strategy</b> Chair: Simon Hensellek	<b>A review of entrepreneurs' mental health and well-being</b> Ute Stephan	<b>Digitalization and responsibility as a driver for new entrepreneurial business models. Case of e-health.</b> Tatiana Iakovleva, Raj Thapa Bricolage,	<b>Entrepreneurial intentions of children of entrepreneurs: Personality, environmental and demographic factors and their effect on entrepreneurial intentions</b> Carolin Palmer, Thomas Niemand, Norbert Kailer, Sascha Kraus	<b>Influence of growing firm's operating industry towards firm growth and growth mode selection</b> Pubuduni Jeewandaratage, Per Davidsson, Stephen Cox	<b>Regulate, take action, and persevere: Why differentiation of self is crucial for entrepreneurs.</b> Rebecca Franklin, Charles Murnieks	<b>Speed to Market, and Internationalization: The Contradictory Moderating Role of Hierarchy in Entrepreneurial Ventures</b> Tobias Kollmann, Christoph Stockmann, Simon Hensellek
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<b>The Challenges and Strategies of Immigrant Entrepreneurs</b> Staw Ho, Roxanne Zolin													

11:00 am to 11:45 am	<b>PDS A</b> Chair: Martin Obschonka	<b>Benchmarking practices of women entrepreneurs operate home-based small businesses in rural areas: Pakistan a case in point</b> Noor Muhammad	<b>Ethnic Ties, Motivations, and Home Country Entry Strategy of Transnational Entrepreneurs</b> Sarika Pruthi	<b>Social enterprise: accounting for paradox</b> Craig Furneaux	<b>Chair: Dean Shepherd</b>	<b>Chair: Per Davidsson</b>	<b>Altruism and Entrepreneurial Intentions in Professional Degree Students</b> Adele Feakes	<b>Chair: Johan Wiklund</b>	<b>Partners, minions and adversaries – employees in entrepreneurship discourse, past, present and future</b> Erik Lundmark
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11:45 am to 12:30 pm	<b>PDS B</b> Chair: Per Davidsson	<b>Entrepreneurial Creativity and Innovation Performance in SMEs and Startups: The Mediating Role of Entrepreneurial Alertness</b> Wai Fong Boh	<b>When two become one: Entrepreneurs' dual identity integration and its implication for creativity and venture creation success</b> Siran Zhan	<b>Can strategic entrepreneurship lead to industry growth?</b> Char-lee Moyle	<b>Chair: Johan Wiklund</b>	<b>Chair: Andreas Schwab</b>	<b>In search of wellbeing: When is entrepreneurship the answer?</b> Magdalena Markowska	<b>Chair: Martin Obschonka</b>	<b>Patterns in Spatial Distribution of Venture Capital and Private Equity Investments</b> Marcus Salusse
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12:30 pm – 1:30 pm	<b>Lunch</b> QUT Gardens Pont Campus P Block Level 5
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**Friday 9 February**

9:00 am – 10:30 am

SESSIONS					
Room: 504 Session: 7A	Room: 505 Session: 7B	Room: 512 Session: 7C	Room: 506A Session: 7D	Room: 506B Session: 7E	
<b>Theme: Research Methods &amp; Entrepreneurship &amp; Innovation</b> Chair: Martin Obschonka	<b>Theme: Entrepreneurial Growth &amp; Performance</b> Chair: Forough Zarea Fazlelahi	<b>Theme: Entrepreneurship Education &amp; Training</b> Chair: Martin Blümel	<b>Theme: Entrepreneurship Education &amp; Training</b> Chair: David McInnes	<b>Theme: Sustainable &amp; Environmental Entrepreneurship</b> Chair: Erik Lundmark	
<b>A Compound Measure of Product Innovativeness: Developing a tailored measure for entrepreneurship</b> batkhuyag ganbaatar, Evan J Douglas	<b>Creation of Social Capital Using Digital Networks: Case of Micro-level Youth Entrepreneurs in Sri Lanka</b> Gayathri Ranasinghe, Saskia DeKlerk	<b>Exploring the Deeper Grounds of New Venture Performance: Adopting Rule Ensembles to Identify Configurations of Founder Resources, Business Strategy, and Environmental Conditions</b> Jonas Debrulle, Paul Steffens, Sophie De Winne, Koen De Bock, Johan Maes	<b>Identity Work and the Entrepreneurial Journey of Studentpreneurs</b> Julien Marchand	<b>Pathways to sustainable entrepreneurship in SMEs</b> Helena Sjögrén, Kaisu Puumalainen	
<b>New approaches to identifying entrepreneurial opportunities: The value of using a design studio teaching model</b> Lihuang Linus Tan, Thomas Kvan	<b>The role of entrepreneurial orientation in fostering absorptive capacity via external knowledge acquisition in low and medium technology-based firms</b> M. Luisa Flor, Sarah Y. Cooper, Maria J. Oltra	<b>How do the management activities of founding-owner managers change during the transition from a small to a medium enterprise? Extending the Theory of Letting Go</b> Peter Ellis, Charmine Hartel, Anna Kizeminska, Ross Barnard	<b>What entrepreneurship text books don't teach students about entrepreneurship: student learning from an experiential entrepreneurship class</b> Colin Mason, Jillian Gordon	<b>International Venturing, Green Institutional Entrepreneurship, and Moderating Role of SOEs versus Non-SOEs: Empirical Evidence from a Transitional Economy</b> Chengli Shu, Jinxin Liu, Per Davidsson	
<b>(Does) entrepreneurship research need(s) an Open Science Framework?!</b> Martin Obschonka	<b>The Roles of Female Entrepreneurs' Social Capital, Focusing on Relational Dimension: A Study Based on Small Businesses in the Tourism Sector in Sri Lanka</b> Surangi H.A.K.N.S., Semasinghe D.M.	<b>The Role of Entrepreneurial Opportunities and Effectuation in Venture Performance</b> Anna Vuorio, Kaisu Puumalainen	<b>Disciplining the individual for the market: Tensions and resolutions in the discourses of entrepreneurial education</b> David McInnes, Kim Mackenzie	<b>Social and environmental impact of sustainable business models</b> Pasi Syrjä, Helena Sjögrén	
<b>Morning Tea</b> QUT Gardens Pont Campus P Block Level 5	<b>Keynote – Michal Kosinski &amp; Sam Gosling</b> QUT Gardens Point Campus P Block P514	<b>Closing Panel</b> QUT Gardens Point Campus P Block P514	<b>Packed Lunch available</b> QUT Gardens Pont Campus P Block Level 5	<b>Doctoral Consortium conclusion</b> QUT Gardens Point Campus P Block P505	
10:30 am – 11:00 am	11:00 am – 12:00 noon	12:00 noon - 1:30 pm	1:30 pm onward	1:30 pm – 3:00 pm	

# Abstracts

Abstracts are listed alphabetically by Lead Author.

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## TRANSITION TO FULL-TIME SELF-EMPLOYMENT AND HAPPINESS OF HYBRID ENTREPRENEURS

Retno Ardianti - QUT  
Henri Burgers - QUT  
Paul Steffens - *University of Adelaide*

Contact person: Retno Ardianti  
retno.garden@gmail.com

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Prior studies have shown that entrepreneurs are happier than employees. However, little is known about the relationships between happiness and entrepreneurship. To explain this relationship, we look at hybrid entrepreneurs, as individual who combine paid and self-employment career simultaneously and the effect of their career change to full-time self-employment on happiness. Using longitudinal data from Indonesia Family Life Survey (IFLS), our samples are constructed from individuals who are identified as hybrid entrepreneurs in the wave 4 of the survey, which resulted in 533 hybrid entrepreneurs. Our empirical analysis provides evidence that a career change from hybrid entrepreneurship to full-time self-employment positively affects happiness. The effect of happiness even increases over time, after the career change. Our results also reveal that individuals who persist as hybrid entrepreneurs are individuals who enjoy higher income, but are having a lower level of happiness compared to individuals who are self-employed. Overall, the evidence suggests that happiness among the self-employed may not only derive from the characteristic of self-employment job that provides individuals with nonfinancial rewards, but also as the result of a career change to a job that brings the greatest life satisfaction.

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## CLASSROOM LEARNING COMMUNITIES TO ENGAGE ENTREPRENEURSHIP STUDENTS

Peter Balan - *University of South Australia, School of Business*  
Greg Restall - *University of South Australia, School of Education*

Contact person: Peter Balan  
peter.balan@unisa.edu.au

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Pre-learning teaching methods such as Team-Based Learning or Flipped Learning are becoming increasingly popular. These methods require students to learn course content by themselves before a class session. During class, students are tested on the pre-learned content and then further explore course content with the educator. A key challenge facing educators implementing these pre-learning methods is to engage students purposefully in individual, team and class learning activities when they are in the classroom. This paper describes the implementation and evaluation of a structured "learning communities" approach to achieve enhanced student engagement, and at the same time remove the need to deliver formal lectures.

Engagement in learning is particularly important in entrepreneurship education. This is because entrepreneurship presents challenges on account of the need to make decisions and deal with all aspects of business in situations where there is a high level of uncertainty and ambiguity (Audretsch, 2014; Davidsson, 2015; Reynolds, 2015). Students therefore need to develop a range of practical and conceptual skills to be able to deal with the complexity of the entrepreneurial process (Fayolle,

2010). In addition, successful entrepreneurship relies very much on effective teamwork. It is, therefore, important to deliberately and actively engage entrepreneurship students so that they can develop good teamwork capabilities, as well as to appreciate the complexities of new venture creation (Balan & Metcalfe, 2012; Gibb, 2002).

The engagement challenge faced by educators arises because both the novelty of these pre-learning teaching methods, and the learning obligations that they impose on students, have been found to lead to student discomfort, unease, or even hostility (Du & Taylor 2013; Jump 2013; Arnold-Garza 2014). The novelty of these teaching approaches, and the different expectations of students (Strayer 2012), means that it is important to find ways to actively engage students in the classroom so that they may benefit from these pre-learning methods (Dunlap & Grabinger 2003; Black et al. 2006).

In the "learning community" approach investigated in this research, the educator plays the role of an active facilitator who guides the overall learning process. The notion of "community" is evident and relevant in most educational discourse today such as community of practice (Wenger, 1998), learning community (Peterson, 1992), community of learners (Rogoff, Matusov & White, 1996), classroom community (Bridges, 1995), community of inquiry (Pardales & Girod, 2006; Garrison et al, 2000). The reason is that the concept of community is fundamental to student-centred collaborative learning. Community provides a sense of purpose, identity and membership for a group of participants who collaborate in achieving a shared vision or goal. Further, in this research, the "learning communities" approach also eliminates the need for formal lectures.

This paper reports on student perceptions of the "learning communities" approach used in an undergraduate foundation entrepreneurship course. The research questions explored in this study were (1) how do students evaluate the degree of engagement with this "learning communities" approach; and (2) how do students evaluate the nature of engagement with this approach?

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## MANAGING FOR SERENDIPITY IN EFFECTUAL INNOVATION

Valerie A Bell - *Merrimack College*  
Sarah Y Cooper - *University of Edinburgh Business School*  
Neil M Kay - *Herriott Watt University*

Contact person: Valerie Bell  
bellv@merrimack.edu

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The role of serendipity in generating many game-changing and radical developments is frequently acknowledged but until recently, most researchers assumed serendipity equated to only happy 'chance' occurrences. There is evidence that its incidence and importance is often underestimated and many potentially useful outcomes may yield important entrepreneurial opportunities. Recent advances in cognitive neuroscience suggest that the brain uses an insightful creative thinking process rather than an analytical thinking process to create novel ideas and innovations. Using this new knowledge, we explore how organisations may now be able to create and capitalise on environments which stimulate serendipitous occurrences, i.e. creative breakthroughs, depending upon on how they frame management systems and processes. We illustrate how the

systems, processes and structures that facilitate serendipity may differ markedly from the analytical processes shown to be more appropriate for its exploitation. We draw on examples to develop a framework to help shape thinking about practices, capabilities and organisational routines appropriate for the management of serendipity in effectual innovation. We argue that the management of serendipity and the creation of environments which stimulate the production of novel ideas play an integral part of effectuation in entrepreneurship.

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## **SMES EMBEDDED IN COLLABORATIVE NETWORK TO INNOVATE: A FRAMEWORK TO CHARACTERIZE THEIR ABSORPTIVE CAPACITY**

Lamia Benhayoun Sadafiyine - *Grenoble Alpes University /G-SCOP Lab*

marie-anne le dain - *Grenoble Alpes University /G-SCOP Lab*

Carine Dominguez-Péry - *Grenoble Alpes University /CERAG Lab*

Contact person: Marie-Anne Le Dain  
marie-anne.le-dain@genoble-inp.fr

Due to their limited R&D resources and skills, SMEs rely more on open innovation means such as collaborative networks. In this respect, they need to develop its absorptive capacity (ACAP) i.e. the acquisition of useful external knowledge, its assimilation and application in achieving the targeted innovation.

While collaborative networks are becoming critical for innovation, no prior research has defined the ACAP in this context. This paper aims to uncover this gap by characterizing the ACAP of an SME embedded in a CIN.

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## **TYPOLOGY OF NEW VENTURE STRATEGIES: REVISIT AND EVIDENCE THROUGH CASE STUDIES.**

Eyal Benjamin - *Academic College of Tel-Aviv Yafo*

Eli Gimmon - *Tel-Hai Academic College*

Contact person: Eyal Benjamin  
eyal@keb.co.il

Can we provide entrepreneurs with better strategizing tools? Typologies provide a systematic basis for organizing key concepts, as well as for comparing cases and framing arguments. Prior research suggested several typologies to further understand the diverse nature of new-venture strategy, each attempting to map potential alternative strategies and their relationship to new-venture performance and success.

Based on the existing body of knowledge referring to the various dimensions of new ventures formation, we suggest an expanded framework for new venture typology. Seven categories are outlined to create the main dimensions of the suggested strategic analysis upon venture formation: Mission (nature of venture), Market Spread (geographically), Market Reach (total available market), Technology newness, Behavioral newness, Resource uniqueness and Supply-chain positioning. Each category is segmented into 2-4 related categorical variables.

The suggested typology captures the phenomena while enabling scholars to classify new-ventures in a higher granularity, as well as providing a better tool for practitioners in strategizing their new ventures. The viability of the suggested typology is demonstrated by analyzing two different case studies representing a diverse

sample. We discuss the relationship between the variables and their impact on the new-venture resources, founders and execution decisions such as growth rate and venture focus.

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## **PARTNERS, MINIONS AND ADVERSARIES – EMPLOYEES IN ENTREPRENEURSHIP DISCOURSE, PAST, PRESENT AND FUTURE**

Marco Berti - *University of Technology, Sydney (UTS)*

Erik Lundmark - *Macquarie University*

Contact person: Erik Lundmark  
erik.lundmark@mq.edu.au

Human capital is a central topic in entrepreneurship studies, but it is primarily attributed to entrepreneurs and the role of human resources embodied in employees has received scant attention. There is reason to believe that this lack of representation in the literature is not based solely on the empirical irrelevance of employees in entrepreneurship, but that employees are made invisible partly by the way scholars conceptualise the phenomena they study. Moving from this observation, this paper problematises the apparent lack of interest in employees in the entrepreneurship literature, investigating the way in which employees and human resources are typically described and discussed, to understand how the subject of the employee is constructed, or silenced, and how the literature has changed over time. The paper is based on a systematic review of the entire corpus of papers published in the seven leading entrepreneurship journals in the last three decades. We identify, using an abductive discourse analysis methodology, three key dimensions (degree of agency, interest convergence and focus of the relationship) as key coordinates that shape the construction of the subject of the employee resulting in 10 ideal-typical views of employees and track how the discourse varies depending on context and time.

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## **TOWARDS AN INTEGRATIVE MODEL OF ENTREPRENEURIAL RISK BEHAVIOUR: AN INFORMATION PROCESSING PERSPECTIVE**

Qingqing BI - *Nanyang Technological University*

Waifong Boh - *Nanyang Technological University*

Marilyn Uy - *Nanyang Technological University*

Contact person: Qingqing BI  
qqbi@ntu.edu.sg

From an information processing perspective, this research constructs an integrative model to understand entrepreneurs' risk-taking behaviour towards pursuing new business opportunities. Specifically we leverage on the dual process theory of information processing and propose that the two systems of information processing co-occur in decision making under risk and uncertainty. The heuristic process is fast, unconscious and experiential and the systematic process is slow, conscious and analytic in nature. These two cognitive systems both moderate the relationship between entrepreneurs' risk propensities and risk perceptions, and also have direct influence on entrepreneurs' risk perceptions. Furthermore, we identify three important factors in the heuristic information processing – status quo bias, long shot bias, and affect heuristics, and one key factor in the systematic information processing, namely entrepreneurs' risk assessment ability. Our research contributes to the entrepreneurship field from the following aspects. First, our theorizing explains the inconsistency between entrepreneurs' risk propensity and risk-taking behaviours and clears the confusions across trait

and cognitive approaches. Second, the proposed integrative framework reveals the dual process of risk information processing and emphasizes the importance of investigating the two co-occurring cognitive systems at the same time. Third, we identify three highly relevant entrepreneurial heuristics and cognitive biases which have been neglected in previous research but should be specifically addressed in entrepreneurial risk behaviours. Fourth, we identify a key factor in systematic information processing – entrepreneurs' risk assessment ability. In such, the proposed integrative framework provides a better understanding on entrepreneurial risk behaviours.

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## **APPLYING ENTREPRENEURIAL ECOSYSTEM FRAMEWORKS TO STUDYING THE ENTREPRENEURIAL UNIVERSITY**

Martin Bliemel - *UTS: Faculty of Transdisciplinary Innovation*  
Lorenzo Monicolini - *UNSW Business / UTS: Faculty of Transdisciplinary Innovation*  
Angelo Cavallo - *Politecnico di Milano*  
Antonio Ghezzi - *Politecnico di Milano*

Contact person: Martin Bliemel  
Martin.Bliemel@uts.edu.au

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This study extends a recent conceptual advancement of what the entrepreneurial university (EntUni) is to study this phenomenon using the frameworks of entrepreneurial ecosystems (EE). The EE frameworks are holistic frameworks that are useful in understanding the diverse factors that interact to attain entrepreneurial outputs and outcomes. Recent criticism of the EE literature concludes that it consists of "long laundry lists of relevant factors" (Stam, 2015, p. 1764), without attaining actionable causal or conceptual models. Meanwhile, the literature on EntUni has been driven by myriads of models that have historically remained relatively fragmented in terms of which aspect of the phenomenon is being studied. By adopting a holistic EE lens to studying the EntUni phenomenon, this study aims to enable further research on how universities generate entrepreneurial outcomes. By proposing the EntUni as an EE, this study contributes back to the EE literature by revealing more nuanced examples of EE. From these examples, we might recognize the relative importance of each factor in EE frameworks resulting in more actionable EE models.

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## **ENTREPRENEURIAL CREATIVITY AND INNOVATION PERFORMANCE IN SMES AND STARTUPS: THE MEDIATING ROLE OF ENTREPRENEURIAL ALERTNESS**

Wai Fong Boh - *Nanyang Technological University*  
Qingqing Bi - *Nanyang Technological University*  
Caleb Jen - *Nanyang Technological University*

Contact person: Wai Fong Boh  
awfboh@ntu.edu.sg

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Researchers are increasingly interested in understanding how the alertness of entrepreneurs contribute to their ability to spot new business opportunities. We open up the black box on entrepreneurial alertness, by examining the cognitive constructs underlying entrepreneurial alertness – connecting and evaluating. Further, we develop a comprehensive model of entrepreneurial alertness – both in terms of its antecedents and outcomes, incorporating both the behavioural and cognitive perspectives, and empirically test the proposed model using a multi-method research study that uses novel approaches

to capture some of the constructs. Our results show that entrepreneurial skills in evaluating, rather than connecting have a significant influence on firm innovation. We also find that entrepreneurs' discovery behaviors are an important antecedent to entrepreneurial alertness. Further, our results highlight the nuanced influence of creativity and divergent thinking on different aspects of entrepreneurial alertness. Overall, our results thus provide significant and nuanced insights into the construct of entrepreneurial alertness.

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## **WHAT IF WE TOOK SIMON SERIOUSLY? EPISTEMIC PROPERTIES OF ENTREPRENEURS' THEORIES OF ACTION**

Fabrice Cavarretta - *ESSEC Business School*

Contact person: Fabrice Cavarretta  
cavarretta@essec.edu

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Boundedly rational managerial actors cannot take into account the full spectrum of theories of the world. Rather, they use a limited set of apparently simple rules that guide action. Cognitive science suggests such cognitions form a hierarchical structure whereby a few of higher order (i.e., keystone) rules play a disproportionate role on learning and selecting lower-level simple rules. Assuming such structure, determining an efficient set of keystone theories of action among all possible theories amounts to a massively combinatorial problem. One of the possible solutions lie in evolutionary processes, where a large population of agents conducting social calculations over long periods and converge to local-optima solution sets. Some managerial situations, for instance entrepreneurship, fulfill such conditions in their natural settings. We conduct a conceptual induction to identify the epistemic properties of these emergent theories of action, both at rule level as well as at the bundle level.

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## **ENTREPRENEURIAL COLLECTIVE EFFICACY, SOCIAL SUPPORT AND ENTREPRENEURIAL TEAM EFFECTIVENESS: A THREE-PATH MEDIATIONAL MODEL**

Ying Chen - *Nanjing University of Science and Technology*  
Kim Klyver - *University of Southern Denmark*  
Xiaohu Zhou - *Nanjing University of Science and Technology*

Contact person: Kim Klyver  
kkl@sam.sdu.dk

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Although collective efficacy has been regarded as an important antecedent of team performance, little research has noticed the importance of it in entrepreneurship. Building on social support theory, we contribute to filling this gap. We hypothesize that entrepreneurial collective efficacy is a critical factor that influences entrepreneurial team effectiveness. In addition, we propose a three-path mediational model, in which instrumental support and emotional support intervene in series between entrepreneurial collective efficacy and team effectiveness. Our hypotheses are tested on a Chinese sample of entrepreneurial teams (N teams=81; N individuals=335). Our findings indicate that entrepreneurial collective efficacy is positively associated with entrepreneurial team effectiveness, and instrumental and emotional support play a mediating between collective self-efficacy and team performance. Theoretical contributions are discussed.

## THE ROLE OF AGRICULTURAL COOPERATIVES IN ENHANCING RESILIENCE IN RURAL ENTERPRISES

Sarah Cooper - *University of Edinburgh*  
Angela Tregear - *University of Edinburgh*

Contact person: Sarah Cooper  
sarah.cooper@ed.ac.uk

This paper examines the role of agricultural cooperatives in fostering resilience in rural enterprises. When economic shocks affect agricultural businesses, organisational co-location means impacts tend to be concentrated geographically. Numerous agricultural cooperatives have been formed to address sectoral problems, often relating to supply chain issues. We explore how such co-operatives address sectoral and business-level challenges, helping members adopt ways of thinking, practices and behaviours which help contribute to longer-term sustainability. Prior work has tended to use quantitative methods to study large cooperative: we employ qualitative, case-based methods, engaging with two producer cooperatives (broccoli and lamb) in rural Scotland. Drawing on evidence from 18 in-depth interviews with managers, members (old/new, large and small) and supply-chain partners, insights are provided into the origins and evolution of the cooperatives, and approaches which influence development of resilience at the cooperative, farm and individual levels. Positive aspects of resilience are identified, alongside more problematic dimensions such as a lack of willingness to change. We reflect on attitudes, practices and behaviours which cooperatives may foster, that help sustain the cooperative and also enable members to overcome threats/challenges and deliver results which engender continued cooperation and more resilient enterprises, better able to avoid/withstand future shocks.

## DISENTANGLING AFFECT AND ACTION: A STUDY OF EARLY STAGE START TEAMS PROGRESSION

Margarietha De Villiers Scheepers - *University of the Sunshine Coast*  
Anna Jenkins - *University of Queensland*  
Renee Barnes - *University of the Sunshine Coast*

Contact person: Retha de Villiers Scheepers  
mscheepe@usc.edu.au

The process of creating a new venture is a dynamic process characterized by repeated cycles of progress and setbacks (Gielnik et al 2015; Lichtenstein, et al., 2007). Entrepreneurs expend considerable effort under conditions of high uncertainty with limited information in an attempt to launch a new venture (Foo et al., 2009). It is therefore not surprising that the entrepreneurship process is also an emotional process (Cardon, Foo, Shepherd, & Wiklund, 2012) where motivation can fluctuate in response to venture progress (Gielnik et al 2015). Despite this, extant research has predominately focused either on the role of emotions, and in particular the role of passion, for early stage venture progress such as persistence with the venture (Cardon & Kirk, 2015) and growth of the venture (Drnovsek, Cardon, & Patel, 2016); or it has focused on emotional responses, and in particular grief, to the outright failure of the firm (Jenkins et al., 2014; Shepherd, 2003). Only recently has the reciprocal relationship between motivation and emotion been taken into consideration during the during venture creation process (Gielnik et al 2015).

We build on and extend the work of Gielnik et al., (2015) who investigated how changes in effort lead to changes in passion to focus on the reciprocal relationships among emotions and action in the very nascent stage of the entrepreneurship process. We focus on both the role that emotions play for action as well as the role that actions have for emotions (Baumeister, et al., 2007). Specifically our research investigates how action influence emotions and in turn how emotions influence action in the nascent new venture creation process.

## EXPLORING THE DEEPER GROUNDS OF NEW VENTURE PERFORMANCE: ADOPTING RULE ENSEMBLES TO IDENTIFY CONFIGURATIONS OF FOUNDER RESOURCES, BUSINESS STRATEGY, AND ENVIRONMENTAL CONDITIONS

Jonas Debrulle - *IESEG School of Management*  
Paul Steffens - *University of Adelaide*  
Sophie De Winne - *KU Leuven*  
Koen De Bock - *Audencia*  
Johan Maes - *IESEG School of Management*

Contact person: Jonas Debrulle  
j.debrulle@ieseg.fr

Building from strategic management and entrepreneurship theory, we advance a configurational perspective that assumes a new venture's sustainable superior performance is determined by interdependencies between its founder(s)'s resources (human, social, and financial capital), the strategy it adopts, and conditions in its environment. Using a new semi-parametric set-theoretic method, Rule Ensembles, we conduct a theoretically informed inductive investigation using data from a sample of 853 new ventures, covering the period 2003–2011. The Rule Ensembles technique exposes five multivariate interdependencies (rules) that stimulate sustainable superior new venture performance, and two that oppose it. Indicators of business founder resources are involved in all of the seven model rules. Four configurational rules, including a strategy and/or environmental component, equally emerge, thereby strengthening the empirical value of our approach.

## NEW VENTURE TEAM WORK: A DEFINITION AND RESEARCH AGENDA

Frédéric Delmar - *Lund University School of Economics and Management*  
Anna Brattström - *Lund University School of Economics and Management*

Contact person: Frédéric Delmar  
frederic.delmar@fek.lu.se

Many new ventures are started by teams, as opposed to by individuals. Teams are especially important for high-technology venture. There is little research exists on how new venture teams form and work together to establish new ventures. Our purpose is to advance future studies of new venture team effectiveness and new venture performance by providing a detailed look at how team members work together. Team work is generally considered to be team members' behavioral processes and emergent psychological states.

We suggest that the context of new venture is a fruitful field for both entrepreneurship and team research. New venture teams are also special in their composition and can therefore be expected

to behave differently than other teams. New venture teams face specific challenges unique to starting a new venture. New venture teams emerge and change over time and consequently their composition, task and how they work together change. We discuss the means of impact of new venture team work on new ventures and suggest a research agenda.

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## **CALLED TO ACT: EXPLORING THE ROLE OF CALLING IN SOCIAL ENTREPRENEURSHIP**

Geoffrey Desa - *San Francisco State University*  
Denise Kleinrichert - *San Francisco State University*  
Jennifer Tosti-Kharas - *Babson College*

Contact person: Geoffrey Desa  
gdesa@sfsu.edu

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Social entrepreneurship – the market practice of addressing a social issue in a systematic, financially-aware organizational form - offers many facets for scholarly examination: the unique, social mission-driven focus, market and financial challenges, and base of the pyramid or targeted stakeholders impacts. However, the business and society literature on this genre has not addressed the motivations for why social entrepreneurs pursue their ventures. In this article we explore a significant component of their market motivation -- the 'calling' experienced by social entrepreneurs. This article uses an exploratory survey of social entrepreneurs and interviews, to illuminate calling as a motivation to act in the market as a social impact business. We examine the theoretical and normative perspectives of social identity, meaningful work, and delve into personal calling as a predictor of social venture development.

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## **PRODUCTIVE DYNAMISM: AN EMPIRICAL INVESTIGATION INTO THE DEVELOPMENT OF DYNAMIC CAPABILITIES IN EMERGING VENTURES**

Thomas Ding - *University of Strathclyde*  
Sarah Cooper - *The University of Edinburgh*

Contact person: Thomas Ding  
tdingsh@gmail.com

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While extant studies have been performed on the determinants of new venture growth and survival, little has been expounded on how these emerging ventures properly organise themselves to remain viable amid hypercompetition. This study, thus, explores how emerging ventures overcome their initial liabilities by applying the concept of dynamic capabilities commonly used to assess organisational change. Specifically, this study investigates the nature of dynamic capabilities and how they can be developed to help emerging ventures achieve a sustainable competitive advantage. To assess the relationship between dynamic capabilities and competitive advantage, organisational capabilities are disaggregated and a theoretical study is performed on the nature of routines. A retrospective analysis is also carried out on the emergent phase of five new technology-based firms to gain insights on how emerging ventures can organise themselves for dynamism. The overall findings indicate that the concept of dynamic capabilities within emerging ventures is a multi-level organisational construct that involves an aggregate of co-occurring adaptive routines. These adaptive routines constitute cognitive and physical routines that affect a firm's overall aptitude in orchestrating resources and capabilities. It was also revealed that the adaptive routines require proper knowledge management protocols to be in place for them to fully function.

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## **CLASSIFYING ENTREPRENEURIAL APPROACHES IN DEVELOPING A BUSINESS PLAN FOR A NEW VENTURE AMONG THIRD YEAR ENGINEERING STUDENTS**

Kourosh Dini - *Swinburne University of Technology*

Contact person: Kourosh Dini  
kdini@swin.edu.au

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Previous research specified requirements for engineering educational programs to boost students' creative skills in engineering. My teaching team has developed an interdisciplinary subject integrating entrepreneurship components into a traditional operational management perspective. The teaching team's objective was to allow future engineer graduates to engage in a creative process to solve a problem or to design a new artefact and become engineer entrepreneurs. I analysed whether a major assessment within a subject in third year engineering curricula – a team project to develop a business plan based on a new idea – help students to implement their learning into tangible outcomes and develop their creative skills. The research question was whether students utilize or implement the lecture content in their group projects to learn effectively and enhance their learning. The findings showed that majority of engineering students were focusing on new technologies to introduce new products or services. On the other hand, although the concepts of creativity and innovation are necessary for their projects, students mainly followed up the current trends in technologies that pioneered by large corporations in high tech industries. It seems students followed the type of innovation known as "incremental innovation" or steady improvements based on sustained technologies.

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## **REGIONAL INNOVATION SYSTEMS AND ECONOMIC TRANSFORMATION: A CRITICAL EXAMINATION**

Tracey Dodd - *University of Adelaide*  
Carmen Haule Reaiche - *University of Adelaide*  
Graciela Corral de Zubielqui - *University of Adelaide*

Contact person: Tracey Dodd  
tracey.dodd@adelaide.edu.au

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Solutions to complex, systems-level problems, including the decline in manufacturing in regions such as Northern Adelaide, South Australia, remain elusive. Tackling these challenges requires innovative thought and action. In response, this study draws on, and adapts, the concept of regional innovation systems. This conceptual investigation contributes to the current state of knowledge regarding the collaboration process between private businesses (including existing and startup firms), the three levels of government in Australia, and key universities. Specifically, the authors draw on 61 reflective website entries, which included participants' comments and opinions about the future of Adelaide offer. Through Qualitative Comparative Analysis (QCA) we identify six common conditions: (1) Stakeholders' participation and involvement; (2) Creative networks; (3) Innovation through action; (4) Start-ups enablers (5) Knowledge and training hubs; and (6) Integration. The authors explore the implications for entrepreneurship theory and policy provide propositions for further empirical investigation in regions facing significant economic transformation.

## RECONSIDERING THE ANTECEDENTS OF ENTREPRENEURIAL INTENTIONS USING FUZZY LOGIC.

Evan Douglas - *Griffith Business School*  
Jason Fitzsimmons - *Manupal University, Dubai*  
Catherine Prentice - *Griffith Business School*

Contact person: Evan Douglas  
e.douglas@griffith.edu.au

Previous studies of entrepreneurial intentions (EI) have predominantly used symmetrical techniques to identify associations between EI and a wide variety of socio-demographic, cognitive, and personality variables. This paper argues that symmetrical analysis seeks within-sample associations between variables but fails to identify within-person associations between variables that are relevant to explain the individual's decision to form entrepreneurial intentions. Moreover, symmetrical analysis assumes mean-symmetric data, whereas in many situations the data is asymmetric. In view of this, this study utilizes an asymmetrical approach, fuzzy set quantitative comparative analysis (fsQCA), to identify configurations of antecedents for three main types of entrepreneurship, namely profit-seeking, psychic-income-seeking, and social-impact-seeking entrepreneurship, and provides new insights into the antecedents of entrepreneurial intentions and the heterogeneity of the individual-opportunity nexus.

## HOW DO THE MANAGEMENT ACTIVITIES OF FOUNDING-OWNER MANAGERS CHANGE DURING THE TRANSITION FROM A SMALL TO A MEDIUM ENTERPRISE? - EXTENDING THE THEORY OF LETTING GO.

Peter Ellis - *University of Queensland*  
Charmine E J Härtel - *University of Queensland*  
Anna Krzeminska - *University of Queensland*  
Ross T Barnard - *University of Queensland*

Contact person: Peter Ellis  
p.ellis@business.uq.edu.au

This review of the literature on Micro, Small and Medium Enterprises (MSME) argues that limited quantitative delineations are not appropriate as suitable definitions when generalising MSME theories. The paper rejects those quantitative definitions associated with location, industry or economically-consolidated geographic groups. As an alternative, we look at the literature to develop descriptive definitions of MSMEs considering them as individual units, described by both their structure and the activities of their owner-managers growth mindset. This enables owner-managers to retain control of the growing enterprise while releasing management from their personal passion for micro-management. The literature offers a means of defining sizes through identifying different structures, governances and cultures of MSME embedded in entrepreneurial behaviour of each group.

Research in this area has examined the actions within each of the different sized enterprises. However, there is scant literature considering successful growth to a medium size entity. This review will endeavour to make an original contribution to the study of MSME growth, by extending the Theory of Letting Go (Brettel, Engelen, & Voll, 2010) to recognise effective management control for transitioning from one stage to the next.

## ALTRUISM AND ENTREPRENEURIAL INTENTIONS IN PROFESSIONAL DEGREE STUDENTS

Adele Feakes - *University of Adelaide*

Contact person: Adele Feakes  
adele.feakes@adelaide.edu.au

This study responds to gaps in the literature on entrepreneurial intention formation in professional program students, alongside the calling for entrepreneurship capabilities from industry sectors. The study analysed questionnaire data from final year students in engineering, entrepreneurship, nursing, science and veterinary science programs. The major findings were that self-efficacy (ESE) in the sub-domains of searching, marshalling and planning have the strongest relationship to professional program students' entrepreneurial intentions for growth (GEI), independence (IEI) and social (SEI) reasons, with the caveat that for altruistic individuals, the strength of this relationship was decreased. Contrary to expectations ESE in the subdomain of implementing people was negatively related to GEI, IEI and SEI for professional degree students. Unexpectedly, altruism did not decrease the positive relationship between attitude to venturing and GEI, IEI or SEI, but did decrease the relationships between all three ESE domains on IEI, two ESE sub-domains with GEI, and one ESE sub-domain with SEI. The study contributes to theory by providing more nuanced understanding on how entrepreneurial self-efficacy sub-domains affect entrepreneurial intentions for different venture types, and how altruism affects these relationships. This study will contribute to the development of an extended entrepreneurial intent model incorporating altruism as a moderator.

## THE EMERGENCE OF SMALL FAMILY BUSINESSES IN CUBA

Christian Felzensztein - *Massey University*  
Eli Gimmon - *Tel-Hai University, Israel*

Contact person: Christian Felzensztein  
c.felzensztein@massey.ac.nz

This timely study explores the emerging phenomenon of entrepreneurship in the changing Cuban economy and contributes to the current research on family firms in early transition economies. We used a multi-method approach conducting a qualitative ethnographic study with personal in-depth interviews (2013 and 2017) and a cross-sectional survey (2015) with 60 micro entrepreneurs who started their firms after Raul Castro's reforms on small businesses. Results showed that family has a mediating effect in overcoming the market and social problems in small family firms development in Cuba.

## THE ROLE OF ENTREPRENEURIAL ORIENTATION IN FOSTERING ABSORPTIVE CAPACITY VIA EXTERNAL KNOWLEDGE ACQUISITION IN LOW AND MEDIUM TECHNOLOGY-BASED FIRMS

Maria Luisa Flor - *Universitat Jaume I*  
Sarah Y. Cooper - *University of Edinburgh Business School*  
Maria J. Oltra - *Universitat Jaume I*

Contact person: Maria Luisa Flor  
mflor@uji.es

In this research we focus on the relationship between the entrepreneurial orientation (EO) of a company and its absorptive capacity (AC). We suggest that the OE constitutes an antecedent of AC. We propose that, to the extent that the company initiates change, actively seeks to anticipate and is willing to take risks, it will invest intensely in the development of processes aimed at examining and understanding the environment to then transform the new knowledge and exploit it. The study is carried out on a sample of 244 Spanish companies with more than 50 employees, belonging to low and medium-technology sectors. EO is represented by the dimensions of innovativeness, proactiveness and risk taking. To represent CA, we adopt the approach that distinguishes between potential AC, formed by knowledge acquisition and assimilation processes, and realised AC, formed by knowledge transformation and exploitation processes. Our results show the positive effect of EO on both dimensions of AC, with a stronger effect on potential AC (through its acquisition component) than on realised AC. With this work we contribute to fill a gap in the AC literature considering the EO as one of the factors of the company that influence its CA and examine empirically the differential effect it may have on potential and realised CA. In addition, we contribute in the field of entrepreneurship, since we identify that, beyond the relevance of the EO for the innovation and business performance, EO is fundamental to favor the processes of identification and exploitation of external knowledge.

## REGULATE, TAKE ACTION, AND PERSEVERE: WHY DIFFERENTIATION OF SELF IS CRUCIAL FOR ENTREPRENEURS.

Rebecca Franklin - *Memorial University of Newfoundland*  
Charles Murnieks - *Oregon State University*

Contact person: Rebecca Franklin  
rebecca@researchentrepreneurship.com

Differentiation of self, a concept developed in the field of family therapy, is the ability to balance emotional and intellectual functioning while concurrently balancing intimacy and autonomy in interpersonal relationships. Individuals with higher levels of differentiation of self are able to balance strong affect with calm logical reasoning, can effectively distinguish thoughts from feelings, and are less emotionally reactive. This study examines the role of differentiation of self as an antecedent of self-regulatory factors, and how these factors contribute to critically important entrepreneurial outcomes such as firm performance and subjective career success. Additionally, we investigate how differentiation of self influences subjective well-being, which, in turn, also contributes to higher firm performance and career success. A national sample of business founders/owners completed an online survey (n=232). Structural equation modeling results suggest that higher levels of differentiation of self lead to higher abilities to regulate one's behavior through a number of self-regulatory processes (i.e. self-control, locomotion,

and grit), which contributes to higher firm performance and career success. Results also suggest that, in addition to contributing to entrepreneurs' performance and success through self-regulatory factors, differentiation of self leads to successful entrepreneurial outcomes by increasing levels of subjective well-being.

## SOCIAL ENTERPRISE: ACCOUNTING FOR PARADOX

Craig Furneaux - *Australian Centre for Philanthropy and Nonprofit Studies*

Contact person: Craig Furneaux  
c.furneaux@qut.edu.au

Social enterprises are of growing interest to academics from a variety of fields. Social enterprises are broadly understood as hybrid enterprises which seek to generate both social and financial value for stakeholders through business methods. Differing historical, social and legal frameworks have resulted in considerable variety in their form and function.

This paper argues another reason for heterogeneity in social enterprises is due to the fact that social enterprises respond to organisational tension, or paradoxes, in a variety of ways. Having identified a number of paradoxes faced by social enterprises from the literature, six existing social enterprise cases are re-examined in order to examine how they responded to paradoxes. No two cases were identical. The most common method found was that social enterprises sought to achieve both elements of apparent paradoxes. This shows paradox theory hold promise as a fruitful way of exploring tensions faced by social enterprises.

## INNOVATION IN THE BUSINESS MODELS OF SOCIAL PURPOSE ORGANISATIONS

Buddhika Gamage - *The University of Queensland*  
Martie-Louise Verreyne - *The University of Queensland*  
Jay Weerawardena - *The University of Queensland*

Contact person: Buddhika Gamage  
b.gamage@business.uq.edu.au

Challenges such as changes to funding, are necessitating social purpose organisations (SPOs) to adjust or change one or more component of their business model. These changes help to generate social value while creating economic value through business-like activities. In this paper we investigate how innovation in the business model allows these organisations to balance the creation of social and economic value, thus helping them to address the tension created by their dual missions. Based on findings of our study of 11 SPOs, we show that innovation in the business model is a suitable approach to ensure not only social value to the community, but also financial sustainability to the organisation. Our paper highlights the theoretical, practical and policy implications of our findings.

## DEVELOPING AN AUTHENTIC MEASURE OF PRODUCT INNOVATIVENESS FOR ENTREPRENEURSHIP

Batkhuayag Ganbaatar - *Griffith University*  
Evan Douglas - *Griffith University*

Contact person: Batkhuyag Ganbaatar  
batkhuyag.ganbaatar@griffithuni.edu.au

Product innovativeness is central to entrepreneurial behaviour and is considered critical for entrepreneurial profits and success. But extant measures of product innovativeness are problematic for entrepreneurship research because they do not directly measure the inherent innovativeness of new products, instead tending to measure indirect signs of innovativeness at the firm or person level. We develop a new measure of product innovativeness that avoids six identified deficiencies of prior measures and provides entrepreneurship researchers with a reliable measure of product innovativeness that will allow consistent measurement of this construct in cross-sectional and longitudinal studies of entrepreneurial new ventures. It is an authentic measure of product innovativeness that is direct (i.e. measured at the product level); assesses observable innovations in the product (i.e. output driven); objective (i.e. independent of management opinion); contemporaneousness (i.e. indicates specific time of every measurement) and results in a continuous cardinal measure that can indicate absolute values of product innovativeness.

## THE COGNITIVE CORRELATES OF ENTREPRENEURSHIP: A MULTI-EXPERIMENT BEHAVIOURAL STUDY

Carlos Gomes - *Saarland University*  
Martin Obschonka - *QUT Australian Centre for Entrepreneurship Research*

Contact person: Martin Obschonka  
martin.obschonka@qut.edu.au

Identifying the key cognitive abilities that sets entrepreneurs apart from non-entrepreneurial individuals is a crucial topic in contemporary entrepreneurship research. Prior research, which is predominantly based on self-reports and questionnaire methods, suggested, for example, that entrepreneurs are less risk-averse and more creative and intuitive than non-entrepreneurs. However, it is still largely unclear whether these observed differences can be substantiated in respective task performance when testing actual behaviour. Moreover, the prior research might have overlooked a central key ability crucial for entrepreneurship: cognitive flexibility. Here, we thus used a new combination of behavioural experiments that measured not only risk-tasking, creativity and intuition, but also three types of cognitive flexibility (selective attention, conflict resolution, and task preparation).

## ENTREPRENEURSHIP AS A DRIVER OF PURPOSE IN LIFE AT THE BASE OF THE PYRAMID

David Gras - *University of Tennessee*  
Jorge Mejia - *HEC Montreal*  
Michael Lerman - *University of Tennessee*  
Melissa Cardon

Contact person: David Gras  
dgras@utk.edu

Long established in distal domains such as religion and counseling, purpose in life refers to the presence of goal-directedness and meaning in one's existence. This paper explores the impact that starting a new venture has on an entrepreneur's purpose in life. We do so in an underexplored context in which locals are believed to have not only a paucity of resources, but often a paucity of purpose – the base of the economic pyramid. Holistically, our findings suggest that purpose in life increases when starting a business and remains fairly stable afterward, yet the degree to which communities support entrepreneurship and the extent of human capital possessed by an entrepreneur moderate this relationship.

## COMPARATIVE APPROACHES FOR SPURRING INNOVATIVE OPPORTUNITIES IN BASE-OF-THE-PYRAMID MARKETS

David Gras - *University of Tennessee*  
Geoffrey Kistruck - *York University*  
Yohannes Neda - *Addis Ababa University*  
Garry Bruton - *Texas Christian University*

Contact person: Geoffrey Kistruck  
kistrugm@gmail.com

Despite intense efforts on the part of development organizations to generate entrepreneurial growth in base-of-the pyramid (BOP) markets over the past several decades, the result has been largely a proliferation of ventures that simply imitate existing business. To achieve a more sustainable and transformative level of development, local entrepreneurs must hone the ability to identify new and more innovative business opportunities. While current theory offers two competing descriptions of how entrepreneurs come to identify new business opportunities – using an 'ends-focused' approach vs. a 'means-focused' approach – there is no prescription offered as to which would be more likely to lead to the identification of more novel opportunities within impoverished contexts. In an effort to contribute meaningfully to both academic and practical discussions, we employed a quasi-experimental field study involving 147 entrepreneurs in rural Ethiopia. Participants were randomly assigned to receive either an 'ends-focused' or 'means-focused' training session, and subsequently asked to identify as many new business opportunities as possible within a 10-minute period. Our results suggest that 'means-focused' trainings may lead to the identification of more novel business opportunities within impoverished contexts. However, we also find that the extent to which 'means-focused' training is more efficacious is highly dependent on the entrepreneur's level of exposure to other markets.

## **MINDING THE GAPS: ASSESSING HOW POLICY INFLUENCES FUNDING FOR GROWTH-ORIENTED ENTERPRISE**

Geoff Gregson - *Northern Alberta Institute of Technology*

Contact person: Geoff Gregson  
geoffg@nait.ca

This paper seeks to determine how policy influences public and private sector sources of funding for growth-oriented small and medium-sized enterprises. Access to appropriate funding for growth-oriented enterprises is an ongoing policy issue in many OECD countries, and particularly for innovative and R&D-intensive enterprises whose intangible assets may not qualify them for traditional financing instruments. The paper examines the case of Canada, which represents a rich policy environment for study; where over 500 federal, regional and provincial programs exist which report to fund enterprise, technology or research development. The paper focuses attention on those federal, regional and sector-specific programs which provide risk capital; defined in the paper as speculative investment into high risk, high-reward enterprises.

## **DETERMINANTS OF THE INTENTION TO ENGAGE IN RETURNEE ENTREPRENEURSHIP: THE ROLE OF INSTITUTIONS, ESTRANGEMENT AND SUPPORT**

Jan Henrik Gruenhagen - *Queensland University of Technology (QUT)*

Contact person: Jan Henrik Gruenhagen  
jan.grunhagen@qut.edu.au

Returnee entrepreneurs who studied and/or worked overseas and then return to their home country and start a new venture are argued to be important contributors and change agents for the development of emerging economies. This study investigates to what extent different contextual factors impact on the intention to return home and start different types of ventures. Results suggest that the perception of a strong and favourable institutional environment has a positive effect on the intention to return home and start a new venture. In contrast, the perception of being estranged from the native country suggests to be negatively related to returnee entrepreneurial intentions. However, the availability of support mechanisms may diminish this effect. Results from this study also suggest that contextual factors can channel intentions to engage in different types of returnee entrepreneurship.

## **THE ROLE OF FEMALE ENTREPRENEURS' SOCIAL CAPITAL, FOCUSING ON RELATIONAL DIMENSION: A STUDY BASED ON SMALL BUSINESSES IN THE TOURISM SECTOR IN SRI LANKA**

Surangi H.A.K.N.S. - *University of Kelaniya*  
Semasinghe D.M. - *University of Kelaniya*

Contact person: Surangi H.A.K.N.S.  
nadeess@hotmail.com

Much research has focused on the structural dimension of social capital, yet significantly less on the relational side. Therefore, this research explores, among other matters, the relational dimension of social capital; hence, it focuses on the different aspects of the

relationships between the entrepreneur and her network members. This study adopts a social constructionist approach to obtain a deep understanding of female entrepreneurs' experience of their social capital. In-depth narrative interviews and observation were deemed as particularly suitable research tools. 14 respondents were interviewed, and the research site was the Southern province of Sri Lanka. Narrative analysis was used to analyze and interpret qualitative data. The findings show that the female entrepreneurs' networking experience provides a valuable insight into how they develop their small businesses. The majority of the female entrepreneurs emphasize the informal and purpose-driven nature of their contacts. These women favour strong ties, and most of them have created their social capital based on multiplex ties. Family ties support the business women more than the support they receive from friends and via professional ties.

## **THE IMPACT OF PERSISTENT INNOVATION ON BUSINESS GROWTH**

Luke Hendrickson - *Department of Education and Training*  
David Taylor - *Australian Bureau of Statistics*  
Lyndon Ang - *Australian Bureau of Statistics*  
Kay Cao - *Australian Bureau of Statistics*  
Franklin Soriano - *Australian Bureau of Statistics*

Contact person: Luke Hendrickson  
luke.hendrickson@education.gov.au

This paper assesses the relationship between business innovation persistence and business growth performance over the period 2007-08 to 2013-14. We define innovation persistence according to the number of years a business in a three-year panel reports that they innovated. Using a business population database that links with administrative, tax and survey data, we are able to control for large number of business characteristics and thus minimise selection bias. Descriptive analysis suggests that persistent innovators significantly outgrow their less persistent and non-innovator counterparts in terms of sales, value added, employment and profit growth. We use propensity score matching to confirm that the average effect of persistent innovation is significant, positive and direct for simple-structured businesses, particularly young SMEs. For large, complex businesses innovation has a positive influence on turnover, profit and employment growth but the benefits of innovation persistence are not found across their entire growth distribution. The data suggest that government business innovation policy should only provide support to young SMEs for a limited period to help build the resources and experience required to innovate.

## **THE ADVANTAGE OF FOREIGNNESS: STRATEGIES USED BY IMMIGRANT ENTREPRENEURS TO START NEW BUSINESS VENTURES**

Chris Ho - *Australian Institute of Business*  
Roxanne Zolin - *Australian Institute of Business*

Contact person: Roxanne Zolin  
roxanne.zolin@gmail.com

Immigrant Entrepreneurs (IE) seem to face more challenges than Native Entrepreneurs (NE). IEs are considered to have more push than pull factors, creating liabilities of foreignness.

But IEs also have pull factors, such as the benefit of a cross-cultural lens to see opportunities NEs may not and more international resources than NEs to better exploit international ventures. Hence, IEs could have the 'advantage of foreignness'.

We ask what strategies are employed by immigrants to add to their pull factors. A qualitative approach employing a semi-structured interview process was used to uncover motivations, aspirations, struggles, and strategies. While IE literature emphasises push factors we find IEs motivated by both push and pull factors. We find two liabilities of foreignness in human and cultural capital. IEs have two preparation strategies. First, they survey their new country and plan their new venture. Second, IEs do not rely solely on co-ethnic resources and ethnic enclaves. This approach adds to their advantages of foreignness.

This study deepens our understanding of issues faced by IEs by uncovering their novel strategies used to overcome challenges. This will help guide development of government policies to tailor resources more appropriately and effectively to support and encourage them.

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## **HOW ACQUISITIONS AFFECT INNOVATION AND ENTREPRENEURIAL BEHAVIOUR: AN INNOVATION GOVERNANCE PERSPECTIVE**

Magnus Holmen - *Halmstad University*  
 Maria Linner - *HMS*

Contact person: Magnus Holmen  
 magnus.holmen@hh.se

There are many studies of how acquisitions of small technology based startups and firms affect innovation growth and performance but less attention on how acquisitions affect the innovative behavior of the acquired firms. This paper explains changes in the innovative behavior of acquired technology-based small firms from an innovation governance perspective. An interview based case study of founder and top managers of three acquisitions by a Swedish medium-sized IT company from an insider-outsider perspective found that innovative efforts shifted from building a company to an incremental product innovation focus, by means of accumulation of continuous hardware and software upgrades. This "acquisitional" termination of innovative and entrepreneurial behavior is explained by a shift in vision from firm creation by founders (owners) to a product-oriented vision driven by product managers. This vision framed the underlying dimension of discovering opportunities, which became oriented towards improved product performance and was executed by formal and informal steering relating to incremental product innovations. Capability creation related to product and marketing to support the product-oriented business units. The paper suggests that the focus on Schumpeterian innovative behavior of acquired entrepreneurial firms from an innovation governance perspective is a useful new way of analyzing technology-based acquisitions.

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## **DRIVING ENTREPRENEURIAL ORIENTATION IN A PROFESSIONAL SERVICE FIRM TO EFFECT A PRACTICING CORPORATE ENTREPRENEURIAL STRATEGY**

Laura Hougaz - *Trinity College Australia*  
 Murray Gillin - *Swinburne University of Technology*

Contact person: Laura Hougaz  
 l.hougaz@trinitycolleageaustralia.com.au

In this paper we explore how transformational and strategic management practices promote change and innovation in large organisations. Our qualitative study of executives and key founding senior Partners in a large professional services

firm adds knowledge on entrepreneurial orientation (EO) in corporations by examining how the entrepreneurial mindset of its founders has been implemented and developed through a long-term and multipronged approach for staff at all levels to acquire innovative skills and abilities.

The research contributes to the limited knowledge in this field, and addresses the following questions:

How and why are some organisations proactive in setting and implementing an EO (proactive managerial attitudes)?

How can managers best encourage and support entrepreneurial initiatives (innovative behaviour) and manage risk?

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## **DIGITALIZATION AND RESPONSIBILITY AS A DRIVER FOR A SUCCESSFUL NEW VENTURE CREATION**

Tatiana Iakovleva - *University of Stavanger*  
 Raj Thapa - *University of Stavanger*

Contact person: Tatiana Iakovleva  
 tatiana.a.iakovleva@uis.no

The present study explores the role of digitalization and responsible innovation in new venture creation process. We refer to digitalization as artifacts, platforms or infrastructures, while responsibility includes anticipation of risks, user inclusiveness, reflexivity and responsiveness. Based on the case study of nine firms on the different life stages (pre-launched, launched and established) within digital health and welfare sector, we conclude that while digitalization technologies considerably enhances new venture ideas, acting responsibly allow firm to increase their opportunity confidence, which is necessary for taking these ideas to the market and to obtain sustainable growth. Observing firms in different life cycle position, we found that firm in pre-launch and launch phase tend to focus on risk anticipation, while firm at the later stage of development, have larger emphases on user inclusiveness and are more reflexive and responsive. We develop a theory that suggests that in order to organize themselves for digital innovations, firm have to increase their anticipation of risks, user inclusiveness, reflexives and responsiveness. That we ultimately lead for increasing opportunity confidence and ensure new venture creation process and sustainable business development. We conclude our theorizing by discussing its implications for both entrepreneurs and policymakers.

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## **UNDERSTANDING REFUGEE INTEGRATION AND CHALLENGES AND OPPORTUNITIES OF REFUGEE ENTREPRENEURSHIP: A LITERATURE REVIEW**

Ujal Ibrahim - *University of Utah*

Contact person: Ujal Ibrahim  
 ujal99@gmail.com

The purpose of the literature review is to provide foundational information around refugee integration and challenges and opportunities of refugee entrepreneurship. The legal status, available resources, and opportunities of refugees influence refugees' integration experiences in the new nation. Exploring integration experiences, a common theme emerged from literature was that refugees did not anticipate challenges associated with resettlement in the new nation. Factors such as language barriers, negative stereotyping, poor infrastructure, and lack of access to financial resources, make it difficult for refugees

to pursue entrepreneurship. Despite facing challenges, refugees bring important resources to the host nation in the form of economic assets and human capital. Literature around success of refugee entrepreneurs indicate that addressing language and cultural barriers, and cross-cultural challenges, and providing refugees with financial literacy and access to business capital will be beneficial for refugee entrepreneurs. Cultural orientation programs prior to migration and post-migration programs with an aim to expand social networks may help refugee entrepreneurs to integrate better in the society. Organizations should work in collaboration and relevant intervention programs need to be designed for more effective results. Proper needs assessment and implementation of programs will be crucial in this regard.

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## **INFLUENCE OF FIRM'S OPERATING INDUSTRY TOWARDS FIRM GROWTH AND GROWTH MODE SELECTION**

Pubuduni Jeewandara - *QUT*  
Per Davidsson - *QUT*  
Stephen Cox - *QUT*

Contact person: Pubuduni Jeewandara  
pubuduni.jeewandara@hdr.qut.edu.au

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Despite the pivotal importance to the theoretical and practical development of firm growth, few studies have investigated the question of how firms grow. The study addresses this question by examining how the proportion of growth modes are influenced by a firm operating industry cluster based on Penrosean theory. Answers to this question could assist practitioners and policymakers to determine how they can improve firm growth. We use a large dataset of growing firms from Statistics Sweden with more than 20 employees. The study employs a fractional response probit regression model to analyse the data. Highly significant study results indicate that competitive industries use a higher proportion of organic growth compared to non-competitive industries. However, our findings do not support the hypothesized relationship between growing industries and growth mode proportion due to insignificant results. Thus we suggest that differences in competitive industries directly affect a firm's proportion of growth mode selection. The study findings will be beneficial for policymakers and practitioners in selecting appropriate growth mode that will lead to improve overall firm growth. Some future research directions are suggested.

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## **REVISIT ENTREPRENEURIAL INTENTIONS TO ACTIONS: COUNTER-FACTUAL LESSONS LEARNED FROM REFUGEE ENTREPRENEURSHIP?**

Yi Jiang - *ESCP Europe*  
Caroline Straub - *Bern University of Applied Science*  
Kim Klyver - *University of Southern Denmark*  
Rene Mauer - *ESCP Europe*

Contact person: Yi Jiang  
yjiang@escpeurope.eu

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In this paper, we seek to look into the intention and action gap. To do so, conceptually, we bring together career construction and dual embeddedness theories to examine how refugees reconstruct their careers after their arrivals in host countries. Based on in-depth data from 11 recently arrived refugees in Germany, we use comparative case study as a method to examine and theorize the relationship between dual embeddedness and refugee career reconstruction path. The results bring forth the

notion of job creation as well as two mechanisms – information search and willingness to cope with uncertainty - through which refugees reconstruct their career, each of which has different implications for the degree of refugee career reconstruction. By combining behavioral with social network theories, we discuss the nature of job creation and job seeking, and offer new theoretical insights into how entrepreneurs bridge transform their intention into behavior. We conclude the paper by providing practical recommendations for refugee integration.

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## **ENTREPRENEURSHIP EDUCATION: CLASSIFICATION, REASONING, OUTCOMES, WAYS AND NETWORKS**

Colin Jones - *Queensland University of Technology*  
Kathryn Penluna - *University of Wales, Trinity Saint David*  
Andy Penaluna - *University of Wales, Trinity Saint David*

Contact person: Colin Jones  
c81.jones@qut.edu.au

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This paper, attempts to offer a new dynamic approach for; 1) classifying EE; 2) identifying the reasoning associated with EE; 3) separating the different types of outcomes related to EE; 4) considering the ways students engage with EE; and 5) viewing EE as a network of activity systems. We argue that this dynamic approach enables all stakeholders of EE to better understand its purpose within specific and identifiable contexts, and to better understand its relevance to the various communities it serves. The proposed classification, reasoning, outcomes, ways and networks (CROWN) approach to EE provides the means to unite all ideas and approaches from known and as yet unknown education bases. In uniting our practices and opinions, the CROWN approach makes it possible for the first time for a specific set of assessment standards to be used within a common context. Further, the CROWN approach includes specific elements that naturally provide pathways to continued improvement and effectiveness.

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## **THE SYDNEY SCHOOL OF ENTREPRENEURSHIP: BUILDING ENTREPRENEURIAL CAPACITY IN NSW**

Nick Kaye - *Sydney School of Entrepreneurship*  
Jochen Schweitzer - *UTS*  
Martin Bliemel - *UTS*  
Morgan Miles - *CSU*

Contact person: Morgan Miles  
mmiles@csu.edu.au

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This is a presentation about how the Sydney School of Entrepreneurship is working to develop entrepreneurial capacity in NSW. The presentation will focus on the creation and mission of the Sydney School of Entrepreneurship, the development of its first academic course - The SSE Navigator, and its future objectives and programs.

The presentation will explore how universities and government can be leveraged to support and foster a viable entrepreneurship ecosystem, with in both urban and regional contexts.

It is designed to be an interactive session with time devoted to questions, concerns and suggestions for better integrating universities as ecosystem developers.

## COGNITIVE ANTECEDENTS IN ENTREPRENEURIAL BEHAVIOR LEADING TO NEW VENTURE CREATION.

William Kirkley - *Massey University*

Contact person: William Kirkley  
w.kirkley@massey.ac.nz

The intended study examines the cognitive processes through which Perceived Locus of Causality (PLoC) influences individuals to engage in entrepreneurial behavior. The proposed study is based primarily on the theoretical tenets of self-determination theory and the theory of planned behavior. A key objective of this research is the development of a conceptual model that predicts and explains human endeavor, focused on an individual's value-set which results in new venture creation. Similar conceptual models have demonstrated substantial predictive value in other fields where human effort is dominant and have helped researchers identify which individuals are likely to display an inclination toward, and engage in, behavior related to a specific field of endeavor, for example, participation in sport or health related activities.

Although contemporary research into entrepreneurial behavior has previously examined antecedents and outcomes, none have examined how PLoC influences entrepreneurial behavior. Cognitive approaches to human motivation suggest that mental schema can influence behavior through a process known as the deliberative or systematic mode of information processing. This process is characterized by considerable cognitive work and effort, and involves examination of available information and analysis of attributes of behavior.

## NETWORKING INTENSITY AND SOCIAL SKILLS AMONG NASCENT ENTREPRENEURS: A THREE YEAR LONGITUDINAL STUDY

Kim Klyver - *University of Southern Denmark*  
Pia Arenius - *RMIT*

Contact person: Kim Klyver  
kkl@sam.sdu.dk

In entrepreneurship, one of the enduring questions is why some entrepreneurs manage to start their business while others quit and disbanding the start-up process. Starting a new business is often characterized by resource constraints, and resource acquisition plays an essential part in overcoming these constraints (Starr and MacMillan 1990; Villanueva et al. 2012). Acquiring resources is fundamentally a social process in which entrepreneurs interact with people around them (Larson and Starr 1992; Stuart, Hoang and Hybels 1999; Baron and Markman 2003).

Recently, explanations of entrepreneurs' resource acquisition and the subsequent start-up success or failure has moved from explanations related to structural characteristics of social networks (e.g. Newbert et al. 2013; Stam et al. 2014) towards psychological explanations related to the individuals abilities to create, maintain and benefit from social networks; their social skills (e.g. Baron & Markman 2003; Baron and Tang 2009; Tocher et al. 2015). Social skills reflects "... both interpersonal perceptiveness and the capacity to adjust one's behavior to different and changing situational demands and to effectively influence and control the responses of others" (Witt and Ferris 2003: 811).

Despite the important contributions of the psychological literature on social skills, this social skill hypothesis continues to ignore the behavioural aspects that create network structures

and the following behaviour that enables entrepreneurs to obtain information and resources necessary to successfully starting their business. We argue it is necessary to understand the social skills together with behaviour; skills alone make no difference and therefore actions are needed (McMullen and Shepherd 2006; Autio et al. 2013).

Following ideas and anecdotal evidence on networking behaviour (e.g. Anderson and Jack 2002; Anderson, Dodd and Jack 2010), we argue that networking behaviour in form of networking intensity impacts whether entrepreneurs successfully manage to start their business or not. We understand network intensity as the activities level of interaction with a broad range of role relations (e.g. family, friends, colleagues, etc.). We further argue that the impact of network intensity is dependent on the social skills of entrepreneurs. If entrepreneurs have low social skills they will benefit less from their interaction with network contacts because they are less capable of adapting their behaviour and influencing the response of others. Therefore, the impact of network intensity will be reduced. On the other hand, if they have high social skills their capability to adapt their behaviour to specific situations and their capability to influence others enable them to benefit from their interactions with network contacts. In this situation, the impact of network intensity on start-up success will be increased.

## BRICOLAGE, SPEED TO MARKET, AND INTERNATIONALIZATION: THE CONTRADICTIONAL MODERATING ROLE OF HIERARCHY IN ENTREPRENEURIAL VENTURES

Tobias Kollmann - *University of Duisburg-Essen*  
Christoph Stöckmann - *University of Duisburg-Essen*  
Simon Hensellek - *University of Duisburg-Essen*

Simon Hensellek  
simon.hensellek@icb.uni-due.de

Many entrepreneurial ventures today pursue an internationalization strategy aimed at achieving growth and gaining a competitive edge. However, most of these ventures face severe resource constraints due to the liabilities of newness and smallness. By considering the resourceful behavior of entrepreneurial bricolage and the contingent role of hierarchy, this paper develops and tests a moderated mediation model to understand how these ventures can successfully internationalize their business activities through increased speed to market. We test our model using a sample of 542 entrepreneurial ventures. In so doing, this study contributes to the organizational design and international entrepreneurship literature as well as to the theory of entrepreneurial bricolage. Avenues for future research are also discussed.

## EMPOWERING THE USERS - IMPLICATIONS OF DIGITIZATION FOR INNOVATION AND ENTREPRENEURSHIP IN HEALTHCARE

Thomas Laudal - *Stavanger University*  
Tatiana Iakovleva - *Stavanger Business School*

Contact person: Tatiana Iakovleva  
storal@yahoo.com

In recent years, the infusion of new digital technologies opened up a new ways for innovative and entrepreneurial behavior by firms and individuals (Davidson, 2015). Over the past twenty

years these technologies have matured and converged to the point that there is now an explosion of innovative application (Nambisan, 2017). This is particularly the case in healthcare sector. Application of information and communication technologies on a wide scale – what we term ‘digital healthcare’ include robot surgery, telemedicine, electronic medical records, ‘smart’ homes, ‘connected medicine’ and much more (House of Commons, 2016). Their potential is significant – not just in terms of improving productivity within the healthcare delivery sector but also in offering better outcomes, higher quality and reliability, greater patient autonomy and higher quality of life.

Moreover, digitalization is changing the role of patients from objects of treatment to innovators and even entrepreneurs (Bos et al., 2008). Healthcare is all about the patient – yet for so much of its evolution the patient has been treated as a passive recipient. However, modern technologies and in particular digitalization of healthcare empowers them to shape and direct the technologies in their own interests. Extending this line of thinking, we might draw four categories of patients with the potential to contribute to digital healthcare innovation:

- the ‘intelligent patient’, informed and equipped to use technology based on improved understanding.
- the ‘involved patient’, playing an active role within a wider healthcare delivery system and enabled to do so by technology.
- the ‘innovating patient’, provide ideas of their own based on their deep understanding of their healthcare issue
- the ‘entrepreneurial patient’, transforming ideas into commercial offerings and introducing them to the marketplace

In the present paper we will theorize on the role of digitalization in enabling second and third roles of patients, and effects those roles might have on organizational performance. We are looking in particular on “patient initiated innovations” due to the emergence and development of Electronical Health Records (EMR). Our argument is that EHR and their role in enhancing the user role and fostering organizational (in our case hospital) entrepreneurial and innovative behavior. Most of the research so far concerned with how EHRs can contribute to innovations focus on patient-doctor communications, reducing costs, or empowering the individual patient to make the hospital treatment more effective (Robertson et al. 2010; Huvila et al., 2013). We find no major study on how the dissemination of the EHR to patients may contribute to institutional innovations and/or improve hospital performance. We see hospital performance as a broad range of indicators that in sum affect patient satisfaction, quality of treatment and cost of performing this treatment. Thus, we aim to contribute by delineating some of the concepts we need in this area, and to present a research agenda in an effort to better understand how patient feedback may increase institutional innovative and entrepreneurial behaviour and improve performance in hospitals.

## LADIES IN HATS: WOMEN WORKING ACROSS THE SAPPHIRE VALUE CHAIN IN MADAGASCAR

Lynda Lawson - *University of Queensland*

Contact person: Lynda Lawson  
l.lawson1@uq.edu.au

The global trade in gemstones was valued at USD 23 billion in 2015 but the industry is characterised by widespread illegal activity, low revenue collection, minimal value addition and weak oversight (Shortell & Irwin, 2017). These challenges are particularly prevalent in countries of production such as

Madagascar where most sapphires are mined by small scale miners. This paper analyses some of the most disadvantaged actors in the early part of the sapphire value chain- the women sapphire traders in South West Madagascar. It uses detailed life histories of eight women sapphire traders, comments from a focus group and 15 hours of participant observation. Institutional and entrepreneurial theory frame the research. Barriers to market participation included gender norms constraining women’s access to key players and the more valuable resources, price fixing and lack of knowledge and equipment. Proto institutions and effectuation emerged as factors that enabled their participation the market

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## WHAT MAKES NON-MANAGERIAL EMPLOYEES TO ENGAGE IN ENTREPRENEURIAL ACTIVITIES TO INNOVATE BUSINESS PROCESSES? EMPIRICAL EVIDENCE FROM THE FINANCIAL SERVICES INDUSTRY

Michael Leyer - *University of Rostock*

Ann-Kathrin Hirzel - *University of Rostock*

Jürgen Moormann - *Frankfurt School of Finance & Management*

Contact person: Michael Leyer  
michael.leyer@uni-rostock.de

Employees play a major role in enabling organizations to innovate their processes. While conditions for participation have to be established, barriers have to be lowered and trainings take place, the motives of employees to participate in entrepreneurial activities are not well understood. We adopt a sensemaking perspective emphasizing that employees have certain personal factors that are relevant in seeing a sense in contributing. This is important to be addressed as such a contribution beyond the individual workplace is time consuming and employees often contribute to overall achievements without having a personal benefit. We test the influence of three personal factors, namely personal motivation, psychological ownership and innovation-related self-efficacy on the incremental and radical process innovation behavior of non-managerial employees. Using multi-time survey data from a sample with 171 employees in the financial services industry, the findings of our empirical analysis suggest significant differences regarding the effect of personal factors on employees’ incremental and radical process innovation behavior. Incremental innovation behavior is especially supported by intrinsic motivation and psychological ownership towards a team. Contrary, radical process innovation behavior is mostly supported by employees’ innovation related self-efficacy and acting in incremental innovation. The paper concludes with theoretical implications and policy recommendations.

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## A DARK TRIAD MODEL OF MOTIVATIONS UNDERLYING ENTREPRENEURIAL DECISION MAKING

Alyssa Liang - *National University of Singapore, NUS Business School*

Dean Shepherd - *University of Notre Dame, Mendoza College of Business*

Contact person: Alyssa Liang  
alyssalxy@gmail.com

Given the benefits that can be generated by entrepreneurial action, the entrepreneurship literature bears a distinctly positive perspective. However, entrepreneurs can be destructive (Baumol,

1990; Miller, 2015). Drawing on the deviance, motivation, and entrepreneurial self-efficacy literatures, we develop a dark triad model of motivations underlying entrepreneurs' opportunity-exploitation decisions. We propose that an entrepreneur's dark triad is positively related to the financial gain (i.e., extrinsic motivation) and chance to demonstrate progress (i.e., intrinsic motivation) of a potential opportunity but is negatively related to the environmental impact (i.e., prosocial motivation) of a potential opportunity. We further suggest that entrepreneurial self-efficacy moderates the link between the dark triad and entrepreneurs' opportunity-exploitation decisions. The results obtained from a sample of 125 entrepreneurs using a decision-making task offer support for most of our predictions. Importantly, this study provides new insights into the influence of the dark triad on entrepreneurial decision making.

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## **DIFFERENT CULTURES, DIFFERENT ENTREPRENEURS: CULTURAL PRACTICES AND THE ALLOCATION OF ENTREPRENEURIAL TALENT ACROSS ENTREPRENEURSHIP AND INTRAPRENEURSHIP**

Werner Liebrechts - *Utrecht University*  
Niels Bosma - *Utrecht University*  
Coen Rigtering - *Utrecht University*

Contact person: Niels Bosma  
n.s.bosma@uu.nl

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This paper argues that vastly different configurations of entrepreneurship culture may lead to productive entrepreneurship, however it matters how entrepreneurship manifests itself. In particular, we investigate how cultural practices of uncertainty avoidance and collectivism relate to independent entrepreneurship viz. a. viz. intrapreneurship. Adopting a multilevel analysis based on 128,477 individuals across 24 countries, we find that cultures expressed by relatively high uncertainty avoidance and institutional collectivism exhibit particularly high numbers of intrapreneurs. Our findings urge entrepreneurship scholars and policy makers to take stock of different types of entrepreneurial activity in society when studying the effects of cultural practices and developing entrepreneurship policies.

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## **UNDERSTANDING THE NEW GENERATION INCUBATION MODEL: THE ACCELERATOR MODEL**

Carlos M DaSilva - *HEG School of Management Fribourg, HES-SO // University of Applied Sciences Western Switzerland*  
Jonas Gabrielsson - *Halmstad University*

Contact person: Carlos M. DaSilva  
carlos.dasilva@hefr.ch

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Over the last decade, an innovative mechanism for boosting the growth of early stage ventures as emerged: the accelerator. Accelerators assist early-stage ventures by offering networking opportunities, access to funding and training. We map business accelerators in five categories: Independent Accelerators (IA), Corporate Accelerators (CA), Hybrid Accelerators (HA), University Accelerators (UA), and Government Accelerators (GA). We argue that accelerators can be described by two main acceleration models (Model 1 and Model 2), providing accelerators with valuable information on how to position

themselves strategically in the ecosystem. We identify a list of accelerators' 'characterizing' variables that allows for differentiating the five accelerator categories and describing the various acceleration models. Empirical evidence is provided on the two acceleration models based on a case study of eight Swiss acceleration programs.

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## **THE ROLE OF ANGEL INVESTORS IDENTITY IN ENTREPRENEURIAL FINANCE**

Carlos M DaSilva - *HEG School of Management Fribourg, HES-SO // University of Applied Sciences Western Switzerland*

Contact person: Carlos M DaSilva  
carlos.dasilva@hefr.ch

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Despite entrepreneurship scholars' growing interest in identity theory, limited research on the early-stage investor identity perspective is present in the literature. This is because prior studies mostly relied on objective criteria investors used in their funding decisions, rather than the root causes behind the selection of such criteria. Yet, these social aspects of an investor's self-concept are likely to be relevant since resources are invested in organizations, which represent social constructions. Grounded on social identity theory, we explore the identities and actions of 41 angel investors who invest in early-stage companies in the field of ICT. Drawing on social identity theory, our aims are twofold: first, we aim to establish a typology describing the major types of investors' social identities. The typology will illuminate the social categorizations individuals make as angel investors and, specifically, the meanings they associate with being investors. Second, based on our typology we describe how an angel investor's social identity impacts resource exchange. In particular, we focus on social and financial resources that are considered the core exchange between entrepreneurs and investors.

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## **BUSINESS MODEL INNOVATION: A CONCEPTUAL MODEL FOR CORPORATE ENTREPRENEURSHIP**

Carlos M DaSilva - *HEG School of Management Fribourg, HES-SO // University of Applied Sciences Western Switzerland*  
Oleksiy Osiyevskyy - *Haskayne School of Business, University of Calgary*

Contact person: Carlos M. DaSilva  
carlos.dasilva@hefr.ch

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Researchers have acknowledged the importance of business model innovation in corporate entrepreneurship. However, little theoretical advancements have been made toward the understanding of the nature of business model innovation, along with its context-specific antecedents and outcomes. Building upon the theoretical insights of the literature on organizational routines and activity-based view, we refine the conceptualization of a business model as a cluster of interrelated routines, with its internal change dynamics determining the scope of business model innovation within a corporate. We present a conceptual framework comprising researchable propositions relating to the context, antecedents and outcomes of business model innovation.

## TIME WILL TELL: HOW CHANGES IN ENTREPRENEURIAL INTENTIONS IMPACT BUSINESS GRADUATES' INNOVATIVE BEHAVIOR AT WORK.

Johan Maes - *IESEG School of Management*  
 Hannes Leroy - *Erasmus*  
 Jana Deprez - *KU Leuven*  
 Jonas Debrulle - *IESEG School of Management*

Contact person: Jonas Debrulle  
[j.debrulle@ieseg.fr](mailto:j.debrulle@ieseg.fr)

This study demonstrates that a temporal evolution in entrepreneurial intention (EI), from pre-graduation EI to early-career EI, impacts the innovative behavior at work of young business graduates. Longitudinal data from Flemish individuals reveal that EI growth triggers more pronounced innovative behavior at work while the reverse holds for EI decline. This relationship appears to be moderated by proactive personality, yet not by their organization's climate for innovation.

## ACCULTURATION'S ROLE IN HYBRID ORGANISING: INSIGHTS FROM MIGRANT AFRICAN SOCIAL ENTREPRENEURS

Nkosana Mafico - *University of Queensland*  
 Anna Krzeminska - *University of Queensland*  
 Charmine Hartel - *University of Queensland*

Contact person: Nkosana Mafico  
[nh.mafico@gmail.com](mailto:nh.mafico@gmail.com)

While scholars have improved our understanding of the management of social and market logic tensions within social enterprises, the role of national culture in the management of these tensions remains unaddressed. In a globalised world characterised by migration across borders, exposure to and the management of different national cultures is a potentially important factor explaining tension management within social enterprises, because national culture, as a reflection of the social system features within a country, is itself a concept theorised as having opposing dimensions e.g. individualism and collectivism. Furthermore, when individuals are exposed to opposing national culture dimensions, they also engage in a tension management process in the form of acculturation processes.

We address calls for understanding the antecedent factors that influence hybrid organising within social enterprises by exploring the following research question: How does acculturation impact the hybrid organising mechanisms social entrepreneurs use within their social enterprises? In contrast to research that suggests social enterprises mainly use hybrid organising mechanisms to establish legitimacy with their referents, our findings reveal that social entrepreneurs as key decision makers within social enterprises, also select hybrid organising mechanisms that enable them to act in a way that corresponds to their cultural influences and expectations.

## IDENTITY WORK AND THE ENTREPRENEURIAL JOURNEY OF STUDENTPRENEURS

Julien Marchand - *Australian Institute of Business*  
 Emmanuel Josserand - *University of Technology Sydney*

Contact person: Julien Marchand  
[julien.marchand@aib.edu.au](mailto:julien.marchand@aib.edu.au)

While university dropout entrepreneurs are celebrated in the practitioner literature, students' intentions of becoming entrepreneurs have increasingly been the focus of student entrepreneur studies. However, students who are already running a business have rarely been examined. The experience of these students is a phenomenon that requires further research. Entrepreneurial identity represents a gap in the organisational studies literature. This paper utilises studentpreneurs' self-narratives of their entrepreneurial journey. More specifically, the aim is to answer the following question: what are the types of identity work that individuals go through to build their entrepreneurial identity during that journey? Through long interviews, this paper studies the lived experience of 14 studentpreneurs who have achieved AUD54,000 in annual income generated by their business and who participated publicly in entrepreneurial competitions. A general inductive analysis is performed on their narrative. The study demonstrates. With its focus on the journey, this paper makes a contribution to the literature on identity work and the entrepreneurial journey. A key contribution is the study of identity work on the journey to becoming an (established) entrepreneur in contrast to routine identity work.

## IN SEARCH OF WELLBEING: WHEN IS ENTREPRENEURSHIP THE ANSWER?

Magdalena Markowska - *Jönköping International Business School*  
 Ethel Brundin - *Jönköping International Business School*  
 Charmine Härtel - *University of Queensland Business School*

Contact person: Magdalena Markowska  
[magdalena.markowska@ju.se](mailto:magdalena.markowska@ju.se)

The decision to become an entrepreneur may be one adaptation strategy individuals enact when they experience low work-related wellbeing. To date we know that the interplay between work-related identification and work-related subjective wellbeing affects individuals' work-related choices. However, we possess less knowledge about the nature of this relationship. Extant studies have linked work-related subjective wellbeing to identification, yet conceptualization of work-related identification has typically been considered from a static state perspective rather than a dynamic process perspective. Further, researcher imposed definitions have been used rather than seeking individuals' self-definitions. Our study seeks to complement existing work by showing that identification is a dynamic process where we explore the relationship between multiple identifications and wellbeing. We empirically investigate the interplaying processes of identification and work-related wellbeing in an in-depth, person-centered, life story approach to the entrepreneurial endeavor. Our sample was purposively selected to include individuals with a strong professional identification while enhancing the variability of challenges faced over time in the entrepreneurial identification process. Our novel sample and life story methodology contribute to illustrating the dynamics of wellbeing over time with a constant identification and dis-identification in moving between aspired and experienced wellbeing; as well as highlighting that wellbeing becomes the antecedent, means and result while entrepreneurship is the believed mechanism to come closer to experienced wellbeing.

## WHAT ENTREPRENEURSHIP TEXTBOOKS DON'T TEACH STUDENTS ABOUT ENTREPRENEURSHIP: STUDENT LEARNING FROM AN EXPERIENTIAL ENTREPRENEURSHIP CLASS

Colin Mason - *University of Glasgow*  
Jillian Gordon - *University of Glasgow*

Contact person: Colin Mason  
colin.mason@glasgow.ac.uk

There is a growing consensus amongst entrepreneurship educators that entrepreneurship education should include a significant experiential element. However, there is little discussion within the literature of the form(s) that experiential education should take. There is also a lack of evidence on the learning outcomes of experiential approaches to the teaching of entrepreneurship. This paper is based on the reflections of senior undergraduate students taking a course which required them to start a trading business on what they had learned about entrepreneurship and the entrepreneurship process. The paper contrasts this learning with the content of entrepreneurship text books. The findings offers guidance to entrepreneurship educators on the strengths and weaknesses of entrepreneurship texts in supporting experiential learning approaches to entrepreneurship teaching and highlight the main areas of learning that students encounter and which should be covered in 'classroom'-based entrepreneurship courses.

## EXPLORING BUSINESS MODEL INNOVATION IN SMALL AND MEDIUM ENTERPRISES

Judy Matthews - *QUT*  
Kavoos Mohannak - *QUT*  
Erwin Fielt - *QUT*

Contact person: Judy Matthews  
jh.matthews@qut.edu.au

As enterprises seek new ways of creating value to remain competitive in global markets, business models and business model innovation have received much attention. Research examining how firms establish and then reconfigure their business models to face new challenges has been undertaken, but with few exceptions, most research has focused on large firms, and the ways in which small and medium sized firms engage entrepreneurial behaviour and innovation have been assumed to be similar or seen as less informative.

This paper responds to the call for more research into business models and innovation in smaller enterprises and presents empirical research from a research project that explores innovations in the business models of small and medium enterprises. Specifically, findings from this study indicate that business models innovations including better use of customer focused digital technologies and customer focused services were implemented following the appointment of a new CEO, through a turnaround strategy to reinvigorate the current innovation pipeline to improve revenue and market position. The research provides insights into current business model innovations and practices and forms a basis for further investigation.

## INNOVATION IN THE FUNERAL SERVICES INDUSTRY

Judy Matthews - *QUT*  
Deanna Grant-Smith - *QUT*

Contact person: Judy Matthews  
jh.matthews@qut.edu.au

Many companies are redesigning their products and services to capture the possibilities presented by new technologies and to respond to changing customer demand. This paper examines innovations in an industry that has received little attention to date, the funeral services sector. We redress this gap by describing innovation trends in the funeral services industry and classifying these using Dublin's ten types of innovation framework to demonstrate the combination, breadth and nature of innovation in this sector and to isolate key trends in activity which have seen the industry move from being merely undertakers to purveyors of an increasingly diverse range of death related services. This categorization also supports the identification of the drivers, enablers and potential inhibitors to innovation within the sector. We find that innovation in this industry has been underpinned by a range of financial, technological, environmental and cultural drivers which centre on the emerging sustainability agenda, changing social attitudes about death and dying, consumer desire for greater choice and increased personalisation in funerary and memorialisation services, and the current regulatory environment.

## INSTITUTIONAL STANDARDS AND ENTREPRENEURIAL OPPORTUNITIES ACROSS BORDERS IN A MATURE TECHNOLOGICAL FIELD

Sara McGaughey - *Griffith Business School*  
Arun Kumaraswamy - *Florida International University*

Contact person: Sara McGaughey  
s.mcgaughey@griffith.edu.au

Formal standards are pervasive in the institutional landscape of the globalising world. They affect our lives in ways we sometimes do not even notice, and can have far-reaching consequences for our safety, economic growth, innovation and international trade. Indeed, the World Trade Organisation's Technical Barriers to Trade Code calls on governments to use international standards as their base for national standards development, except under local conditions recognised under the Code. Through harmonisation, standards and standardisation seek to render the world "equivalent across cultures, time and geography" (Timmermans & Epstein 2010: 69). Constructed through a process of consensus under the auspices of recognised national, regional and international standards development organisations (SDOs), standards mesh with broader systems of belief within a technological field. Conformance to a relevant standard confers legitimacy on a new venture – helping it to overcome a 'liability of newness' (Stinchcombe, 1965) and, when the venture involves crossing national borders, a 'liability of foreignness' (Hymer, 1976).

In mature technological fields, some standards become institutionalised over time and through repeated use. That is, they acquire a taken-for-granted quality, even to the extent that individuals do not think of doing otherwise (Lawrence, Hardy & Phillips, 2002). In such circumstances, standards influence not only the legitimacy that is conferred on existing ventures to ensure that value is captured, but also what new ventures can be imagined. Standards thus play a crucial role in both the capture and creation of entrepreneurial opportunities across borders.

Despite their importance, standards have largely escaped notice in the scholarly field of international entrepreneurship. This is perhaps because “they are boring” (Lampland & Star, 2009: 11), or because some standards are so taken-for-granted that they “sink below the level of visibility” (Timmermans & Epstein, 2010: 71), becoming difficult to discern with commonly used research methods. Hence, we ask:

How do entrepreneurs of novel technology ventures navigate the institutional landscape of a mature technological field to create and capture opportunities across borders?

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## **DISCIPLINING THE INDIVIDUAL FOR THE MARKET: TENSIONS AND RESOLUTIONS IN THE DISCOURSES OF ENTREPRENEURIAL EDUCATION**

David McInnes - *Crown Institute of Higher Education*  
Kim MacKenzie - *QUT*

Contact person: David McInnes  
david.mcinnnes@cihe.com.au

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This paper engages with the field of entrepreneurial education through critical ethical reflections on our experience developing an undergraduate entrepreneurial education program. The paper reflects how we engaged in our process of course development with critical awareness, activating a theoretically informed ethical perspective on education’s role in reproducing knowledge and power, taking up the Foucauldian idea of education as a ‘disciplining’ process and the notion that entrepreneurial education is a process of disciplining individuals in preparation for their participation in the market. We interpret entrepreneurial education as a complex process of discursive negotiation, that is, an ongoing process of interacting with the meanings, values and ideals that structure this field of human activity. We introduce this critical ethical approach and discuss how this has informed our process and will continue to inform our educational work. Through our reflections on our process, we chart six tensions that were key to our critical ethical engagement and the questions we will use to continue to consider these.

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## **UNDERSTANDING REFUGEE INCUBATION: A MULTI-STAKEHOLDER PERSPECTIVE ON A BUSINESS INCUBATION MODEL WITH SOCIAL IMPACT**

Alexander Meister - *ESCP Europe*  
René Mauer - *ESCP Europe*

Contact person: Alexander Meister  
ameister@escpeurope.eu

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Recent years have seen a high rate of immigration in western countries. Entrepreneurship of refugees can play a key role for the integration of refugees in the labour market. Hence, we observe an emergence of innovative organizations, especially social accelerators and incubators, which are actively addressing refugee entrepreneur’s needs in their business model to contribute to their integration. This paper looks at the particularities of a business incubator which addresses the key topics refugee entrepreneurs struggle with in their early-stage entrepreneurial activity and its impact on their entrepreneurial process. In the context of refugee entrepreneurship in the host country, in our research we take the theoretical lens of social embeddedness theory. Empirically, the paper is founded on a case study of one of the first known incubators for refugee

entrepreneurs in Germany. For a multi-stakeholder perspective, the study is based on qualitative data of refugee entrepreneurs as well as incubator management, mentors and partners contributing to the incubator. The data collection extends over the duration of five months. The findings emphasize the important role of the incubator in the context of the social embedding of the refugee entrepreneurs in the host country.

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## **HELPING OTHERS TO ENTER NEW MARKETS: HOW INTERMEDIARIES ENABLE RESOURCE-CONSTRAINED FIRMS TO ABSORB KNOWLEDGE**

Kristijan Mirkovski - *Victoria University of Wellington*  
Frederik von Briel - *Queensland University of Technology*  
Paul Benjamin Lowry - *University of Hong Kong*  
Libo Liu - *Swinburne University of Technology*

Contact person: Kristijan Mirkovski  
kristijan.mirkovski@vuw.ac.nz

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Many firms face resource and capability constraints, which inhibit both their innovation and entrepreneurship activities. One way for these firms to overcome these constraints is to leverage external actors, such as intermediaries, who compliment firms’ resources and capabilities. In this study, we take a process perspective on ACAP to explain firms’ knowledge absorption and use RO as a theoretical perspective on external actors’ actions. In doing so, we propose the complementary absorptive capacity model (CACAPM) that explains why and how external actors can complement a firm’s ACAP externally. Specifically, we ground our model in two case studies of small, entrepreneurial Macedonian wineries that leverage intermediaries as external orchestrators of their knowledge absorption process to be able to develop product lines for new international target markets. Building on RO literature, we identify seven mechanisms that underlie the inter-organizational RO activities of intermediaries who help small firms to complement their knowledge resources and capabilities externally. Our propositions assume that intermediaries intentionally orchestrate small firms’ resources—which includes structuring, bundling, and leveraging—with those of external knowledge providers.

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## **WHAT IS THE ENTREPRENEURIAL UNIVERSITY: A BIBLIOMETRIC ANALYSIS**

Lorenzo Monicolini - *UNSW Business / UTS: Faculty of Transdisciplinary Innovation*  
Martin Bliemel - *UTS: Faculty of Transdisciplinary Innovation*

Contact person: Martin Bliemel  
Martin.Bliemel@uts.edu.au

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This study provides a modernised conceptual clarification of the ‘entrepreneurial university’ and identifies key articles and themes within the literature. To do so, this study extends Rothaermel, Agung and Jiang’s (2007) seminal, yet decade old, taxonomy of the entrepreneurial university. This study employs a computationally assisted bibliometric analysis of the literature to extract key themes related to the entrepreneurial university. A corpus consisting of 1,545 articles across 380 journals was created using keyword searches in Scopus, Web of Science and Google Scholar. Keywords included the ‘traditional’ keywords from Rothaermel et al. (2007) as well as ‘contemporary’ keywords from Wright, Seigel and Mustar (2017).

Using word co-occurrence analysis on the entire corpus, a list of the top 100 keywords and their semantic networks was

generated. These keywords were distilled to a pathfinder network that concisely presents a hierarchy of themes within the literature, which were then grouped into 7 macro-themes. Using these keywords, the top three articles for each of the 7 macro-themes were identified.

The corpus and analysis reveal how the concept of the entrepreneurial university has evolved over the past decade.

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## **CAN STRATEGIC ENTREPRENEURSHIP LEAD TO INDUSTRY GROWTH?**

Char-lee Moyle - *Australian Centre for Entrepreneurship, School of Management, QUT*

Henri Burgers - *Australian Centre for Entrepreneurship, School of Management, QUT*

Brent Moyle - *Griffith Institute for Tourism, Griffith University*

Contact person: Char-lee Moyle  
charlee.moyle@qut.edu.au

Researchers at the intersection between entrepreneurship and strategic management have long wondered 'can strategic entrepreneurship lead to economic growth?'. Yet, frustratingly, the field has often yielded contradictory results, leading to the call for more systematic analyses that explore different dimensions of strategic entrepreneurship to better understand its relationship to economic growth. One area that remains relatively under-considered in the literature is whether the relationship between entrepreneurship and growth holds at an industry level. Using a longitudinal database of 481 tourism strategic planning documents, this research analyses the strategic discourse using content analysis. Then using the Australian Statistical Geography Standard Tourism Region Correspondence, a sampling framework is used to map tourism strategies, tourism entrepreneurship strategies and the broad tourism entrepreneurship strategic themes to tourism region by year (for the period 2005-2014), as well as to compile corresponding tourism jobs and visitation growth data. Exploratory bibliometrics and logistic regression reveal that regions with a tourism strategy and targeted strategies to support entrepreneurs predict tourism growth. However, having tourism entrepreneurship strategies did not predict tourism growth, nor did broad entrepreneurial strategies such as taking a strategic approach to entrepreneurship, overcoming barriers, focusing on tourism strengths or developing new products/experiences.

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## **BENCHMARKING PRACTICES OF WOMEN ENTREPRENEURS OPERATE HOME-BASED SMALL BUSINESSES IN RURAL AREAS: PAKISTAN A CASE IN POINT**

Dr Noor Muhammad - *Ghulam Ishaq Khan Institute of Engineering Sciences and Technology Topi, Pakistan*

Sania Binte Saleem - *Ghulam Ishaq Khan Institute of Engineering Sciences and Technology Topi, Pakistan*

Contact person: Noor Muhammad  
noormuhammad@giki.edu.pk

Benchmarking is a process of measuring the performance of a firm's products, services, or processes against those of another business considered to be the best in the market. However, benchmarking practices could not well explored in the context of home-based small businesses operated by women entrepreneurs in rural areas. To add new insights in previous literature, we take a qualitative approach based

on semi-structured interviews from 17 home-based women entrepreneurs operate small scale businesses in the rural areas of Pakistan. The findings reveal that women entrepreneurs undertake two approaches for benchmarking and these are home-based businesses and market-based businesses. Home-based benchmarking practices with similar businesses are carried out with a collaborative environment and strong network linkages among these women entrepreneurs and information are shared in all sorts of benchmarking except financial benchmarking. However, those women entrepreneurs targeting the similar home-based businesses for benchmarking achieved entrepreneurial growth. In the other hand, there is no cooperative environment for those women targeted market-based businesses for benchmarking dominated by men and face business failure. We contribute in threefold. Theoretically, the paper offers a new avenue for research to explore further benchmarking practices of women entrepreneurs in rural areas in different countries. Practically, we show how benchmarking takes place through collaborative practices on the poor infrastructure environment by women entrepreneurs. Finally, this paper could provide practical advice and knowledge regarding benchmarking practices to other women entrepreneurs who are in similar businesses in rural areas.

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## **THE ACCIDENTAL ENTREPRENEURSHIP PROCESSES AND OPPORTUNITY RECOGNITION**

Ruben Nieuwoudt - *University of Waikato*

Jenny Gibb - *University of Waikato*

Contact person: Jenny Gibb  
jenny.gibb@waikato.ac.nz

Accidental entrepreneurs are so aptly named because they do not initially intend to develop a venture, instead they set out to solve a personal problem. These accidental entrepreneurs are often users of the insufficient product or service, and they use their expert knowledge of it to develop a solution better meeting their personal needs. They demonstrate unique entrepreneurial processes, mapped further in the paper, and often account for a large proportion of innovations, such as 76% of scientific instrument innovations (Von Hippel, 1976). With sparse literature on accidental entrepreneurs, there is little in the way of a comprehensive framework which maps out the complete process these individuals follow and the points of similarities/differences they have to other entrepreneurs. In this paper accidental entrepreneurs are defined and solution development, opportunity recognition and new venture creation are all looked at sequentially as the accidental entrepreneurship process is explored. From these discussions a framework is derived mapping the discussed accidental entrepreneurship process and showing examples of the factors and forces influencing the processes at every stage. One unique and valuable contribution of this article is to reconcile differences between the opportunity discovery and creation views and show how by adopting a longitudinal, rather than static view, both can occur without conflict at different stages of the entrepreneurial process.

## **(DOES) ENTREPRENEURSHIP RESEARCH NEED(S) AN OPEN SCIENCE FRAMEWORK?!**

Martin Obschonka - *QUT Australian Centre for Entrepreneurship Research*

Contact person: Martin Obschonka  
martin.obschonka@qut.edu.au

In recent years, various scientific disciplines have started to introduce a number of strict innovations setting new standards for the research process, including new standards for transparency, validity, replication, and communication of novel scientific research. A leading example is the Open Science Framework project that aims to support the research process along the complete research lifecycle. The project introduced various services including the storage and organisation of files, data, code, projects, and protocols. Another central aspect is the preregistration of new research projects and questions, which targets the transparency of the research process and problems related to "HARKing" and the "file drawer bias". The effects of these revolutionary changes have affected a range of scientific disciplines, and the way researchers approach, conduct, and publish their research. However, to date this "revolution" did not get a foothold in entrepreneurship research and this presentation will thus discuss such potential changes in the entrepreneurship research scene, thereby applying a neutral perspective.

## **RESPONSIBLE FOR RESPONSIBILITY**

Elin Oftedal - *UiT - Norways Arctic University*  
Tatiana Iakovleva - *University of Stavanger*

Contact person: Elin Oftedal  
elin.m.oftedal@gmail.com

The innovation literature has shifted attention from how produce the most groundbreaking innovation to how to do this responsibly. At the same time, 'responsibility' is a term that invites the question: for what and for whom? In this paper we look at firms commercializing innovation in the emerging e-health sector and raise the issue of responsibility.

## **FEDERAL PROCUREMENT AS A POLICY LEVER TO SUPPORT INNOVATION AND SME GROWTH**

Barbara Orser - *University of Ottawa Telfer School of Management*  
Allan Riding - *University of Ottawa Telfer School of Management*  
Diane Liao

Contact person: Barbara Orser  
orser@telfer.uottawa.ca

This study examines the engagement of Canadian SMEs in federal procurement. The relevance of the study is evidenced several ways. Among OECD economies, procurement is increasingly a key element of federal policy, reflecting a trend towards demand-based innovation policy as a means of leveraging public funding for attainment of socio-economic objectives (Edquist et al., 2015). The need for Canadian evidence about SME suppliers is reinforced by the Comprehensive Economic and Trade Agreement (CETA). CETA commits Canada to open a wider range of procurement activities within all levels of government. The federal government is also the single largest purchaser of goods and services in Canada. Procurement represents 32.8 percent of total government expenditures and 13.3 percent of

Canada's GDP. The study findings suggest that SME suppliers are more innovative compared to all SMEs, across all types of innovations examined. Women-owned SMEs were less likely to contract with the federal government compared to male-owned SMEs. Among "SME suppliers" obstacles include (in descending order of frequency) complexity of contracting process, difficulties finding contracting opportunities and the high cost of contracting. Interestingly, only 14.0 percent of SME suppliers cited difficulties with respect to providing all services required in the contract. Among "non-supplier SMEs", the majority of business owners (81.5 percent) do not perceive the federal government to be a potential client, even within those sectors in which SME suppliers are common (such as, Knowledge-based Industries, Information & Communication Technologies and Construction). The study concludes with an overview of next steps in the data analysis.

## **ENTREPRENEURIAL INTENTIONS OF CHILDREN OF ENTREPRENEURS: PERSONALITY, ENVIRONMENTAL AND DEMOGRAPHIC FACTORS AND THEIR EFFECT ON ENTREPRENEURIAL INTENTIONS**

Carolin Palmer - *Justus Liebig University Giessen*  
Thomas Niemand - *Clausthal University of Technology*  
Norbert Kailer - *Johannes Kepler University Linz*  
Sascha - *University of Liechtenstein*

Contact person: Carolin Palmer  
carolin.palmer@psychol.uni-giessen.de

This paper follows a process model of entrepreneurial development and researches differences in the prediction of entrepreneurial intentions (EI) between children of entrepreneurs and potential entrepreneurs without parents who lead a company determined by parents' role modelling. The sample comprises 3.342 students from Austria and Liechtenstein. At least one of the parents was self-employed for 32.00 % of the sample. To assess object-related and social-oriented dominance a scale composite was applied. Personal Attitude toward being an entrepreneur, Subjective Norms, Locus of control and EI have been assessed with scales chosen by the GUESSS project team.

Summing up EI are predictable by personal attitude, gender, object-related dominance, and having self-employed parents. EI of children without self-employed parents were predicted by personal attitude, gender, object-related dominance, and age. In contrast, EI of children with entrepreneurial parents depend on personal attitude and object-related dominance only. Having self-employed parents seems to be an important environmental aspect in the development of EI. Biographical data like gender and age only seem relevant for children without self-employed parents.

## **ROLE OF ENTREPRENEURSHIP EDUCATION ON THE ENTREPRENEURIAL INTENTIONS: A STUDY BASED IN LONDON AND DELHI**

Kavita Panwar Seth - *Brunel University London*

Contact person: Kavita Panwar Seth  
kavita.panwar@brunel.ac.uk

Entrepreneurship and education are the important pillars of the economic and social development of a nation. This vital fact has drawn the attention of various business schools and universities thus they offer a plethora of entrepreneurship education programmes.

The pedagogical engineering of these courses can ensure their effectiveness and can very well contribute the theory and practice of the same. Although some features of entrepreneurship education are successfully taught, there is a need to make these entrepreneurship education programs more effective by understanding the entrepreneurial intention of students and antecedents such as Perceived Behavioural control, Subjective Norm and attitude. The research will be conducted in two different countries to evaluate whether the results can be applied universally or whether they vary with cultural and geographical boundaries of the countries.

The area of entrepreneurship is gaining international popularity and a growing literature, and hence it becomes inevitable for encouraging and progressing the research conduction in this field possibly if in a variety of countries. Thomas and Mueller (2000) pose a question about the attributes of entrepreneurship and their relation across boundaries of cultures the lack of literature in varied circumstances; the question remains unanswered. Also, this research gap restricts the application of theories across international boundaries.

Research Question: How the relation of entrepreneurship education course (duration only ten to twelve weeks) characteristics which may positively increase the intention (and antecedents) of participants to start their own ventures.

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## **THE PROVISION OF START-UP LOANS BY MICROFINANCE INSTITUTIONS: DOES THE GENDER COMPOSITION OF THE BOARD, MANAGEMENT, AND FIELD-LEVEL STAFF MATTER?**

Panunya Phatrachumpakdee - *Monash University*  
 Abu Zafar Shahriar - *Monash University*  
 Elaine Hutson - *Monash University*

Contact person: Panunya Phatrachumpakdee  
 ppha24@student.monash.edu

Microcredit is known for fostering entrepreneurial activity in low-income communities. Most loans advanced by microfinance institutions (MFIs), however, are used for purposes other than new business creation. Given that loans to start-ups have higher default risk than those extended to established businesses, and that women tend to be more risk-averse than men, we should expect that more women on MFI boards, and amongst their management and field-level staff, is associated with less lending to business start-ups. We find strong and robust evidence that this is indeed the case. Our findings have important implications for policymakers who would like to see MFIs focusing more on promoting entrepreneurship in their communities.

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## **SCALING IMPACT: A CONCEPTUAL FRAMEWORK FOR AMBITIOUS SOCIAL ENTREPRENEURSHIP**

Simone Poirier - *Utrecht University*  
 Niels Bosma - *Utrecht University School of Economics*

Contact person: Niels Bosma  
 n.s.bosma@uu.nl

Most social enterprises remain small in size as well as in impact. According to some studies, social enterprises do not scale by choice, while others state that although there is the willingness to scale, several internal and external factors impede growth. This paper draws on the insights from the strands of literature

on ambitious entrepreneurship and business modelling to derive key determinants of growth ambitions and realised growth in the domain of social entrepreneurship. Factors such as attitude, ability, resources, opportunities and institutional context are believed to exert an influence on the ambition to scale, which in turn is considered an essential condition for realised growth. We argue that the business model is key for analysing ambitious value creation and value sharing by social enterprises. More specifically, business models emphasising scaling beyond the boundaries of the organisation tend to suit ambitious social entrepreneurs aiming for large-scale system change. Combining the literatures on social entrepreneurship, ambitious entrepreneurship and business models, a comprehensive framework is developed to improve understanding of the interdependencies of factors affecting ambitious social entrepreneurship.

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## **THE EXPERIENTIAL LEARNING MODELING METHOD**

Daniil Pokidko - *Hanken School of Economics*

Contact person: Daniil Pokidko  
 daniil.pokidko@gmail.com

Throughout its development, the domain of entrepreneurship has sourced and developed concepts, tools, and theories from a variety of research fields. Having matured and gained its legitimacy, the field of entrepreneurship now has an opportunity to return the favor by providing information and tools developed in its unique context. This paper illustrates this "giving back" process by proposing a method to capture reliable experiential information in educational contexts. This is important because psychology and education scholars have long struggled to capture unbiased experiential information in learning environments. Based on a variety of empirical data I collected from an entrepreneurship course that I have been teaching for three years, I developed an Experiential Learning Modeling method (ELM) that minimizes or eliminates the challenges in capturing reliable experiential information in a classroom setting. I propose the use of the ELM method as a way to (a) increase and deepen students' experiential learning, (b) develop a course, and (c) conduct rigorous educational research within, but also outside the field of entrepreneurship.

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## **ETHNIC TIES, MOTIVATIONS, AND HOME COUNTRY ENTRY STRATEGY OF TRANSNATIONAL ENTREPRENEURS**

Sarika Pruthi - *San Jose State University (SJSU), California, USA*  
 Anuradha Basu - *San Jose State University (SJSU), California, USA*  
 Mike Wright - *Imperial College Business School, Imperial College London, UK*

Contact person: Sarika Pruthi  
 sarika.pruthi@sjsu.edu

We explore the influence of transnational entrepreneurs' (TEs') ethnic ties on their motivations, and entry strategy in the formation of transnational ventures in their home country. Based on 30 in-depth interviews with Indian TEs in the US and their corresponding India heads of operations, our findings show the heterogeneity of TEs' motivations in terms of economic and emotional motivations, and home country entry strategies in terms of proactive or reactive strategies contingent on their a) use of professional and personal ethnic ties, and b) prior experience of doing business with the home country. These findings contribute to the transnational and immigrant entrepreneurship literatures.

## CREATION OF SOCIAL CAPITAL USING DIGITAL NETWORKS: CASE OF MICRO-LEVEL YOUTH ENTREPRENEURS IN SRI LANKA

Gayathri Ranasinghe - *University of New South Wales- Canberra*  
Saskia de Klerk - *University of New South Wales- Canberra*

Contact person: Gayathri Ranasinghe  
gayathri.ranasinghe@student.adfa.edu.au

Young people have extensively used Online Social Networks (Digital Networks) as a set of tools in entrepreneurship. Limited studies have been conducted within entrepreneurship relating to youth, yet it is essential to conduct such studies, as their behaviour is not the same as adult entrepreneurs. In the digital age, youth are becoming more technologically enabled and comfortable. Digital Networks are a set of tools that youth entrepreneurs have extensively used. These digital networks, if used appropriately could enable the creation of social capital. Social capital is an important component in entrepreneurship, leading to resource acquisition, opportunity realisation and so many other benefits.

However, with the extensive use of digital networks, how they contribute towards social capital creation is yet to be explored. Hence, this research study will attempt to explore how digital networks have contributed to the creation of social capital for these youth entrepreneurs during their venture creation and growth.

Interviews were conducted of 40 micro-level youth entrepreneurs with the research agenda of understanding how they contribute to social capital in the digital age. This research attempts to address the gap in the literature relating to traditional entrepreneurship practices, social capital theory and research relating to micro-level youth entrepreneurship.

## THE COSMOLOGY OF THE ENTREPRENEURIAL CONSTANT IN AN ECOSYSTEM MULTIVERSE: SCRAMBLING PARABOLICALLY TOWARDS THE NEW NORMAL.

Gerard Reed - *Entrepreneurship Commercialisation and Innovation Centre (ECIC)*

Contact person: Gerard Reed  
gerard.reed@adelaide.edu.au

This paper establishes and develops the concept of the cosmology of the entrepreneurial constant in what is termed an ecosystem multiverse as extension to the entrepreneurial ecosystem. Utilising the parabolic scramble framework as a visual tool and device a cosmology or multiverse is described and extended.

An early conceptual paper in development the author appreciates any review comments or assessment to progress the work.

## AUGMENTING THE REALITY OF THE ENTREPRENEUR, ENTREPRENEURIAL ORGANISATION, OR ENTERPRISE USING THE PARABOLIC SCRAMBLE FRAMEWORK FROM AN ENTREPRENEURIAL ECOSYSTEM TO AN ENTREPRENEURIAL MULTIVERSE.

Gerard Reed - *Entrepreneurship Commercialisation and Innovation Centre (ECIC)*

Contact person: Gerard Reed  
gerard.reed@adelaide.edu.au

This paper describes and develops the augmentation of reality that an entrepreneur, entrepreneurial organisation, or enterprise encounters in its trajectory across ecosystem to an entrepreneurial multiverse. Utilising the parabolic scramble framework, as a visual tool and device, the augmented reality encountered by an entrepreneur, entrepreneurial organisation, or enterprise is described and extended from a cosmology to an entrepreneurial multiverse.

An early conceptual paper in development the author appreciates any review comments or assessment to progress the work.

## FINANCIAL LITERACY AMONG OWNERS OF SMALL- AND MEDIUM-SIZED BUSINESS: EXAMINING KNOWLEDGE DOMAINS TO INFORM REMEDIAL STRATEGIES

Allan Riding - *Telfer School of Management, University of Ottawa*  
Miwako Nitani - *Telfer School of Management, University of Ottawa*

Barbara Orser - *Telfer School of Management, University of Ottawa*

Contact person: Allan Riding  
riding@telfer.uottawa.ca

The need for financial knowledge is rapidly escalating yet research has shown that financial knowledge is generally weak. Unlike previous studies of financial knowledge this research focuses on owners of SMEs. Based on survey data from 3,258 employees and 532 self-employed persons, this study reports on a comparison of the financial knowledge of employees vis-a-vis that of self-employed individuals. The analyses find that self-employed males demonstrate superior financial knowledge than do male employees; however, financial knowledge among self-employed females did not significantly differ from that of female employees. A gender gap in financial knowledge is present among self-employed individuals such that self-employed males displayed a significantly higher level of financial knowledge than self-employed females. In the second phase of the research, analysis of data from a series of interviews with experienced business advisers, the research identifies dimensions of financial literacy deemed essential for entrepreneurs to succeed. The key areas of concern are management of cash flows, understanding production costs, pricing and margins; and an ongoing lack of up-to-date financial information. Business owners tended to use accountants and advisers primarily to comply with tax requirements at year-end and did not generally seek advice in the interim.

## INVISIBLE BUSINESSES: THE CASE OF HOME-BASED BUSINESS IN BRAZIL

Marcus Salusse - *EAESP - FGV/SP (Brazil)* + *ACE (Australian Centre for Entrepreneurship Research)*  
Tales Andreassi - *EAESP - FGV/SP (Brazil)*

Contact person: Marcus Salusse  
msalusse@gmail.com

The study aims at understanding the characteristics of home-based business (HBB) in Brazil. As the clear separation between spaces of home and work vanishes, HBB challenges individuals, organizations and society. The research uses a large survey of formal and informal entrepreneurs, the Global Entrepreneurship Monitor (GEM) 2014 report data, to obtain a comprehensive profile of the HBB phenomenon. Results indicate that 37.6% of Brazilian entrepreneurs are home-based, comprising 13% of the adult population. In 2014, HBB generated approximately 224 billion Brazilian currency of revenue, which represent 4.5% of the GDP. HBB comprise over 17 millions self employed individuals and is responsible for almost 25 thousand added jobs. Results confirm both positive social impact and economic significance. Comparisons between HBB and non-HBB indicate similar rates of demographic characteristics, psychological factors and motivational aspects, but a significant a gender bias toward HBB. The research contributes to the HBB literature by confirming the significance of HBB for socio-economic development and enabling a comprehensive profile of home-based entrepreneurs and their firms. Finally, the study sheds light on the HBB phenomenon in Brazil, making it visible to stakeholders and informing the development of adequate evidence-based public policies toward HBB development

## PATTERNS IN SPATIAL DISTRIBUTION OF VENTURE CAPITAL AND PRIVATE EQUITY INVESTMENTS

Marcus Salusse - *EAESP - FGV/SP (Brazil)* + *ACE (Australian Centre for Entrepreneurship Research)*  
Gilberto Sarfati - *EAESP - FGV/SP (Brazil)*

Contact person: Marcus Salusse  
msalusse@gmail.com

The study examines patterns in spatial distribution between venture capital and private equity investors and investees in Brazil. A survey was conducted using the geographic location data of venture capital and private equity fund managers and investee companies who were part of the Second PE/VC Census (ABDI & FGV, 2011). The database contained 144 PE/VC fund managers and 481 investee companies by the year 2010. Distances between managers and investees of 63% of the database or 50% of the total number of firms in the Brazilian PE/VC industry were randomly obtained and analysed. Results indicate regional equity gaps and inequality of the spatial distribution of PE/VC industry in Brazil. We find that distance is more likely for venture capital investments associated with initial stages of the development of the companies.

## ENTREPRENEURIAL ORIENTATION AND SME PERFORMANCE: EXAMINING THE MODERATING INFLUENCE OF IT INTENSITY AND COMPLEXITY

Jakob Schlichter - *University of Southern Denmark, Kolding*  
Mark Schenkel - *Belmont University, Nashville TN, USA*

Contact person: Jakob Schlichter  
jsch@sam.sdu.dk

In recent years, it has been debated how and to what extent firm growth impacts firm profitability. In this paper, we argue that in young small firms, due to a strategic orientation characterized by decision making styles that favor innovativeness, proactiveness, risk taking, competitive aggressiveness and autonomy, EO is positively associated with performance. The relationship between EO and performance is related to a considerable variance in magnitude which can't be explained by sample error alone which indicate conservative moderations of this relationship. We claim that IT Intensity will have a suffocating effect based on increased time using the systems and comparison to innovative and creative endeavors. In these cases, IT Intensity ends up being a bad substitute for EO based entrepreneurial firm's ability to use EO to create opportunities that leads to profit. Moreover, Entrepreneurial Orientation seems to be able to integrate complex systems making these systems bend more towards the organizational needs negating the negative effects of IT complexity. To support these arguments, a large questionnaire survey of was conducted, which combined with register data confirmed the positive association between firm EO and performance.

## ENTREPRENEURS AND BUSINESS MODEL DYNAMICS

Bebedikt Schnellbacher - *Saarland University*  
Jan Milleman - *Saarland University*  
Jan Killmer - *Saarland University*  
Alex Maritz - *La Trobe Business School*  
Quan Ngynen - *La Trobe Business School*

Contact person: Alex Maritz  
a.maritz@latrobe.edu.au

Abstract: Nowadays many digital start-ups fail in the early stages of their venture creation process. Although successful entrepreneurs agree on the fact that the destiny of a start-up highly depends on the decision-making ability of the respective entrepreneur, there is dissent in practice and academia about the dominant behavioral patterns. Consequently, this study examines the decision-making of entrepreneurs across different venture development stages. We built on the established concepts of causation and effectuation to analyze the decision-making of entrepreneurs concerning the design of their business models. Using semi-structures expert interviews this study provides first empirical evidence on the changing behavioral patterns of entrepreneurs' decision making through-out different development stages of their digital start-ups. More specifically, when analyzing the business model as a whole, our results suggest that effectuation is the guiding principle for decision-making in the initiation and development phase, whereas causation dominates in the growth phase. These results show that even for highly technology-dependent digital start-ups the individual talent and resources of an entrepreneur are far more important in early stages of the venture development than rigorous planning and strategic thinking.

## THE IMPACT OF BANKS ON THE INTERNATIONALIZATION EFFORTS OF SMES: HELP OR HINDRANCE?

Patrick Schueffel - *School of Management Fribourg*  
 Rico Baldegger - *School of Management Fribourg*  
 Nils Tuchschnid - *School of Management Fribourg*  
 Alexander Kaiser - *Swinburne University of Technology*

Contact person: Patrick Schueffel  
 patrick.schueffel@hefr.ch

This study investigates the role of banks in the internationalization process of small and medium sized enterprises (SME). It first proposes a conceptual model of the effects a bank's involvement in the internationalization activities of an SME may have and subsequently tests it. As banks may serve as facilitators for internationalizing SMEs we argue that high levels of bank involvement yield benefits to the internationalizing SME. *Ceteris paribus* it is therefore expected that SMEs which cooperate closely with their banks throughout their internationalization process internationalize broader and faster. The empirical results from the analysis of internationalizing Switzerland-based SMEs support this notion. SMEs that closely work with their corporate banks fare significantly better in their internationalization endeavors than their peers which do not involve banks. Moreover the involvement of banks has a positive effect on the levels of entrepreneurial orientation and the opportunity recognition capabilities of SME. The article contributes to the ongoing dialog in international business entrepreneurship literatures, especially by suggesting new antecedents to the internationalization success of SMEs.

## SPEEDING UP FIRM GROWTH OR JUST BEING UNNECESSARY AGGRESSIVE? - A STUDY OF DIVERSIFICATION STRATEGIES AND ENVIRONMENTAL FIT FOR SMALL ENTREPRENEURIAL FIRMS

Martin Senderovitz - *University of Southern Denmark*  
 Majbritt Rostgaard Ewald - *University of Southern Denmark*  
 Pia Schou Nielsen - *University of Southern Denmark*

Contact person: Martin Senderovitz  
 mse@sdu.dk

This article examines the strategizing efforts of small entrepreneurial firms in their pursuit of growth. Based on growth strategy literature grounded on the original work by Ansoff we investigate various strategic growth decisions of small entrepreneurial firms during cross-sectorial innovation processes in their pursuit of growth. The paper employs a multiple case study of a relatively homogeneous sample of 14 small entrepreneurial firms that are involved in cross-sectorial innovation projects over a period from 2015-2017 to pursue their growth ambitions. The study contributes with new research and practice oriented insights of firms' strategic behavior, adding to the literature and discussion of growth strategies of entrepreneurial firms. Our results indicate that entrepreneurial firms react to impulses from their surroundings at very high speed. The firms are very responsive towards their environments and pursue quite aggressive strategies. The firms even seem overly aggressive and too responsive compared to the assessed turbulence level of the environment. We propose a dual explanation for their aggressive and responsive strategies relating to the perceived high uncertainty of entering new and unknown product/market offering, and a combination of resource scarcity and a desire to get the new products on the market in a fast and furious way.

## INNOVATION WITHIN FRANCHISE SERVICE SYSTEMS THROUGH ENTREPRENEURIAL BRICOLAGE.

Julienne Senyard - *Griffith University*  
 Anna Watson - *University of Hertfordshire*  
 Lola Dada - *University of Lancaster*

Contact person: Julienne Senyard  
 j.senyard@griffith.edu.au

Despite much of the dominant narrative within media arguing that franchising and entrepreneurship are very separate domains, more and more research in entrepreneurship suggests that franchisees can behave entrepreneurially (Ketchen et al., 2011). Little is known, however, about how these behaviours and processes occur within franchising (which "occurs when a firm (the franchisor) sells the right to use its trade name, operating systems, and product specifications to another firm (the franchisee)" (Castrogiovanni et al. 2006, 27-28)). Many franchisees are bound to follow the rules and regulations of the franchisor, and this creates constraints on decisions to innovate and entrepreneurial activities. We evaluate how franchisees may overcome these constraints through acts of innovation and "hidden" bricolage (Boxenbaum & Roleau, 2011).

Bricolage, defined as "making do by applying combinations of the resources at hand to new problems and opportunities" (Baker & Nelson 2005: 333), may be particularly relevant as established franchising processes restrict innovative activities. Franchisees may be forced to be resourceful and innovate with only the resources on hand. Franchisor attempts to suppress local innovations through withholding resources or by invoking normative sanctions may motivate greater use of bricolage and shape the types of innovative behaviour within the franchise system.

Franchisee innovations created through bricolage, without the knowledge of the franchisor, are likely to be limited to a single unit, with unpredictable consequences. Prior research suggests that bricolage creates innovative solutions that enhance performance (Garud & Karnoe, 2003) yet others suggest may create barely "good enough" responses (Ciborra, 1996) limiting firm performance. These constraints and bricolage processes (Baker, 2007) by franchisees have not been previously explored in either franchising or entrepreneurial bricolage literature.

Such research is important. Franchise systems may suppress growth by not supporting successful innovations, yet face enormous costs if franchisees ignore the control systems and create botched innovations within established franchises. These costs -in damage to the franchise brand, fines, missed opportunities, and diversion of franchisor attention to deal with the crises-can ensure franchise failure. With franchising contributing over \$146 billion to the Australian economy (FCA, 2017) decisions regarding innovative entrepreneurial behaviour in franchising may have broader implications.

Thus, this project seeks to investigate the process of service innovation in franchise networks, specifically examining innovation "by stealth", where the franchisor is unaware that innovative activities take place. The research objectives are to

- Investigate how organisational control (system rigidity) influences decisions to innovate and disclose innovations within the franchise system.
- Explore the role of different types of constraints on entrepreneurial bricolage behaviours.

## **SOCIAL NETWORKS ARE NOT ALWAYS BENEFICIAL FOR ENTREPRENEURSHIP: DIFFERENT IMPACTS OF SOCIAL NETWORK BEHAVIORS UNDER DIFFERENT CONTEXTS**

Jaehu Shim - *Queensland University of Technology*  
Jiyoung Kim - *Queensland University of Technology*

Contact person: Jaehu Shim  
jaehu.shim@qut.edu.au

This study asks how entrepreneurs' similar social network behaviors have varying impacts on their venture development processes under different social network contexts. We have successfully addressed this research question by conducting multilevel analyses using novel simulated data on the country-level social network contexts, as well as empirical data on the individual-level social network behaviors. Specifically, we identify the moderating role of a country-level social network property, i.e. social network density, on entrepreneurs' diverse social network activities, i.e. networking with strong or weak ties. Consequently, we discern a boundary condition for the role of social networks in entrepreneurship (Zahra et al., 2014).

Despite the relatively matured knowledge on the role of individual social network behavior in the entrepreneurial process, approaches to the role of various factors of social network contexts are still scarce. A few studies have examined the influences of contextual factors, such as cultural and institutional factors (Arregle et al., 2015; Stam et al., 2014). Even fewer studies have investigated how entrepreneurs' diverse types of social network behavior carried out in each stage of the venture development process help them step forward in the process under different social network contexts.

To overcome these limitations, this study aims to (i) introduce the concept of social network density as a property of social network contexts that may affect the entrepreneurial process; (ii) present a simulation procedure to estimate the degree of social network density in each country using empirical data; and (iii) identify the multilevel moderating effect of the country-level social network density on the relationship between the entrepreneurial social network behavior and the venture development progress.

Consequently, this study identifies whether the entrepreneurial social network behavior is more beneficial in developing ventures especially in the countries with high [or low] social network densities. Also, this study discerns, under different social network densities, what type of entrepreneurial social network behavior, such as networking with strong ties [or weak ties], is more beneficial for the venture development progress.

By suggesting a multilevel perspective on the role of social networks in entrepreneurial processes, this study contributes to entrepreneurship research in several ways. Firstly, this study clarifies different impacts of individual social network behaviors under different country-level social network contexts. Secondly, this study identifies what type of entrepreneurial social network behavior is more beneficial for the venture development under different contexts. Finally, as a property of social network contexts, this study suggests the concept of country-level social network density and its estimating procedure that can be utilized in future studies.

## **INTERNATIONAL VENTURING, GREEN ENTREPRENEURSHIP, AND FIRM PERFORMANCE: AN INSTITUTIONAL PERSPECTIVE**

Chengli Shu - *University of Adelaide*  
Jinxin Liu - *Xi'an Jiaotong University*  
Per Davidsson - *QUT ACE*

Contact person: Chengli Shu  
cljshu@gmail.com

Going green through entrepreneurship has been advocated, conceptualized, and empirically examined in the recent entrepreneurship literature, but green entrepreneurship without an institutional leg may not be fruitful and even viable. In addition, prior studies primarily focus on the nexus of green opportunities and individual entrepreneurs, leaving firm-level green entrepreneurship largely underexamined. This paper develops an institution-based framework of firm-level green entrepreneurship with three dimensions: green initiatives (firm's active adoption of green practices), perceived government green support (firms' adaptation to governmental incentives, programs, and policies related to green), and green political influence (firm's attempts to influence the legislation of laws, rules, and regulations related to green). As institutional changes are more likely to be triggered by external factors, this paper regards international venturing as a conduit of institutional learning and examines how it influences green entrepreneurship which, in turn, impacts firm performance. The results from analyzing 152 firms with international venturing activities and 151 firms with no international venturing activities show that international venturing is positively associated with green initiatives and government green support while these two further directly enhance firm performance and mediate the effect of international venturing on firm performance.

## **PATHWAYS TO SUSTAINABLE ENTREPRENEURSHIP IN SMES**

Helena Sjögrén - *Lappeenranta University of Technology*  
Kaisu Puumalainen - *Lappeenranta University of Technology*

Contact person: Helena Sjögrén  
helena.sjogren@lut.fi

Although previous literature has proposed that entrepreneurship have a central role in a transition to a more sustainable society there still remain major gaps in our knowledge of whether and how this process is actually happening. Existing literature largely assumes that sustainable enterprises are "born sustainable". They recognize a social or environmental problem, develop a solution and establish a new company to create triple value. Environmentally oriented and social entrepreneurship are good starting points to develop towards sustainable entrepreneurship but there is a potential in traditional commercially motivated SMEs to transform themselves into sustainable enterprises. But so far the discussion on transformation processes has concentrated on larger enterprises, and the evidence from SMEs is based on case studies. We use survey data from 300 Finnish SMEs to formulate a typology that identifies different types of pathways to sustainable entrepreneurship. Using a cluster analysis, we identified five different types, varying in how they create environmental, social and economic value at different phases of their development. While one third of the firms show little interest in sustainability and one fourth are born sustainable, the rest are on the pathway to gradually integrating social and environmental value creation elements into their businesses.

## THE ROLE OF EMOTIONS IN NEW VENTURE CREATION

Kirsi Snellman - *Lappeenranta University of Technology*

Contact person: Kirsi Snellman  
kirsi.snellman@lut.fi

Building on the emergent view in the entrepreneurship literature that highlights emotional, creative, and contextual features as integral to the entrepreneurial process, this conceptual analysis addresses the research question asking what is the role of emotion in new venture creation. Despite the recent progress in capturing the emotions of the entrepreneur, a gap exists in our understanding of how stakeholders' emotions unfold in entrepreneurship. Hence, and given that new venture creation is performative by nature and that creative performance requires social interaction for validation, it is important to acknowledge the role of stakeholders' emotion in new venture creation, that resembles a creative idea journey in which interactions with others and external support play a critical role.

## THE LEGITIMIZATION PROCESS OF A STARTUP: AN IN-DEPTH STUDY OF HOW PITCHES EVOLVE

Paul Spee - *The University of Queensland*  
Anna Jenkins - *The University of Queensland*

Contact person: Anna Jenkins  
a.jenkins@business.uq.edu.au

The legitimization of a startup is important for gaining stakeholder support, in particular, for attracting funding from investors. To legitimize their startups entrepreneurs prepare pitch decks and deliver pitches at pitching competitions and events. A pitch typically requires entrepreneurs to convey the viability of their startup in less than five minutes. Several studies have started investigating entrepreneurs' impression management strategies when pitching (Parhankangas & Ehrlich 2017) finding that investors are more likely to invest in startups when passion is displayed (Mittenes, Sudek & Cardon 2012). Whilst studies have started to examine investor responses to pitch presentations (e.g., Mittenes, et al., 2012) and pitch decks (Davis, Hmieleski, Webb & Coombs 2017), there is lack a of understanding about how entrepreneurs go about preparing pitch decks and presentations to legitimize their startup. This is the focus of the current study.

Given importance of legitimization to a startup's success, the legitimization process of startups has attracted some attention in the literature (Garud, Schildt & Lant 2014). Recently, the literature has recognised the linguistic processes underpinning the legitimization process (Cornelissen & Clarke 2010; van Werven, Bouwmeester & Cornelissen 2015). For example, empirical studies have adopted sensemaking to illustrate how entrepreneurs develop cultural competence (Ueberbacher, Jacobs & Cornelissen 2015) and visual metaphors (Clarke & Holt 2017). However, despite increasing interest in the process of legitimization, the mechanisms employed by entrepreneurs to legitimise a startup remain under-explored. Whilst studies point to the importance investors place on pitch decks and presentations, there remains a limited understanding about the work to create and refine pitch decks or pitch presentations. Thus, this study examines following research question: how do entrepreneurs create pitch decks and pitches to legitimize their startups?

To address our research question, we adopt a multimodal lens to explore the interplay of bodily orientations, gestures, gazes, materials and talk (Jarzabkowski, Burke & Spee 2015; Streeck, Goodwin & LeBaron 2011).

## A REVIEW OF ENTREPRENEURS' MENTAL HEALTH AND WELL-BEING

Ute Stephan - *Aston University*

Contact person: Ute Stephan  
u.stephan@aston.ac.uk

Interest in entrepreneurs' mental health and well-being (MWB) is growing among entrepreneurship and management scholars. This review takes stock of relevant knowledge that exists dispersed across disciplines such as organizational psychology, economics, occupational and public health research as well as entrepreneurship research. The review integrates insights from 117 empirical studies focusing on the three research streams that dominate research on entrepreneurs' MWB: (1) Do entrepreneurs have better or worse MWB than employees?, What are the (2) antecedents and (3) consequences of entrepreneurs' MWB? The review provides a mapping and framework that advance research on entrepreneurs MWB and help to position entrepreneurs' MWB more centrally in management and entrepreneurship research – including as a driver of firm performance. Past research has been dominated by applying models developed for employees to understand entrepreneurs' MWB. The findings highlight the limitations of this approach and point the way to developing a dedicated theory of entrepreneurial work and MWB. The review identifies some MWB benefits for entrepreneurs compared to employees. However, the findings suggests rethinking this research question and uncover five critical sources of heterogeneity that explain conflicting results. Implications for future research and insights for work in related disciplines are discussed.

## CULTURE-INDIVIDUAL INTERACTIONS: THE EFFECTS OF AGE ON SOCIAL ENTREPRENEURSHIP DEPEND ON CULTURE

Ute Stephan - *Aston University*

Contact person: Ute Stephan  
u.stephan@aston.ac.uk

Social entrepreneurship is the pursuit of social goals through the creation of new organizations and promises to offer innovative ways of addressing societal challenges such as social inequalities, poverty and climate change. Long dominated by conceptual debates, researchers increasingly investigate the emergence of social enterprises. They concentrate on either individual factors such as pro-social motives or age (Miller et al., 2012; Parker, 2008) or on contextual factors such as institutions and culture (Mair & Marti, 2009; Stephan et al., 2015). Such research largely ignores that individual choices are embedded in contexts and thus that individual and contextual factors jointly shape individuals' engagement in social entrepreneurship. Recognizing this interplay of individual and contextual factors can deepen our understanding of why and when individuals take actions to set up social enterprises. Adopting a multi-level framework, this paper offers a first exploration of the interaction of national culture, as an import contextual factor, and individuals' age, as one important individual characteristics that influences the choice to become a social entrepreneur

Whilst commercial entrepreneurial tendencies tend to decline with age; older individuals might have an increased interest to become social entrepreneurs (Parker, 2008). Older age is associated with increases in prosocial motivation and behavior (Bekkers & Wiepking, 2011; Jones et al., 2002; List, 2004), which is one of the main drivers of social entrepreneurship (Miller et al. 2012; Stephan & Drencheva, 2017). Yet aging is also related to increases in risk aversion and loss of personal capacity such as the ability to learn (Gielnick, Zacher & Frese, 2012), which may prevent older individuals from engaging in entrepreneurship. We suggest that certain national cultural contexts may be able to offset the potential negative effects of age on social entrepreneurship; in line with the notion of context providing constraints on and opportunities for individual development (Baltes et al., 2006).

Building on advances in cross-cultural psychology, we focus on culture as 'societal norms', specifically socially-supportive and performance-based cultural norms, which have been linked to entrepreneurial behavior (Autio et al., 2013, Hoppe & Stephan, 2012, Stephan & Uhlaner, 2010; Stephan et al., 2015; Thai & Turkina, 2014) and decision-making logics of entrepreneurs (Laskovaia, Shirokova & Morris, 2017).

Socially-supportive cultures are rich in weak tie social capital, which facilitate taking risks through enabling experimentation and access to resources through informal relationships. Hence, socially-supportive cultures may buffer age-related decreases in risk-taking and potential decreases in personal capacity by providing safe environments for experimentation in which resources are relatively easy to access.

Highly performance-based cultures reward individual accomplishments and focus on future-oriented, planned behaviors as a way to achieve high performance. Performance-based cultures are linked to greater competitiveness (Stephan & Uhlaner, 2010, Thai & Turkina, 2014) and planning (Laskovaia et al., 2017). Such cultures may have a negative impact on older but a positive impact on younger individuals' engagement in social entrepreneurship as preferences for risk-taking and achievement orientation decrease with age (Deakin et al. 2004; Schwartz, 2006; Warr, 2008). Thus, performance-based cultures may negatively moderate the age-social entrepreneurial relationship.

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## THE EMERGENCE AND DEVELOPMENT OF THE WEB CELEBRITY PHENOMENON IN CHINA: A BUSINESS ECOSYSTEM PERSPECTIVE

Shuyun Sun - *School of Business, UNSW Canberra, University of New South Wales*

Marina Zhang - *School of Business, UNSW Canberra, University of New South Wales*

Contact person: Marina Zhang  
marina.zhang@unsw.edu.au

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This paper aims to explore the emerging web celebrity phenomenon as an entrepreneurial phenomenon in China. By adopting the strategy of constant eye-catching content creation, distribution and interaction with the networked audience, web celebrities set prerequisite for a variety of economic activities. By attracting attention to the representative case of ZhangDayi and adopting the perspective of business ecosystem, we find that enterprising individuals, with little technological innovation capability are able to achieve entrepreneurial success by using efficiency-driven business model innovations based on an interplay of virtual and real-life network as a business ecosystem. We propose a further investigation on the business ecosystem where Chinese web celebrities are embedded.

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## SOCIAL AND ENVIRONMENTAL IMPACT OF SUSTAINABLE BUSINESS MODELS

Pasi Syrjä - *Lappeenranta University of Technology*

Helena Sjögrén - *Lappeenranta University of Technology*

Contact person: Pasi Syrjä  
pasi.syrja@lut.fi

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Increasing importance of sustainability has affect business environment several ways, and there is more need to develop novel technologies and business models to solve social and environmental problems and challenges. The business model has been referred at general level to as a statement, and furthermore has defined as the content, structure and governance of transactions designed so as to create value through the exploitation of business opportunities. Sustainable business models seek to go beyond delivering economic value and include a consideration of other forms of value for a broader range of stakeholders. This paper focus on sustainable business models which generate shared value. The purpose of our qualitative study is to analyse what are the key stakeholders of our case company and how the case company create social, environmental and economic value to its stakeholders.

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## NEW APPROACHES TO IDENTIFY ENTREPRENEURIAL OPPORTUNITIES, THE VALUE OF INTRODUCING, MAINTAINING AND USING DESIGN AMBIGUITY

Linus Tan - *University of Melbourne*

Tom Kvan - *University of Melbourne*

Contact person: Linus Tan  
linus@linustan.com

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Some entrepreneurs use a design approach to discover opportunities and to develop products and services. Typically, they identify these business opportunities by defining the problem, ideating and validating their prototypes. Similarly, designers use the design process to discover opportunities and propose novel designs. While using a common term, there is a significant difference between the two approached. Unlike the method used by entrepreneurs, some designers approach the problem as a brief, keep it vague for as long as possible and use its ambiguity to explore and find opportunities in design. This paper identifies the difference and the value of ambiguity in entrepreneurial exploration. x x

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## AT THE OPEN INNOVATION INTERFACE – COMPARING FOUR EXTERNAL PARTNERS' CONTRIBUTION TO THE FIRM'S INNOVATION PERFORMANCE

Sam Tavassoli - *RMIT University*

Lars Bengtsson - *Lund University*

Contact person: Sam Tavassoli  
sam.tavassoli@rmit.edu.au

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Research on open innovation assumes that the firm's innovation activities is performed in an open system where the firm combines internal knowledge with external knowledge to accelerate innovation processes as well as seeking new markets for external use of the innovation (Chesbrough, 2003; 2006). Much of the open innovation research also assumes a trend of increasing open innovation due to the benefits of an accelerated innovation

process and larger markets (e.g., Chesbrough & Brunswicker 2013). Despite the generally positive attitudes toward open innovation and its benefits in management research regarding the performance of firms, the use of open innovation strategy remains mostly based on case studies (e.g., Huston & Sakkab 2006; Rohrbeck, Hölzle, and Gemünden 2009). Findings from few existing large-scale empirical studies are mixed, as they show both positive and negative performance effects (Laursen and Salter 2006; Du et al. 2014).

We address one main research gap that limit our understanding of the open innovation strategy. First, an external innovation partner may expand the firm's knowledge base (Laursen and Salter 2006), enabling the firm to develop new products. Previous research has provided evidence that firms collaborating with suppliers increase their product innovation (Eisenhardt & Tabizi 1994), likewise for firms collaborating with customers and users (von Hippel & Katz 2002), competitors (Tidd et al. 2005) and universities (Belderbos et al. 2004). However, few studies have compared the different external partners' contribution to the firm's product innovation performance trying to establish the importance of each external innovation partner in terms of product innovation performance (Du et al. 2014; West et al. 2014).

Thus, our aim of this paper is to contribute to open innovation research literature by empirically investigating the product innovation performance of different external innovation partners using a KBV theoretical framework to explain the performance differences.

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## **SURVIVAL STRATEGIES IN A DISRUPTED INDUSTRY: AN EXPLORATORY CASE STUDY**

Gareth Thomas - *Griffith University*  
Evan Douglas - *Griffith University*

Contact person: Gareth Thomas  
gareth.h.thomas@griffithuni.edu.au

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The literature on business innovation contains few studies examining the survival of small firms in declining industries. Research often focusses on the contribution made by start-ups or small and medium sized enterprises (SMEs) working within high technology sectors. This single-case study examines how an entrepreneurial small firm has survived with relative success within the declining printing industry. An in-depth qualitative study was undertaken to identify strategies employed by the top management team faced with the ongoing threat of digital disruption. An examination of their strategic decisions resulted in six research proposition hypotheses which suggest strategies that can be implemented by management to maintain organisational flexibility, innovation and profitability in an increasingly adverse business environment.

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## **INSTITUTIONS, MIDDLEMAN, AND BLOCKCHAINS – SHUFFLE AND RE-START**

Rui Torres de Oliveira - *University of Queensland*

Contact person: Rui Oliveira  
r.oliveira@business.uq.edu.au

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Blockchain is a technology that enables the creation of a decentralised distributed database of records that have been implemented and pooled amongst the different members (Nakamoto 2008). The participating parties can originate from an open or closed source, which are associated with public or

private Blockchain, respectively (Pilkington 2015). The fact that each transaction is: 1) verified by consensus among the different members; 2) after recorded cannot be deleted or modified - integrity; 3) each transaction can be tracked and identified at any moment in time; 4) the parties involved are private using a cryptographic proof; and 5) after coded only with the majority of the members can be changed; 6) velocity of transaction; 7) cost; had led to many refer it as a new disruptive digital revolution (e.g., Swan 2015, Wright and De Filippi 2015, Crosby et al. 2016).

Due to its nature, simplicity, security, and anonymity this technology can potentially be applied to an endless number of transactions with countless applications in, theoretically, any sector of activity (Swan 2015).

At this stage, some of the most prominent applications of Blockchains are: 1) Financial Sector: digital currency, private securities, insurance; 2) Supply Chains: smart contracts, inventory, testing; 3) Real estate: smart property, disintermediation; 4) Public services: public votes, notaries, public accounting, intellectual property registration offices; 5) Data stores: Encrypted and decentralised secured databases; 6) Internet of Things: Machine to machine coordination.

Our aim in this paper is to advance this understanding from a theoretical perspective. We focus on outlining the main implications that Blockchain will have for market transactions and how this will influence different market agents, namely institutions and middlemen. We see this research in progress paper as a starting point of a new field of research that we term organizational democratization, where different institutional and organizational implications need to be carefully analysed. In doing so, we answer calls for understanding new systems and ecosystems in a digital economy (AOM 2017, Dodgson et al. 2015) and how they will challenge formal institutional settings (Lustig and Nardi 2015).

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## **NASCENT ENTREPRENEURSHIP RESEARCH: MULTILEVEL CHALLENGES AND OPPORTUNITIES**

Gerson Tuazon - *Auckland Business School*  
Cristiano Bellavitis - *Auckland Business School*  
Igor Filatotchev - *King's College Business School*

Contact person: Cristiano Bellavitis  
cristiano.bellavitis@gmail.com

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Nascent entrepreneurs are individuals who are actively taking steps towards the creation of a new business but who are not entrepreneurs yet. Although nascent entrepreneurs have been thoroughly investigated looking at antecedents, activities and outcomes, researchers have yet to fully embrace nascent entrepreneurship's potential as a multilevel research field. With the focus on advancing nascent entrepreneurship research potential as a multilevel theoretical perspective, we make two contributions to the literature. First, we present a comprehensive review of the last two decades of nascent entrepreneurship research. We propose an integrative theoretical framework that highlights how nascent entrepreneurship research has been applied across three levels of analysis: antecedents, activities and outcomes. Second, based on the shortcomings and challenges revealed through the literature review, we identify and discuss avenues for future research, including suggestions to integrate the different levels of analysis and better understand nascent entrepreneurs. We hope that our study is a first step toward the creation of an overarching theory of nascent entrepreneurship.

## DEALING WITH UNCERTAINTY IN ENTREPRENEURIAL VENTURES AND PROJECTS: “SAME-SAME BUT DIFFERENT”?

Stephane Tywoniak - *University of Ottawa*  
 Christophe Bredillet - *Universite du Quebec Trois Rivieres*  
 Mahshid Tootoonchy

Contact person: Stephane Tywoniak  
 stephane.tywoniak@telfer.uottawa.ca

Traditional conceptualizations of strategy, entrepreneurship, and project management were predicated on a rational choice model of planning and decision-making. This paper examines contemporary theories and models in entrepreneurship and project management, respectively, to compare and contrast how the two disciplines deal with uncertainty.

This paper argues that entrepreneurship and project management –as scholarly disciplines and professional practices- approach the issue of uncertainty from different standpoints that reflect diverging finalities. Establishing a sustainable new business venture and delivering project outcomes to the satisfaction of stakeholders do bear some superficial similarities in terms of managing expectations, expending resources, and executing a planned strategy. But new ventures and projects are not the same.

## WHEN TWO BECOME ONE: ENTREPRENEURS’ DUAL IDENTITY INTEGRATION AND ITS IMPLICATION FOR CREATIVITY AND VENTURE CREATION SUCCESS

Marilyn Ang Uy - *Nanyang Technological University*  
 Ying-yi Hong - *Chinese University of Hong Kong*

Contact person: Siran Zhan  
 siran.zhan@unsw.edu.au

Recent perspectives suggest that entrepreneurs hold multiple role identities (e.g., inventor and businessperson) and each identity uniquely influences entrepreneurs’ motivation and behaviors. What the field remains silent about, and thus we seek to ask, is how do they, as a system, co-exist in an entrepreneur and subsequently influence entrepreneurs’ venture creation performance through important creative behaviors (e.g., business idea generation and ongoing creative process engagement)? We adopt the lens of acculturation psychology (Berry, 1997; Hong et al., 2000) to examine the overall thesis that identity integration – simultaneous strong identification with one’s dual roles – is important for the performance of the creative tasks crucial to venture creation success. To test these ideas, we conducted a series of two studies – one lab experiment and one longitudinal field survey. Results broadly support our predictions. Theoretical and practical implications are discussed.

## UNDERSTANDING AND MEASURING REVEALING: A MEASUREMENT INSTRUMENT FOR NON-PECUNIARY OUTBOUND OPEN INNOVATION

Martie-Louise Verreynne - *The University of Queensland*  
 Marta Indulska - *The University of Queensland*  
 John Steen - *The University of Queensland*  
 Rui Torres de Oliveira - *The University of Queensland*  
 Jerad Ford - *CSIRO*

Contact person: Martie-Louise Verreynne  
 m.verreynne@business.uq.edu.au

Open innovation (OI) refers to the in- and outbound flows of knowledge, for financial gain or non-pecuniary reasons. Investigation into pecuniary and especially inbound innovation types has advanced quickly and the relationships between these types of OI and innovation performance and other organisational factors are now well understood. Non-pecuniary revealing has received less attention, perhaps because it is contrary to the expectation of capturing rents from innovation. Yet, knowledge sharing is critical to innovation and future value capture because it improves organisational learning through interaction with the external environment. In this paper we address this gap by following a four-step process to propose and validate a reliable scale of non-pecuniary outbound OI (revealing). Our findings indicate that revealing is reflected by five factors, namely complementary capabilities, diffusion, generosity, enhancement, and co-creation with other firms. We conclude by discussing how this scale can be used to advance studies of OI.

## THE EFFECT OF DESIGN PROCESS ON NEW VENTURE IDEA DEVELOPMENT WITH DIFFERENT EXTERNAL ENABLERS

Thanaphol Virasa - *College of Management Mahidol University*  
 Triyuth Promsiri - *College of Management Mahidol University*

Contact person: Thanaphol Virasa  
 thanaphol.vir@mahidol.ac.th

This research simultaneously explores the constructs of external enablers and design process to provide a deeper understanding of new venture idea development. We use an experimental approach to control extraneous variables, and test the effect of external enablers and design process on number of ideas and content of ideas. Results suggest that external enablers mainly affect quality of new venture ideas, and design process mainly affects quantity of new venture ideas. Design process also affects the relationship between external enablers and new venture idea development. We found that with the application of systematic design process, more positive the effect that external enablers had on quantity of and quality of new venture ideas.

## THE ROLE OF ENTREPRENEURIAL OPPORTUNITIES AND EFFECTUATION IN VENTURE PERFORMANCE

Anna Vuorio - *Lappeenranta University of Technology*  
 Kaisu Puumalainen - *Lappeenranta University of Technology*

Contact person: Anna Vuorio  
 anna.vuorio@lut.fi

The initial steps taken by an entrepreneur play an important role in guiding the rest of the venture creation process highlighting perceptions about entrepreneurial opportunities and

decisions how to exploit them. The debate about the nature of entrepreneurial opportunities and their recognitions process is still ongoing (Ramoglou & Tsang, 2016). Simultaneously, Sarasvathy (2001) has proposed a theory of entrepreneurial decision-making – effectuation and causation. The prior entrepreneurship literature has tended to focus on the performance implications of effectuation vs. causation. However, to our knowledge, there seems to be only limited evidence about the connection between decision-making mode and type of a potential entrepreneurial opportunity pursued. This research aims to provide an answer to these questions by examining the connection between different entrepreneurial opportunities, effectuation vs. causation processes, and new venture performance. By analyzing 204 Finnish SMEs, the results the study extend the results of prior literature by showing that some elements of effectuation only influence venture performance, while causation enhances it. Moreover, degree of novelty and market scope moderate the relationship between experimentation and innovative performance. These results have implications to SMEs and entrepreneurship education.

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## ENTREPRENEURIAL LEARNING: A CRITICAL REVIEW AND RESEARCH AGENDA

Aimee Walsh - *University of Queensland*  
 Anna Jenkins - *University of Queensland*  
 Paul Spee - *University of Queensland*

Contact person: Aimee Walsh  
 a.walsh@business.uq.edu.au

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Entrepreneurial learning (EL) is an important concept which rests at the interface of organisational and entrepreneurship learning literature and has attracted substantial interest from researchers and theorists within strategy and organisational fields. Much conceptual and empirical work has been conducted to date to develop an understanding of EL. Many scholars have successfully contributed to enhance understandings of EL and developed conceptual frameworks for future research. However, EL is a complex phenomenon and it is difficult to capture and understand the entirety of learning in one study. As a result, studies on EL have focused on smaller 'parts' of the learning process. This approach has made it difficult to see the bigger picture of what happens in the learning process, and has potentially left some important parts of EL underdeveloped. This paper conducts a systematic literature review to determine current approaches to research EL, and determine what has been underdeveloped. Following the review, six perspectives of EL are identified; the cognitive perspective, the social perspective, the behavioural perspective, the performance perspective, the environmental perspective and the crisis perspective. These perspectives have been compared in terms of their shared assumptions and divergent approaches to determine suggestions to guide future EL research.

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## UNDERSTANDING INTRA-FIRM DYNAMICS CAPABILITIES: USE OF INTUITION AND RATIONAL ANALYSIS IN ENTREPRENEURIAL DECISION-MAKING

Mingyang Wang - *University of Waikato*  
 Jenny Gibb - *University of Waikato*  
 Paresha Sinha - *University of Waikato*

Contact person: Mingyang Wang  
 mw166@students.waikato.ac.nz

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This study investigates how entrepreneurial decision-makers use of intuition and rational analysis explain the intra-firm dynamic decision-making capabilities of the firm. We synthesis two theoretical concepts - cognitive microfoundation of dynamic capabilities and integration of intuition and rational analysis for entrepreneurial decision-making, to gain deep understanding of the use of intuitive and analytical decision-making in product innovation. This study uses a multiple-case study and conducted 48 interviews with key decision-makers in New Zealand's software companies. We developed a grounded model - dynamic intuitive-analytic capabilities in the context of entrepreneurial opportunity recognition, which enables a link to be made between intuitive/analytical decision-making, product innovation, and firm growth. Dynamic intuitive-analytic capabilities helped founders interpret market gaps and prioritise their visions of software product innovation. Their approach to exploratory product innovation enabled their firm to be more innovative and risk-prone, and to focus on growth opportunities in the future. On the other hand, managers interpreted and prioritised the customers' needs and the founders' vision, and implemented software product innovation decisions. Managers' decisions to implement exploitative product innovation resulted in their firm to be less innovative and more risk-averse, with a focus on present growth opportunities.

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## THE INTENTION-BEHAVIOR LINK IN ENTREPRENEURSHIP: WHAT DO WE KNOW ABOUT THE ROLE OF REGIONAL SOCIAL CAPITAL?

Jan Weiss - *Jönköping University, School of Engineering & Centre for Young and Family Enterprise (CYFE), Bergamo*  
 Tatiana Anisimova - *Linnaeus University & Centre for Young and Family Enterprise (CYFE), Bergamo*  
 Tommaso Minola - *Centre for Young and Family Enterprises (CYFE), Bergamo*

Contact person: Jan Weiss  
 jan.weiss@ju.se

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The purpose of this paper is to empirically examine the relationship between individuals' regional institutional embeddedness and their entrepreneurial behavior. We particularly shed light on how this type of embeddedness influences the intention-behavior link among entrepreneurs, applying the Theory of Planned Behavior: While entrepreneurial intentions constitute the base of the entrepreneurial process, they do not necessarily translate into entrepreneurial action, that is, starting a new venture. We investigate whether the strength of the relationship between individual entrepreneurial intentions and entrepreneurial behavior is moderated by the regional social capital context in which individuals operate. Our results suggest that the intention-behavior link is weakened by regional hierarchy values, and strengthened by regional cultural diversity, regional density of associational activity, and the prevalence of regional interpersonal trust. The empirical evidence signals that regional policymakers should invest resources to develop a regional social capital infrastructure conducive to entrepreneurial behavior.

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## **IN A CORRUPT ECONOMY, WHO DO NOT BRIBE BUT INNOVATE? THOSE WITH AN EYE TOWARD THE FUTURE**

Gracy Yang - *University of Sydney*

Stephen Zhang - *University of Sydney*

Asghar Jahanshahi - *Catholic University of Peru*

Contact person: Stephen Zhang

[stephen.zhang@sydney.edu.au](mailto:stephen.zhang@sydney.edu.au)

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This paper examines in a corrupt context, how do founder-CEOs' future orientation affects firm bribery, which in turn, influences their firms' innovation. By connecting research on the corruption with research on the individual differences in time perspective, we construe that in a corrupt environment founder-CEOs' future orientation drives their firms to innovate via curbing the firms' bribery activities. This mediation relationship between founder-CEOs' future orientation, firm bribery and innovation is stronger for firms that face more local market competition. Data from Iran, one of the most corrupt economies in the world, supported our arguments.

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## **THE IMPACT OF EARLY IMPRINTING ON THE SPIN-OFF NETWORK DEVELOPMENT: A REPLICATION AND EXTENSION TO PARENT-OFFSPRING CONTEXT**

Forough Zarea Fazlelahi - *Queensland University of Technology*

Henri Burgers - *Queensland University of Technology*

Per Davidsson - *Queensland University of Technology*

Contact person: Forough Zarea Fazlelahi

[forough.zareafazlelahi@hdr.qut.edu.au](mailto:forough.zareafazlelahi@hdr.qut.edu.au)

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Despite strong recognition that parents play a critical role in the evolution of offspring firms and growing their networks, there is much we do not know about this relation. In this paper, we take a three-step approach to further this understanding. First, we offer a replication of Milanov and Fernhaber's (2009) model (MF) in a new time period and different industry. Second, we extend the model to parent-offspring context by investigating the lasting impact of initial partner's network structure on the offspring network growth. Finally, we test the imprinting impact of parent's network size and centrality on the offspring network growth based on a sample of 728 companies in the mining industry of Australia.









