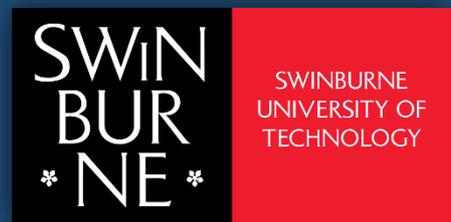




#ACERE2022



# ACERE CONFERENCE 2022

8 – 11 FEBRUARY, MELBOURNE, AUSTRALIA  
(ONLINE FORMAT)

## GENERAL INFORMATION

*The SUT-QUT ACERE 2022 Organising Committee have made the difficult decision to move the conference from a hybrid format to fully online to ensure the health and safety of our community. As Co-Chairs of ACERE 2022, we have explored all possible options to continue to support a hybrid model for the conference in a safe way. However, this model is becoming increasingly untenable with high COVID-19 case numbers and some difficulties for some of our delegates with approved travel.*

*Co-Chairs: Martin Obschonka, Mile Terziovski, Rui Torres de Oliveira*

### **Conference Venue**

Please note that ACERE 2022 will follow a **fully online format** and there will be **no physical sessions** in Melbourne.

You should have received an automated email from [noreply-zoomevents@zoom.us](mailto:noreply-zoomevents@zoom.us) to the email you registered for the conference with. If this email is not connected to your Zoom account, please advise as soon as possible. Follow the prompts from the automated email to:

1. Load Zoom Events
2. Login to your Zoom account
3. Register for the conference
4. Join the Lobby

From the Lobby you can view all upcoming and in-progress sessions, favorite the sessions you want to attend, and this will automatically add them to your itinerary.

Alternatively, you can use the Zoom link below to load the conference directly and follow the prompts to register.

**[Zoom Event Link HERE](#)**

## PROGRAMS

The program is according to the **Melbourne time zone, UTC/GMT +11 hours**.

**BRISBANE PARTICIPANTS** - please note that Melbourne time is *one hour ahead of us!*

**INTERNATIONAL PARTICIPANTS** - if ever in doubt regarding the time, [HERE](#) is a link to a time zone converter.

1. **Doctoral Consortium** – Tuesday 8 February 9:00 am to 5:00 pm
2. **Entrepreneurship Educators Forum** – Tuesday 8 February 9:00 am to 5:00 pm
3. **Main ACERE Academic Program** – Wednesday 9 to Friday 11 February
4. **Industry Entrepreneurs Forum** – Friday 11 February 9 am to 12 pm

**Information/Help Center** – Wednesday 9 to Friday 11 February from 8:30 am to 4:30 pm – Rui Torres de Oliveira (0481 125 770)

### **Social Functions**

- **Quiz Event** – Thursday 10 February 5:00 pm to 6:30 pm

## ACERE 2022 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 are 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.



### **JO BARRAKET**

Distinguished Professor Jo Barraket is the Director of the Centre for Social Impact at Swinburne University of Technology. She is a pioneering researcher in social enterprise and social innovation in Australia. Her work spans questions of public policy, organisational hybridity and social change. She leads CSI Swinburne, which is the largest social economy research centre in the world. Professor Barraket's work contributes to policy development and practice in social investment, social procurement, and social enterprise development. Based on her expertise in these areas, she has been national expert adviser to the OECD on two projects related to the social economy and socio-economic participation. Professor Barraket has authored more than 70 publications and led more than \$9.5 million of grant funded and commissioned research, including national competitive grants funded by the Australian Research Council and projects funded by corporate and private philanthropy, and state and local governments. In her previous position as Associate Professor, she led the social enterprise and innovation research program at QUT Business School.



## **TOM LUMPKIN**

Tom Lumpkin is the Executive Director at Tom Love Center for Entrepreneurship, and Michael F. Price Chair in Entrepreneurship and Economic Development at the University of Oklahoma. Professor Lumpkin's research and teaching interests include entrepreneurial orientation, social entrepreneurship, and family business. He is a globally recognized scholar whose research has been published in journals such as the *Academy of Management Review*, *Academy of Management Journal*, *Strategic Entrepreneurship Journal*, *Journal of Business Venturing*, and *Entrepreneurship Theory and Practice*. He is a Co-Editor of *Strategic Entrepreneurship Journal* and serves on the editorial boards of five leading international journals. Professor Lumpkin is the 2009 recipient of the Foundational Paper award from the Entrepreneurship Division of the Academy of Management for a "classic and highly influential contribution to entrepreneurship research that serves as a legacy for scholarly work in the field" for his paper "Clarifying the Entrepreneurial Orientation Construct and Linking it to Performance," published in 1996 (with Gregory G. Dess). A paper based on that research – "Entrepreneurial orientation and business performance: Assessment of past research and suggestions for the future" (with Andreas Rauch, Johan Wiklund and Michael Frese) – won the 2015 Greif Research Impact award at the Academy of Management. He received his Ph.D. in Business Administration from the University of Texas at Arlington and MBA from the University of Southern California. Prior to becoming a professor, he founded and operated two Virginia enterprises, served as Assistant Treasurer of the City of Fairfax, Virginia, and Treasurer & Business Manager of Floyd Agricultural Energy Coop, a Virginia start-up.



## **PER DAVIDSSON**

Professor Per Davidsson is the Founding Director of the Australian Centre for Entrepreneurship Research (ACE) and is the Talbot Family Foundation Chair in Entrepreneurship at ACE in the QUT Business School (Management). Per is especially known for his extensive research on start-up and growth of firms as well as the societal well-being and job creation effects of those activities. He has published over 70 peer-reviewed articles in scholarly journals as well as a large number of books, reports, and book chapters. With

over 27,000 citations (Google Scholar, Oct. 2018) he is one of the best-cited scholars in entrepreneurship globally. He has led several major research programs including the Comprehensive Australian Study of Entrepreneurial Emergence (CAUSEE), the largest study of business start-ups ever undertaken in Australia. Per was an elected officer of the Entrepreneurship Division of the Academy of Management for the 2007-12 period and served as its Chair in 2010/11. He has served as Associate Editor for three of the leading scholarly journals in entrepreneurship and currently serves on the editorial boards for several other journals. He is also an award-winning mentor. Several of his disciples have become internationally successful researchers in their own right, and two of them were recently appointed Vice-Chancellors (Presidents) of universities in their respective home countries. Professor Davidsson's research interests are: External enablers of entrepreneurship, New venture creation, Firm growth, and Research methods.



### **Vimala Palaniswamy**

Vimala Palaniswamy is currently the Head of Organizational Development at Metrika, a startup building critical infrastructure for blockchain networks. With a diverse career focused on innovation and supporting human potential, she was most recently Director, Lecturer, and Coach at MIT Bootcamps, one of the groups building the future of learning at the office for the Vice President for Open Learning at the Massachusetts Institute of Technology (MIT). A hands-on operator, Vimala took a great concept for transformational learning and built and scaled it to a global brand. When the pandemic started, she transformed what was known inherently as an in-person experience into a fully online but still immersive team and project-based learning experience, allowing MIT to broaden the reach of this impactful program. Integral to the success of MIT Bootcamps is centering the coach as educator, a practice that she defined, built, and scaled, for in-person and virtual programs. Vimala joined MIT Bootcamps with 15 years of experience in social innovation, entrepreneurship, and mentoring entrepreneurs. In 2014, Vimala founded and lead Demeter Entrepreneurs Support Network, a global virtual network dedicated to improving the success rates of entrepreneurs in low-income countries through individualized support

and coaching. She built Demeter’s mentoring network of more than 80 personal advocates and experts to support nearly 30 entrepreneurs globally. Demeter entrepreneurs are bringing innovations in education, fintech, health and fitness, media, and food to emerging markets. Prior to Demeter, Vimala co-founded Jamela, a “more-than-fair trade” skin care company, worked at Trickle Up, a sustainable livelihoods NGO, to redesign their monitoring and evaluation system – from data capture to dissemination, and with the Dhan Foundation in India, to develop a community-financed primary health care program. She has also worked in education technology, micro-finance, water, transportation systems, and biological research in the US, Asia, Africa, and Central America. Vimala has an MBA from MIT Sloan and an MPH in Global Health from Emory University. Her undergraduate degrees in Microbiology and Biology are from the University of Georgia and Simon’s Rock College of Bard.



### **Rowena Barrett**

Professor Rowena Barrett is QUT's Pro Vice-Chancellor (Entrepreneurship). Rowena is an experienced and authentic leader who brings integrity, purpose and commitment to engaging people across many domains inside and outside the university around entrepreneurial mindset and practice. She firmly ascribes to Howard Stevenson's definition of entrepreneurship as 'the pursuit of opportunity beyond the resources currently controlled' as it makes clear all can engage in entrepreneurship in its many forms and contexts. Rowena leads the development of an encouraging, supportive and collaborative environment for entrepreneurial action at QUT. With the enthusiastic and highly capable QUT Entrepreneurship team, she ensures entrepreneurship education is available across the institution, whether that is for students, staff or alumni. Rowena brings academic and practical understanding of motivations and drivers for entrepreneurship. Over a number of years she has been instrumental in activating QUT's entrepreneurial DNA as well as ensuring the university is a key player in the wider Queensland entrepreneurial ecosystem. In 2021 she was appointed as a member of the Queensland Government's Innovation Advisory Council which works closely with Queensland's current Chief Entrepreneur,

Wayne Gerard. She also works with members of the Department of Tourism, Innovation and Sport to deliver Queensland Connects, a regional ecosystem leadership program. As an academic, Rowena is widely recognized as an expert in managing people in smaller and entrepreneurial firms. Through her research and in the supervision of higher degree by research students, Rowena has sought to unlock understandings of effective individual, organisational and managerial practice through impactful engagements in collaboration with industry and government. She has a sizeable research portfolio, and her work has been published widely in a range of different formats and media as she seeks to engage with diverse audiences. She is a strong advocate for doing things differently and for academic knowledge to be shared widely. Rowena is ambitious about collaboratively engendering knowledge, skills, innovation, and entrepreneurship for the benefit of the University, our students, and the wider community.



## **HEIDI NECK**

Heidi Neck, Ph.D., is a Babson College Professor and the Jeffry A. Timmons Professor of Entrepreneurial Studies. Neck has been recognized for teaching excellence at Babson for undergraduate, graduate, and executive education. She has also been recognized by international organizations, the Academy of Management and USASBE, for excellence in pedagogy and course design. For pushing the frontiers of entrepreneurship education in higher education, The Schulze Foundation and the Entrepreneur and Innovation Exchange (EIX) awarded her Entrepreneurship Educator of the Year in 2016. She was again awarded "Entrepreneurship Educator of the Year" in 2022 by USASBE for her distinguished leadership in, and impact on, entrepreneurship education. She is the Academic Director of the Babson Academy a dedicated unit within Babson that inspires change in the way universities, specifically their faculty and students, teach and learn entrepreneurship. The Babson Academy builds on Neck's work starting the Babson Collaborative, a global institutional membership organization for colleges and universities seeking to increase their capability and capacity in entrepreneurship education, and her leadership of Babson's Symposia for Entrepreneurship Educators (SEE) programs designed to further develop

faculty from around the world in the art and craft of teaching entrepreneurship and building entrepreneurship programs. Neck has directly trained over 3,000 faculty around the world in the art and craft of teaching entrepreneurship. She has taught entrepreneurship at the undergraduate, MBA and executive levels. Neck is a Past President of the United States Association of Small Business & Entrepreneurship (USASBE), an academic organization dedicated to the advancement of entrepreneurship education. Her research interests include entrepreneurship education, the entrepreneurial mindset and entrepreneurship inside organizations. An award-winning educator and author, her textbook *Entrepreneurship: The Practice & Mindset* was awarded the Breakthrough Book of 2018 by Sage Publishing and the 2018 Most Promising New Textbook Award and 2021 Textbook Excellence Award by the Textbook & Academic Authors Association (TAA). Neck is the lead author of *Teaching Entrepreneurship: A Practice-Based Approach* (Elgar Publishing) a 2-volume series written to help educators teach entrepreneurship in more experiential and engaging ways. Additionally, she has published 45+ book chapters, research monographs, and refereed articles. Neck speaks and teaches internationally on cultivating the entrepreneurial mindset and espousing the positive force of entrepreneurship as a societal change agent. She consults and trains organizations of all sizes on building entrepreneurial capacity. She is the co-founder of VentureBlocks, an entrepreneurship education technology company and achieved a successful exit with FlowDog, a canine aquatic fitness and rehabilitation center located just outside of Boston. She also serves on the Board of a 100% family-owned, seventh-generation land-management company in Louisiana called A. Wilbert's & Sons. Heidi earned her Ph.D. in Strategic Management and Entrepreneurship from the University of Colorado at Boulder. She holds a B.S. in Marketing from Louisiana State University and an MBA from the University of Colorado, Boulder.



## **MURRAY GILLIN**

Emeritus Professor Murray Gillin is currently Chair of the Australian Institute of Archaeology, and Chair of the Innovative Strategy Task Group, sub-committee of Tabor Board. Murray has held the positions of Past Elder and Chair of the Council for Forrest Baptist Church, Frankston Victoria; past Chair of the Australian Evangelical Alliance, Victoria and past Chair Christian Brethren Research Fellowship, Australia. Murray's career spans 60 years across a broad spectrum of teaching and research, including engineering, entrepreneurship and innovation. Murray has worked as Defence Research Attaché in the Australian Embassy Washington, USA. and in education as Dean of Engineering, Professor of Innovation and Entrepreneurship and Pro Vice-Chancellor (Industry/Academic Liaison) at Swinburne University of Technology. In 1997 he received an Order of Australia award and received Honorary Doctorates from the US Northeastern University (1997) and Swinburne University in 2016. He has been Past-President of the Institution of Engineers, Australia, Past-President of the World Association for Co-operative Education and founder and Chair of Ausentrepreneurs Without Borders. As a retired academic, Murray is committed to Tabor and the education and developing of spiritually alive graduates. Murray has been a member of Tabor's Board since 2013.



## **MILÉ TERZIOVSKI**

Professor Milé Terziovski joined Swinburne University of Technology in January 2018 as Professor of Entrepreneurship and Innovation and Director of the Masters of Entrepreneurship and Innovation (MEI) Program. He was appointed Department Chair Business Technology and Entrepreneurship during July 2018. Professor Terziovski is the former Dean of the Curtin Graduate School of Business and held a continuing Professorial Chair in Innovation for 4 years. Previously, he was Head of the International Graduate School of Business, at the University of South Australia (UniSA), and held a continuing Professorial Chair in Strategy and Innovation, for a period of 4 years. He is a Visiting Professor in the Centre for Innovation at the University of Versailles, in France. Professor Terziovski worked at the University of Melbourne as a Senior Lecturer and Associate Professor and held the position of Executive Director of the Centre for Global Innovation and Entrepreneurship for a period of

10 years. He also worked at Monash University as a Senior Lecturer for 4 years. Prior to his Academic career, he was an Engineer with the Rio Tinto Group and held management positions in maintenance, production and project leadership over a period of 17 years. He left Rio in 1991 to undertake PhD research at the Melbourne Business School. Professor Terziovski has published 53 peer-reviewed articles in leading international journals, including 8 articles in ABDC Ranked A\* journals, 9 articles published in ABDC A ranked journals, 4 books, including a book published by Imperial College Press, London, on *Building Innovation Capability in Organisations*. He has published in the prestigious Journal of Operations Management (JOM) where he won a best paper award and published a single-authored article in the highly prestigious Strategic Management Journal (SMJ). He is also the recipient of two Best paper awards from the US Academy of Management and was nominated for an all-academy international best paper award. Professor Terziovski has received more than \$3M in competitive research grant funding including an Australian Research Council (ARC) Discovery Grant; two ARC Linkage Grants; two International Science Linkage Grants in collaboration with European Commission funded projects; and a Technology Diffusion Grant as seed funding for the establishment of the Euro-Australian Cooperation Centre for Global Innovation Management. Professor Terziovski has supervised 9 PhD students to completion as the Main Supervisor (5 at the University of Melbourne, 3 at UniSA and 1 at Curtin University) and 3 as the Associate Supervisor at the University of Melbourne. He has also supervised 15 Honours students to completion (9 at Monash University and 6 at the University of Melbourne). Professor Terziovski has consulted to a diverse group of companies both large and small, including Motorola, Dow Chemical, Ford Australia, PETRONAS in Malaysia, and conducted case study research in France with Eurocopter, Merck, IBM, Xerox, and La Poste. He has served on the President's Advisory Council for *Innovation and Entrepreneurship*, established by the former President of the Republic of Macedonia. He is a Former Deputy Chair of the Academic Board, at the Australian Institute of Management in Melbourne, and former member of the Governance Board for the Small Enterprise Association of Australia and New Zealand (SEAANZ), where he served for 3 years. He is a past member of the Academy of Management, Operations Management Division Executive and served as LISTSERV Manager and Web Master for 8 years. He is also a member of the Entrepreneurship and

Technology and Innovation Management Divisions. Professor Terziovski holds a BEng with Honours and MEng with Honours from the University of Wollongong, an MBA from RMIT University, a Diploma in Management (HRM) from University of Newcastle and a PhD in Quality and Innovation Management from the Melbourne Business School, the University of Melbourne, and is a Graduate of the Australian Institute of Company Directors (AICD).



## **ELAINE CHEN**

Elaine is the Cummings Family Professor of the Practice of Entrepreneurship and Director of the Derby Entrepreneurship Center. Prior to joining Tufts, Elaine served as Senior Lecturer and Entrepreneur-in-Residence for nearly a decade at the Martin Trust Center for MIT Entrepreneurship, teaching entrepreneurship in startup, corporate, non-profit and government settings to students at all stages of their educational and professional journeys. Elaine founded and led the implementation of multiple academic and co-curricular offerings at MIT. She designed a new course on corporate entrepreneurship, reimaged entry-level and advanced entrepreneurship courses, coached hundreds of student entrepreneurs every year, and spearheaded the development of platforms and infrastructure that use technology to scale up access to entrepreneurship education - on and off-campus. Elaine plays an active role in entrepreneurship enablement in the community. She received the MIT Monosson Prize for Entrepreneurship Mentoring in recognition of her impact on entrepreneurship education. She was selected by the American Academy for the Advancement of Science and Lemelson Foundation to serve as an Invention Ambassador. She also served on the board of the MIT Enterprise Forum of Cambridge, a non-profit organization that helps early-stage entrepreneurs succeed. Elaine brings a wealth of experience to Tufts, having served as an engineering and product management VP at six companies, including Rethink Robotics, Zeo, Zeemote, and SensAble Technologies. She has brought numerous hardware and software products to market and holds 22 patents. As Founder and Managing Director of ConceptSpring, a corporate innovation and entrepreneurship consulting company, Elaine helps corporate leaders build entrepreneurial organizations via innovation consulting and custom training programs to clients in industries ranging from healthcare IT, industrial automation and robotics, consumer electronics to retail innovation, FinTech, non-profits, government agencies and

more. As a thought leader, keynote speaker, and author, Elaine has been featured in Xconomy, TechCrunch, Huffington Post, Forbes and Fortune. She is author of Bringing a Hardware Product to Market: Navigating the Wild Ride from Concept to Mass Production. She has extensive international experience with particular expertise in the Asia-Pacific area. Elaine received her BS and MS degrees in Mechanical Engineering from the Massachusetts Institute of Technology.



## **GRAINNE OATES**

Dr Grainne Oates is an Associate Professor in Accounting at Swinburne University of Technology. She specialises in teaching introductory and management accounting at undergraduate and post graduate levels. Her primary research interests are in learning and teaching with a special focus on teaching innovations to enhance the student experience and learning outcomes. She is the Founder and CEO of 'Quitich' a content neutral gamified mobile learning platform built to enhance the student experience. The platform is now in use in Educational Institutions, Professional Associations and Corporates across the world. Feedback has been very positive. Grainne also publishes on topics relating decision-making in local government, including how the quality of councillors impact on performance, both environmental performance and also on the quality of accounting earnings of local governments. Grainne has earned more than \$2,040,000 in research funding. Prior to joining academia Grainne had a successful 13-year career in the pharmaceutical industry working for CSL.



## **MARTIN BLIEMEL**

Associate Professor Martin Bliemel is the Director of Research at TD School (ex-Faculty of Transdisciplinary Innovation) at the University of Technology Sydney (UTS). Martin's research interests include entrepreneurial networks, accelerators, education, research commercialization, entrepreneurial ecosystems, and the entrepreneurial university. In particular, his work on accelerators played a key role in the design of the \$23m Incubator Support Programme by the Department of Industry, and the evaluation of the \$150m Southern Cross Renewable Energy Fund by the Australian Renewable Energy Agency (ARENA) who are now acting on our recommendations. In 2020,

Martin had the privilege to host the UTS Impact Studios 7+1-part podcast series, which was also featured as part of an article for The Conversation titled "Who cares about university research? The answer depends on its impacts" Martin's research has been published in several prestigious journals including Nature Nanotechnology, Entrepreneurship Theory and Practice, Technovation, Entrepreneurship & Regional Development, Education+Training, International Journal of Entrepreneurial Behavior & Research, and the Entrepreneurship Research Journal where one of his articles on entrepreneurship education is ERJ's most downloaded article. Martin is a recipient of the nationally competitive Office of Learning and Teaching Citation for "For preparing students studying management to become entrepreneurs by creating authentic and respectful learning experiences that immerse students in collaborative interactions with external stakeholders." He is a member of the advisory committee for the Australian Centre for Entrepreneurship Research Exchange (ACERE), a subcommittee and Expert Advisory Group member of the NSW Innovation & Productivity Council.

## ACERE 2022 Program

### 1. Doctoral Consortium

#### TUESDAY 8 FEBRUARY

Time	Activity	Format
9:00 am	Introductions	Zoom Meeting
9:30 am	<b>Tom Lumpkin</b> , The University of Oklahoma, to talk about: Researching Community-Level Phenomena in Entrepreneurship	Zoom Meeting
10:30 am	<b>Break</b>	
10:45 am	<b>Per Davidsson</b> , Interesting research questions and worthwhile contributions	Zoom Meeting
11:45 am	<b>Dean Shepherd</b> , Q&A with Dean, an opportunity to ask Dean your most pressing questions about research, publishing and building a career in academia	Zoom Meeting
12:45 pm	<b>Lunch</b>	
1:15 pm - 3:15 pm	<b>Project Mentoring Sessions</b> in groups of 4 Each student pitches their research and issues to discuss max 5 min followed by 20-30 min discussion led by a senior scholar. - No slides needed for this	Zoom Meetings – Multiple Sessions
3:15 pm	<b>Break</b>	
3:30 pm - 4:15 pm	<b>Panel Discussion:</b> How to land your first job	Zoom Meeting
4:15 pm - 4:30 pm	<b>Wrap-up</b>	Zoom Webinar

## 2. Entrepreneurship Education Forum

**TUESDAY 8 FEBRUARY**

Time	Activity	Format
09:00 am	Welcome and Chair by Mile Terziovski, Swinburne University of Technology	Zoom Webinar
09:10 am - 10:00 am	<p><b>In conversation – Entrepreneurship Education and the Scholarship of teaching and learning.</b></p> <p><b>Colin Jones</b>, Senior Academic Developer in the Office for the Advancement of Learning and Teaching University of Southern Queensland, is joined by guests: <b>Heidi Neck</b>, Academic Director Babson Academy Massachusetts; and <b>Eric W. Liguori</b>, Director Rowan Centre for Innovation &amp; Entrepreneurship Rohrer College of Business New Jersey to discuss the role of the scholarship of teaching and learning plays in entrepreneurship education.</p>	Zoom Webinar
10:00 am - 10:30 am	<b>Morning Tea</b>	
10:30 am	<b>Start Morning Sessions</b>	
10:30 am - 11:30 am	<p><b>Chair: Richard Laferriere</b></p> <p><b>Keynote: Elaine Chen</b>, Cummings Family Professor of the Practice in Entrepreneurship; Director, Derby Entrepreneurship Center at Tufts Elaine is an extraordinary entrepreneurship educator having developed a number of programs at MIT and now working on new exciting challenges at Tufts. Elaine will speak on “Inclusive Learning Experiences: Making Entrepreneurship Education Approachable and Relevant to All”.</p>	Zoom Webinar
11:30 am - 12:20 am	<p><b>Chair: Rosemary Fisher</b></p> <p><b>Vimala Palaniswamy</b>, will share her experiences of implementing hybrid entrepreneurship education in her role as former Director, Lecturer, and Coach for MIT Bootcamps, MIT Open Learning.</p> <p><b>Grainne Oates &amp; Quitch</b>. In 2015 Swinburne Lecturer Grainne Oates decided to do something about her biggest challenge — engaging and retaining distracted students struggling with their course content. Fast forward 6 years and Quitch - the gamified, mobile e-learning app solution she developed - is now used to deliver learning outcomes for educators and trainers in universities, colleges, businesses, and associations across the globe. Also available as one of the apps within Microsoft Teams, in this session find out how Quitch can be used in the teaching of entrepreneurship.</p>	Zoom Meeting
12:30 pm - 1:30 pm	<b>Lunch</b>	

1:30 pm	<b>Start Afternoon Sessions</b>	
1:30 pm - 2:20 pm	<p><b>Chair: Áron Perényi</b></p> <p><b>Thermina Akram &amp; Jhanette Co</b>, Live Lokal Philippines, Empowering Women Micro SME to Thrive in the New Normal.</p> <p><b>Bridgette Engeler</b>, Where are all the women? The gender perspective on entrepreneurship education engages students in entrepreneurship studies.</p>	Zoom Meeting
1:30 pm - 2:20 pm	<p><b>Chair: Bert Verhoeven</b></p> <p><b>Allan O'Connor, Mile Terziovski, Alex Maritz</b>: Proposal Topic: A profile of an Entrepreneurial Pracademic: A tribute to Howard Frederick.</p> <p><b>Bert Verhoeven</b>, Competency framework to structure learning in Enterprise, Innovation and Entrepreneurship across multiple (hybrid) contexts.</p>	Zoom Meeting
1:30 pm - 2:20 pm	<p><b>Chair: Martin Obschonka</b></p> <p><b>Eda Sanchez-Persampieri, Katja Schroeder, Vincent Vazzana</b>, St Francis College Brooklyn New York. Digital Tools and Formats to Build Experiential Activities within Hybrid and Hyflex Environments.</p> <p><b>Liz Jackson</b>, Swinburne University of Technology PhD Candidate. Entrepreneurship Education in K-12 Australian Schools.</p>	Zoom Meeting
2:30 pm - 3:20 pm	<p><b>Chair: Richard Laferriere</b></p> <p><b>Karyn Murray</b>, Strathcona Girls High School Melbourne. The Envision Program.</p> <p><b>Saurabh Mishra</b>, Treasurer TiE Melbourne. Teaching Conscious Entrepreneurship in Hybrid/Hi Flex Environments.</p>	Zoom Meeting
2:30 pm - 3:20 pm	<p><b>Chair: Rosemary Fisher</b></p> <p><b>Alex Maritz and Quan Nguyen</b>, A contemporary approach to the status of Entrepreneurship Education at Australian Higher Education Institutions in 2022.</p> <p><b>Lynda Ford</b>, Enterprising Partnerships Entrepreneurship as a legitimate pathway to life.</p>	Zoom Meeting
2:30 pm - 3:20 pm	<p><b>Chair: Bert Verhoeven</b></p> <p><b>Bridgette Engeler, Doa El-Ansary</b>, Building Entrepreneurship, Innovation and Business Skills in Postgraduate Healthcare Education.</p> <p><b>Daniil Pokidko</b>, Haken University Finland. How many courses at your school are ideated, initiated, designed, planned, and fully implemented by students?</p>	Zoom Meeting
3.30 pm - 4.00 pm	<b>Afternoon Tea</b>	
4.00 pm - 4:45 pm	<p><b>Chair: Murray Gillin</b></p> <p><b>Panel Discussion: Entrepreneurship Education Ecosystems and the continued development of Entrepreneurship Education.</b></p> <p>Moderated by <b>Murray Gillin</b></p> <p>Panelists: <b>Mile Terziovski</b> Swinburne University of Technology, <b>Rowena Barrett</b> Queensland University of Technology, and <b>Martin Bliemel</b> University of Technology Sydney.</p>	Zoom Webinar
4.45 pm - 5:00 pm	<b>Synthesis and Closing Comments: Richard Laferriere</b>	Zoom Webinar

## ACERE 2022 – Main Conference Program

TUESDAY 8 FEBRUARY	
9:00 am - 5:00 pm	ACERE Doctoral Consortium
9:00 am - 5:00 pm	Entrepreneurship Educators Forum

### 3. Main ACERE Academic Program

WEDNESDAY 9 FEBRUARY	
9:00 am	<p><b>Welcome to Country</b>  <b>Welcome Address – Martin Obschonka, Mile Terziovski and Rui Torres de Oliveira</b></p> <p>Zoom Webinar – recorded manually</p>
9:30 am	<p><b>Keynote: Dean Shepherd</b>, Entrepreneurship research in times of the COVID-crisis</p> <p>Zoom Webinar – recorded manually</p>
10:00 am	<p><b>PDS Sessions (A and B) – Organisers: Frederik Von Briel, Scott Gordon and Áron Perényi</b></p> <p><b>PDS Session A – Zoom Webinar – not recorded</b></p> <p>A019 – <b>Too much of a good thing? A within-person examination of entrepreneurial self-efficacy and venture goal progress</b>                      Presenter: Marilyn A. Uy                      Author(s): Marilyn Uy, Shuhua Sun, Gabriel H. Jacob, Michael M. Gielnik                      Chair/Reviewers: <b>Per Davidsson</b>, Yulin Hou, Forough Zarea Fazlelahi, Yingzhu Fu</p>
	<p><b>PDS Session B – Zoom Webinar – not recorded</b></p> <p>A035 – <b>Government policies, entrepreneurial orientation, and firms' performance: A systematic literature review</b>                      Presenter: Vanitha Prasannath                      Author(s): Vanitha Prasannath, Rajendra Adhikari, Sarel Gronum                      Chair/Reviewers: <b>Dean Shepherd</b>, Michaela Hruskova, Macarena Tabilo, David Paynter</p>
10:45 am	<b>Break</b>



PAPER SESSION 1				
	Zoom Meeting – not recorded	Zoom Meeting – not recorded	Zoom Meeting – not recorded	Zoom Meeting – not recorded
	Session 1A	Session 1B	Session 1C	Session 1D
	<b>Theme: Entrepreneurial Ecosystems</b>	<b>Theme: Psychology &amp; Entrepreneurship</b>	<b>Theme: Technology &amp; Entrepreneurship</b>	<b>Theme: Social &amp; Sustainable Entrepreneurship</b>
	<b>Chair: Áron Perényi</b>	<b>Chair: Martin Obschonka</b>	<b>Chair: Mile Terziovski</b>	<b>Chair: Rui Torres de Oliveira</b>
11:00 am	A105 – <b>The entrepreneurial ecosystem as a change mechanism: Discovering functions that influence economic and socio-industrial (re)organisation</b> Presenter: Allan O'Connor Author(s): Allan O'Connor, Vicky Nakku,	A038 – <b>Understanding how firms grow – A routine lens</b> Presenter: Anna Jenkins Author(s): Anna Jenkins, Joanna Kho, Paul Spee	A048 – <b>It takes more than technology: How a firm’s digital orientation leads to firm performance</b> Presenter: Florian-Marco Fengel Author(s): Florian-Marco Fengel; Bastian Kindermann	A085 – <b>Social Entrepreneurship in Value Chains: Navigating Values at Multiple Levels in the Cocoa Industry</b> Presenter: Milande Busquet Author(s): Milande Busquet, Niels Bosma, Harry Hummels
	A110 – <b>Entrepreneurial Atmospheres</b> Presenter: Julian Waters-Lynch Author(s): Julian Waters-Lynch, Sam Tavassoli, Cameron Duff, Pia Arenius	A163 – <b>Entrepreneurs – Much The Same Yet Much Different</b> Presenter: Anke Steinmeyer Author(s): Anke Steinmeyer, Justin B. Craig	A126 – <b>“Does Digital Technology Bring Value to SMEs? How?” A mixed-methods study on SMEs</b> Presenter: Yingzhu fu Author(s): Yingzhu Fu, Waifong Boh, Qingqing Bi	A022 – <b>Exploring the pedagogical utility of circular entrepreneurship for avant-garde entrepreneurial producers across screen media research endeavours</b> Presenter: Gerard Reed Author(s): Gerard Reed
	A169 – <b>Mapping and Strengthening Social Entrepreneurial Ecosystems Using an Online Tool</b> Presenter: Sharon Zivkovic Author(s): Sharon Zivkovic	A120 – <b>How nascent entrepreneurs’ entrepreneurial self-efficacy affects decision making: the moderating role of entrepreneurial personality</b> Presenter: Chatchai Chatpunyakul Author(s): Chatchai Chatpunyakul	A075 – <b>Rising out of the ashes: How hypergrowth ventures use crises for scale-up in the digital age</b> Presenter: Per Davidsson Author(s): Per Davidsson	A151 – <b>Collaborative innovation and business model adaptation in the agri-food sector</b> Presenter: Saskia de Klerk Author(s): Saskia de Klerk, Retha Scheepers, Meredith Lawley.

12:30 pm	<b>Lunch</b>			
1:00 pm	<b>PDS Sessions (C and D) – Organisers: Frederik Von Briel, Scott Gordon and Áron Perényi</b>			
	<b>PDS Session C – Zoom Webinar – not recorded</b>		<b>PDS Session D – Zoom Webinar – not recorded</b>	
	A087 – <b>Hope Springs Eternal: A Cross Country Study on Commodity Windfall and Entrepreneurship</b> Presenter: Joshua Bedi Author(s): Yulin Hou, Joshua Bedi, Shaomeng Jia Chair/Reviewers: <b>Per Davidsson</b> , Marilyn A. Uy, Forough Zarea Fazlelahi, Yingzhu Fu	A062 – <b>Digital orchestration: Activities that small firms can orchestrate globally</b> Presenter: David Paynter Author(s): David Paynter Chair/Reviewers: <b>Dean Shepherd</b> , Michaela Hruskova, Vanitha Prasannath, Macarena Tabilo		



PAPER SESSION 2				
	Zoom Meeting – not recorded	Zoom Meeting – not recorded	Zoom Meeting – not recorded	Zoom Meeting – not recorded
	Session: 2A	Session: 2B	Session: 2C	Session: 2D
	<b>Theme: Entrepreneurial Ecosystem</b>	<b>Theme: Entrepreneurial Cognition</b>	<b>Theme: Technology &amp; Entrepreneurship</b>	<b>Theme: Psychology &amp; Entrepreneurship</b>
	<b>Chair: Allan O'Connor</b>	<b>Chair: Richard Laferriere</b>	<b>Chair: Anna Jenkins</b>	<b>Chair: Evan Douglas</b>
1:45 pm	A156 – <b>Researching Person-Environment Fit in Entrepreneurship: An Integrative Conceptual Review and Future Research Agendas</b> Presenter: Skylar Xue Wan Author: Skylar Xue Wan, Stephen Xu Zhang, Feng Wei	A167 – <b>A pathway of obsessive entrepreneurial passion; Do affective entrepreneurial commitment and perceived competitive pressure stimulate obsessive passion and harm mental well-being?</b> Presenter: Sanoon Fathima Fasana Author(s): Sanoon Fathima Fasana, Jenny Gibb, Antoine Gilbert-Saad	A124 – <b>Institutional Aspects of Digital Entrepreneurial Ecosystems: A Perspective of Emerging Digital Startups in Pakistan</b> Presenter: Hareem Nassar Author(s): Hareem Nassar, Fareesa Malik	A033 - <b>Utilisation of social capital: the ethnic entrepreneur perspective</b> Presenter: Bruce Mitchell Author(s): Bruce Mitchell & Mary Jesselyn Co
	A103 – <b>The institutional logics of Australia's social entrepreneurial ecosystems</b> Presenter: Michael Moran Author(s): Michael Moran, Libby Ward-Christie	A101 – <b>Can entrepreneurship change your personality, and why?</b> Presenter: Leigh Mellish Author(s): Leigh Mellish, Siran Zhan, Amirali Minbashian	A021 – <b>Innovative Ambidexterity and Technological Uncertainty: Performance Implications for SMEs during COVID-19 Crisis</b> Presenter: Rafik Smara Author(s): Rafik Smara, Karina Bogatyreva, Anastasiia Laskovaia	A139 – <b>Can entrepreneurial intuitive decision making be trained?</b> Presenter: Katharina Fellnhofer Author(s): Katharina Fellnhofer, Ursula Renold
	A013 – <b>Mapping entrepreneurial ecosystem research in Central Europe: findings from a systematic review of literature</b> Presenter: Áron Perényi Author(s): Áron Perényi, Miklos Losoncz	A027 – <b>Entrepreneurial intention: An empirical study of nascent entrepreneurs</b> Presenter: Bruce Mitchell Author(s): Bruce Mitchell & Mary Jesselyn Co	A104 – <b>Digital technologies as external enablers of virtual business incubation</b> Presenter: Angelo Saavedra Author(s): Angelo Saavedra	A175 – <b>A Configurational Analysis of Personality and Life Satisfaction of Entrepreneurs</b> Presenter: Evan Douglas Author(s): Evan Douglas, Gareth H. Thomas, Khyati Shetty Datta, Jason R. Fitzsimmon
3:15 pm	<b>Break</b>			
3:30 pm	<b>Keynote Speaker: Jo Barraket – Social entrepreneurship impacts and ecosystems: an evolving research agenda</b>			
	<b>Chair: Milé Terziovski</b>			
	Zoom Meeting – not recorded			
PAPER SESSION 3				
4:15 pm	Zoom Meeting – not recorded	Zoom Meeting – not recorded	Zoom Meeting – not recorded	Zoom Meeting – not recorded



Session: 3A	Session: 3B	Session: 3C	Session: 3D
<b>Theme: Entrepreneurial Ecosystem</b>	<b>Theme: Entrepreneurial Cognition</b>	<b>Theme: Technology &amp; Entrepreneurship</b>	<b>Theme: Psychology &amp; Entrepreneurship</b>
<b>Chair: Allan O'Connor</b>	<b>Chair: Dean Shepherd</b>	<b>Chair: Mile Terziovski</b>	<b>Chair: Martin Obschonka</b>
<p>A090 – <b>The role of the entrepreneurial ecosystem in shaping entrepreneurial mindset and internationalization decision</b>                      Presenter: Anna Vuorio                      Author(s): Ewa Dobrzanska, Olli Kuivalainen, Hannes Velt, Anna Vuorio</p>	<p>A135 – <b>'Cognition' concepts in the study of entrepreneurship: a longitudinal survey of three top entrepreneurship journals</b>                      Presenter: Daniil Pokidko                      Author(s): Daniil Pokidko, Natasha Pokidko</p>	<p>A143 – <b>Factors Influencing E-Commerce Adoption Among SMEs: A Critical Review</b>                      Presenter: Faiz                      Author(s): Faiz, Viet Le, Eryadi Masli</p>	<p>A183 – <b>Golden Opportunity: The Gold Rush, Entrepreneurship and Culture</b>                      Presenter: Michael Stützer                      Author(s): Michael Stützer &amp; Martin Obschonka</p>
<p>A148 – <b>Conceptualising interactions within social entrepreneurial ecosystems: A systematic literature review and research agenda</b>                      Presenter: Wiebke Heinze                      Author(s): Wiebke Heinze &amp; Jarrod Ormiston</p>	<p>A162 – <b>Entrepreneurial Thinking for a More Flexible Self</b>                      Presenter: James Davis                      Author(s): James Davis</p>	<p>A025 – <b>Entrepreneurial Orientation and SME Growth: The Influence of Multiple Innovations</b>                      Presenter: Daniel Gameti                      Author(s): Daniel Gameti, Sussie C. Morrish, Jamie D. Collins</p>	
<p>A114 – <b>The home of the unicorns: Entrepreneurial ecosystem necessity levels and venture growth</b>                      Presenter: Julius Maximilian de Groot                      Author(s): Simon Hensellek, Julius Maximilian de Groot, Tim Haarhaus</p>	<p>A029 – <b>To be aware or not to be? The impact of metacognition on entrepreneurial decisions</b>                      Presenter: Bob Bastian                      Author(s): Bob Bastian &amp; Arjan Frederiks</p>	<p>A053 – <b>Business model innovation during COVID-19 in the hospitality industry</b>                      Presenter: Sara Ekberg                      Author(s): Sara Ekberg, Lili Mi, Julienne Senyard</p>	<p>A072 – <b>How to tweet for attention: Does confrontational language help or hinder new ventures attract attention?</b>                      Presenter: Benedikt Siegner                      Author(s): Benedikt Siegner, Hana Milanov, Erik Lundmark</p>
6:00 pm	<b>Conference Finish Time</b>		

**THURSDAY 10 FEBRUARY**

9:00 am	<b>Vice-Chancellor's speech SUT Professor Pascale Quester – Milé Terziovski to introduce the VC</b>			
	Zoom Webinar – recorded			
9:20 am	<b>Keynote Address Tom Lumpkin, Civic Wealth Creation: Communities as Social Entrepreneurship Ecosystems</b>			
	<b>Chair: Dean Shepherd</b>			
	Zoom Webinar – recorded			
10:00 am	<b>PDS Sessions (E &amp; F) – Organisers: Frederik Von Briel, Scott Gordon and Áron Perényi</b>			
	<b>PDS Session E – Zoom Webinar – not recorded</b>		<b>PDS Session F – Zoom Webinar – not recorded</b>	
	<b>A152 – Parental Influence on The Network Status Formation of New Spinoffs</b> Presenter: Forough Zarea Fazlelahi Author(s): Forough Zarea Fazlelahi, Martin Obschonka, Henri Burgers, Per Davidsson Chair/Reviewers: <b>Evan Douglas</b> , Marilyn A. Uy, Yingzhu fu, Yulin Hou		<b>A078 – An understanding of knowledge integration in ventures</b> Presenter: Macarena Tabilo Author(s): Macarena Tabilo, Andreas Rauch Chair/Reviewers: <b>Mile Terziovski</b> , Michaela Hruskova, Vanitha Prasannath, David Paynter	
10:45 am	<b>Break</b>			
11:00 am	<b>PAPER SESSION 4</b>			
	Zoom Meeting – not recorded		Zoom Meeting – not recorded	
	Session 4A		Session 4B	
	<b>Theme: Entrepreneurship &amp; Context</b>		<b>Theme: Social &amp; Sustainable Entrepreneurship</b>	
	<b>Chair: James Davis</b>		<b>Chair: Viet Le</b>	
	<b>A106 – Higher Education Entrepreneurial Ecosystems: Towards students' entrepreneurship and innovation capabilities</b> Presenter: Nilusha Gallage Author(s): Nilusha Gallage, Viet Le, Richard Laferriere		<b>A102 – Towards Improved Rural Social Enterprise Performance: An Assessment of Internal Critical Success Factors for Achieving Impact in Developing Countries</b> Presenter: Peter Musinguzi Author(s): Peter Musinguzi, Derek Baker, Villano A, Renato	
		<b>A003 – The Relationship between Female CEOs and Digitalization in Corporate Entrepreneurship</b> Presenter: Lena Naser Author(s): Lena Naser, Corinna Schmidt, Tessa Flatten		
		<b>A071 – Leveraging Financial Technology to be Successful?</b> Presenter: Marko Kraljev Author(s): Marko Kraljev, Dr. Bastian Kindermann, Prof. Dr. Tessa Flatten		



**MELBOURNE TIME ZONE, UTC/GMT +11 HOURS**

	<p><b>A041 – In Pursuit of Relevance in Times of Turbulence: Engaged scholarship in entrepreneurship and small business research</b>            Presenter: Jonathan M. Scott            Author(s): Jonathan M. Scott, Fariba Darabi, Mark Saunders</p>	<p><b>A165 – Sustainable Entrepreneurship. A Systematic Literature Review and Bibliometric Analysis</b>            Presenter: Sarfraz Ali Kyani            Author(s): Sarfraz Ali Kyani</p>	<p><b>A181 – The Effect of Geographical Discrimination on Investment Decisions</b>            Presenter: Professor Markus Baer            Author(s): Dr. Alyssa X. Liang, Professor Markus Baer, Julie Jung Hyun Lee</p>	<p><b>A147 – Digital Infrastructure, Cognition and Entrepreneurial Action: A Multilevel Analysis</b>            Presenter: Philipp Schade            Author(s): Philipp Schade, Monika C. Schuhmacher</p>
	<p><b>A166 – Freedom and Entrepreneurship: The Role of Context</b>            Presenter: Antje Fiedler            Author(s): David Audretsch, Antje Fiedler</p>	<p><b>A088 – Entrepreneurial Enterprises: Moving Towards a Circular Economy</b>            Presenter: Judy Matthews            Author(s): Judy Matthews</p>	<p><b>A111 – Stimulating ideas creation in Australian knowledge-businesses – the need for intrapreneurship</b>            Presenter: Ivona Ravlikj            Author(s): Ivona Ravlikj, Aron Perenyi, Naomi Birdthistle, Rosemary Fisher, Jill Bamforth</p>	<p><b>A115 – The imprinting effect of founder high-investment HR philosophy and cognitive style on adoption of High Performance Work Systems</b>            Presenter: Julian Lechner            Author(s): Julian Lechner, Corinna Vera Hedwig Schmidt, Tessa Flatten</p>
12:30 pm	<b>Lunch</b>			
1:00 pm	<b>PDS Sessions (G &amp; H) – Organisers: Frederik Von Briel, Scott Gordon and Áron Perényi</b>			
	<b>PDS Session G – Zoom Webinar – not recorded</b>		<b>PDS Session H – Zoom Webinar – not recorded</b>	
	<p><b>A153 – Entrepreneurship Training and Self-regulation: The Role of Feedback-seeking Behavior in Opportunity Identification</b>            Presenter: Yingzhu Fu            Author(s): Yingzhu Fu, Marilyn A. Uy, Waifong Boh            Chair/Reviewers: <b>Evan Douglas</b>, Marilyn A. Uy, Yulin Hou, Forough Zarea Fazlelahi</p>	<p><b>A118 – It Takes a Village to Build an Ecosystem: The Governance of Entrepreneurial Ecosystems</b>            Presenter: Michaela Hruskova            Author(s): Michaela Hruskova            Chair/Reviewers: <b>Mile Terziovski</b>, Vanitha Prasannath, Macarena Tabilo, David Paynte</p>		



PAPER SESSION 5				
	Zoom Meeting – not recorded	Zoom Meeting – not recorded	Zoom Meeting – not recorded	Zoom Meeting – not recorded
	Session: 5A	Session: 5B	Session: 5C	Session: 5D
	<b>Theme: Entrepreneurship &amp; Finance</b>	<b>Theme: New Venture Creation</b>	<b>Theme: Management &amp; Strategy</b>	<b>Theme: Family Business &amp; HRM</b>
	<b>Chair: Rosemary Fisher</b>	<b>Chair: Per Davidsson</b>	<b>Chair: Frederik Von Briel</b>	<b>Chair: Artemis Chang</b>
1:45 pm	A174 – <b>AI changing how venture capitalists pick winners: What it means to startups raising equity capital beyond the seed round</b> Presenter: Timothy Hor Author(s): Timothy Hor	A154 – <b>Tech-Preneur Dimensions and Domains: The Serial Tech Founder Archetypical Categorization and The Founding Team Complimentary Composition</b> Presenter: Peter Ocsody Author(s): Peter Ocsody	A108 – <b>Volatility of ESE and how mentors mend it</b> Presenter: Martin Bliemel Author(s): Martin Bliemel, Deepa Subhadrammal, Jochen Schweitzer	A131 – <b>Building Trust and Organisation-Based Self-Esteem through Organisational Care During a Crisis: Evidence from an Exemplar Family Firm</b> Presenter: Catharina C. Jecklin Author(s): Catharina C. Jecklin, Anke Steinmeyer
	A157 – <b>Using Machine Learning to Generate Hypotheses: National Pride as a Novel Antecedent of Crowdfunding Support Decisions</b> Presenter: Abhishek Sheetal Author(s): Abhishek Sheetal, Zhiyu Feng, Zhan, Marilyn Ang Uy & Krishna Savani	A149 – <b>Survival challenges and new opportunities for startups in COVID-19 adversity: How and why startups remain resilient or to make pivot?</b> Presenter: Muhammad Asif Tanveer Author(s): Muhammad Asif Tanveer, Rui Torres de Oliveira, Shaheer Rizvi, Madiha Latif	A012 – <b>The Short- and Long-term Relationship between Female CEOs and Training and Development in Corporate Entrepreneurship</b> Presenter: Lena Naser Author(s): Lena Naser, Corinna Schmidt, Tessa Flatten	A159 – <b>When boards enhance financial performance in non-listed family firms: A qualitative comparative analysis</b> Presenter: Matthew Dunstan Author(s): Matthew Dunstan
	A010 – <b>Does corporate venture capital lead to better financial performance of new ventures? How can the success factor experience moderate this impact?</b> Presenter: Ivan Reh Tretiakov Author(s): Ivan Reh Tretiakov, Corinna Vera Hedwig Schmidt, Tessa Christina Flatten	A117 – <b>An impression management perspective on entrepreneurial hustle as antecedent for perceived competence and employer attractiveness in new venture recruitment</b> Presenter: Anna Hocker Author(s): Anna Hocker, Bastian Kindermann, Steffen Strese	A069 – <b>Rise above the noise: how to become attractive to VCs through third-party affiliations</b> Presenter: Anna Souakri Author(s): Coeuderoy, Anna Souakri, Zacharakis	A036 – <b>Ethnic Enclaves as a Web of Institutional Fields: The Role of Inter-Field Power and Legitimacy in the Transformation of the Restaurant Field in the Sunnybank Chinese Enclave.</b> Presenter: Artemis Chang Author(s): Artemis Chang, Paul Steffens, Joelle Hawa
3:15 pm	<b>Afternoon Tea</b>			



PAPER SESSION 6				
3:30 pm	Zoom Meeting – not recorded	Zoom Meeting – not recorded	Zoom Meeting – not recorded	Zoom Meeting – not recorded
	Session: 6A	Session: 6B	Session: 6C	Session: 6D
	<b>Theme: Gender &amp; Minority Perspectives</b>	<b>Theme: New Venture Creation</b>	<b>Theme: Public Policy for Entrepreneurship &amp; Innovation</b>	<b>Theme: Research Methods &amp; Entrepreneurship &amp; Finance</b>
	<b>Chair: Judy Matthews</b>	<b>Chair: Luca Casali</b>	<b>Chair: Viet Le</b>	<b>Chair: Martin Bliemel</b>
	A014 – <b>Making Sense of Changing Institutional Context: The Case of Women Entrepreneurs in Saudi Arabia</b> Presenter: Hana Abuhathra Author(s): Hana Abuhathra	A119 – <b>Antecedents of Explorative New Ventures and the Role of Regulation</b> Presenter: Marko Kraljev Author(s): Marko Kraljev, Dr. Bastian Kindermann, Prof. Dr. Tessa Flatten	A076 – <b>Digital transformation as a corporate entrepreneurship capability: a systematic literature review</b> Presenter: Stuart Cranney Author(s): Stuart Cranney, Margarietha Scheepers, Rory Mulcahy	A061 – <b>Empirical study of the opportunity attitude construct: outcomes, antecedents and change</b> Presenter: Binyam Zewde Alemayehu Author: Binyam Zewde Alemayehu, Paul Steffens, Scott Gordon
	A068 – <b>Venture survival in resource-constrained environments: The role of gender, social capital, and social media</b> Presenter: Anna-Katharina Lenz Author(s): Anna-Katharina Lenz, Ana Siqueira	A140 – <b>Evolutionary Patterns of External Enabler and New Venture Creation</b> Presenter: Jiyoung Kimjeon Author(s): Jiyoung Kimjeon	A182 – <b>Australian SMEs Innovation: Current Practices, Issues and Implications for Entrepreneurship Development</b> Presenter: Viet Le Author(s): Viet Le, Milé Terziovski	A176 – <b>Using the fsQCA method in Entrepreneurship Research</b> Presenter: Evan Douglas Author(s): Evan Douglas
	A024 – <b>Retro-fit or Re-imagine: women’s participation in angel investment groups in New Zealand and the United Kingdom</b> Presenter: Janine Swail Author(s): Janine Swail	A066 – <b>Role of Incubation Centers in supporting Gig Economy concepts among Pakistani startups</b> Presenter: Dr. Shahid Qureshi Author(s): Dr. Shahid Qureshi, Ms. Misbah Amin, Mr. Mohammad Talha	A032 – <b>Examining the intention-behaviour transition in student entrepreneurship: the moderating role of university entrepreneurial offerings</b> Presenter: Jiejie Lyu Author(s): Jiejie Lyu, Deborah Shepherd & Kerry Lee	A116 – <b>The Grounded Theory Methodology in Entrepreneurship Research</b> Presenter: Giuseppe Natale Author(s): Simon Hensellek, Giuseppe Natale, Manuel Wiesche
5:00 pm – 6:30 pm	<b>Quiz Event</b> <b>Key Speakers: Per Davidsson and Rui Torres de Oliveira</b>			Zoom Meeting – not recorded



## FRIDAY 11 FEBRUARY

PAPER SESSION 7				
Zoom Meeting – not recorded		Zoom Meeting – not recorded		Zoom Meeting – not recorded
Session: 7A		Session: 7B		Session: 7C
<b>Theme: Entrepreneurship Education</b>		<b>Theme: Regional Entrepreneurship</b>		<b>Theme: Entrepreneurship Education</b>
<b>Chair: Artemis Chang</b>		<b>Chair: Martin Obschonka</b>		<b>Chair: Paul Steffens</b>
A100 – <b>The Entrepreneurial Mindset of the Entrepreneurship Educator is a developmental process and not a binary outcome!</b> Presenter: Breda Odwyer Author(s): Breda Odwyer and Pauric McGowan		A070 – <b>“What I Do Matters More Than What I Am”: Attribution Biases in Entrepreneurs’ Self-Evaluation</b> Presenter: Anna Souakri Author(s): Anna Souakri, Zacharakis, William Gartner		A096 – <b>A glimpse of facilitated drug regulatory pathways during a pandemic event through a dynamic capability lens.</b> Presenter: Anna Jenkins Author(s): Anna Jenkins, Lisette Pregelj, Giuliana Oyola-Lozada
9:00 am – 11:30 am	A086 – <b>Entrepreneurial interventions and social awareness of engineering students</b> Presenter: Aleksandr Litvinov Author(s): Aleksandr Litvinov, Anne Gardner, Jeri Childers, Sojen Pradhan		A037 – <b>Conducting a 360-degree assessment on Queensland's regional innovation ecosystem contribution to community resilience</b> Presenter: Chad Renando Author(s): Chad Renando, Margarietha Scheepers	
	A056 – <b>Entrepreneurial Resilience of Education Agents: a conceptual framework and research proposal</b> Presenter: Anirban Sarkar Author(s): Anirban Sarkar, Aron Perenyi; Richard Laferriere		A050 – <b>The Effect of Spirituality on Innovation in Entrepreneurship in Africa: The Role of Intuitive and Analytical Thinking</b> Presenter: Anne Kristin Pia König Author(s): Anne Kristin Pia König, Corinna V. H. Schmidt, Tessa Flatten	
			A127 – <b>An Australian study on the University spin-off process</b> Presenter: Athira Bahuleyan Author(s): Athira Bahuleyan, Meena Chavan	
				A170 – <b>Mapping the entrepreneurial ecosystem of Indian movie industry</b> Presenter: Rajeev Kamineni Author(s): Rajeev Kamineni
				A109 – <b>Accelerators as organisations: Corporate entrepreneurship and the impact of the stage of business development</b> Presenter: Saskia de Klerk Author(s): Saskia de Klerk, Ricardo Flores, Martin Bliemel, Morgan Miles

**MELBOURNE TIME ZONE, UTC/GMT +11 HOURS**

	<p><b>A063 – Process and variance theorizing of academic entrepreneurship: insights from the practice perspective</b>          Presenter: Jed Austin          Author(s): Jed Austin, Steve Maguire</p>	<p><b>A180 – Regional Innovation in Northern Australia: Intellectual Property and Advanced Manufacturing</b>          Presenter: Matthew Rimmer          Author(s): Matthew Rimmer</p>	<p><b>A060 – Measuring opportunity attitude: scale development and validation</b>          Presenter: Binyam Zewde Alemayehu          Author: Binyam Zewde Alemayehu, Paul Steffens, Scott Gordons</p>	<p><b>A028 – The role of husbands in the growth of women social entrepreneurs in India.</b>          Presenter: Sadaf Khurshid          Author(s): Sadaf Khurshid</p>
	<p><b>A155 – Changing Business Model through Cognitive Style: The Moderating Effects of Entrepreneurial Failure Experience</b>          Presenter: Skylar Xue Wan          Author (s): Skylar Xue Wan, Xingyu Pang; Feng Pan, Harry Lyu</p>		<p><b>A094 – The untapped potential of entrepreneurship educators as role models in opening the mind to its emancipatory potential to behave entrepreneurially</b>          Presenter: Breda Odwyer          Author(s): Breda Odwyer and Paoric McGowan</p>	<p><b>A080 – Fostering university entrepreneurial ecosystems to enhance research impact</b>          Presenter: Andrew Maxwell          Author: Andrew Maxwell</p>
11:30 am – 12:00 pm	<b>Break</b>			
12:00 pm – 12:30 pm	<b>Conference Closing Session – Martin Obschonka, Mile Terziovski, and Rui Torres de Oliveira</b> Zoom Webinar – not recorded			

## 4. Industry Entrepreneurship Forum

### 11 FEBRUARY 2022 – PARALLEL TO PAPER SESSIONS

**Conference theme:** Entrepreneurial Ecosystems and Commercialisation of Research

**Purpose of the Forum:** An Entrepreneurial Ecosystem is broadly defined as the environment that affects the success of entrepreneurs/intrapreneurs inclusive of support organisations such as businesses, venture capitalists, universities, public sector agencies and processes that occur inside the ecosystem (Mason and Brown, 2014). The purpose of the Industry Entrepreneurship Forum is twofold. Firstly, to explore the lessons learned by intrapreneurs and entrepreneurs during COVID-19 and discuss the challenges and opportunities moving forward. Secondly, to explore the nexus between entrepreneurial ecosystems and the commercialization of university research.

Time	Activity	Format
9:00 am - 9:30 am	Opening Keynote – Geoff Gourley, Chair Advisory Board, Swinburne Innovation Precinct, Founder of One10 <b>Chair: Milé Terziovski</b>	Webinar – Recorded manually
9:30 am - 10:15 am	<b>Panel 1 – Intrapreneurship and Entrepreneurship and the Ecosystem lessons from a COVID Environment</b> <b>Chair: David Knowles</b> , Partner and Executive Director at Pitcher Partners Melbourne. <b>Frank Wyatt</b> – Strategic Advisor, Enterprising Partnerships Pty Ltd. <b>Jeff Lang</b> – Founder, Executive Director & Chief Technology Officer, Titomic Ltd. <b>Con Frantzeskos</b> – General Manager, PENSO.  Question to be addressed by the Panel: <i>In a recent Financial Times article (November 9, 2021) titled ‘Companies that pivot are best placed to prosper.’ The article reports on an OECD study of Australia, New Zealand and the UK that high productivity companies have been adding staff in response to the Pandemic, while low productivity ones were more likely to contract. Why?</i>	Webinar – Recorded manually
10:15 am - 10:30 am	<b>Morning Tea</b>	
10:30 am - 11:00 am	<b>Keynote: Phil Bouchard</b> , TrustedPeer, US based - <i>“Interview Results from 700 Directors of University Entrepreneurship Centers, Economic Development Centers and Corporate Intrapreneurship Programs.”</i>	Webinar – Recorded manually
11:00 am - 11:45 am	<b>Panel 2 – Commercialisation of University Research</b> <b>Chair: Dr Elaine Saunders</b> , Managing Director at Bingarra Scale-Up Solutions. <b>Jason Blackman</b> – Chief Information Officer, carsales.com Limited <b>Professor Blair Kuys</b> – Centre for Design innovation. <b>Ben Apted</b> – Senior Partner at SPP <a href="https://spp.com.au/about/our-people/ben-aped/">https://spp.com.au/about/our-people/ben-aped/</a> .  Question to be addressed by the Panel: <i>In an article by Tim Dodd from the Australian (November 10, 2021) stated: “As the Education Minister drives his push for Australian Universities to commercialise more of their research, a question needs to be answered: How?”</i>	Webinar – Recorded manually
11:45 am - 12:00 pm	<b>Wrap-up of Industry Entrepreneurs Forum – Mile Terziovski, David Knowles and Elaine Saunders</b>	Webinar – Recorded manually

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## ACERE 2022 Abstracts

### **A014 - MAKING SENSE OF CHANGING INSTITUTIONAL CONTEXT: THE CASE OF WOMEN ENTREPRENEURS IN SAUDI ARABIA**

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Recently women's entrepreneurship has received increased interest from policy makers, researchers, and societies at large. Women entrepreneurs have been observed to have a significant contribution to the economic growth and social stability in developing, transitional and developed economies. The phenomenon of women's entrepreneurship continues to grow globally as an increasing number of women around the world are choosing to engage in entrepreneurship. However, despite the widespread growth of women's entrepreneurship, evidence indicates that the overall rate of women starting businesses has been and is still visibly lower than men across the majority of the world's economies. Recent scholarly work to explain this gender gap, identified the role of contexts, such as the institutional, in enabling or limiting women's engagement in entrepreneurship. While research on the topic has been extensive, there is a need to establish a deeper understanding of women's engagement in entrepreneurship, especially in non-western economies. This research focuses on the experience of Saudi women entrepreneurs in the aftermath of recent institutional changes initiated by landmark regulatory reforms. Drawing on the institutional perspective and employing a sensemaking approach, this research aims to explore and document their accounts of trying to make sense of and enact this new institutional context.

### **A061 - EMPIRICAL STUDY OF THE OPPORTUNITY ATTITUDE CONSTRUCT: OUTCOMES, ANTECEDENTS AND CHANGE**

Binyam Zewde Alemayehu - University of Adelaide

Paul Steffens - University of Adelaide  
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This paper aims to empirically examine the outcomes, antecedents and change of a newly developed construct, opportunity attitude. The opportunity attitude construct extends the current entrepreneurial opportunity evaluation knowledge by moving beyond cognition to include affect and conation. The paper proposes entrepreneurial intention as a proximal outcome of opportunity attitude and that psychological distress and entrepreneurial effort intensity influence the development of opportunity attitude. It also theorises that active information search influences the rate of change in opportunity attitude. We tested the hypotheses using longitudinal data from an international sample of nascent and young business owners from 14 Western economies. The results show that both the composite opportunity attitude construct and its components predict entrepreneurial intention. The cognitive component, however, does not influence entrepreneurial intention in a joint components model. This result is further validated using seemingly unrelated regression. This suggests that not only do affective and conative components of attitude influence entrepreneurial intentions (and action) but that they dominate the cognitive component. Moreover, we found that while psychological distress decreases opportunity attitude, entrepreneurial effort intensity increases opportunity attitude. We found no evidence supporting a relationship between active information search and the rate of change in opportunity attitude.

### **A060 - MEASURING OPPORTUNITY ATTITUDE: SCALE DEVELOPMENT AND VALIDATION**

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Opportunity evaluation is central to our understanding of entrepreneurship. Recent studies have contributed to our knowledge about

opportunity evaluation by describing its theoretical basis and identifying its antecedents and outcomes. However, these studies have relied heavily on cognition in defining concepts. Drawing on the theory of mind and attitude research, we recently reconceptualised existing opportunity belief/evaluation as opportunity attitude. This paper seeks to provide a measurement scale that helps to empirically measure and test the validity of the conceptual advancement. Using four studies, the paper validates a 15-item opportunity attitude scale and confirms the multidimensionality of the opportunity attitude construct. The scale measures an entrepreneur's attitude towards a specific entrepreneurial opportunity using cognitive assessment, affective attachment and conative engagement.

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#### **A066 - ROLE OF IBA-CED INCUBATION CENTER IN PROMOTING GIG ECONOMY**

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Misbah Amin - IBA CED Karachi

Mohammad Talha - IBA CED Karachi

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Gig Economy is based on flexible, freelance, or temporary jobs/startups that often involve connecting with customers or clients through an online platform. IBA Center for Entrepreneurial Development (CED) has its incubation center at IBA City Campus, Karachi. This study investigates the role of the CED incubator in promoting Gig Economy concept amongst emerging startups using the lens of the effectuation theory of entrepreneurship. The sample of the study comprises of 57 startup companies. Out of these 57 companies, data is collected from 100 individuals, working within these companies. The study uses a survey design, deductive approach, and a quantitative method. The study reports that incubatees are satisfied with the incubation environment offered by the incubation center. The incubation center helps them in networking and marketing their businesses. Incubatees in the ideation phase are looking forward to improve their digital marketing knowledge and competencies, understand registration processes for registering their ventures, looking forward to cross collaborate with the incubatees and

understand government legislations related to freelancing. The study recommends that incubators must offer facilitation and consultation services related to financing of the ventures, networking between different sectors, offer workshops and seminars that matches incubatee needs.

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#### **A063 - PROCESS AND VARIANCE THEORIZING OF ACADEMIC ENTREPRENEURSHIP: A TURN TO PRACTICE**

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The creation of societal impact through the valorization of university research is central to the study of academic entrepreneurship, yet absent remains a cohesive view of how the phenomenon proceeds and how it can best be nurtured by academic institutions. In this qualitative review, we critically assess extant process and variance theorizing of academic entrepreneurship and then present an integrative and generative view that leverages practice theory. We introduce a novel, practice-based model of academic entrepreneurship that addresses existing conceptual challenges in the field, and which reveals a sociological layer of the phenomenon that is both theoretically insightful and actionable for universities.

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#### **A127 - AN AUSTRALIAN STUDY ON THE UNIVERSITY SPIN-OFF PROCESS: A MULTI-STAKEHOLDER PERSPECTIVE**

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USOs are ventures formed by academic staff or students to transfer research outcomes, technologies, knowledge, and skills created at universities to society. OECD classifies academic or university spin-offs as a formal channel of knowledge transfer. Despite the considerable growth in literature on spin-off research, there is a dearth of research on an in-depth exploration of the university spin-off process. Current literature on university spin-offs has scarcely studied the

spin-off process and vastly includes studies that focus on factors that impact or lead to the creation of such ventures. This qualitative study holistically explores the university spin-off process and growth to understand how the process unfolds and which factors drive and inhibit the USO process as it unfolds. The study adopts a holistic approach to understanding the spin-off process by studying the process and the various factors. A multi-stakeholder views on the process is studied to understand the phenomenon and provide a holistic framework. A qualitative methodology for data collection and analysis was adopted. We use multi-source data to achieve data triangulation in the study. Our primary source of data include: 30 semi-structured interviews, which includes 20 spin-off founders and 10 external stakeholders from Australia.

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#### **A029 - TO BE AWARE OR NOT TO BE? THE IMPACT OF METACOGNITION ON ENTREPRENEURIAL DECISIONS**

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Arjan Frederiks - University of Groningen

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In this study, we use an experimental design to better understand the effects of metacognition on biases in entrepreneurial decisions. Respondents in the experiment are required to undertake a number of decision tasks. We hypothesize that those who are training to apply a metacognitive checklist in their decision-making process are less biased and make (arguably) better decisions. This study advances our existing knowledge of metacognition in decision making, and provides new insights in a neglected area of study: debiasing.

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#### **A087 - HOPE SPRINGS ETERNAL: A CROSS COUNTRY STUDY ON COMMODITY WINDFALL AND ENTREPRENEURSHIP**

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Joshua Bedi - Copenhagen Business School

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This study examines how unexpected income shocks from commodity price booms impact entrepreneurship in highly commodity export dependent economies. Our findings suggest that although a sudden income windfall may improve perceptions of entrepreneurial opportunities in a commodity exporting country, it nevertheless seems to lead to decreases in actual entrepreneurial outcomes. Without actual improvements in productivity and competitiveness, commodity windfall may cause hope to spring eternal, but it could be a curse to new business creation and entrepreneurship at the same time. Indeed, we find commodity windfall is associated with deteriorations in important economic indicators, particularly within countries with poor institutional environments.

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#### **A108 - VOLATILITY OF ESE AND HOW MENTORS MEND IT**

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Entrepreneurial self-efficacy (ESE) is a well-researched concept. Recent studies reveal just how volatile ESE is. This study uses natural experiments by studying the levels of ESE of student-entrepreneurs each time they check-in with their mentor as part of a co-curricular student startup program. The role of mentors in startup programs is becoming well known as a cornerstone of accelerator programs, and requires a balance between coaching the entrepreneur to achieve business outcomes versus mentoring their longer term capability and career development. This study extends prior research on ESE and entrepreneurial capabilities that have called into question an over-reliance of self-reported data and sheds new light onto fluctuations in ESE over time.

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#### **A085 - SOCIAL ENTREPRENEURSHIP IN VALUE CHAINS: NAVIGATING VALUES AT MULTIPLE LEVELS IN THE COCOA INDUSTRY**

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The private sector is called upon action to mitigate human rights violations in their supply chains. However, companies are dealing with complex global industries that span multiple geographical contexts and various stakeholders simultaneously. One mechanisms used to create societal value beyond economic value is social entrepreneurship. Using a novel lens of livelihood capitals we propose to assess value creation beyond economic and social dichotomy that is common in social entrepreneurship and hybridity literatures. Therefore contributing to the understanding of multi-level processes of social entrepreneurship: community and wider system-level. We use case study on the cocoa value chain in West-Africa to understand what mechanisms of social entrepreneurship different organizations use to create value along five livelihood capitals: human capital, social capital, natural capital, physical capital and financial capital. This study is based on 31 key-stakeholder interviews, 300 field interviews and focus groups in cocoa farming communities in Ghana, Côte d'Ivoire and Togo, between 2018 and 2021. Preliminary results indicate four different dimensions of social entrepreneurial mechanisms for value creation: Embeddedness, Scale, Influence and Time/Transformation. We argue for greater comprehensiveness of value creation along livelihood capitals in value chains for addressing human rights violations and facilitating dignified human existence for all.

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**A036 - ETHNIC ENCLAVES AS A WEB OF INSTITUTIONAL FIELDS: THE ROLE OF INTER-FIELD POWER AND LEGITIMACY IN THE TRANSFORMATION OF THE RESTAURANT FIELD IN THE SUNNYBANK CHINESE ENCLAVE.**

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There is increasing attention to the way in which institutional contexts shape opportunities for

entrepreneurs. This paper studies the evolution of an important institutional context for immigrant entrepreneurs, ethnic enclaves. Specifically, we examined the ethnic enclave in Brisbane, treating the ethnic restaurants as the focal field of investigation. We observe this enclave as the interaction between a web of sociological proximate fields. Each field represents a group of actors, such as commercial property developers, grocery stores, and residential communities. We suggest that behaviours of the ethnic restaurants are disciplined and controlled by the systemic power exercised by proximate fields onto the focal social arena within which the entrepreneurs are embedded. Entrepreneurial businesses operating within a given field are more likely to survive if they conformed to the rules, norms and practices enforced by proximate fields rather than the rules of the game and competition within their own focal arena. This elaboration of inter-field dynamics advances our understanding of the way in which structuration processes shape the opportunities for immigrant entrepreneurs and how these may evolve over time.

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**A120 - HOW NASCENT ENTREPRENEURS' ENTREPRENEURIAL SELF-EFFICACY AFFECTS DECISION MAKING: THE MODERATING ROLE OF ENTREPRENEURIAL PERSONALITY**

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Extant relevant studies focus on creating a perception of entrepreneurial self-efficacy as it can generate positive outcomes. Based on the too-much-of-a-good-thing effect, this study aims to examine the effect of having high levels of entrepreneurial self-efficacy on negative outcomes such as extreme decision-making among nascent entrepreneurs. Entrepreneurial personality is also hypothesized to moderate the effect of entrepreneurial self-efficacy on extreme decision-making. From our online randomized experiment, results show that having high levels of entrepreneurial self-efficacy leads to extreme decision-making. However, entrepreneurial personality is not found to moderate the effect of entrepreneurial self-efficacy on extreme decision-making.

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**A076 - DIGITAL TRANSFORMATION AS A CORPORATE ENTREPRENEURSHIP CAPABILITY: A SYSTEMATIC LITERATURE REVIEW**

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The purpose of this paper is to analyse multi-disciplinary literature on firm capabilities for digital transformation from a corporate entrepreneurship (CE) perspective. A systematic review guided by the PRIMSA framework was conducted to investigate how incumbent firms can radically transform themselves to succeed in the emerging digital economy. A research gap exists to explain what firm capabilities comprise based on the accumulated, contextual experience of existing firms and how these capabilities can be applied. Descriptive analysis of 86 peer-reviewed articles from 68 journals in strategic management, entrepreneurship, and information systems highlight dynamic capabilities as the dominant theoretical framework for incumbent firms to embrace continuous, technological change. Thematic analysis of 22 case study design papers found firms balance tensions from sensing, seizing, and reconfiguring paradoxes that relate with drivers, change posture, and structural adaptiveness that enable and impede change. Our analysis proposes firms can practice CE by orchestrating integrative knowledge flows that are both technology and people-orientated to sustain digital transformation as a continuous cycle of strategic renewal as dynamic systems like firms change, renew, and innovate. Due to the infancy of research in this field, further empirical studies are required to catch up with the dominance of exploratory and conceptual research.

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**A075 - RISING OUT OF THE ASHES: HOW HYPERGROWTH VENTURES USE CRISES FOR SCALE-UP IN THE DIGITAL AGE**

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We use the External Enabler framework to theorize how digital technologies and societal crises jointly enable ventures' hyper-scaling. We propose a recursive pattern through which digital technologies provide hyper-scaling potentialities and crises enable their realization. We conceptualize the latter as (1) venture-level additive mechanisms, (2) positive feedback effects in ventures' stakeholder environments, and (3) aggregate-level power effects through positive media discourse. These cumulatively produce increasingly non-linear scaling effects that progressively concentrate to a few ventures, thereby enabling hyper-scaling. We further outline how different development stages, market positions, and resource endowments make ventures leverage variations of the general pattern to realize hyper-scaling.

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**A162 - ENTREPRENEURIAL THINKING FOR A MORE FLEXIBLE SELF**

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Entrepreneurial mindset or entrepreneurial thinking is an increasingly important cross-curriculum focus in higher education across a diverse range of disciplines. In the UK, the EU, and more recently in Australia, a novel growth area for teaching entrepreneurial thinking (ET) is in initial teacher education, which is essential if ET is to be applied in school contexts. An important strategy for teaching ET to adults, is to adopt experiential learning strategies including formal approaches to critical self-reflection. While such strategies are highly learner-centred, it often receives mixed feedback from learners who are not accustomed to freedom of choice in learning, and for this reason it is challenging to teach. The present study seeks to address these challenges by establishing a novel conceptual model for reflective, experiential learning through entrepreneurial thinking for the development of a more flexible self. This study is grounded in the author's own reflective practice in teaching entrepreneurial thinking in teacher education over the past 5

years. The aim of this paper is to present a conceptual synthesis that illustrates a model for teaching entrepreneurial thinking in initial teacher education using explicit techniques for situating learners in experiential learning and reflective practice.

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**A109 - ACCELERATORS AS ORGANISATIONS:  
CORPORATE ENTREPRENEURSHIP AND THE  
IMPACT OF THE STAGE OF BUSINESS  
DEVELOPMENT**

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Accelerators can be stand-alone or a large organization's initiative and structured as a profit or not-for-profit enterprise. Crişan et al. (2021) found that for-profit accelerators can be funded by corporations can be funded by corporations to generate cultural change, strategic benefits, or financial returns (Miles and Covin, 2002) or associated with funding-organisations to generate investment opportunities. There is emerging interest in how these venture development programs evolve and contribute to the development of the entrepreneur, their enterprise, and the entrepreneurial ecosystem (Caiazza, Belitski, & Audretsch, 2020; Cunningham, Lehmann, & Menter, 2021). To contribute to this research topic, we adapt Churchill and Lewis's (1983) conceptual framework of the stages of small business development to explore how business accelerators evolve through entrepreneurial initiatives in an attempt to remain relevant. Often, accelerators that have reached maturity struggle to remain viable and, like the start-ups they support, either fail or strategically renew themselves through corporate entrepreneurship (Guth & Ginsberg, 1990; Covin & Miles, 1999). We investigate accelerators to see how they either sustain growth through corporate entrepreneurship to become adaptable and resilient organisations or terminate operations.

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**A151 - COLLABORATIVE INNOVATION AND  
BUSINESS MODEL ADAPTATION IN THE AGRICULTURE  
FOOD SECTOR**

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Recently the unpredictability of the environmental, market, and technological change have placed significant pressure on small firms. Threats such as global warming and the COVID-19 pandemic impacts have renewed interest in strengthening local supply chains and food security. Innovation is a priority for this sector, evidenced in the national agricultural innovation agenda supported by a public sector investment of \$100 billion over the next ten years (Australian Government, 2021). Collaboration has also been used as a regional development strategy to strengthen supply chains, develop regional expertise as well as enhance the food region's reputation. Yet the ability of firms and other stakeholders in the sector to function as an integrated entrepreneurship ecosystem is hampered by poor cross-industry and cross-sector collaboration (Ernst and Young, 2019). We explore a) how support providers within a regional food system influence opportunities for collaborative innovation; b) the types of innovations that result in horizontal dyads collaborating on innovation; c) the external orientation and motives of the firms involved in the process and d) how product and process innovations influence business model adaptation. We purposively selected three diverse cases of six small agribusinesses, using collaborative innovation to overcome market challenges and increase their resilience. Our emergent findings enrich our conceptual model by demonstrating how firms linked the decisions of whom to engage with, and to what extent, their business culture and goals. This strategic alignment demonstrates their deliberate approach, yet there was room for flexibility within the dyad while innovating. Taking a systemic approach enables the public sector to identify gaps and facilitate networks and new opportunities as a supporting actor. A coordinated

and synchronised effort is likely to strengthen the sector's adaptability to increased environmental dynamism and enhance its resilience.

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### **A176 - USING FSQCA IN ENTREPRENEURSHIP RESEARCH: ALIGNING THE METHOD WITH THE PHENOMENON**

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This paper provides an overview of fuzzy-set qualitative comparative analysis (fsQCA) and explains how case-level information can be derived from empirical data to build better theory about entrepreneurial behaviour. The fsQCA method offers "complex causality" explanations, and is congruent with the holistic decision making, asymmetric data, and the equifinality of multiple pathways to the same outcome which characterise entrepreneurial behaviour. This method is increasingly utilized in entrepreneurship research for its ability to reveal finer-grained individual-level information from a dataset which correlational methods leave hidden because they have several important restrictions which limits them to "simplistic causality" explanations of phenomena.

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### **A175 - A HOLISTIC GENDER STUDY OF ENTREPRENEURS' SATISFACTION WITH LIFE**

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This paper takes a holistic view of the life satisfaction of female entrepreneurs by considering the interdependence of concurrent entrepreneurial and family activity. Integrating constructs such as work vs. family centrality, work-family conflict, and personality traits, we examine the impact of entrepreneurial self-efficacy, work-family issues, and personal conditions on their life

satisfaction and subsequently compare them with male entrepreneurs and female managers. Using fsQCA we find that younger women more frequently gain high life satisfaction than other entrepreneurs and woman managers. Using a culturally homogeneous sample from a traditional patriarchal society enables an investigation of entrepreneurship as an emancipatory process and vehicle for greater life satisfaction for women

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### **A159 - A CONFIGURATIONAL APPROACH TO OPTIMISING PRIVATE FAMILY FIRM GOVERNANCE FOR FIRM AND LIFECYCLE STAGE CONDITIONS**

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Formal governance structures are increasingly adopted within family firms to pursue financial and family goals. For more than two decades, empirical studies have investigated the impact of various governance characteristics on financial performance. Findings, however, remain contradictory or inconclusive. It is plausible to assume that financial performance can be achieved via multiple alternative governance structures and that these are in turn dependent on firm characteristics, including firm lifecycle stage. This assumption lends itself to the abductive methodological approach of fuzzy-set qualitative comparative analysis (fsQCA). Thus, it is argued that fsQCA presents a new opportunity for a finer-grained understanding of how a governance structure can be optimised for financial performance. This paper contributes to family business research by offering a finer-grained understanding of the relationship between governance structures and financial performance, which may unpack the heterogeneity limiting family firm studies to date. It also argues for the utility of fsQCA as an abductive method to test the assumption of equifinality of alternative governance structures in family firms. Finally, it sets out the case for considering firm lifecycle as a salient condition between governance and organisational systems, extending the current static view of the structure-performance relationship."

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**A094 - THE UNTAPPED POTENTIAL OF ENTREPRENEURSHIP EDUCATORS AS ROLE MODELS IN OPENING THE MIND TO ITS EMANCIPTORY POTENTIAL TO BEHAVE ENTREPRENEURIALY.**

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Entrepreneurial education has been a focus of study since 1990, observed as one of the fastest growing fields of education, (Fellnhofer, 2019). The link between entrepreneurial education and entrepreneurial intent has been defined as being ‘strong’ and needs continual support from a wider ecosystem including public policy and higher education institutions, (Higgins et al., 2018). Neck and Corbett (2018) found that as a profession, entrepreneurship educators need to embrace the teaching of entrepreneurship and not just the research of it, by allowing others to witness and learn more about the different approaches used in teaching entrepreneurship. They felt that this needed to be shared and not kept within the walls of the classroom. They need to believe in their own concept of entrepreneurial self to be perceived as being entrepreneurial role models, (O’Dwyer, 2020). Even though the literature has shown that entrepreneurial role models do influence entrepreneurial intentions; and that entrepreneurship educators are regarded as role models in developing the entrepreneurial intentions of their students, knowledge of their impact as such role models is minimal, (Rahman and Day, (2014); Guerreiro et al., (2016). An interpretivist paradigm was applied to the research design, as it is one that has multiple realities of who and what has influenced the development of the individual’s entrepreneurial mind-set. Individuals do not start out as entrepreneurs (Morris and Morris, 2012). Individuals work hard at identifying themselves as entrepreneurs as they engage in the process of developing an entrepreneurial mind-set, (Morris and Morris, 2012; Rigg and O’Dwyer, 2012 and Murnieks et al., 2014). This suggests that one ‘becomes’ an entrepreneurial thinking and behaving individual as one assumes its

identity as influenced by others. McGowan et al., (2015) challenge the education ecosystem in actually delivering on social capital support for their students. Attention is being given in entrepreneurial education to role modelling, mastery experience and social engagement, (Bagheri et al., 2014; Stephan and Patjak, 2016). Research has shown that entrepreneurship educators to have an entrepreneurial mind-set (O’Dwyer, 2020) and do have the capacity to engage in role modelling behaviour to open the minds of their students to the emancipatory potential to behave entrepreneurially. It simply needs to be exposed! Recommendations for future research include the use of a longitudinal study including the perspective of both the student and the educator.

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**A100 – THE ENTREPRENEURIAL MINDSET OF THE ENTREPRENEURSHIP EDUCATOR IS A DEVELOPMENTAL PROCESS AND NOT A BINARY OUTCOME!**

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Evolution in the landscape of entrepreneurial education has occurred and is continuing to take place in national, European and global socio-economic policies with regards the need for future entrepreneurial thinking citizens. These policy makers are seeking the development of the entrepreneurial mind-sets of future citizens and have tasked the Institutes of Education with its achievement and more specifically the educators. A deep review of the literature has identified different constructs that contribute to the entrepreneurial mind-set development process. An interpretivist paradigm was applied to the research design, as it is one that has multiple realities of who and what has influenced the development of the individual’s entrepreneurial mind-set. The Listening Guide was chosen as the data analysis tool to do justice to the richness of the data of the stories of the participating entrepreneurship educators. It was found to be a process of development and not a binary outcome. These include the entrepreneurial

behavioural attributes, competencies, cognition, intentions and identity. These constructs support each other, are action oriented, continuous and reflect a continuum and not a binary outcome. Their acquisition is a dynamic process with application in multiple contexts, including but not only setting up a business. The different constructs of the entrepreneurial mind-set development process are underpinned by one's thought processes, which in turn inform and influence by the individual's experiences from their inner and external environment. This indicated the need for awareness of self and of others. Each construct in the conceptual model is presented as a cog, implying this is a continuous, integrated, dynamic and evolving process for each individual, with the Learning Combination Lock at its centre. Recommendations for further research, include further testing of the empirical model with a wider cohort of educators and to extend the use of the Listening Guide VCRM in entrepreneurship research.

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### **A053 - BUSINESS MODEL INNOVATION DURING COVID-19 IN THE HOSPITALITY INDUSTRY**

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How restaurants, cafes, and bars in Australia affected by COVID-19 innovate their business model to attempt recovery? The hospitality industry has been tremendously impacted by COVID-19 due to the restrictions imposed by the government. It is well-established in literature that business model innovation can help during a crisis. However, to date, many empirical studies are based on the assumptions that the relationships between the focal variables are linear, unifinal and symmetrical, which implies a mismatch between the nature of the phenomena and the empirical methods employed. Due to the complexity and multifaceted nature of a business model, it is suggested that future studies on strategic responses to COVID-19 should consider configurational research methodologies. This project employs the fuzzy-set qualitative

comparative analysis (fsQCA). Our results revealed a typology of three business model innovations as solutions for recovery from COVID-19: the ambidextrous innovator, product innovator and process innovator. These solutions contain different aspects of business model changes responding to COVID-19 regarding strategic choices, marketing practices, business processes and product changes. These solutions show distinctive features towards business model innovations versus retrenchment.

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### **A143 - FACTORS INFLUENCING E-COMMERCE ADOPTION AMONG SMES: A CRITICAL REVIEW**

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Despite e-commerce has been on the ascendancy, Small and Medium Enterprises (SMEs) have been reported for lagging behind their larger counterparts in terms of e-commerce adoption. This attempts to identify factors that influence e-commerce adoption among SMEs in developing countries from the literature. This paper adopts Technology, Organisation, and Environmental (TOE) framework complemented with Roger's Diffusion of Innovation theory as its theoretical lens to reveal critical factors leading to e-commerce adoption. This study indicates that all the factors derived from the TOE framework seem to impact e-commerce adoption. However, this research highlights that the results from the literature are mixed depending on the country context, the extent of government support to facilitate SMEs' e-commerce adoption, the industry where SMEs are operating, and the level of e-commerce adoption. The finding of this study suggests policymakers examine the barriers, problems, and factors influencing or affecting SMEs' e-commerce adoption before adopting the policies that promote e-commerce adoption as the factors that inhibit SMEs to adopt e-commerce might be different from one country to another. Furthermore, as the current literature is dominated by work employing either the qualitative or quantitative method, future research is therefore encouraged to combine both methods.

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**A167 - A PATHWAY OF OBSESSIVE ENTREPRENEURIAL PASSION: DOES AFFECTIVE ENTREPRENEURIAL COMMITMENT AND PERCEIVED COMPETITIVE PRESSURE STIMULATE OBSESSIVE PASSION AND HARM MENTAL WELL-BEING?**

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Experiencing intense positive emotions associated with engaging in business activities can bring undesirable consequences to entrepreneurs' lives. Despite potentially leading to unfavourable outcomes of this intense engagement, entrepreneurs often continue to be obsessively passionate about entrepreneurial activities. Yet, we still know little about what factors drive obsessive entrepreneurial passion and their individual-level implications. Recognising the importance of intrapersonal and interpersonal forces that fuel entrepreneurial passion, we focus on affective entrepreneurial commitment and perceived competitive pressure as potential antecedents of obsessive entrepreneurial passion. Empirical analyses of responses from 218 Sri Lankan entrepreneurs confirm that affective entrepreneurial commitment and perceived competitive pressure fuel obsessive entrepreneurial passion, which in turn negatively affect entrepreneurs' mental well-being. Importantly, we discover that obsessive passion has a mediating effect on the relationship between the driving forces of obsessive entrepreneurial passion and entrepreneurs' mental well-being. Our study provides new insights into the factors that impact entrepreneurial passion and shed light on the dark side of entrepreneurship by highlighting the negative implications of obsessive entrepreneurial passion to entrepreneurs' MWB.

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**A048 - IT TAKES MORE THAN TECHNOLOGY - HOW A FIRM'S DIGITAL ORIENTATION LEADS TO FIRM PERFORMANCE**

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The disruptive implications of digital technologies are prompting researchers and practitioners alike to better discern and react to the novel challenges in an increasingly digital era. While many studies have adopted an artifact-centered perspective of digital resources to explain performance gains, we build on the concept of a firm's digital orientation (DO), which acknowledges the organizational, structural and strategic factors in the value creation chain of digital technologies. We propose that a firm's DO has behavioral implications that can explain the effects on a firm's competitive advantage. Building on recent discussions in information systems and management research—particularly on the affordances, openness and generativity perspectives—this study theoretically and empirically examines how a firm's DO translates into firm performance, considering the intervening mechanisms of intra- and inter-firm networking behaviors. The proposed relationships are analyzed through multi-industry survey data from 1,488 top executives of German companies. This study addresses research gaps of empirical investigations on the performance implications of a holistic strategic orientation towards digital technologies. The development of a new measurement instrument for survey-based research in the context of our study also opens up new research trajectories in digitalization research.

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**A139 - CAN ENTREPRENEURIAL INTUITIVE DECISION MAKING BE TRAINED?**

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Entrepreneurial intuitive decision making has received growing attention from both scholars and practitioners. However, our knowledge of it and its successful interplay with analytical decision

making remains in its infancy. We focus on the following research question: *Can intuitive decision making be effectively trained?* In particular, we hypothesize that entrepreneurial women use intuition differently than men for decision making related to forecasting. To measure intuition, we modified and applied Lufityanto et al.'s (2016) method. Using a novel web-based experimental setting, we explored intuitive decision making with a stratified random sample collected via Prolific in both Europe and the United States. Our study analyses 71,431 decisions made by 1,498 individuals. We used a linear model and found a significant difference between a two-way-interaction of our treatment and gender for investors. Specifically, in financial decision making, female investors tend to use their intuition successfully.

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#### **A166 - FREEDOM AND ENTREPRENEURSHIP: THE ROLE OF CONTEXT**

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This paper challenges the view that freedom is unequivocally conducive to entrepreneurship, by suggesting that context matters. Drawing on data from 100 countries from 2002 to 2019, we find there are two fundamental ways that context matters. The first involves the degree to which a country is characterized by different types of freedoms, including economic freedom, political rights and personal rights. In contrast to the extant literature, which implicitly assumes that the impact of all types of freedom on entrepreneurship is invariant to the level of freedom, this paper instead suggests that the gains to entrepreneurial activity bestowed by increased levels of freedom diminish as the level of freedom increases. Second, we find the effects of different types of freedoms varies depending on the strong-vs liberal state context.

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#### **A126 - "DOES DIGITAL TECHNOLOGY BRING VALUE TO SMES? HOW?" A MIXED-METHODS STUDY ON SMES**

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In this research, we examine how small and medium enterprises (SMEs) conduct digital innovations in the pursuit of entrepreneurial opportunities, and the contingencies under which SMEs benefit from pursuing digital innovations. We use a mixed-methods approach combining a qualitative study and a quantitative analysis by interviews and surveys of 124 entrepreneurs (of 124 SMEs). In the first study, we explore the ways SMEs conduct digital innovations, the challenges they face, and the factors that potentially affect the performance outcomes of pursuing digital innovations. Then in the second study, we drawing upon the theoretical framework of uncertainty in the entrepreneurial decision-making process to build and test our hypotheses. By this research we offer novel insights to both the literature of digital innovation and the literature of digital entrepreneurship.

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#### **A153 - ENTREPRENEURSHIP TRAINING AND SELF-REGULATION: THE ROLE OF FEEDBACK-SEEKING BEHAVIOR IN OPPORTUNITY IDENTIFICATION**

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We investigate whether training can facilitate the formation of first-person opportunity beliefs, and the underlying mechanisms through which training takes effect. Drawing on self-regulation theory, we conducted a two-stage field experiment with 152 working professionals aspiring to become entrepreneurs and found that training enhanced feedback-seeking behaviors, a key self-regulation tactic, which in turn influenced perceived progress in opportunity development. Furthermore, we examined how metacognition and engagement, elements that relate to self-regulated learning, influenced the impact of training. Our findings shed new light on the literature of entrepreneurship training and opportunity identification.

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**A106 - HIGHER EDUCATION  
ENTREPRENEURIAL ECOSYSTEMS FOR  
STUDENTS' ENTREPRENEURIAL DEVELOPMENT**

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In this paper, we are primarily concerned with the role of higher education entrepreneurial ecosystems (HEEEs) on students' entrepreneurial development through a stakeholder perspective. While much has been written on the two pathways of HEEEs - generating student start-ups and fostering students' entrepreneurial mindset and intention, studies examining students' entrepreneurial development are few and far between. Since the beginning of HEEEs, studies have increasingly investigated them in developed countries. However, in contrast to developed countries, co-creating HEEEs in resource-constrained environments, such as found in more developing countries, is a critical challenge. Drawing on the student involvement theory, this study explores how diverse stakeholders perceive HEEE contextual factors might lead to students' entrepreneurship and innovation capabilities. We draw out multiple views from internal stakeholders and external stakeholders from the broader entrepreneurial ecosystem. By focusing on the development of HEEEs for students' entrepreneurship and innovation capabilities, the study departs from the focus of HEEE literature on student start-ups, mindsets, and intentions. As such, it contributes to the current understanding of HEEEs as well as the continued development of HEEEs. Finally, we suggest that integrating the HEEE more closely with its entrepreneurial ecosystem can promote resourcefulness and strengthen its ability to overcome challenges.

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**A025 - ENTREPRENEURIAL ORIENTATION AND  
SME GROWTH: THE INFLUENCE OF MULTIPLE  
INNOVATIONS**

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The importance of entrepreneurial orientation (EO) in achieving growth among SMEs has been reported by scholars in the literature. However, the influence of multiple innovations on this relationship will help our understanding of the types of innovations that enhance the growth of SMEs that adopt EO. This study examines the influence of product, process and business model innovations as mediators on the EO/SME growth relation using 480 SMEs from Australia and New Zealand. The result of the structural equation modelling shows that, EO positively influences the implementation of multiple types of innovation among SMEs. The study further reveals that of the three types of innovations, BMI significantly mediates the EO/growth relationship. The study also suggests that SMEs integrate their product and process innovations in their business models to minimise imitation. The results has theoretical and practical implications for researchers and SMEs.

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**A114 - THE HOME OF THE UNICORNS:  
ENTREPRENEURIAL ECOSYSTEM NECESSITY  
LEVELS AND VENTURE GROWTH ACROSS  
EUROPEAN CITIES**

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Research has shown that (digital) entrepreneurial ecosystems are an important lense to analyze factors that enable successful entrepreneurship at a respective location. Moreover, scholars found that local ecosystems differ significantly in their entrepreneurial output and that entrepreneurs even choose the location to start or grow their venture depending on the support they can access within the (digital) entrepreneurial ecosystem at the respective location. However, current research about digital entrepreneurial ecosystems (DEE) is largely still of theoretical nature or ignores the complex interdependencies among the different elements of DEEs. Therefore, we used data from the European Digital City index (EDCi),

CB-Insights, and Eurostat to analyze the effect of ten salient DEE elements on the emergence of unicorns, digitally-enabled unicorns, and the general new business density across 60 European cities. Using fuzzy-set qualitative comparative analyses complemented by necessary condition analyses, we identified necessary conditions as well as minimum levels of DEE elements (i.e., bottlenecks) for various levels of entrepreneurial outputs. Our study contributes to literature and practice by informing entrepreneurs and policymakers about the importance of certain DEE elements for enhancing the entrepreneurial output of cities, especially when it comes to high-quality output in the form of unicorns.

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#### **A116 - FROM DATA TO THEORY: THE USE OF THE GROUNDED THEORY METHODOLOGY IN ENTREPRENEURSHIP RESEARCH**

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The grounded theory methodology (GTM) has been labeled the epitome of qualitative research because it represents one of the main approaches for building theory in entrepreneurship research. However, studies vary greatly in their application of GTM and its procedures. The purpose of this article is to scrutinize the use of GTM in entrepreneurship research. To this end, we analyzed 135 GTM-based articles across 15 major entrepreneurship and management journals. This paper extends entrepreneurship research by empirically examining the use of GTM, finding content-related and methodological developments in this realm. We discuss the importance of GTM for the past and future development of entrepreneurship research.

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#### **A117 - AN IMPRESSION MANAGEMENT PERSPECTIVE ON ENTREPRENEURIAL HUSTLE AS ANTECEDENT FOR PERCEIVED COMPETENCE AND ORGANIZATIONAL ATTRACTIVENESS IN NEW VENTURE RECRUITMENT**

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Despite the undisputed necessity for recruiting talent, new ventures face several disadvantages related to their liabilities of newness and smallness when recruiting. This paper focuses on the applicants' perception of behavior and narratives of recruiting entrepreneurs and their ventures in interview situations. Based on impression management theory, we hypothesize entrepreneurial hustle is an effective narrative for entrepreneurs to spark organizational attractiveness in applicants and achieve a competent perception. Furthermore, we introduce the applicants' entrepreneurial behavior as a moderator for their perception of entrepreneur competence. We employ an experimental vignette methodology on a large mTurk sample (N = 624) and for robustness additionally on a German business student sample (N = 193). We find an indirect-only mediation mechanism between entrepreneurial hustle, perceived competence and organizational attractiveness. For applicants showing greater entrepreneurial behavior, the influence of entrepreneurial hustle on perceived competence is weaker than for candidates with less entrepreneurial behavior. This research adds to interviewer-level impression management theory in new venture recruitment, nomological clarity of entrepreneurial hustle and entrepreneurship and human resources literature on antecedents of organizational attractiveness for new venture recruitment.

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#### **A174 - AI CHANGING HOW VENTURE CAPITALISTS PICK WINNERS: WHAT IT MEANS TO STARTUPS RAISING EQUITY CAPITAL BEYOND THE SEED ROUND**

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The high level of uncertainty and information asymmetry makes early-stage investing in high-growth digital ventures extremely risky. With recent advances in artificial intelligence and the availability of big data in investment databases such as Crunchbase, Pitchbook, and VentureXpert,

some VCs have started leveraging in-house built algorithmic platforms to increase the likelihood of picking the next unicorn. Driven by this recent development in entrepreneurial financing, most, if not all, of the recent studies focused on how AI and machine learning will transform the way investors source, qualify, and decide on potential winners to strengthen their investment portfolio. Few studies, if any, have focused on how startups and founders can leverage and use AI to be smarter and better fundraisers. Hence, this paper proposes a conceptual framework for the development of an algorithmic platform for startups raising equity capital to also be able to leverage the power of AI, Machine Learning, and Big Data.

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#### **A118 - IT TAKES A VILLAGE TO BUILD AN ECOSYSTEM: THE GOVERNANCE OF ENTREPRENEURIAL ECOSYSTEMS**

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Entrepreneurial ecosystems are complex socio-spatial phenomena that explain how a range of entrepreneurial individuals, organisations, processes, resources, and institutions jointly contribute to the creation and growth of businesses in a particular geographical area. However, there is a lack of understanding about the internal mechanisms that govern the performance of ecosystems. This paper aims to address this gap by asking 'How are entrepreneurial ecosystems governed?'. This qualitative study adopts the single case study methodology of the entrepreneurial ecosystem in Edinburgh, Scotland, which exhibits both ecosystem and governance dynamics. It draws on 51 semi-structured interviews with representatives of all ecosystem stakeholders. A key contribution of the paper is that it introduces a novel governance mechanism coined 'ecosystem pipelines', which help entrepreneurs access key resources in the ecosystem from providers of support and finance. Therefore, ecosystem pipelines demonstrate that 'it takes a village to build an ecosystem' that nurtures entrepreneurial activity.

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#### **A131 - PILLARS OR PLATITUDES? CORPORATE VALUES STRESS-TESTED DURING A PANDEMIC: EVIDENCE OF ORGANISATIONAL CARE FROM AN EXEMPLAR FAMILY FIRM**

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The purpose of this paper is to better understand (a) what types of organisational care initiatives family firms apply during a crisis and (b) how organisational care interacts with the psychological contract and employee trust. To address this issue, we conduct a single case study as part of a longitudinal action research project with a large Australian family firm. The family business was founded on the corporate values of honesty, integrity, quality, passion, vision, and caring. Therefore, we expected to see exemplary evidence of these values enacted as organisational care during the pandemic. Using grounded theory, we interviewed (a) family members, as well as (b) non-family members at top and middle management positions across different organisational departments and (c) their respective employees (n=16). Based on our qualitative findings that confirm a range of organisational care initiatives we propose a conceptual model and propositions.

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#### **A038 - UNDERSTANDING HOW FIRMS GROW – A ROUTINES LENS**

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The topic of new firm growth has attracted extensive scholarly attention from the entrepreneurship field evidenced by the number and frequency of literature reviews on the topic (Nason & Wiklund, 2015) and extent of empirical research (Achtenhagen et al., 2010b). The vast majority of this research has focused on understanding how much a firm grows and why some firms grow more than others (Gilbert et al., 2006; McKelvie and Wiklund, 2010). Much less attention has been given to understanding how

firms grow – the activities and routines which support and enable the firm grow. . Using the rich theoretical lens of routine dynamics, we further study the complexity and micro-level processes that enable new firm growth (Feldman & Pentland, 2003; Feldman, Pentland, D’Adderio, & Lazaric, 2016). Drawing a rich longitudinal five year case study of a startup, we aim to explore how routines are created, selected and retained enabling new ventures to grow. Our study brings micro-level entrepreneurial actions and outcomes to the foreground by identifying the mechanisms that shape coordination to reduce uncertainty, as well as balance actions of multiple routines to enable firm growth.

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#### **A170 - MAPPING THE ENTREPRENEURIAL ECOSYSTEM OF INDIAN MOVIE INDUSTRY**

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There is a significant amount of sweat and effort to get a movie project off the ground and onto the screens. Movie producers are an integral part of the entrepreneurial ecosystem of movie production. They identify opportunities for movie production, assemble relevant cast and crew, and amass the other necessary resources to execute a movie. Before mapping out the entrepreneurial production journey it is essential to appreciate the ecosystem of movie industry and the key players. The most commonly cited attributes of entrepreneurial ecosystems can be grouped into cultural, social and material categories depending on the manner in which benefits are accrued and administered. For the past 125 years, ever since Lumiere brothers made the first movie in 1896, movie industry typically operated in geographical ecosystems. Though there might be several reasons behind forming these ecosystems, the most important reasons are availability of land, accessibility, infrastructure and pooling of talent. Prior studies are still inadequate in terms of understanding the entrepreneurial ecosystem of the movie industry. This research, therefore, addresses two questions: Who are the key players operating in a movie production ecosystem? What is the influence of the most commonly cited attributes of entrepreneurial ecosystem on movie production?

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#### **A140 - EVOLUTIONARY PATTERNS OF EXTERNAL ENABLER AND NEW VENTURE CREATION**

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This research investigates the influence of evolutionary patterns of External Enabler (EE) (i.e., incremental vs. discontinuous) on (a) individuals' perception of EE's entrepreneurial potential, (b) individuals' recognition of benefits drawn from an EE, and (c) individuals evaluation of the importance for pursuing benefits with particular characteristics. Based on an EE framework (Davidsson, Recker, & von Briel, 2020) and sense-making theory, we theorize how an EE's evolutionary pattern results in varying sensemaking processes for individuals to understand its impact on new venture creation. We develop a scenario-based, between-subject experiment to test our hypotheses. Our results provide general support to some of our arguments while rejecting more complicated hypotheses. This research provides several important implications for academic researchers, practitioners and policymakers who are in the field of entrepreneurship.

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#### **A028 - THE ROLE OF HUSBANDS IN THE GROWTH OF WOMEN SOCIAL ENTREPRENEURS IN INDIA**

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This study is about female social entrepreneurs' embeddedness in patriarchal culture. The study assesses the impact of the Husband in a patriarchal culture in promoting family members' support to the female social entrepreneur in the growing stage of the female owned social enterprise. It also explores how the dynamics of gender relations within the family are implicated in the facilitation of the social entrepreneurial idea to generating resources, including knowledge and information, emotional support, finance, and the building of social legitimacy for the female social entrepreneurs. It also explores if the role of the husband is determined as pull/push factors. It also looks at the changing attitudes of the husband

over the development of their wife's social entrepreneurial ventures.

The context of the study is the Northern part of India, the city of Delhi. This is carried out using a qualitative study to meet the research purposes.

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#### **A050 - THE EFFECT OF SPIRITUALITY ON INNOVATION IN ENTREPRENEURSHIP IN AFRICA: THE ROLE OF INTUITIVE AND ANALYTICAL THINKING**

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Although entrepreneurship is an important solution to alleviate poverty in developing countries, the pursuit of innovative entrepreneurial opportunities is needed to ensure sustainable economic development. However, the embracement of innovation requires individuals to bear additional uncertainty, which may be challenging in an environment with significant resource constraints. Hence, it is important to identify intangible resources that help individuals embrace innovation. A highly important intangible variable that has been associated with innovation is spirituality. However, little is known regarding the underlying mechanisms. Based on the sensemaking perspective, cognitive processes like intuitive and analytical thinking could thus present relevant mediating mechanisms. Combining the sensemaking perspective with cognitive-experiential self-theory, this study therefore investigates the sequential mediation of intuitive and analytical thinking between spirituality and differentiation- and novelty-related innovation, respectively. To examine the hypotheses, primary data is collected through social media from 308 potential and actual entrepreneurs in Ghana. Based on structural equation modelling, this study confirms that spirituality has an indirect positive effect on differentiation- and novelty-related innovation through a sequential mediation of intuitive and analytical thinking. These findings contribute to the entrepreneurship literature on poverty alleviation and the emergent entrepreneurship research on spirituality.

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#### **A071 - LEVERAGING FINANCIAL TECHNOLOGY TO BE SUCCESSFUL?**

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FinTechs are changing the financial industry by combining technologies with traditional banking services. These new high-tech market players are acting in a highly regulated market. Important questions in this context are what technologies FinTechs are combining (a), if FinTechs' technology choices have an impact on their funding (b), and how regulation is influencing FinTechs (c). We answer these questions by using cluster and regression analyses and find three dominant technology clusters of FinTechs. These technology clusters significantly differ regarding the capital gained from investors. By comparing the data across countries we find that a higher level of regulatory freedom affects the clusters.

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#### **A119 - ANTECEDENTS OF EXPLORATIVE NEW VENTURES AND THE ROLE OF REGULATION**

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It remains unclear what leads start-ups to conduct exploration? In start-ups, investors in addition to the management influence the actions taken. However, empirical evidence if the experience of investors influences the exploration orientation is scarce. In addition, the relationship between the leadership and the strategic orientation is influenced by environmental factors. An important environmental factor is the level of regulatory freedom. We use a panel dataset of new high-tech ventures (FinTechs) in a highly regulated industry in a cross-country analysis and find that management and investor experience have a positive relationship with the relative exploration orientation. The level of regulatory freedom in a country positively moderates the relationship between management experience and the relative exploration orientation.

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## **A165 - SUSTAINABLE ENTREPRENEURSHIP. A SYSTEMATIC LITERATURE REVIEW AND BIBLIOMETRIC ANALYSIS**

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Research on the literature of sustainable entrepreneurship has had diverse approaches. It has focused on subjects related to environment or ecology, leading towards terms such as eco-entrepreneurship (Rodgers, 2010), apprehended as entrepreneurs who hold an environmental perspective, that is, a green perspective. It has also been associated with social areas, recognised as social entrepreneurship, defined as a person with innovative solutions to society's problems. Research has also been linked to the triple bottom line and sustainable development. The purpose of this paper is to report on the review of literature in regards to sustainable entrepreneurship. This is carried out by covering all research papers in last twenty years with the theme "sustainable entrepreneurship" and identifying the main authors, countries, journals that investigate this theme through a bibliometric analysis. The information gathered is extracted from the main collection of the Web of Science (WoS) database from 2000 up to December 2020. Nvivo and VOSviewer software are used to perform initial analysis and citation analysis, co-citations, bibliographic coupling, co-authoring, among others. This study presents advances associated with the main authors, journals and countries, the general and annual citation structure and the development of this field. In our search result relating to sustainable entrepreneurship, 368 documents were found, of which 351 were articles and 17 were reviews. The bibliometric analysis is done based on these articles. From this standpoint, it provides a quantitative analysis of the academic literature. The most representative articles, authors, citations, countries and journals are examined, which gives us an idea of this novel field of research. The results show that the publication trend increases from 2015 onwards, however, 2018 and 2020 have seen the greatest production of articles. In relation to the most influential countries, the Netherlands, the United States, Germany, and England are the most

representative. It was also found that the most influential journal was the Journal of Cleaner Production. The main contribution is to show the evolution of this topic so that researchers can use it in their theoretical frameworks and research. Amid the future areas of research, there is a space for comparative sustainable entrepreneurship to be carried out country-wise, considering that the main publications are from Europe. Another area of research in to investigate how sustainable entrepreneurship is approached in Asian, Latin American and African countries and compare results with other countries. Furthermore, future researches should analyse how the different knowledge areas are interrelated. In this regard, it would be beneficial for scholars to understand what is being presently researched and where this research is going in respective fields of business/management, engineering, environment, among others. Lastly, a research problem was identified in the investigation which has not been resolved, that is that there is no index that measures sustainable entrepreneurship, this could be a very intriguing area of research.

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## **A182 – AUSTRALIAN SMEs INNOVATION: CURRENT PRACTICES, ISSUES, AND IMPLICATIONS**

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Small and medium enterprises (SMEs) are defined as businesses with less than 200 employees in Australia. They accounted for 99.8 percent of all businesses in Australia and have significant contributions to the economy in GDP and employment. In Australia innovation active businesses are observed to outperform non-innovation active counterparts in all key performance indicators such as sales, profitability, productivity and product range (ABS, 2021). Using data and information from different sources including the Australian Bureau of Statistics (ABS)'s Characteristics of Australian Business surveys and the OECD's Innovation Indicators, this paper explores various aspects of innovation practice and entrepreneurial activities in Australian SMEs. The paper explains the trend of

innovation in micro, small, and medium enterprises in the 2010 – 2020 period. It examines innovation practice among SMEs and the barriers they face when engaging in innovation. International comparisons are made to show the current lack of R&D among Australian SMEs. Our paper discusses the key observations and implications for better understanding and management of innovation for Australian SMEs.

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**A115 - THE IMPRINTING EFFECT OF FOUNDER HIGH-INVESTMENT HR PHILOSOPHY AND COGNITIVE STYLE ON ADOPTION OF HIGH PERFORMANCE WORK SYSTEMS**

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High Performance Work Systems (HPWS) have long been regarded as a contributor to firm performance and an important source of competitive advantage. Evidence on HPWS use in entrepreneurial firms is surprisingly scarce, given the nature of entrepreneurial firms is defined by resource poverty, making human capital a decisive factor for establishing a competitive advantage. We aim to close this gap on the intersection of entrepreneurship and human resources. Drawing on imprinting theory, we argue that a founder's high-investment HR philosophy can exercise lasting influence on a firm by shaping both culture and manifest HPWS practices. We assume a founder's high-investment HR philosophy relates to the adoption of HPWS, and we expect group culture to mediate between founder philosophy and the manifest HPWS practices. Lastly, we assume founders with an analytical cognitive style are more inclined to build a group culture. Our results support the first two hypotheses, but we do not find support for the third hypothesis. We contribute to entrepreneurship literature by exploring HPWS in the context of entrepreneurial firms, where "empirical studies on human resource management in new ventures still involve exploration of virtually uncharted territory".

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**A068 - VENTURE SURVIVAL IN RESOURCE-CONSTRAINED ENVIRONMENTS: THE ROLE OF GENDER, SOCIAL CAPITAL, AND SOCIAL MEDIA**

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Within the context of venture survival in resource-constrained environments, various scholars have pointed out that women are often at a disadvantage. Women face restrictions due to conservative social norms, lower levels of entrepreneurial knowledge, more household constraints, and a lack of institutional support. However, women have been found to maneuver their ventures and social demands successfully and to engage in entrepreneurship not only to achieve economic but also social empowerment and independence. Despite the additional demand, the integration of household and business responsibilities has also been shown to lead to stronger social embeddedness for women entrepreneurs. More importantly, even, the capacity to deal with frequent challenges has been positively related to an organizational ability to adapt and survive under life-threatening events. Considering these differences, in this paper we explore how gender affects venture survival under crisis in resource-constrained environments and theorize on the conditions that may mitigate the gender penalty. Using an original, longitudinal dataset from low-income communities in Brazil, we test if social capital and information technology might be apt to overcome the encountered gender penalty.

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**A181 - THE EFFECT OF GEOGRAPHICAL DISCRIMINATION ON INVESTMENT DECISIONS**

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Investment decisions entail subjective assessments of entrepreneurs and their ideas under uncertainty (Shepherd, Williams, & Patzelt,

2015). Such a context provides ample opportunities for biases to influence judgments about entrepreneurs and their ideas. In this research, we join the emerging research on funding biases by proposing and examining an overlooked form of discrimination—discrimination based on individuals’ geographical origin (i.e., geographical discrimination). Focusing on geographical regions in the United States, we propose that decision makers are less likely to invest in entrepreneurs from the middle and southern parts of the United States as opposed to those from coastal regions. Specifically, we propose that this effect is due to the fact that decision makers perceive entrepreneurs from the middle and southern parts of the U.S. to be less open to experience and, as a result, their ideas as less novel, which ultimately leads to less investment funding. We tested our hypotheses using data from Kickstarter campaigns (a preliminary study) and lab experiments. Our findings provide preliminary evidence for geographical discrimination in an entrepreneurial setting and offer a possible explanation for why financial resources are unequally distributed within different geographical areas of the U.S.

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#### **A086 - ENTREPRENEURIAL INTERVENTIONS AND SOCIAL AWARENESS OF ENGINEERING STUDENTS**

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One of the goals of entrepreneurial education is to prepare entrepreneurs who will be able to bring various values such as cultural or social into the community. The important role of entrepreneurship not only for the countries’ economic growth but also for the public welfare has encouraged educators to start integrating entrepreneurial education activities and courses into different educational non-business programs such as engineering. Traditionally, the role of socially oriented practices is underestimated in engineering courses. Moreover, students’ public welfare concerns show a declining trend over the

course (Cech, 2014). It was noted that entrepreneurship education contributes to the formation of engineering and information technology (IT) students’ understanding of the critical role of social context and social responsibility in the development of products and services. However, the process of meaning-making of the formation of interpretations about the role of social responsibility in entrepreneurship and engineering remain unclear. In this preliminary socio-phenomenological study, data was collected through a series of in-depth interviews from 11 engineering and IT students from XXX, who participated in the XXX program. Three groups of interpretations of the role of socially responsible practices have been identified (to meet a real-life need, to behave ethically, to act professionally).

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#### **A072 - HOW TO TWEET FOR ATTENTION: DOES CONFRONTATIONAL LANGUAGE HELP OR HINDER NEW VENTURES ATTRACT ATTENTION?**

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Attracting attention in online environments is important to new ventures. To attract online attention, recent research suggests that ventures should aim to employ language that “sticks out” because attention-grabbing words more easily pass the audience’s attention filter. Exemplifying such language on social media at its extreme, Elon Musk has repeatedly stirred controversy on Twitter, for example, by calling people pedophiles and idiots. While entrepreneurs may be tempted to follow suit and use similar nonconforming language, institutional theorizing would warn that new ventures need to establish some level of legitimacy before they gain attention by non-conformance. Thus, new ventures are left with contradicting advice about how to frame their online communication. Analyzing 968,750 Twitter posts by 791 start-ups before and after venture-capital funding, we find that the attention that posts attract depends on the type of nonconforming language used, and the legitimacy of the new venture moderates these effects. Our study contributes to the ongoing integration of theorizing from off- and online contexts,

addresses entrepreneurs' practical concerns on how to frame their social media communication, and offers operationalizations of nonconforming language to facilitate future research.

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**A032 - EXAMINING THE INTENTION-BEHAVIOUR TRANSITION IN STUDENT ENTREPRENEURSHIP: THE MODERATING ROLE OF UNIVERSITY ENTREPRENEURIAL OFFERINGS**

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Entrepreneurial intention is normally considered as the foundation of the entrepreneurial behaviour. However, existing studies suggest that not every entrepreneurial intention is eventually translated into actual behaviour, indicating an intention-behaviour gap. The current research examines the effectiveness of various types of university entrepreneurial offerings (university entrepreneurial courses, extra-curricular activities, and start-up support) on students' entrepreneurial intention and start-up behaviour transition, demonstrating that university entrepreneurial offerings assist students with bridging their intention-behaviour gap. Research results and contributions were then discussed.

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**A088 - ENTREPRENEURIAL ENTERPRISES: MOVING TOWARDS A CIRCULAR ECONOMY**

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Recent market and technological developments in renewable energy, carbon emissions, and green buildings, highlight emerging areas of business activity for entrepreneurial opportunity development. Nascent and young sustainability firms are generating strong research and policy interest not only for their potential to generate above average financial performance and returns owing to a greater popularity and demand of sustainability products and services offerings, but also for their intent to lessen environmental impacts, and to provide a more accurate reflection of the "true cost" of market offerings, taking into account carbon and environmental impacts.

Notions of sustainable and environmental entrepreneurship have broadened to the circular economy, defined as "designing out waste and pollution; keeping products and materials in use; and regenerating natural systems" (Ellen MacArthur Foundation, 2015). Extant literature on sustainable entrepreneurship in relation to the circular economy is limited. Hence, this study investigates how entrepreneurs identify and develop opportunities in contributing to a circular economy. We present a brief overview of relevant literature and conceptions of sustainable entrepreneurship and the circular economy. Using case studies of sustainable enterprises, we present and compare entrepreneurial motivation and business models and develop theoretical principles for circular economy entrepreneurship.

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**A080 – FOSTERING UNIVERSITY ENTREPRENEURIAL ECOSYSTEMS TO ENHANCE RESEARCH IMPACT**

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Commercialization of University research is important for researchers, universities, and their communities. It attracts research funding, faculty/students and creates regional economic wealth / employment. Low success rates need to be improved to maximize impact. Analyzing the commercialization process allows to identify critical factors that contribute to high failure rates. We develop a workshop using a design-thinking approach, that links research activity with user need and motivation to adopt and have now been expanded to a graduate course. Initial results, based on deploying this approach in a variety of environments have been very successful, and challenge assumptions about licensing versus venture creation, and the role of faculty versus students in entrepreneurship. As a result, most participants in the program are graduate students looking for careers in industry or to start their own venture. We are now sharing the tools and approach through an open educational model, and encouraging collaboration through the creation of a global classroom, that can improve the process, and measure and share results.

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### **A101 - DOES ENTREPRENEURSHIP CHANGE YOU? AND WHY?**

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The personalities of entrepreneurs are different from employees, and this is commonly attributed to individuals with certain personality traits choosing to start a venture, as personality is considered relatively stable. However, emerging research shows that personality traits can also be malleable to various environmental experiences, including interaction in the workplace. We, therefore, test whether the challenging work experience of being an entrepreneur can also impact personality development. Using a longitudinal panel dataset of Household Income Labour Dynamics Australia (HILDA), we conducted a multi-level mediation analysis capturing within-person differences in employment status and personality across three time periods. We found that when participants were entrepreneurs, there was no direct or total difference in their personalities compared to employees. However, entrepreneurship had multiple indirect effects on personality via the work characteristics of job control, supervision, and job insecurity. Yet, these indirect effects were both of small magnitude and were often in opposing directions on a single factor. These findings indicate that becoming an entrepreneur does not overall impact personality. However, personality traits do express a small degree of malleability from differences in work experience.

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### **A027 - ENTREPRENEURIAL INTENTION: AN EMPIRICAL STUDY OF NASCENT ENTREPRENEURS**

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This study examined the discriminatory power of the Entrepreneurial Attitude Orientation Scale (EAO), and the relationship with intentions to start a business. Due to the crucial role of

entrepreneurship in the economic development of regions, it is imperative to understand the methods to develop potential entrepreneurs and the motivation of individuals to engage in entrepreneurship. The findings illustrated that the EAO sub-scales successfully discriminated between entrepreneurship students and non-entrepreneurship students. Significant differences were found on seven of the items on the Entrepreneurial Attitude Orientation scale. The findings furthermore indicated that of the 29 non-entrepreneurship students used in this study, 24 were classified as non-nascent entrepreneurs, whilst of the entrepreneurship students, 26 were classified as nascent entrepreneurs, and only seven were classified as non-entrepreneurs. The results of this study are important because intentions to start a business are associated with the entrepreneurship attitude orientation scale, therefore it is critical that we tailor our education and training towards influencing people's attitudes towards self-employment.

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### **A033 - UTILISATION OF SOCIAL CAPITAL: THE ETHNIC ENTREPRENEUR PERSPECTIVE**

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The purpose of the study is to present results from a study of entrepreneurs from different ethnic groups. Social capital in the form of ethnic networks and family ties is assumed to function critically in the establishment and operation of ethnic-owned businesses. The study consisted of a survey of entrepreneurs from three ethnic groups in addition to a structured interview with approximately 30 government, financial and support agencies. Use was made of various multiple data analyses to measure for significant differences between members of the different ethnic groups. The regression results indicate that an individual is able to discuss his/her business to more people if (s)he is open to networking with diverse people and participating in community activities. The number of hours spent developing and maintaining contacts also increases when the entrepreneur enjoys living among people of different lifestyles. Lastly, the percentage of time spent networking also increases when the

entrepreneur participates actively in community activities and has trust in other people. This study is critical in the context of Southern Africa in focussing on ethnic entrepreneurship in its entirety, and taking into account the wider institutional context, in addition to understanding the importance of particular relationships that result in successful businesses. There has to date been a dearth of research addressing the social capital of entrepreneurs, and specifically comparing entrepreneurs from different ethnic groups within the developing world.

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### **A102 - TOWARDS IMPROVED RURAL SOCIAL ENTERPRISE PERFORMANCE: AN ASSESSMENT OF INTERNAL CRITICAL SUCCESS FACTORS FOR ACHIEVING IMPACT IN DEVELOPING COUNTRIES**

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Rural Social Enterprises (RSEs) are organisations that apply market-based approaches to achieve a social mission in the regional and rural context. RSEs are neglected in research, particularly in developing countries which disproportionately face intractable social and economic challenges, and constraints on management and performance of enterprises. Our study contributes to closing these gaps by conducting an empirical investigation of the influence of internal critical success factors (CSFs) — Entrepreneurial orientation (ENTEO), social salience (SAL) and business planning (BUS) — on the performance of RSEs based on a survey (n= 521) of Ugandan RSEs. Our structural equation modelling and importance-performance map analysis (IPMA) reveal that ENTEO and BUS are critical to RSEs' performance, and that BUS mediates the relationship between ENTEO and performance. These results are echoed by the IPMA. Our results offer guidance to RSE practitioners, supporters and policy makers, particularly for developing country actions.

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### **A003 - THE RELATIONSHIP BETWEEN FEMALE CEOS AND DIGITALIZATION IN CORPORATE ENTREPRENEURSHIP**

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Since the digital era is about to arrive, research on digitalization is burgeoning. Digital technologies alter business processes fundamentally and can be door opener for firms to corporate entrepreneurship (CE). Despite the significance of digitalization for firms in the context of CE, we know little about what individual-level factors drive firms' strategic decision for digitalization. The purpose of this study is to address this research gap. We rely on upper echelons theory and explore the relationship between female CEOs and digitalization. Empirical analysis of 747 SMEs reveals that female CEOs are positively related to increased digitalization. This study further investigates organizational boosters and barriers as contextual factors. Contrary to our hypothesis, we find that innovative company culture negatively moderates the relationship between female CEOs and digitalization. In addition, we confirm our hypothesis that high investment activity negatively moderates the relationship between female CEOs and digitalization. In sum, we contribute to literature in three ways. First, we advance CE literature by introducing individual-level antecedents of digitalization. Second, we advance CE literature by introducing organizational-level barriers to the context of digitalization. Third, we advance upper echelons theory by introducing the context of digitalization.

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### **A012 - THE SHORT- AND LONG-TERM RELATIONSHIP BETWEEN FEMALE CEOS AND TRAINING AND DEVELOPMENT IN CORPORATE ENTREPRENEURSHIP**

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Research on training and development (T&D) is burgeoning. With the current focus of most researchers on T&D as a driver of corporate entrepreneurship (CE), we know little about individual-level antecedents of T&D. The purpose of our study is to address this research gap. We rely on social role theory and explore the influence

of CEO characteristics on T&D adoption. Empirical analysis of 739 SMEs reveals that female CEOs are positively associated with T&D adoption in the short-term and T&D needs consideration in the long-term. In line with social role theory, this study further investigates corporate resources as a contextual factor. Contrary to our hypothesis, we find that financial slack does not positively moderate the relationship between female CEOs and T&D adoption. In sum, we contribute to literature in three ways. First, we advance CE literature by introducing individual-level drivers to explain T&D in CE context. We also explain that female CEOs adopt T&D irrespective of corporate resources. Second, we advance CE literature from a temporal perspective by explaining the short- and long-term relevance of T&D for CE. Third, we advance social role theory by introducing the context of uncertainty in the relationship between female CEOs and T&D.

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**A124 - INSTITUTIONAL ASPECTS OF DIGITAL ENTREPRENEURIAL ECOSYSTEMS: A PERSPECTIVE OF EMERGING DIGITAL STARTUPS IN PAKISTAN**

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This study aims to explore the institutional aspects of digital entrepreneurial ecosystems. The recent infusion of digital platforms into different aspects of innovation and entrepreneurship has supported digital entrepreneurship, however, the extant studies on digital entrepreneurship have mainly focused on firm-level characteristics and overlooked the external environment i.e., the digital entrepreneurial ecosystem (DEE). This study focuses on digital platform-based startups of Pakistan and draws on institutional theory to understand the possible institutional aspects. We followed multiple qualitative case studies approach and collected data through semi-structured interviews from seven startups operating solely on digital platforms, 1) XYLEXA, 2) Toycycle, 3) PaakHealth, 4) DadaJee.com, 5) Qurbani App, 6) PriceOye and 7) Oven Diaries. The findings show that different contexts within an

interinstitutional system condition the choices and decision-making power of startups and creates awareness of diverse institutional arrangements and the existing opportunities for action in an organizational or institutional field which further creates an institutional change and transformation.

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**A026 - HAPPILY ALERT AND BIASED? ENTREPRENEURIAL WELL-BEING, ALERTNESS AND THE ABILITY TO MAKE CONSISTENT DECISIONS**

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Entrepreneurial alertness (EA) and decision-making competence (DMC) are two important aspects in the cognitive process of judging and deciding withing the opportunity identification process. Although this process is known to be affected by emotional aspects, research on the effects of psychological and emotional well-being (WB) – as the holistic concept it constitutes – has been carried out only scarcely. Especially absent are investigations of potential effects on DMC and EA, both important aspects for recognizing an entrepreneurial opportunity, and further closely linked to each other as both stem from human cognition. To address this problematic issue, we conduct a survey study with entrepreneurship students, a suitable proxy for individuals with entrepreneurial intentions, and measure all three aspects – WB, DMC and EA - to investigate how varying levels of WB influences DMC as well as EA, and to see how they relate to each other. We assume generally a positive as well as non-linear relationship for all WB dimensions affecting EA and DMC. So far, while the data collection process is still ongoing, we find mixed results. Our findings contribute both to WB and EA research and introduces survey-experimental methods to the literature, and have practical relevance for emotion regulation.

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**A100 - THE ENTREPRENEURIAL MINDSET OF THE ENTREPRENEURSHIP EDUCATOR IS A**

## **DEVELOPMENTAL PROCESS AND NOT A BINARY OUTCOME!**

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A deep review of the literature has identified different constructs that contribute to the entrepreneurial mind-set development process. These include the entrepreneurial behavioural attributes, competencies, cognition, intentions and identity. These constructs support each other, are action oriented, continuous and reflect a continuum and not a binary outcome. Their acquisition is a dynamic process with application in multiple contexts, including but not only setting up a business. Each construct in the conceptual model is presented as a cog, implying this is a continuous, integrated, dynamic and evolving process for each individual. It proposes that these are supported by co-learning spaces represented by (Wilson and Beard's, 2003) learning combination lock. This implies that the individual can change the combination based on each new entrepreneurial learning experience and thereby unique to each individual. The unlocking of their mind to behave entrepreneurial will determine the added value of the experience to both the self and to others. Collectively, being open to engaging with and learning through these entrepreneurial constructs leads to the development of an entrepreneurial mind-set as being a process of development and not a binary outcome. This has led to the Interrelated Model of the Entrepreneurial Mind-Set Developmental Process of the Entrepreneurship Educator.

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## **A105 - TITLE: THE ENTREPRENEURIAL ECOSYSTEM AS A CHANGE MECHANISM: DISCOVERING FUNCTIONS THAT INFLUENCE ECONOMIC AND SOCIO-INDUSTRIAL (RE)ORGANISATION**

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In this research, we are interested in how entrepreneurship, as an economic phenomenon, is related to the socio-industrial and economic reorganisation of the locality, place, or region. The study seeks to provide an understanding of the functions that occur within and across an entrepreneurial ecosystem with respect to seeding, disseminating, and instigating dynamic change processes. Within the research we embrace the complexity of multi-level and multi-disciplinary research by presenting an interdisciplinary systematic review of extant literature on the various functions that facilitate economic and socio-industrial change in entrepreneurial ecosystems. This study identifies the functions of, in, and around the entrepreneur and their firm that may give rise to, encourage and support, or champion the dynamic process in socially bounded contexts of entrepreneurial change in market economics and industrial (re)organisation. This expands the current literature on functions within entrepreneurial activities in regions that support both economic productivity and disruption. A new avenue arises for both conceptual and empirical research focusing on functions and the degree of functionality as vital for changes initiated through entrepreneurial ecosystems.

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## **A154 - TECH-PRENEUR DIMENSIONS AND DOMAINS: THE SERIAL TECH FOUNDER ARCHETYPICAL CATEGORIZATION AND THE FOUNDING TEAM COMPLIMENTARY COMPOSITION**

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Is there an ideal archetype for a serial tech startup founder? And how should the founder build a founding team of complimentary archetypes? Serial entrepreneurs have specific set of emergent qualities ensuing unique archetypes which make them capable of producing viable startups. These emergent qualities can be arranged into 4 dimensions: Elastically Nonconforming (EN), Abstracted Serial Monetizing (ASM), Tech Passioning (TP), and Heroed Enterprising (HE). Additional depths of these dimensions evolve as domains out of every pair of dimensions giving a further insight into the inner nature of the serial

startup founder: the combination of EN and ASM yields the domain of Monetizing Maneuverer, ASM and TP gives rise to the domain of Passioning Monetizer, the pair of TP and HE produces the domain of Passioning Heroism, and the interplay of HE and EN creates the domain of Enterprising Liberalism. Every serial venturer can be charted in this dimension-domain model as a distinctive mixture (unique archetype) dominating one or two of the domains. However, beside the founder, a lasting venture usually contains a founding team of complimentary qualities. What this ideally means is that the founder and the founding team members dominate different domains.

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**A148 - CONCEPTUALISING INTERACTIONS WITHIN SOCIAL ENTREPRENEURIAL ECOSYSTEMS: A SYSTEMATIC LITERATURE REVIEW AND RESEARCH AGENDA**

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Social entrepreneurship research has been overly preoccupied with a focus on individual entrepreneurs, failing to appreciate the importance of ecosystems of action across sectors. While prior reviews of social entrepreneurial ecosystems have focused on the actors involved in the ecosystem, there is limited understanding on the everyday interactions between these actors. To overcome this gap, this article adopts an ecosystems perspective by focusing on action, interaction, and processes among those who coordinate, build, and grow social entrepreneurial ecosystems. By doing so, we shift the focus from who is involved in social entrepreneurship ecosystems to a more complex picture of how and why different interactions play out. We conducted a systematic literature review to unpack extant research on social entrepreneurial ecosystems, to define different interaction types prevalent in social entrepreneurial ecosystems, and to develop a research agenda that appreciates the collective and dynamic nature of social entrepreneurial action. Our findings highlight how social entrepreneurs mobilize, and engage with, a diverse range of actors in their ecosystems. Further, we show a bias towards more positive

forms of interaction such as collaboration and mutualism, with limited understanding on the practices of competition and predation in the context of social entrepreneurship.

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**A096 - A GLIMPSE OF FACILITATED DRUG REGULATORY PATHWAYS DURING A PANDEMIC EVENT THROUGH A DYNAMIC CAPABILITY LENS**

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We take the dynamic capabilities framework (i.e., Eisenhardt & Martin, 2000) to explain the innovation speed of COVID-19 vaccines in different regulatory jurisdictions, and the implications for dynamic capability theory and drug development companies navigating the biopharmaceutical commercialization process. We conducted a multiple-case study (Yin, 2018) and selected NRAs with different levels of development in their facilitated regulatory pathways and support dynamic capabilities. Our results have important implications for capability theory and vaccine innovators/manufacturers in the region. Organisational learning mechanisms for capability development has to date failed to explore the concept of capability piggybacking, where one organisation relies fully on the capabilities of another. This notion is different to second-mover advantages, vicarious learning mechanisms, and strategic alliances, where the organisations still develop and/or contribute their own capabilities.

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**A062 - DIGITAL ORCHESTRATION: ACTIVITIES THAT SMALL FIRMS CAN ORCHESTRATE GLOBALLY**

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There is limited research which examines how goods-producing businesses make strategic decisions on when and where to leverage digital technologies to operate globally. Case studies were undertaken of 37 small to medium enterprises (SMEs) to understand the strategic relationships in product Design, Create and Sale.

No firm indicated that they used digital technologies to fully orchestrate all value chain activities. The quality of discovery capabilities now available with digital technologies enable SMEs greater identification and access to global resources in smaller discrete transactions, without the upfront capital cost required to acquire those resources. This enables resource-limited SMEs to compete directly with large MNEs. Strategic investment in digital technologies are geared towards removing third-party intermediaries for tacit knowledge collection, supplier sourcing and customer engagement. It was found that strategic choice for investment in the digital orchestration of knowledge, suppliers and customers, over investment in the make activity, improves SME agility by: increasing clockspeed to market; validating product design; finding suppliers more quickly; and, reducing delivery time to customers, by removing layers of distribution. Digital orchestration of a Global Value Chain provides a new strategic opportunity for SMEs to operate at global scale in knowledge, supply and sales."

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**A013 - MAPPING ENTREPRENEURIAL ECOSYSTEM RESEARCH IN CENTRAL EUROPE: FINDINGS FROM A SYSTEMATIC REVIEW OF LITERATURE**

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Entrepreneurial ecosystems (EE) have emerged as a dominant perspective to research and evaluate the contextual factors driving entrepreneurship activities. A systematic review of entrepreneurship ecosystem literature in Central Europe was conducted with the purpose to identify trends and opportunities in this research space. Findings demonstrate that academic journal articles are more impactful based on academic citations, compared to grey literature. It is also shown that research on entrepreneurial ecosystems in Eastern Europe lag behind the global body of knowledge. At the same time, based on the scope of East European EE publications, the research focus does not seem to be isolated from the rest of the world. Further empirical research is

recommended in the region around policy design, stakeholder involvement, and the role of higher education institutions.

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**A135 - NOTES ON COGNITION IN ENTREPRENEURSHIP RESEARCH**

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Like any research field, entrepreneurship research is aggregative by nature. It builds on prior research findings, aiming to develop a wider and deeper understanding of original propositions. Entrepreneurship research into cognition has developed by importing concepts from psychology into a distinctive domain with its own goals and mission. I concentrate on the major conceptual challenges encountered by entrepreneurship scholars throughout this transitional process. I suggest that identifying and understanding these challenges within different research streams related to entrepreneurship cognition is crucial for advancing entrepreneurship research. Furthermore, there is a need to draw a distinction between the underlying assumptions of previous research and their interpretations (and reinterpretations). I see this as a way to contribute to the development of entrepreneurship research on cognition and save it from cannibalizing itself. The aim here is not to criticize the previous entrepreneurship cognition research but rather to position its insights as a starting point for a unified inquiry into cognitive complexity.

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**A035 - GOVERNMENT POLICIES, ENTREPRENEURIAL ORIENTATION, AND FIRMS' PERFORMANCE: A SYSTEMATIC LITERATURE REVIEW**

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This paper systematically reviews and synthesises extant literature to better understand the complex

relationships between government policy interventions, entrepreneurial orientation (EO) and SME performance. This study aims to explore and categorise the different types of government policy interventions available to SMEs and their related pathways with EO and firm performance (FP), which would provide a foundation to understand the direction and dynamics of government policies' impact on SMEs. The impact of government policies on a firm's EO and performance can be explained in four pathways as government policies i) impact on FP directly, (ii) alter firm's EO, iii) mediate or moderate the EO - FP relationship and iv) FP relationship is mediated by EO. This study contributes to EO and government policy literature by providing a holistic view of government policies that would help delineate entrepreneurial policies of the government and distil government policies' dimensions and layers.

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**A111 - STIMULATING THE CREATION OF IDEAS IN AUSTRALIAN KNOWLEDGE-INTENSIVE BUSINESSES – THE NEED FOR INTRAPRENEURSHIP**

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Naomi Birdthistle - Griffith University

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Knowledge-intensive businesses depend on the utilisation of their knowledge resources and operate in a very dynamic environment. Thus, investments in knowledge are considered key sources of innovative and intrapreneurial opportunities. Intrapreneurship defined as the creation of innovative products/services; renewal of the business operations; and venturing into new businesses; serves as a vehicle to create and convert knowledge. Australian knowledge-intensive businesses must leverage their knowledge to obtain higher degrees of knowledge transfer and intrapreneurial activities. Our study applies a qualitative research method to explore how knowledge transfer activities can stimulate employees' intrapreneurial activities to result in

novel ideas within knowledge-intensive businesses. We find that managers, who are collaborative and promote an open discussion through informal channels within a company, have higher levels of intrapreneurial activities in their staff. The utilisation of processes and platforms for transferring knowledge into intrapreneurial activities can lead to the development of novel ideas. Based on our analysis, we suggest areas for future research: (i) further clarification about the utilisation and effectiveness of the knowledge transfer platforms; (ii) examination of channels and platforms used for sharing innovative ideas; (iii) a study encompassing different sectors to develop further implications and policies that knowledge intensive businesses could apply.

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**A022 - EXPLORING THE PEDAGOGICAL UTILITY OF CIRCULAR ENTREPRENEURSHIP FOR AVANT-GARDE ENTREPRENEURIAL PRODUCERS ACROSS SCREEN MEDIA RESEARCH ENDEAVOURS TOWARDS THE BUILDING OF ENTREPRENEURIAL ECOSYSTEMS ON AND OFF-EARTH**

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Circular Entrepreneurship is being utilized in post-graduate courses at the Australian Film Television and Radio School (AFTRS), with educators, students, and practitioners to formulate enterprises, successfully deriving unique outcomes, but also complementing other business strategy frameworks. For the development of pedagogical ethical directives for course participants at the AFTRS, this exploratory research endeavour will provide additional complexity to their investigations across the emergent ecosystems of new space and its opportunities on and off-Earth for entrepreneurial producers. These results of the research will be presented as an exploratory case study (across pre-start-up enterprises) with real-world applications, not only for the screen and audio sectors, but also other economic sectors, as well as implications for the coming industrial revolutionary cycle.

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**A010 - DOES CORPORATE VENTURE CAPITAL LEAD TO BETTER FINANCIAL PERFORMANCE OF**

## **NEW VENTURES? THE MODERATING ROLE OF EXPERIENCE**

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The financing of new ventures is one of the key issues in entrepreneurship research. One financing vehicle, which gained significant relevance within the last years, is corporate venture capital (CVC). This form of financing is a minority equity investment by established firms in new ventures. Scholars increasingly investigate the relationship between CVC financing and new venture outcomes. However, only few scholars analyze the impact on the financial performance of new ventures and come to contradictory results. Addressing this contradiction is crucial for new ventures, since they have the liability of newness and limited resources. Therefore, they rely on guidance regarding their partner choice to secure their survival and success. Moreover, CVC research requires a better understanding of the effect of contextual factors – which were mostly neglected in prior studies – to provide transparency for new ventures on how to optimize the effect of CVC. We analyze a panel dataset of 11,895 new ventures over the time-period between 1990-2019. We find a positive relationship between the provision of financial resources by CVC-investors and the financial performance of new ventures. This positive relationship is strengthened by a high-level of investor experience as well as a low-level of experience within new ventures.

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## **A180 - REGIONAL INNOVATION IN NORTHERN AUSTRALIA - QUEENSLAND'S INNOVATION PLACES AND SPACES: INTELLECTUAL PROPERTY AND ADVANCED MANUFACTURING**

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Drawing upon legal geography, this research paper evaluates a number of innovation structures established in Northern Australia (Queensland and

the Northern Territory). It evaluates the Queensland Hackerspaces Grant program, and the role of makerspaces and hackerspaces in Northern Territory. It focuses upon the establishment of Advanced Manufacturing Hubs by the Queensland Government in key regional centres (Cairns, Gladstone, Rockhampton, Townsville, and the Gold Coast). It examines the role of innovation hubs and centres in Northern Australia (some established by local government, such as in Rockhampton, and some by universities and industry). It also considers the role of libraries, educational institutions, and universities in supporting regional innovation and entrepreneurship. This research is part of a larger project on intellectual property and 3D Printing supported by an ARC Discovery Grant (2017-2021). This project is informed by legal research in respect of intellectual property law, policy, and practice. In particular, it will consider matters of intellectual property management and commercialisation. This research also considers innovation policy choices made by Australian Governments – and regional innovation specialities in key localities.

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## **A104 - EXTERNAL ENABLERS OF VIRTUAL BUSINESS INCUBATORS: THE INTERPLAY OF DIGITAL TECHNOLOGIES AND SPATIAL CHARACTERISTICS**

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Business incubators are essential support structures that provide business support services to assist small firms' development and thus increase their chances of success. With available technological advancements, business incubator managers are now exploring digital technologies with which they can effectively support entrepreneurs online. This search has been accentuated since 2019 due to the severe impact of the COVID-19 pandemic on small firms. While many business incubators have incorporated digital strategies and are providing business support services partly online, some others have used digital infrastructures and digital platforms to emerge as fully virtual business incubators (VBIs). Given the recent surge of VBIs, little is known about the role of specific aspects of digital

technologies in enabling virtual business incubation pursuits. This paper contributes to our understanding of the interplay of external enablers in successful venture creation within the business incubation arena. The findings empirically captured the different enabling mechanism offered by the digital technology used for online learning and networking purposes. Also, the findings demonstrate that the operational sustainability of VBIs is contingent on the effective use of digital technologies to overcome incubatees' challenges posed by the rural context in which they operate.

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#### **A056 - ENTREPRENEURIAL RESILIENCE OF EDUCATION AGENTS: A CONCEPTUAL FRAMEWORK AND RESEARCH PROPOSAL**

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The COVID-19 crisis has not only affected public health, but also severely impacted economic activity worldwide. This article focuses on the resilience of education agents as entrepreneurs and their response to the pandemic crisis. The concept of resilience is explored by reviewing articles mainly published during the COVID-19 pandemic, to understand the impact on entrepreneurial activity during this time. To obtain a clearer picture of entrepreneurial resilience of education agents, and the vital role this plays in the internationalisation process at the time of crisis, a set of research questions and a strategy to seek answers has been suggested in this research proposal.

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#### **A147 - DIGITAL INFRASTRUCTURE, COGNITION AND ENTREPRENEURIAL ACTION: A MULTILEVEL ANALYSIS**

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This study investigates how country-level digital infrastructure shapes the relationships between the action-formation mechanisms of socio-cognitive traits (i.e., entrepreneurial self-efficacy, fear of failure, and opportunity recognition) and entrepreneurial action. We combine the agent-centric social cognitive theory with the external enabler (EE) framework and apply mechanism-based theorizing to explain how the underlying mechanisms afforded by digital infrastructure influence entrepreneurial action-formation. To identify relevant EE mechanisms, we draw upon the concept of affordances. Based on a multilevel mixed effects analysis of 344,265 individual-level observations from 46 countries, we find that an individual's likelihood to starting a new venture is contingent upon a country's level of digital infrastructure. The results provide evidence that a country's digital infrastructure is an EE that moderates the relationship between socio-cognitive traits and entrepreneurial action.

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#### **A041 - IN PURSUIT OF RELEVANCE IN TIMES OF TURBULENCE: ENGAGED SCHOLARSHIP IN ENTREPRENEURSHIP AND SMALL BUSINESS RESEARCH**

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This paper develops an integrated contextualized framework based on a thematic analysis of research into engaged scholarship to address two research questions: (1) how do universities (and business schools) engage with small firms in scholarly related activities?; and (2) what are the implications of such engagement? Van de Ven's (2007: 9) definition of engaged scholarship was adopted: "a participative form of research for obtaining the different perspectives of key stakeholders (researchers, users, clients, and practitioners) in studying complex problems." An integrative review (Toracco, 2005, 2016) was, therefore, undertaken to critique and synthesize representative literature in its current state, offering a reconceptualization. Key databases were searched using specific search terms, resulting in a total of 50 papers. Following Braun and Clarke (2006), thematic analysis was used to

code the articles, search for themes and recognize relationships, and subsequently refine these themes. Codes included the type of engaged scholarship (causal, collaborative), its spatial level (micro, meso, macro) and the beneficiaries of the process (universities, SMEs). These were subsequently grouped into two themes including four sub-themes, providing the basis of the proposed framework.

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**A059 - ENTREPRENEURSHIP TRAINING FOR UNIVERSITY STAFF, ENTREPRENEURIAL THINKING AND ITS IMPACT ON UNIVERSITY WORK ACTIVITIES**

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The Creativity, Innovation and Entrepreneurship Education series, created in 2019, is a seven part professional development workshop series developed for all staff members at Griffith University. This entrepreneurial staff education program was developed for staff to develop and nurture entrepreneurial thinking (Hwang & Shin, 2019) and entrepreneurial learning defined as “experiential process of learning to recognise and act on opportunities” Rae (2017). This paper provides a description of the program, and preliminary results on how the Creativity, Innovation and Entrepreneurship has influenced the way staff work through job crafting (i.e., where individuals shape the way they do their work, in a way that makes their job more engaging and meaningful) in the broader view of engagement in developing an entrepreneurial university agenda. Second, it assesses through job crafting, the catalysts and challenges in attempts to apply entrepreneurial tools in university work settings. Emerging results highlight both the benefits and challenges of training at both individual and university levels.

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**A021 - BALANCING IN CRISIS? EXPLORING THE IMPACT OF INNOVATIVE AMBIDEXTERITY ON SMES' PERFORMANCE UNDER PRESSURE OF TECHNOLOGICAL UNCERTAINTY**

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Exploration and exploitation have long been documented as prominent approaches to business management and organizational adaptation to external environment; however, few studies have focused on their relationship to firm performance in times of crisis, especially within SMEs. The purpose of this study is to investigate the role of these strategic postures in shaping firm performance during COVID-19 recession. Based on a survey of 333 Russian SMEs, we test the proposed theoretical framework, linking innovative exploration and exploitation to firm performance under technological uncertainty. Moreover, we scrutinize performance implications if innovative ambidexterity (exploration/exploitation balance) in adverse economic conditions. Implications are discussed.

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**A069 - DOES THE ENTREPRENEURIAL EXPERIENCE OF LEAD ENTREPRENEURS REALLY MATTER IN VCS' SCREENING DECISIONS? THE IMPACT OF VCS' ENTREPRENEURIAL EXPERIENCE**

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The lead entrepreneur is a key decision criterion in venture capitalists' screening evaluation of new venture proposals. This paper extends existing research studying venture capitalists (VCs)' decision-making and its biases. First, we provide an analysis of the VCs' preferences on the lead entrepreneur's entrepreneurial experience; Second, we explore the similarity bias arising from the interaction between the VC and the lead entrepreneur when both share common experience (i.e., meaning the VC has past entrepreneurship experience). Our analysis of 952 decisions made by French VCs reveals that lead entrepreneurs' startup creation and experience in raising seed-money significantly impact VCs' screening decisions. Moreover, our results

indicate a similarity-attraction effect when VCs and lead entrepreneurs both have raised seed-money for a venture they have founded.

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### **A070 - WHAT MATTERS TO WHOM? THE DISCREPANCY BETWEEN VCS AND ENTREPRENEURS ON THE IMPORTANCE OF ENTREPRENEURS' EXPERIENCE**

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Applying an attribution theory framework, our empirical study compares screening evaluations of entrepreneurs with the ones of ventures capitalists (VCs) and explores the presence of a self-serving attribution bias among entrepreneurs exposed to hubris to account for a potential mismatch. Two samples are compared: one is of active VCs and the other of entrepreneurs. Both entrepreneurs and the VCs are more likely to attribute more importance in the screening decision to experience-related characteristics that are variable and under the control of the entrepreneur. Yet, entrepreneurs tend to attribute even greater importance to the variable and controllable factors than VCs. Such results reveal the existence of a divergence in entrepreneurs and VCs' screening evaluations and a self-serving attribution bias among entrepreneurs. In addition, the distance is even larger between the entrepreneurs with failure and the VCs, and between the entrepreneurs who obtained VC funding and the VCs.

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### **A163 - ENTREPRENEURS – MUCH THE SAME YET MUCH DIFFERENT**

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The purpose of this paper is to deepen the understanding of how individuals interpret having an entrepreneurial orientation (EO). We employed a qualitative interview study to investigate how the five EO dimensions (i.e., autonomy, proactiveness, innovativeness, competitiveness, and risk-taking) manifest in committed single

venture entrepreneurs (n=17) and habitual entrepreneurs (n=15). Our inquiry identified that each EO dimension involved multiple distinct sub-dimensions that change over time, magnitude, and goal orientation. Moreover, we found that participants' perceptions of actual and perceived dimension intensity diverged. This study contributes to the EO conversation by presenting rare insights into individual entrepreneurs, the entrepreneurial process, and the EO construct.

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### **A183 – GOLDEN OPPORTUNITY: THE GOLD RUSH, ENTREPRENEURSHIP AND CULTURE**

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We study the origins of entrepreneurship (culture) in the United States. For the analysis, we make use of a quasi-natural experiment – the gold rush in the second part of the 19th century. We argue that the presence of gold attracted individuals with entrepreneurial personality traits. Due to a genetic founder effect and the formation of entrepreneurship culture, we expect gold rush counties to have higher entrepreneurship rates. The analysis shows that gold rush counties indeed have higher entrepreneurship rates from 1910, when records began, until the present as well as a higher prevalence of entrepreneurial traits in the populace. Keywords: entrepreneurship, gold rush, entrepreneurship culture

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### **A024 - RETRO-FIT OR RE-IMAGINE: WOMEN'S PARTICIPATION IN ANGEL INVESTMENT GROUPS**

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Despite increasing personal wealth and control over personal assets, the role and visibility of women within investment ecosystems remains under-explored. Current research and policy focus is somewhat preoccupied with increasing the participation of women within venture capital and business angel contexts. The assumption here is that the relative minority of women who operate as investors in entrepreneurial finance ecosystems is potentially impacting upon women

entrepreneurs' access to entrepreneurial finance. Yet the collective evidence base is somewhat inconclusive as to whether women angels for example, are more likely to invest in women-founded ventures particularly when acknowledging that women investors are not a homogeneous group. Thus, this paper explores the motivations and investment behaviors of women angels which in turn influence their gendered practices within their chosen networks. We conducted 20 semi-structured interviews with women who 1) were members of women-only angel groups (10) and 2) women who were members of mixed gender angel groups (10). Comparing the sample in this way allows us to explore specific constructs of femininity and masculinity that are enacted and performed by women angels. Specifically we ask, 'How does the angel network affiliation influence the motivations and investment behaviors of women angels?'

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#### **A078 - AN UNDERSTANDING OF KNOWLEDGE INTEGRATION IN START-UPS**

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Knowledge integration has been defined as a multi-level organizational capability through which firms combine knowledge to generate operational benefits and to inform decision-making (Collinson, 2001; Zahra, Neubaum, & Hayton, 2019). Knowledge integration is critical for innovation, and thus for entrepreneurial firms. Although knowledge integration occurs through both socialization and formalization mechanisms (Zahra et al., 2019), prior research has supported the idea that both types are needed to sustain innovation-led performance (Guo, Cai, & Fei, 2019; Jensen, Johnson, Lorenz, & Lundvall, 2007; Parrilli & Radicic, 2021). However, socialization and formalization practices require different resources and therefore we argue that entrepreneurs might choose distinct strategies leading to differentiated firm-outcomes. Consequently, we formulate the following question: What are the antecedents of the adoption of different knowledge integration mechanisms in ventures and what are their consequences for firm formation? We tackle this question through a qualitative study oriented

towards theory generation using abductive grounded theory method. Our findings emphasize important variations in the way venture-level integration is achieved. We organize our findings across a framework composed by mechanisms, determinants and outcomes. This paper contributes to the knowledge-based entrepreneurship research, literature focusing on firm formation and research drawing on resource dependency theory.

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#### **A149 - SURVIVAL CHALLENGES AND NEW OPPORTUNITIES FOR START-UPS IN COVID-19 ADVERSITY: HOW AND WHY STARTUPS REMAIN RESILIENT OR TO MAKE PIVOT?**

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What are the challenges and opportunities for start-ups in midst of COVID-19 in developing countries like India? How and why start-ups are trying to be resilient or decide to pivot? These are questions, which we discuss in this study, drawing upon a sample from publicly available semi-structured interviews of 50 start-ups founders and co-founders, seven venture capitals, and seven mentors. Our findings reveal how unorthodox and immediate actions of start-ups have enabled them to protect employees, manage the supply chain, and reduce costs, offering products and services according to consumer behaviour changes, remaining optimistic and resilient, and pivoting from current business models to face new realities. Like broaden-and-build, effectuation, and resilience theories from entrepreneurship, our study suggests that start-up hustle, learning, and immediate actions in adversity and challenging conditions play important roles in survival. Implications for policy and practices are provided.

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#### **A019 - TOO MUCH OF A GOOD THING? A WITHIN-PERSON EXAMINATION OF**

## **ENTREPRENEURIAL SELF-EFFICACY AND VENTURE GOAL PROGRESS**

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We know from past research that entrepreneurial self-efficacy exerts a positive impact on key entrepreneurial processes and outcomes. However, emerging research hinted at a tipping point to this relationship, prompting calls for deeper investigations on curvilinear effects. Integrating self-regulation theory and action regulation theory, we used a within-person approach to examine the curvilinear effects of entrepreneurial self-efficacy on venture goal progress through the entrepreneur's active feedback seeking. We also proposed that the entrepreneur's error mastery orientation would attenuate the curvilinear effects. Conducting a 6-wave repeated measures study among 84 early-stage entrepreneurs in a business accelerator in the Philippines, we found evidence to support our multilevel moderated curvilinear mediation model. We discussed the theoretical and practical implications of our study.

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## **A007 - THE EFFECT OF ENTREPRENEURSHIP EDUCATION ON SOCIAL NORMS AND PERSON-ENTREPRENEURSHIP FIT**

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A decision to choose a professional path has been proposed to depend on person-job fit (Hoffman et al., 2006; Chuang et al., 2016). A special case of a person-job fit is a person-entrepreneurship (P-Ent) fit, which depends on how well an individual's needs are fulfilled by entrepreneurship and whether that individual has the skills and knowledge to act as an entrepreneur (Markman & Baron, 2003; Hsu et al., 2019). Social norms, which describe the behavioral expectations of a person's reference group (Mackie & Moneti, 2014), shape

an individual's willingness to embark on an entrepreneurial journey (e.g., Ajzen, 1991). Most university students are novices when it comes to entrepreneurship, and thus their perceived P-Ent fit is highly shaped by friends, family members, social networks, and the media (Cohen et al., 2020), i.e., social norms. One way to shape an individual's beliefs regarding entrepreneurship is through entrepreneurship education (EE). Thus, this study attempts to respond to the following question: How does EE shape P-Ent fit and the role of different social norms as drivers of perceived P-Ent fit.

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## **A090 - THE ROLE ENTREPRENEURIAL ECOSYSTEM IN SHAPING ENTREPRENEURIAL MINDSET AND INTERNATIONALIZATION DECISION**

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Internationalization provides new ventures with opportunities for growth outside home markets (Jiang et al., 2020). However, early internationalizing ventures need to overcome the liability of newness, smallness, and foreignness (Shepherd & Patzelt, 2018, p. 18) and outsidership (Johanson & Vahlne, 2009), which result from simultaneously facing the risks related to creating a new venture and internationalization (Knight & Cavusgil, 2004). At the individual level, an entrepreneurial mindset is among the factors that shape entrepreneurial behavior, including internationalization (Pidduck et al., 2021). Entrepreneurship does not occur in a vacuum and it has been proposed that the surrounding environment, in which the entrepreneur is embedded has a key role in shaping the entrepreneur's beliefs and performance. Thus, this paper address simultaneously the omission of the prior literature regarding internationalization, entrepreneurial mindset, and entrepreneurial ecosystem examining the reciprocal role of EE shaping entrepreneurial mindset and internationalization. This paper aims to answer the question of how EE plays a role in shaping the entrepreneurial mindset and how this shapes internationalization decisions.

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**A155 – CHANGING BUSINESS MODEL THROUGH COGNITIVE STYLE: THE MODERATING EFFECTS OF ENTREPRENEURIAL FAILURE EXPERIENCE**

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Despite the widespread concern about the incumbent's responses to disruptive innovations, we still know little about why managers of small incumbent firms change their business model differently under the same cognitive style. By using survey data from a sample of 180 small incumbent firms, we found intuitive decision-making style did not have a significant relationship with either explorative business model change or exploitative business model change when controlling the condition of entrepreneurial failure experience. However, for those managers who have experienced entrepreneurial failure, intuitive decision-making style was negatively associated with exploitative changes but positively related to explorative changes. On the contrary, intuitive decision-making style was positively related to exploitative changes but negatively associated with explorative changes for those without failure experience.

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**A156 - RESEARCHING PERSON-ENVIRONMENT FIT IN ENTREPRENEURSHIP: AN INTEGRATIVE CONCEPTUAL REVIEW AND FUTURE RESEARCH AGENDAS**

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Person-environment fit in entrepreneurship has become a central and quickly growing field of research. Amid its rapid growth, the existing work is largely fragmented with various theoretical conceptualizations and methodological

operationalizations of person-environment fit. We organize and evaluate this research by developing a typology to organize the various conceptualizations of fit into three types, and applying criteria for evaluating theory to evaluate how studies regarding three types of fit in entrepreneurship fare against basic criteria for evaluating theory. This review indicates that extant theories in person-environment fit research fall well short of the criteria for developing strong theory. With reasons for theoretical stagnation in extant person-environment fit research as our launching pad, we identify several avenues that may not be seen from the extant individual papers to advance the science of person-environment fit in entrepreneurship toward more holistic evolution.

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**A110 - ENTREPRENEURIAL PRACTICES, ATMOSPHERES AND ECOSYSTEMS: ORDERING RELATIONS OF PLACE**

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This paper responds to Welter and Baker's (2021) invitation for entrepreneurship scholars to improve our theoretical understanding of "place" in entrepreneurship through the exploration of perspectives drawn from other disciplines. We take up this challenge by drawing upon recent work on relational space in human geography and organisation studies to develop the concept of entrepreneurial atmospheres. We argue that entrepreneurial atmospheres offer a fruitful new line of inquiry for considering how particular places are experienced and come to be understood as entrepreneurial. Entrepreneurial atmospheres can also help order relations of entrepreneurial practice, affect and place within discussions of the effects of context at larger scales, such as the recent turn towards entrepreneurial ecosystems.

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**A152 - PARENTAL INFLUENCE ON THE NETWORK STATUS FORMATION OF NEW SPINOFFS**

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Drawing on the literature on employee entrepreneurship and network imprinting, we investigate how a parent's reputation influences a new spinoff's subsequent network status. We suggest that a parent's high reputation will have a positive imprinting effect on the spinoff's status. We further suggest that parental influence is contingent on the level of knowledge relatedness between the parent and spinoff and whether they keep a tie after the spinoff's establishment. Also, we argue that the joint effect of parent's reputation and knowledge relatedness on spinoff's status is more pronounced if parent and spinoff hold a tie. Using a large longitudinal sample of 139 Australian new mining spinoffs from 2001 to 2014, we find evidence that supports our hypotheses.

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#### **A157 - USING MACHINE LEARNING TO GENERATE HYPOTHESES: NATIONAL PRIDE AS A NOVEL ANTECEDENT OF CROWDFUNDING SUPPORT DECISIONS**

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Crowdfunding is an increasingly popular and important fund raising vehicle for new ventures. Many studies have investigated the impact of founder and new venture characteristics (e.g., human capital, passion display) on crowdfunding outcomes. We depart from the current focus to

examine investor characteristics as an alternative predictor using a novel research paradigm. We leverage machine learning method to examine hundreds of crowdfunding investors' characteristics measured in the World Values Survey (WVS) as potential predictors of crowdfunding support. After using this abductive data-driven approach to identify pride in national language as a top predictor of crowdfunding support (in terms of funding value), we follow up with a correlational survey to show that investor's pride in national language only influences crowdfunding support towards startups within their own country rather than in a foreign country. Finally, we conducted a controlled experiment to establish causal evidence of relationships found in Studies 1 and 2. Theoretical, practical, and methodological implications are discussed.

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#### **A169 - MAPPING AND STRENGTHENING SOCIAL ENTREPRENEURIAL ECOSYSTEMS USING AN ONLINE TOOL**

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Entrepreneurial ecosystem studies generally focus on the components of entrepreneurial ecosystems at a point in time, and do not take into account the relationships between the components, or the processes that enable entrepreneurial ecosystems to develop over time. To address these limitations, entrepreneurial ecosystems can be analysed using complex adaptive systems theory. This paper focuses on addressing these limitations for the purpose of strengthening social entrepreneurial ecosystems. Social entrepreneurs are increasingly addressing complex wicked problems by taking a place-based solution ecosystem approach that incorporates an awareness of complex adaptive systems theory. Given that both entrepreneurial ecosystem and solution ecosystem approaches benefit from an awareness of complex adaptive systems theory, it is argued in this paper that an online tool that has been designed to assist emergence within solution ecosystems can also be used to assist emergence within social entrepreneurial ecosystems. Based on the findings from this paper, it is suggested that practitioners and policy makers focus on transitioning ecosystems of initiatives when strengthening

social entrepreneurial ecosystems, that governments should resist this desire for control,

and that the online tool discussed in the paper can assist in both of these endeavours.



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