ICSB 2010
55th Anniversary

International Council for Small Business

Entrepreneurship: Bridging Global Boundaries

June 24 – 27, 2010
Cincinnati, Ohio, USA
Hilton Cincinnati Netherland Plaza

Conference Program and Abstracts
A proud sponsor of the 2010 World Conference of the International Council for Small Business

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Dear Members of ICSB,

On behalf of the ICSB Board of Directors and Affiliate Presidents, I welcome you to the 55th Anniversary ICSB World Conference in beautiful Cincinnati, Ohio USA. I am honored as President to attend this week’s events and network with our exceptional delegation. With over 300 participants from 30 different countries in attendance, ICSB proves a strong tradition of networking across borders. It is with a devotion to the advancement of small and medium businesses around the world that we come together to share knowledge, meet with new and old friends, and continue to bridge global boundaries.

This year’s theme of Entrepreneurship: Bridging Global Boundaries speaks to the heart of ICSB as an organization that brings together people. An increasing number of people in national and associate organizations have partnered or approached ICSB during the past year to take advantage of our valuable information-exchange network. I was delighted this year to welcome our newest affiliate, ICSB Argentina; announce a youth entrepreneurship program in the Middle East and North Africa with MCSBE; confirm ICSB participation at President Obama’s Summit on Entrepreneurship in Washington DC; and secure new relationships with the International Finance Corporation (IFC) and the Global Entrepreneurship Monitor (GEM) among others.

Returning to the United States for the first time since 2005, the ICSB World Conference has a breadth and depth of papers, workshops, symposia, and sponsors in 2010 that is first class. We extend a sincere thank you to the University of Cincinnati and Program Chair Dr. Charles Matthews; the Conference Organizers; the Conference Sponsors; Conference Track Chairs; and Review Committee members for the outstanding effort and unwavering commitment to the ICSB and our annual world conference.

The spine of ICSB is our members, who together form an international business community abundant with new ideas, knowledge and passion. I look forward to meeting many of you this week as we enjoy the knowledge and friendships abreast.

Best regards,

Annette St-Onge
President, International Council for Small Business (ICSB)
Dear Delegates to the 2010 ICSB World Conference:

“The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark.” Michelangelo

The small business and entrepreneurial journey is one of the most challenging and rewarding pursuits that we seek. We are involved in a field that consistently seeks to achieve heights that can only be reached by drive, determination, and dedication to a vision.

As you look over the program for the 55th Anniversary ICBS World Conference, you will quickly see that, thanks to the extraordinary efforts of countless individuals, this is a “benchmark” program for ICSB. It has been my pleasure to be able to see the outstanding work you have submitted to this gathering – it clearly represents the future of the fields of small, entrepreneurial, and family business. This program not only signifies the leading edge scholarship of our fields, but it addresses the need for interpretation and implementation of our work at multiple fronts. The papers, workshops, symposia, and networking at this conference will help shape our collective entrepreneurial journey around the world. It is your work in entrepreneurship that bridges global boundaries and builds global knowledge and global networks.

It is a daunting task to try to mention all the people who have given of their considerable talents and sacrificed their time to consistently go above and beyond the call of duty to make this conference a resounding success. A complete list of the Organizing Committee is in this program. However, I do need to offer a special note of thanks to George Solomon, Deputy Program Chair, the ICSB staff, Ayman El Tarabishy, Executive Director, and Michael Battaglia, Operations Manager. It is their oversight and tireless labors that make all of this possible. Mark Schenkel, Competitive Papers Chair, Maija Renko, Workshop/Symposium Chair, and Terri Lonier, Proceedings Editor, have each carried their load with skill and professionalism and deserve your admiration. Sergio Donofrio, Exhibits Chair, has organized our growing group of exhibitors and sponsors and Bill Cunningham, Local Arrangements, has helped make our stay here more enjoyable. A very special thank you to Katy Roberto Marston and Sherry Hetzer. If you see these two exceptional women, give them big thanks for all they have done to make this conference work.

A special thank you to our Marquee Sponsors, P&G, Visa, and Dell, without whose support our continued efforts to enable ICSB to achieve its quest of facilitating entrepreneurship education, research, and service worldwide would not be possible. Please stop by and welcome and thank all of our sponsors and exhibitors. All have made a commitment to making ICSB’s vision for the future stronger.

Finally, I must take a moment to thank my family for their encouragement, support, and help in putting all this together. My wife, Margie, and daughters, Michelle and Rebecca, once again have been with me every step of the way. Without them, I am incomplete.

With every best wish for a productive and enjoyable conference…

Charles H. Matthews, PhD
Program Chair, 2010 ICSB World Conference
Dear Delegates to the 2010 ICSB World Conference:

On behalf of the City of Cincinnati and all its citizens, I am pleased to extend a warm welcome to the delegates of the 55th Anniversary World Conference of the International Council for Small Business (ICSB) to our home town. I would like to extend a personal invitation to each of you to experience the big-city vitality and small-town charm of Cincinnati USA for yourself.

From Cincinnati favorites such as three-way chili to more elaborate meals created by our fabulous chefs, I know you will find excellent dining in the Queen City.

The Cincinnati USA region is the 24th largest U.S. metro area with a population of 2.1 million. It is the nation’s number two metro region for new and expanded facilities, and was recently ranked sixth in the nation for business expansion and named one of the Top 10 Safest Cities in America. A three-state, 15 county area, Cincinnati’s small and entrepreneurial ventures thrive alongside major corporations (including nine Fortune 500 world headquarters) supported by the Chamber of Commerce, our outstanding colleges and universities, and diverse workforce.

When your day’s meetings are over, I invite you to explore a diverse city rich in character with a variety of exciting entertainment options. Cincinnati’s 52 unique neighborhoods each have their own distinct personality and flavor. From world-class museums to one of the top five zoos in the country, to water parks, amusement parks, one of the nation’s oldest symphonies, a nationally-known park system, incredible architecture, the fresh produce and foods at the Findley Market, and much more, I know you will have a memorable experience. Of course, Cincinnati is home to the nation’s oldest professional baseball team, The Cincinnati Reds. I hope you will have a chance to take in a game at The Great American Ballpark during your stay.

Again, welcome to our home town in the scenic Ohio River Valley. Enjoy your stay!

Best regards,

Mark Mallory
Mayor
Dear Delegates to the 2010 ICSB World Conference:

On behalf of the College of Business and its internationally recognized Center for Entrepreneurship Education and Research, it is my great pleasure to extend a warm welcome to Cincinnati. We are proud to have the opportunity to host such an outstanding gathering of thought leaders across educators, researchers, policy makers, and practitioners in the field of small business and entrepreneurship.

We are proud to be one of the top-ranked public universities and colleges in the United States. The 2010 U.S. News & World Report annual rankings of graduate business programs placed the UC College of Business 71st in the country and the University was ranked 38th out of all public institutions in the country, and 5th out of the 16 Big East schools. Moreover, we provide a quality education backed by professional experience, cultural competence and leadership opportunities. Thanks to our internationally renowned faculty and numerous corporate partnerships, students build not only a solid theoretical foundation, but also a portfolio consisting of real-world experience in the form of internships and co-ops. Students also participate in case competitions, study abroad trips and campus activities. With such a wide variety of experiences available, we transform our students into highly desirable employees as well as the next generation of entrepreneurs.

I know you will be hard at work during the conference, but I invite you to explore all that Greater Cincinnati and Northern Kentucky has to offer its guests. From the many attractions downtown and nearby, to the always exciting Kings Island Amusement Park in Mason, Ohio, to the many beautiful horse parks nestled in Northern Kentucky. Again, welcome to our home town and enjoy your stay!

Ralph Katerberg
Interim Dean
College of Business
University of Cincinnati
Dear ICSB Members,

On behalf of the Wilford L. White Fellows of the International Council for Small Business (ICSB), it is our distinct pleasure and honor to welcome you to the 55th Annual ICSB World Conference in Cincinnati, OH, USA. Since its introduction in 1977, the Wilford L. White Fellow’s Award has recognized the achievements of seventy-eight men and women whose passion and burning desire for small business and entrepreneurship is reflected in their teaching, writing, research, training and public service. These distinguished educators, researchers, government officials, small business advocates and trade association leaders have continued in the tradition of ICSB’s founder and visionary leader, Dr. Wilford L. White, who, in the early 1950s, saw the need to establish a professional body to enhance and encourage small business management and entrepreneurship practices in the United States and abroad.

At this year’s ICSB World Conference we are proud to present the Wilford L. White Award to two more deserving individuals; Dr. Pierre-André Julien and Rob van der Horst. Please join us in congratulating their achievements as our community presents them with the highest recognition that the International Council for Small Business (ICSB) gives to individuals who have made an outstanding contribution to the development, furtherance and benefit of small and medium sized businesses.

Best wishes for an outstanding conference!

G. Dale Meyer, PhD
Wilford L. White and Past President Representative to ICSB Board

George T. Solomon, DBA
Chair, Wilford L. White Fellows
In June 1956 a small business management development conference took place at the University of Colorado, jointly sponsored by the Ford Foundation and the U.S. Small Business Administration. The conference focused on “The Problems of Training Small Business Executives.” This modest reunion brought together forty (40) small business management coordinators and sought to devise ways to improve training programs. The conference proved to be so engaging and productive that participants voted to hold it again the following year.

In June 1957, thirty-six dedicated coordinators attended and formally transformed the conference into a standing organization—The National Council for Small Business Management Development (NCSBMD). Participants selected officers and an advisory board and developed a program of activities. Organizational membership was introduced in 1961 and, shortly thereafter, the office of General Vice-President was established. The Journal of Small Business Management (JSBM) was first published in February 1963 as the official publication of the ICSB with the first editor being Dr. Clifford Baumback of the University of Iowa. By-laws were adopted at the third annual conference, held in June of 1958 at the University of Pittsburgh. Bob Bauer, who later became Executive Secretary in 1980, arranged the conference and provided overall management of the Council for the next seven years.

In June of 1977, the NCSBMD was renamed as the International Council for Small Business (ICSB). In the following two years, a reorganization plan was created, which would later be adopted and approved at the June 1980 meeting. This new plan provided for the following offices: President, President-elect, Immediate Past-president, and Senior Vice-presidents for: Programs, Publications and Research, Development, External Relations, Finance and Control and for each of the affiliates, and an Executive Secretary. The organizational structure has since evolved considerably in the last thirty plus years. The greatest changes have been to the Board structure. Today, there are nine executive officers that serve on the BOD (Pres, Pres-elect, Past Pres, SVP Finance, SVP Marketing, SVP Programs, SVP Research and Publications, SVP Membership and Affiliates and SVP Strategic Partnerships). They are joined by the president of each affiliate, five at-large representatives and a representative of the Wilford L. White Fellows and Past Presidents.

In spite of many changes, the Council has remained dedicated to its original ideals. Although the Report of the Strategic Planning Committee laid a new foundation for future growth in 1987, its authors—Donald Myers (a past president), Randy Vandermark, and Max Wortman Jr. (committee chairman)—reconfirmed the Council’s commitment to its initial mission by setting forth objectives that included to become recognized as the primary source for educational resources in small and medium size businesses and entrepreneurship in the world; and to restructure the organization so that there is a more viable operations structure and to reflect more accurately the international posture of the organization.

Shortly after assuming the name of International Council for Small Business, efforts were made to assume a more global identity and presence. This first entailed the creation of different country offices with procedures for forming affiliates. The Canadian division became the first affiliate of ICSB, with Robert Bilodeau serving as its president. In October 1981, the United States became the second affiliate of ICSB and Gerry Hills became its first president (there was no U.S. division at the time). The first “international” ICSB conference was held in Quebec City, Canada in 1979—while Dr. Carl Franklin served as president. The first non-U.S. president to serve was Robert Bilodeau, who occupied the position from 1981 until 1982. Still, it was not until Dr. Bob Brockhaus assumed the
position of President, in 1982, that ICSB truly transformed into an international organization. Over the next 20 years, Brockhaus used his Saint Louis University funds to travel throughout the world in search of new members and affiliates. He encouraged officers to join in his efforts by seeking to establish formal relationships with other international business entities that were interested in small business and entrepreneurship—such as the International Small Business Congress and the World Association of Small and Medium Enterprises, among others. In 1987, there were only two affiliates of ICSB: the Canadian Council for Small Business Enterprise (CCSBE) and the United States Association for Small Business and Entrepreneurship (USASBE). Over the next twelve years nine more affiliates would join the council - ICSB Korea in 1987, the European Council for Small Business (ECSB) in 1988, Southern African Entrepreneurship and Small Business Association (SAESBA) in 1988, Small Enterprise Association of Australia and New Zealand (SEAANZ) in 1992, The Entrepreneurship Forum (Singapore) in 1994, ICSB-Puerto Rico and Caribbean in 1996, ICSB Japan in 1998, ICSB Brazil in 1998, and ICSB Taiwan (ROC) in 1999. Since the year 2000, ICSB has welcomed two more affiliates, the Middle East Council for Small Business and Entrepreneurship (MCSBE) in 2008 and ICSB Argentina in 2009.

The first conference outside of the US or Canada was in 1991 in Vienna, Austria. The Board of Directors was initially concerned that the attendance might be small given the cost of traveling from North America where most of the members resided, but the opportunity to visit such a beautiful and historic city prevailed in the final decision. The attendance was outstanding by both the Americans and by the Europeans and ensured that future conferences outside of North America were no longer a concern. Just three years later, the conference was again held in Europe - this time in Strasbourg, France. The third European conference was in 1996 in Stockholm. The attendance in 1996 was the largest of any conference to date with over 900 persons in attendance. A highlight of that conference that is still discussed today was dinner in the City Hall where the Noble Prize dinner is held. The menu for the ICSB award banquet was the same as that of a Noble Prize. The 1995 conference held in Sidney, Australia was the first in the Pacific Rim. This conference was the first where a head of state spoke to the attendees. The heads of state from Taiwan and South Africa have participated in later conferences.

In 2003, the International Office was moved to The George Washington University in Washington, D.C. with Susan Duffy serving as the Executive Director and Dr. George Solomon, a past president of ICSB and USASBE, joining the George Washington University entrepreneurship faculty with his understanding of the history of ICSB. In 2005 USASBE served as host of the 50th ICSB World Conference in Washington, DC. The theme for the conference was ‘Golden Opportunities for Entrepreneurship’ and the opening reception was held in the main lobby of the World Bank, with the gala celebration at the Ronald Reagan Building & International Trade Center in the spectacular atrium.

Since 2005, the ICSB has continued its trajectory as the premier membership organization in the world dedicated to the advancement of management development practices for potential entrepreneurs and existing small business owner/managers through education, research, and the free exchange of ideas. Successful conferences have been held in Melbourne, Australia (2006), Turku, Finland (2007), Halifax, Nova Scotia, Canada (2008), and Seoul, South Korea (2009). The International Office has also experienced a change in the form of Ayman El Tarabishy as new Executive Director and later Michal Battaglia as Operations Manager. Council members today represent education, industry, financial institutions and government, provide a worldwide network of idea and experience exchange on management assistance for small business. By filling the role of an umbrella organization, as an integrator of new knowledge, the Council reinforces rather than duplicates the work of other organizations involved in small business development. For this reason, we encourage the development of national and associate affiliates of the Council so we can continue to build the information-exchange network in many countries.
ICSB Registration is located on the 4th Floor
CONFERENCE AT A GLANCE

WEDNESDAY, JUNE 23
18:30 – 20:30 ICSB Board/VIP Early Arrival Reception ........................................Banquet Room, McCormick & Schmick’s

THURSDAY, JUNE 24
07:30 – 17:00 Pre-Conference Registration .................................................................4th Floor, Hilton Netherland Plaza
08:00 – 16:30 ICSB Board Meeting ..................................................................................Salon H/I, 4th Floor
08:00 – 17:00 ICSB Doctoral Student Consortium (Pre-registration required) ....Taft Conf. Ctr., Westin Hotel
............................................................................................................................Continued from 15:00 - 17:00 in Salon D/E at the Hilton, 4th Floor

12:00 – 17:00 ICSB Small Business Policy Pre-Conference (Pre-registration required) Rosewood, 4th Floor
17:00 – 18:00 ICSB President’s Reception (By Invitation Only) ........................................Salon G, 4th Floor
18:00 – 21:00 Opening Welcome Reception .................................................................Pavilion Ballroom/Caprice, 4th Floor
Welcome ICSB Organizing Committee
Welcome Toast: Ms. Annette St-Onge, ICSB President
Welcome Toast: Professor Tsugio Ide, ICSB
Welcome all ICSB Board members and Wilford White Fellows

FRIDAY, JUNE 25
07:30 – 17:00 Conference Registration ........................................................................4th Floor
07:30 – 17:00 Exhibits .....................................................................................................Caprice, 4th Floor
07:30 – 17:00 Dell Internet Cafe .......................................................................................Salon A, 4th Floor
08:00 – 08:30 Continental Breakfast ..............................................................................Pavilion Foyer, 4th Floor
08:30 – 09:45 ICSB Plenary Opening Ceremony .............................................................Pavilion Foyer, 4th Floor
Welcome: Dr. Charles H. Matthews, Immediate Past President, ICSB and Program Chair
Welcome: Dr. Gregory Williams, President, University of Cincinnati
Welcome: The Honorable Mark Mallory, Mayor of Cincinnati
The Opening of the 2010 ICSB World Conference: Ms. Annette St-Onge, President, ICSB
Introduction of Keynote Speaker: Mr. Stephen Boord, Managing Director, Neyer Holdings, Corp.
Opening Keynote: Amy Wilkinson - Senior fellow at Harvard University’s Center for Business and Government, and Public policy scholar at the Woodrow Wilson International Center for Scholars, Global Pioneers: Shaping Change in the Entrepreneurial World
09:45 – 10:15 Coffee Break with Exhibitors .................................................................Caprice, 4th Floor
10:15 – 11:30 Competitive and Invited Papers, Workshops and Symposia Parallel Sessions....View Schedule
11:45 – 13:15 All Conference Luncheon ........................................................................Pavilion Ballroom
Welcome - ICSB Organizing Committee
ICSB JSBM Best Paper Award (Conceptual)
Lunch
Introduction of Keynote Speaker: Dr. Mark Schenkel, Belmont University
Keynote: Mr. Doug Hall, Professional Inventor, Researcher, Author, Founder Eureka Ranch, Entrepreneurship, Innovation, and Creativity: Creating Smart Choices for Growth
13:30 – 14:45 Competitive and Invited Papers, Workshops and Symposia Parallel Sessions
View Schedule
14:45 – 15:15 Coffee Break with Exhibitors ................................................................. Caprice, 4th Floor
15:15 – 16:30 Competitive and Invited Papers, Workshops and Symposia Parallel Sessions
View Schedule
17:00 – 22:00 ICSB CBTS VIP Reception (By Invitation Only) ................................. Great American Ballpark
SPONSORED BY CINCINNATI BELL TECHNOLOGY SOLUTIONS
19:00 – 21:00 Reds vs. Indians Baseball Game, (Optional Event Requires Advance Purchase) ............................................................ Great American Ballpark
INCLUDES ADMISSION TO GAME, CHOICE OF BALLPARK FOOD, BEVERAGES, AFTER GAME FIREWORKS, AND TRANSPORTATION
18:00 – 19:30 Walking Tour of Downtown (Optional Event Requires Advance Purchase)...Meet Lobby of Hilton
DINNER ON OWN FOR THOSE NOT SELECTING ABOVE OPTIONS THAT INCLUDE DINNER

S A T U R D A Y , J U N E 2 6
07:00 – 20:00 USASBE Executive Committee – Strategic Planning Meeting (By Invitation Only) .......................................................... Boardroom 3, Mezzanine Level
07:30 – 17:00 Conference Registration ........................................................................... 4th Floor
07:30 – 17:00 Exhibits ....................................................................................................... Caprice, 4th Floor
07:30 – 17:00 Dell Internet Cafe ...................................................................................... Salon A, 4th Floor
08:00 – 08:30 Continental Breakfast ............................................................................. Pavillion Foyer, 4th Floor
08:30 – 09:45 ICSB Plenary Session .............................................................................. Pavillion Ballroom, 4th Floor
Welcome: ICSB Organizing Committee
Best Paper Award: Women in Entrepreneurship
SPONSORED BY IJGE AND NWBC
Best Paper Award - Asia-Pacific Small Business Management Association
SPONSORED BY KASBS
Introduction of the Keynote Panel: Dr. George Solomon, Wilford White Fellow
Moderator: Dr. George Solomon, Wilford White Fellow and Past President, ICSB
Mr. Peter Shea, Chairman and CEO, Entrepreneur Media, Inc., 21st Century Entrepreneurs: Past Practice and Future Vision
Dr. Robert Lai, Director-General of Small and Medium Enterprise Administration, Ministry of Economic Affairs, Taiwan: Building an Efficient and Effective SME Development Policy
Ms. Elizabeth Edwards, founder Metro Innovation, The Key to Investment and Growth
Mr. Guy Philips, Head of Small Business North America, VISA, VISA: Currency of Progress
09:45 – 10:15 Coffee Break with Exhibitors ................................................................. Caprice, 4th Floor
10:15 – 11:30 JSBM Editorial Board Meeting ................................................................. Boardroom 4, Mezzanine Level
10:15 – 11:30 Competitive and Invited Papers, Workshops and Symposia Parallel Session
View Schedule
11:45 – 13:15 All Conference Luncheon ...................................................................... Pavillion Ballroom, 4th Floor
Welcome: ICSB Organizing Committee
ICSB JSBM Best Paper Award (Empirical)
Lunch
Introduction of Keynote Speaker: Dr. Ayman El Tarabishy, George Washington University
Keynote: Dr. Christopher Thoen, Managing Director, Global Open Innovation, P&G, We Can Create More Value Together, Than WE Ever Could Alone - Connect + Development
13:30 – 14:45 Competitive and Invited Papers, Workshops and Symposia Parallel Sessions.....View Schedule

14:45 – 15:15 Coffee Break with Exhibitors ................................................................. Caprice, 4th Floor

15:15 – 16:30 Competitive and Invited Papers, Workshops and Symposia Parallel Sessions.....View Schedule

17:15 – 23:30 ICSB World Conference Gala Dinner (Black Tie Optional Event)
Hilton Netherland Plaza Hotel.............................................................................. Hall of Mirrors, 3rd Floor

17:15 – 18:25 Gala Dinner Reception .............................................................................. Foyer, 3rd Floor

18:30 – 20:30 CCM Showcase and Dinner
Presentation of Wilford White Fellows Doctoral Research Award
Presentation of Wilford White Fellows Award
Introduction of the ICSB Global Small Business Ambassador Award Recipient
Presentation of the Award and remarks by Oscar Robertson
Dancing to the sounds of The Mix

**SUNDAY, JUNE 27**

07:00 – 011:30 USASBE Executive Committee – Strategic Planning Meeting (By Invitation Only) ................. Boardroom 3, Mezzanine Level

07:30 – 12:00 Conference Registration .............................................................................. 4th Floor

07:30 – 12:00 Exhibits ............................................................................................... Caprice, 4th Floor

07:30 – 12:00 Dell Internet Cafe ................................................................................... Salon A, 4th Floor

07:30 – 08:00 Continental Breakfast ............................................................................. Pavillion Foyer, 4th Floor

08:00 – 08:45 ICSB Plenary Business Meeting ................................................................ Pavillion Ballroom, 4th Floor
Welcome:  ICSB Organizing Committee

**Ms. Annette St-Onge**, 2009-10 ICSB President
Passing of the Gavel

**Dr. David Smallbone**, 2010-11 ICSB President

08:45 – 09:15 Coffee Break with Exhibitors ................................................................. Caprice, 4th Floor

09:15 – 10:30 Competitive and Invited Papers, Workshops and Symposia Parallel Sessions.....View Schedule

10:30 – 10:45 Coffee Break with Exhibitors ................................................................. Caprice, 4th Floor

10:45 – 12:00 Competitive and Invited Papers, Workshops and Symposia Parallel Sessions.....View Schedule

12:00 – 13:30 ICSB Closing Luncheon ............................................................................. Pavillion, 4th Floor
Welcome:  ICSB Organizing Committee
Lunch
Remarks by **Dr. David Smallbone**, 2010-11 ICSB President
Introduction of the Organizing Committee for the 2011 ICSB World Conference
Presentation by the 2011 ICSB World Conference Organizers
ICSB 2010 Officially Closes - See you in Stockholm in 2011!

13:00 – 17:00 USASBE Site Selection Committee Meeting (By Invitation Only)...................................................... Boardroom 3, Mezzanine Level

14:00 – 16:30 ICSB Board Meeting................................................................................... Salon H/I, 4th Floor
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<td>Cincinnati, OH</td>
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<td>24-27 June 2010</td>
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<td>WEDNESDAY, JUNE 23</td>
<td>ICSB Board/VIP Early Arrival Reception- McCormick &amp; Schmick's</td>
<td>Banquet Room</td>
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<td>18:30 – 20:30</td>
<td>Across from Downtown Fountain Square, 21 East 5th St.</td>
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<td>THURSDAY, JUNE 24</td>
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<td>07:30 – 17:00</td>
<td>Pre-Conference Registration and Conference Registration Set-up</td>
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<td>08:00 – 16:30</td>
<td>ICSB Board Meeting</td>
<td>Salon H/I, 4th Fl.</td>
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<td>08:00 – 17:00</td>
<td>ICSB Doctoral Student Consortium (Pre-registration required)</td>
<td>Taft Conf. Center, Westin Conf. Center, 4th Fl.</td>
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<td>Sponsored by Taft Stettinius &amp; Hollister LLP</td>
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<td>Co-Chair: <strong>Helle Neergaard</strong>, Aarhus School of Business, Denmark</td>
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<td>Alicia Castillo Holley, University of Western Australia. <em>The role of the scientist in creating economic value from university discoveries</em></td>
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<td>Stuart Mackenzie, University of Ballarat, <em>Tartan Entrepreneurs: Analysing successful innovation on the Victorian Goldfields</em></td>
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<td>Colleen Robb Post, Åbo Akademi University, <em>The Development of Sustainable Contributive Advantage and Social Rent Generation in Social Entrepreneurship - A Single Industry Empirical Study of Social Ventures using Resource-Based Theory</em></td>
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<td></td>
<td>Jan-Klaus Taenzler, Institute for SME Research, <em>Differences among the CSR-activities of companies with- and without family influence</em></td>
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<td>David Tomczyk, George Washington University, <em>The Relationship Between Long-Term Video Game Playing and Individuals’ Entrepreneurial Traits and Intent: An Exploratory Study</em></td>
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<td>Chris Welter, Jönköping International Business School (JIBS), <em>Implications of Opportunity Types</em></td>
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<td>Jeremy Woods, University of Cincinnati, <em>The Impact of Outside Board of Directors and Board of Advisors Members on Strategic Planning in Family Firms</em></td>
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</tbody>
</table>
THURSDAY, JUNE 24 AND FRIDAY, JUNE 25

12:00 – Exhibitor set-up  
17:00  
Dell Internet Café set-up

12:00 – 17:00 ICSB Small Business Policy Pre-Conference (Registration Required)  
Chair: William J. Dennis, Senior Research Fellow, National Federation of Independent Business (NFIB) Research Foundation

17:00 – 18:00 ICSB President’s Reception (By Invitation Only)

18:00 – ICSB Welcoming Reception  
21:00 Welcome ICSB Organizing Committee  
 Welcoming Toast: Annette St-Onge, ICSB President  
 Welcoming Toast: Professor Tsugio Ide, ISBC  
 Welcome all ICSB Board members and Wilford White Fellows to Stage for Photo

FRIDAY, JUNE 25

07:30 – 17:00 ICSB Registration  
 Exibits  
 Dell Internet Café

08:00 – Continental Breakfast  
08:30

08:30 – 09:45 ICSB Plenary Opening Ceremony

Welcome: Dr. Charles H. Matthews, Immediate Past President, ICSB and Program Chair  
Welcome: Dr. Gregory Williams, President, University of Cincinnati  
Welcome: The Honorable Mark Mallory, Mayor of Cincinnati  
The Opening of the 2010 ICSB World Conference - Ms. Annette St-Onge, President, ICSB  
Introduction of Keynote Speaker: Mr. Stephen Boord, Managing Director, Neyer Holdings Corporation  
Keynote: Amy Wilkinson, Senior fellow at Harvard University's Center for Business and Government, and Public policy scholar at the Woodrow Wilson International Center for Scholars  
Global Pioneers: Shaping Change in the Entrepreneurial World  
Q&A and photo-op

9:45 – 10:15 Coffee Break with Exhibitors

Caprice, 4th Fl.
Salon A, 4th Fl.
Salon G, 4th Fl.
Pavillion/Caprice 4th Fl.
Pavillion Foyer 4th Fl.
Caprice, 4th Fl.
Salon A, 4th Fl.
Pavillion Foyer 4th Fl.
Caprice, 4th Fl.
### Entrepreneurship Education, Paper Session (Paper 134, 132, 174)
**Session Chair: Stephen L. Mueller, Northern Kentucky University**

#### Salon B

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<thead>
<tr>
<th>Submission ID</th>
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<tr>
<td>134</td>
<td>The Venture Design Studio: From Planning to Design Thinking and Collaborative Knowledge Creation for Highly Innovative New Venture Conception and Communication</td>
<td>Alex Bruton, Bissett School of Business, Mount Royal University</td>
</tr>
<tr>
<td>132</td>
<td>The Role of Environment in Fostering Entrepreneurial Learning: Narratives of participant-oriented learning programmes and their effectiveness in developing entrepreneurial skills</td>
<td>Caleb Kwong, University of Essex, Jay Mitra, University of Essex</td>
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<td>174</td>
<td>Processes of Entrepreneurial Learning: a Self-Regulatory Perspective</td>
<td>Narjisse Lassas-Clerc, Geneva School of Business Administration (HEG)</td>
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### Individual Entrepreneurship, Paper Session (393, 201, 236)
**Session Chair: Lloyd Gibson, Seton Hill University**

#### Salon C

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<th>Submission ID</th>
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<tr>
<td>393</td>
<td>The Role of Prior Knowledge Heterogeneity and Opportunity Identification Process on Opportunity Identification</td>
<td>Rodney D'Souza, Northern Kentucky University, Mark Schenkel, Belmont University</td>
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<tr>
<td>201</td>
<td>Factors on the perception of entrepreneurial opportunities and their influence on entrepreneurial intention – an empirical study</td>
<td>Mario Geissler, Chemnitz University of Technology, Cornelia Zanger, Chemnitz University of Technology</td>
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<td>236</td>
<td>Fighting against the fear of failure in young potential entrepreneurs: Learning to climb as a metaphor of starting up a new business</td>
<td>Miruna Radu, ADVANCIA - CCIP, François Fourcade, ESCP Europe - CCIP</td>
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</table>
## Women and Minority Entrepreneurship, Paper Session (70, 256, 21)

**Session Chair:** J. Hanns Pichler, Vienna School of Economics and Business

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<tr>
<td>70</td>
<td>Success Prediction of Female Entrepreneurs Using a Biographic Questionnaire</td>
<td>Cornelius Muelenz, European Business School, Oestrich Winkel Dorothea Kissel, European Business School, Oestrich Winkel Heinz Klandt, European Business School, Oestrich Winkel</td>
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<tr>
<td>256</td>
<td>Correlates of Gender and Credit Behavior in Small Firms: Evidence from a Small, Developing Economy</td>
<td>Densil Williams, Department of Management Studies, UWI Mona Kadamawe A.K. K’nIfe, Department of Management Studies, UWI Mona</td>
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<tr>
<td>21</td>
<td>An Empirical Study of the Role of Motivation and Government Support Among Self-employed Women in Ghana's Tourism Industry</td>
<td>Angela Elijah-Mensah, School of Business, Takoradi Polytechnic Kojo Saffu, Faculty of Business, Brock University</td>
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## Small Business and SME’s in Developing Economies, Paper Session (85, 285, 337)

**Session Chair:** Sherry Hoskinson, University of Arizona

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<td>85</td>
<td>Human Resource Practices and Frontline Manager Involvement in Small and Emerging Firms: An Exploratory Analysis</td>
<td>Jeff Hornsby, Kansas State University Jake Messersmith, George Washington University William Wales, James Madison University Jennifer Bott, Ball State University</td>
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<td>285</td>
<td>Transitioning from Entrepreneurial to Professionally Managed Firms in Sub-Saharan Africa: Lessons from South Africa’s Economy</td>
<td>John Oirya, Brigham Young University (Marriott School of Management)</td>
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<td>337</td>
<td>Technical Efficiency of Manufacturing SMEs in a Transitional Economy: Evidence from Vietnam</td>
<td>Viet Le, School of Economics, Faculty of Commerce, University of Wollongong Charles Harvie, School of Economics and Centre for Small Business and Regional Research, Faculty of Commerce, University of Wollongong</td>
</tr>
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### Entrepreneurship and Technology, Paper Session (101, 300, 376)

**Session Chair: David Tomczyk, The George Washington University**

- Network Benefits: Linking use of social networking by SMEs to business success.
  - Submission ID 101
  - Edward Mallett, Canadian Federation of Independent Business
  - Marvin Cruz, Canadian Federation of Independent Business

- Exploring gender differences in the innovation activity of entrepreneurs: A multidimensional analysis
  - Submission ID 300
  - Matt Marvel, Western Kentucky University
  - Lee Ian, Western Kentucky University

- Bringing Innovation to Market: The Effects of Regional Innovation Network Policies on the New Ventures’ Networks Formation
  - Submission ID 376
  - Mahamadou Biga Diambeidou, Champagne School of Management, Groupe ESC Troyes
  - Frédéric Nlemvo, Reims Management School
  - Julie Hermans, Louvain School of Management – FUNDP
  - Jean-Jacques Degroof, Local Innovation Systems – Industrial Performance Center, Massachusetts Institute of Technology

### Public Policy, Paper Session (67, 31, 28)

**Session Chair: John C. Soper, John Carroll University**

- Policies to Promote Entrepreneurship: Context Matters
  - Submission ID 67
  - David Smallbone, Small Business Research Centre, Kingston University

- The Effect of Public Policy on Entrepreneurial Activity: Evidence from OECD Countries
  - Submission ID 31
  - Younghwan Kim, Korea Advanced Institute of Science & Technology (KAIST)
  - Wonjoon Kim, Korea Advanced Institute of Science & Technology (KAIST)
  - Taeyong Yang, Korea Advanced Institute of Science & Technology (KAIST)

- Strategic Fit between Regional Innovation Policy and Regional Innovation System: A Case of Local Public Technology Centers in Japan
  - Submission ID 28
  - Nobuya Fukugawa, Tohoku University
### Family Business, Paper Session (162, 291, 346)

**Session Chair:** Jyothi Polepeddi, University of Hyderabad

10:15 – 11:30

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<tr>
<th>Submission ID 162</th>
<th>Christian Scheiner, University of Erlangen-Nuremberg</th>
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<tr>
<td>Sandra Schäfer, University of Erlangen-Nuremberg</td>
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<td>Kai-Ingo Voigt, University of Erlangen-Nuremberg</td>
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**Submission ID 291**

| Mary Han, Texas A & M University |
| Nikhil Celly, The University of Hong Kong |

**Submission ID 346**

| Lucie Begin, Normandy Business School |
| Mariem Hannachi, Normandy Business School |
| Didier Chabaud, Université de Cergy |

### Corporate Entrepreneurship, Paper Session (32, 348, 166)

**Session Chair:** Jeffrey Alves, Wilkes University

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<th>Submission ID 32</th>
<th>Boris Urban, Wits University</th>
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<td>Submission ID 348</td>
<td>Jonathan Mark Phillips, George Washington University School of Business</td>
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**Submission ID 166**

<p>| Cristina Ribeiro, Consultant (Portugal) |
| Joaquim Gouveia, Universidade de Aveiro |
| Ricardo Pinto, Universidade Fernando Pessoa |</p>
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<td>10:15 – 11:30</td>
<td>International Entrepreneurship, Paper Session (165, 82, 139)</td>
<td>Rookwood</td>
<td>Session Chair: Jacqueline Fendt, ESCP Europe B-School and Ecole Polytechnique, France</td>
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<td></td>
<td>Internationalization of Small Firms - A comparative study of CEOs’ global mindset and their firms’ internationalization behavior</td>
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<td>Oyvin Kyvik, ESCI-Universitat Pompeu Fabra</td>
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<td>J. Augusto Felicio, ISEG (Technical University of Lisbon)</td>
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<td></td>
<td>Innovation as a pre-condition for export activities of SMEs? - Evidence from the European Union</td>
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<td>Christian Hauser, Swiss Institute for Entrepreneurship (SIFE)</td>
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<td>Kerstin Wagner, Swiss Institute for Entrepreneurship (SIFE)</td>
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<td>Sang-Chul Park, Korea Polytechnic University</td>
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<td>Ayman El Tarabishy, The George Washington University</td>
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<td>International Entrepreneurship, Workshop Session (395)</td>
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<td>Research Opportunities with the Panel Study of Entrepreneurial Dynamics (PSED): An Introduction</td>
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<td>Paul Reynolds, Distinguished Visiting Professor, George Mason University</td>
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<td>Entrepreneurship in the Arts, Workshop Session (356)</td>
<td>Salon M</td>
<td>The Santa Fe Case: Using Art to Redevelop Ghost Town</td>
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<td>R. Wilburn Clouse, WKU</td>
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<td>Joe Aniello, FMU</td>
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<td>Terry Goodin, MTSU</td>
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<td>Charles Stowe, Lander University</td>
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FRIDAY, JUNE 25

11:45 – 13:15 All Conference Luncheon

Welcome: ICSB Organizing Committee
ICSB JSBM Best Paper Award (Conceptual)
Lunch

Introduction of Keynote Speaker: Dr. Mark Schenkel, Belmont University
Keynote: Mr. Doug Hall, Professional Inventor, Researcher, Author, Founder Eureka Ranch
Entrepreneurship, Innovation, and Creativity: Creating Smart Choices for Growth
Q&A and photo-op

13:30 – 14:45 Competitive and Invited Papers, Workshops and Symposia Parallel Sessions

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<th>Small Business and SME’s in Developing Economies, Paper Session (130, 51, 225)</th>
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<tr>
<td>Session Chair: Brian Dunsby, International Association for Enterprise Promotion</td>
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<tr>
<td>The Challenges Facing Iraqi Entrepreneurs and the Response of the U. S. Government</td>
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<td>Submission ID 130</td>
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<td>Don Bradley III, University of Central Arkansas</td>
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<td>Michael Rubach, University of Central Arkansas</td>
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<td>Justin Brown, University of Central Arkansas</td>
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<tr>
<td>Empowerment, Innovativeness, Internationalization and Performance of Polish SMEs: a Conceptual Framework</td>
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<tr>
<td>Submission ID 51</td>
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<tr>
<td>Anna Michna, The Silesian University of Technology, Faculty of Organisation and Management</td>
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<td>Anna Męczyńska, The Silesian University of Technology, Faculty of Organisation and Management</td>
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<td>Roman Kmieciak, The Silesian University of Technology, Faculty of Organisation and Management</td>
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<td>Renata Sękowska, The Silesian University of Technology, Faculty of Organisation and Management</td>
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<tr>
<td>Leveraging on networks for the internationalization of SMEs in developing countries: the case of the export consortia in Peru, Morocco, Tunisia, and Uruguay</td>
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<td>Submission ID 225</td>
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<td>Fabio Antoldi, Università Cattolica del Sacro Cuore</td>
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<td>Daniele Cerrato, Università Cattolica del Sacro Cuore</td>
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### Entrepreneurship Education, Paper Session (405, 423, 219)

**Session Chair: Fred Kiesner, Loyola Marymount University**

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<tr>
<td>423</td>
<td>Helping Entrepreneurs Link their Business &amp; Finance Strategies</td>
<td>Dileep Rao, Carlson School of Management, University of Minnesota</td>
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<td>219</td>
<td>Achieving academic, market and political legitimacies: the “extreme case” of a French higher education institution entirely dedicated to entrepreneurship development</td>
<td>Miruna Radu, Advancia – CCIP; Renaud Redien-Collot, ADVANCIA - CCIP</td>
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### Women and Minority Entrepreneurship, Paper Session (19, 16, 148)

**Session Chair: Michelle Lane, Western Kentucky University**

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<tr>
<th>Submission ID</th>
<th>Title</th>
<th>Authors</th>
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<td>The Unique Characteristics of Indian Immigrant Entrepreneurs: A Case Study of Immigrant Entrepreneurship in New Zealand</td>
<td>Huibert de Vries, SEAANZ/University of Canterbury</td>
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<td>16</td>
<td>Understanding Motivation, Empowerment and Sustainability Outcomes of Women Homestay Entrepreneurs in West Malaysia. A Preliminary Analysis</td>
<td>Intan Osman, Universiti Sains Malaysia; Noor Hazlina Ahmad, Universiti Sains Malaysia, Pulau Pinang; Azrina Husin, Universiti Sains Malaysia, Pulau Pinang; Zainal Ariffin Ahmad, Universiti Sains Malaysia, Pulau Pinang; Saridan Abu Bakar, Universiti Teknologi MARA, Selangor Darul-Ehsan; Nur Diyana Tanwir, Universiti Sains Malaysia, Pulau Pinang</td>
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<td>148</td>
<td>The Pete Suazo Business Center as a Model High Impact Minority Small Business Development and Resource Center</td>
<td>John Oirya, Brigham Young University (Marriott School of Management); Warner Woodworth, Brigham Young University (Marriott School of Management)</td>
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### Social Entrepreneurship, Paper Session (158, 75, 254)

**Session Chair:** D.D. Sharma, National Institute of Technical Teachers' Training Institute

- A fourth way between regular, social and green entrepreneurs: the sustainable entrepreneur
  - Submission ID 158
  - Katia Richomme-Huet, Euromed Management
  - Julien De Freyman, Groupe ESC Troyes

- Social Rent Generation in Social Entrepreneurship: How Competitive Advantage Becomes Contributive Advantage
  - Submission ID 75
  - Colleen Robb-Post, Åbo Akademi University
  - Jeffrey Stamp, University of North Dakota
  - Malin Brännback, Åbo Akademi University
  - Alan Carsrud, Ryerson University
  - Robert Hacker, GH Capital Partners

- Social Entrepreneurship: An Open Innovation Perspective
  - Submission ID 254
  - Benedetto Cannatelli, Universita’ Cattolica del Sacro Cuore
  - Brett Smith, Miami University

**Salon C**

### Other SME Related Issues, Paper Session (335, 149, 29)

**Session Chair:** Naomi Birdthistle, University of Limerick

- Developing the Exploration of Corporate Governance in SMEs
  - Submission ID 335
  - Brian Gibson, University of New England

- Innovation, Entrepreneurship and Governance: the Shanzhai Handset Business
  - Submission ID 149
  - Jay Mitra, Centre for Entrepreneurship Research
  - Chunlin Si, Fudan University

- Risk Management Practices of Scottish, Chinese and German Small and Medium-sized Enterprises (SMEs): A cross-country study
  - Submission ID 29
  - Thomas Henschel, Edinburgh Napier University
  - Prof. Dr. Simon Gao, Edinburgh Napier University

**Salon F**
### FRIDAY, JUNE 25

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<td><strong>Session Chair:</strong> Tim Pett, Wichita State University</td>
<td><strong>Strategic Alliances between Small and Large Firms</strong>&lt;br&gt;Submission ID 390&lt;br&gt;Bogdan Buduru, Industry Canada</td>
<td><strong>Restricted Development of SMEs in Japan’s Software Industry: Reasons and Solutions</strong>&lt;br&gt;Submission ID 152&lt;br&gt;Nobuhiro Takahashi, Osaka City University</td>
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<td><strong>Research collaborations between new technology based firms and universities in Japan: Impacts and recipients</strong>&lt;br&gt;Submission ID 154&lt;br&gt;Nobuya Fukugawa, Tohoku University</td>
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<th>Small Business and SME’s in Developing Economies, Paper Session (45, 304, 126)</th>
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<td><strong>Session Chair:</strong> Huldah Oroko, Government of Kenya</td>
<td><strong>A study on the critical success and failure factors affecting the development of small business</strong>&lt;br&gt;Submission ID 45&lt;br&gt;Jyothi Polepeddi, Central University&lt;br&gt;Kamalanabhan T.J., Indian Institute of Technology</td>
<td><strong>Factors Influencing the Success of Graduate Enterprises: Evidence from the Malaysian Graduate Entrepreneur Program</strong>&lt;br&gt;Submission ID 304&lt;br&gt;Saridan Abu Bakar, UiTM</td>
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<td><strong>Critical Factors to SMEs from emerging economies competing in developed markets</strong>&lt;br&gt;Submission ID 126&lt;br&gt;Juan Arriaga-Muzquiz, Tecnológico de Monterrey&lt;br&gt;Elisa Cobas-Flores, Tecnológico de Monterrey&lt;br&gt;René Diaz-Pichardo, Tecnológico de Monterrey</td>
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### 13:30 – 14:45  
**Entrepreneurship in the Arts, Paper Session (106, 398, 142)**  
*Session Chair: Joesph Roberts, Columbia College Chicago*  

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<th>Authors/Submission ID</th>
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<tr>
<td>Entrepreneurial Attitudes of Arts and Business Students</td>
<td>Lloyd Gibson, Seton Hill University (106) Regina Gibson, Gibson Research and Consulting</td>
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<tr>
<td>“Like an Artist, like a Poet” – Understanding, and Improving, Entrepreneurship through Art</td>
<td>Jacqueline Fendt, ESCP Europe Business School (398)</td>
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<td>The Study on Art - Culture Industrial Entrepreneurs and their Core Competency</td>
<td>Chao-Shiang Li, National Taipei University of Education (142)</td>
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### 14:00 – 15:15  
**Entrepreneurship Education, Workshop Session (52)**  
*Session Chair: Thomas Cooney, Dublin Institute of Technology*  

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<tr>
<td>Teaching Case Exchange Workshop: Integrating Cultural, Social and Economic Contexts into Writing Cases</td>
<td>Thomas Cooney, Dublin Institute of Technology (52) Jeff Cornwall, Belmont University</td>
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### 16:00 – 17:15  
**Women and Minority Entrepreneurship, Workshop Session (320)**  
*Session Chair: Zulma Quiñones, Inter American University of Puerto Rico at San Germán*  

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<th>Workshop Title</th>
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<tr>
<td>Profiles and Opportunities of SME’s and Entrepreneurs in Puerto Rico &amp; the Caribbean</td>
<td>Zulma Quiñones, Inter American University of Puerto Rico at San Germán (320) Jaime Santiago-Canet, Pontifical Catholic University of Puerto Rico at Ponce</td>
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<td>Jacquelin Rodriguez, Turabo University</td>
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<td>David Zayas, Pontifical Catholic University of Puerto Rico at Ponce</td>
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<td>Time</td>
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<tr>
<td>13:30 – 14:45</td>
<td><strong>Open Innovation, Workshop Session (396)</strong></td>
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<td>Oyvin Kyvik, ESCI-Universitat Pompeu Fabra</td>
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<td>14:45 – 15:15</td>
<td><strong>Public Policy, Workshop Session (388)</strong></td>
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<td>“Cutting Edge Perspectives on Growing Entrepreneurs &amp; Entrepreneurship: What are we REALLY doing (or should be)?”</td>
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<td>Submission ID 388</td>
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<td>Norris Krueger, Entrepreneurship Northwest</td>
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<td>Monica Doss, FastTrac, Ewing Marion Kauffman Foundation</td>
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<td>Cornelia Flora, NCRDC, Iowa State University</td>
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<td>14:45 – 15:15</td>
<td><strong>Coffee Break with Exhibitors</strong></td>
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<tr>
<td>15:15 – 16:30</td>
<td><strong>Competitive and Invited Papers, Workshops and Symposia Parallel Sessions</strong></td>
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<tr>
<td>15:15 – 16:30</td>
<td><strong>Social Entrepreneurship, Paper Session (235, 309, 113)</strong></td>
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<td><strong>Session Chair: Ken O’Neill, University of Ulster</strong></td>
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<tr>
<td>On Maintaining the Balance between Social, Environmental and Business Objectives: Equilibrating the ‘Triple Bottom Line’ in Hungary and France</td>
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<td>Submission ID 235</td>
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<td>David Watkins, Southampton Solent University</td>
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<td>On Maintaining the Balance between Social, Environmental and Business Objectives: Equilibrating the ‘Triple Bottom Line’ in Hungary and France</td>
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<tr>
<td>David Watkins, Southampton Solent University</td>
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<tr>
<td>The Triple Bottom Line: Performance Measures in Social Entrepreneurship Research</td>
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<tr>
<td>Michelle Lane, Western Kentucky University</td>
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<tr>
<td>How Legislative Requirements Impact the Entrepreneurial Orientation of Social Enterprises: An Empirical Study</td>
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<td>Hanna Duvnäs, Åbo Akademi University</td>
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<td>Pekka Stenholm, Turku School of Economics</td>
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<td>Malin Brännback, Åbo Akademi University</td>
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<td>Alan Carsrud, Ryerson University, Ted Rogers School of Management</td>
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<td>Colleen Robb Post, Åbo Akademi University</td>
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</table>
### Corporate Entrepreneurship, Paper Session (344, 118, 275)

**Session Chair: Dharma Ediraras, University of Gunadarma**

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<tr>
<th>Submission ID</th>
<th>Paper Title</th>
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<tbody>
<tr>
<td>344</td>
<td>Developing Corporate Entrepreneurs: Reflections on the philosophies and practices of those who have influenced the field.</td>
<td>John Bailey, University of Melbourne</td>
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<tr>
<td>118</td>
<td>The Perception of Entrepreneurial Orientation among the Organization – a Triangulation Approach</td>
<td>Markus Braun, Chemnitz University of Technology, Mario Geissler, Chemnitz University of Technology, Christoph Müller, University of St. Gallen</td>
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<tr>
<td>275</td>
<td>Banking on Better Service: Canadian SMEs Rank the Performance of their Bank</td>
<td>Doug Bruce, Canadian Federation of Independent Business (CFIB), Quennie Wong, Canadian Federation of Independent Business (CFIB)</td>
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### Entrepreneurship Education, Paper Session (136, 9, 191)

**Session Chair: Semra Ascigil, Middle East Technical University**

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<td>136</td>
<td>An Exploratory Study of Entrepreneurship Curriculum and Faculty in the U.S. and China</td>
<td>Donna Kelley, Babson College, Hu Xiangzhen, Shanxi University</td>
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<tr>
<td>9</td>
<td>You Go, Girl! The Transformational Impacts of Cross-Border Education among Female College Students</td>
<td>Barbara Strother, Azusa Pacific University, Stuart Strother, Azusa Pacific University, Jenna Henley, Azusa Pacific University</td>
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<td>191</td>
<td>Feiyang College Entrepreneurial Target - the Size of three Circles’ Overlap Area and Entrepreneurial Effect Research</td>
<td>Lu Feicheng, Qingdao Feiyang Vocational and Technical College, Bende Zhang, Qingdao Feiyang Vocational and Technical College, Lixiang Want, Qingdao Feiyang Vocational and Technical College, Fusheng Li, Qingdao Feiyang Vocational and Technical College, Zunzhang Zhou, Qingdao Feiyang Vocational and Technical College, Guanghong He, Qingdao Feiyang Vocational and Technical College, Lin Wu, Qingdao Feiyang Vocational and Technical College, Ruiling Song, Qingdao Feiyang Vocational and Technical College, Qing Yu, Qingdao Feiyang Vocational and Technical College</td>
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</table>
### Small Business and SME’s in Developing Economies, Paper Session (268, 13, 110)

**Session Chair:** Tamer El-Raghy, Nile University  
**Salon G**

Impact of outsourcing by multinational software firms on the innovation performance of small software developer firms in Argentina  
Submission ID 268  
Utz Dornberger, University of Leipzig  
Md. Noor Un Nabi, University of Leipzig  
Javier M. Inocente Zabala, University of Leipzig

The impact of leadership and strategic planning on management performance of SME's in the built environment  
Submission ID 13  
Watson Ladzani, University of South Africa  
Nico Smith, University of Johannesburg  
Leon Pretorius, University of Pretoria

The effect of triggering events on entrepreneur's decision styles in buying small business  
Submission ID 110  
Theresa Lau, Hong Kong Polytechnic University  
Kwong Fai Chan, Hong Kong Polytechnic University  
Edwin Lee, Hong Kong Polytechnic University

### Other SME Related Issues, Paper Session (222, 98, 269)

**Session Chair:** Brian Dunsby, International Association for Enterprise Promotion  
**Salon H**

Exploring the determinants of entrepreneurship among new graduates: implications for an effective entrepreneurial marketing  
Submission ID 222  
Maalaoui Adnane, ESG Paris Management School  
Touzani Mourad, ISG Tunis  
Rabii Belhaj Hassine, Brest  
Fahd Jlassi, ihEC Carthage

Knowledge, Perception, and Application of Strategic Marketing in MSMEs (Micro, Small and Medium Enterprises) in Bogotá  
Submission ID 98  
Ricardo Vega, Politécnico Grancolombiano  
Sandra Rojas, Politécnico Grancolombiano

The impact of relevance marketing on credit collections within an emerging market micro finance institution (MFI)  
Submission ID 269  
Marc Joubert, Maravedi (Pty) Ltd
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<th>Event</th>
<th>Session Chair</th>
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| **Other SME Related Issues, Paper Session (262, 124, 114)** | David Tomczyk, The George Washington University | Salon F | Does the history matter? The role of past links in the emergence of SMEs networks  
Luca Iandoli, University of Naples Federico II  
Elio Marchione, University of Surrey  
Cristina Ponsiglione, University of Naples Federico II  
Giuseppe Zollo, University of Naples Federico II  
Fostering trust within strategic alliances among SMEs: a study on the role of network facilitator  
Submission ID 124  
Benedetto Cannatelli, Universita' Cattolica del Sacro Cuore  
Fabio Antoldi, Universita' Cattolica del Sacro Cuore - Altis  
Obtaining intangible resources through entrepreneurs’ network mix: A multi-case study of new firms in an emerging economy  
Submission ID 114  
Zhaoping Liu, Cornell University  
Cathy Hsu, School of Hotel and Tourism Management, The Hong Kong Polytechnic University  
Songshan Huang, School of Management, University of South Australia |
| **Public Policy, Paper Session (350, 123, 186)** | Nobuya Fukugawa, Tohoku University | Salon D | Are the Government and Venture Capital a Good Parent? : An Economic Analysis on the impact of Public-Private Matching Fund using Firm-Level Data  
Submission ID 350  
Youngkyu Kim, Seoul National University  
Jeong-Dong Lee, Seoul National University  
Inha Oh, Korea Energy Economics Institute  
IPO: a way for SMEs Growth?  
Submission ID 123  
Nazik Fadil, EM Normandie  
From business in the home to customers around the globe  
Submission ID 186  
John Breen, Victoria University |
### FRIDAY, JUNE 25

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<tr>
<th>Time</th>
<th>Event Description</th>
<th>Venue</th>
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<tbody>
<tr>
<td>15:15 – 16:30</td>
<td><strong>Entrepreneurship Education, Workshop Session (394)</strong>&lt;br&gt;The Experiential Classroom Workshop&lt;br&gt;Submission ID 394&lt;br&gt;Michael Morris, Spears School of Business, Oklahoma State University</td>
<td>Rookwood</td>
</tr>
<tr>
<td>17:00 – 22:00</td>
<td><strong>ICSB CBTS VIP Reception at Great American Ballpark (By Invitation Only)</strong>&lt;br&gt;Sponsored by Cincinnati Bell Technology Solutions</td>
<td>Great American Ballpark</td>
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<td>19:00 – 21:00</td>
<td><strong>Reds vs Indians Baseball Game, Great American Ballpark (Optional Event Requires Advance Purchase)</strong>&lt;br&gt;Includes admission to game, choice of ballpark food, beverages, after game fireworks, and transportation</td>
<td>Great American Ballpark</td>
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<td>18:00 – 19:30</td>
<td><strong>Walking Tour of Downtown (Optional Event Requires Advance Purchase)</strong>&lt;br&gt;Hilton Lobby</td>
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<td>18:00 – 21:00</td>
<td><strong>Dinner on Own for those not selecting above options that include dinner</strong>&lt;br&gt;</td>
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<tr>
<td>15:15 – 16:30</td>
<td><strong>Entrepreneurship Across the Curriculum, Workshop Session (127)</strong>&lt;br&gt;What do we mean by interdisciplinary or cross-campus entrepreneurship?&lt;br&gt;Submission ID 127&lt;br&gt;John Soper, John Carroll University&lt;br&gt;Jacqueline Schmidt, John Carroll University</td>
<td>Rosewood</td>
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<tr>
<td>15:15 – 16:30</td>
<td><strong>Entrepreneurship in the Arts, Workshop Session (323)</strong>&lt;br&gt;Building Successful Earned-Income Initiatives for Non-Profit Organizations&lt;br&gt;Submission ID 323&lt;br&gt;Edward Rogoff, Baruch College</td>
<td>Salon I</td>
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<tr>
<td>17:00 – 22:00</td>
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<tr>
<td>15:15 – 16:30</td>
<td><strong>Entrepreneurship Education, Workshop Session (250)</strong>&lt;br&gt;Setting multi-level goals within SMEs – how to define cross functional goals within your SME to help focus its growth and development aspirations&lt;br&gt;Submission ID 250&lt;br&gt;Guy Pearce, JD Group</td>
<td>Mayflower I</td>
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<tr>
<td>17:00 – 22:00</td>
<td><strong>ICSB CBTS VIP Reception at Great American Ballpark (By Invitation Only)</strong>&lt;br&gt;Sponsored by Cincinnati Bell Technology Solutions</td>
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SATURDAY, JUNE 26

07:30 – 17:00 **ICSB Registration**  
Exhibits  
Dell Internet Café  
Registration, 4th Fl.

07:30 – 20:00 **USASBE Executive Committee - Strategic Planning Meeting**  
(by invitation only)  
Boardroom 3,  
Mezzanine Level

08:00 – **Continental Breakfast**  
08:30  
Pavillion Foyer,  
4th Fl.

08:30 – 09:45 **ICSB Plenary Session**  
Pavillion Ballroom,  
4th Fl.

Welcome: ICSB Organizing Committee

Best Paper Award: Women in Entrepreneurship sponsored by IJGE and NWBC  
Best Paper Award: Asia-Pacific Small Business Management Assoc. sponsored by KASBS  
Introduction of the Keynote Panel: **Dr. George Solomon**, Wilford White Fellow, Moderator  
Moderator: **Dr. George Solomon**, Wilford White Fellow and Past President, ICSB  
**Mr. Peter Shea**, Chairman and CEO, Entrepreneur Media, Inc., *21st Century Entrepreneurs: Past Practice and Future Vision*  
**Dr. Robert Lai**, Director-General of Small and Medium Enterprise Administration, Ministry of Economic Affairs, Taiwan, *Building an Efficient and Effective SME Development Policy.*  
**Ms. Elizabeth Edwards**, founder Metro Innovation, *Innovation: The Key to Investment and Growth*  
Q&A Photo Op  
**Mr. Guy Philips**, Head of Small Business North America, VISA  
*VISA: Currency of Progress*

9:45 – 10:15 **Coffee Break with Exhibitors**  
Caprice, 4th Fl.

10:15 – 11:30 **JSBM Editorial Board Meeting**  
Boardroom 4,  
Mezzanine Level
### Individual Entrepreneurship, Paper Session (Paper 26, 248, 42)
Session Chair: Helena Forsman, Lappeenranta University of Technology
Salon C

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<th>Title</th>
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<tr>
<td>From Resource “Access” to “Use”: Exploring How Human, Social, and Financial Capital Combine to Impact Individuals’ Entry into Nascent Entrepreneurship</td>
<td>Kim Klyver, University of Southern Denmark, Mark Schenkel, Belmont University</td>
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<tr>
<td>Start-up Activities and New Venture Formation Among U.S. Nascent Entrepreneurs</td>
<td>Diana Hechavarria, University of Cincinnati</td>
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<tr>
<td>Towards an explanation of the growth in Young entrepreneur activities: A comparative study of work values of undergraduate business students</td>
<td>Swinthina Mboko, Aquinas College</td>
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### Entrepreneurship and Technology, Paper Session (87, 194, 253)
Session Chair: J. Hanns Pichler, Vienna University of Economics and Business
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<tr>
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<tr>
<td>The relevance of the region for new ICT ventures: Challengers or victims of geography?</td>
<td>Frank Lasch, GSCM-Montpellier Business School, Frédéric Le Roy, GSCM-Montpellier Business School, Frank Robert, GSCM-Montpellier Business School</td>
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<tr>
<td>Entrepreneurial Origin and the Configuration of Innovation in Rural Areas: the case of Cumbria, North West England</td>
<td>Christos Kalantaridis, University of Salford, Zografia Bika, University of East Anglia</td>
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<tr>
<td>SaaS as a Growth Enabler for SME Software Companies Lessons Learned from Finnish Software Companies</td>
<td>Pasi Malinen, Turku School of Economics, University of Turku, Jussi Nissilä, Turku School of Economics, University of Turku, Tuomas Mäkilä, University of Turku, Antero Järvi, University of Turku, Jouni Ipatti, University of Turku, Jussi Karttunen, University of Turku</td>
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### Corporate Entrepreneurship, Paper Session (212, 292, 312)

**Session Chair: Ajani Wasiu Basit, Southern Cross University**

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<tr>
<th>Submission ID</th>
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| 212           | Francois Goxe, Paris-Dauphine University  
Celine Viala, Paris-Dauphine University | Social Capital as a Catalyst: Enabling Effect on Organizational Levers for |
| 292           | Krishna Poudel, University of Louisville  
Sherry Thatcher, University of Louisville | The Role of Entrepreneurial Organizational Structure on Opportunity Identification and Exploitation: Resolving the Paradoxes of Uncertainty & Inertia |
| 312           | Jim Wolff, Wichita State University  
Tim Pett, Wichita State University | SME Performance: The Role of Learning Orientation and Its Relationship to Market Orientation and Entrepreneurial Orientation |

### Entrepreneurship Education, Paper Session (311, 366, 371)

**Session Chair: Fred Kiesner, Loyola Marymount University**

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| 311           | Todd Finkle, Gonzaga University  
Teresa Mensies, Brock University  
Michael Goldsby, Ball State University  
Donald Kuratko, Indiana University | A Global Examination of the Financial Challenges in Entrepreneurship Centers |
| 366           | Willem Hulsink, Erasmus University  
Andreas Rauch, Rotterdam School of Management | The effectiveness of entrepreneurship education: a quasi-experiment investigating the impact of studying business biographies on entrepreneurial intentions |
| 371           | Alex Bruton, Mount Royal University | A Framework for the SoTL for Entrepreneurship: From Research vs. Teaching to the Scholarship of Teaching and Learning for Entrepreneurship |
### Small Business and SME’s in Developing Economies, Paper Session (245, 341, 117)
Session Chair: Yasser Bentahar, University of Salento

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<th>Title</th>
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<tr>
<td>Influence of Managerial Accounting Skills on SMEs</td>
<td>245</td>
<td>Marion Mbogo, United States International University</td>
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<tr>
<td>Social network of entrepreneurs and its impact of Small Business Growth: A comparative analysis</td>
<td>341</td>
<td>Wasanthi Madurapperuma, University of Reading</td>
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<tr>
<td>Innovation in Collaborative Networks of Small and Medium Enterprises: An Interpretative Approach</td>
<td>117</td>
<td>Angela Sakmoto, Escola de Administração de Empresas de São Paulo, da Fundação Getúlio Vargas (EAESP-FGV)</td>
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<td>Stephen Roper, Warwick Business School</td>
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<td>Marcos Augusto Vasconcellos, Escola de Administração de Empresas de São Paulo, da Fundação Getúlio Vargas (EAESP-FGV)</td>
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<td>José Alcides Gobbo Jr, Universidade Estadual Paulista (UNESP)</td>
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### Other SME Related Issues, Paper Session (260, 410, 205)
Session Chair: Huibert (Herb) de Vries, SEAANZ

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<th>Title</th>
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<td>A spatiotemporal odyssey around sustainable development and corporate social responsibility: two concepts with indefinite boundaries</td>
<td>260</td>
<td>Wafa Chakroun, Montpellier I and Sousse Universities</td>
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<td>Azzedine Tounés, Chambéry Business School</td>
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<td>Fafani Gribaa, Montpellier I and Sousse Universities</td>
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<td>Cognitive Models of Strategic Thinking and Firm Performance: The Croatian Experience</td>
<td>410</td>
<td>Lara Jelenc, University of Rijeka</td>
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<td>Paul Swiercz, The George Washington University</td>
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<td>Dynamic Capabilities to Manage Innovation Strategies in SMEs</td>
<td>205</td>
<td>Pierluigi Rippa, University of Naples Federico II</td>
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<td>Guido Capaldo, University of Naples Federico II</td>
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</table>
### Women and Minority Entrepreneurship, Paper Session (55, 223, 247)

**Session Chair:** Sherry Hoskinson, University of Arizona

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<tr>
<th>Title</th>
<th>Submission ID</th>
<th>Authors</th>
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</table>
| The Marriage Tax: Do marriage and children impact the success of self-employed men and women differently? | 55 | Maria Marshall, Purdue University  
Anna Flaig, Purdue University |
| Women entrepreneurs in the informal sector: marginalization dynamics or rational economic choice? | 223 | Colin C. Williams, University of Sheffield  
Anjula Gurtoo, Indian Institute of Science |
| Financial Self-Efficacy among Women Entrepreneurs | 247 | Frances Amatucci, Slippery Rock University  
Daria C. Crawley, Robert Morris University |

### Individual Entrepreneurship, Workshop Session (408, 409)

**Session Chair:** Rosewood

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<tr>
<th>Title</th>
<th>Submission ID</th>
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</table>
| From the Classroom to the Boardroom: Small Business in Practice | 408 | Bruce Kemelgor, University of Louisville  
Ron Cook, Rider University |
| The Next Generation of Entrepreneurs: Creating Tomorrow's Ventures Today | 409 | Van Clouse, University of Louisville  
Charles Matthews, University of Cincinnati |
### SATURDAY, JUNE 26

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<th>Time</th>
<th>Session Description</th>
<th>Location</th>
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<td>10:15 – 11:30</td>
<td><strong>International Entrepreneurship, Workshop Session (138)</strong></td>
<td>Rookwood</td>
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<td>Entrepreneurship and the Global Recession: Insights from the Global Entrepreneurship Monitor (GEM)</td>
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<td>Donna Kelley, Babson College</td>
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<td>Kristie Seawright, Brigham Young University</td>
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<td>Jose Ernesto Amoros, Universidad del Desarrollo</td>
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<td>Denny Dennis, National Federation of Independent Business (NFIB)</td>
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<th><strong>Entrepreneurship in the Arts, Workshop Session (100)</strong></th>
<th>Salon 1</th>
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<td>Combining experiential education and entrepreneurship to attack social issues: perspectives from America and Ireland'</td>
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<td>Submission ID 100</td>
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<td>Thomas Cooney, Dublin Institute of Technology</td>
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<td>Gary Palin, Elon University</td>
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<td>Christina Benson, Elon University</td>
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<td></td>
<td>Assessing the Business-Enabling Environment for Women’s Entrepreneurship: Lessons Learned</td>
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<td></td>
<td>Julie Weeks, Womenable</td>
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<td>Anne Simmons-Benton, Booz Allen Hamilton</td>
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<td>Lois Stevenson, Industry Canada</td>
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<td></td>
<td>Annette St-Onge, Solutions for Women Business Owners Inc.</td>
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11:45 – 13:15 All Conference Luncheon

Welcome: ICSB Organizing Committee
ICSB JSBM Best Paper Award (Empirical)

Remembering Donald Myers, Eugene Bonk, and José Veciana - Dr. Robert Brockhaus, Wilford White Fellow and Executive Director Emeritus, ICSB
Lunch
Introduction of Keynote Speaker: Dr. Ayman El Tarabishy, George Washington University
Keynote: Dr. Christopher Thoen, Managing Director, Global Open Innovation, P&G, We Can Create More Value Together, Than WE Ever Could Alone - Connect + Development
Q&A and photo-op

13:30 – 14:45 Competitive and Invited Papers, Workshops and Symposia Parallel Sessions

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<tr>
<td>Increasing the rate of mid-sized companies in the economy: lessons from the French most dynamic regions</td>
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<td>Submission ID 362</td>
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<td>Frederic Nlemvo, Reims Management School</td>
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<td>Mahamadou Biga, Groupe ESC Troyes</td>
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<td>Mathieu Cabrol, GSCM Montpellier Business School</td>
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<tr>
<td>Rethinking the Case Method</td>
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<td>Giles Jackson, Shenandoah University</td>
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<td>Entrepreneurial Intentions at Universidad Icesi</td>
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<td>Rodrigo Varela, Universidad Icesi</td>
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<td><strong>The Millennial Entrepreneur</strong></td>
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<td>Michael Meeks, San Francisco State University</td>
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<td>Searching for a definition of social norms: an analysis of 690 journal articles</td>
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<td>Tuija-Liisa Pohja, Abo Akademi</td>
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<td>Alan Carsrud, Ryerson University, Ted Rogers School of Management</td>
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<td>Malin Brännback, Åbo Akademi</td>
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<td>Comparison of Student Foundation Propensities Before and During the Economic Crisis</td>
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<td>Walter Ruda, Kaiserslautern University of Applied Sciences, Campus</td>
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<td>Thomas A. Martin, Ludwigshafen University of Applied Sciences</td>
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<td>Rubén Ascúa, Universidad Tecnológica Nacional, Facultad Regional Rafaela</td>
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<td>Benjamin Danko, Kaiserslautern University of Applied Sciences, Campus</td>
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<td>Agnieszka Kurczewska, University of Lodz</td>
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<td>Differences Between Turkish Entrepreneurial Teams With or Without Start-Up Experience</td>
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<td>Dilek Tuten, METU Middle East Technical University</td>
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<td>Semra Ascigil, METU Middle East Technical University</td>
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<td>Intra-firm orientations and its influence on firm growth: the case of Russian</td>
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<td>Galina Shirokova, Graduate School of Management</td>
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<td>Alexander Kulikov, Graduate School of management, SPbSU</td>
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<td>Ashraf Eid, King Fahd University of Petroleum and Minerals</td>
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<td>Mourad Mansour, King Fahd University of Petroleum and Minerals</td>
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<td><strong>Measuring the performance of technology-related business incubators: a critical analysis of effectiveness approaches and performance measurement systems</strong></td>
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<td>Johanna Vanderstraeten, University of Antwerp</td>
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<td>Paul Matthysens, University of Antwerp</td>
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<td><strong>Entrepreneurship and Technology : Business ecological-systems approach to the theory of competition and technology best practice.</strong></td>
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<td>Enongene Metuge, Kush Consultants</td>
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<td><strong>Business Support for Start-up: How to Use the Balanced Scorecard as an Inter-Organizational Shared Tool</strong></td>
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<td>Florence Gangloff, University of Montpellier - France</td>
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<td>Karim Messeghem, University of Montpellier - France</td>
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<td>Gerald Naro, University of Montpellier - France</td>
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<td><strong>What Job Creation Research Means to Public Policy Today</strong></td>
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<td>Bruce A Kirchhoff, New Jersey Institute of Technology</td>
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<td><strong>The effects of limited staff capacity and capability of small firms on their access to official foreign trade promotion</strong></td>
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<td>Christian Hauser, Swiss Institute for Entrepreneurship (SIFE)</td>
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<td>Arndt Werner, Swiss Institute for Entrepreneurship (SIFE)</td>
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| 13:30 – 14:45 | Social Entrepreneurship, Paper Session (365, 111, 183) | Session Chair: Thomas Cooney, Dublin Institute of Technology          | Salon I  | New Organizational Legal Forms for Global Social Ventures  
Robert D'Intino, Rowan University  
An exploratory study on the development of social enterprises in China: Does context matter?  
Kwong Fai Chan, Hong Kong Polytechnic University  
Carlos Lo, Hong Kong Polytechnic University  
Theresa Lau, Hong Kong Polytechnic University  
Na Li, Hong Kong Polytechnic University  
Nigeria: Entrepreneurship, Trade, Poverty, Gender and Sustainable Development  
Olufemi Boyede, Koinonia Ventures Limited |
Tanya Jurado, Massey University  
Claire Massey, Massey University  
The Social and Environment Responsibility of SMEs Portrait  
Dharma Ediraras, Gunadarma University  
Pandam Wulandari, Gunadarma University  
Eko Margianti, Gunadarma University |
|            | Entrepreneurship and Technology, Workshop Session (424) |                                                                              | Rookwood | Critical Mass is Critical:– A View Into the Changing World of Scholarly Communications  
Gregg Gordon, Social Science Research Network (SSRN) |
## SATURDAY, JUNE 26

### 13:30 – 14:45

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<td>Bridging the gap between academic theory and business practice in the area of innovation: an example of entrepreneurship education initiatives across the curriculum</td>
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<td>Jose M. Romaguera, University of Puerto Rico at Mayaguez</td>
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<td>Luis A. Santini, University of Puerto Rico at Mayaguez</td>
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<td>Dale Meyer, University of Colorado - Boulder</td>
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<td>Judith Cone, University of North Carolina at Chapel Hill</td>
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<tr>
<td>David Smallbone, Small Business Research Centre, Kingston University</td>
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<td>George Solomon, The George Washington University</td>
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### 14:45 – 15:15

**Coffee Break with Exhibitors**

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<td>The Traits and Growth Orientation of a Successful Forest Machine Entrepreneur</td>
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<td>Juho Soirinsuo, University of Helsinki</td>
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<td>Pekka Mäkinen, Finnish Forest Research Institution (Metla)</td>
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<td>Theory Morphing vs Theory Testing - Human Capital in Entrepreneurship</td>
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<td>Thomas Kenworthy, Suffolk University</td>
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<td>W. Edward McMullan, University of Calgary</td>
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<tr>
<td>Success Profiling of Students in Entrepreneurship and Small Business</td>
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<td>Management: A Methodological Perspective on the Interactive Nature of Success</td>
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<td>Predictors on Student Performance at an Open and Distance Learning Institution</td>
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<td>Elana Swanepoel, University of South Africa</td>
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<td>Helene Muller, University of South Africa</td>
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<td>Andreas De Beer, University of South Africa</td>
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<td>Session Chair: Olufemi Boyede, ICSB Nigeria</td>
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<td>Stakeholder Patronage as Influencers of Growth of Micro-enterprises at</td>
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<td>Kamukunji in Nairobi, Kenya</td>
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<td>Huldah Oroko, Ministry Of State for Development of Northern Kenya</td>
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<td>Barriers encountered and Public Policies toward SMEs: a case study of Thailand</td>
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<td>Rossarin Osathanunkul, Chiang Mai University</td>
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<td>Using CRM as a vehicle to grow small medium tourism enterprises (SMTEs) in a</td>
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<td>developing economy: Eastern Cape, South Africa. Towards a conceptual</td>
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<td>Dinesh Vallabh, Walter Sisulu University</td>
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<td>Laetitia Radder, NMMU, RSA</td>
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# Family Business, Paper Session (211, 240, 272)

**Session Chair: Ken O'Neill, University of Ulster**

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<td>Business innovation triggered by business successions</td>
<td>Norio Kubota, Yokohama National University</td>
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<td>240</td>
<td>Trends in Small Family Business Succession Planning in Colombia</td>
<td>Jose Vargas Caicedo, Universidad Externado De Colombia</td>
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<td>Diego Manuel Parra Herrera, Universidad Externado De Colombia</td>
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<td>Johann Enrique Gomez Pulga, Universidad Externado De Colombia</td>
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<td>The process of successoral transmission in family business revisited</td>
<td>Nonaka and Takeuchi. The case of French SME</td>
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<td>through Nonaka and Takeuchi. The case of French SME</td>
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<td>Maalaoui Adnane, ESG Paris Management School</td>
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<td>Belhaj Hassine Rabi, IAE BREST</td>
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<td>Bourguiba Malek, IAE NANCY</td>
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# Corporate Entrepreneurship, Paper Session (109, 277, 229)

**Session Chair: Nobuya Fukugawa, Tohoku University**

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<td>Impact of Knowledge Resource as a moderator of EO-Performance Relationship: Evidence from Japan.</td>
<td>Yoshihiro Eshima, Osaka University of Economics</td>
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<td>277</td>
<td>Process of Validation of Complex Conceptual Models After Soft Systems</td>
<td>Joao Vilas-Boas da Silva, ISCTE – Lisbon University Institute</td>
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<td>Innovation culture as crucial role of Corporate Entrepreneurship and its contribution to entrepreneurial success</td>
<td>Michael Forster, University of Applied Sciences Chur</td>
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<td>Andreas Ziltener, University of Applied Sciences Chur</td>
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## International Entrepreneurship, Paper Session (86, 209, 336)

**Session Chair:** Stephen L. Mueller, Northern Kentucky University

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<td>Entrepreneurial Growth: Comparing Indigenous and International Foreign Firms</td>
<td>Yazid Abubakar, University of Essex, Jay Mitra, University of Essex</td>
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<td>Profiling High- and Low- Expectation/Growth Entrepreneurs – An Exploratory Study</td>
<td>Naomi Birdthistle, University of Limerick, Briga Hynes, University of Limerick, Yvonne Costin, University of Limerick, Sharon Lucey, University of Limerick</td>
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<tr>
<td>The healthiness of business ecosystem and its effect on SME's performance</td>
<td>Ki Chan Kim, The Catholic University of Korea, Chang Seok Song, Soongsil University, Chong Ook Rhee, Seoul Women's University</td>
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## Other SME Related Issues, Paper Session (274, 241, 145)

**Session Chair:** Tamer El-Raghy, Nile University

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<td>Innovation Capacity and the Developed Innovation Types in Small Enterprises</td>
<td>Helena Forsman, Lappeenranta University of Technology</td>
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<td>The Development of a Measurement Framework for Entrepreneurial Learning Programs</td>
<td>Pontus Bergh, Umeå School of Business, Mattias Jacobsson, Umeå School of Business</td>
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<tr>
<td>Small Business Transfer without the family : evidence from the French actors playing in the blogosphere</td>
<td>Katia Richomme-Huet, EUROMED Management, Aude D'Andria, Université d'Evry Val d'Essonne</td>
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<td><strong>Session Chair: Sherry Hoskinson, University of Arizona</strong></td>
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<td>The Role of Ecopreneurship in the Evolution of Environmental Management</td>
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<td>Hien Nguyen, New Mexico State University</td>
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<td>Kevin Boberg, New Mexico State University</td>
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<td>The structures of signification in biotechnology new venture creation</td>
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<td>Heidi Rajamäki, University of Eastern Finland</td>
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<td>Neuroentrepreneurship: What Can Entrepreneurship Scholars &amp; Educators Learn</td>
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<td>Norris Krueger, Max Planck Institute of Economics</td>
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|                    | **Entrepreneurship Education, Workshop Session (375)**                      | Rosewood | Building Entrepreneurship Curriculum for Emerging and Development         |
|                    |                                                                             |          | Economies: Bridging Borders Through Collaboration                          |
|                    |                                                                             |          | Submission ID 375                                                         |
|                    |                                                                             |          | Debbi Brock, Anderson University                                           |

|                    | **International Entrepreneurship, Workshop Session (427)**                 | Rookwood | The Global Entrepreneurship Monitor (GEM) Workshop                        |
|                    |                                                                             |          | Submission ID 427                                                         |
|                    |                                                                             |          | Kristie Seawright, Brigham Young University                                |
**SATURDAY, JUNE 26**

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>15:15 – 16:30</td>
<td><strong>Entrepreneurship Education, Workshop Session (58)</strong></td>
<td>Salon I</td>
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<tr>
<td></td>
<td>Young Researchers Writing Workshop (invited event)</td>
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<td></td>
<td>Submission ID 58</td>
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<td></td>
<td>Friederike Welter, Jönköping International Business School</td>
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<td>Luca Iandoli, University of Naples Federico II</td>
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<td></td>
<td><strong>Wilford White Fellows Meeting</strong></td>
<td>Mayflower 1</td>
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<td>Annual Meeting of the Wilford White Fellows - Chair: George Solomon</td>
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<td><strong>How to Form an ICSB Affiliate/Chapter</strong></td>
<td>Salon M</td>
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<td></td>
<td>Information Session with ICSB Affiliate Presidents and Board Members-OPEN TO ALL</td>
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<td></td>
<td>Ayman El Tarabishy, Executive Director, ICSB</td>
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<td>Michael Battaglia, Operations Manager, ICSB</td>
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17:15 – 23:30 **ICSB World Conference Gala Dinner** *(Black Tie Optional Event)*  
Hall of Mirrors, 3rd Fl.

17:15 – 18:25 Gala Dinner Reception  
3rd Fl. Foyer

18:30 – 20:30 CCM Showcase Dinner and Program  
Presentation of Wilford White Fellows Doctoral Research Award  
Presentation of Wilford White Fellows Award  
Introduction of the ICSB Global Small Business Ambassador Award Recipient  
Presentation of the Award and remarks by Oscar Robertson  
Dancing to the sounds of The Mix

18:30 – 23:30 Dancing to the sounds of The Mix
SUNDAY, JUNE 27

07:30 – 12:00  ICSB Registration
Exhibits
Dell Internet Café

07:00 – 11:30  USASBE Executive Committee - Strategic Planning Meeting
(By Invitation Only)
Registration, 4th Fl.
Caprice, 4th Fl.
Salon A, 4th Fl.

07:30 – 08:00  Continental Breakfast
Pavillion Foyer, 4th Fl.

08:00 – 08:45  AGM - Annual General Business Meeting of the ICSB. All are invited to attend
Welcome: ICSB Organizing Committee
Ms. Annette St-Onge, 2009-10 ICSB President
Passing of the Gavel
Dr. David Smallbone, 2010-11 ICSB President
Boardroom 3
Mezzanine Level

08:45 – 09:15  Coffee Break with Exhibitors
Caprice, 4th Fl.

09:15 – 10:30  Competitive and Invited Papers, Workshops and Symposia Parallel Session
Entrepreneurship Education, Paper Session (Paper 283, 23, 354)
Session Chair: Tom Clark, Xavier University
Salon B

<table>
<thead>
<tr>
<th>Paper Session</th>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submission ID 283</td>
<td>How to assess the entrepreneurial potential?</td>
<td>Susana Correia Santos, ISCTE-IUL, António Caetano, ISCTE-IUL, Luis Curral, FP-UL, Paola Spagnoli, ISCTE-IUL</td>
</tr>
<tr>
<td>Submission ID 23</td>
<td>The prospects of fostering technopreneurial self-efficacy among undergraduate students at a University of Technology in South Africa</td>
<td>Keithing Monaisa, Vaal University of Technology, Malefane Johannes Lebusa, Vaal University of Technology</td>
</tr>
<tr>
<td>Submission ID 354</td>
<td>Measuring the Entrepreneurial Attitude of the University Students Studying in Turkey and Cyprus</td>
<td>Mustafa Tumer, Eastern Mediterranean University, Himmet Karadal, University of Aksaray</td>
</tr>
</tbody>
</table>
### Individual Entrepreneurship, Paper Session (125, 303, 8)

**Session Chair:** Jeffrey Alves, Wilkes University

**Salon C**

- **“Passion as a Predictor of Personal, Family and Entrepreneurship Goals: An Opportunity Costs and Commitment Approach”**
  - Submission ID 125
  - Joseph Roberts, Columbia College Chicago
  - Harold Welsch, DePaul University

- **Entrepreneurship: A Term of Art**
  - Submission ID 303
  - Eugene Fregetto, University of Illinois at Chicago

- **Practical Aspects of Relationship Lending: A Lender's Perspective**
  - Submission ID 8
  - Felipe Calderon, Business Development Bank of Canada

### Small Business and SME’s in Developing Economies, Paper Session (195, 203, 415)

**Session Chair:** Brian Dunsby, International Association for Enterprise Promotion

**Salon E**

- **Power of the Past and SME competitiveness: a European Study**
  - Submission ID 195
  - Christos Kalantaridis, University of Salford
  - A. Heinze, University of Salford
  - G. Ielpa, IdTech
  - E. Vasilieva, University of Salford
  - S. Zigiaris, Aristotelion University of Thessaloniki
  - D. De Tommaso, Consortium Spin

- **Small Business Entrepreneurs and the Challenge of Handling Taxation: An Empirical Investigation with Practical Implications**
  - Submission ID 203
  - Sean Patrick Sassmannshausen, Schumpeter School of Business and Economics
  - Marten Ortlinghaus, Schumpeter School of Business and Economics, University of Wuppertal,

- **Classifying Entrepreneurship within a Business Development Framework**
  - Submission ID 415
  - Robert Zacca, United Arab Emirates University
**Other SME Related Issues, Paper Session (216, 69, 164)**

Session Chair: Alicia Castillo, University of Western Australia

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter(s)</th>
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<tbody>
<tr>
<td>Human Capital or Social Capital – A determinant of entrepreneurial choice among Indian Immigrant Entrepreneurs in Australia.</td>
<td>Meena Chavan, Macquarie University</td>
</tr>
<tr>
<td>Understanding cooperative relationships of SME within aeronautic and spatial industries</td>
<td>Mickael Géraudel, GSCM-Montpellier Business School and David Salvetat, La Rochelle Business School - CEREGE</td>
</tr>
<tr>
<td>Cross cultural Management in Western Humanitarian Micro firms in Emerging countries The case of French charities in Southern India</td>
<td>Sarah Hillion, Montpellier 1 University</td>
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</table>

**DEVELOPMENTAL TRACK (48, 206, 287)**

Session Chair: D.D. Sharma, National Institute of Technical Teachers' Training Institute

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter(s)</th>
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</thead>
<tbody>
<tr>
<td>Creativity3: Creative destruction by creative entrepreneurs in creative industries</td>
<td>Jose Ernesto Amoros, Universidad del Desarrollo and Juan Pablo Couyoumdjian, Universidad del Desarrollo</td>
</tr>
<tr>
<td>The Roles of High-Tech Ventures in Daedeok Innopolis, South Korea</td>
<td>Sang Chul Park, Korea Polytechnic University</td>
</tr>
<tr>
<td>Innovation: Strategy that Contributes to Assure Growth and Development in Micro, Small and Medium Family Business in Colombia</td>
<td>Alejandro Beltran, Universidad Externado De Colombia and Pulido Bibiana, Universidad Externado De Colombia</td>
</tr>
</tbody>
</table>
### DEVELOPMENTAL TRACK (280, 173, 353)

**Session Chair:** J. Hanns Pichler, Vienna University of Economics and Business  

<table>
<thead>
<tr>
<th>Submission ID</th>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>280</td>
<td>Entrepreneurial opportunities identification processes, an exploratory study of French entrepreneurs from difficult districts</td>
<td>Amine Chelly, EDC Paris</td>
</tr>
<tr>
<td>173</td>
<td>Emerging market SME turnaround in a recession: Theory and practice</td>
<td>Guy Pearce, JD Group Ltd</td>
</tr>
<tr>
<td>353</td>
<td>High-Tech Start-ups in “traditional” industries – founding opportunities for women in and nearby the chemical industry in Germany</td>
<td>Melanie Roski, University of Wuppertal / Schumpeter School of Business and Economics</td>
</tr>
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### DEVELOPMENTAL TRACK (72, 299, 367)

**Session Chair:** Jaime Santiago-Canet, ICSB Puerto Rico and the Caribbean (PR&C)

<table>
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<tr>
<th>Submission ID</th>
<th>Title</th>
<th>Authors</th>
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<tbody>
<tr>
<td>72</td>
<td>Industrial clusters and networks as complementary sources of competitive advantages to small firms in developing countries: a theoretical essay.</td>
<td>Bruno Tavares, Universidade Federal de Lavras; Universidade Federal de Viçosa</td>
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<td>Wim Hulsink, Wageningen University, Erasmus University Rotterdam</td>
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<tr>
<td>299</td>
<td>Youth Entrepreneurship and Workforce Development: The Crossroads of Ideation and Job Creation</td>
<td>Cathleen Folker, University of Wisconsin-Parkside</td>
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<td></td>
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<td>Matt Wagner, University of Wisconsin-Parkside</td>
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<tr>
<td>367</td>
<td>Caribbean Entrepreneurship Integration: A Comparative Study of five Caribbean countries</td>
<td>Saidi Porta, Inter American University of Puerto Rico</td>
</tr>
</tbody>
</table>
### DEVELOPMENTAL TRACK, Paper Session (333, 305, 392)

**Session Chair:** JM Vilas-Boas da Silva, ISCTE - Lisbon University Institute  
**Salon I**

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
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</thead>
</table>
| The role of knowledge management in SME networks                     | Mario Raffa, DIEG - University of Naples "Federico II"  
Pietro Evangelista, DIEG - University of Naples "Federico II"  
Emilio Esposito, DIEG - University of Naples "Federico II" and IRAT-CNR |
| Science marketing within the biotechnology marketing culture          | Heidi Rajamäki, University of Eastern Finland                                                 |
| How to Identify and Assess Entrepreneurial Competencies in the Context of French Micro-Enterprises | Yosra Boughattas, ISAM-IAE NANCY  
Mohamed Bayad, ISAM-IAE NANCY                                        |

### DEVELOPMENTAL TRACK, Paper Session (321, 384, 329)

**Session Chair:** Helena Forsman, Lappeenranta University of Technology  
**Rookwood**

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<tr>
<th>Title</th>
<th>Authors</th>
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<tbody>
<tr>
<td>The Effects of Figure’s Symbolic Meanings of Product and Consumption Values on Corporate Awareness and Brand Association - The Taiwan market perspective</td>
<td>Shu-Luan Kao, Hwa Hsia Institute of Technology</td>
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<tr>
<td>The New Gazelles: Study on High-Growth Asian American Entrepreneurs</td>
<td>Suresh Kumar, University of Phoenix</td>
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<tr>
<td>Designing an Entrepreneurship Education Program within a Four-Phase Venture Creation Process Framework</td>
<td>Stephen Mueller, Northern Kentucky University</td>
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### SUNDAY, JUNE 27

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<tr>
<th>Time</th>
<th>Workshop Session</th>
<th>Room</th>
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<td>09:15 – 10:30</td>
<td><strong>Entrepreneuship Education, Workshop Session (120)</strong></td>
<td>Rosewood</td>
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<td>Building the academic-business partnership in international education: Providing an experiential learning activity in a global setting for undergraduate students.</td>
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<td>Submission ID 120</td>
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<td>Donald Hoy, Benedictine College</td>
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<td>10:30 – 10:45</td>
<td><strong>Public Policy, Workshop Session (103)</strong></td>
<td>Salon M</td>
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<td>Public Policy Measures to Revamp the Competitiveness of the Puerto Rican Economy: A Benchmarking Approach</td>
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<td>Submission ID 103</td>
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<td></td>
<td>Edgar Soto, Metropolitan University of Puerto Rico</td>
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<tr>
<td>10:30 – 10:45</td>
<td><strong>Entrepreneurship Across the Curriculum, Workshop Session (286)</strong></td>
<td>Rue Reolon</td>
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<td>Making it Happen - Entrepreneurship Across the Campus. Perspectives from One University on Delivering Entrepreneurship Education to Business and Non-business Students</td>
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<td>Submission ID 286</td>
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<td>Barrett Baebler, Webster University</td>
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<tr>
<td>10:30 – 10:45</td>
<td><strong>Coffee Break with Exhibitors</strong></td>
<td>Caprice, 4th Fl.</td>
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<tr>
<td>Small Business and SME’s in Developing Economies, Paper Session (332, 27, 5)</td>
<td>Salon B</td>
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<td><strong>Session Chair:</strong> Robert Anderson, University of Regina</td>
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<td>Agency Cost in unlisted small businesses</td>
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<td>Submission ID 332</td>
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<tr>
<td>Nirosha Hewa-Wellalage, Univesrity of Waikato</td>
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<td>Stuart Locke, Univesrity of Waikato</td>
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<td>Looking for a Better Tax Design to Reduce Regulatory Burden of Small Business in Developing Countries</td>
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<td>Submission ID 27</td>
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<td>Najeeb Memon, University of New South Wales</td>
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<tr>
<td>Streamlining Government Financing Programs for SME’s in the Sub-Saharan Africa: the Case of Botswana</td>
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<td>Submission ID 5</td>
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<td>Mengsteab Tesfayohannes, Susquehanna University</td>
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<tr>
<th>Entrepreneurship Education, Paper Session (182, 426)</th>
<th>Salon C</th>
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<tbody>
<tr>
<td><strong>Session Chair:</strong> Huibert (Herb) de Vries, SEAANZ</td>
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<tr>
<td>A Case Study in Social Entrepreneurship: Teaching Arts Management with a Community Engaged Perspective</td>
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<td>Submission ID 182</td>
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<tr>
<td>Thomas Clark, Xavier University</td>
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<td>Julie Stewart, University of Cincinnati</td>
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<td>Jeffrey Stewart, University of Cincinnati</td>
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<tr>
<td>Empowering Women in Small Business — A Study of Pavalla Vaddi (25 paisa Interest) in Hyderabad, India</td>
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<td>Submission ID 426</td>
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<td>Manga Aparna, University of Hyderabad</td>
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<td>Sita Vanka, University of Hyderabad</td>
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<td>10:45 – 12:00</td>
<td>Small Business and SME’s in Developing Economies, Paper Session (193, 84)</td>
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<td>Small Business and SME’s in Developing Economies, Paper Session (338, 220, 141)</td>
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### Other SME Related Issues, Paper Session (88, 62, 255)

**Session Chair: David Tomczyk, The George Washington University**

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<tr>
<th>Title</th>
<th>Authors</th>
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</table>
| Investigating Strategic Behaviour in Small, Micro and Medium Tourism Enterprises in South Africa | Dimitri Tassiopoulos, Walter Sisulu University  
|                                                                    | Tobie De Coning, University of Stellenbosch  
|                                                                    | Eon Smit, University of Stellenbosch Business School |
| Creative Industries in Finland – barriers hindering entrepreneurial development | Sampsa Wulff, University of Eastern Finland  
|                                                                    | Oili Kinnunen, University of Eastern Finland  
|                                                                    | Päivi Voutilainen, University of Eastern Finland |
| Identification, Positioning and Performance Evaluation of Tourism Clusters: The Case of Portugal | Cristina Estevao, Universidade Da Beira Interior  
|                                                                    | Joao Ferreira, Universidade Da Beira Interior |

### Entrepreneurship in the Arts, Workshop Session (306)

**Rookwood**

<table>
<thead>
<tr>
<th>Title</th>
<th>Authors</th>
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</table>
| Music Entrepreneurship – How three schools deliver music entrepreneurship education to their students. | Joseph Roberts, Columbia College, Chicago  
|                                                                    | Gary Beckman, University of South Carolina  
|                                                                    | Barrett Baebler, Webster University |
10:45 – 12:00  
**Small Business and SME’s in Developing Economies, Workshop Session (185)**  
Rosewood

Identifying factors for the successful adoption of e-business by SMEs in developing economies: the case of SMEs in Morocco.
Submission ID 185
Yasser Bentahar, University of Salento
Laila Namaci, Laboratoire ICI, Université de Bretagne Occidentale

12:00 – 13:30  
**ICSB Closing Luncheon**  
Pavillion Ballroom, 4th Fl.

Welcome: ICSB Organizing Committee
Lunch
Remarks by Dr. David Smallbone, 2010-11 ICSB President

Introduction of the Organizing Committee for the 2011 ICSB World Conference
Presentation by the 2011 ICSB World Conference Organizers
ICSB 2010 Officially Closes - See you in Stockholm in 2011!

13:00 – 17:00  
**USASBE Site Selection Committee Meeting (By Invitation Only)**  
Boardroom 3, Mezzanine Level

14:00 – 16:30  
**ICSB Board Meeting**  
Salon H/I, 4th Fl.
Doug Hall
Professional Inventor, Adjunct Faculty,
Researcher, Author

Doug began his entrepreneurial career at age 12, inventing and selling magic and juggling kits. After earning a chemical engineering degree from the University of Maine, he joined Procter & Gamble where he rose to the rank of Master Marketing Inventor - inventing and shipping a record nine innovations in 12 months.

Since, 1986, the Eureka! Ranch Consulting team has helped corporations such as American Express, Nike, P&G and Walt Disney discover measurably smarter choices for growth. It seems to work - the Ranch has a world-class 88% client repeat rate.

Today in addition to continuing to help corporate clients, Doug is on a mission to bring the Eureka! Ranch Technologies to real world entrepreneurs. He’s developed multiple licensed programs most recently Eureka! Jump Start which helps small and mid-size businesses get started taking action on ideas to grow profits.

Doug is the author of 4 best selling books and is a popular speaker on sales, marketing, creativity and innovation. He has hosted and starred on a wide range of network radio and television programs. He is a one-of-a-kind straight shooter who’s a life member of MENSA and the world’s leading expert on how to invent measurably smarter choices for business growth. Doug recently added a new title to his resume - adjunct faculty.

He is teaching and building the Innovation Engineering curriculum at the University of Maine, and leading executive leadership institutes across the country.

Peter Shea
Chairman / CEO,
Entrepreneur Media Inc.

Peter Shea acquired Entrepreneur Media, Inc. in December of 1986. The corporation now includes Entrepreneur Magazine, Entrepreneur International, Entrepreneur de Mexico, and Entrepreneur Thailand, with other international editions being planned for the future. In addition, Entrepreneur.com, a wholly-owned subsidiary of Entrepreneur Media, Inc., is the largest small-business website on the internet.

Since 1983, Mr. Shea has been the CEO and President of Stained Glass Overlay, Inc., an international franchiser with over 350 franchises in 40 countries. From 1981 to 1983, he was involved in land development throughout Southern California and Utah. In 1973, he co-founded Gradco Systems, Inc., a publicly listed company and the world’s largest R&D manufacturer of sorting devices for OEM clients. Mr. Shea was Executive Vice President of Gradco until he sold his interest in the company in late 1981. Prior to 1973, he held various sales management positions at A.B. Dick Company and Itek Business Products.
Keynote Speakers

Amy M. Wilkinson  
Senior Fellow  
Harvard University’s Center for Business and Government,  
Public Policy Scholar,  
The Woodrow Wilson International Center for Scholars


Previously, Ms. Wilkinson served in the Office of the US Trade Representative (USTR) as a White House fellow and senior policy advisor. Her business background includes consulting at McKinsey & Company, investment banking at JP Morgan, and founding Alegre, an international art-export company. She began her career as the chief of protocol for the United States Embassy in Mexico.

Ms. Wilkinson is co-chair of the Council on Foreign Relations term member program, deputy director of the Next Generation Project, and a board advisor for the Wealth and Giving Forum. She holds a BA in political science and English, an MA in sociology, and an MBA all from Stanford University.

Chris Thoen  
Director, Global Open Innovation Office  
The Procter & Gamble Company

Dr. Thoen joined P&G in 1988 in Brussels, Belgium and currently resides in Cincinnati, Ohio, USA. He is the senior R&D, Innovation and Consumer Products executive with extensive international, technical and global program leadership experience in consumer products, technology development and supplier relationship building.

He has worked on a variety of product categories including fabric & home care and personal health care products, including new business development.

In addition he has demonstrated a track record of developing and executing winning strategies in R&D and Innovation.

Dr. Thoen established the open innovation (connect & develop) and ‘company without walls’ modalities."

He holds a PhD. Degree in Biochemistry from the University of Antwerp, Belgium.
PLenary panel

Elizabeth Edwards

Elizabeth Edwards launched Metro Innovation, a catalyst for innovation and entrepreneurship, in 2009 after seven years in venture capital, private equity, and strategy and innovation consulting.

Metro Innovation helps cities, universities, community foundations, state venture funds, and economic development organizations find high potential technologies and aspiring entrepreneurs – and develop them into viable startup companies.

As a venture capital investor at Neyer Holdings, Elizabeth built winning strategies for start-up and growth companies in a variety of sectors, including clean tech, life sciences, consumer products, and technology. She has evaluated hundreds of business plans, and actively participated in the funding, launch, and management of five early stage portfolio companies.

Elizabeth started her career at Deloitte Consulting, where she was a strategy consultant to Fortune 500 companies, deployed over a broad range of industries, mainly focusing on the health care and life sciences. At Deloitte, Elizabeth’s work focused on strategic marketing, disruptive innovation, and growth strategies.

Elizabeth holds a BS in Economics and Psychology from the University of Michigan, where she graduated with honors and distinction, and a MBA from the University of Cincinnati, where she was Winner of the 2003 Case Competition. She serves on the board for the Cincinnati USA Regional Chamber Agenda 360 Committee for Economic Competitiveness.

Guy Philips

Guy Philips is head of North American small business for Visa Inc, responsible for the development and implementation of VISA business products, portfolio growth, strategy and building client partnerships. In this role, he coordinates all small business credit and debit product efforts; including product development, product management and marketing. He also provides VISA members with insight and counsel on effective card portfolio growth strategies.

Philips has 15 years experience in the corporate payment card industry. Prior to joining Visa, he was a senior vice president at GreenSky Financial, where he made significant contributions to GreenSky’s portfolio growth, strategy and client partnerships. Philips was also senior vice president of BankCard for The Bankers Bank, the largest correspondent bank in the U.S. In addition, Guy served as vice president of Business Card for General Electric Consumer Finance, managing the Business Card P & L, as well as held senior leadership positions with American Express.

Guy is a native of Johannesburg, South Africa and holds a bachelor of commerce degree from the University of the Witwatersrand in South Africa.
Dr. Robert Sun-Quae Lai

Dr. Robert Sun-Quae Lai is the Director-General of Small and Medium Enterprise Administration (SMEA) of Ministry of Economic Affairs (MOEA), an active customer-oriented organization providing a range of professional services to micro, small and medium enterprises to enhance upgrading and sustainable development.

Dr. Lai spent fifteen years working for Department of Commerce, MOEA where he undertook policy research and implementation. His involvement in programs of the revision and harmonization of Corporate Law, establishment of infrastructure of commercial environment, business automation and logistic operation was given further boost on his assignment into office as Deputy Director-General of the Department. Dr. Lai then was transferred to Deputy Director-General of SMEA where he continued his in-depth participation in supporting SME development. That time he was focusing on market promotion through the conduct of local market development plans, particularly in the frontlines all year round to communicate with SME entrepreneurs, find their potential business demands and provide for integrated solutions.

In his role as Director-General of SMEA, Dr. Lai has consolidated SMEA’s key position as one of the powerful engines for Taiwan economic development. He is responsible for SME industrial policies and business strategies, entrepreneurial development and incubation, business consultation and guidance, financial assistance and facilitation, e-business and e-learning capacity building, knowledge management and international cooperation. His achievements in these realms have promoted and transformed SME operations into a new stage of efficiency, effectiveness and competitiveness.

Dr. Lai is currently the Associate Professor of Business Administration at the National Taiwan Institute of Technology, Taipei, Taiwan. He received his MBA degree from Indiana University of Pennsylvania, U.S.A., and Ph.D. degree in Business Administration from National Taipei University, Taiwan. Dr. Lai’s research interests are in the fields of SME policy analysis, entrepreneurship, incubation, innovative business development, cross-cultural management, business negotiations and strategic alliances. He has published various articles on the utilization of industrial clustering and networking by SMEs, including researches on analyzing Taiwanese SME success stories and core competences, examining partnership collaboration for internationalization modes, exploring impacts of culture in the global competition, and investigating the situation of women-owned SMEs in the digital economy.

In light of Dr. Lai’s outstanding performances and academic contributions, he was laurelled with Award for Model Civil Servant (1993), K. T. Lee Management Medal (2003), Outstanding IT Elite Award (2004) and Outstanding Civil Servant Award (2004). He concurrently represents SMEA in several domestic boards and international organizations and fora.
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1960 – 1961  Martin L. Schotzberger
1959 – 1960  R. Ralph Bedwell
1957 – 1958  A. M. Woodruff

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Robert Bauer  Ole S. Johnson*
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William “Denny” Dennis  Tan Teck Meng
Lilian Dreyer  Geoffrey Meredith
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Carl Franklin  Donald D. Myers*
Brian Gibson  Grant C. Moon
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Gerald E. Hills  Ken O’Neill

Yoon Bae Ouh*
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Eugene Swearingen  Roy Thirik
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BEST PAPER AWARD FINALISTS

JOURNAL OF SMALL BUSINESS MANAGEMENT (JSBM) BEST EMPIRICAL AWARD FINALISTS
PRIZE: $500 USD

- “Entrepreneurial Attitudes of Arts and Business Students” by Lloyd Gibson and Regina Gibson
- “SME Performance: The Role of Learning Orientation and Its Relationship to Market Orientation and Entrepreneurial Orientation” by Jim Wolff and Tim Pett
- “The effectiveness of entrepreneurship education: a quasi-experiment investigating the impact of studying business biographies on entrepreneurial intentions” by Willem Hulsink and Andreas Rauch
- “Strategic Alliances between Small and Large Firms” by Bogdan Buduru
- “The Role of Prior Knowledge Heterogeneity and Opportunity Identification Process on Opportunity Identification” by Rodney D’Souza and Mark Schenkel

JOURNAL OF SMALL BUSINESS MANAGEMENT (JSBM) BEST THEORETICAL PAPER
PRIZE: $500 USD

- “A fourth way between regular, social and green entrepreneurs: the sustainable entrepreneur” by Katia Richomme-Huet and Julien De Freyman
- “Measuring the performance of technology-related business incubators: a critical analysis of effectiveness approaches and performance measurement systems” by Johanna Vanderstraeten and Paul MatthysSENS

WILFORD L. WHITE FELLOWS DOCTORAL RESEARCH AWARD
PRIZE: $1000 USD

- “Cross cultural Management in Western Humanitarian Micro firms in Emerging countries The case of French charities in Southern India” by Sarah Hillion
- “Business innovation triggered by business successions” by Norio Kubota
- “The structures of signification in biotechnology new venture creation” by Heidi Rajamäki
- “Influence of Managerial Accounting Skills on SMEs” by Marion Mbogo
- “Start-up Activities and New Venture Formation Among U.S. Nascent Entrepreneurs” by Diana Hechavarria
- “Social network of entrepreneurs and its impact of Small Business Growth: A comparative analysis” by Wasanthi Madurapperuma
- “The Impact of Corporate Entrepreneurship upon Internationalization Strategy, Speed and Performance” by Jonathan Mark Phillips
- “The Impact of an Entrepreneur or Small Business Owner’s Education on Knowledge Acquisition” by David Tomczyk, Jonathan Mark Phillips and Jung Hyun Lee
BEST PAPER IN WOMEN’S ENTREPRENEURSHIP SPONSORED BY THE INTERNATIONAL JOURNAL OF GENDER AND ENTREPRENEURSHIP (IJGE) AND THE NATIONAL WOMEN’S BUSINESS COUNCIL (NWBC)
PRIZE: $1000 USD

• “Understanding Motivation, Empowerment and Sustainability Outcomes of Women Homestay Entrepreneurs in West Malaysia: A Preliminary Analysis” by Intan Osman, Noor Hazlina Ahmad, Azrina Husin, Zainal Ariffin Ahmad, Saridan Abu Bakar and Nur Diyana Tanwir
• “The Unique Characteristics of Indian Immigrant Entrepreneurs: A Case Study of Immigrant Entrepreneurship in New Zealand” by Huibert Peter de Vries
• “An Empirical Study of the Role of Motivation and Government Support Among Self-Employed Women in Ghana’s Tourism Industry” by Angela Elijah-Mensah and Kojo Saffu
• “The Marriage Tax: Do marriage and children impact the success of self-employed men and women differently?” by Anna Flaig and Maria Marshall
• “Success Prediction of Female Entrepreneurs Using a Biographic Questionnaire” by Cornelius Muelenz, Dorothea Kissel and Heinz Klandt
• “The Pete Suazo Business Center as a Model High Impact Minority Small Business Development and Resource Center” by John Oirya and Warner Woodworth
• “Women entrepreneurs in the informal sector: marginalization dynamics or rational economic choice?” by Anjula Gurtoo
• “Financial Self-Efficacy among Women Entrepreneurs” by Frances M. Amatucci and Daria C. Crawley
• “Institutional Financing for Women Entrepreneurs in SME” by Salma Zohir
• “Correlates of Gender and Credit Behavior in Small Firms: Evidence from a Small, Developing Economy” by Densil Williams and Kadamawe A.K. K’nlfe

BEST PAPER AWARD IN ASIA-PACIFIC SMALL BUSINESS MANAGEMENT SPONSORED BY THE KOREA ASSOCIATION OF SMALL BUSINESS SOCIETY (KASBS)
PRIZE: $1000 USD

• “Understanding Motivation, Empowerment and Sustainability Outcomes of Women Homestay Entrepreneurs in West Malaysia: A Preliminary Analysis” by Intan Osman, Noor Hazlina Ahmad, Azrina Husin, Zainal Ariffin Ahmad, Saridan Abu Bakar and Nur Diyana Tanwir
• “Impact of Knowledge Resource as a moderator of EO-Performance Relationship: Evidence from Japan” by Yoshihiro Eshima
• “Factors Influencing the Success of Graduate Enterprises: Evidence from the Malaysian Graduate Entrepreneur Program” by Saridan Abu Bakar
• “Strategic Fit between Regional Innovation Policy and Regional Innovation System: A Case of Local Public Technology Centers in Japan” by Nobuya Fukugawa
• “An exploratory study on the development of social enterprises in China: Does context matter?” by Kwong Fai Chan, Carlos Lo, Theresa Lau and Na Li
• “Research collaborations between new technology based firms and universities in Japan: Impacts and recipients” by Nobuya Fukugawa
• “Risk Management Practices of Scottish, Chinese and German Small and Medium-sized Enterprises (SMEs): A cross-country study” by Thomas Henschel and Simon Gao
• “Corporate Transparency and Firm Performance: Evidence from Korean Ventures” by Younghwan Kim, Jungwoo Lee and Taeyong Yang
Dell Internet Café
Dell Inc., is pleased to provide 2010 ICSB Conference participants easy access to the Internet. These kiosks will be conveniently located in Salon A, located on the 4th floor. The Dell Internet Café will be available from 07:30 – 17:00, Friday and Saturday, and 07:30 – 12:00 on Sunday.

Exhibits
Come visit the ICSB 2010 conference exhibits! Exhibits will be held in Caprice, located on the 4th floor. Exhibits hours are from 07:30 – 17:00, Friday and Saturday, and 07:30 – 12:00 on Sunday.

Shuttle Info for the June 25 Reds vs. Indians ballgame. A shuttle will be provided to and from the game. The shuttle will run from the Hilton (loading on 5th St.) and the Great American Ballpark (loading on corner of 3rd and Main St.). The shuttle will run, beginning at 16:30, with the last shuttle departing GABP at 22:30. The Great American Ballpark is within walking distance of the hotel. For directions, please see the registration desk.

SOCIAL EVENING EVENTS

Wednesday, June 23
VIP Reception at McCormick & Schmick’s (for invited guests only) located across from Downtown Fountain Square, 21 East 5th St. The banquet room is on the balcony level of the Westin Hotel Atrium.

Thursday, June 24
Opening Welcome Reception
The opening welcome reception will be held in the Caprice room located on the 4th floor of the Hilton Netherland Plaza from 18:00 – 21:00 on Thursday. Light refreshments and a cash bar will be available.

Friday, June 25
Reds vs. Indians Game
The game will be held at the Great American Ballpark (GABP), 100 Joe Nuxhall Way, Cincinnati, OH 45202. The GABP is within walking distance from the hotel. If you prefer, transportation will be provided. The game will begin at 19:10.

Friday, June 25
Walking Tour – Downtown Cincinnati.
Enjoy a nice evening walking the streets of Downtown Cincinnati. The tour will be 1.5 hours and will begin at 18:00; meeting in the hotel lobby at 17:45.

Saturday, June 26
The ICSB Conference Gala will be held from 17:15 – 23:30 in the Hall of Mirrors located on the 3rd floor of the Hilton Netherland Plaza. A Reception will begin at 17:15 with dinner and the ceremonies to follow. Come join our honored guest Oscar Robertson along with his wife Yvonne! Enjoy dinner and drinks, dancing and much more. This event is black tie optional.
Oscar Robertson (The Big O) forever changed the game of basketball -- on the court and in the courtroom. Voted “Player of the Century” by the National Association of Basketball Coaches, he has also distinguished himself as a social activist, a labor leader, an international ambassador for the game of basketball, a business owner, a mentor and teacher, and a philanthropist.

On the basketball court, the 6’5” Robertson set new standards of excellence at every level and is considered the greatest all-around player in the history of the game. The first big point guard who could score from anywhere, rebound, pass, and play defense, he created the template for such later NBA stars as Magic Johnson, Michael Jordan, Kobe Bryant and LeBron James.

In only his second NBA season, 1961-62, Robertson set a record which may never be broken, averaging the first and only “triple double” for an entire season (30.8 points per game, 12.5 rebounds, and 11.4 assists). He is the NBA’s all-time leader in triple doubles (season, 41, and career, 181), and in rebounds by a guard. He was the first player to lead the league in assists and scoring in the same season. He led the league in assists six times and free throw percentage twice, and is the only guard ever to lead his team in rebounding.

As president of the NBA Players Association from 1965-74, The Big O made an even more lasting impact with a class action anti-trust lawsuit against the NBA, seeking changes in the draft and the league’s reserve clause. A 1976 legal settlement, known as the Oscar Robertson Rule, helped NBA players become the first professional athletes to achieve free agency, forever changing the balance of power in professional sports and leading to a new era of expansion, growth and prosperity for the NBA. The Big O was one of five co-founders of the NBA Retired Players Association and served as its first president from 1992-1998.

In 1997, when his daughter Tia’s kidneys were failing, The Big O made the assist of a lifetime by donating a kidney to her. He also became an advocate for health and wellness, kidney disease prevention, and organ transplantation on behalf of the National Kidney Foundation.

The youngest of three brothers, Oscar Robertson was born November 24, 1938 in Charlotte, Tennessee and raised in Indianapolis, where he graduated in the top 10% of his class at Crispus Attucks High School. He led Attucks to a 45-game win streak including an undefeated season, two consecutive state titles – the first for an African-American school or an Indianapolis school – and a national championship, the first ever by an African-American school in any sport. As a senior, he was Indiana’s “Mr. Basketball” in 1956 and national high school player of the year.

At the University of Cincinnati, The Big O earned a business degree in four years and led the Bearcats to the Final Four in 1959 and 1960. A three-time All-American, he was the NCAA’s first three-time scoring leader, finishing with a 33.8 average, and the first to win College Player of the Year honors three times. In 1998, the U.S. Basketball Writers renamed their college Player of the Year award The Oscar Robertson Trophy. He is listed among the NCAA’s all-time leading student athletes, and holds an Honorary Doctorate of Humane Letters from the University of Cincinnati.
Following graduation, The Big O co-captained the undefeated 1960 U.S. Olympic gold medal team, often considered the greatest amateur basketball team ever put together. He then embarked on a 14-year Hall of Fame NBA career -- ten years with Cincinnati and four with Milwaukee -- during which he led his teams to 10 playoff appearances including Milwaukee's only NBA title in 1971. He was Rookie of the Year in 1961, Most Valuable Player in 1964, a 12-time All-Star, and MVP in three All-Star games. He is enshrined in the International Basketball (FIBA) Hall of Fame and twice in the Naismith Hall of Fame, as an individual and with the 1960 Olympic team.

One of the nation's leading small business owners, Robertson is the CEO of companies in the areas of specialty chemicals, document management, and media. He holds a Lifetime Achievement Award for entrepreneurship from the University of Cincinnati College of Business Entrepreneurship Center. At the University of Cincinnati, the Oscar and Yvonne Robertson Scholarship Fund provides assistance to deserving minority students, and the Robertsons also serve as co-chairs of the University's current $1 billion capital campaign.

Dear Colleagues of ICSB,

Welcome to the 2010 World Conference of the International Council for Small Business. This year’s 55th Anniversary Conference brings together educators, researchers, policy makers, and practitioners from around the world to share their knowledge and expertise.

On behalf of the Program Committee and the numerous individuals and organizations that have helped to make this conference possible, I am pleased to present the ICSB 2010 Proceedings. This year’s conference theme, “Entrepreneurship: Bridging Global Boundaries,” aptly reflects the dynamic state of entrepreneurship research you will find in the Proceedings. From 426 submissions, the Program Committee selected 280 competitive papers and workshops, representing 47 countries. The majority of these works can be found on this drive. Manuscripts and brief summaries have been reproduced, for the most part, as the authors submitted them.

The research collected here represents the effort of hundreds of individuals. We offer thanks to the scholars who submitted their work, and to the dozens of dedicated reviews who generously gave of their time to help select papers and provide feedback.

It was a pleasure to work with the ICSB Conference team, and I extend a special thanks to the individuals who assisted me in digitally assembling the Proceedings, including David Tomczyk, Ivan ElTarabishy, and Maureen Joudrey. Michael Battaglia, ICSB’s Operations Manager, was a valuable guide in coordinating the process. A note of appreciation also is offered to George Solomon for sharing his editorial experience. This year’s Proceedings is the first in the organization’s history to be presented on USB flash drives, a format that provides easy access and mobility. We extend our thanks to the U.S. Small Business Administration (SBA) for providing the drives.

The 2010 ICSB World Conference host city is Cincinnati, Ohio, home to some of the United States’ most entrepreneurial companies for nearly 200 years. We hope you enjoy the conference, and the many opportunities to meet new friends, reconnect with colleagues, and explore all that the city has to offer. May this collection of papers be a useful tool in expanding your research boundaries and assisting you in your future intellectual explorations.

With best wishes,

Terri Lonier, Ph.D
Proceedings Editor
ICSB 2010 World Conference
POWER OF THE PAST AND SME COMPETITIVENESS: A EUROPEAN STUDY

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ABSTRACT

Enterprise Cultural Heritage (ECH) is an innovative and complex concept combining the company’s own history and creations (technical contents, industrial design, organization, marketing, etc.) with the potential to transform information and materials into “extended products & services”. This paper drawing on the results of a review of the literature and a survey of 60 Small and Medium-sized Enterprises (SMEs) based in four European Union (EU) countries argues that effective ECH management can increase creativity in production and innovate knowledge management skills. The current study makes two distinct contributions: Firstly, it introduces the ECH concept and embeds it in a broad body of literature. Secondly, it provides evidence-based insights into the potential impact of using ECH in order to enhance competitiveness.

FACTORS INFLUENCING THE SUCCESS OF GRADUATE ENTERPRISES: EVIDENCE FROM THE MALAYSIAN GRADUATE ENTREPRENEUR PROGRAM

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ABSTRACT

This study was conducted to understand the underlying factors that contribute to the success of graduate entrepreneurs who participate in the government sponsored Graduate Entrepreneurship Scheme (GES) and receive financial support from the Graduate Entrepreneur Fund (GEF). Adopting the grounded theory approach, this study found the dynamics of customer satisfaction, product quality, networking, business image, location, diversification and committed workforce as particularly dominant in impacting graduate enterprise success. To these findings, the various factors that constrain accomplishment can be added. Foremost among these, the study found adaptation to technological changes and the availability and lack thereof of capital, employees and space as pertinent. This qualitative endeavor also managed to develop a conceptual framework of useful information on the factors investigated.

ENTREPRENEURIAL GROWTH: COMPARING INDIGENOUS AND INTERNATIONAL FOREIGN FIRMS

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ABSTRACT

This paper is concerned with entrepreneurial ‘high-impact firms’ that generate ‘both’ disproportionate levels of employment and sales growth. It investigates differences in factors influencing high-impact growth between indigenous and foreign firms. Data is drawn from UK Innovation Scoreboard on 753 firms in 12 regions. Findings are: 1) regional knowledge resources lie at the heart of high impact growth for indigenous firms but to a lesser degree, foreign firms; 2) indigenous firms have less growth advantages over foreign firms in low-tech industries; 3) foreign firm growth appears to be more dependent on large size; while, for indigenous firms, small-firms had significantly higher growth rates than large firms. 4) growth rates of indigenous forms was found to rely much on home markets, while that of foreign firms appears to be significantly associated with international markets. The paper makes several original contributions and draws implications for policies on job creation and firm growth.

EXPLORING THE DETERMINANTS OF ENTREPRENEURSHIP AMONG NEW GRADUATES: IMPLICATIONS FOR AN EFFECTIVE ENTREPRENEURIAL MARKETING

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ABSTRACT

Entrepreneurs are key contributors to the growth and dynamics of the economy and one possible solution to overcome underdevelopment. Several researchers focused on this key-role of entrepreneurship and the dynamics it creates (Vesper, 1983; Davidson, 1988; Smith et al, 1989; Gartner, 1990; Vankataraman, 1997; Shane et Vankataraman, 2000; Bush et al 2003). In several emergent countries, this matter of fact led governments to develop national programs to encourage citizens to innovate, create firms, and henceforth contribute to reducing unemployment. One of the major policies oriented towards reaching this end is the development of an appropriate education system that would train future risk-takers and give them the necessary knowledge (Barney, 1991; Grant en 1995), skills and know-how in order to succeed
in their initiatives. Another way of fostering entrepreneurship is to guarantee the access to funding and assistance during and after the firm creating process. Tunisia is an example of those countries which adopted both of these priorities. In this country, several laws have been promulgated so as to give all the necessary opportunities to potential entrepreneurs and several institutions have been created to coach them and assist them to materialize their project. However, in spite of all these governmental efforts, new graduates are reluctant to create their own firms even if “entrepreneurship” is their specialty. Many of them tend to look for a job in a company, preferring a security option to a hazardous one. This research study aims at understanding inhibitors and motivations of newly graduated citizens to create their own firm and identifying on which major elements entrepreneurial marketing should focus to lead citizens to put a lot of themselves into a business creation activity.

**ID:** 272

**Track:** Family Business

**THE PROCESS OF SUCCESSORAL TRANSMISSION IN FAMILY BUSINESS REVISITED THROUGH NONAKA AND TAKEUCHI: THE CASE OF FRENCH SME**

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**ABSTRACT**

Succession is a dynamic stage of firms’ organizational change. Beyond the mere event materialized by the break induced by the departure of a former leader and the arrival of a new one, succession can also be analyzed as a change process. Several researchers attempted to understand and model this process. The first research studies in this field adopted an approach based on the life-cycle concept (Barnes and Hershon, 1976 ; Holland and Boulton, 1984 ; Holland and Olivier, 1992 ; Gersick et al., 1997) in order to build models representing actors’ role playing (Handler, 1989). Their major contribution is the identification of the two main components of the succession process: family and entrepreneurship. They also contributed to shed the light on the double character of succession: management transfer and property transfer (Handler, 1990 ; Hugron and Dumas, 1993). There seems to be a consensus on the fact that succession is a dynamic process during which the roles of both major actors (the assignor and the acquirer) evolve in an intertwined way (Handler, 1990 ; Hugron and Dumas, 1993). This process has two main centers of gravity: power (Churchill and Hatten, 1987 ; Handler, 1990 ; Hugron, 1993) and property (Ambrose, 1983 ; Churchill and Hatten, 1987 ; Dunn, 1999 ; Morris et al., 1997).

**ID:** 48

**Track:** Developmental

**CREATIVITY3: CREATIVE DESTRUCTION BY CREATIVE ENTREPRENEURS IN CREATIVE INDUSTRIES.**

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**ABSTRACT**

This paper investigates the process of creative destruction made by creative entrepreneurs in creative industries. Following Schumpeter’s argument about the advantages of being big notwithstanding, we examine the evolution of three creative entrepreneurs and their firms, Ed Catmull and John Lasseter from Pixar Animation Studios, Jimmy Wales from Wikipedia, and Guy Laliberté from Cirque du Soleil, whose activities have drastically changed the industry in which they are inserted. These three firms are clear illustration of the process of creative destruction. The paper uses a qualitative approach based on a series of narratives. This exercise, following the Schumpeterian research agenda, enhance our understanding of the dynamics of an entrepreneurial economy and provide us with greater insights into how different entrepreneurial traits and organizational forms contribute to the process of creative destruction.

**ID:** 84

**Track:** Small Business and SME’s in Developing Economies

**WOMEN ENTREPRENEURSHIP IN MONGOLIA: THE ROLE OF MONGOLIAN WOMEN IN FAMILY BUSINESS**

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**ABSTRACT**

As the number of women businesses owners grows worldwide, it is increasingly important to understand the factors which contribute to their success. While entrepreneurship research identifies access to human and financial capital as being important, fewer studies explore the role of sociocognitive factors such as self-efficacy or confidence in one’s abilities to perform a particular task. This research examines gender-related attitudes toward financial management. The empirical study creates a measure of financial self-efficacy (FSE) and highlights the importance of age and racial differences among women entrepreneurs. It further suggests the need for more research and possible interventions for women entrepreneurs to increase financial self-efficacy.
Building on psychological theories of creativity and entrepreneurship, this study examines the role of culture on women entrepreneurship in Mongolia. Based on several exploratory field trips to Mongolia, two woman-founded, woman-owned, entrepreneurial firms were identified and researched. The findings of the research show that beside factors predicted in the theoretical model (entrepreneur’s knowledge, motivation, personality and environment), an entrepreneur’s culture plays a major role in the creation and success of new entrepreneurial firms as well. Specifically, the Mongolian nomadic culture of adventurism, secular culture of empowerment of women and Asian culture of collectivism play significant roles in the creation of new firms and the success of female entrepreneurs in Mongolia.

ID: 126
Track: International Entrepreneurship

CRITICAL FACTORS FOR TECHNOLOGY-BASED SMES FROM EMERGING ECONOMIES COMPETING IN DEVELOPED MARKETS

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ABSTRACT
Internationalization is more and more a key issue in the increasingly global economy. This workshop introduces participants to key issues in the process of internationalization of SMEs from emerging economies competing in developed markets. The new institutional economics (NIE) and the resource based view (RBV) theories complement each other and offer a suitable framework to explore the critical factors in that process. From the NIE theory, firms structure themselves in response to institutional changes. Globalization makes boundaries less restrictive and facilitates a global competition, giving a boost to processes of internationalization. From the RBV theory, firms must develop competitive advantages in the international arena that allow them not only going abroad successfully, but also being capable of defending their positions in their domestic markets.

ID: 388
Track: Public Policy

CUTTING EDGE PERSPECTIVES ON GROWING ENTREPRENEURS & ENTREPRENEURSHIP: WHAT ARE WE REALLY DOING (OR SHOULD BE)?

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ABSTRACT
Focus has been slowly but surely turning to the potential for entrepreneurship to lead local economies out of difficult economic times. The entrepreneurial sector has led the rest of the economy out of every recession since before 1900, yet we continue to wrestle with how do we best nurture entrepreneurial activity. What is it that we should be doing? (Or not doing?) We offer here a panel of four experts on this question. Each brings a strong theoretical perspective that they themselves championed, yet all four are equally passionate about the practical and pedagogical implications of their work.

ID: 286
Track: Entrepreneurship Across the Curriculum

MAKING IT HAPPEN - ENTREPRENEURSHIP ACROSS THE CAMPUS. PERSPECTIVES FROM ONE UNIVERSITY ON DELIVERING ENTREPRENEURSHIP EDUCATION TO BUSINESS AND NON-BUSINESS STUDENTS

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ABSTRACT
Entrepreneurship across the campus...Interdisciplinary Entrepreneurship...What do these mean? How do you design a program? How do you develop curriculum? How do you find faculty to teach? So many questions. What about answer? This workshop will articulate the process of conceiving and developing an entrepreneurship curriculum across Webster University. Participants will learn about the interworking of one university’s efforts to bring entrepreneurship education to its students. This presentation will focus on Webster University’s undergraduate Certificate in Entrepreneurship curriculum – and how the process has been extended to numerous academic disciplines. Time will be provided for dialog between the panel and audience members.

ID: 344
Track: Corporate Entrepreneurship

DEVELOPING CORPORATE ENTREPRENEURS: REFLECTIONS ON THE PHILOSOPHIES AND PRACTICES OF THOSE WHO HAVE INFLUENCED THE FIELD.

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ABSTRACT
The theme of this paper is one person’s practice as a developer of corporate entrepreneurs. The paper commences with a reflection on the philosophies and practices of five individuals and entities who influenced the author in his professional activities over 25 years. These five were Gifford Pinchot III, Rosabeth Moss Kanter, The Foresight Group(Sweden), Gary Hamel and Doblin
Inc. A range of tools, techniques and processes adopted by the author in his practice are described and the paper concludes with a selection of anecdotes outlining how the development of corporate entrepreneurs has impacted a range of large organizations with whom the author has worked.

ID: 287
Track: Developmental

INNOVATION: STRATEGY THAT CONTRIBUTES TO ASSURE GROWTH AND DEVELOPMENT IN MICRO, SMALL AND MEDIUM FAMILY BUSINESS IN COLOMBIA

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ABSTRACT
Diverse authors have evaluated the impact of innovation in the competitive development of micro, small and medium businesses, such RICARDIS (Reporting Intellectual Capital to Augment Research, Development and Innovation in SMB’s) developed by the Commission of European Nations (2006), Beltran (2008), Gil (2002), Menkveld and Thurik (1999)), Santarelli (1990), Gopalakrishnan and Damanpour (1998), Bueno (1986), Calabrese and Rolfo (1995), among others, who have found that innovation constitutes a basic factor for businesses growth, conducting their investigations in the economic, social and technical aspect. This research presents a characterization of innovation and its economical impact in the micro, small and medium family owned businesses in Colombia.

ID: 185
Track: Small Business and SME’s in Developing Economies

IDENTIFYING FACTORS FOR THE SUCCESSFUL ADOPTION OF E-BUSINESS BY SMES IN DEVELOPING ECONOMIES: THE CASE OF SMES IN MOROCCO.

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ABSTRACT
This article empirically investigates the determining factors of the successful adoption of ebusiness by SMEs in developing countries such as Morocco. According to the literature on innovation and country-specific features of the environment business in Morocco, several variables were identified, such as managers knowledge, organizational features, technological characteristics and environmental specificities. The study shows that the important critical success factors for the adoption of e-business by Moroccan SMEs are Government policy support, knowledge of ICTs and e-business and some organizational characteristics. Some policies are also suggested to succeed the adoption of e-business by SMEs in developing economies.

ID: 241
Track: Other SME Related Issues

THE DEVELOPMENT OF A MEASUREMENT FRAMEWORK FOR ENTREPRENEURIAL LEARNING PROGRAMS

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ABSTRACT
The unique features of entrepreneurial learning, that involves multiple dimensions, are not easily captured and today few appropriate assessment frameworks exist. The aim of this paper is therefore to put forward an evaluation assessment framework for entrepreneurial learning and empirically illustrate its potential on a specific SME learning program. Based on a survey of owners/managers who took part in the government supported learning program krAft, an exploratory factors analysis and a regression analysis were conducted. The paper proposes a two dimensional framework of cognitive and social/emotional learning outcomes where both are strongly correlated to internal efficiency but only the social/emotional outcomes are correlated to external effectiveness. The paper therefore concludes that the mere focus on cognitive learning outcomes is not enough in order to successfully act upon business opportunities. Hence, the social/emotional learning dimension is of great importance, and should be utilized, in the development of arranged SME learning groups.

ID: 376
Track: Entrepreneurship and Technology

BRINGING INNOVATION TO MARKET: THE EFFECTS OF REGIONAL INNOVATION NETWORK POLICIES ON THE NEW VENTURES’ NETWORKS FORMATION

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ABSTRACT
While Regional Innovation Networks (RINs) claim to bring innovation to market by helping their tenants experience high growth, great products die before their age just because they fail to capitalize the market and customer potential. In line with recent entrepreneurship research on networks (Slotte-Kock and Coviello,
ABSTRACT

In today’s rapidly changing world, nations need enterprising people who have the willingness and ability to take control of their own lives. This paper examines the characteristics and motivations for start-up of entrepreneurs of high- and low-expectation/growth companies. The methodology adopted was a mixed method approach which incorporated an online survey supported by a series of semi-structured interviews. The study found that there are little differences between high- and low-expectation/growth companies in terms of gender, martial status and birth order and significant differences in terms of education obtained. Differences were also found in terms of industry sector and growth aspirations. Little differences emerged in relation to the motivations for start-up. The paper concludes with recommendations for policy makers when formulating policy that affects this emerging cohort of entrepreneurs.

ID: 392
Track: Developmental

HOW TO IDENTIFY AND ASSESS ENTREPRENEURIAL COMPETENCIES IN THE CONTEXT OF FRENCH MICRO-ENTERPRISES

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ABSTRACT

We consider that the competitive advantage of small firms partly results from the competence of the entrepreneur to promote his project. Our purpose is to reply these questions: What competences are perceived by the entrepreneurs and institutional as necessary for small company manager? How can we translate these definitions into a self-diagnosis tool? Our study is a continuation of the work done by Chandler and Jansen (1992) and Lorrain, Belley and Dussault (1998). Chandler and Jansen (1992) proposed the typology most often encountered in literature on entrepreneurship, and which had been approved by 134 SME managers: entrepreneurial, managerial and technical competencies. We present the main approaches to the subject of individual and entrepreneurial competences.

ID: 183
Track: Social Entrepreneurship

NIGERIA: ENTREPRENEURSHIP, TRADE, POVERTY, GENDER AND SUSTAINABLE DEVELOPMENT

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ABSTRACT

Without gender equality and equity, national development will be stunted and lopsided. In Nigeria, poverty wears a woman’s face and the gender imbalance can only be addressed by Government policies and programmes, as the country remains a government-led economy. The average Nigerian woman accounts for an estimated 60% of family’s income, especially on the lower strata of the societal ladder. There is therefore no doubt that any attention paid to improving the lot of the Nigerian woman through trade and entrepreneurship orientation will have a direct effect on the country’s quest to alleviate poverty and entrench sustainable development. This paper assesses the interaction between gender, entrepreneurship, trade, poverty and sustainable development in Nigeria and provides policy and strategy recommendations to help international aids providers on entrepreneurship development and poverty eradication in Africa and government at all levels in effective policy formulation.

ID: 130
Track: Small Business and SME’s in Developing Economies

THE CHALLENGES FACING IRAQI ENTREPRENEURS AND THE RESPONSE OF THE U. S. GOVERNMENT

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ABSTRACT

For over three decades, the Iraqi economy has been adversely impacted by war, costly militarization, and international sanctions. In these turbulent times, Iraqi entrepreneurs face numerous challenges, including an ineffective legal environment, no access to certain markets or finance, the inability to acquire new skills, and the general lack of government support. This paper examines efforts by the Iraqi government together with the United States and the international community to create a business climate
conducive to establishing an entrepreneurial class. Identifying the practices utilized in addressing these challenges should aid future entrepreneurial development efforts in emerging economies or war-torn areas.

**THE PERCEPTION OF ENTREPRENEURIAL ORIENTATION AMONG THE ORGANIZATION – A TRIANGULATION APPROACH**

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**ABSTRACT**
The concept of Entrepreneurial Orientation (EO) has not only become a dominant subject in entrepreneurship research, but has also shown practical relevance in both defining as well as exploring the strategy of the firm. We argue that there is reasonable doubt that the management team assesses the EO of the company the same way as other employees or business partners do. The subject of this analysis is a high tech company of 318 employees, started in 1995 in Saxony, Germany. By applying statistical methods, we find no significant difference in the perception of EO between managers, employees and business partners.

**FROM BUSINESS IN THE HOME TO CUSTOMERS AROUND THE GLOBE**

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**ABSTRACT**
Much of the small business literature has shown that small businesses, particularly home-based businesses, are less likely to export than businesses that have greater than 20 employees. However, the growing internationalisation of small and home-based business (HBB) and advances in Information Communication Technologies (ICT) suggest that some HBBs may break the conventional wisdom of ‘size matters’ and access international markets. In this paper we discuss the characteristics of a sample of 978 home-based businesses in order to identify their propensity to export.

**BUILDING ENTREPRENEURSHIP CURRICULUM FOR EMERGING AND DEVELOPING ECONOMIES: BRIDGING BORDERS THROUGH COLLABORATION**

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**ABSTRACT**
The reduction of unemployment is a major challenge for many economies across the world. As youth graduate from tertiary school or even higher education, the opportunity for work is limited. One solution towards this struggle is to increase employment through entrepreneurial activities where individuals create their own opportunity. The Know About Business curriculum was developed by the International Labour Organization to meet the demands of individuals in developing economies who are seeking employment alternatives. A second initiative is focused on social entrepreneurship, marrying entrepreneurship and serving the public good. Five different entrepreneurship curriculums will be covered in the workshop.
The purpose of this study is to produce a comprehensive evaluation of the Canadian banks by using survey data from more than 12,000 Canadian SMEs. The analysis features three sets of bank scores based on a set of performance-related factors broken down by size of business. A logistic regression is also performed to examine the factors that affect loan rejection. The study demonstrates how banks are doing in serving the financing and banking needs of their SME clients. Findings confirm that certain banks cater to different clients based on the size of business. Logistic regression results also show supporting evidence that size of business has significant effects on the likelihood of being rejected for financing. The smaller the business, the greater the likelihood of being rejected for bank financing.

ID: 134
Track: Entrepreneurship Education

THE VENTURE DESIGN STUDIO: FROM PLANNING TO DESIGN THINKING AND COLLABORATIVE KNOWLEDGE CREATION FOR HIGHLY INNOVATIVE NEW VENTURE CONCEPTION AND COMMUNICATION

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ABSTRACT

It has been said in recent years that little evidence exists to show that the business planning process enables entrepreneurial learning. This paper advances a design thinking approach to teaching and learning for the conception, design, characterization, prototyping, testing, pitching and innovation of new venture concepts. The curricular approach and the associated scholarly inquiry project are described, as are the encouraging results obtained as we have begun implementing the so-called Venture Design Studio as part of our renewed and now cross-campus entrepreneurship offerings. This includes an approach to assessment that facilitates student-led learning, engages experienced entrepreneurs as “choreographers” and results in the design of new venture models that are both highly innovative and highly feasible. The number of used textbook stores and student-bars being proposed has been driven down in favour of significantly more ventures deemed to be highly scalable. Implications are discussed for the design of curricula that help students reach into and catalyze innovation within their local ecosystems.

ID: 371
Track: Entrepreneurship Education

A FRAMEWORK FOR THE SOTL FOR ENTREPRENEURSHIP: FROM RESEARCH VS. TEACHING TO THE SCHOLARSHIP OF TEACHING AND LEARNING FOR ENTREPRENEURSHIP

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ABSTRACT

The “learning perspective of entrepreneurship”, the “concept of entrepreneurial learning” and “models of how entrepreneurs learn” have received increasing attention in recent years because they are purported to provide a useful lens for studying entrepreneurial activity and the nature of entrepreneurship. This paper reports on initial work being carried out with the aim of advancing a theoretical framework that contributes to the conceptualization of scholarship in the entrepreneurial academy and provides a lens through which entrepreneurship scholars, curriculum designers, teachers and learners can view their work. Emerging theories of entrepreneurial learning are extended and complemented by concepts drawn from the fields of epistemology (theory of knowledge), the scholarship of teaching and learning (SoTL), entrepreneurial psychology, and entrepreneurship education. The overall result, a framework for the Scholarship of Teaching and Learning for Entrepreneurship (SoTLE), is advanced together with a detailed map of the SoTLE landscape in order to make clear the implications for educators, researchers and practitioners.

ID: 390
Track: Other SME Related Issues

STRATEGIC ALLIANCES BETWEEN SMALL AND LARGE FIRMS

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ABSTRACT

Small firms are sources of new ideas but lack the ability to develop them commercially in the way large firms do. This potential for mutual benefit is the focus here, aiming to understand how and why these linkages between small and large firms come about, and to investigate the “dark side” of these alliances. This paper identifies the resource-based and transaction costs theories as the most appropriate to jointly characterize the interaction between small and large firms. A questionnaire is used to jointly interview more than a dozen pairs of small and large partners. This study finds that (1) complementarity of resources allows for mutual help in surpassing internal and external constraints; (2) systemic and strategic learning is at least as important as technical learning; (3) asymmetric dependence and opportunistic behaviour are significant concerns; (4) virtually all interviewed firms expect strategic alliances to play an increasing role in the future.

ID: 8
Track: Individual Entrepreneurship

PRACTICAL ASPECTS OF RELATIONSHIP LENDING: A LENDER’S PERSPECTIVE

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ABSTRACT

The paper focuses on the nature of interactions between small and medium-sized entrepreneurs (SMEs) and loan officers that define
the quality of lending relationships. We examine interactions at the transaction level from the perspective of loan officers using ethnographic techniques. The paper provides insights into close-up behaviour of SMEs, which influences the nature of their relationship with loan officers. The paper includes a discussion on the realities and challenges of relationship lending and offers practical advice to educators and entrepreneurs. The evidence suggests that loan officers support SMEs who regularly provide financial information and demonstrate professional behaviour.

ID: 124
Track: Other SME Related Issues

FOSTERING TRUST WITHIN STRATEGIC ALLIANCES AMONG SMES: A STUDY ON THE ROLE OF NETWORK FACILITATOR

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ABSTRACT
The paper describes how the role of network facilitator played by a third party institution may substantially contribute to enhance trust-based ties among the entrepreneurs involved in a local business network, thus reinforcing a sound alliance strategy initially based only on economic payoff. In our work, empirical evidence is presented by a longitudinal analysis of a case history. The case study focuses on eight international-oriented competitors located in the furniture industrial district of Brianza, a geographical region in Northern Italy, that built up a formal network called “I-Style Partners” to foster beneficial associations with one another. Two series of in-depth interviews were carried out with entrepreneurs and facilitator’s managers involved in the strategic alliance during a three-year period. In this case analysis, a descriptive framework of the impact exerted in the network by the interaction of calculativeness and trust will be provided. Findings from this research show that interaction with an external actor has been crucial to promote the formation of linkages, to develop trust and to solve relational problems among competitors in an individualistic and masculine environment.

ID: 254
Track: Social Entrepreneurship

SOCIAL ENTREPRENEURSHIP: AN OPEN INNOVATION PERSPECTIVE

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ABSTRACT
This paper presents a theoretical model connecting three strategies for spreading social innovation – branching, affiliation and dissemination – to an organization’s confidence in achieving expected social impact and revealing new potential value. To this aim, we leveraged the open innovation paradigm as a theoretical lens to explain how the adoption of porous organizational boundaries affects on the likelihood and magnitude of social value created through scaling. Our model predicts that a strong relationship exists between the adoption of an open organizational structure and the likelihood to reveal potential social value. In addition, the similarity of the context where the social inovation structure and the likelihood to reveal potential value. In

ID: 99
Track: Small Business and SME’s in Developing Economies

THE FUTURE PERCEPTION FOR ENTREPRENEURS IN A DEVELOPING ECONOMY: A COLOMBIAN CASE.
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ABSTRACT
The way entrepreneurs perceive the commercial world before them is the result of culture in a human community. Making business for an SME entrepreneur implies many risks in developing countries, where economies and markets are grouping and growing. The high wealth concentration and financial inaccessibility, the unknown legal paths to keep or close a company, the low formation on sales/ marketing and management, and the low use of ICTs among the entrepreneurs are just some risky situations which threatens the entrepreneur’s endeavors and its economic sustainability.

ID: 414
Track: Doctoral Consortium

THE ROLE OF THE SCIENTIST IN CREATING ECONOMIC VALUE FROM UNIVERSITY DISCOVERIES.
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ABSTRACT
The increasing pressure to generate income from commercialising research is impacting universities and the role of the individual researcher. Studying the “Academic Entrepreneurship” phenomena has gained interest amongst scholars in the past decade, yet most studies have focused on: the impact of laws and regulations on intellectual property; the university as an institutional entrepreneur via spinouts; and the technology transfer process via licensing. Studies investigating the role, intent and rewards of the individual researcher in the process of creating economic value from university research are limited.
THE STRATEGIC RENEWAL OF FAMILY FIRMS: A CASE STUDY

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ABSTRACT

The aim of this paper is to bring conceptual and operational clarity to the phenomenon of strategic renewal and, based on a multigenerational family SME case study, to apply it to family firms, an area in which it has received very little attention.

ID: 260
Track: Other SME Related Issues

A SPATIOTEMPORAL ODYSSEY AROUND SUSTAINABLE DEVELOPMENT AND CORPORATE SOCIAL RESPONSIBILITY: TWO CONCEPTS WITH INDEFINITE BOUNDARIES

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ABSTRACT

The aim of this research is to analyse the emergence of the concepts of sustainable development and social responsibility in companies in time and space. A spatio-temporal reading will indicate the most important socio-political and environmental events that have emerged with these two concepts. In order to complete the odyssey, a spatio-temporal analysis has retraced the epistemological evolution of these latter, whilst at the same time remarking the appropriation that has been made by the different institutional and organisational actors. The historical and epistemological reviews tell us that these two concepts, which came into existence almost 80 years, have indefinite outlines; one cannot be substituted for the other. However, thanks to this odyssey, we have reduced the boundaries even further between sustainable development and social responsibility and shown their theoretic and historical association. The perspective adopted shows that the concept of corporate social responsibility is closely connected to that of sustainable development. This connection means that researchers in management science are faced with more new problem issues reaching further than the simple lack of conceptual consensuses.

ID: 111
Track: Social Entrepreneurship

AN EXPLORATORY STUDY ON THE DEVELOPMENT OF SOCIAL ENTERPRISES IN CHINA: DOES CONTEXT MATTER?

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ABSTRACT

Social enterprises (SEs) are ventures established to meet both economic and social needs and their sustainability largely rests on sufficient funding either drawn from public donations, subsidies and sponsorship or from the ventures’ internally generated profits, which depends on the SEs’ efficiency and profitability performance. However, both the internal mission and public expectation would usually drive the social enterprises into a conflict of how the social contribution and economic performance could be balanced. It is obvious that the operations of SEs are usually small in scale, and their market scope is limited and mainly community based. Since the emergence of SE sector is relatively earlier and therefore more developed in the Western studies on this area, e.g. their conception, drivers for and the process of establishment, and operation mode, etc. might not be directly applicable in other contexts. The primary aim of the paper is to report our study on the general development of social enterprises in China with particular focus on whether or not their development is affected by macro and institutional context, and examine how it is affected.

ID: 216
Track: Developmental

HUMAN CAPITAL OR SOCIAL CAPITAL – A DETERMINANT OF ENTREPRENEURIAL CHOICE AMONG INDIAN IMMIGRANT ENTREPRENEURS IN AUSTRALIA.

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ABSTRACT

The aim of this research is to conduct an in depth analysis of the role that variables like education, previous work experience, family business background, social and family relations- hips and ethnic networks, links to the country of origin play in determining an entrepreneurship career. This study reviews the role and significance of Human Capital Vs Social capital as a determinant of entrepreneurial choice in a group of Indian immigrant entrepreneurs in Sydney in order to investigate and test the following hypotheses. H1 There is a positive and significant relationship between the entrepreneurial choice and the social capital enjoyed by members of a common Indian ethnic group in Sydney. H2 Choice to become an entrepreneur has been negatively correlated with human capital. Data was collected from 52 Indian business firms, who owned, subways, post offices, KFC’s, Indian food store, restaurants, car wash etc. This research highlights that the role of human capital as a determinant of entrepreneurship cannot be overlooked.
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Joe Aniello, FMU, Terry Goodin, MTSU, Charles Stowe

ABSTRACT
The Learning in Action process has or is currently running in 10 different Universities. This is a brief summary of products from the Santa Fe case. This case along with the Phoenix case and the Music City Blues case have been used to develop redevelopment entrepreneurship plans for the following cities: Athens, TN; Florence, SC; Maryville, TN; Bowling Green, KY and Franklin, KY. This is a draft of ideas for discussion.

ID: 409
Track: Individual Entrepreneurship

THE NEXT GENERATION OF ENTREPRENEURS:
CREATING TOMORROW’S VENTURES TODAY
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ABSTRACT
Special showcase for students exhibiting new venture ideas from student teams from past business plan competitions.

ID: 52
Track: Entrepreneurship Education

TEACHING CASE EXCHANGE WORKSHOP:
INTEGRATING CULTURAL, SOCIAL AND ECONOMIC CONTEXTS INTO WRITING CASES
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ABSTRACT
This workshop presents a case writing model integrating American and European perspectives. The workshop highlights the key approaches to be taken when writing case studies and how they can be used to maximize the learning experience for students. A unique aspect of this workshop is its focus specifically on the relevance of ‘cultural context’ in writing and teaching with cases in entrepreneurship. The workshop is designed to assist entrepreneurship educators in producing entrepreneurship case studies using ‘best practice’ techniques and highlight the elements that are required to make case studies as effective and interesting as possible for teaching purposes.

ID: 100
Track: Entrepreneurship Education

THE SANTA FE CASE: USING ART TO REDEVELOP GHOST TOWN
ABSTRACT

The workshop is designed to assist entrepreneurship educators to identify and introduce different forms of experiential learning that will enable students to better understand how entrepreneurship can be employed to address social issues. The workshop will explore the advantages and disadvantages to this form of learning for the student, and the challenges that it might create for the educator. The workshop will highlight specifically how such a learning experience can be adopted with regard to social entrepreneurship and it will detail examples used by the authors that have generated positive results for all stakeholders.

ID: 393
Track: Individual Entrepreneurship

ABSTRACT

Research suggests that focusing on how opportunities are identified is an important aspect toward understanding the creation of new ventures. However, despite the contributions of previous research, one under addressed question of interest revolves around the antecedents of innovative and imitative opportunities. Our study seeks to explore the relationship between search process, prior knowledge heterogeneity, and the type of opportunity identified. This research utilizes the PSED in order to examine the proposed relationships. Findings suggest it is possible that while the opportunity identification process might play a role in the commercialization of opportunities identified, it likely differs for innovative opportunities.

ID: 378
Track: Doctoral Consortium

ABSTRACT

The international activities of small firms are constrained by several barriers, including their limited endowment of resources and capabilities to invest in exploiting growth opportunities abroad. This is particularly true of Small and Medium-sized Enterprises (SMEs) in developing countries, which are characterized by fewer managerial resources, experience and support services in comparison with their counterparts in developed countries. Firms can increase their export potential by leveraging on networks. Export consortia are typical examples of networks aimed at enabling firms to overcome resource constraints to greater exporting activities. This paper focuses on export consortia of

ID: 19
Track: Women and Minority Entrepreneurship

ABSTRACT

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SMEs in developing countries as a tool for the development of intangible resources for internationalisation. Building on the empirical analysis of nine export consortia promoted by UNIDO in Peru, Morocco, Tunisia, and Uruguay between 2004 and 2007, we shed light on the processes through which intangible resources are developed within these network arrangements.

This result supplies a different angle to view the role of the MNCs and to develop appropriate policies to integrate the MNCs more effectively to the growth of the region.

ID: 113
Track: Social Entrepreneurship

HOW LEGISLATIVE REQUIREMENTS IMPACT THE ENTREPRENEURIAL ORIENTATION OF SOCIAL ENTERPRISES: AN EMPIRICAL STUDY

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ABSTRACT
This paper analyses 154 Finnish firms with respect to the potential constraints legislative requirements impose. The legal requirements create an environment where these firms cannot create a sustained competitive advantage - at best it can be described as an artificial advantage. Results also show that while the entrepreneurial orientation is associated with the firms’ ability to create a competitive advantage, these firms score below average on all three dimensions of entrepreneurial orientation, which raises a justified question: are these firms entrepreneurial? These firms seem to have been created according to legal requirements and an artificial opportunity provided by the government in need of solving a social and political dilemma, not the entrepreneur’s desire to create social value.

ID: 412
Track: Doctoral Consortium

AN EXPLORATORY STUDY OF SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION IN FINLAND

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ABSTRACT
This study will firstly involve a clarification of the concept of social entrepreneurship and an investigation of the Finnish norm regarding this phenomenon. The investigation will be made with data from Finnish articles on the web. Secondly, the study will focus on core innovations within social entrepreneurship and a multiple case study will be conducted on a number of Finnish social enterprises to enhance the knowledge on such innovations. Finally, it might also be investigated in the study how the Finnish Law about Social Enterprises affect innovative activity in the organizations that are registered as social enterprises in Finland. Valuable contributions to the theory on social entrepreneurship and for the practice of social entrepreneurship are expected from the study.

ID: 365
Track: Social Entrepreneurship

NEW ORGANIZATIONAL LEGAL FORMS FOR GLOBAL SOCIAL VENTURES

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ABSTRACT
Social entrepreneurship comprises organizations create social value. Existing organization legal forms include: government agencies, non-government organizations (NGO), non-profit organizations, established business firms, start-up and growing entrepreneurial firms, and various hybrid-form or blended-form organizations. Numerous combinations and hybrid social benefit organizations are created involving for-profit, non-profit, and joint-ventures. Currently there is a world-wide movement to design new legal organization forms through national legislation. These new legal forms move beyond the old tired discussions and choices of entrepreneurs selecting either for-profit or non-profit organization forms to achieve creation of social value. Current global examples are presented with recommendations for future research.

ID: 268
Track: Small Business and SME’s in Developing Economies

IMPACT OF OUTSOURCING BY MULTINATIONAL SOFTWARE FIRMS ON THE INNOVATION PERFORMANCE OF SMALL SOFTWARE DEVELOPER FIRMS IN ARGENTINA

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ABSTRACT
Multinational Corporations (MNCs) produces positive externalities, which contribute to the capability enhancement and growth in the host region. Generation of the positive externalities through technology and know-how transfer is expected to contribute to the innovative capability in the region too. For testing this proposition, this research has done a comparative analysis of the pre-2001 and post-2001 innovation performance scenarios in the small software firms in the city of Córdoba in Argentina, since the software MNCs started to settle in Argentina in 2001. Statistical analyses results of the data collected from 62 small software firms show that the settlement of the software MNCs have negatively impacted the innovation performance of the small software firms in Córdoba.
THE EFFECT OF BUSINESS CULTURE, ETHIC ORIENTASION, STRATEGIC ORIENTATION AND STRATEGY IMPLEMENTATION ON SME’S PERFORMANCE

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ABSTRACT

Recently CSR has been taking its momentum among the business society in Indonesia. The economic crisis and reformation era have brought up a new spirit of transparency, democracy, and social awareness. Initiated by multinational companies and CSR Forum, now, more and more companies operating in Indonesia are adopting CSR because they believe it is the right thing to do. However, its implementation is not always easy due to some external factors affecting business, especially in SMEs. This paper attempts to provide general analysis as a potrait of CSR implementation in Indonesia SMEs related to business environment, as well as how the owners of SMEs disclose their perception of CSR theme or topic and build good internal values to address such business challenges, e.g. product & service, labor, environment, etc. Based on the authors’ observations in the last few years, and surveys conducted to 185 SMEs membered at IBL.
Impact on corporate economic performance seems to justify the fundamental need to investigate this issue. Given the recent changes to the law of tourism areas, this study aims to identify and map clusters of tourism in Portugal, as well as evaluate their performance. Based on a multivariate analysis, three clusters were identified with different performance levels: low, medium and high performance.

ABSTRACT

Several scholars have written about a ‘marketing culture’ of business organizations. Our paper adds a new layer to this literature by looking at culture as a root metaphor. Adopting the culture as root metaphor perspective we analyse how commercial biotechnology marketing is understood from the inside, i.e. from the point of view of biotechnology business people. The analysis opens up two modes of marketing relevant within the biotechnology marketing culture: generic marketing and science marketing. The content and process of these will be discussed further in our paper.

ABSTRACT

By using 124 Japanese samples of small firms, this study investigated for the influence of the entrepreneurial strategic orientation (EO) to the performance as well as the moderating effect of the knowledge resource to their relationship. As most EO literature suggests, the result indicated that the EO was a strong predictor of a firm’s performance. Furthermore, when being moderated by the highly intensified knowledge resource, EO showed an even stronger performance. The theoretical and practical implications were discussed.

ABSTRACT

Tourism with a truly strategic importance it has for any future national or regional economy, together with the reasons justifying the immense interest in the area of clusters and their assumed impact on corporate economic performance seems to justify the fundamental need to investigate this issue. Given the recent changes to the law of tourism areas, this study aims to identify and map clusters of tourism in Portugal, as well as evaluate their performance. Based on a multivariate analysis, three clusters were identified with different performance levels: low, medium and high performance.

ABSTRACT

Tourism is recognized as one of today’s most important economic and social phenomena. In this millennium, this sector is a structuring element of the global economy dynamics, so that it has been affirmed as a sector of bigger importance and spread world-wide (PITER, 2005). Opperman (1993) states this sector is presented as an essential tool in the development and regional economic growth, believing to be a weapon to prevent the desertification and the economic stagnation of the regions, namely in inner regions. In this perspective, the competitiveness contributes largely for the construction of social, cultural, and economic variable that affects the performance of a country in international markets. Wealth creation is the engine of economic growth and an important lever of innovation (Dwyer and Kim, 2003). According to Dwyer et al. (2004), competitiveness of a nation is not a proper result, but a way to reach an end, a final objective of industry development to increase people’s wealth.

ABSTRACT

The main aim of this paper is to investigate KM practices in small firms. The paper presents the results of a questionnaire survey carried out in a SME network consisting of 25 companies operating in high-technology sectors and located in the eastern area of Naples City (Italy). Survey findings highlight the following points: a) the surveyed companies show significant KM needs; b) knowledge exchanged is mainly tacit; c) firms express the need...
for both internal and external KM systems enabling inter-firm collaboration for developing common projects; d) there are some relevant factors motivating the adoption of internal and external KM systems but also significant barriers.

ID: 123
Track: Other SME Related Issues

IPO: A WAY FOR SMES GROWTH?
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ABSTRACT
The SME and the stock exchange market are a strange alchemy! This is all the more surprising when the SME adopts an aggressive strategy focused on external growth, international openness; investment in technological innovation... The definition of SMES seems disoriented in this context and with such strategic behavior. This article is focused on the impact of stock market listing on the growth strategies of French SMES and explores the distortion of the SME concept so caused. It includes a review of literature on organizational theory and entrepreneurial finance. It is based on a longitudinal methodology over seven years, following a sample of 65 listed SMES and a control sample. Overall, it appears a significant effect on growth indicators in the direction of our presumptions of distortion.

ID: 398
Track: Entrepreneurship in the Arts

“LIKE AN ARTIST, LIKE A POET” – UNDERSTANDING, AND IMPROVING, ENTREPRENEURSHIP THROUGH ART
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ABSTRACT
This is a positioning paper about relationships between art and entrepreneurship, and in particular entrepreneurial learning and becoming. It proposes a number of theoretical and conceptual links between art and enterprising. It is suggested that art can be a source of inspiration for many elements of entrepreneurial agency, such as the capacity to recognize and act upon opportunity, to create, to innovate, to frame, to raise funds, to bootstrap, to manage ambiguity, to persist in the face of adversity, etc. and that entrepreneurs can in many ways be viewed as artists. The paper aims to exchange about relationships between art and the entrepreneurial process, away from classical equilibrium-based understandings, toward creative process views inspired from a broad range of relevant and seemingly irrelevant perspectives. This is work in progress.
This paper focuses on innovation development in small enterprises. It explores what are the factors of innovation capacity that predict the development of radical and incremental innovations in small enterprises. The empirical evidence is based on data gathered through a questionnaire, which yielded 708 qualified responses from the enterprises with fewer than 50 employees. The findings of this study provide two contributions to academic literature. First, the importance of innovation capacity as a predictive factor of innovation development in small enterprises is reported in relation to different innovation types. Second, the results establish that the model consisting of innovation capacity and contextual variables explains reasonably well the variability regarding developed radical innovations but it does not explain the variability regarding developed incremental innovations.

ABSTRACT

Local public technology centers, administrated by local authorities, primarily engage in providing technological support to small local firms and are currently encountered with structural changes in regional innovation systems. This study examines fit between resource allocation strategy of local public technology centers and the characteristics of regional environments. The results show that there are no significant differences between centers' strategies according to the characteristics of a regional innovation system. This implies that centers' strategies were inefficient because economic welfare in the region would have improved if they had allocated resources in accordance with the characteristics of regional innovation systems.

ABSTRACT

Two research issues are examined using a panel data of new technology-based firms (NTBFs): whether the involvement in research collaboration with universities contributes to improving research productivity of NTBFs; and which type of NTBFs are likely to receive spillover via research collaboration. Estimated treatment regression models reveal that NTBFs collaborating with universities and public research institutes in research demonstrate higher research productivity. The positive impact of research collaboration on research productivity is salient when NTBFs experience in collaboration with any partners, or possess greater or smaller absorptive capacity.

ABSTRACT

This conceptual paper introduces a three-dimensional perspective to explain the entrepreneurship phenomenon. The three-dimensional perspective is named the “Definitional Sphere of Entrepreneurship” and is intended to shift the discussion of entrepreneurship away from the battle-of-the-definition or the definition-of-convenience approaches to a more reflective and inclusive approach that searches for the underlying dimensions to explain the phenomenon of entrepreneurship. This approach will facilitate more explanations of the phenomenon rather than fewer and competing explanations of entrepreneurship.
BUSINESS SUPPORT FOR START-UP: HOW TO USE THE BALANCED SCORECARD AS AN INTER-ORGANIZATIONAL SHARED TOOL?

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ABSTRACT

The goal of this paper was to produce a shared instrument for evaluating business support in new business start-ups. Today, the public authorities try to supervise this business support and would like the dedicated bodies to gain in both professionalism and efficiency. Business support must now no longer be appreciated on the basis of a bilateral relationship but instead on that of a reticular dimension that connects those who are accompanied with a network of business support, itself in direct connection, perhaps even under the influence of, a group of public funding providers. New tools adapted to this context must be proposed. We chose the balanced scorecard developed in association with all the key players in business start-ups. Our results show that business support structures wholeheartedly agree with evaluation as a means of improving control of their servuction process. With this in mind, we have built a strategic map which we present here as a key for the future development of the shared evaluation tool.

FACTORS ON THE PERCEPTION OF ENTREPRENEURIAL OPPORTUNITIES AND THEIR INFLUENCE ON ENTREPRENEURIAL INTENTION – AN EMPIRICAL STUDY

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ABSTRACT

This empirical study examines the impact of entrepreneurial opportunities on the formation of entrepreneurial intentions. Furthermore, factors which influence opportunity perception and intention creation were analyzed. The results show that opportunity perception is the main driver in the intention creation process and is influenced by entrepreneurial attitude and self-efficacy. Moreover, there are significant differences between women and men regarding the role of self-efficacy and opportunity recognition. While in the male sample opportunity recognition fully mediates the relationship between self-efficacy and intention the female sample indicates an additional effect of self-efficacy on intention. Furthermore, differences in the impact of entrepreneurial role models came to light.

YOUTH ENTREPRENEURSHIP AND WORKFORCE DEVELOPMENT: THE CROSSROADS OF IDEATION AND JOB CREATION

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ABSTRACT

When a community has high unemployment and needs to develop a new cohort of entrepreneurs, what is the most effective way to excite young adults about the potential of entrepreneurship? In this session, the presenters describe a unique initiative designed to link entrepreneurship education with socio-economic distressed youth experiencing chronic unemployment. Through the U.S. American Recovery and Reinvestment Act and the Workforce Investment Act, a new highly acclaimed “E3” (Employ, Enrich, Engage) Youth Employment and Training Program was launched in Racine County, Wisconsin in 2009. Learn how a private/nonprofit/public partnership leveraged federal funds to stimulate local social and economic capital.
ENTREPRENEURIAL ATTITUDES OF ARTS AND BUSINESS STUDENTS

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ABSTRACT

Research into the entrepreneurial attitudes of arts and business students is important for the marketing and efficacy of entrepreneurship education/initiatives. The survey (N = 321) of arts and business students at a small mid-Atlantic liberal arts university determined significant factors influencing attitudinal constructs from Robinson and Hunt’s 1991 entrepreneurial attitude orientation model. Results indicated that for both business and arts students, student characteristics and entrepreneurial experience were found to be significantly related to certain entrepreneurial attitudes; in some cases, arts students, particularly those who owned businesses or who had taken at least one business course, scored higher than business students.

ID: 335
Track: Other SME Related Issues

DEVELOPING THE EXPLORATION OF CORPORATE GOVERNANCE IN SMES

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ABSTRACT

This paper uses governance research frameworks to identify and analyse difficulties in making simplistic assertions based on large firm considerations about the benefits and prescriptions for good governance activities in small firms. These difficulties exist primarily because governance in small firms is driven by a different set of structures and process than those that apply to large firms. In the large firm governance literature there is recognition that governance can be approached from a control perspective or from a collaboration perspective. While these theoretical perspectives may hold in small firms, the prescriptions (around the Board of Directors primary role, board structures, executive stock ownership and the market for corporate control) need to be viewed with a different outcome in mind. Small firms may be able to achieve governance outcomes without strict internal and external structures and processes. An important consequence of the research is the need for researchers and policy makers to develop a clearer understanding of the what, why, when and how of governance in privately owned firms.

ID: 424
Track: Entrepreneurship and Technology

CRITICAL MASS IS CRITICAL: A VIEW INTO THE CHANGING WORLD OF SCHOLARLY COMMUNICATIONS

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ABSTRACT

In this changing world of scholarly research, each slice of the scholarly communication spectrum plays an important role. Creating content is no longer a concern. There is abundance, in fact an overabundance of scholarly research and other information. Scarcity is no longer the issue. The issue is creating a model for producing, sharing, and maintaining scholarly communications through communities that are sustainable and enhance innovative research by other scientists. Online communities provide significant value to the widest array of users, including scientists and other professionals. Scholarly communities, based on an interdisciplinary approach, encourage innovative research. Sustainability and innovative research are critical to providing the broadest spectrum of scholarly communication to the greatest number of users. Providing access to epic amounts of content is not enough, the communities also need to increase the efficient use of the content and provide user focused tools that allow the scientists to be the most efficient and effective in their research activities.

ID: 212
Track: Corporate Entrepreneurship

SOCIAL CAPITAL AS A CATALYST : ENABLING EFFECT ON ORGANIZATIONAL LEVERS FOR CORPORATE ENTREPRENEURSHIP

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ABSTRACT

Dwelling on entrepreneurship, organizational and social capital literatures, this paper explores the effects of structural, relational and cognitive social capital upon organizational levers (HR management, culture, structure, control, resources, communication, information system) at different stages of the corporate entrepreneurial process (opportunity recognition, project design and implementation). We argue that different kinds of social capital will impact different organizational levers at different stages of the corporate entrepreneurship process. We conclude with implications for theory, limitations and perspectives for future empirical research.

ID: 213
Track: Doctoral Consortium

CONFRONTING BUSINESS MODEL LITERATURE WITH ENTREPRENEURIAL PRACTICE - CURRENT STATE OF THE ART AND RESEARCH AGENDA

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ABSTRACT
In the venture creation process a clearly articulated business model is important to have as early as possible because it is the central construct to coordinate start-up activities and to cope with complexity and uncertainty. But until today business models as a concept are not understood well – especially in an entrepreneurship context. Through a systematic literature review and a semi-structured interview with 15 entrepreneurs this study clarifies the tasks and the elements of a business model as well as its place in the venture creation process.

ID: 223
Track: Women and Minority Entrepreneurship

WOMEN ENTREPRENEURS IN THE INFORMAL SECTOR: MARGINALIZATION DYNAMICS OR RATIONAL ECONOMIC CHOICE?

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ABSTRACT
Studies on women entrepreneurs in the informal economy no longer view them as a residue of a pre-modern regime that is disappearing. Instead, they are either read through a structuralist lens as marginalised populations engaged in low quality work or through a neo-liberal lens as engaged in relatively higher quality endeavour more as a rational choice. The aim of this paper is to evaluate critically these contrasting explanations. To do this, the results of face-to-face interviews with 323 women entrepreneurs operating in the Indian informal economy are analysed. The findings show that although the structuralist representation is largely appropriate for women engaged in informal waged work, it is not so valid for women informal entrepreneurs working on a self-employed basis where incomes are higher, they receive more credit from formal institutions, union membership is higher and such work is more likely to be a rational choice on the part of these women. The outcome is a call to move beyond using only one of these explanations as universally applicable and instead to recognise that a more comprehensive understanding is needed to capture the diversity amongst women in the informal sector.

ID: 291
Track: Family Business

PROFESSIONAL CEO, INDEPENDENT DIRECTORS, INNOVATION AND FAMILY CONTROLLED FIRMS’ PERFORMANCE

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ABSTRACT
Our study is among the first attempts to suggest that the combination of professional CEO, independent directors and uniqueness of family is a dynamic capability and specific firm resource for achieving innovation and continuity in the family controlled firm. Drawing from resource based view and dynamic capability literature, we propose that a professional CEO directly impacts innovation and firm performance, and that this impact is positively moderated by independent directors on the board. The higher the number of independents, the more positive is the effect. Our testable propositions form a baseline for future research. Implications for theory and practice are discussed.

ID: 82
Track: International Entrepreneurship

INNOVATION AS A PRE-CONDITION FOR EXPORT ACTIVITIES OF SMEs? - EVIDENCE FROM THE EUROPEAN UNION -

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ABSTRACT
The growing internationalisation of business and globalisation of trade are changing the competitive industrial environment for European small and medium-sized enterprises (SMEs). Technological innovation such as the introduction of new products and the improvement of a firm’s existing product range is considered to play a key role for a firm in the maintenance or improvement of its market position, particularly in competitive and saturated industries. In recent years, the relationship between innovation and export performance has therefore received growing attention in economic literature. However, the between the two variables. In our study, we examine the relationship between product innovation and export intensity using data covering 2,813 enterprises from the manufacturing sector from the 27 Member States of the European Union. The results of our regression analysis show that the level of innovation activity seems to have a significant impact on the export intensity of a firm.

ID: 355
Track: Public Policy

THE EFFECTS OF LIMITED STAFF CAPACITY AND CAPABILITY OF SMALL FIRMS ON THEIR ACCESS TO OFFICIAL FOREIGN TRADE PROMOTION

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ABSTRACT
Small businesses face size-specific barriers with regard to the development of foreign markets. To counteract these structural disadvantages, governments worldwide have created a large number of different institutions and instruments to support the
internationalisation of small firms. Grounded in the theoretical framework of the resource based view, our study analyses the participation patterns of enterprises in foreign trade promotion schemes with respect to firm size. Our study is based on regression analysis using data obtained by an original survey covering 615 German enterprises from all sectors. Our findings provide strong evidence that (1) small businesses use foreign trade promotion programmes to a lesser extent than their larger counterparts and that (2) the limited staff capacity and capability of small firms, which in fact should be counter-balanced by the public promotion schemes, is the main reason why the support measures are not being accessed by small enterprises efficiently.

ID: 29
Track: Other SME Related Issues

RISK MANAGEMENT PRACTICES OF SCOTTISH, CHINESE AND GERMAN SMALL AND MEDIUM-SIZED ENTERPRISES (SMES): A CROSS-COUNTRY STUDY

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ABSTRACT
There has been a paucity of research concerning the current state of risk management (RM) in Small and Medium-sized Enterprises (SMEs). Literature searched by the authors has revealed that there are few cross-country studies directly relating to RM in SMEs. The research project is the first of its type with an extensive empirical study into the status of RM in SMEs. The cross-country study investigates whether cultural differences have an influence on the firms’ RM practices. Exploring these questions will provide a clearer understanding of the personal and organizational factors that have influenced the risk management practices of SMEs in the respective countries. This study also seeks to address the influence that the perception of environmental uncertainty has on the risk management efforts in SMEs. The investigation is carried out via a Web-based survey of Scottish, Chinese and German SMEs, followed-up by in-depth research interviews.

ID: 332
Track: Small Business and SME’s in Developing Economies

AGENCY COST IN UNLISTED SMALL BUSINESSES

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ABSTRACT
This paper discusses a small business based investigation of principal-agent (PA) and principal-principal (PP) dimensions of agency cost. Panel data for 11 years to 2008, covering a sample of small businesses not listed on a stock exchange, are examined using multivariate statistical techniques. The sample of businesses includes sole proprietorships, partnerships and private companies and differs from previous studies in terms of selection bias and breadth of coverage. Several variables, including financial and operating structure, size, industry, performance and ownership concentration are found to be related to the level of agency costs. Consideration is given to how these variables, combined with the information opacity often associated with small businesses, might promote a broad range of policy issues and options for small business growth and sustainable profitability.
CROSS CULTURAL MANAGEMENT IN WESTERN HUMANITARIAN MICRO FIRMS IN EMERGING COUNTRIES THE CASE OF FRENCH CHARITIES IN SOUTHERN INDIA

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ABSTRACT

Very small Western humanitarian associations can be compared, at a managerial scale, to micro firms (central place of the decision maker, size, and informal processes). Yet to approach such structures, cross cultural management cannot be occulted. After the often mistaken convergence theory and the more realistic divergence one, including mostly qualitative research, some scholars have opted for interpretive approaches through qualitative data. Our field being French charities in Southern India, we will focus on a comparison between the French national culture at work called “logic of honour” (d’Iribarne, 1989) and the most famous Indian leadership models (J.B.P. Sinha, 1984). Proximity seems to be at the heart of every one’s expectations.

HUMAN RESOURCE PRACTICES AND FRONTLINE MANAGER INVOLVEMENT IN SMALL AND EMERGING FIRMS: AN EXPLORATORY ANALYSIS

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ABSTRACT

Small businesses which may or may not have a human resource professional on staff are likely to rely heavily on frontline managers to perform many of the basic HR functions. However, little is known about the extent of this practice or how satisfied frontline managers tend to be with their involvement in HR processes. Survey results from 111 businesses of varying size were collected and analyzed. Results indicate that supervisor involvement in HR activities is predicted by employer size. Analysis of variance reveals significantly greater supervisor involvement in the areas of planning, wage increases, and safety administration. However, as frontline manager involvement increases, their satisfaction with the organizations hiring and performance appraisal processes tends to decrease. Overall, it appears that supervisors become more involved in HR practices as company size increases, but this greater involvement tends to come at the price of satisfaction with key aspects of the HR function.

BUILDING THE ACADEMIC-BUSINESS PARTNERSHIP IN INTERNATIONAL EDUCATION: PROVIDING AN EXPERIENTIAL LEARNING ACTIVITY IN A GLOBAL SETTING FOR UNDERGRADUATE STUDENTS.

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ABSTRACT

This workshop demonstrates an experiential learning activity in a global setting for undergraduate students. We demonstrate a partnership between the international business community and academics by sharing our College – International Trade Council “Global Research Initiative”. Presenters discuss issues confronted, solutions devised, success achieved and support obtained. The value to cooperating businesses and the International Trade Council is also shared.

TAIWAN’S HAKKA ETHNIC’S HISTORY OF PIONEERING ANALYSIS OF WOMEN’S ENTREPRENEURSHIP - IN MIAOLI COUNTY

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ABSTRACT

People pay much more attention on females who start their own business in the past two decades. One reason is that the notion of gender equality is brought into practice; therefore, starting a business is no longer for male only. Another reason is that female entrepreneurs can also improve their social status and drive the economy by starting their own enterprises. The purpose of Microfinance programs is to encourage women to start an enterprise. Moreover, women can get financial sustainability, poverty alleviation, and more female empowerment through their business. The research applies the conception of Microfinance Programs to discuss if 10 Hakka female entrepreneurs can achieve the effect of empowerment through the promotion of economic ability. Furthermore, the research focuses on Hakka female entrepreneurs in Miao-Li area, and probes into entrepreneurial situations and difficulties in order to find out what can be empowered for expanding their business.
ON ENTREPRENEURIAL INTENTIONS

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ABSTRACT

The growing attention for entrepreneurship education has resulted in a wide variety of articles about this topic and an ongoing debate about whether or not entrepreneurship can be learned, and if so how this can or should be done. We use a quasi experimental design to test the effectiveness of an entrepreneurship program, relying on theory of planned behavior. The findings suggest that students participating in the entrepreneurship course with an (auto)biography assignment, compared to students who followed a different non-entrepreneurship course, show an increase in the antecedents of intentions (attitude, perceived behavioral control, self-efficacy). Furthermore they have higher entrepreneurial intentions at the end of the program. Finally, these students do also pursue these intentions in their actual start-up behavior.

D: 262

Track: Other SME Related Issues

DOES THE HISTORY MATTER? THE ROLE OF PAST LINKS IN THE EMERGENCE OF SMES NETWORKS

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ABSTRACT

This paper aims at exploring if and under which conditions the need for knowledge exchange within a small firms’ cluster is able to generate a more or less stable structure of links among firms. We focus on Industrial Districts (IDs); in particular, we analyze IDs with flexible specialization, in which knowledge exchange is driven by the search for the complementary knowledge assets. Previous works of the authors proposed an agent-based model of IDs to explore which are the properties of networks emerging from firms interaction prompted by the search and exchange of complementary specialized knowledge. This paper presents a new version of this model to analyze the role of embeddedness of relationships among IDs firms in shaping emergent network structures. The aim of the paper is to answer to the following research questions: Can knowledge complementariness explain the emergence of a stable network of firms within a SMEs cluster? Which are the structural properties of these networks? Which role the embeddedness of relationships among firms play in shaping the structure of emergent networks?

ID: 410

Track: Other SME Related Issues

COGNITIVE MODELS OF STRATEGIC THINKING AND FIRM PERFORMANCE: THE CROATIAN EXPERIENCE

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ABSTRACT

This research explored the relationship between leader cognitive models of strategic thinking and firm performance. It provides an empirical examination of the link between influential streams of strategic management thinking perceived as the top manager decision-making strategies, and organizational success. The hypotheses tested were generated from a classification model yielding four cognitive models of strategic management thought. Regression analysis was used to examine the relationship between cognitive models of strategic thinking and firm performance. The respondents were 127 (31 percent of the population) top managers from the population of Croatian firms. ROE and ROA, available from secondary sources, were used to assess financial performance.

ID: 269

Track: Small Business and SME’s in Developing Economies

THE IMPACT OF RELEVANCE MARKETING ON CREDIT COLLECTIONS WITHIN AN EMERGING MARKET MICRO FINANCE INSTITUTION (MFI)

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ABSTRACT
The development and implementation of a marketing intervention aimed at reducing the number of drop off accounts purported to prove that customers incentivised to remain current are less likely to default on their loan repayments than customers not incentivised to remain current. The results of the six month initiative show positive, albeit inconsistent results in reducing the number of drop off accounts.

ID: 66
Track: Public Policy

FROM SIMPLE TO INTRICATE: NEW ZEALAND SME POLICY DEVELOPMENT 1978-2008
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ABSTRACT
There has been little research into the development of New Zealand SME policy. This study examines the development of small business and entrepreneurship policy in New Zealand 1978-2008. Using a range of secondary data, supplemented with interviews with key informants, the study’s aim is to determine whether the policies pursued by successive New Zealand governments during this period have any points in common with the two extremes of small business policy, the US and the European approaches. It concludes that by 2008 small business policy in New Zealand was complex and multifaceted. The study will help policy makers set clear objectives that target the multiple needs of small businesses.

ID: 194
Track: Entrepreneurship and Technology

ENTREPRENEURIAL ORIGIN AND THE CONFIGURATION OF INNOVATION IN RURAL AREAS: THE CASE OF CUMBRIA, NORTH WEST ENGLAND
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ABSTRACT
This paper examines the incidence of innovation and the configuration of innovation systems in rural areas. Drawing on the results of a micro-level study in Cumbria, the paper shows that the actor-constructed regional innovation system stretches well beyond the confines of the locality. This can be explained – in large part – on account of entrepreneurial origin. New arrivals (especially immigrants) demonstrate the greatest propensity to innovate using innovation systems that cut across regional and national boundaries. Interestingly, returnees also demonstrate a high propensity to innovate relying heavily in the regional context, whilst locally-born entrepreneurs report low incidence of innovation. The paper concludes offering a distinction between regional innovation systems (as macro-level analytical units with a normative dimension) and actor-constructed regional innovation systems (as micro-level descriptive units). This divide allows for the introduction of entrepreneurial agency in innovation studies.

LEADERSHIP AND CULTURAL MATTERS: EMPIRICAL INVESTIGATION OF THE MEDIATING MECHANISM OF ENTREPRENEURIAL ORIENTATION
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ABSTRACT
Using survey data collected from the three entrepreneur firms located in South Korea, we empirically investigate the unique East Asian cultural value and leadership mechanisms explaining how East Asian entrepreneurial organizations achieved remarkable firm performance. In order to do so, we examine the influence of both long-term orientation based on Confucianism and employees’ perceived transformational leadership on organizational performance. We further examine entrepreneur orientation as an important mediator of these relationships. Our arguments have practical and theoretical implications for understanding how leadership, national culture, and organizational culture make important contribution on organizational performance.

ID: 321
Track: Developmental

THE EFFECTS OF FIGURE’S SYMBOLIC MEANINGS OF PRODUCT AND CONSUMPTION VALUES ON CORPORATE AWARENESS AND BRAND ASSOCIATION – THE TAIWAN MARKET PERSPECTIVE
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ABSTRACT
As the degree of product differentiation is becoming less and less, many Asian SMB enterprises start with developing figure strategy to link to brand and extend competitive strategy outside of product itself. This study is to explore the effects of figure’s symbolic meanings and consumption values on corporate awareness and brand association in Taiwan. We use experimental design method and questionnaire to collect data and verify four hypotheses. We found that the figure’s different symbolic meanings and consumption values has significant effect on the corporate awareness and brand association. Taiwan enterprises from OEM toward the brand, the researcher believe that the figure manipulation would be an effective strategy to strengthen brand management.
AN EXPLORATORY STUDY OF ENTREPRENEURSHIP CURRICULUM AND FACULTY IN THE U.S. AND CHINA

**ABSTRACT**

This paper explores entrepreneurship education in China, drawing on insights about university entrepreneurship curriculum in the U.S. We present an analysis of curriculum of 26 top entrepreneurship programs in U.S. universities, and an in-depth case study of Babson College in the U.S. We then present an overview of entrepreneurship education at the university level in China, focusing on leading university entrepreneurship programs. We conclude with some recommendations for the development of this field in China. We cite the need for experiential methods and connections to practice, and identify the shaping of attitudes and skill development as key objectives.

THEORY MORPHING VS THEORY TESTING - HUMAN CAPITAL IN ENTREPRENEURSHIP

**ABSTRACT**

A shift toward theory testing has occurred in A-rated journals across the various Management disciplines. This article examines the outcomes of Human Capital Theory (HCT) testing in the field of Entrepreneurship. Two conclusions are reached: one methodological and the other, substantive. The methodological conclusion is that scholars neglect the core assumptions and hypotheses of HCT. The substantive conclusion is that entrepreneurs may not benefit from formal post-secondary education, suggesting a major ad hoc adjustment to HCT.

FROM THE CLASSROOM TO THE BOARDROOM: SMALL BUSINESS IN PRACTICE

**ABSTRACT**

The importance of public policy as a determinant of national entrepreneurship level has attracted the interest of many researchers and policymakers. However, empirical explorations are hardly found regarding structural and holistic policy framework to
examine the determinants of entrepreneurial activity at the country level, due to the variety of policy measures and data limitation. In this paper, we examine the effects of finance, labor, and tax policy measures on entrepreneurial activity of the 28 countries in the OECD. Through the empirical analysis, we find that the government expenditure on economic affairs and education plays an important role in promoting entrepreneurship, and discover that an increase in the public expenditure on start-up incentives enhances the level of entrepreneurial activity. On the other hand, classifying the countries into four groups based on the level of entrepreneurship and economy, this paper suggests context-based entrepreneurship policy of the countries in different phase of economic development.

ID: 220
Track: Other SME Related Issues

CORPORATE TRANSPARENCY AND FIRM PERFORMANCE: EVIDENCE FROM KOREAN VENTURES

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ABSTRACT

Corporate transparency has attracted the interest of many researchers and entrepreneurs during the past decade. In this paper, we propose a new corporate transparency index which consists of four sub-indices: financial, governance, operational, and social transparency. Using our transparency index, we assess the corporate transparency of 237 Korean ventures. In addition, we examine the effect of venture firms’ transparency on firm performance. The results show that corporate transparency can enhance firm profitability and sustainability. In particular, financial transparency plays an important role in firm profitability. Social transparency can also increase a firm’s profits, and operational transparency heightens firm sustainability.

ID: 336
Track: Other SME Related Issues

THE HEALTHINESS OF BUSINESS ECOSYSTEM AND ITS EFFECT ON SME’S PERFORMANCE

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ABSTRACT

This paper study SMEs’ cooperation with large firms from business ecosystem’s perspective. A company is a part of a business ecosystem that crosses a variety of industries. The healthiness of this ecosystem is critical to the success of the company. This study extends Iansiti and Levien’s (2004) study and proposes ‘ecosystem inequality’. Among ecosystem indices, productivity is a necessary condition, robustness is a short-term sufficient condition, and expansibility is a long-term sufficient condition for the ecosystem healthiness. Ecosystem inequality suggests that in the healthy and superior ecosystem robustness should be higher than productivity and expansibility must be higher than robustness.

ID: 350
Track: Public Policy

ARE THE GOVERNMENT AND VENTURE CAPITAL A GOOD PARENT? : AN ECONOMIC ANALYSIS ON THE IMPACT OF PUBLIC-PRIVATE MATCHING FUND USING FIRM-LEVEL DATA

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ABSTRACT

In the intermediate goods industry, which is comprised largely of small- and medium enterprises, the government can use a matching fund to execute policies such as providing supporting funds to promote firms’ innovative activities. The objective of this study is to perform an empirical analysis of the additional effects of government support for innovation activities using a matching fund in the intermediate goods industry. Specifically, the growth of firms is analyzed. Methodologically, to deal with the selectivity issue, we adopt a propensity score matching estimator. We also investigate the performance of the matching fund according to private share.

ID: 102
Track: Public Policy

WHAT JOB CREATION RESEARCH MEANS TO PUBLIC POLICY TODAY

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ABSTRACT

The purpose of this paper is to examine the current public policy focus on government support to high tech start up businesses. This approach to creating new jobs is not entirely incorrect but it ignores the realities of new business formation and growth. The Dynamic Capitalism matrix clarifies the potential problems with a well designed government assistance program to all small businesses.

ID: 26
Track: Individual Entrepreneurship

FROM RESOURCE “ACCESS” TO “USE”: EXPLORING HOW HUMAN, SOCIAL, AND FINANCIAL CAPITAL
and updated company visions or management policies or reforms of decision-making and communication processes. Second, successors exercise different types of leadership from those of founder’s top-down type to accomplish organizational reforms despite their justified business successions and authorities. The characteristics of the leadership peculiar to successors are “open” management and encouraging employees voluntarily involvement.

ID: 171
Track: Doctoral Consortium

THE NEW GAZELLES: AN EXPLORATORY STUDY OF HIGH-GROWTH ASIAN AMERICAN IMMIGRANT ENTREPRENEURS

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ABSTRACT

Results of several recent studies have reported that Asian American immigrant entrepreneurs have been playing an increasingly important role in the economic growth and job creation in the U.S. Despite their high rates of success, there are few holistic studies on Asian American immigrant entrepreneurs. Using a multiple-case study approach, this study explores the important entrepreneurial cognitions, behaviors and cultural factors that are involved with the seeing of and acting upon opportunities. The cases involve Asian American immigrant entrepreneurs who have founded high-growth business in the high-tech industries the United States. An investigation into the cognitive process and behaviors reported by Asian Americans entrepreneurs could help extend and enhance literature and develop new propositions on this sustentative topic. This study is of significance as immigrant owned high-growth firm that create new jobs are crucial to the health of the US economy as it emerges from the severe recession of 2007-2009.

ID: 384
Track: Developmental

THE NEW GAZELLES: STUDY ON HIGH-GROWTH ASIAN AMERICAN ENTREPRENEURS

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ABSTRACT

Results of several recent studies have reported that Asian American immigrant entrepreneurs have been playing an increasingly important role in the economic growth and job creation in the U.S. Despite their high rates of success, there are few holistic studies on Asian American immigrant entrepreneurs. Using a multiple-case study approach, this study explores the important entrepreneurial cognitions, behaviors and cultural factors that are involved with the seeing of and acting upon opportunities. The cases involve Asian American immigrant entrepreneurs who have founded high-growth business in the high-tech industries the United States. An investigation into the cognitive process and behaviors reported by Asian Americans entrepreneurs could help extend and enhance literature and develop new propositions on this sustentative topic. This study is of significance as immigrant owned high-growth firm that create new jobs are crucial to the health of the US economy as it emerges from the severe recession of 2007-2009.

ID: 211
Track: Family Business

BUSINESS INNOVATION TRIGGERED BY BUSINESS SUCCESSIONS

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ABSTRACT

This paper aims to investigate ten cases of Japanese small and medium family enterprises with long business histories, which initiate business innovation after business successions. These case studies make two following contributions. First, successors carried out reforms such as organizational changes more focused on
investigation into the cognitive process and behaviors reported by Asian Americans entrepreneurs could help extend and enhance literature and develop new propositions on this sustentative topic. This study is of significance as immigrant owned high-growth firm that create new jobs are crucial to the health of the US economy as it emerges from the severe recession of 2007-2009.

ID: 160
Track: Small Business and SME’s in Developing Economies

CAPITAL STRUCTURE OF INFORMATION TECHNOLOGY SMALL FIRMS ENTERING NEWCONNECT MARKET IN POLAND

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ABSTRACT
The problem of the optimal financing is a leading topic of two main capital structure theories: static trade off theory and pecking order theory. The aim of the paper is to test capital structure of Polish information technology SMEs, using data of companies entering New Connect market. According to the results the financial leverage of researched group is determined positively by tangibility of assets and their size and is negatively related to their profitability, which proves more relevance of pecking order theory. NewConnect creates possibilities to acquire capital for investments of start ups without involving in long-term debt financing.

ID: 132
Track: Entrepreneurship Education

THE ROLE OF ENVIRONMENT IN FOSTERING ENTREPRENEURIAL LEARNING: NARRATIVES OF PARTICIPANT-ORIENTED LEARNING PROGRAMMES AND THEIR EFFECTIVENESS IN DEVELOPING ENTREPRENEURIAL SKILLS

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ABSTRACT
Gibb’s (2002) notion of conductive entrepreneurial environment points to the importance of providing an all-rounded student entrepreneurship learning experience that meets the rigors of academia, while keeping an experientially-based approach that enhance creativity and innovation (Gibb, 2002; Porter and McKibbin, 1988). Since then many components that may enhance this conductive entrepreneurial environment has been identified, including work experience schemes (Timmon et al., 1987) and campus-based extracurricular activities. This exploratory study examines the value of entrepreneurship summer camp at the end of an academic year aiming to allow students to participate in multidimensional entrepreneurship activities and discussions in a less formal environment. It is expected that an informal environment away from campus would produce added-value to classroom-based entrepreneurship learning, whilst its multidimensional nature would produce different outcomes to those of other experiential-learning approaches, thus providing another piece of jigsaw to the conductive entrepreneurial environment puzzle.

ID: 165
Track: International Entrepreneurship

INTERNATIONALIZATION OF SMALL FIRMS - A COMPARATIVE STUDY OF CEOs’ GLOBAL MINDSET AND THEIR FIRMS’ INTERNATIONALIZATION BEHAVIOR

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ABSTRACT
The study aims at replicating a study done in 2006 with focus on the formation of a global mindset among small firm CEOs and the causal relationship between the global mindset and the firms’ internationalization behavior. The original study was done using a sample of Norwegian firms with between 10-50 employees. This is a report of the first stage of replicating the study in Portugal and Spain. While the findings so far indicate some differences between the samples, it is currently too early in the research to be able determine whether the model developed in the original study is valid also in Portugal and Spain. The report outlines the study’s conceptual foundation, research design, methodology and discusses the preliminary findings.

ID: 396
Track: Entrepreneurship and Technology

ICSB EFORUM ON OPEN INNOVATION

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ABSTRACT
Innovation has long been recognized as a key driver of entrepreneurship and economic growth. In the 19th and 20th centuries innovations were seen primarily as products and processes to be guarded, lest they be stolen and copied by competitors. Patents and copyrights gave some protection, but sometimes the innovation was seen as so important that its basic nature must be kept secret. This process of “closed innovation” sees maintaining control as a central concern. While this worked well for quite a while, the very nature of how entrepreneurial organizations create new ideas and develop them into marketable products and processes has, in the 21st century, changed. This is because control and secrecy now hinder rather than protect innovation. Individuals and organizations are no longer isolated; we are now connected with the ability to communicate instantly with almost anyone anywhere. This has led to a change in the basic approach to
innovation, now labeled “open innovation.” The ICSB eForum on Open innovation will explore the concept of open innovation and examine its current and future developments.

ID: 13
Track: Small Business and SME’s in Developing Economies

THE IMPACT OF LEADERSHIP AND STRATEGIC PLANNING ON MANAGEMENT PERFORMANCE OF SME’S IN THE BUILT ENVIRONMENT

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ABSTRACT
This study investigated and established the impact that leadership and strategic planning management functions have on improvement of SME’s performance. Proportional, stratified, random sampling was used to select 64 SME’s. Primary data were collected from 326 respondents from these SME’s. The Statistical Package for the Social Sciences software package and an electronic self-assessment programme (Batlisisa) were used to analyse the data. The research results show how SME’s applied appropriate management measurement tools and elaborate on methodology to strengthen the implementation of the leadership and strategic planning functions in order to improve SME’s management performance.

ID: 309
Track: Social Entrepreneurship

THE TRIPLE BOTTOM LINE: PERFORMANCE MEASURES IN SOCIAL ENTREPRENEURSHIP RESEARCH

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ABSTRACT
Social entrepreneurship research is quickly evolving as a significant area of inquiry for academics. Because economies are weak there is a rise in social entrepreneurial ventures (SEV’s) that arise to fix the societal problems. The measurement of the social impact of these ventures is proving to be difficult as they have to deal with not only staying financially viable, they also need to demonstrate that they are making a difference. This research presents a review of the current academic literature on SEVs and performance measurement. A comprehensive framework for developing measures of SEV performance is then proposed.

ID: 87
Track: Entrepreneurship and Technology

THE RELEVANCE OF THE REGION FOR NEW ICT VENTURES: CHALLENGERS OR VICTIMS OF GEOGRAPHY?

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ABSTRACT
In this study, we formulate a set of hypotheses to measure the influence of ‘conventional’ Marshall-Arrow-Romer localization economies and ‘new economy’ localization factors concentrating on geographical proximity. To understand the principles of localization for a new industry, we examine the relationship between entrepreneurship and local environment for the emerging period of the ICT sector. What are the regional preconditions to foster and to attract this type of entrepreneurship? Which theoretical framework applies for the new venture creation in this sector (predominance of existing regional structure vs. economies of localization of a ‘new economy’)? These are the questions the present study deals with.

ID: 174
Track: Entrepreneurship Education

PROCESSES OF ENTREPRENEURIAL LEARNING: A SELF-REGULATORY PERSPECTIVE

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ABSTRACT
The research questions in this piece of research are the following: how do participants perceive their entrepreneurship-related learning experiences in terms of various emotional and motivational changes? How do learners tell us various stories about their lived experiences (Harmeling, 2006 based on Dewey, 1938; 1997) in a self-regulatory learning (SRL) perspective (Zimmerman, 1989; Zimmerman and Schunk, 2001)? The study shows how learning changes affect persons (and teams as well) during an entrepreneurship educational setting based on a situated learning framework; and particularly to the three core dimensions involved in effective ‘authentic’ learning (Brown et al., 1989; Donovan et al., 1999): knowing, acting and being. Findings discuss how SRL is a developmental process, how the “self” aspect is crucial, and how motivation plays a key role in SRL.

ID: 110
Track: Small Business and SME’s in Developing Economies

THE EFFECT OF TRIGGERING EVENTS ON ENTREPRENEUR’S DECISION STYLES IN BUYING SMALL BUSINESS

THE ICSB eForum on Open innovation will explore the concept of open innovation and examine its current and future developments.
ABSTRACT

An entrepreneur can start the business by buying an existing business rather than starting a new one from scratch. Past studies have argued that there are always benefits and costs in buying an existing business and the main issue would therefore be “how to choose the right business and make the right decision to buy”. In other words, we believe the decision process does matter in this particular buying situation. In brief, the aim of the paper is an attempt to examine the behavior of an entrepreneur’s decision to buy an existing small business. The following questions would be addressed. Why do entrepreneurs display different decision behavior patterns in buying a new business and how? What triggering events will affect their patterns and how?

ID: 337

Track: Small Business and SME’s in Developing Economies

TECHNICAL EFFICIENCY OF MANUFACTURING SMES IN A TRANSITIONAL ECONOMY: EVIDENCE FROM VIETNAM

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ABSTRACT

This paper examines the performance of domestic non-state manufacturing small and medium enterprises (SMEs) in Vietnam. Specifically, it evaluates firm level technical efficiency and identifies the determinants of technical efficiency of these SMEs. The paper uses an econometric approach based on a stochastic frontier production function to analyse 5,204 observations of SMEs from three surveys conducted in 2002, 2005 and 2007. The results from the estimations reveal that manufacturing SMEs in Vietnam have relatively high average technical efficiency ranging from 84.2 percent to 92.5 percent. The paper further examines the factors influencing efficiency. It finds that firm age, size, location, ownership, cooperation with a foreign partner, subcontracting, product innovation, competition, and government assistance are significantly related to technical efficiency. Meanwhile, exporting does not appear to influence technical efficiency. The paper offers some evidence-based policy recommendations to improve the technical efficiency and competitiveness of manufacturing SMEs.

ID: 141

Track: Entrepreneurship in the Arts

THE STUDY OF ENTREPRENEURIAL KEY-FACTOR IN TAIWAN CRAFT CREATIVE INDUSTRY

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ABSTRACT

Taiwan has been advocating cultural creative industry since 2002 and the sales and number of firms of Taiwan Craft Industry at top of all Culture Arts category industry. In this study, we conducted interview of 15 executive and entrepreneurs in craft creative industry. The Outline with the key factors of Craft Creative Industry is as following: Venture attitude of business founder and individual business, Entrepreneurial activity, Entrepreneurial aspirations and Entrepreneurial framework conditions. The study presented the conclusion of the success mode of craft industry and future research direction of creating craft industry, the management implication and suggestions in industrial policy.

ID: 114

Track: Small Business and SME’s in Developing Economies

OBTAINING INTANGIBLE RESOURCES THROUGH ENTREPRENEURS’ NETWORK MIX: A MULTI-CASE STUDY OF NEW FIRMS IN AN EMERGING ECONOMY

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ABSTRACT

Based on in-depth interviews of entrepreneurs in China’s economy
hotel industry, the current study summarized the network mixes used by entrepreneurs to acquire intangible resources at different development stages of new firms. In the early start-up stage, entrepreneurs used many weak business ties. In the establishment stage, they relied on strong business ties, but they did not value personal network ties in the final growth stage. This research discovered that very few political ties were used to acquire human capital and knowledge, but some interviewees indicated that political ties were effective in other procedures such as obtaining funding and gaining legitimacy. Our analysis also suggested that network mixes used by entrepreneurs to acquire tangible and intangible resources are not identical.

ID: 191

Track: Entrepreneurship Education

FEIYANG COLLEGE ENTREPRENEURIAL TARGET: THE SIZE OF THREE CIRCLES’ OVERLAP AREA AND ENTREPRENEURIAL EFFECT RESEARCH

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ABSTRACT

The overlap area of the three circles is the strategy of the organization, the overlapped desirable prospect circle of Feiyang College is entrepreneurship, the overlapped opportunity circle is entrepreneurship, and the overlapped strength circle is entrepreneurship. According to the strategic choice and the three circles’ overlap theories, Feiyang College has determined the future strategy – Learning by doing in Entrepreneurship in 2009. The entrepreneurial strategy effects depend on the overlap area of the three circles; while the latter depends on the effective degree of various elements of the three circles. Feiyang is exploring the entrepreneurial strategy in which the central points and three circles are enlarged synchronously.

ID: 341

Track: Small Business and SME’s in Developing Economies

SOCIAL NETWORK OF ENTREPRENEURS AND ITS IMPACT OF SMALL BUSINESS GROWTH: A COMPARATIVE ANALYSIS

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ABSTRACT

This paper explores the differences and similarities in the composition and structure of entrepreneurial social networks at various stages of venture development and explore the impact of entrepreneurs social capital on business performance. Structural embeddedness (i.e. Configuration) of an entrepreneurs’ social network and the relational embeddedness (i.e.-strength) of those relations are considered. Based on 101 entrepreneurs in small retail businesses, this paper presents evidence indicating that different network configuration are associated with the mobilisation of different types of resources and also show different evolutions. Hierarchical regression results shows that after controlling for the most economic factors Strong diversified regular ties play a key role in explaining the business performance. This research contributes a deeper knowledge and understanding of network characteristics of small retail businesses for accessing resources which in turn influence on business performance.

ID: 253

Track: Entrepreneurship and Technology

SAAS AS A GROWTH ENabler FOR SME SOFTWARE COMPANIES LESSONS LEARNED FROM FINNISH SOFTWARE COMPANIES

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ABSTRACT

The Australian literature notes that nineteenth century Scottish migrants to Australia had an impact that was disproportionate to their numbers, compared to their fellow English and Irish immigrants, in fields such as politics, medicine, education, religion, commerce and industry. This overrepresentation has been observed among the Scottish diaspora in other countries and it constitutes an intriguing, but inadequately explained, phenomenon.

The literature, which is predominantly narrative and not explanatory, frequently resorts to stereotypical explanations such as the “individually brilliant Scot”, “clannishness” or “the Protestant work ethic”. It has also been argued that through his education, individualism, experience, work ethic, resourcefulness and access to ethnically-based social and business networks, the Scot was a “man for his times” in colonial Australia. Maybe, but this is no cohesive explanation for his success. The business opportunities offered by the rapidly growing Victorian economy after the discovery of gold in 1851 were open to all, but why did the Scottish entrepreneur enjoy greater success than his fellow migrants? This question captures the essence of the PhD research project being undertaken, and this paper aims to set out the research framework and methodology for its investigation.
Pasi Malinen, Turku School of Economics, University of Turku, Finland.

ABSTRACT

In many cases growth and high-tech entrepreneurship have been seen as interlinked, yet in many cases growth companies are not the high-tech ones in a given region. Software as a Service (SaaS) has been one of the biggest hypes in the software industry during the last few years, and it has been considered as one key factor in boosting the software industry growth in Finland. SaaS is a business model, where the software provider offers the software as a hosted service. Customers do not have to care about technical details or software maintenance, and can thus start using the software with a web browser almost immediately. In addition to offering the customers increased value, the SaaS model seems to include various characteristic functioning as enablers for growth.

Edward Mallett, Canadian Federation of Independent Business, Canada.

ABSTRACT

In recent years, social networking has exploded as a form of interactive communications. Its impact on personal communications and entertainment has been obvious, as has its effects on the businesses directly connected to these industries. Less is known, however, on how traditional SMEs have actively embraced these forms of networking and whether adoption has led to stronger business performance. This study is designed to find if there is a link between the intensity of business use of social networking tools by SMEs and how well these individual businesses are performing—and if so, how strong a link.

Matthew Marvel, Western Kentucky University, United States.

ABSTRACT

This study uses a multilevel analysis to explore the gender—innovation activity relationship. Using a sample of 4,265 new Korean firms, we investigate founder education, inter-firm network ties, and regional location as mediators. Results show that male founders, compared to female, are more likely to complete engineering or natural science degrees, maintain heterogeneous network ties, and locate new firms in clustered regions. Further, engineering or natural science degrees, heterogeneous network ties, and locating in clustered regions are positively associated with innovation activity. As a result, we find evidence that founder educational type, network ties, and regional location mediate the relationship between gender and innovation activity for new ventures.

Marion Mbogo, United States International University, Kenya.

ABSTRACT

Several studies show that most small and medium businesses fail within their first three years. Although the role of factors such as access to funds and culture has been widely studied, the influence of owner/manager practices and capabilities have generally been ignored. To bridge this gap, this paper investigates the managerial business practices and capabilities used by SMEs such as strategic management, financial, marketing, human resource and ICT and their influence on decision making for enterprise success and growth.

Swithin Mboko, Aquinas College, United States.

ABSTRACT

In examining the global landscape, it is clear that some cultures produce many more entrepreneurs than others and finding possible explanations continues to be of increasing importance in the global economy. In this exploratory comparative study work attitudes of university business students in the United States of America (US) and South Africa (SA) are studied. Several global patterns emerge from the analysis. While the results suggest clear preferred career characteristics, they do not necessarily indicate an increased preference for entrepreneurship.
PRACTICE.

THEORY OF COMPETITION AND TECHNOLOGY: BUSINESS ECOLOGICAL-SYSTEMS APPROACH TO THE ENTREPRENEURSHIP AND TECHNOLOGY

ABSTRACT

Entrepreneurship researchers have attempted to identify the qualities that make the entrepreneur unique and distinct from non-entrepreneurs and managers. Approaches include psychological characteristics, such as need for achievement (McClelland, 1961), Locus of Control (Rotter, 1966; Brockhaus, 1980), and risk propensity (Kogan & Wallach, 1964); entrepreneurial propensities, such as orientation (Lumpkin & Dess, 1996) and effectuation (Sarasvathy, 2001); opportunity recognition (Casson, 1982); and necessity (Audretsch, et al, 2001). Unfortunately, these approaches have had, at best, weak results (Shane & Venkataraman, 2000; Shaver & Scott, 1991), although the work of Sarasvathy and her colleagues shows promise. In addition, while the changes in the competitive landscape (Hitt & Ireland, 1998) and hypercompetitive environment (D’Aveni, 1994) increasingly influence the entrepreneurial marketplace, entrepreneurship scholars have failed to examine how entrepreneurs changed through generations. We further this conversation by suggesting that entrepreneurs belong to a generational cohort, that adds an additional layer of distinction.

ABSTRACT

Income tax imposes high compliance costs on small business in developing countries. As a result, small businesses tend to operate informally and consequently deprive an economy of their innovative contributions. The government also fails to generate lawful revenue. Thus, Presumptive Income Tax (PIT) is recommended in order to reduce compliance burden and collect optimum revenue. PIT creates a win-win situation for both small businesses and the government. Whether PIT has achieved this aim in real life is yet unclear. The analyses of the Pakistani PIT in businesses and the government. Whether PIT has achieved this optimum revenue. PIT creates a win-win situation for both small businesses and the government.

ABSTRACT

This paper suggests a millennium approach to entrepreneurship and technology proposals in a competitive borderless world economy based on the analogy with different species in competition for fixed natural resources in business ecologialsystems. It posits the view that entrepreneurship and technology proposals relocate competitive regeneration growth and conservation laws in a free market economy. Attention is focused on resolving conventional environmental issues and enhancing competitive creative regeneration, productivity incentives, coexistence, growth and conservation. A mathematical faithfulness analysis ecologialsystems literature based on the Malthusian to Lotka-Volterra models is presented: resulting in precise estimation, monitoring, utilization of biological resources, building a new architecture of entrepreneurship and technology infrastructure, enhanced verification and evaluation of energy economics and sun-disk phenomenon in competitive creative regeneration, conservation and growth consistent with reducing global warming.

ABSTRACT

This interactive session will examine how various foundations, donors, colleges and universities are infusing entrepreneurship throughout the campus. From undergraduate minors in entrepreneurship, to student-led entrepreneurship clubs, to career services programs, to IP-driven university startups, this session will discuss various successful approaches. Participants will discover effective cross-campus designs that can enlarge entrepreneurship legitimacy among interdisciplinary administrators and colleagues.
ABSTRACT

This paper presents a framework for investigating the relationships between employee empowerment, innovativeness, internationalization and firm performance. Based on current literature review, we claim that complex investigation of SMEs simultaneously including all these issues has not been conducted. Investigations of Polish SMEs have so far been few and fragmentary. In our opinion employee empowerment, innovativeness and internationalization (the sources of competitive advantages) intertwine and interconnect in a network of feedback relationships. Moreover, information technology (IT) can be used to strengthen the relationships. As a result of critical literature review, we have identified a research gap, built a conceptual model and stated hypotheses.

ID: 149
Track: Small Business and SME’s in Developing Economies

INNOVATION, ENTREPRENEURSHIP AND GOVERNANCE: THE SHANZHAI HANDSET BUSINESS

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ABSTRACT

The spread of the Shanzhai phenomenon across several Chinese industries has attracted considerable interest in policy and research circles in both China and abroad. It has also generated a variety of opinions on the modalities, ethics and capacity for innovation and entrepreneurship related to this phenomenon. Taking the Chinese mobile phone industry as an example, this paper investigates the technological background and the market conditions under which the Shanzhai Handsets emerged. Based on the specific analysis of the challenges of the Shanzhai Handset to regulatory (government) and governance (industry) issues, the authors propose a model of ‘innovation governance’ which could apply to the future of the manufacturing industry involved with Shanzhai Handsets.

ID: 23
Track: Entrepreneurship Education

THE PROSPECTS OF FOSTERING TECHNOPRENEURIAL SELF-EFFICACY AMONG UNDER-GRADUATES STUDENTS AT A UNIVERSITY OF TECHNOLOGY IN SOUTH AFRICA

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ABSTRACT

South Africa still grapples with the profound economic disparities left by the combined legacies of colonialism and apartheid. The country capacity to absorb new recruits into formal sector has fallen from approximately 64% to less than 4%. Successful development and promotion of technopreneurship self-efficacy among the country’s students is one of many powerful business tools that may also be able for the country to drive the economy back to prosperity and competitiveness. This study investigated the prospects of fostering technopreneurial self-efficacy among IT under-graduates students and the findings thereof are shared.

ID: 394
Track: Entrepreneurship Education

THE EXPERIENTIAL CLASSROOM WORKSHOP

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ABSTRACT

The Experiential Classroom Workshop has been designed as an extension to the annual Experiential Classroom event that has emerged as one of the most popular clinics dedicated to sharing leading-edge teaching practices and enhancing teaching skills. More than 700 faculty from around the world have attended the Experiential Classroom over the past 10 years. This workshop will focus on helping those who are new to the teaching of entrepreneurship, including both faculty and practitioners, to learn best classroom practices and a number of highly creative and effective experiential approaches, ranging from cases, business plans, and the use of entrepreneurs in the classroom to having students conduct entrepreneurial audits, the concept of marketing inventions and consulting engagements. Participants will be able to talk directly with program leaders and find more information about attending the Experiential Classroom XI in September 2010.

ID: 70
Track: Women and Minority Entrepreneurship

SUCCESS PREDICTION OF FEMALE ENTREPRENEURS USING A BIOGRAPHIC QUESTIONNAIRE

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ABSTRACT

This paper presents the development of a biographical questionnaire to measure entrepreneurial potential. Version 1 (191 items) was constructed and tested in a key sample of n=180 female entrepreneurs on the basis of an internet-literature research, interviews with experts (n=17) and entrepreneurs (n=40). An item analysis led to version 2 (82 weighted items) which was cross-validated in a second sample of n=110 female entrepreneurs. Final results show a good validity (average correlation between questionnaire score and sales r=.42 for the 3rd to the 5th business year) as well as a good reliability (Cronbach’s α=.78). The biographical questionnaire provides a standardised and valid assessment of entrepreneurial potential and person-related success prediction.
DESIGNING AN ENTREPRENEURSHIP EDUCATION PROGRAM WITHIN A FOUR-PHASE VENTURE CREATION PROCESS FRAMEWORK

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ABSTRACT
The process of starting a business involves very distinct activities unique to the new venture creation process. A useful model for describing entrepreneurial tasks is a process model with entrepreneurial activities separated into four discrete phases: (1) searching, (2) planning, (3) marshaling, and (4) implementing. Designing an entrepreneurship education program based on a four-phase venture creation model has certain advantages. Matching each phase to a specific course in sequence provides an overarching structure for the curriculum and a logical flow in topics from business conception to launch. A sample design is presented.

THE ROLE OF ECOPRENEURSHIP IN THE EVOLUTION OF ENVIRONMENTAL MANAGEMENT

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ABSTRACT
This paper presents an institutional framework for the existence of ecopreneurs and the institutional change in human behaviors toward protecting the environment. In the evolution of environmental management, within Colby’s five paradigms of environmental management in development, the world economy has passed the frontier economic phase and is most likely in the next phase, the environmental protection paradigm. With the support of advancement in technology and the growth of knowledge fund, ecopreneurs are found to be principally responsible for moving forward to a third stage of the environmental paradigm, Resource Management. Accompanying this will be the formation of new form and evolution of existing institutions.

INCREASING THE RATE OF MID-SIZED COMPANIES IN THE ECONOMY: LESSONS FROM THE FRENCH MOST DYNAMIC REGIONS

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ABSTRACT
Entrepreneurial activity has been studied extensively at country level, but poorly at regional level. Answering to the concern of policy makers requesting locally-designed tools for the regional development, this paper explains why some regions are better than others at developing mid-sized companies by analysing a panel of the 22 French metropolitan regions over the period 2000-2005. The main finding is that (i) the French most dynamic regions are neither the largest regions of the country nor the most populated; (ii) these countries differ on various economic characteristics (e.g. R&D/GDP) but have a relative higher level of churn rate.

SIGNIFICANT DISPARITIES IN THE RATES OF BUSINESS OWNERSHIP AND OPERATION PERSIST BETWEEN RACIAL/ETHNIC MINORITIES AND THEIR MAJORITY WHITE CONTERPARTS IN THE U.S.

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ABSTRACT
Significant disparities in the rates of business ownership and operation persist between racial/ethnic minorities and their majority White counterparts in the U.S. In 2002, the total U.S. population consisted of 68.2% non-Hispanic Whites and 31.8% minorities. However, minorities owned only 18% of all the 23 million U.S. firms. Utah’s minority population of about 360,000 (15.5% of the state’s population) owned only 10,000 firms (or 5.3% of all firms in the state). This business case discusses the achievements and setbacks of The Pete Suazo Business Center, a minority small business center that was established to specifically address these disparities in Utah.

TRANSITIONING FROM ENTREPRENEURIAL TO PROFESSIONALLY MANAGED FIRMS IN SUB-SAHARAN AFRICA: LESSONS FROM SOUTH AFRICA’S ECONOMY

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ABSTRACT
Small businesses are incontestably important in generating economic growth, employment and new ideas. In South Africa, 73% of workers are employed by firms with less than 50 employees, and 45% of all employees work in firms with less than 10 employees. Nonetheless, many small firms in Sub-Saharan
Africa (SSA) remain in the informal sector - unable to transition from entrepreneurial to professional management. By utilizing research on 300 small businesses in South Africa and research on 12 other mid-income economies in SSA, this paper recommends strategies and policy initiatives that could be adopted to ease this transition in the region.

ID: 119
Track: Small Business and SME’s in Developing Economies

STAKEHOLDER PATRONAGE AS INFLUENCERS OF GROWTH OF MICRO-ENTREPRISES AT KAMUKUNJI IN NAIROBI, KENYA

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ABSTRACT

The paper provides knowledge on stakeholder patronage as determinates of growth. Literature review indicates that concepts, theories, and stakeholder patronage influencing growth are developed in Western countries yet their applicability in Kenyan context is contestable. A correlational survey research design meets the objective of the study. The sample includes 354 micro-enterprises selected by systematic sampling from Kamukunji Jua Kali Association membership register. Data were collected using structured questionnaire, observation guide, and field notes. Factor analysis determines seven stakeholder patronage namely: debtors, professional advisors, employees and partners, bank managers, friends, suppliers, and family. Key findings indicate that stakeholder patronage model (65.33 percent variance explained) remain conceptually valid. Kaiser-Meyer-Olkin measure of sampling adequacy is good (KMO = .87) and Bartlett’s test of Sphericity is significant (.001). Hypothesis testing of 13 hypotheses indicates 76.92 percent acceptance. The paper emanates from the thesis fulfilling the requirements for degree of Doctor of Philosophy of Kenyatta University.

ID: 16
Track: Women and Minority Entrepreneurship

UNDERSTANDING MOTIVATION, EMPOWERMENT AND SUSTAINABILITY OUTCOMES OF WOMEN HOMESTAY ENTREPRENEURS IN WEST MALAYSIA. A PRELIMINARY ANALYSIS

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ABSTRACT

Anticipating the potential contribution of homestay industry to Malaysian tourism, this paper seeks to understand motivation, empowerment of women homestay operators and their views on homestay sustainability. 483 women homestay operators participated in face-to-face survey interviews. Majority of them, in the forties and fifties, have completed their lower secondary education, fully own but operate the homestay on a part-time basis. They were motivated by the “pull factors as opposed to the “push factors” and experienced a moderate to high level of empowerment in training and education services, and making decisions on homestay matters. Economic and social benefits were viewed as more rewarding than that of environmental and were significantly influenced by their motivation and empowerment.

ID: 330
Track: Small Business and SME’s in Developing Economies

BARRIERS ENCOUNTERED AND PUBLIC POLICIES TOWARD SMES: A CASE STUDY OF THAILAND

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ABSTRACT

The objectives of the study are to investigate barriers encountered by Thai small and medium-sized enterprises (SMEs) and to examine the perception on the supporting role of government towards SME sector in Thailand. The study clearly showed that external barriers were more of problem than other types of barriers. The results also confirm that government supports are useful but inadequate. However, Thai government should take into account difference in individual characteristics of firm when offering those supports and should also provide opportunity to SMEs to express their views regarding SME policy and development. A better understanding of the barriers facing Thai SMEs would be of benefit to both SME owners/managers and policymakers and hopefully contribute to an increase in effective policies and support programs for Thai SMEs.

ID: 206
Track: Developmental

THE ROLES OF HIGH-TECH VENTURES IN DAEDEOK INNOPOLIS, SOUTH KOREA

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ABSTRACT

Regarding the statistics of the International Association of Science Parks (IASP) in 2009, there are over 1,500 science parks in the world. Among these, over 70% of science parks are operating in advanced industrialized nations. In fact, it is a truly difficult task to become a successful science parks model. The reasons for it are as follows. Firstly, research has shown that it takes much longer time than expected and secondly, due to the various indigenous and external factor influences. At the same time, newly industrialized countries (NICs) are aggressively building their high-tech oriented clusters, which are linked to strategies for national and regional
technology development (Park, 2000a). This global trend has become stronger than ever with emerging a new global economic order that underlines the significance of a technology development capacity.

ID: 49
Track: Small Business and SME’s in Developing Economies

AN ENTREPRENEURIAL PERSPECTIVE TO EXPLAIN SMES PERFORMANCES. SOME EVIDENCE FROM AN EMPIRICAL SURVEY.

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ABSTRACT

The paper aims to give a contribution to explaining the performance of SMEs through an interpretation based on an entrepreneurial perspective. To this purpose, a qualitative interpretation of the results of an empirical exploration that analyzes some subjective characteristics of an homogeneous sample of entrepreneurs is provided. Specifically, three different profiles of entrepreneurs were identified. Analyzing the characters of each profile and comparing them with the typical features of the firms considered, it emerges that the system of policy measures to promote a more effective entrepreneurship could be improved by offering new differentiated entrepreneurship policies according to the different profiles.

ID: 173
Track: Developmental

EMERGING MARKET SME TURNAROUND IN A RECESSION: THEORY AND PRACTICE

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ABSTRACT

The author of this developing paper, a senior industry practitioner, reviewed literature on SME turnaround with the aim of applying the learning in order to achieve a “first time right” outcome to a high profile turnaround initiative. The initial disappointment stemming from gaps in the research and vagueness of definition was replaced by excitement given its diversity and an unexpected outcome, where what was found would challenge the author’s thinking about SME turnaround to the point where he is beginning to question whether the subject of SME turnaround is a valid concept.

ID: 250
Track: Entrepreneurship Education

SETTING MULTI-LEVEL GOALS WITHIN SMES – HOW TO DEFINE CROSS FUNCTIONAL GOALS WITHIN

YOUR SME TO HELP FOCUS ITS GROWTH AND DEVELOPMENT ASPIRATIONS

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ABSTRACT

Effective SME development depends on both strategy and its implementation. Indeed, implementation may be more important than the strategy as strategy is ineffective without implementation. Most SME performance management is financial. However, total business performance depends on more than this, because resources are not only financial, and also because there are complex causal relationships between resources, operations and customers that drive the achievement of an SME’s objectives. The CEO of a medium-sized SME will lead an interactive and practical workshop sharing his experiences on how multi-level performance management can help SMEs to overcome its barriers to growth and performance.

ID: 348
Track: Corporate Entrepreneurship

THE IMPACT OF CORPORATE ENTREPRENEURSHIP UPON INTERNATIONALIZATION STRATEGY, SPEED AND PERFORMANCE

Jonathan Mark Phillips, George Washington University School of Business, United States jmp_mark@gwu.edu

ABSTRACT

Prior studies indicate that corporate entrepreneurship (CE) promotes firm expansion and enhances firm performance. However, previous work has not examined CE’s influence upon the speed of a firm’s international expansion. Furthermore, no current studies have mapped out the influence of each domain of CE upon firm strategy and performance. This paper fills this literature gap by extending the theoretical understanding of CE to the untreated context of international expansion, and also contributes to the CE construct by explaining its relationship with internationalization strategy—an important but undefined relationship. By answering these questions this paper answers several specific calls for research.

ID: 80
Track: Individual Entrepreneurship

SEARCHING FOR A DEFINITION OF SOCIAL NORMS: AN ANALYSIS OF 690 JOURNAL ARTICLES

Tuija-Liisa Pohja, Åbo Akademi University, Finland tpohja@abo.fi, Alan Carsrud, Ryerson University, Ted Rogers School of Management, alan.carsrud@ryerson.ca, Malin Brännback, Åbo Akademi, malin.brannback@abo.fi

ABSTRACT

The study is based on the analysis of a large number of publications on social norms using Harzing’s publish or perish. It aims to explain what is meant by the term social norms and to give an account of social norms as an important element within
entrepreneurial behaviour. Its’ goal is to suggest a model that explains this connection by making a proposition that social norms affect attitudes toward success, failure and trying. If it is possible to affect these attitudes, it could stimulate entrepreneurial spirit and create new companies. The intention models are widely used and tested (e.g. Ajzen 1985, 1991; Krueger 1993; Krueger et al. 2000) but they still leave some questions about behaviour and the factors that influence it. Ajzen and Fishbein modified their model as recently as 2005. Their latest model presents background factors and normative and behavioural beliefs.

ID: 45
Track: Small Business and SME’s in Developing Economies

A STUDY ON THE CRITICAL SUCCESS AND FAILURE FACTORS AFFECTING THE DEVELOPMENT OF SMALL BUSINESS

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ABSTRACT

Small and Medium Enterprises play a vital role for the growth of an economy. Sustainability has always been the focus of practitioners, researchers and policy makers. The present study attempted to study the gender differences in perceptions of critical success and failure factors affecting small business. Data was generated from 50 (25 male and 25 female) small and medium business owners and applying appropriate statistical tools. The study found no significant differences in genders in the perception of critical success and failure factors. Need for achievement motive and feelings of independence seem to be the guiding factors for becoming entrepreneurs. Small firms identified fear of failure and lack of customer acceptance as hindrances at the start of the enterprise. They consider team work, knowledge and experience as important while larger firms consider participatory management and planning as important.

ID: 367
Track: Developmental

CARIBBEAN ENTREPRENEURSHIP INTEGRATION: A COMPARATIVE STUDY OF FIVE CARIBBEAN COUNTRIES

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ABSTRACT

The objective of this study is to research and compare the latest trends of the Entrepreneurial Climate on six Caribbean islands and analyze if Caribbean Entrepreneurial Integration could become a competitive advantage for entrepreneurs in the Caribbean Region. This research will be conducted using a Business Venture Approach and studied under two different views: from the perspective of economic theories on integration and from the perspective of entrepreneurship theories that explain how external environmental factors and culture impact the development of entrepreneurs. Results will contribute to expand the existing body knowledge in the development of opportunities and threats Caribbean entrepreneurs.

ID: 292
Track: Corporate Entrepreneurship

THE ROLE OF ENTREPRENEURIAL ORGANIZATIONAL STRUCTURE ON OPPORTUNITY IDENTIFICATION AND EXPLOITATION: RESOLVING THE PARADOXES OF UNCERTAINTY & INERTIA

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ABSTRACT

The void in theorizing at the interface of organizational structure (OS) and opportunity identification and opportunity exploitation motivated the present research. We contend the applicability of ‘organic vis-à-vis mechanistic’ organizational structure and ‘too-much-too-little’ organizational structure frameworks in the entrepreneurship context. Alternatively, we proposed a new framework of entrepreneurially-optimal organizational structure, defined as the differential development of various OS dimensions. To that end, we revealed and resolved two paradoxes, the paradox of uncertainty and the paradox of inertia, which are inevitably embedded in entrepreneurial processes.

ID: 219
Track: Entrepreneurship Education

ACHIEVING ACADEMIC, MARKET AND POLITICAL LEGITIMACIES: THE “EXTREME CASE” OF A FRENCH HIGHER EDUCATION INSTITUTION ENTIRELY DEDICATED TO ENTREPRENEURSHIP DEVELOPMENT

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ABSTRACT

The aim of our paper is to study the long and complex legitimization process of Advancia, a business school of the Paris Chamber of Commerce entirely dedicated to entrepreneurship. In the context of higher education, the purpose of quality assurance management is to produce legitimacy (Rindova, Pollock and Hayward, 2006). What happens when an entrepreneurship business school works on simultaneously achieving academic, market and political legitimacies? Our research illustrates the tensions among these three specific legitimization processes and questions their impacts on the school’s quality assessment objectives and indicators.
FIGHTING AGAINST THE FEAR OF FAILURE IN YOUNG POTENTIAL ENTREPRENEURS: LEARNING TO CLIMB AS A METAPHOR OF STARTING UP A NEW BUSINESS

Miruna Radu, ADVANCI A - CCIP, France mradu@advancia-negocia.fr, François Fourcade, ESCP Europe - CCIP, ffourcade@escp-eap.net

ABSTRACT

Identified as one of the main obstacles to new business creation, fear of failure significantly impacts entrepreneurial self-efficacy beliefs, and therefore entrepreneurial intentions. We examine the role of emotions in the development of entrepreneurial self-efficacy, and emphasize the impact of entrepreneurial education in enhancing students’ ability to cope with stressful negative emotions when confronted with risky situations. Over a period of two years, we studied a cohort of 30 female and male graduate students enrolled in an experiential “climbing and entrepreneurship” program designed to investigate the role of positive and negative emotions on risk propensity and entrepreneurial self-efficacy. The climbing metaphor invited participants to transcend their physical and mental limitations in an attempt to uncover their entrepreneurial potential.

THE STRUCTURES OF SIGNIFICATION IN BIOTECHNOLOGY NEW VENTURE CREATION

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ABSTRACT

The purpose of this study is to explore the unlike frames of interpretation present at university spin-off creation. The article asks: What are the unlike frames of interpretation in university spin-off creation and how do they affect the creation process? The findings of this research show that in university spin-off creation there are a multiplicity of frames of interpretation present and that they are engaged in a very complex and multilayered interplay. These multiple frames of interpretation pose a serious challenge to a successful spin-off creation by producing systematic misunderstanding.

HELPING ENTREPRENEURS LINK THEIR BUSINESS & FINANCE STRATEGIES

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ABSTRACT

Among the biggest reasons for business failure are lack of experience (poor management skills), and insufficient capital (poor finance skills). This paper discusses a set of web-based worksheets that help entrepreneurs develop a financial model of their business to determine their financial results, the amount of financing needed, and an appropriate financing structure for each scenario of decisions. This “what if” analysis can help entrepreneurs to better link their business and finance strategies, select the business strategy that best fits their financial situation and goals, improve their management and finance skills, and develop their starting finance plan and financing structure.

RESEARCH OPPORTUNITIES WITH THE PANEL STUDY OF ENTREPRENEURIAL DYNAMICS (PSED): AN INTRODUCTION

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ABSTRACT

The two Panel Study of Entrepreneurial Dynamics [PSED] cohorts provide detailed descriptions of business creation in the United States. Both cohorts are representative samples of U.S. nascent entrepreneurs. The PSED I sample is based on screening completed in 1998-2000 and the PSED II sample was identified in 2005-2006; there have been three annual follow-up interviews with both cohorts. These public data sets [www.psed.isr.umich.edu] are the only sources of longitudinal information on national samples of the business creation in the United States. There are many factors and processes associated with implementation of a profitable new business. The two PSED data sets provide extensive opportunities for analysis. This workshop will provide an overview of the major features of the research protocol, describe the data sets, review the issues critical for the analysis, and discuss some preliminary findings.

DETERMINANTS OF COST REDUCTIONS IN VERTICAL PRICING RELATIONSHIP: KOREAN CASE

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ABSTRACT

This paper analyzes the determinants of suppliers’ price and tests the hypothesis that market structure plays an essential role in suppliers’ determining their price. To test this hypothesis, the
paper uses survey data of more than 1200 Korean firms (over 900 firms in the year 2008 and more than 300 firms in the year 2009). The empirical results show the importance of SME strategy and how it can prevent the cost reduction forced by the big assembler. The paper also discusses whether the government has to interfere to implement the fair pricing between SME’s supplier and big assembler. In the last section, the empirical results will be compared with those from other countries. We will look for common factors or country-specific factors in determining supplier price.

ID: 166
Track: Other SME Related Issues

BUSINESS ABILITY OF THE CLIENT-ORGANIZATION’S MANAGER(S) AS A CRITERIUM FOR BANK MANAGERS WHEN THEY REPUTE THEIR CLIENT-ORGANIZATIONS RESULTS FROM AN EMPirical STUDY

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ABSTRACT

Is the business ability of the client-organization’s manager(s) very relevant for the sample bank managers in their role to repute client-organizations? The current paper tries to find an answer to this question. An empirical research (438 respondents) enabled us to determine the main criteria adopted by bank managers from Aveiro and Porto and conclude that the business ability of the client-organization’s manager(s), although important, is not a critical criterium for this sample. Such knowledge helps companies on decisions about policies and practices as concerns bank managers and informs bank managers about their colleagues perceptions on the importance of their client’s manager(s) business ability.

ID: 145
Track: Other SME Related Issues

SMALL BUSINESS TRANSFER WITHOUT THE FAMILY: EVIDENCE FROM THE FRENCH ACTORS PLAYING IN THE BLOGOSPHERE

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ABSTRACT

In Europe, despite underrepresented scholars’ researches, less and less succession are taking place within the family. Consequently, firms are transferred to employees or third parties, especially in France. We investigate two primary questions. First, what is a business transfer outside of the family? Second, how can buyers reduce the opacity of the market and the cost of the information? We suggest investigating and analysing the online market. We notice that no sellers are directly present on the Web and that intermediates (both public and private institutions) endorse the lack of information for reducing uncertainty and decreasing information costs.

ID: 50
ABSTRACT
The term ‘competitive advantage’ is somewhat challenging to apply to social ventures. ‘Competitive advantage’ is typically defined as superior financial performance (Winter, 1995). Many of the well-known strategy models developed for economic ventures and tend to focus on markets, customers, and competition. However, these models fail to take account of two crucially important features of social or nonprofit enterprises: the value produced by these enterprises lies in the achievement of social purposes rather than in generating revenues and these enterprises receive revenues from sources other than customer purchases (Moore, 2000). These two features create the additional factors that social enterprises must tackle.

ID: 75
Track: Social Entrepreneurship

SOCIAL RENT GENERATION IN SOCIAL ENTREPRENEURSHIP: HOW COMPETITIVE ADVANTAGE BECOMES CONTRIBUTIVE ADVANTAGE

Colleen Robb Post, Åbo Akademi University, United States colleenrobbpost@me.com, Jeffrey Stamp, University of North Dakota, jeffreystamp@mac.com, Malin Brännback, Åbo Akademi University, malin.brannback@abo.fi, Alan Carsrud, Ryerson University, alan.carsrud@ryerson.ca, Robert Hacker, GH Capital Partners, rhhlfa@mindspring.com

ABSTRACT
Utilizing a resource-based theory (RBT) base, this study attempts to uncover resource conditions common across social entrepreneurial ventures. This study differs in that it builds on the RBT and the entrepreneurship literature by expanding an existing framework to evaluate competitive advantage in the social entrepreneurial context and propose two additional factors related to the concept of social rents in order to achieve a more suitable outcome. This is defined as sustainable contributive advantage. Social rent generation and conversion is a primary factor involved when applying the rationality of RBT towards social entrepreneurial ventures (SEVs). A model has been developed around the newly proposed sustainable contributive advantage and the social rent aspect of this model will be presented in detail in order to demonstrate how this expanded lens facilitates a better identification of performance differences in social entrepreneurial ventures.

ID: 125

Track: Social Entrepreneurship

THE DEVELOPMENT OF SUSTAINABLE CONTRIBUTIVE ADVANTAGE AND SOCIAL RENT GENERATION IN SOCIAL ENTREPRENEURSHIP - A SINGLE INDUSTRY EMPIRICAL STUDY OF SOCIAL VENTURES USING RESOURCE-BASED THEORY

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ABSTRACT
Passion is an important concept in understanding how the entrepreneurship process works. It is often defined as the “fire in the belly” or entrepreneurial commitment which is necessary to overcome the long, twisted and difficult journey of starting and establishing a business. Roberts and Welsch (2008) found that the intensity of entrepreneurial commitment was significantly related to opportunity costs and strength of their motivations. This study extends this research by testing whether these measures of passion are related to entrepreneurial goals. The study captures passion in two dimensions and extends the research across six industries. A proposed model is tested and the results and implications to entrepreneurs are explained.

ID: 306
Track: Entrepreneurship in the Arts

MUSIC ENTREPRENEURSHIP – HOW THREE SCHOOLS DELIVER MUSIC ENTREPRENEURSHIP EDUCATION TO THEIR STUDENTS.

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ABSTRACT
This workshop will outline how three institutions - Webster University, Columbia College-Chicago and the University of South Carolina - approach entrepreneurship education for arts students. Facilitators will provide an in-depth description of their efforts including: degree plan outlines, curriculum and pedagogy.

ID: 323
Track: Entrepreneurship in the Arts

BUILDING SUCCESSFUL EARNED-INCOME INITIATIVES FOR NON-PROFIT ORGANIZATIONS

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ABSTRACT
Non-profit organizations have historically used earned-income initiatives to support their missions. These include a hugely broad array of strategies from licensing to retail sales to strategic partnerships. The discussion leader for this proposed workshop is
the author of a new book, Bankable Business Plans for Non-Profits, which reviews the options and details the process of creating and building such earned-income initiatives. The workshop panel will include Executive Directors of non-profits from the Cincinnati area who will discuss their own experiences in creating and managing such business ventures within their non-profits. In addition, active audience participation will be part of sharing ideas, experiences, and issues related to this process.

ID: 133
Track: Entrepreneurship Across the Curriculum

BRIDGING THE GAP BETWEEN ACADEMIC THEORY AND BUSINESS PRACTICE IN THE AREA OF INNOVATION: AN EXAMPLE OF ENTREPRENEURSHIP EDUCATION INITIATIVES ACROSS THE CURRICULUM

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ABSTRACT

The workshop shares a process undertaken for bringing practitioner developed and implemented methods for innovation and entrepreneurship from one part of the world to entrepreneurship education across the curriculum in a different academic and cultural setting. The workshop will present input that was obtained from entrepreneurs, researchers, educational professionals and policy makers that were exposed to the systematic search method for opportunity recognition, new product development, process and service innovation. Additionally, workshop participants will be exposed and will have the opportunity to comment on the curricular and extra-curricular activities being designed and tested for use across different academic programs.

ID: 353
Track: Developmental

HIGH-TECH START-UPS IN “TRADITIONAL” INDUSTRIES – FOUNDING OPPORTUNITIES FOR WOMEN IN AND NEARBY THE CHEMICAL INDUSTRY IN GERMANY

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ABSTRACT

The chemical industry in Germany is a traditional industry characterized by well established, large companies which faced fundamental changes during the last two decades. It is not only an important innovation provider for numerous other industry sectors, it is also essential for new emerging industries like biotechnology or nanotechnology. There is a high and growing number of small and medium-sized businesses developing and offering knowledge intensive services and products to the chemical industry and at the interface to other high-technology sectors. Besides a detailed and recombining analysis of statistical data retracing to different sources, a qualitative study was conducted to gain new findings about prospects and barriers for (women) entrepreneurs in the chemical industry and related high-technology sectors. The results of the twofold analysis show a high but often unused potential for start-ups. Diversification, alteration of traditional structures and the emergence of next generation technology sectors offer founders new perspectives and opportunities. On the other side the results of the non-standardized interviews with experts demonstrate a high number of barriers and disadvantages for founders, especially for female chemists.

ID: 237
Track: Individual Entrepreneurship

COMPARISON OF STUDENT FOUNDATION PROPENSITIES BEFORE AND DURING THE ECONOMIC CRISIS

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ABSTRACT

The article arises from the empirical project “Starting up Businesses and Entrepreneurship by Students” (GEst-study) and compares start-up propensities and entrepreneurial criteria of students surveyed before the economic crisis with students questioned during the crisis. The results highlight that the economic crisis obviously has influencing effects on the students’ entrepreneurship perceptions, diminishes remarkably their start-up propensities and, thus, expectedly also entrepreneurial activities. The students polled during the crisis require stronger elementary start-up sensitizations via courses and show stronger necessity-driven start-up motivations—with hardly positive effects on economic development. Hence, the universities should stimulate more intensely student opportunity entrepreneurship during recessions.

ID: 117
Track: Small Business and SME’s in Developing Economies

INNOVATION IN COLLABORATIVE NETWORKS OF SMALL AND MEDIUM ENTERPRISES: AN INTERPRETATIVE APPROACH

Angela Sakamoto, Escola de Administração de Empresas de São Paulo, da Fundação Getúlio Vargas (EAESP-FGV), United Kingdom angela.rsakamoto@uol.com.br, Stephen Roper, Warwick Business School, Stephen.roper@wbs.ac.uk, Marcos Augusto Vasconcellos, Escola de Administração de Empresas de São Paulo, da Fundação Getúlio Vargas (EAESP-FGV), marcos.vasconcellos@fgv.br, José Alcides Gobbo Jr, Universidade Estadual Paulista (UNESP), gobbo@feb.unesp.br
This research paper aims to investigate how innovation emerges as a result of interactions among firms in a collaborative network of micro, small and medium enterprises (SME) in São Paulo’s furniture sector. Innovation in SME’s collaborative networks in emerging economies has been influenced by various entities, especially the government, and the complexity of this phenomenon cannot be sufficiently explained by the theoretical perspectives in the literature. In order to generate a substantive theory that explains it, a case study has been conducted using Grounded Theory. The analysis is based on about 1068 minutes of interview material together with secondary source material relating to the organizations interviewed. The findings contribute to our understanding of the impact of context on innovation, and shows how group’s experiences and the need for knowledge have influenced innovative relationships.

ID: 320
Track: Women and Minority Entrepreneurship

ABSTRACT
This session introduces delegates to various profiles of the Caribbean entrepreneur and/or small business owner. The first GEM results for Puerto Rico will be presented. A general population profile will be explored, based on the GEM results. Recent research on women entrepreneurs/small business owners and how they conduct business and work within networks to gain footing in business will be presented. We will feature profiles of groups of women and how they use different strategies to conduct business. One of the activities in which SME’s have a competitive advantage in the Caribbean is the added value operations. SME’s supply services and goods to industries that operate around seaports and airports in the various transshipment ports in the Caribbean. The opportunities and impact of SME’s in this field will be discussed.

ID: 283
Track: Entrepreneurship Education

ABSTRACT
This study presents a theoretical model on entrepreneurial potential and its operationalization through an Entrepreneurial Potential Assessment Inventory (EPAI). The model is composed of eleven first-order skills that were previously evidenced as characteristic of entrepreneurial potential, and four second-order dimensions. The instrument of assessment is composed of 33 items and was tested on samples of university students (N=580) and young employees (N = 552). Multi-group confirmatory factor analyses were conducted and results evidenced good fit indexes. Also presented is the Entrepreneurial Potential Index (EPI) algorithm and the distribution in categories. Results evidence that young employees present a greater EPI mean value. The Inventory and the Index are presented, tested and validated methodologically. Regarding the practical implications, the Inventory and the Index can be established as a tool of high value to the community to help identify competencies requiring development, and to help design or adjust training courses in entrepreneurship.

ID: 427
Track: International Entrepreneurship

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ID: 427
Track: International Entrepreneurship
entrepreneurship has grown in recent years, as its contribution to economic development is increasingly recognised and the international evidence base is extended. Whilst policy oriented research has been a feature in some countries for many years, it is now receiving increasing attention by the international research community. This raises the question of what is meant by public policy and how this manifests in different environments. A number of authors have argued the need for entrepreneurship research to recognise the embeddedness of entrepreneurship in specific social contexts. This argument is particularly relevant to a discussion of the role of public policy, since government policies and actions are a key element in social embeddedness. In this context, the paper will compare the nature of entrepreneurship policy, its role and key challenges in three contrasting environments: the UK as an example of a mature market economy; Poland, as an example of a market economy that has emerged from central planning; and China.

**INTRA-FIRM ORIENTATIONS AND ITS INFLUENCE ON FIRM GROWTH: THE CASE OF RUSSIAN ENTREPRENEURIAL COMPANIES**

**Galina Shirokova**, Graduate School of management, SPbSU, Russia, Russian Federation shirokova@gsom.pu.ru, Alexander Kulikov, Graduate School of management, SPbSU, Russia, kulikov@gsom.pu.ru

**ABSTRACT**

This paper presents results of a study identifying specific sets of intra-firm activities, referred to as intra-firm orientations. The authors distinguish entrepreneurial orientation, change orientation, and knowledge orientation. The authors use factor analysis and regression analysis to test hypotheses about the presence of selected orientations and about the positive impact of intra-firm orientations on firm growth, and to investigate the dominant intra-firm orientation in three industries: wholesale and retail trade, HoReCa, and the IT industry. Results of empirical analysis of 500 small and medium-sized Russian enterprises show that change orientation and knowledge orientation positively influence growth. It was also found that different intra-firm orientations dominate in different industries.

**POLICIES TO PROMOTE ENTREPRENEURSHIP: CONTEXT MATTERS**

**David Smallbone**, Small Business Research Centre, Kingston University, United Kingdom d.smallbone@kingston.ac.uk

**ABSTRACT**

Throughout the world, the interest of policy makers in entrepreneurship has grown in recent years, as its contribution to economic development is increasingly recognised and the international evidence base is extended. Whilst policy oriented research has been a feature in some countries for many years, it is now receiving increasing attention by the international research community. This raises the question of what is meant by public policy and how this manifests in different environments. A number of authors have argued the need for entrepreneurship research to recognise the embeddedness of entrepreneurship in specific social contexts. This argument is particularly relevant to a discussion of the role of public policy, since government policies and actions are a key element in social embeddedness. In this context, the paper will compare the nature of entrepreneurship policy, its role and key challenges in three contrasting environments: the UK as an example of a mature market economy; Poland, as an example of a market economy that has emerged from central planning; and China.

**THE GLOBAL ENTREPRENEURSHIP MONITOR (GEM) WORKSHOP**

**Kristie Seawright**, Global Entrepreneurship Monitor (GEM), United States KSeawright@gemconsortium.org

**ABSTRACT**

The Global Entrepreneurship Monitor (GEM) is the most comprehensive ongoing study of entrepreneurship in the world. GEM’s 50+ national teams conduct annual research measuring entrepreneurial attitudes, activity, and aspirations with the goal to help governments, businesses, and educators design policies, develop programs, and aid entrepreneurs in generating new jobs and wealth. This session will focus on the exciting details surrounding GEM research, current impacts, and how you can be a part this major research undertaking at a time when individual entrepreneurial activity may hold the key to transforming the global economy.

**JOURNAL OF SMALL BUSINESS MANAGEMENT (JSBM) REVIEWER WORKSHOP FOR YOUNGER RESEARCHERS**

**David Smallbone**, Associate Editor, JSBM, United States d.smallbone@kingston.ac.uk, George Solomon, Editor, JSBM, gsoomon@gwu.edu

**ABSTRACT**

The JSBM Reviewer Workshop has been established to train new and potential reviewers, with a specific focus on younger researchers. Chaired by JSBM Associate Editor David Smallbone, this workshop will include the participation of experienced reviewers and editors, such as JSBM Editor-in-Chief George Solomon, who will talk about their own experiences as reviewers for high-quality journals and also give constructive feedback to inexperienced reviewers who wish to strengthen their skill set. The editors will also discuss the expectations of reviewers and how you can fit in.

**THE TRAITS AND GROWTH ORIENTATION OF A SUCCESSFUL FOREST MACHINE ENTREPRENEUR**

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**ABSTRACT**

The aim of the present study was to investigate the largest growth-oriented forest machine entrepreneurs and the individual behind the growth. The purpose was to clarify the reasons why entrepreneurs decide to grow, what the traits of a successful entrepreneur are and, most importantly, what makes certain entrepreneurs’ growth
more successful. The research material was collected in 2008 by personal interviews with 23 entrepreneurs. The research makes a successful contribution to the usage of a controversial traits theory. According to the results, the listed traits play an important role in successful growth and they can anticipate behaviour in growth.

**ASSESSING THE BUSINESS-ENABLING ENVIRONMENT FOR WOMEN’S ENTREPRENEURSHIP: LESSONS LEARNED**

*Annette St-Onge, International Council for Small Business (ICSB), United States astonge@ns.sympatico.ca, Anne Simmons-Benton, Booz Allen Hamilton, simmonsbenton_anne@bah.com, Lois Stevenson, Industry Canada, lstevenson@idrc.org.eg, Julie Weeks, Womenable, jweeks@womenable.com*

**ABSTRACT**

Entrepreneurial success is influenced by internal and external factors. An entrepreneur’s past experience and level of knowledge, his/her connections and relationships with others, and the level of financial investment made at start-up all impact business success. In addition, the environment in which firms operate can also either help or hinder business growth and development. Recent assessments of business-enabling environments (BEE) done from a gender perspective have shown that gender-blind environmental assessments can miss key structural and societal barriers that may be limiting the growth of women-owned enterprises. This panel discussion will focus on the exogenous factors influencing business success – laws and regulations, public and private sector support structures, and the social environment – taken from the perspective of women’s enterprise development.

**PUBLIC POLICY MEASURES TO REVAMP THE COMPETITIVENESS OF THE PUERTO RICAN ECONOMY: A BENCHMARKING APPROACH**

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**ABSTRACT**

According to the Global Competitiveness Report, the Puerto Rican economy occupies a distant 42nd place from its main trading partner – the U.S. - and behind its major counterparts Singapore, Ireland and Chile (WEF, 2008). A three-tier economic development program has been proposed by local policymakers to include a fiscal reform, an infrastructure development program and a knowledge-based economy with an export orientation. This study benchmarked the strategic measures taken by Puerto Rico’s close competitors as a validating mechanism of the proposed measures to restore the competitiveness of the Puerto Rican economy. The results suggest an aggressive realignment of Puerto Rico’s public policy to strengthen its institutional framework, the macroeconomic environment, and the quality of the infrastructure.

**INTERNATIONALIZATION OF SMALL AND MEDIUM SIZED ENTERPRISES (SME)**

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**ABSTRACT**

In 2008, Germany was still the biggest single exporting nation in the world. But entrepreneurial globalization and a globalization strategy of a Small and Medium Sized Enterprise (SME) is more than just export. Some SMEs reach their limits in this process of an entrepreneurial globalization which needs activities steps beyond the previous internationalization of businesses. The main aspect of the paper is - on the basis of a theoretical approach adapted from practical examples - how SMEs can tap their full entrepreneurial globalization potential. The paper shows on different examples how it is possible to develop from a former regional market leader to an actual world market leader.
SUCCESS PROFILING OF STUDENTS IN ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT: A METHODOLOGICAL PERSPECTIVE ON THE INTERACTIVE NATURE OF SUCCESS PREDICTORS ON STUDENT PERFORMANCE AT AN OPEN AND DISTANCE LEARNING INSTITUTION

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ABSTRACT

This study evaluated the interaction effect of satellite classes and additional, potential success predictors on academic performance of first-year students, by applying the Chi-square Automatic Interaction Detector (CHAID) methodology. This decision tree methodology described the interactive driving forces (satellite class intervention and biographical student attributes) that impacted on student success. The CHAID analysis enabled the profiling of successful and at-risk students. The decision tree algorithm mimics true life situations where various effects interactively and jointly influence and predict an outcome. The results showed that the critical interacting nature of satellite class attendance and additional co-predictors, such as population group and type of matriculation certificate, considerably strengthened performance prediction.

ID: 208
Track: Doctoral Consortium

DIFFERENCES AMONG THE CSR-ACTIVITIES OF COMPANIES WITH- AND WITHOUT FAMILY INFLUENCE

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ABSTRACT

This paper attempts at delivering a first answer to the question on whether family businesses (FU) assume more responsibility than non-family businesses (N-FU). In an empirical study the perception of the task of training was analyzed in 510 Mannheimer companies. It can be argued that companies with a strong family influence are acting more socially responsible compared to companies with less family influence because family businesses are greatly interested in preserving a good reputation. Therefore the affinity to provide training should be higher in family influenced firms compared to non-family firms. We find that only for small FU the tendency to educate is lower than for the N-FU. However, for larger family enterprises the tendency to educate is higher. In the context of our initial question, this indicates that our hypothesis can partly be confirmed.

ID: 152
Track: Other SME Related Issues

RESTRICTED DEVELOPMENT OF SMES IN JAPAN'S SOFTWARE INDUSTRY: REASONS AND SOLUTIONS

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ABSTRACT

This paper examines the reasons that most small and mid-sized enterprises (SMEs) in Japan’s software industry do not develop into large firms. Several papers have already suggested reasons for this phenomenon, but each paper in the literature gave only one or two reasons. This paper analyzes the issue comprehensively. We first survey the literature and determine five factors that contribute to the issue. Then we show the causal connections among these five factors, demonstrate how these connections complicate the issue and make it difficult to solve. Finally this paper illustrates several approaches in an effort to find solutions.

ID: 88
Track: Small Business and SME’s in Developing Economies

INVESTIGATING STRATEGIC BEHAVIOUR IN SMALL, MICRO AND MEDIUM TOURISM ENTERPRISES IN SOUTH AFRICA

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ABSTRACT

The South African small, micro and medium tourism enterprises (SMMTE) sector faces numerous challenges. To ensure long-term sustainability the owners of SMMTEs need to make efficient and effective strategic business decisions about the internal and external threats and challenges their businesses face. The study explores the potential dynamic interrelationships between profile attributes and preferred strategic behaviour SMMTEs. The results provide important guidelines for interventions aimed at optimising the behaviour of these enterprises and, in so doing, to enhance the probability that they will be sustainable and successful. Important insights are gained on these enterprises and their owner operators, which account for a major part of South Africa’s developing tourism sector. In an international context the study also makes a valuable contribution to the body of knowledge concerning this important economic sub-sector.

ID: 72
Track: Developmental

INDUSTRIAL CLUSTERS AND NETWORKS AS COMPLEMENTARY SOURCES OF COMPETITIVE ADVANTAGES TO SMALL FIRMS IN DEVELOPING COUNTRIES: A THEORETICAL ESSAY

Bruno Tavares, Universidade Federal de Lavras; Universidade Federal de Viçosa, Brazil btavares@ufv.br, Wim Hulsink, Wageningen University, Erasmus University Rotterdam, wim.
ABSTRACT
Small and medium enterprises (SMEs) developed functions that create value for the productive system. In developing countries, SMEs play a relevant role for the social development, also. In Brazil, for example, small firms represent 99% of the number of the firms and they employ almost 60% of the national work force. However, 59,9% of them fail in the first four years of life (Sebrae, 2004).

ID: 5
Track: Small Business and SME’s in Developing Economies

STREAMLINING GOVERNMENT FINANCING PROGRAMS FOR SME’S IN THE SUB-SAHARAN AFRICA: THE CASE OF BOTSWANA

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ABSTRACT
The issue of SMEs financing is complex and we should address on priority basis. Although SMEs should be motivated to initiate their own means of solving their financing problems, their capacity is limited and the role of other stakeholders in the financial sector is vital. In this scenario, governments have a major role to play. Strengthening the government’s role is very important since it acts as a catalyst, investor and regulator to strengthen the supply-side of the economy. This paper discusses what role the Government of Botswana (GoB) can effectively play in facilitating SMEs financing. I proposed four financing packages containing schemes for possible use by the GoB. They are: direct financial assistance schemes; loan guarantee schemes; direct credit grant schemes; and financing of technical and managerial advisory services. Stakeholders need to evaluate these schemes from the economic rationality point of view before they are opted for implementation.

ID: 405
Track: Entrepreneurship Education

THE IMPACT OF AN ENTREPRENEUR OR SMALL BUSINESS OWNER’S EDUCATION ON KNOWLEDGE ACQUISITION

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ABSTRACT
Entrepreneurs and small business owners come from a wide variety of educational backgrounds. This study will investigate the relationship between the educational background of small business owners and entrepreneurs and the training methods they utilize with their workforce. We hypothesize that the educational level of owners and small business owners will correlate with training methods they use on their employees. This study examines survey data collected from 135 entrepreneurs and small business owners in the Washington, DC area. The results indicate that while employer age rather than training level may be more influential in their choices of employee training methods.

ID: 417
Track: Doctoral Consortium

THE RELATIONSHIP BETWEEN LONG-TERM VIDEO GAME PLAYING AND INDIVIDUALS’ ENTREPRENEURIAL TRAITS AND INTENT: AN EXPLORATORY STUDY

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ABSTRACT
This study will explore if and to what degree video games shape entrepreneurial intent, as well as four specific entrepreneurial competencies many video games reinforce: need for achievement, need for autonomy, tolerance of ambiguity, and generalized self-efficacy. This topic is based on the repetition that comprises a core concept in video games. Repeated exposure to a given task, message, or skill contained in the virtual space of the game may shape behavior in players. Although this study explores a new connection between the video game and entrepreneurial worlds, the influence of video games on players has been gaining attention over the past decade.

ID: 354
Track: Entrepreneurship Education

MEASURING THE ENTREPRENEURIAL ATTITUDE OF THE UNIVERSITY STUDENTS STUDYING IN TURKEY AND CYPRUS

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ABSTRACT
The major aim of this study is to find out the factors which may influence the entrepreneurial attitude of the third and the fourth year university students studying in Turkey and Cyprus. Although similar studies mainly in Europe and US were carried, our study will be the first in two different cultural contexts. Explaining human behavior in all its complexity is a difficult task. Social and personality psychologists have tended to focus on an intermediate level, the fully functioning individual whose processing of available information mediates the effects of biological and environmental factors on behavior (Ajzen, 1991). However, majority of the researches related to measuring entrepreneurial attitude focused on personal and demographic characteristics, or attitudinal approaches (Krueger and Carusrd, 1993).
Tourism is widely acknowledged as one of the economic drivers for South Africa. One of the challenges identified is the importance of supporting emerging tourism entrepreneurs and of maximizing opportunities for the SMME sector. The province of the Eastern Cape (EC) is characterized by high levels of unemployment, poverty and crime. The role of SMTEs is imperative in attempting to alleviate poverty and create jobs. The role of CRM in the success of SMTEs has been proven worldwide. The research highlights using CRM as a vehicle to enhance sustainability of SMTEs in the EC. A conceptual framework is proposed. The study will follow both a quantitative and a qualitative approach. The study is expected to add to the body of knowledge that attempts to making SMTEs sustainable in the South African context. This is part of a phased study.

ID: 184
Track: Entrepreneurship and Technology

MEASURING THE PERFORMANCE OF TECHNOLOGY-RELATED BUSINESS INCUBATORS: A CRITICAL ANALYSIS OF EFFECTIVENESS APPROACHES AND PERFORMANCE MEASUREMENT SYSTEMS

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ABSTRACT

Utilizing performance measurement theories, we critically examine performance measurement literature in the business incubator domain. Papers are identified and selected by examining peer-reviewed journals in entrepreneurship and small business research, publisher-independent databases, and an own literature review. Results are discussed both at the individual and the system level. At the individual level, existing performance measures are examined using the goal, stakeholder, internal process and system resource approach. At the system level, incubator performance measurement systems are evaluated using Tangen’s (2004) output prerequisites. Building upon our findings, the contributions for managers, policy makers, educators and (future) researchers are discussed.

ID: 270
Track: Entrepreneurship Education

ENTREPRENEURIAL INTENTIONS AT UNIVERSIDAD ICESI

Rodrigo Varela, Universidad Icesi, Colombia rvarela@icesi.edu.co

ABSTRACT

This paper aims to search differences between novice and experienced entrepreneurial teams from human capital and social capital perspective. The findings revealed that not demographics but firm and entrepreneurial team sizes differ between two types. Moreover, it is found that the networking preferences differ in that experienced teams establish more linkages with suppliers. Another comparison on environmental scanning activities showed that entrepreneurial teams with prior start-up experience engages in more explicit tracking of activities and tactics from competitors, special market research studies, information exchange with academia, and utilized monitoring and surveying to identify potential investors compared to that of novice teams.

ID: 81
Track: Small Business and SME’s in Developing Economies

USING CRM AS A VEHICLE TO GROW SMALL MEDIUM TOURISM ENTERPRISES (SMTEs) IN A DEVELOPING ECONOMY: EASTERN CAPE, SOUTH AFRICA. TOWARDS A CONCEPTUAL FRAMEWORK.

Dinesh Vallabh, Walter Sisulu University, South Africa
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ABSTRACT

Tourism is widely acknowledged as one of the economic drivers for South Africa. One of the challenges identified is the importance of supporting emerging tourism entrepreneurs and of maximizing opportunities for the SMME sector. The province of the Eastern Cape (EC) is characterized by high levels of unemployment, poverty and crime. The role of SMTEs is imperative in attempting to alleviate poverty and create jobs. The role of CRM in the success of SMTEs has been proven worldwide. The research highlights using CRM as a vehicle to enhance sustainability of SMTEs in the EC. A conceptual framework is proposed. The study will follow both a quantitative and a qualitative approach. The study is expected to add to the body of knowledge that attempts to making SMTEs sustainable in the South African context. This is part of a phased study.

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ABSTRACT

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Track: Small Business and SME’s in Developing Economies

USING CRM AS A VEHICLE TO GROW SMALL MEDIUM TOURISM ENTERPRISES (SMTEs) IN A DEVELOPING ECONOMY: EASTERN CAPE, SOUTH AFRICA. TOWARDS A CONCEPTUAL FRAMEWORK.

Dinesh Vallabh, Walter Sisulu University, South Africa
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ABSTRACT

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In this article, the Colombian’s results of a cross cultural research in Entrepreneurial Intentions oriented by Gasse and Tremblay, which did cover Canada, France, Tunisia and Colombia are presented and analyzed. A set at perceptions, values, attitudes, were evaluated in the undergraduate student that were taken Entrepreneurship related courses at the Universidad ICESI. The results are used to evaluate their behavior and performances in relation to the entrepreneurial process and from there some very important ideas are derive about the educational process that the Universidad ICESI has been implementing.

**ID: 240**

**Track: Family Business**

**TRENDS IN SMALL FAMILY BUSINESS SUCCESSION PLANNING IN COLOMBIA**

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**ABSTRACT**

The research group family firms explored the desirability and initially validate the relevance of the planning process of generational replacement in family businesses as a factor of particular relevance to the stability in corporate governance and sustainability of family businesses. The processes of Generation Change is a fundamental step for research related to the impact of the Family Protocols in the Corporate Governance of Enterprises family profile, since these early findings presented on Relief Generational, provide evidence on trends in the management of family firms, organizations are often characterized by high levels of informality in its management and governance processes.

**ID: 98**

**Track: Small Business and SME’s in Developing Economies**

**KNOWLEDGE, PERCEPTION, AND APPLICATION OF STRATEGIC MARKETING IN MSMEs (MICRO, SMALL AND MEDIUM ENTERPRISES) IN BOGOTÁ**

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**ABSTRACT**

The theory states the strategic marketing as one of the most important components of the management of any organization. In this work, some aspects regarding the use of this management tool in Bogotá’s MSMEs were researched. Although the attitude about the utilization of strategic marketing management was positive and there is a clear perception of the benefits it gives, there are some barriers that impede its application. The main barriers detected were the low training in strategic marketing that their employees have and the lack of resources and time to implement this process. With these results in mind, it is pertinent to analyze the focus of the Colombian support programs, to this kind of companies, about the marketing management elements. Academics and practitioners should propose theoretical and practical concepts to apply this tool in a more extensive way in Colombian MSMEs.

**ID: 277**

**Track: Corporate Entrepreneurship**

**PROCESS OF VALIDATION OF COMPLEX CONCEPTUAL MODELS AFTER SOFT SYSTEMS**

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**ABSTRACT**

A theoretically validated model to position a discussion about Production Planning and Control (PPC) within a rich organisational context was found as the main outcome of the process. Then, ten rival frameworks were described, as representing other systems thinking, to compare the conceptual model, by following the Soft Systems Methodology (SSM). Analysed dimensions concerned the gap, purpose, scope and expected results, research method, results validation, models, outcomes and, conclusions. An appreciation of other researchers’ work was provided, promoting the improvement of PPC decision-making. In addition, guidance to operationalise stage 4b of SSM was presented. To sum up, science methods might help entrepreneurs to learn more robust processes to deal with complex corporate structuring, and so, to address some determinants of both organizational behaviour and effective management. In this way, corporations may be offered more credible vehicles for both intra- and entrepreneurship.

**ID: 162**

**Track: Family Business**

**INSIGHTS INTO THE DETERMINANTS OF FAMILY BUSINESS’S SUCCESSION**

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**ABSTRACT**

Family owned businesses in Germany are regularly confronted with creating and conducting a sophisticated succession plan. According to Mahnke (2005) less than 30 percent of the active entrepreneurs have prepared a succession plan. Especially, the wish of current company owners to take the offspring into responsibility (Kaushik, 2009) is often encountered by the unwillingness by the offspring (Leach & Bogod, 1999) due to the far-reaching consequences for them (Krüger, 2006). Within this study the focus is laid on family owned businesses that have already undergone a succession. Hence, companies that are run in the second or a
later generation were addressed. The respondent had to fulfill in addition the criteria of being the manager (respectively Chief Executive Officer) of the company and being an offspring of the former manager. Hence, fostering and inhibiting factors in the succession phase are undisclosed and analyzed.

ID: 235
Track: Social Entrepreneurship

ON MAINTAINING THE BALANCE BETWEEN SOCIAL, ENVIRONMENTAL AND BUSINESS OBJECTIVES: EQUILIBRATING THE ‘TRIPLE BOTTOM LINE’ IN HUNGARY AND FRANCE

David Watkins, Southampton Business School, UK, United Kingdom david.watkins@solent.ac.uk

ABSTRACT
We examine the history of a medium sized family firm in rural Hungary, tracking the changes in strategy that have turned it from a near-derelict and bankrupt fish farm in the aftermath of Communism to a highly innovative fishery around which have been built a series of related businesses that together comprise a successful ecotourism destination. The business reflects not only Hungary’s transition from Communism to EU membership, but at the same time reasserts and reinterprets far older farming and cultural traditions in a modern way. The firm is biodiversity friendly – dependent, even – and tries hard to deliver not just economic benefits but also social and environmental ones, but the balance is changing over time.

ID: 418
Track: Doctoral Consortium

IMPLICATIONS OF OPPORTUNITY TYPES

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ABSTRACT
The dissertation will focus on the opportunity types, namely creation and discovery, with a special emphasis on empirically testing the divergent implications of the theories. The aim of the dissertation is to refine opportunity theory in entrepreneurship and better define the boundaries between discovery and creation opportunities. While Alvarez and Barney (2007) detail the theoretical propositions of discovery and creation opportunities, there has yet to be an empirical test of the implications of these opportunity types. To that end, the dissertation aims to answer the following research question. Do the implications for exploitation of discovery opportunities differ from those of creation opportunities, specifically with regard to financing and competitive advantage? Furthermore, does a mismatch between the opportunity type and the exploitation process lead to suboptimal results?

ID: 256

Track: Women and Minority Entrepreneurship

CORRELATES OF GENDER AND CREDIT BEHAVIOR IN SMALL FIRMS: EVIDENCE FROM A SMALL, DEVELOPING ECONOMY

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ABSTRACT
This paper analyzed some stylized facts relating to gender and entrepreneurship. A better understanding of what factors influence the entrepreneurial activities of women relative to men is of importance to policymakers, investors and researchers alike. This study used uni-variate statistical technique to analyze the differences between male and female-owned firms. The results from the analysis revealed that when compared to male-owned firms, female-owned firms have principals that are less educated, have less work experience, the firm size is much smaller, the firms are much younger, these firms are more likely to be organized as proprietorship or partnership, they are less likely to borrow from a bank and more likely to use own savings to finance business growth and start-up. The implications of the findings for policymakers, regulators, investors and researchers are outlined in the paper.

ID: 312
Track: Corporate Entrepreneurship

SME PERFORMANCE: THE ROLE OF LEARNING ORIENTATION AND ITS RELATIONSHIP TO MARKET ORIENTATION AND ENTREPRENEURIAL ORIENTATION

Jim Wolff, Wichita State University, United States jim.wolff@wichita.edu, Tim Pett, Wichita State University, tim.pett@wichita.edu

ABSTRACT
This paper examines the role that a learning orientation plays with respect to entrepreneurial orientation, market orientation, and, ultimately, the performance of SMEs. The theoretical underpinnings for each of these constructs is discussed and integrated to form hypotheses about the relationships to be found in small firms. The hypotheses are tested on a sample of SME manufacturing firms. Results confirm many of the hypothesized relationships.

ID: 403
Track: Doctoral Consortium

THE IMPACT OF OUTSIDE BOARD OF DIRECTORS AND BOARD OF ADVISORS MEMBERS ON STRATEGIC PLANNING IN FAMILY FIRMS

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ABSTRACT

The family business literature contains several analyses of boards of directors and boards of advisors. Much of this work has been done at a structural level, examining whether family firms should have boards and what the proper structure and role of the board should be. Less work has been done analyzing the impact of particular types of board members on functional areas of family firm operations. This paper presents a theoretical framework for expanding the explanatory power of existing family business literature by assessing the impact of outside board members on the strategic planning process in family firms.

ID: 62
Track: Entrepreneurship in the Arts

CREATIVE INDUSTRIES IN FINLAND – BARRIERS HINDERING ENTREPRENEURIAL DEVELOPMENT

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ABSTRACT

The purpose of this study is to expand knowledge on the internal resources and the know-how of the entrepreneur, both of which have an effect on the growth of a business. Another goal of this study is to find out what kind of cooperation between partners enables growth? In order to meet these goals, a structured questionnaire has been sent out to entrepreneurs in creative industries in the Northern Savo region of Finland. The results were analyzed by a logistic regression analysis and the chi-square test. Based on the analysis only two of the estimated parameters had a positive effect on the entrepreneurs’ growth motivation; financial management skills and personnel management skills. Our second assumption concerning cooperation was that cooperating with firms outside one’s own line of business has also a positive effect on growth.

ID: 415
Track: Other SME Related Issues

CLASSIFYING ENTREPRENEURSHIP WITHIN A BUSINESS DEVELOPMENT FRAMEWORK

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ABSTRACT

The phenomenon of entrepreneurship from the time of its first observance until the present day has been striving for an identity. This paper marks out a distinctive evolutionary path of thought on entrepreneurship and uses its referent and counterpart to support a conceptual view of entrepreneurship within a business development framework. The work brings to bear a two-dimensional intersecting spectra diagram describing entrepreneurship as one of four archetypes of the business development manager.
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