

AIE 2015 Extended Conference Program

Day 1 - August 20, 2015

Plenary 1 - Keynote Address

Time: 9:30am- 10:15am

Location: TRSM Commons 1-148 and 1-150

The Changing Dynamics of Silicon Valley

Anil Gupta, University of Maryland,
College Park

Plenary 2 - Keynote Address

Time: 10:30am- 11:15am

Location: TRSM Commons 1-148 and 1-150

Linda Hasenfratz, CEO, Linamar
Corporation and National EY
Entrepreneur of the Year

Plenary 3 - Keynote Panel on Diversity in Leadership and Entrepreneurship

Time: 11:15am- 12:15pm

Location: TRSM 2-166

Moderator: Ratna Omidvar, Executive
Director, Global Diversity Exchange

Speakers:

Tariq Fancy, Rumie

Bin Ji, President, Master's Choice Realty
Inc.

Teriano Lesancha, Founder, Supa
Maasai

Salima Syerah Virani, Editor-in-Chief and
CEO, MyBindi.com

Plenary 4 - Luncheon and Keynote Address on Diversity and Entrepreneurship

Time: 12:15pm- 1:30pm

Location: TRSM Commons 1-148 and 1-150

Kirk Dudtschak, Executive Vice
President, Personal & Commercial
Banking, RBC Royal Bank

RBC Workshop - Trading Abroad for Entrepreneurs (Requires Separate Registration)

Time: 1:30pm- 2:45pm

**Location: TRSM 1-003 CPA Student
Lounge**

This workshop, hosted by the Global
Diversity Exchange at Ted Rogers School
of Management and RBC Royal Bank,
features expert insight on the essentials
of trading abroad. Learn about
economic challenges and opportunities
both domestically and globally to help
you pick the right market, some best
practices on how to respond to
obstacles you may face, and how to
prepare financially to enable your
business for success.

Speakers:

Igor Chigrin, CITP, Export & Import
Consultant, Win Global Partner

Paul Ferley, Assistant Chief Economist,
RBC Royal Bank

Angela White, Segment Manager and Strategy Implementation, Small Business, RBC Royal Bank

Session 1 - How do Immigrant Entrepreneurs Entertain Challenges and Opportunities? Time: 1:30pm- 2:45pm Location: TRSM 1-147

Moderator: Francine Schlosser, University of Windsor

The Development of Social Capital through Leisure and Ethnic Activities by Canadian Immigrant Serial Entrepreneurs

Gerry Kerr, University of Windsor
Francine Schlosser, University of Windsor
Matias Golob, Humber College

Description: This study contributes a more comprehensive understanding of the social processes and business issues shaping the success of immigrant serial entrepreneurs through developing a conceptual framework. This model depicts the investment cycles in ethnic and sports associations that support social capital formation for framing and fostering new business creation by immigrant entrepreneurs.

Diverse Entrepreneurship and Self-Employment in Canada

Shaw (Xiaoyong) Tao, Environics Analytics
Jian Guan, Ryerson University
Howard (Xiaohua) Lin, Ryerson University

Description: Self-employment plays an important role in the Canadian economy and the rate of participation appears to

have risen, especially among ethnic minority populations or new immigrants. However, systematic investigations concerning these diverse populations have been lacking. We based our investigation on Numeris RTS (formerly known as BBM RTS), a national survey that is conducted twice a year and contains approximately 46,000 respondents in each release with information of key demographics, including employment status as well as a wide range of consumer behavior. Using data for the period of 2004-2014 and focusing on the “self-employed-only” group instead of those for whom self-employment is not the only source of income, we arrived at a more accurate picture of self-employment in Canada as well as its historical trends. Our analysis linked self-employment to important economic indicators such as GDP and unemployment, and helped establish the patterns of self-employed groups among ethnic minorities, which showed significant differences from that of the mainstream population. We also applied the decision tree technique to uncover the differentiated contributions from various demographic variables to self-employment participation, taking advantage of our large datasets. Finally, we took a first step of using the geo-demographic segmentation system, a powerful tool in consumer behavior research, to further establish the profiles of self-employed groups in Canada. Policy as well as research implications are discussed.

Institutional Distance and Immigrant Entrepreneurs' Firm Founding Activities

Zhaocheng Zeng, McMaster University
Firat Sayin, McMaster University

Benson Honig, McMaster University

Description: Entrepreneurs' chance to build a viable business is shaped by how they think and act, which in turn is determined by their institutional environment. An immigrant entrepreneur's chance of starting a business in the host country is shaped by both the entrepreneur's country of origin and the host country's institutional environment. Nevertheless, the institutional environment in the host country is most likely different than that of the home country. The authors conceptualize this difference as 'institutional distance' which can be defined as the difference or similarity between home and host institutional environments (Kostova, 1999). Scott (1995) proposes three pillars that characterize an institutional environment: regulative, normative and cultural-cognitive. Regulative institutions refer to formal rules that shape human interaction. Normative institutions consist of social norms, beliefs and values about human behaviors. The cultural-cognitive institutions reflect the schemas people use when they interpret information. Hence, the study considers institutional distance as a three-dimension construct including the regulative distance, the normative distance and the cultural-cognitive distance between the home country and the host country. While the institutional-level factors matter, individual-level factors such as human capital also have an impact on firm founding activities. In this presentation, we propose a framework in which we suggest that the institutional distance perceived by an immigrant

entrepreneur is negatively associated with his/her firm founding activities. Human capital, social competence, entrepreneurial intensity, start-up motivation and the length of residence in host country may moderate this relationship.

A White-Collar or a Blue-Collar Job in Canada?

Yunfeng (Tim) Xie, Memorial University

Description: What causes people to obtain a white-collar or a blue-collar job in Canada? This research uses a logistic regression model and data from the 2011 National Household Survey to predict the likelihood of getting a blue-collar job in Canada. There were six independent variables used in the logistic regression model including sex, language, education, immigration status, location of study and place of origin. Results indicate that a male that does not speak English or French and is not a permanent resident in Canada has a higher ratio of getting a blue-collar job. The higher the educational level, the lower the odds ratio is of getting a blue-collar job in Canada. Individuals who come from other countries or complete their education outside of Canada tend to have higher odds ratio of getting a blue-collar job in Canada.

Session 2 - How Context Affects Entrepreneurial Enterprises

Time: 1:30pm- 2:45pm

Location: TRSM 1-109

Moderator: Donna Kelley, Babson College

Corporate Entrepreneurship Under Environmental Uncertainty, A Study of Chinese Firms Responses to the 2008 Financial Crisis

Yongjian Bao, University of Lethbridge
Brad Olson, University of Lethbridge
Wenlong Yuan, University of Lethbridge

Description: Corporate entrepreneurship is generally viewed as a corporate strategy that firms incorporate to reposition themselves in order to take advantage of the changing demands of customers and to enhance their competitive position. When companies face a highly uncertain external environment, executives either interpret it as opportunities or threats. In general, the literature considers a causal relationship between the interpretation of the uncertain environment and initiatives of corporate entrepreneurship. Scholars argue that the interpretation of opportunity or threat can be affected by resource endowment of individual companies. However, what remains to be discovered are the relationships between the resource endowment, interpretation of external uncertainty and acts of corporate entrepreneurship. Our research intends to fill in the gap.

Entrepreneur's Zhongyong Thinking and New Venture Performance in China: The Mediating Role of Guanxi and the Moderating Role of Environmental Turbulence

Cuiping Ma, University of Science and Technology of China
Fangxin Hu, University of Science and Technology of China

Description: The authors estimated that the failure rate for new ventures in the first year is 25% and 71% over 10 years. How to improve new venture performance has been an important research question. Prior research has shown that entrepreneurs' cognition plays an important role in new venture survival and success. A unique and common cognition in Chinese entrepreneurship called Zhongyong, affects new venture performance in modern society. Based on upper echelon theory, we propose a model to examine how entrepreneurs Zhongyong thinking can be beneficial to new venture performance. We test this model with data from new ventures in China. Regression results reveal that entrepreneurs Zhongyong thinking is positively related to new venture performance and Guanxi fully mediates the influence of Zhongyong's thinking on new venture performances. We also find that environmental turbulence moderates the relationship between Zhongyong thinking and Guanxi.

How Did the Global Financial Crisis Affect Japanese Venture Capital Firm's Valuation?

Tetsuya Kirihata, Ritsumeikan University

Description: In the Japanese venture capital industry, there has been a notable growth in the percentage of investment in technology based and early stage firms, as well as venture capital investments since the late 1990s. However, the global financial crisis that swept across the world in 2007 triggered by the collapse of Lehman Brothers, sharply declined Japanese venture capital investments for three

consecutive years after the crisis. In order to gather information, a questionnaire survey was used where the following questions were asked: "How do Japanese venture capital firms value their potential portfolio companies?" and "How does the global financial crisis affect Japanese venture capital firms' valuation?" Questionnaire surveys were conducted before and after the crisis in 2006 and 2010. The results revealed that Japanese venture capital firms have focused on the selection of management when deciding which firms to invest in, in terms of the primary source of information. Regarding the methods used in evaluating potential portfolio companies, Japanese venture capital firms have come to attach a greater importance to capitalized maintainable earnings in evaluating potential portfolio companies in recent years. With regard to the impact of global financial crisis, Japanese venture capital firms have been putting more importance on the dividend and present numeric value of the profit and loss and balance sheet, while ignoring the future value of potential portfolio companies. Finally, it concludes with some implications about Japanese venture capital firms' investment decision making, especially with regard to investment in new technology based firms in Japan.

The Philosophical Thinking of the Study of Entrepreneurial Opportunities
Leilei Sun, University of Science and Technology of China

Description: Our findings suggest that entrepreneurial opportunities articles

now have a significant presence in major entrepreneurship journals. Furthermore, it is widely acknowledged that the opportunity construct is central to the field of entrepreneurship and has become its core issue, but the origins of opportunities remain largely debated between objectivist perspective and constructivist perspective. By applying the research of "epistemic-ontological alignment" framework which comes from the field of organizational research to entrepreneurial opportunities, this presentation will reconcile the three different perspectives.

Profiles of Entrepreneurship and Competitiveness

Abdul Ali, Babson College
Donna J. Kelley, Babson College
Jonathan Levie, University of Strathclyde
Mark Hart, Aston University

Description: This study will examine the impact of an economy's competitive environment on quality dimensions of entrepreneurship (lifestyle, ambitious growth, innovation) and form (startup versus employee entrepreneurship). It combines data from the World Economic Forum's Global Competitiveness Index (GCI) and the Global Entrepreneurship Monitor (GEM). Our sample contained 44 economies for which data were available from both databases. We used a Hierarchical Cluster Analysis method to identify group of economies that share similar entrepreneurship characteristics: 1) Lifestyle economies with high rates of non-ambitious entrepreneurship; 2) Entrepreneurial employee economies with high rates of employee entrepreneurship; 3) High

impact economies with high rates of ambitious and innovative entrepreneurs; 4) Ambitious economies with high ambition entrepreneurs; and 5) Neutral economies with lower rates than average on all four metrics.

Session 3 - Financing for Innovation and Entrepreneurship.

Time: 1:30pm- 2:45pm

Location: TRSM 1-119

Moderator: Mark Cannice, University of San Francisco

Can Government Fund Financing Help SMEs to Attract Venture Capital Investment in China?

Wei Qiao, Tsinghua University

Jizhen Li, Tsinghua University

Xiao Hu, Tsinghua University

Description: Technology-based SMEs are an important driving force for China's innovation capability. The healthy development of these enterprises has attracted the widespread attention of researchers. We chose China's SMEs Technology Innovation Fund as the field of study. We selected 439 high-tech SMEs, which applied for the Innovation Fund from 2006 to 2011. We then tested the relationship between successfully obtaining financing successfully from the innovation fund, how much money was funded and the possibility of attracting further venture capital. This presentation indicates that the innovation fund can be a long-term commitment and a clear market signal for the government to give high-tech SMEs more legitimacy. Overall, it has a positive demonstration effect on

venture capital. This presentation also provides a new perspective for governments to assess whether the evaluation criteria of incentive policy is effective.

Does Foreign Direct Investment Enhance Regional Innovation Efficiency? Evidence from China

Zheng Li, Jilin University

Jun Li, University of Essex

Description: The performance of a national innovation system is dependent on the quality of its regional innovation systems, but the efficiency of regional innovations can vary considerably within the national innovation system (Fritsch and Slavtchev, 2011). In an open economic system, variations in the efficiency of regional innovation can be attributed to the regional differences in technological development and subsequent technological commercialization that draw resources from within the regional innovation system (Chen and Guan, 2012) and benefit from the spillover effect of foreign direct investment (FDI) (Huang et al., 2012). While FDI can be a channel of knowledge spillover from MNCs to local firms and a catalyst for motivating local firms to compete with better-endowed MNCs, it can relegate indigenous firms to less innovative market niches and/or crowd local competitors out of the market (García et al., 2013). This presentation will discuss the effect of foreign direct investment (FDI) on regional innovation efficiency in China. Using panel data from 30 provinces from 2000 to 2010, we examine how the efficiency of regional innovation is influenced by both inward

FDI and other regional attributes such as regional innovation environment, regional absorptive capacity and regional complementary assets. We first employ data envelopment analysis (EPA) to measure regional innovation efficiency. We then use a spatial panel model to assess the effect of FDI on the efficiency of regional innovation. We find that FDI is positively related to regional innovation efficiency.

Toward an Understanding of Venture Capitalists' Confidence: A Longitudinal Study of Silicon Valley Venture Capitalists' Sentiment
Mark Cannice, University of San Francisco

Description: Confidence is a construct closely tracked by governments, analysts, investors and firms, as it tends to be a key indicator (e.g. consumer confidence) of growth, performance and market opportunities. Venture Capitalists (VCs) provide key financing for firm growth across a range of industries; however, their confidence has not before been systematically tracked or studied. Noting this gap I began tracking confidence among venture capitalists in Silicon Valley in the first quarter of 2004 and have continued to measure and study Silicon Valley VC confidence each quarter since then. Surveying approximately 30 VCs each quarter for a total of 45 reports over more than eleven years, I have noted trends in VC confidence related to various aspects of their business model (e.g. fund-raising, investments, exits) and the public capital markets. Additionally, the venture capitalists' commentary I have collected with each

survey has proven to full of expressive, even figurative language that sheds light on VC mindsets that may influence their decision-making. Building on the findings of this extended study, this presentation will aim to offer a new construct, *venture capitalist confidence*, into the entrepreneurship research lexicon as it offers a unique investor perspective on the entrepreneurial process.

Session 4 - New Entrepreneurs Building Our Future Economies
Time: 1:30pm- 2:45pm
Location: TRSM 1-129

Moderator: Kenneth Grant, Ryerson University

Chalk.com: Starting Up in a University Based Entrepreneurship Ecosystem
Morgan Meng, University of Toronto

Description: University based incubators have been a hot topic in the entrepreneurship literature. In Canada, the incubators such as those based in University of Waterloo and Ryerson University are known as vibrant centres of an entrepreneurship ecosystem that are particularly helpful to venturing students. However, knowledge remains limited about exactly how these incubators help develop new technology ventures. This study explores the case of chalk.com, an online suite of productivity tools that helps high school teachers with lesson planning and management. It is considered a recent success story at the University of Waterloo campus, famous for nourishing technology start-ups such as Research-in-Motion. Since it sold its first

district wide license in October 2012, chalk.com has been used by over 100,000 teachers in over 20,000 schools worldwide with a focus on 4 million plus K-12 teachers in North America. With initial success the start-up company is pondering how it should invest its limited resources to grow the business in regards to new product offerings, and market selection and expansion. Looking at the case from both an institutional perspective and resource-based view, this study explores the role of university-based incubators in entrepreneurial developments, particularly the growth stage of new ventures.

Cultural Predictions of Entrepreneurial Orientation and the Moderating Role of Entrepreneurial Competencies on Graduate Entrepreneurial Activities: A Cross Sectional Survey of Uganda
Isaac Katono, Uganda Christian University
David Priilaid, University of Cape Town
Gert Human, University of Cape Town

Description: This study seeks to establish whether the low graduate start-up in this country is attributed to variability in cultural perception of risk and proactiveness, (entrepreneurial orientation), and the extent to which entrepreneurial competencies (knowledge) moderate the relationship between entrepreneurial orientation on one hand and entrepreneurial intentions on the other. Phase one of the study was qualitative and is the basis upon which the study instrument was refined. Phase two of the study utilizes a cross sectional survey research design to collect data from a systematic sample of final year

business students using this refined instrument. Data was factor analyzed followed by linear regression. Findings indicate that proactiveness predicts intention for all five cultural orientations namely masculinity, uncertainty avoidance, power distance, collectivism and individualism while risk only predicts intention for people with a high power distance cultural orientation. On the other hand, knowledge moderates the relationship between proactiveness and intention for all the cultural orientations, while knowledge does not moderate the relationship between risk and intention all cultural orientations. Other explanatory variables like optimism, filial piety and cultural tightness throw more light on the entrepreneurial orientation of this sample. Implications of these findings are discussed.

Effects of Dynamic Capability on Venture Gestation
Hoe Chin Goi, Keio University

Description: This presentation will focus on the understanding of Dynamic Capability (DC) theory in the field of entrepreneurship. It answers the question “what causes the venture gestation to be successful?” It explains how student nascent ventures assess and configure competencies, resources and time to achieve gestation during the venture gestation process. This presentation will induce new principles of dynamic capability to understand its correlation with gestation fitness. The research methodology used is inductive inquiry, with qualitative and longitudinal study of two case studies from University of Brawijaya, Indonesia, from January 2013 until December 2014. The

two selected nascent venture cases are champion teams of a business plan contest organized under the School on Internet (SOI) Asian University Network. Selected out of Asian universities from Japan, Indonesia, Malaysia, Myanmar and Thailand, they have been assessed by academics and industry consultants as embodying a best business model and consisting of highly motivated teams with entrepreneurial mindsets. The inquiry of why one nascent venture is successful in the gestation while the other fails mid way, provides high research value and rich understanding to the field of entrepreneurship, especially for venture gestation. The outcome of study is the induction of new design principles of dynamic capability applicable for entrepreneurship. Next, the outcome of the study has been extended to the design of educational solutions for entrepreneurship education. This study will be further experimented on a new nascent venture in order to validate the importance of newly created knowledge and feasibility effects on venture gestation.

The Real-Life Experience of Young Entrepreneurs- A Review of the Ontario Government's Summer Company Program

Kenneth Grant, Ryerson University

Description: Across the world, small to medium-sized enterprises are recognized as significant creators of economic growth and employment. This has led to an increased interest in entrepreneurship as an academic discipline. In addition, as many developed and developing economies

are experiencing challenges in finding suitable employment for young people, governments see the development of youth entrepreneurs as an important economic activity, introducing a wide range of programs to assist aspiring young entrepreneurs start businesses. This presentation will give a preliminary assessment of one such program – the Ontario Government's long-established Summer Company Program. "SummerCo" was launched in 2001 and, in its 14 years of operation, has funded almost 6,000 student start-ups. Students, aged 15-29, work with a local service provider to develop a simple business plan, that, if accepted, gives them up to \$3,000 of funding to start and run a business for the summer, as well as on-going support from the service provider. This in-progress research project is examining the evolution and performance of the program since its inception. The Ministry of Economic Development, Employment and Infrastructure has provided the results of its detailed participant end-of-program questionnaires for the years 2006 to 2014, a total of 4,562 responses (a response rate of about 90%). In addition, published reports and other background material were reviewed to obtain a fuller picture of the program, its activities and results.

Session 5 - Growing and Integrating Indigenous Enterprises & Ecosystems.

Time: 3:00pm- 4:00pm

Location: TRSM 1-147

Moderator: Robert Anderson,
University of Regina

*Indigenous People and the
Entrepreneurship Ecosystem*

Rick Colbourne, University of British
Columbia

Robert Anderson, University of Regina

Howard (Xiaohua) Lin, Ryerson
University

Description: Although Indigenous peoples in Canada embody strong incentives for entrepreneurship, their non-mainstream status carries a number of liabilities that prevents them from realizing their entrepreneurial potential. Governments, communities, education institutions and corporations have devoted considerable effort to supporting entrepreneurship, venture development and employment creation in an Indigenous context. While it is clear that entrepreneurial ecosystems have significant potential to foster sustainable economic development, it is unclear how this relates to the diverse experiences, geographic locales and differential access to land and resources experienced by Indigenous peoples across Canada. The creation of sustainable Indigenous entrepreneurial ecosystems requires understanding of the range of factors involved in developing an inclusive, just and sustainable ecosystem for Indigenous peoples that contribute to innovation in Canada. Our proposal involves doing a systematic review of the literature on Indigenous entrepreneurship in Canada to understand how the special role of Indigenous land rights and the Indigenous approach to use of land and resources influence the possibility for the development of Indigenous entrepreneurial ecosystems. We identify the barriers Indigenous peoples

in Canada face and the resources they lack in developing and accessing opportunities to participate as full partners in land and resource development and regional economic development opportunities that occur on or near their traditional territories. We develop understandings of the current state of Indigenous entrepreneurship and ecosystems of innovation in Canada and identify gaps in our understanding of Indigenous entrepreneurs in Canada in order to highlight the need for further research that can contribute to the development of Indigenous entrepreneurship in Canada.

*Visions of Aboriginal Entrepreneurship
Financing in Canada's CAPE Fund:*

*Walking the Fine Line Between Self-
Determination and Colonization*

Laura Pinto, Griffith University

Levon Blue, University of Ontario
Institute of Technology

Description: This study critically analyzes the "promises" of entrepreneurship in general and specifically through the CAPE Fund. Do such programs promote forms of Aboriginal entrepreneurship that liberate these "Others" on their own terms? Or are such programs "civilizing missions" that attempt to impose Eurocentric practices and values in the form of resources and opportunities for "them?" Postcolonialism is used as a framework for analysis. This lens was chosen because of its ability to critique hegemonic systems and structures in an attempt to overcome intellectual and material violence. The project of decolonization- in the realm of

entrepreneurship and in other facets of society- has a goal of sovereignty and self-determination. Through sovereignty, Aboriginal peoples want to regain control of facets of life that were severed from them upon first contact. Conversely, colonization jeopardizes Aboriginal epistemology and indigenous knowledge (IK), and tarnishes the possibility for self-determination. This presentation reveals ways in which the CAPE Fund, in its structure, parameters and distribution of capital attempts to negotiate the fine line between self-determination and (de)colonization. It concludes with recommendations for financial programs that might improve the possibility of self-determination of Aboriginal peoples within the postcolonial idea.

Session 6 - Fast Tracking Technology in a Faster World

Time: 3:00pm- 4:00pm

Location: TRSM 1-109

Moderator: Anthony Howell, Peking University

Incentivizing Open Innovation in China? Studying the (In)-Direct Effects of Public Subsidies on Private R&D Spending
Anthony Howell, Peking University

Description: This presentation will address the direct and indirect effects of public subsidies on private R&D spending using a structural framework that is capable of simultaneously studying the entire process of innovation and estimating the impact of innovation on firm performance. The empirical strategy relies on a panel of over 55,000 new entrepreneurial firms

in Chinese manufacturing during the 2004–2007 period. The structural model reveals that public subsidies increase private R&D spending (direct effect), and incentivize ‘open’ innovators to combine knowledge spillovers with indigenous innovation efforts (indirect effect). Results further highlight that both innovation in general, and ‘open’ innovation in particular, lead to small gains in firm efficiency, conditioned by the firm’s absorptive capacity and type of the spillover. Findings expose some limitations of China’s indigenous R&D capabilities during the period of analysis.

Information Technology to Enhance Product Innovation: Insights on Process and Infrastructure Enablers for the Global Automotive Innovators
Christopher Atkinson, Lawrence Technological University

Description: There are large numbers of global and local manufacturing companies who compete for the attention of customers with innovative products. Innovative companies achieve market growth and financial success, while others fail. This study investigates the question of how to leverage information technology to enable global product innovation. It examines the ways that information technologies provide enablers to exchange data and ideas to support the innovation process. It further investigates how people’s leadership style, the innovative process and IT infrastructure provide a foundation for innovation. Based on literature reviews from global researchers, various case studies are referenced to develop hypotheses on

the factors which influence innovation. The samples were taken from various sources of information technology research on process and product improvement enablers. Also, data was included from a global automotive project case study at Ford. The findings provide evidence for drawing the following conclusions on factors that drive innovation. First, innovation leadership style must shift from a directive control toward an encouraging and listening style which supports the ability to endure the innovation process, including overcoming unforeseen obstacles. Second, the innovation process must be good at measuring, experimenting, and learning. Third, the information technology infrastructure must be fast, accessible and capable of handling large data exchanges and storage. This will enable connectivity between the global team of innovators. Finally, the university education process is critical to develop a group of talented and knowledgeable people.

Institutional Work to Form Management Practice: The Case of R&D Management in a Public Research Institute
Min-Fen Tu, Tamkang University
Shih-Chang Hung, Tsinghua University

Description: How a management practice forms from inception? We employ the concept of institutional work to study the intra-organizational processes through which the new working practices are formed within organization. For this, we examine how the Industrial Technology Research Institute (ITRI, a Taiwanese statutory agency) transformed R&D management practice, from technological exploitation

to technological exploration between 1987 and 2010. Our activity-focused process model illuminates that new practice formation undergoes three stages – recognition, construction, and consolidation at the organizational level. During this institutionalization process, the practitioner’s engagement in bricolage, networking and communication works, which are recurrent and intertwined with practice development, has evolved from closedness to openness.

Technical Innovations in Canada’s Public-Private Partnership Projects
Jing Zhang, Ryerson University
Xian-Xun Yuan, Ryerson University

Description: Public-private partnership (PPP) is emerging as a mainstream delivery approach for public infrastructure in Canada and the use of PPP in Canada has been proved to be very successful. This presentation will start with an overview of the Canadian PPP market and the performance of existing PPP projects, and then discuss the experiences of innovation in Canadian infrastructure PPPs. Major findings about innovations in PPP from a comprehensive interview program of stakeholders from infrastructure investment groups, general contractors, public procurers, clients and facility managers will be presented. The talk will be concluded with recommendations for further enhancement of the PPP procurement in encouraging innovations in the future.

Session 7 - Maximizing the Benefits from Entrepreneurial Networks.

Time: 3:00pm- 4:00pm

Location: TRSM 1-119

Moderator: Patrick McHugh, Brown University

Acknowledgement Networks as a Mechanism to Inform our Understanding of the Significance of Various Stakeholders to the Success of Extraordinary Entrepreneurs in the U.S. and China

Patrick McHugh, Brown University
Cremson Lorhipat, Brown University
Siyu Chen, Brown University

Description: The aim of this study is to explore and contrast the acknowledgement networks of extraordinary entrepreneurs to inform their understanding of the significance of various stakeholders to entrepreneurial success in the United States and China. Critical stakeholders such as the government, financiers and developmental network members are identified through their references in the acceptance speeches of 69 winners of the Ernst & Young Entrepreneurs of the Year awards in the U.S. (29 winners) and China (40 winners). Their analysis illustrates differences in the critical role of the government to the entrepreneur's success in each region and illustrates differences in size, range and composition of their developmental networks. Their discussion concludes with potential explanations and implications of these findings.

Knowledge Sharing in Supply Chain Networks Effects of Collaborative Activity and Capability on Innovation Performance

Changfeng Wang, Shandong Jiaotong University

Description: In facing fast-changing and uncertain environments, firms have strived to achieve greater supply chain collaborative innovation to leverage the resources and knowledge of their partners. The objective of the study is to uncover the nature of supply chain collaborative innovation and understand whether or not collaborative innovation activity, knowledge sharing and collaborative innovation capability affect firm's innovation performance in a supply chain network. In order to investigate their complex relationships, this study develops and tests a model that establishes the role of knowledge sharing as a salient mediating mechanism through which collaborative innovation activities influence firm's innovation performance; and examines the moderating role of collaborative innovation capability that further explains the impact of collaborative innovation activities on firm's innovation performance. Using hierarchical Multiple Regression (MR) and Moderated Multiple Regression (MMR) methods, results from a survey of 236 firms in China indicate that knowledge sharing plays a partial mediating role in the relationships between the collaborative innovation activities and firm's innovation performance. Collaborative innovation capability shows a moderating effect on the collaborative innovation activity-innovation performance relationship. Theoretical and managerial implications are discussed.

*Measuring and Mapping
Entrepreneurial and Large Company
Activity in an Entrepreneurial Ecosystem*
Ellen Farrell, Saint Mary University
Nathan Dennison, Saint Mary University

Description: In nature, ecosystems occur when organisms network and interact resulting in value creation and the total of the value generated exceeds the sum of its parts. Business ecosystems define economic communities participating to create opportunities that exceed those of any one of the organizations alone. Overholm (In press) points out that there is a lack of ecosystem research regarding start-ups role(s) (as opposed to established industries) within ecosystems and a lack of research regarding new ecosystem formation. This study addresses the young firms in the Atlantic entrepreneurial ecosystem regarding novel network theory for the methodology. Data was collected from the ecosystem about innovation-driven knowledge-seeking behaviours. The work's contribution is significant in that it applies highly quantitative methods to develop highly visual and easily interpreted results. It adds to the qualitative contributions of the world's leading scholars in regional comparative advantage. Policy makers and ecosystem constituents can readily observe the nature of the patterns within the ecosystem allowing important interpretations.

*The Structure and Evolution of Network
Related Research in Entrepreneurship*
Karina Zittel, Technische Universität
Berlin

Description: Several studies highlight the importance of social networks in research on entrepreneurship. Accordingly, the number of studies conducted in this field is steadily rising. Consequently, there is a need to review and structure the literature conducted so far. This presentation aims to answer three questions: First, who has published most often and which authors strongly shaped the network related literature on entrepreneurship; Second, who are the examined network actors; and third, what is the evolution and structure of network related research within entrepreneurship. Answering these questions is important in order to identify trends and determine the direction of future research.

**Session 8 - Internationalizing
Innovation and Entrepreneurship**
Time: 3:00pm- 4:00pm
Location: TRSM 1-129

Moderator: Jizhen Li, Tsinghua
University

*An Explorative Study on the
International Entrepreneurship Strategy
of Chinese Born-Global Enterprises in
Emerging Markets*

Songhe Ye, University of Cambridge

Description: This study aims to understand the unique International Entrepreneurship strategies for Chinese born-global enterprises which focus on global emerging economies. Since the introduction of Reform and Opening Up policy in the 1980s, the Chinese economy has experienced a transition from a planned to a market economy. Since China was admitted to the WTO in

2001, Chinese enterprises and entrepreneurs have had more extensive connections with the international market. Chinese born-global enterprises are still learning how to encounter challenges from global competitiveness. Practical evidence shows that Chinese international entrepreneurs prefer emerging economies especially in developing areas such as Brazil, India, Indonesia, the Middle East and Africa. Current research reveals the “Born–global Theory,” that born-global enterprise normally start their business from developed countries due to the fact that sales networks in those target markets are more mature. This presentation addresses the elements that constitute the international entrepreneurship strategy to help Chinese born-global enterprises build competitive advantages and the conditions under which this strategy can help Chinese born-global enterprises to identify and seize opportunities. A typical Chinese company that is a born-global enterprise and operates in Africa has been selected as a case study. Data was collected through two years of on-site observation and employee interviews. This presentation will address the issues above and propose a ‘TARGET’ Model, which would be beneficial to other companies who may have the intention for international entrepreneurship in emerging economics such as Africa.

The Internationalization of Innovation Systems and Global Innovation Systems
Ruoxin Yang, Tsinghua University
Jizhen Li, Tsinghua University
Olav Sorenson, Aalborg University

Description: This presentation will discuss the internationalization of innovation systems, the definition of global innovation system (GIS) and why we should build GIS. We argue that there is a circular or process link between innovation and internationalization and the development of innovation systems also needs to consider internationalization. The internationalization of innovation systems does not always turn into GIS. Only leading firms in globally integrated industries can build GIS. Based on our research, we also present and argue a feasible empirical problem that industrial attributes may have a great effect on the formation of GIS.

Think Globally Act Locally: Exploring Internationalization and Innovation Strategies at the MNE-Interface
Shameen Prashantham, University of Nottingham
Anoop Madhok, York University

Description: The study will examine the nature of the INV-MNE interface and how it unfolds as well as aligns with the local milieu. INVs and MNEs are potentially central players in each other’s internationalization and innovation strategy respectively, yet the evolving nature of their interface has not yet been closely examined. We analyze this from the perspective of both actors. Based on an in-depth examination of three longitudinal cases in the Bangalore, India software industry, we identify three distinct pathways – termed passive, active and co-creation – for new ventures to internationalize via MNE networks. These three pathways exhibit increasing

levels of *technological* innovation on the part of the new venture and *partnering* innovation by the MNE. Crucially, the particular pathway adopted results from the match or co-alignment between these two innovation levels, which on their part reflect the corresponding INV and MNE innovation strategy. The local milieu – as well as the MNE’s wider network – provides enabling conditions for differing levels of these two types of innovation.

Session 9 - The Female Factor in Entrepreneurship.

Time: 4:00pm- 5:15pm

Location: TRSM 1-147

Moderator: Barbara Orser, University of Ottawa

Female Ethnic Entrepreneurship: A Review of the Literature and Directions for Future Research

Samia Chreim, University of Ottawa

Xiaolu Liao, University of Ottawa

Martine Spence, University of Ottawa

Description: Entrepreneurship by immigrant women and women from ethnic minorities can provide several benefits that include creating opportunities for employment, enhancing community development and helping to improve the integration of immigrants and ethnic minorities in host countries. Although there is much research on immigrant/ethnic entrepreneurship and on female entrepreneurship, less attention has been paid to issues associated simultaneously with gender, ethnic diversity and entrepreneurship. In this study, we review the literature on

female ethnic entrepreneurship to provide a synthesis of current knowledge to date and to identify directions for future research. We conducted a literature search in the areas of *Management* and *Sociology* for articles that simultaneously cover the topics of *females, immigrants/ethnic minorities* and *entrepreneurship*. The three researchers worked on identifying major themes in the literature. We identified two major research streams. One stream focuses mainly on the business aspects of female ethnic entrepreneurship such as the motives for engaging in entrepreneurship, the obstacles to and enablers of the business endeavour and the business strategies adopted. A second stream attends mainly to psychosocial and cultural experiences of women, focusing on such themes as how ethnic women entrepreneurs define their identities, how they are subject to different home and host country discourses on gender and entrepreneurship and how they manoeuvre with respect to these often divergent discourses. We report on our findings based on the literature review, present a conceptual model and identify the gaps in research that point to directions for future research.

Feminine Capital: Unlocking the Power of Women Entrepreneurs

Barbara Orser, University of Ottawa

Description: This study takes a fresh look at the intersection between entrepreneurship and feminism, and how female entrepreneurs are infusing new values in business practice. This presentation will highlight key messages about the pillars of feminine capital,

offering insight into the ways that gender can influence entrepreneurial decision-making. It will also showcase research findings about how leveraging feminine capital is helping women to create distinctive brands, build new markets and drive profits—all while leveling the playing field in business. In doing so, we argue that women are changing our social and economic landscape, one venture at a time.

Three Factors Fusion - The Theory Building of Chinese Female Entrepreneurship Research

Huiling Zhang, Hefei University of Technology

Yaokuang Li, Hefei University of Technology

Xiaofang Yao, Hefei University of Technology

Description: This presentation will discuss exploratory research about female entrepreneurs in China. A semi-structured interview with seventeen female entrepreneurs took place in 2014. We found that Chinese female entrepreneurs are a paradox in entrepreneurial process and were affected by three factors which construct a new theory frame. The first factor is the economic transition in China from 1980s until now. During the transition process, new market building provides great business opportunity for women. The second factor is feminist consciousness of independence. To be independent is one of the most prominent characters of Chinese female entrepreneurs. The third factor is the Chinese traditional culture. The idea about family, gender, morale and profit in the Chinese traditional culture has

had a remarkable effect on female entrepreneurs. All three factors affect the female entrepreneurial process. Chinese female entrepreneurs get confounded in the three-power fusion, but they also make good use of them. This presentation will demonstrate that future research needs to address how Chinese female entrepreneurs cope with these three factors.

Values and Motivations of Female SME Entrepreneurs of Saudi Arabia
Muhammad Khan, Effat University

Description: The scholarly contributions appraising values and motivations of female entrepreneurs whether it is work, life or family values and factors that drive them to business is minimal. Even less is the information regarding the Saudi Arabian females who are breaking the shackles of worklessness and are joining the vibrant Saudi entrepreneurial force in order to shape their economy and society for coming decades. This exploratory study investigates the values of female SME entrepreneurs in the Kingdom, from different perspectives and endeavors, to understand the reasons behind why females are embracing entrepreneurship.

Session 10 - How Family Members Manage Entrepreneurial Enterprises Over the Generations

Time: 4:00pm- 5:15pm

Location: TRSM 1-109

Moderator: Mike Henry, Thompson Rivers University

Exploring Family Business Succession in China: A Learning Perspective

Thomas Wing Yan Man, Nottingham University
Michael Mustafa, Nottingham University
Song Gao, Nottingham University
Fang Yao, Nottingham University

Description: We investigate the succession issues in small and medium-sized family businesses with an application of three perspectives of learning, namely adult learning, experiential learning and social learning. Data was collected through case studies of four small and medium-sized family business firms in China with in-depth interviews of both the founder and the successor in each case. We found that the founder has played a significant role in providing a more systematic learning approach to the successor and that there are different motives for the successors to engage in formal education. We also discovered that successors also encountered several difficulties hindering their succession learning process. This learning perspective has provided us an alternative way of understanding family business succession. We recommend that Chinese family businesses in specific should provide a systematic learning plan, use different methods for different staged of succession with staged learning goals and reach out to experienced employees in addition to the founder as the target of learning. Further studies can be conducted with a focus on investigating the individual differences of the successors, the contextual factors, sizes and stages of succession.

Intergenerational Entrepreneurship, Well-Being and Human-Centered Innovation: Exploring Different Ways of Building Sustainable and Resilient Entrepreneurial Ecosystems

Nathan To, University of London

Description: Building sustainable and resilient cultures of entrepreneurial innovation requires leveraging intergenerational engagement, well-being and a scalable person-centered approach. This study critically performs a thematic literature review of these areas and identifies links, intersections and gaps in search for well-being, entrepreneurial innovation and intergenerational processes. While there are existing studies linking intergenerational processes and entrepreneurship, the contexts have been limited to family business and succession, the transmission of entrepreneurial intentions and risk preferences, mobility across generations, learning and mentorship and the encore movement. Attention to intergenerational connections can be seen in various sectors, including healthcare, global architecture and strategic consulting firms, banks and educational institutions. Research on well-being and its dimensions (e.g. stress, self-care, social support, coping resources, recreation) also strongly suggest value and their need for more attention within entrepreneurial environments. This study will provide recommendations for an entrepreneurial ecosystem's survival including the following: differentiation and growth concern, attention to authentic relationships, trust, re-thinking leadership, inter-cultural

networks, and external, multi-disciplinary collaborations from within an organization. Such perspectives expand social innovation to gaze intentionally inward, and offer striking contrasts to networks based merely on self-interest, fear, and transactional benefits. Opportunities for entrepreneurs and organizations are explored.

National Culture and Family Business: A Comparative Framework

William Wei, MacEwan University

Howard (Xiaohua) Lin, Ryerson University

Etayankara Muralidharan, MacEwan University

Mike Henry, Thompson Rivers University

Description: Extant literature suggests that family businesses possess unique resources referred to as ‘familiness’ and these resources result in competitive advantages and superior firm performance. These resources which drive the various business practices and processes that exist in a family firm will be affected by the influences of national culture which in turn affects firm performance. Our proposal is a comparative framework to examine how national culture influences familiness and business practices. We propose to support our framework by examining family businesses in China and Canada and in doing so inform theory on family business.

Session 11 - Which Spices Should We Add? Recipes for Building Innovation Ecosystems.

Time: 4:00pm- 5:15pm

Location: TRSM 1-119

Moderator: Mary Han, Ryerson University

Building Innovation in the Shipping Industry

Mary Han, Ryerson University

Mike Lai, Hong Kong Polytechnic University

Venus Lun, Hong Kong Polytechnic University

Edwin Cheng, Hong Kong Polytechnic University

Description: For many years, shipping containers firms depended on intermodal capability to survive. Intermodal capability enables shipping containers firms handle and transfer cargo and their cargo movement between different parties including shippers, carriers and consignees in two or more geographical locations. Intermodal cargo handling and transfer is a common mechanism for physical cargo movement, however, as firms sizes grow exponentially and the global markets expand, the demand for higher efficiency and lower mistakes rate become more important. Mistakes can be costly as delays made can be a result of inefficiency in detection, connection information transfer and transferring process. Due to the intensity of knowledge and capital requirement, innovatively advancing intermodal capability helps shipping containers sustainable. In response, we have developed a theoretical model and testable hypotheses by drawing from organizational ambidexterity literature. Our model explains new dynamic capability needed to develop to fit ever-changing competitive shipping industry.

Our model extends existing organizational ambidexterity literature to theorize antecedents of organizational ambidexterity to develop advanced levels of intermodal capability. Ambidextrous organizations capable of paradoxical foci achieve superior performance. Current intermodal capability focuses on paradoxical attention to land and sea integration. Our model added new dynamics in the firm's internal vertical and horizontal integration, and external integration with multiple levels of networked partners. We explain how these new variables formed antecedents of organizational ambidexterity and shaped shipping containers firm to superior performance.

Knowledge Recombination and Innovation: Are They Different?
Pingping Wang, Tsinghua University
Pek-Hooi Soh, Simon Fraser University

Description: Knowledge recombination has been underexplored although it is regarded as an approach to innovation. Fundamentally, the definition of knowledge recombination stays ambiguous. We conduct a systematic literature review of knowledge recombination. This review mainly focuses on first, the definition of knowledge recombination; second, factors that influence knowledge recombination; and finally, the linkage between knowledge recombination and innovation.

Trust and Innovation
Andrew Maxwell, York University
Helen Leighton, Leighton Maxwell Inc.

Description: There is increasing evidence that organizations that rely on higher levels of trust are able to react faster to new opportunities and build new relationships that facilitate innovation. Conversely, organizations with higher levels of controls or cultures that foster trust-damaging behaviours struggle to innovate. We develop a trust behavioral inventory that can be used to assess overall level of trust in an organization or diagnose trust in specific relationships with a view to identifying opportunities for improvement.

Session 12 - Starting Up or Starting Over: Which Way is Up?
Time: 4:00pm- 5:15pm
Location: TRSM 1-129

Moderator: Zhenzhong Ma, University of Windsor

The Dynamics of High-Growth from Start-Up to Maturity in Small Bio-Technology Firms' In Canada: An Evolutionary Framework
Hamid Etemad, McGill University
Hamed Motaghi, McGill University

Description: Drawing on the extant theory and the findings of four longitudinal case studies of high-growth bio-technology small firms in Canada, this study proposes an evolutionary model for high-growth bio-technology firms. It examines the dynamic interaction of influential forces, including the support systems, over the firm's life span from inception to maturity in order to: i) study the changing requirements of bio-technology firms for advancing from

start-up to maturity stages, ii) study the changing dynamics of bio-technology firms' (and the industry to a lesser extent) for their impact on growth and maturity over the firms life span and iii) propose an analytical and evolutionary framework to enable the in-depth study of firms in different stages of their lives. Based on the findings of the case-studies, the firm's evolution over its life cycle, or life span (FLS), is proposed as the framework to allow for better understanding of what factors and forces accelerate or decelerate a firm's growth in each stage. The proposed framework consists of five typical, but distinguishable stages: i) inception and formation, ii) birth and infancy, iii) adolescence and early growth, iv) growth towards maturity, and v) decline or re-birth. The findings of the four case-studies indicate that firms go through an evolutionary process, where different set of enabling (and adverse) influential factors (and forces) impact the extent and speed of growth in each stage of such evolutionary process. The dynamics of the growth process are examined for their impact on the firm's, if not the industry's, competitive health and growth for global competition. Future research issues and policy recommendations are suggested at the end.

Governance Structure and Performance of High-Technology Start-ups

Jizhen Li, Tsinghua University
Yueheng Wang, Tsinghua University
Can Huang, Zhejiang University

Description: Combining the information on the shareholders (entrepreneurs) and financial performance of 1,313

high-technology start-ups, we show that entrepreneurs' technological capability and educational level determine their controlling power within the start-ups. The governance structure of the start-ups, that is, the shares held by the shareholders in the technical and management positions, have curvilinear relationships with venture performance. This finding uncovers a hidden relationship between entrepreneurs' resources and capabilities and venture performance through governance structure, and it confirms the importance of complementarity among shareholders in different functional positions in the development of start-ups.

How to Become an Entrepreneur in 54 Hours. An Ethnographic Study from Within Four Start-up Weekends

Valérie Grandbois, University of Sherbrooke
Jean-François Lalonde, University of Sherbrooke

Description: Start-up Weekends are weekend-long, hands-on experiences where entrepreneurs and aspiring entrepreneurs can find out if their start-up ideas are viable. While we know that startups create new jobs, make our cities more attractive to young professionals and help build an entrepreneurial ecosystem, we still need to understand how events like Start-up Weekends contribute to the fostering of an entrepreneurial culture and how they influence the development of aspiring entrepreneurs. The intent of our study is to answer how an entrepreneurial identity can be constructed in a group setting and

inside a defined spatiotemporal framework. Knowing that culture is idiosyncratic and that it emanates from groups, we needed a research strategy that let us examine the complex and deeply rooted patterns of group life. In those conditions, ethnography was an obvious choice. For this study, we actively participated in four Start-up Weekends held in different cities around the province of Quebec: Sherbrooke, Trois-Rivières, Montréal and Québec City. Based on our observations and preliminary analysis, Start-up Weekends contribute to the development of the entrepreneurial identity of individuals by fostering an entrepreneurial culture based on the start-up mentality and specific to the location. We also denoted differences between the events in terms of how the entrepreneurial culture is transmitted and what it consists of. While the official setting of the event is a catalyst for entrepreneurship, the main channel to convey the entrepreneurial culture appears to be underground, which means that it operates outside the organization and it emerges from the participants endogenously.

Should I Go Back for a Start-Up? The Impact of Overseas Human Capital and Social Ties on Returnee Entrepreneurs' Venture Performance in China

Zhenzhong Ma, University of Windsor
Jingwei Zhu, University of Windsor

Description: This study will discuss returnee entrepreneurs' venture performance in China and the affecting factors that may facilitate or hinder their efforts. This is an empirical study

where we contacted 500 high-tech ventures created by Chinese returnee entrepreneurs in the southern region of China to collect data for hypothesis testing. The results indicated that returnee entrepreneurs' human capital, including oversea education, training, skill development, managerial expertise, and entrepreneurial experiences clearly distinguish the successful entrepreneurs from those who are less successful, but their experiences or education received in China has no significant impact on their success in venture creation. In addition, returnee entrepreneurs' social capital both domestic and international plays an important role in their venture performance as assessed in many aspects, while opportunity perception fully mediates the relationship between returnee entrepreneurs' social capital and human capital and firm performance in their created ventures. The institutional environment is also found to be an important moderating factor with a more conducive one, often associated with more successful venture creation by returnee entrepreneurs in China. Should you go back to start your own venture business in China? Our findings suggest that it depends on a variety of factors, including overseas human capital, social capital and a conducive environment. Implications for policy makers and business practitioners are also discussed.

Day 2 – August 21, 2015

Plenary 7 - Keynote Address

Time: 9:00am- 9:45am

Location: TRSM Commons 1-148 and 1-150

Michael Raynor, Director, Deloitte Services LP and author of *The Three Rules: How Exceptional Companies Think*

Plenary 8 - Keynote Panel on Ryerson Ventures

Time: 9:45am- 10:45am

Location: TRSM 2-166

Moderator: Hossein Rahnama, Director of Research and Innovation, DMZ

Cheryl Hsu, Co-Founding Director, Madeline Collective

Mauricio Meza, Co-Founder and Director, Komodo Open Lab Inc.

Session 13 - Lifecycle Challenges of SMEs.

Time: 11:15am-12:30pm

Location: TRSM 1-109

Moderator: Michael Sheppard, Acadia University

Case Study on Selling a Small Business: Grimaldi Grocer

Siva Prasad Ravi, Thompson Rivers University

Description: When many small business owners decide to harvest a business, they do not know how to go about

establishing the value of their businesses in a proper way. Some sell their business cheaper than the real value and some expect an unreasonably high price. This presentation highlights a case study based on a real small business to educate the small business owners on how to use scientific methods in valuing a business. This case study aims to provoke the reader to think of various ways of harvesting a small business. It is also meant to create awareness about this issue among students of entrepreneurship in a classroom setting.

When Comprehensiveness in Strategic Decision Making Drives Innovation in Small Entrepreneurial Firms: The Moderating Role of Connectivity
Yair Friedman, Tel Aviv University
Abraham Carmeli, Tel Aviv University and University of Birmingham
Asher Tishler, Tel Aviv University

Description: Small entrepreneurial firms lack resources that large firms possess, but they often thrive on innovation. The question, then, is how these firms develop such innovative capacity despite their limited resources and administrative support. Drawing on Upper Echelon theory, we allude to decision-making processes and examine relational conditions within a firm's top management team (TMT) that drive innovation. Specifically, we develop a conceptual model in which we theorize about the socio-psychological conditions of connectivity under which strategic decision-making processes help to defy the norms and facilitate innovative behaviors. Results of data collected from TMTs of 149 small entrepreneurial

firms indicate the link between strategic decision comprehensiveness (SDC) and TMT innovation was stronger when the relationships among TMT members were characterized by a high level of connectivity. This research integrates emerging theory of Positive Work Relationships (Dutton and Ragins, 2007) to inform Upper Echelon research about socio-psychological conditions in which SDC may drive TMT innovation.

The Cycle of Risk-Taking Attitude, Entrepreneurial Behaviour and Growth: How Micro-Firms Can Achieve "Escape Velocity"

Michael Sheppard, Acadia University

Description: Building on a reconceptualized view of the Entrepreneurial Orientation (EO) construct, this research proposes a model to explain the presence of hyper-growth firms among SMEs in a sample of 251 Canadian firms. Prior studies have examined the relationships between EO and various aspects of performance. However, the three dimensions commonly used to measure EO were considered to be reflective of the higher order construct, despite one being attitudinal and the other two behavioral. In the proposed model, managers' attitude towards risk affects entrepreneurial behavior, as reflected by proactiveness and innovativeness. Recent literature also emphasizes the importance of extraordinary resource availability in the context of hyper-growth firms, while somewhat downplaying the importance of EO. This study reconciles the resource-based and behavioral views of entrepreneurial growth by explaining the impact of slack

resources on managers' level of risk aversion. Hyper-growth entrepreneurship is recently viewed as the key to future economic success in Canada. This research provides an explanation for the drivers of high growth which would be useful to policy makers attempting to stimulate, and overcome barriers to, entrepreneurship and innovation.

Session 14 - Building Emerging Economies through Innovation and Entrepreneurship.

Time: 11:15am- 12:30pm

Location: TRSM 1-119

Moderator: Anul Pandey, University of Delhi

A Manifestation of Effectual Processes in Sustainable Entrepreneurship

Samuel Dawa, Makerere University

Jonathan Marks, University of Cape Town

Description: This study explains the role of effectuation in the occurrence of sustainable entrepreneurship. The relatively new nature of sustainable enterprises and the uncertainty that accompanies this newness makes it likely that opportunity recognition for these firms is aligned to the creation view. Effectuation is one of the theories aligned to the creation perspective. A thorough understanding of this theory among firms that are not solely driven by pecuniary objectives is lacking and that limits the understanding of how these firms are created and how they grow. Based on the notion that effectuation is a formative construct we propose that sustainable

entrepreneurship occurs through the constituent effectual processes influencing one another. Using multiple case studies, we show that the effectual processes of flexibility, affordable loss and pre-commitments determine the entrepreneur's engagement in experimentation, another effectual process. We also show that pre-commitments determine the level of affordable loss and the flexibility of the entrepreneur. Data shows that experimentation is important in the occurrence of sustainable entrepreneurship engendering an innovation that addresses the triple objectives of social, economic and environmental concerns. Our findings, therefore, suggest that novel products and services that cater to a number of societal needs are derived through cooperative action in a complex non-prescriptive process. We further highlight the importance of adaptive persistence in this process which informs the need for organizations to create an environment that gives employees freedom for adventure where failure is not frowned upon, but heralded as an opportunity to learn.

Enabling Local Economic Development and Poverty Alleviation through Global Entrepreneurial Online (GEO) Networks
AJ Khan, International Institute of Certified Innovators and Entrepreneurs

Description: This presentation will discuss the growing importance of online platforms to initiate entrepreneurial initiatives that are essential to foster economic development. Furthermore, it explores the use of online platforms to facilitate

the growth of entrepreneurial opportunities and innovation to spur economic development in emerging economies. Lastly, the development of online platforms for social entrepreneurial initiatives especially poverty alleviation is examined. For the purpose of conducting research, a theoretical approach has been applied with a strong emphasis on the use of published academic journals, reports from large international organizations such as the World Bank, published articles from recognized consulting firms and various other online sources. These sources have also been used for quantitative research purposes. This presentation establishes the innovative potential of GEO Networks that enable a new brand of entrepreneurs to focus on the global market through such GEO Networks. It also helps validate that GEO Networks which focus on onboarding innovative Start-ups to their networks ensure that the entire online community of the Network benefits from the innovativeness and uniqueness of the start-ups onboard each GEO Network. Furthermore, we look at how the zeal and potential of these entrepreneurs can be leveraged to focus on specific economic development and poverty alleviation initiatives, especially in emerging economies. Through collaboration and partnerships, these GEO Networks bring together passionate entrepreneurs that focus on specific social innovation enterprises that add value to their respective societies.

The Role of Entrepreneurship in Solving the Stray Dog Problem in India
Anu Pandey, University of Delhi

Description: This presentation is based on an Enactus Project called “Parivartan.” Enactus is an international non-profit organization, which provides a platform for students and academics to develop entrepreneurial projects and encourage social entrepreneurship. A group of students from Motilal Nehru College and University of Delhi have taken up a project called Parivartan. Parivartan in Hindi means change, and as the name suggests the students are aiming to bring change to the lives of the stray dog community. There are three programs under this project. The first program is feeding, sterilization and vaccination where the stray dogs within the college premises are fed, sterilized and vaccinated. The second program is to create awareness where the students are making presentations about the goodness of the Desi Dogs in other educational institutions and performing plays. The third program is revenue generation where the students are generating revenue by selling hand made dog collars and leashes alongside getting subscription from pet shop owners and vets by creating a pet shop/vet database for the Delhi and the NCR region. The dog collars and leashes are made by a group of disabled people where fifty percent of the proceeds from the sale go directly towards the disabled. This project is not only benefiting stray dogs but also the disabled people who often face exclusion from society. This project has given them a chance to become a part of social entrepreneurship and has brought them in the mainstream of society.

Tilling the Soil in Tanzania: What do Emerging Economies Have to Offer?
Andrew Agyei-Holmes, The World Bank Group

Description: Over the last two decades Tanzania’s economic growth has been disproportionately biased towards industry and services, denying farmers the distributional benefits which accompany progress. Rectifying the situation requires appropriate tillage tools to raise agricultural productivity. Past attempts to either identify local tools or import technologies from advanced countries yielded limited benefits. Coincidentally, China and India are recently developing power tillers suitable for their own production environment. Because these emerging economies are themselves developing, we hypothesize that the technologies they generate could benefit other developing countries. This presentation compares emerging economy and advanced country power tillers on 95 rice farms in Tanzania using primary data. Despite their adverse environmental impact we conclude that emerging economy power tillers are more beneficial to the poor than advanced country tillers since they provide a low acquisition cost point of entry for cash constrained producers and are more employment-intensive.

Session 15 - Which Models Work for Social Entrepreneurship?

Time: 11:15am- 12:30pm

Location: TRSM 1-129

Moderator: Mammo Muchie, Tshwane University of Technology

Creativity, Innovation and Social Entrepreneurship for Development in Low Income Economies

Mammo Muchie, Tshwane University of Technology

Description: A system of social innovation and social entrepreneurship that combines knowledge, learning, research and capability building can provide an alternative framework to the challenges of development and underdevelopment in general and African integrated development in particular. A new focusing device formulated as the “System of Social Innovation and Entrepreneurship” is proposed to provide a new approach to undertake a well-being anchored development dynamics. A paradigm shift is needed to change instrumental entrepreneurship and private consumption mainly validated by market success to innovation and social entrepreneurship mainly validated by social, economic, knowledge and environmental gains and success. Co-evolution and social entrepreneurship rather than relying on linear stages of growth, economic catch-up and neo-liberal economics should be preferred to promote African agricultural development by creating synergy between private and public, state and market, economics and politics, collaboration with competition and tradition with modernity. Creativity with a System of Social Innovation and Entrepreneurship Development is critical to

undertake African raw material and agricultural transformation with entirely new trajectory to remove simultaneously poverty, unemployment and inequality and environmental problems.

The Impact of Social Capital, Absorptive Capacity and Innovation on a Social Enterprise’s Economic and Social Performance: Evidence from China

Wei-Ping Wu, Hong Kong Baptist University

Yin Bai, Tianjin University

Description: The phenomenon of social enterprise (SE), a hybrid organization with a dual economic and social mission, has attracted the attention of policy-makers and practitioners around the world (Dohery et al., 2014). Its growing importance is also unmistakably reflected in the increasing number of scholarly works published in top tier journals. Unfortunately, the success rate of SEs remains regrettably low, for example, about 50% of SEs failed in HK (HKCSS, 2013). The high failure rate may be blamed on the tension between social mission and economic mission (Stevens et al., 2014). However, a social mission does not necessarily negate or diminish a focus on economic mission (Dacin et al., 2010). Drawing on the two theoretical perspectives of social capital, conceptualized as a set of social resources that are embedded in networks (Coleman, 1988) and absorptive capacity, defined as a firm’s ability to acquire, assimilate, transform and exploit external knowledge for the purpose of value creation (Zahra and George, 2002), we propose that SEs can use absorptive capacity to exploit

external resources and opportunities (social capital) and to develop its innovative capabilities, which in turn lead to the achievement of both economic and social mission. Hence, this study aims to answer the research question conceptually, “does an SE’s social capital have an influence on its economic and social performance via two sequential mediators: absorptive capacity and innovative capabilities?”

The Importance of Measuring Social Return on Investment Within an Entrepreneurship & Innovation Ecosystem

Amy Faria, University of Guelph

Melanie Lang, University of Guelph

Description: Measuring Social Return on Investment (SROI) for the Centre for Business and Student Enterprise (CBaSE) at the University of Guelph, Canada, is imperative to ensuring program relevance, learner and client satisfaction while meeting donor expectations. Program evaluation on CBaSE’s program offerings including The Hub incubator, as well as the Business Consulting course, is discussed across social and economical areas, through integration of various measurement systems. The measurement model implemented at CBaSE discussed within this presentation can be used as a case study by similar institutions to assess social return on entrepreneurship and innovative programming.

Session 16 - Ryerson Zones: Leading Innovation and Entrepreneurship in Toronto and Abroad

Time: 11:15am- 12:30pm

Location: TRSM 1-147

Moderator: Henry Delgado, Ryerson University

Incubating a Social Movement: Does Diversity in the Zone Help or Hinder Change?

Deborah de Lange, Ryerson University

Kim Bates, Ryerson University

Description: This research compares several of Ryerson University’s incubators, called “Zones”, to shed light on whether diversity on various dimensions in an incubator helps or hinders it in achieving its main goal. The Zone mandate generates a social movement of entrepreneurship that increases acceptance of entrepreneurialism and, ultimately, transforms and strengthens the local economy by making it more vibrant, change-oriented, innovative and resilient. An entrepreneurial mind-set is social change in Canada where a risk averse rather than a risk taking orientation presides. Acceptance of what is perceived as business failure, instead as a “badge of honour”, is a transformative change to a cautious prevailing view that inhibits start-ups, the accumulation of entrepreneurial social capital and a collection of educated investors with “risk capital.” Through study of these Ryerson Zones, this research contributes to social movement theory. First, it makes a theoretical contribution by proposing and justifying that an incubator is a formally set-up social movement organization (SMO). Second, it sheds light on how a social movement of entrepreneurship may be generated through incubators which are different

social movement structures than normally utilized by other “new social movements” (NSMs). Third, through a comparative case study approach, the Zones will be likened for their internal diversity on several dimensions such that a connection between the dimensions of diversity and success of the incubator will be theorized on.

Learning through Social Enterprise: Perspectives from an Interdisciplinary University-based Student Incubator
Kelly McShane, Ryerson University
Alex Gill, Ryerson University
Alexander Waddling, Ryerson University
Brenda Wong, Ryerson University

Description: The SocialVentures Zone is an important part of Ryerson’s zone learning network as it is the only student incubator at Ryerson University. Other campus incubators are focused on unique theme areas such as digital media, design fabrication and fashion which include industry and community members. The SocialVentures Zone is interdisciplinary in focus, and transcends one theme area by allowing participants to engage in a variety of themes related to the millennium development goals. Students in the SocialVentures Zone come from disciplines as diverse as the humanities and social sciences, business, science and fashion. Within a co-working space, every participant and project has access to one-on-one coaching with a social innovator who is a recognized community leader, faculty mentors, start-up funding, peer-to-peer engagement and curricular modules that advance social enterprises. Given the uniqueness of a social innovation

incubator for students on campus, an evaluation team has been working to assess impacts on personal development and learning, as well as outcomes related to the venture and social change.

Project Havanidad: A Localized Approach to Fashion Entrepreneurship Training in Havana, Cuba
Henry Navarro Delgado, Ryerson University

Description: This presentation focuses on “Havanidad: A Site-Specific Fashion Project and Entrepreneurial Platform” as a case study on entrepreneurial development targeting the socio-economic context of Havana, Cuba. Using fashion within a participatory public art setup, the project provided practical instruction, strategic guidance and coaching to aspiring local entrepreneurs. The analysis of “Havanidad” looks at entrepreneurship as a tool for economic profit and the fostering of civil societies in developing countries. This practice-based project deployed a combination of Experiential Learning and Social-Practice Fashion methodology, which uses fashion design processes as a tool for exerting social change. The result was a two-month training for Havana’s would-be impresarios on contemporary fashion industry practices but adapted to the local market, economy, manufacturing infrastructure, material availability and consumer culture.

Prototyping as a Methodology for Creative Media Enterprises
Richard Lachman, Ryerson University
Ramona Pringle, Ryerson University

Description: In the 21st century, creative media projects cross boundaries between television, film, art, gaming, apps, software, electronics and more. The approach for designing and bringing media-products to market, however, is often mired in legacy methodologies developed for other industries. This talk will describe the Transmedia Zone, an ideation lab for content innovation at Ryerson University. The Zone has a focus on implementing prototyping as a useful modality for digital innovation in the media sector. We will discuss the implementation of various prototyping methodologies for media projects, and lessons from five cohorts of teams in the Transmedia Zone.

Session 17 - Editorial Panel: Choosing the Right Outlets and Approaches to Increase Your Publishing Output

Time: 1:45pm- 3:00pm

Location: TRSM 1-109

Moderator: Howard (Xiaohua) Lin, Ryerson University

Description: This interactive panel will provide a unique opportunity for scholars and graduate students to further develop their research ideas, to learn about the challenges and best practice of publishing in top-ranked or specialized journals in the entrepreneurship field, and to broaden their professional networks.

Hamid Etemad (McGill University),
Journal of International Entrepreneurship

Lene Foss (University of Tromsø),
Journal of Small Business Management

Geoffrey Kistruck (York University),
Entrepreneurship Theory and Practice

Jun Li (University of Essex), *Journal of Entrepreneurship in Emerging Economies*

Session 18 - Entrepreneurial Behaviors On- and Offline

Time: 1:45pm- 3:00pm

Location: TRSM 1-119

Moderator: Philip Walsh, Ryerson University

Determinants of Portfolio and Serial Entrepreneurship: Theory and an Application to Vietnam

Thu Hien Tran, RMIT University

Emanuela Carbonara, Bologna University

Enrico Santarelli, Bologna University

Description: This presentation attempts to explain why some people become serial and portfolio entrepreneurs while others remain novice entrepreneurs, or even exit entrepreneurs to return the labour market. In equilibrium, an entrepreneur in our theoretical model maintains his or her business in operation if it is sufficiently profitable regardless of his skills. If the business is of low quality, a low-skilled entrepreneur shuts down his business to enter the labor market. A medium high-skilled entrepreneur will become a serial entrepreneur, launching a new venture. A high-skilled entrepreneur also has the option of becoming a

portfolio entrepreneur if the business quality is up to an acceptable level. For empirical evidences, we study the relevance of the model to the case of Vietnam, a dynamic and fast-growing transition country in Southeast Asia. The 6-year panel dataset of more than 3000 non-state manufacturing firms was used for the empirical analysis. We adopt the generalized method of moments (GMM) estimation to obtain some noteworthy findings that support our model propositions: first, entrepreneurial skill significantly increases the propensity of occupational transition to habitual entrepreneurship. Second, the current business of a serial entrepreneur is endowed with less technological resources than the one of a portfolio entrepreneur. Third, habitual entrepreneurs are more likely to reside in smaller and less capital intensive businesses. Finally, both serial and portfolio entrepreneurs exhibit more profitable performance than their novice counterparts do. Comparing to their serial counterparts, portfolio entrepreneurs have superior entrepreneurial performance.

Generativity as a Source of Direct and Indirect Learning from Experiences of Failure: Implications for Innovation Agility and Product Innovation

Abraham Carmeli, Tel Aviv University and University of Birmingham
Ari Dothan, Interdisciplinary Center Herzliya

Description: Experiences are a fertile source of knowledge creation. While experiences of failure can often lead to frustration and create a downward spiral, they are also a vital source to

develop new knowledge and enhance innovation. This, however, depends on the capacity of organizations to learn from these experiences. Nevertheless, research indicates that organizations do not learn all they can from failures. This study utilizes the framework of micro-foundations applies a micro-relational perspective to examine whether and why generative relationships help to facilitate both direct and indirect learning from experiences of failure, and how these learning modes influence the innovation of small organizations. Multi-source data from 63 software organizations show that generativity facilitates both modes of learning from failures. However, only learning from direct experiences of failure facilitates innovation agility, whereas vicarious learning from failure enhances product innovation (patent) outcomes. The implications for a micro-relational view of organizational learning and innovation are discussed.

Motivation of Academic Entrepreneurship in the Context of Internet Plus: A Case Study of Beijing University of Posts and Telecommunications

Hua Tian, Beijing University of Posts and Telecommunications

Description: Academic entrepreneurship has been a concern by most researchers in recent years. However, few researchers have systematically studied academic entrepreneurs' orientation and self-selection in the Chinese context. This study is based on 32 individual interviews and an online questionnaire survey of 400 academic scientists and

PhD students from Beijing University of Posts and Telecommunications. Drawing on theories of motivation in social psychology, this study offers important insights into the diverse motives driving the entrepreneurial behavior of academic scientists. It finds that the majority of the academic scientists are motivated by the role of intrinsic motivation, as in puzzle-solving, in driving the entrepreneurial endeavors. While some of the scientists (especially young scientists or doctoral students) are motivated by the traditional rewards of the ribbon in their entrepreneurial pursuits for a taste for research careers in industry versus academia, and the gold is seen as important only by a small minority (such as most college students entrepreneurs). This study also provides a close analysis of how the value preferences of academic scientists influence their motives for academic entrepreneurial engagement and the relative importance of the "gold", "ribbon" or "puzzle" as desired outcomes. The findings of this study also offer practical implications. Policies designed to promote academic entrepreneurship must be based on diverse motivation that drives the entrepreneurial behavior.

The Emergence of Hybrid Ties: A Study of Online Communities of Entrepreneurs
Tao Wang, Simon Fraser University
Pek-Hooi Soh, Simon Fraser University

Description: We propose to study the relationships of entrepreneurs in an online community as a new type of social ties called "Hybrid Ties," in distinction from strong ties and weak ties. Our research target is a mobile

community of entrepreneurs in Wechat, China which consists of 150 members who are mostly nascent entrepreneurs. We recorded the conversations in the community and obtained 31,588 messages in 3 months. Through critical discourse analysis (Leitch and Palmer, 2010), we found sufficient support to the hypothesized benefits with ample examples. The study suggests that hybrid ties can deliver certain types of benefits better than conventional social ties do at least in the following three aspects: 1) Facilitate knowledge brokering across market segments with fine-grained information; 2) Create wider social acceptance of novel ideas through collective discussion; and 3) Generate much emotional support from peers. It also indicates that competence- and affect-based trusts emerged from the community and mediated the aforementioned informational and emotional benefits.

Session 19 - Thoughts on the Delivery of Entrepreneurship Education
Time: 1:45pm- 3:00pm
Location: TRSM 1-147

Moderator: Jennifer MacInnis, Ryerson University

Comparative Study of Entrepreneurship Education Models Between China and Canada
Lihui Xu, Tsinghua University

Description: In order to build an innovation-oriented economy and stimulate economic development and job growth, a country needs to develop an entrepreneurship education model. The comparative study of

entrepreneurship education between different schools can provide reference for the implementation of entrepreneurship education in China and help speed up the cultivation of entrepreneurial talent. Because of technological entrepreneurship specialization, entrepreneurs must have technology and commercial dual knowledge and skills. Therefore, a comparative study of entrepreneurship education models between business and engineering school is particularly necessary. Beginning with a description of the development of an entrepreneurial economy and an entrepreneurial university, this presentation analyzes different classifications of education models between business and engineering schools for its entrepreneurship education localization. This research sums up an effective training model to be used in Chinese universities by analyzing the similarities and differences of entrepreneurial education models between China and Canada. From the perspective of university disciplines, the research does a crossover study of higher education, entrepreneurship education, business administration, engineering management and other multi-disciplinary fields. From the perspective of China's educational policy, the research also analyzes the feasibility of bringing entrepreneurship into disciplinary construction in business schools and engineering schools. Through careful field observations, semi-structured interviews and case studies, the problems and China's entrepreneurship education model will be discussed, as will suggestions for improvement and future research.

The Development of the Entrepreneurial Thinking Survey for College Students

Jessica Hao, Tsinghua University

Description: This study aims to develop the measure of entrepreneurial thinking for college students. A 120 item-pool was first generated from interviews with a diverse range of people in the field, including professors in innovation and entrepreneurship, university incubator executives, successful entrepreneurs of big companies, and young and students entrepreneurs. A shorter scale will be developed following the Q-sort procedure based on the initial item-pool. The short scale will be validated across multiple samples, including colleague students, student entrepreneurs and young entrepreneurs, through the scale's relation with relevant constructs (e.g., entrepreneurial intention, career decision, individual creativity, etc.). Given the important implications of entrepreneurial thinking for both entrepreneurial education and career development, the present study also tries to contribute to the literature by filling in the gap between an individual's entrepreneurial mind-set and her career choices.

Entrepreneurship Education in Ghana: A Holistic Approach

Enyonam Kudonoo, Ashesi University College

Description: This research examines entrepreneurship education in six tertiary institutions in Ghana to ascertain its effect on the individual entrepreneurial orientation of undergraduates. This research idea

stemmed from the increase in university and polytechnic graduate unemployment and the underperformance of those who have gained employment in organizations in Ghana in spite of the entrepreneurship courses they pursue at the tertiary level. Nations across the world have used entrepreneurship education at tertiary levels to equip their graduates with knowledge and skills that enable to them engage in business activities either on their own or excel in companies that employ their services. Evidence shows that Ghana lags behind in the utilization of this approach to solving graduate unemployment as well as the development of its economy. Moreover, there is no literature concerning how entrepreneurship education could be used to improve individuals' entrepreneurial orientation in Ghana for economic growth. To bridge this gap, 1,200 business students in four universities and two polytechnics' individual entrepreneurial orientations are analyzed using a survey developed from Bolton and Lane's (2012) individual entrepreneurial orientation measurement instrument including 12 additional items identified from Bilić, Prka, and Vidović's (2011) case study of Croatia to ascertain their career plans after graduation. The research proposes the need for a holistic approach to entrepreneurial education. The presentation concludes with suggestions concerning how tertiary education can help establish a better entrepreneurial and innovative culture in Ghana through attitudinal change.

The Role of Entrepreneurship Educational Programs in

Commercializing University Intellectual Properties (IP)

Tarek Sadek, McMaster University
Rafik Loutfy, Ryerson University

Description: In 2012, the Kauffman Foundation released a report about University Technology Transfer. In the report, one of the main findings was that in 77% of the cases of early stage commercialization, students were either the inventor or partnered with the inventor to spin off a company based on university intellectual Property (IP). The Kauffman report points out to the critical role entrepreneurially minded students can play in enhancing the commercialization of university research results. In this presentation, we review the literature on the status of entrepreneurship education worldwide. The Chalmers University of Technology Entrepreneurship masters program will be used as a case study to study: how the program design principle and structure were established, and how the program managed to balance rigid academic requirements with the randomness associated with starting a new business. Taking into consideration the uniqueness of the university intellectual property, this was followed by a discussion about the factors that can impact the success of such programs in commercializing university IP. We conclude that these programs should be perceived as crucial refineries of ideas and feeders to incubation centers, as well as human feeders for the different governmental and regional innovation centers. Finally, one of the most influential factors is access to high quality students. Attracting entrepreneurially talented students lies

in alleviating the financial burden of joining the program. Canadian Universities should find their own balance of private and governmental funding to support the operational expenses of such programs, instead of depending on tuition funds.

Session 20 - Learning from Experience: Best Practices and Adaptations for Incubators in Varying Contexts

Time: 1:45pm- 3:15pm

Location: TRSM 1-129

Moderator: Maja Andjelkovic,
University of Oxford

Business Incubators in a Developing Economy: Evidence from the Brazilian Northeast Region

Manuel Mira Godinho, ISEG, Lisbon University
Ido Alon, ISEG, Lisbon University

Description: Business Incubators (BIs) have become a common tool for promoting innovation and entrepreneurial culture in many parts of the world, with Brazil being no exception. Several studies have been successfully carried out to evaluate the performance and impact of BIs around the country, however, some peripheral regions have been a less popular subject for critical analysis. This research was centred on Brazil's Northeast region, and a total of 35 BIs (out of 36) and 93 firms (out of 320) were surveyed, and 14 interviews were conducted so as to map and evaluate the region's BIs. Our analysis points to a number of serious shortcomings and the results put in doubt the effectiveness of some of these BIs. This presentation will suggest

a series of measures that need to be taken in-order to produce a better regional incubation process, highlighting a number of problems which may be common to other regions.

Mimetic Processes in Entrepreneurship Ecosystems: The Cases of Mobile Technology Entrepreneurship Networks in Nairobi, Kathmandu and London
Maja Andjelkovic, University of Oxford

Description: This qualitative study relies on interviews with entrepreneurs in Kathmandu, Nairobi and London to explain entrepreneurs' motivations for, and risks of engaging in networking activities. Through a comparison of interview data from the three very different ecosystems, the study provides new insights into the link between networks and the acquisition of subjective resources, such as self-efficacy and legitimacy. The findings also support conclusions of earlier empirical and theoretical work linking networks with the acquisition of resources necessary for founding a firm. Further, comparison of results uncovers a strong tendency towards institutional convergence of the three ecosystems based on a model inspired by Silicon Valley. This is found to occur through mimesis and storytelling, motivated primarily by learning goals and the pursuit of legitimacy for entrepreneurial action. The overall finding emerging from the cases is that, despite significant differences, the three ecosystems are reliant on a shared pool of relevant information and knowledge, via the Internet and through personal and organizational connections. An analytical framework based on

DiMaggio and Powell's theory of institutional isomorphism is proposed and centered on the concept of "aspirational isomorphism." This type of isomorphism involves the interpretation and adaptation of an existing institutional model for use in a nascent institutional environment (in this case, an entrepreneurial ecosystem). Rather than pure mimesis, one of the isomorphic mechanisms described by DiMaggio and Powell, aspirational isomorphism is a flexible and creative endeavor.

Session 21- Growing Sustainable and Cooperative Innovation Ecosystems

Time: 3:45pm- 5:00pm

Location: TRSM 1-109

Moderator: Edgar Bellow, NEOMA Business School

Cooperate Innovation: Cross-Country Comparisons

Hui Zhu, University of Ontario Institute of Technology

Description: This presentation will assess whether a country's integrated economic freedom explains the extent to which corporations undertake innovative activities. Using 5,700 firms from 29 countries filed and granted U.S. patents over the 1984-2006 period, we find strong and robust evidence that better economic freedom promotes corporate innovation. This finding suggests that cross-national differences with a sound legal environment, limited government, regulation efficiency and open markets facilitate corporations undertaking innovative activities. We also find that firms domiciled in a

country with more economic freedom than the U.S. experience greater overseas innovative activities. This is consistent with the notion that more economic freedom enhances innovation competence in the global market.

Coordinated Program and Service Development to Catalyze the Growth of Regional Innovation

Amie Sergas, MaRS Discovery District

Description: The presence of regional innovation networks has become more prevalent as policymakers adopt innovation-based economic development strategies. Many focus on building viable regions through entrepreneurship development initiatives. The establishment of best practices for regional innovation networks, however, is challenged by differences in regional assets. We observe that collaborative networks for entrepreneur support typically form in two ways: an alliance model or a franchise model. In the alliance model, independent industry support organizations assemble as a network to broadly share best practices or align to represent a unified brand. In the franchise model, a primary program or organization has been developed with success in one community and then seeks expansion to satellite locations to deliver that same program or services in a new market under that same organization. In Ontario, a hybrid of these two entrepreneur support models has been formed through the development of Regional Innovation Centres, part of the Ontario Network of Entrepreneurs (ONE). Regional Innovation Centres are independent

non-profit organizations that support innovation entrepreneurs in a community, but are linked across a network by the delivery of coordinated programs and services through the MaRS Business Acceleration Program and funding from the Ontario Ministry of Research and Innovation. This current Regional Innovation Centre network model was developed in response to the 2009 steering committee review of the ONE network's precursor, the Ontario Commercialization Network (OCN) (MRI, 2009).

Innovation in Social Entrepreneurship: How Social Enterprises Innovate in their Organization

Paulo Bento, Universidade Aberta

Description: There are still more than 1,020 million people in the world living with less than 1.25 dollars a day (extreme poverty), with only 4 of the 21 Millennium Development Goals having been achieved (World Bank Publications, 2013). The aim of social entrepreneurs, rather than generating income, is to solve key problems affecting society, through innovative and effective solutions. The way they innovate in the organization of their social enterprises is crucial for their success. This study examines how social enterprises are innovative in their organization, in order to pursue their mission and remain sustainable in the long-term. In order to conduct this study, 1,300 social enterprises, regardless of their global location, were identified and notified based on their activity, size and relevance. Conclusions are based on the study of 107 validated responses. This study found the

following performance in terms of respondents who agree moderately, very or completely that their social enterprises innovate: in the form of organization, 54%; in the methodology to encourage volunteers, 64%; in the training plan, 73%; in the motivation plan, 48%; in the compensation and incentives plan, 49%; and in the model to support communities, 78%. The data points to less innovation in the form of organization, in the compensation and incentives plan, and in the motivation plan. The social enterprises that were considered provide excellent examples of the best practices in this field, and can form the starting point for future research.

Sustainable Entrepreneurship and Innovation

Edgar Bellow, NEOMA Business School

Description: Entrepreneurship has traditionally been considered a source of environmental degradation because entrepreneurs bring in activities that disrupt the status quo and bring in additional people, equipment and industries. Properly developed, however, entrepreneurship does not have to be disruptive; it can be inclusive, sustainable, and innovative (York & Venkataraman, 2009). Under the proper conditions, entrepreneurs will be in a better position to develop sustainable techniques while working on innovation, than will governmental agencies or existing companies. This study intends to investigate a link between sustainable entrepreneurship and innovation and the preservation of the existing environment. Battisti (2008) suggests that when a new innovation becomes popular, it can still take several

years to integrate it into the market. This fact highlights the importance of entrepreneurs and innovators in the adoption of newer technologies. The aim of this presentation will be to identify and analyze the contributions that entrepreneurial firms have contributed to sustainability and innovation particularly in the fields of energy, construction and retrofit.

Session 22 - Cross Sector Issues and Canadian Innovation Policy: Are the Gaps Widening or Shrinking?

Time: 3:45pm- 5:00pm

Location: TRSM 1-147

Moderator: Sean Mullin, Brookfield Institute of Innovation and Technology

Policy Strategies for Facilitating Innovation in Wireless Communication
Rajen Akalu, University of Ontario Institute of Technology

Description: This presentation draws attention to three dominant policy strategies for facilitating innovation in wireless communication and analyses them using the theory of volitional pragmatism. The first strategy is that of regulatory separation. Here, a central administration is tasked with determining how the spectrum resource is used. The second and third strategies place greater emphasis on decentralized forms of decision making regarding resource access and use. These strategies are based on competitive markets and common pool resources respectively. The advantages and limitations of these strategies are discussed with respect to the facilitation of innovation in wireless

communication. As the efficiency of wireless innovation is tied directly to the availability of radio spectrum, a detailed ongoing examination of the comparative effectiveness of these strategies will be required.

The Role of the Canadian Government in Advancing the Green Biofuel Industry
Pallavi Roy, Ryerson University
Yaser Dahman, Ryerson University

Description: Biofuels are increasingly used in transportation fuel to offset carbon emissions. Brazil and the United States of America have been the fore runners in production and consumption of biofuels. This has been made possible due to the foresight in identifying the potential of biofuels in replacing fossil fuels and boosting the agrarian economy. Many programs and legislative measures have been adopted by these two countries to facilitate the research and development of the biofuel sector. Canadian biofuel industry is still in its infancy. However, the Federal and Provincial governments have recognized the increasing importance of biofuels and introduced numerous programs to promote the biofuel industry in Canada. This presentation will discuss these various Canadian programs and legislations and analyze their impact in spurring the biofuel economy in Canada. The primary method of research is an analysis of laws, regulations and programs created by the Federal and Provincial Governments in Canada. An impact analysis is done to determine the efficacy of these programs in promoting the biofuel industry in Canada. The entrepreneurship in Canadian biofuel

industry as a result of the various legislations and governmental programs are analyzed and showcased. These are contrasted with salient programs in other parts of the world, particularly Brazil and the United States and their impact. This presentation gives an analysis of innovation and advancement in biofuel legislation and biofuel entrepreneurship and their connection in a Canadian context. It also identifies gaps that need to be remedied to further advance the biofuel industry in Canada.

Well-Designed Environmental Regulations: The Effect of Environmental Regulations on Different Types of Environmental Innovation

Mohammad Hossein Tajvarpour,
McMaster University

Description: A well-designed regulation is one that fosters innovation in pollution preventive technology (i.e. reduces pollution by increasing efficiency) rather than controlling technology which clears the waste at additional costs for firms and consumers. The purpose of this study is to consider the effect of policy on pollution-preventative innovations which increase productivity or efficient and pollution-control innovations which eliminate or cure the waste after it is created.

Women and Innovation Policy: Designing Equality of Opportunity in National Innovation Systems
Andrea Rowe, McMaster University

Description: This cross-national case study of Canada and Sweden is the first

of its kind to place gender equality at the centre of the comparison between national innovation systems. In addition, the inclusion of the Organization for Economic Cooperation and Development (OECD) as a bridge case between the two nation states provides a global perspective on the development and implementation of innovation policy and the implications for women. The research is conducted using a mixed methods approach. Qualitative data was gathered by interviewing 44 leaders in government, industry, academia and civil society in Canada and Sweden as well as with innovation policy experts at the OECD. This data is compared and contrasted with policy statements, government reports, and innovation policy reviews generated by the OECD and the Canadian and Swedish governments. The findings from the research indicate that Canada and Sweden differ in the policy approaches to gender equality and innovation. A lack of policy coordination hinders women's inclusion in innovation work and the overall objective of creating a more innovative economy and society. For practitioners, the practical implications of a gender conscious approach to innovation policy at the national level are more inclusive innovation networks and efficient use of available talent within the labour force.

Session 23 - Crossing the Chasm Between Entrepreneurship and Academia

Time: 3:45pm- 5:00pm

Location: TRSM 1-119

Moderator: Linda Koechli, Ryerson University

Cultivating the Art of Entrepreneurial Mentorship: An Online Journey

Linda Koechli, Ryerson University
Maureen Glynn, Ryerson University

Description: Today's youth have grown up in an innovative time and many have creative ideas that stand to change the face of business. However, to best harness their ideas and transition them to successful ventures, guidance and mentoring is often necessary. How can those who've gone before them best offer insight and direction, if they themselves are new to the mentoring role? In response to this need, The G. Raymond Chang School of Continuing Education at Ryerson University, in partnership with Futurpreneur Canada, has recently launched a unique offering that provides both practical and academic perspectives on entrepreneurial mentoring. The award-winning, fully online seminar was developed using a number of inventive models of access, delivery and recognition, with the ultimate goal of fostering high level interpersonal skills in mentors of young entrepreneurs. This presentation will share examples of the strategies and content implemented through the joint project known as "Entrepreneurial Mentoring: Cultivating the Art". By the end of the session, participants will be able to identify the benefits of community partnerships to create opportunities for entrepreneurial mentors, many of whom are non-traditional learners, to reflect and improve on their current mentoring practice.

It's Not Always About the Money: Analyzing Intrinsic and Extrinsic Motivating Factors for Active

Entrepreneurs to Switch to Academia
Patrick McHugh, Brown University
Christos Alexiadis, Brown University
Anshul Rathi, Brown University
Lingyi Bi, Brown University

Description: Entrepreneurship programs typically involve a blend of theory and practice in their curriculum design. Traditional academic learning is complemented with experiential exercises supported by project mentoring, opportunity incubation and support for the quest of early-stage funding. To deliver the educational curriculum and these supportive features, traditional academic faculty are complemented by educators with entrepreneurial experience and leadership skills to manage these supportive activities and enrich program delivery in the class location. Attracting lecturers, adjuncts and full-time faculty and administrative directors with such entrepreneurial experience is critical to the success of delivery of such programs. While the academic research literature has studied the movement of academics into entrepreneurial roles, typically termed "academic entrepreneurs," little research has been conducted on this critical transition of "entrepreneurs to academics." In this exploratory qualitative research study, eleven "entrepreneurs to academics" working in the United States, Spain and India were interviewed to build our understanding of the intrinsic and extrinsic motivation for entrepreneurs to change their career path and enter academia. A typology of such

“entrepreneurs to academics” is suggested and the importance of understanding their intrinsic and extrinsic motivations are considered for the attraction and retention of this critical human resource.

Critical Issues in Innovation and Entrepreneurship: Considering Chinese Language Skills for the Professional
John Stowe (Ryerson University)

Description: Projects in Innovation and Entrepreneurship will be considered as a result of the empirical and qualitative research gathered while teaching Chinese as a foreign language (CFL) at Ryerson from 2001 to 2015. Even though the use of technology is both a benefit and a barrier to learning CFL, technology and the Chinese language go hand in hand. By incorporating the lessons that students have learned through the use and misuse of technology as well as by the lessons that the instructors have gained through teaching CFL, three future projects will be proposed. First, a bilingual (English-Chinese) language Application (APP) on a cell phone to help Ryerson students learn Chinese and to help new Canadian immigrants learn English. Second, an additional cell phone APP for specialized use, for example, by the many elderly Chinese in Canada who may go to a hospital, yet cannot communicate in English. The user could click on the dialect desired, and several new dialects could be added as the need arose. Finally, in Canada where Chinese is the 3rd most commonly spoken language, there are not enough services for the Chinese communities at large. There is a high demand for more convenient and professional support,

such as for the Chinese-English professional interpreters for the visiting dignitaries visiting from China. By creating a Chinese Resource Centre at Ryerson, English-Speaking social workers, police officers, lawyers, etc. could access it to find support to help their clients. Also, the Chinese Resource Centre could be used by Chinese anywhere in the world to help Chinese speakers cross linguistic and intercultural barriers around world.

The Phenomenon of Graduates' Technological Entrepreneurship and Chinese Entrepreneurship Education: A Case Study of USTC

Wei Wu, University of Science and Technology of China

Haiyang Hu, University of Science and Technology of China

Description: With the rising idea of “mass entrepreneurship and innovation by all”, entrepreneurial activities among Chinese university graduates are showing a trend of accelerated development. While entrepreneurship education in Chinese universities were placed at a high value, much attention has to be devoted to improve the entire entrepreneurial process including but not limited to the entrepreneurship education curriculum. The practice of technology transfers at the University of Science and Technology of China’s (USTC) shows that only a small number of university graduate students has been successful in carrying out technology start-ups. In this article, I present the case of USTC spin-offs, specifically dissected the entrepreneurial process of XF Company, discuss the strengths and weaknesses of

graduate students compared to college and university teachers and other staff groups, in the terms of entrepreneurial characteristics, opportunity identification, and social entrepreneurs network. By analyzing the USTC's entrepreneurship courses in relation to the entrepreneurial practice among USTC graduates, I make recommendations on curriculum design for ' entrepreneurship education in China.

Session 24 - What Are the Implications of the Innovation and Entrepreneurship Boom?

Time: 3:45pm- 5:00pm

Location: TRSM 1-129

Moderator: Chris MacDonald, Ryerson University

21st Century Manufacturing Technology: A Case Study in the Social Benefits of Innovation

Chris MacDonald, Ryerson University

Description: Those who study the ethical and social impact of innovation often focus on the negatives – on the worries, risks, and harms. It is common to point out that technology is “racing ahead” of consideration of ethics. Entrepreneurs and their supporters, on the other hand, talk about “impact” and “progress,” but seldom manage to conceptualize those things as ethically important. The unfortunate result is an implied tension between ethics, on one hand, and innovation, on the other. This presentation instead focuses on the ethical upsides, the ethically important values that innovation and entrepreneurship tend to embody and

to foster. As a case in point, it examines the social impact of 21st century manufacturing technologies, including 3D printing and mass customization. Such technologies embody risks, both to individuals and to existing business models and economic structures. But such technologies also promise a range of positive changes, beyond the obvious advantages implied by making new products that people want and need. Mass customization holds the promise of increased efficiencies that significantly improve consumer satisfaction and human wellbeing. And 3D printing is already putting the means of production, and hence the means of innovation, directly into the hands of a new class of entrepreneurs. This means nothing less than the democratization of design, production, and innovation.

Why Entrepreneurship Matters: Economically, Politically and Morally
Alexei Marcoux, Creighton University

Description: This study will examine the role that ideas – and in particular, ideas about the nature of entrepreneurship – play in how the business community embraces entrepreneurship, and in the policies governments put in place that either foster or hinder the activities of entrepreneurs. To highlight the importance of ideas, this presentation will examine the very different ways in which two key theorists of entrepreneurship – namely Joseph Schumpeter and Israel Kirzner – characterized entrepreneurs, what they do, and the value they bring to society. Schumpeter’s focus on “creative destruction” and Kirzner’s focus on discovery lead, in principle, to very

different public policy approaches to issues such as intellectual property. Ideas about entrepreneurship matter because how we understand entrepreneurship affects how entrepreneurs see themselves, and affects how public policy treats them. This is crucial for two reasons. First, it reminds us that it is not just *entrepreneurs' ideas* that matter, but our ideas *about* entrepreneurs, too. And second, it helps remind us why it is so vital that we study entrepreneurship at universities – places devoted to the study of ideas – the rather than leaving it to the entrepreneurs themselves.

Plenary 9 - Keynote Panel- Chinese & Canadian Innovation Policy

Time: 5:00pm- 5:45pm

Location: TRSM 2-166

China's Path to Innovation

Xiaolan Fu, Oxford University

Description: This discussion will be based on Professor Fu's recent book *China's Path to Innovation*, published by Cambridge University Press. The past three decades have witnessed rapid economic growth and a fascinating transformation of China's economy and industry. Increasing industrial competitiveness as revealed through surging exports and upgraded export composition has also astonished the rest of world. What was China's path to innovation in the past, and whither the future? How has China managed to develop and upgrade its technological capabilities at such a remarkable speed? In the 21st century, how can China significantly enhance its indigenous innovation capability, accomplish the

transition from imitation to innovation and thereby become an innovative nation? Is there a China model of innovation? What are the lessons that the other countries can learn from China's experience?

Will Canada Revamp its Innovation Policy?

Jorge Niosi, Université du Québec à Montréal

Description: In the last ten years, from 2005 to the present day, Canada's innovation policies have been somewhat overlooked by the federal government. NRC labs and Statistics Canada are losing both their budgets and their role in the national innovation system. Even more important, innovation policies have been disconnected from industrial policy. Thus, some thirty years after the enactment of the first Canadian Biotechnology Policy, in 1984, our biotech and pharmaceutical sectors are in the doldrums. Up to the 1990s, Canada appeared high in the biotech rankings of the world. We import more pharmaceutical products and our production of biopharmaceutical drugs, based on biotechnology, is very small. In the meantime, East Asian countries such as Korea, Taiwan, Singapore, and of course China, are fast entering high-tech sectors. Canada is moving back to natural resources (oil and gas in the case of Alberta and the federal government, the North Plan and the cement industry in Quebec).