8th European Conference on Innovation and Entrepreneurship

(ECIE 2013)

Brussels, Belgium 19-20 September 2013

Editors:

Peter Teirlinck Stijn Kelchtermans Filip de Beule

ISBN: 978-1-62993-137-1

Printed from e-media with permission by:

Curran Associates, Inc. 57 Morehouse Lane Red Hook, NY 12571



Some format issues inherent in the e-media version may also appear in this print version.

Copyright© The Authors, (2013). All Rights Reserved.

No reproduction, copy or transmission may be made without written permission from the individual authors.

Papers have been double-blind peer reviewed before final submission to the conference. Initially, paper abstracts were read and selected by the conference panel for submission as possible papers for the conference.

Many thanks to the reviewers who helped ensure the quality of the full papers.

Printed by Curran Associates, Inc. (2013)

Published by Academic Conferences Ltd. Curtis Farm Kidmore End Reading RG4 9AY UK

Phone:441 189 724 148Fax:441 189 724 691

info@academic-conferences.org

Additional copies of this publication are available from:

Curran Associates, Inc. 57 Morehouse Lane Red Hook, NY 12571 USA Phone: 845-758-0400 Fax: 845-758-2634 Email: curran@proceedings.com Web: www.proceedings.com

Table of Contents

Paper Title	Author(s)	Page No.
Preface		vii
Committee		viii
Biographies		xi
Examining Determinants of Innovation Culture in Egyptian Organizations	Hadia Abdel Aziz and Sandra Marcos	1
Rethinking Employee Contribution: A Framework for Promoting Employee-Driven Innovation	Tuomo Alasoini	9
Environmental Innovation and Financial Performance: The Moderating Effect of Motives and Firm Size	Petra Andries and Ute Stephan	17
Organizational Innovation as Leverage for Open Innovation Practices: A Business Model Perspec- tive	Paula Anzola Román, Cristina Bayona-Sáez and Teresa García-Marco	26
Spin-Up: A Comprehensive Program Aimed to Accelerate University Spin-Off Growth	Manuel Au-Yong Oliveira, João José Pinto Ferreira, Qing Ye and Marina van Geenhuizen	34
Entrepreneurship Versus Self-Employment in the Context of Social Changes in Romania: Individual and Contextual Factors	Alina Badulescu and Roxana Hatos	45
Environmental Obstacles and Support Factors of Social Entrepreneurship	Alina Badulescu, Sebastian Sipos-Gug and Adriana Borza	52
Narrative Analysis of a Highly Creative Entrepre- neur Pursuant to Scientific Evaluation Criteria	Zuhal Baltas and Handan Odaman	61
A Comparative Study of the Entrepreneurial Potential of Economics Students of the University of Oradea, Romania and Adnan Menderes University, Turkey	Olimpia Ban, Esin Sayin, Dorin Coita and Ali Eleren	69
Key Factors Affecting Strategy-Minded Decision Makers in Their Innovations Choices	Fernando Barbosa and Fernando Romero	79
Business Strategies in Contexts of High Uncertain- ty: A Case Study on the Innovation and Interna- tionalization Processes of a Technological Portu- guese SME	Fernando Barbosa and Fernando Romero	88
Co-Ownership of Intellectual Property: Exploring the Value Appropriation and Value Creation Implications of Co-Patenting With Different Partners	Rene Belderbos, Bruno Cassiman, Dries Faems, Bart Leten and Bart Van Looy	96
Organizational Innovations – Constituents and Determinants Within Underdeveloped and Immature Markets	Muamer Bezdroband Aziz Šunje	105

Paper Title	Author(s)	Page No.
How Organizational Creativity Influence Firm's Profitability: The Moderating Role of Corporate Entrepreneurship	Katarzyna Bratnicka, Bartłomiej Gabryś and Mariusz Bratnicki	11
Innovation and Entrepreneurship Assessment Initiatives: A Critical View	Cagri Bulut, Eda Evla Mutlu and Murat Nazli	126
Innovation Through Offset Agreements: An Empirical Study in the Brazilian Defence Industry	Alex Carlos and Regina Leite	136
Individual and Mandatory Innovation in Automotive Industry: A Case Study	Cristian Chiru, Versavia Ancusa, Razvan Bogdan and Bogdan Suta	145
Costs as a Decision-Making Criteria in the Plan- ning of Innovation Processes	Piotr Chwastyk	154
Platform Strategies for Open Government Innovation	Brian Cleland, Brendan Galbraith, Barry Quinn and Paul Humphreys	162
Small and Medium Enterprises (SME) and Competitiveness: An Empirical Study	Teresa Costa and Luísa Carvalho	173
Innovation in Energy Sector – a Comparative Study in Brazil and Portugal	Teresa Costa, Luísa Carvalho, Geciane Porto and Priscila Rezende da Costa	180
Innovation and Entrepreneurship by Academic Spin-Offs: The UNITI Business Case	Renata Paola Dameri, Federico Fontana and Roberto Garelli	189
Students' Gains in Entrepreneurial Self-Efficacy: A Comparison of 'Learning-By-Doing' Versus Lecture-Based Courses	Luc De Grez and Dirk Van Lindt	198
Rewards Work? Researching the Relation Between Monetary Reward and Employee Innovativeness	Stan De Spiegelaere , Guy Van Gyes and Geert Van Hootegem	204
Significant Competitiveness Factors of Companies in the Czech Part of the Euroregion Neisse-Nisa- Nysa	Jaroslava Dědková and Denisa Skrbková	212
Towards Sustainable Business Models: Necessity, Opportunity or Challenge?	Nikolay Dentchev and Jan Jonker	221
Standardization- the Source of Innovation and Sustainable Development of Companies in Romania	Dan Constantin Dumitrescu, Nicoleta Trandafir Mănescu and Edward Debelka	228
Employee-Driven Innovation in a Higher Educational Institution: Organisational and Cultural Influences	Smile Dzisi, Joshua Ofori-Amanfo and Benjamin Kwofie	235
Firm Capabilities, Complementarities and Innova- tion in the Latin American Coffee Sector	Luis Figueroa	243
Intellectual Capital Between Innovation and Innovative Adaptation- Opportunities to Obtain Performance	Nicoleta Valentina Florea and Mihaela Badea	252
SMEs' Internationalisation Through Strategic Alliances: A Qualitative Study	Mário Franco, Heiko Haase and Sandra Figueiredo	261

Paper Title	Author(s)	Page No.
The Business Model of the Entrepreneurial University	Olaf Gaus and Matthias Raith	268
National Innovation System and Public Innovation Policy: Theory and Practice Problems	Oleg Golichenko and Svetlana Samovoleva	278
Involving Students in Ideas Generation – a Bulgarian Case	Elissaveta Gourova, Tzvetelina Teneva and Tsvetoslava Kyoseva	287
Emancipatory Māori Entrepreneurship in Screen Production: Theory and Application	Ella Henry	296
Research on the Trust Governance in the Venture Capital Syndication	Heyin Hou and Weixing Qu	303
Employee-Driven Innovation (EDI): Toward an Extended Concept of Innovation	Steen Høyrup	313
Innovative Approach in Managing the Process of Manufacturing Removable Partial Dentures	Danut lorga, Alexandru Ghiban and Cezar Scarlat	322
Entrepreneurial behavior and interactivity of Sri Lankan farmer groups	Chandana Jayawardena and Madushi Abeyrathne	333
Business Modeling for Sustainability: Identifying Five Modeling Principles and Demonstrating Their Role and Function in an Explorative Case Study	Jan Jonker and Nikolay Dentchev	340
Innovation Process Planning: Aim, Scope and Constraints	Magdalena Jurczyk – Bunkowska	347
Higher-Order Learning in Entrepreneurship: A key-Issue for Lifelong Learning and Career Counselling?	Alexandros Kakouris', Niki Perdikaki and Panagiotis Georgiadis	355
Innovation Capital as a Driver of Eco-Innovations: A Case of European Enterprises	Tomasz Kijek	363
Employee Driven Innovation: Bridging Open and Close Innovation Management Practices	Eric Michael Laviolette, Renaud Redien- Collot and Ann-Charlotte Teglborg	370
Social Capital, Knowledge Strategy, and new Venture Performance: Evidence From Graduate Entrepreneurial Ventures in China	Jun Li and Weihe Gao	378
For Strategic Environmental Sustainability not to be Lost in Translation(s) Anymore	Sophie Liénart and Annick Castiaux	384
Social Responsibility Like aim of Innovation Activity in Information and Communication Industry: The Spanish Case	María Jesús Luengo, Teresa Areitio and María Obeso	392
State Parenting Entrepreneurship - the Process of Seizing Opportunities – a Case of a Chinese Entrepreneur	Sabrina Luthfa Karim and Hanjun Huang	401
The Impact of the Economic Downturn on Innova- tive Performance in Poland	Anna Matras-Bolibok	409

Paper Title	Author(s)	Page
How to Conciliate Best Enemies? The Case of Competitive Chemical Industries in Ecofriendly Cultures	Céline Maximin-Tieu	No. 417
Failing to Succeed: A Network Theoretic Comparison of Global Accelerators	Patrick McHugh, Chris Whipple and Xiaoy- ang Yang	425
Sustainability Among Tourism and Hospitality Industry's Ventures: From Awareness to Specific Practices	Ioana Mester and Daniel Badulescu	434
Innovation, Design and Competitiveness: Results From a Portuguese Online Questionnaire	José Monteiro-Barata	442
Using Strategic Alliances to Facilitate Community Based new Venture Creation	Peter Moroz, Bob Kayseas and Robert Anderson	454
Senior- & Juniorpreneurship: An Intergeneration- al Approach in Engineering and Entrepreneurship for Value Creation	Bernd Neutschel, Olaf Gaus' Matthias Raith and Sándor Vajna	463
Cooperation Activities for Innovation: An Empirical Analysis Applied to Iberian Countries	Sandra Nunes, Teresa Costa and Luísa Car- valho	471
Organizational Innovation – can job Enrichment Enhance Employee?	Morena Paulišić, Tea Golja and Barbara Unković	482
The Institutions of Social Entrepreneurship in the USA, UK and Germany Within a Context of Market-Based vs. Bank-Based Systems	Ruslan Pavlov	490
Collaborative Strategies for Innovation Capacity- Building: A Study of MIT's International Partnerships	Sebastian Pfotenhauer, Dan Roos, and Dava Newman	498
The Internationalization Process of German High- Tech SMEs: An Empirical Analysis	Andreas Pinkwart and Dorian Proksch	507
Entrepreneurship - Successes and Failures of Start-Up SMEs on Regional and International Markets	Aneta Ptak-Chmielewskal	515
Entrepreneurship Education: A View Across Out- come Expectations and Antecedents in Students of Higher Education	Augusto de Castro Rocha, Maria José Agui- lar Madeira Silva and Julia Discacciati	525
Institutional Support Program for Entrepreneur- ship: The Experience of the University of Minho	Cristina Rodrigues and Filipa Vieira	533
Factors Influencing Innovation and Competitiveness – a Comparative Analysis of Selected Economies	Anna Sacio – Szymańska	543
Experiential Entrepreneurship Education in Canada – new Venture Creation While Earning a Masters Degree	Tarek Sadek and Rafik Loutfy	555

Paper Title	Author(s)	Page No.
Knowledge Sharing, Innovation Networks, and Innovation Capability: The Case of Uruguayan Software Firms	Josune Sáenz and Andrea Pérez-Bouvier	564
IS Resilience in SMEs in Post-Earthquake Christchurch	Amitrajit Sarkar and Stephen Wingreen	573
The Institutional Support as a Factor for Technology Internationalization From Developing Countries	Viktor Stojmanovski, Velimir Stojkovski, Mijalce Santa and Beti Kostadinovska Dimi- trovska	581
How SMEs Mitigate Risks When Embarking in Open Innovation Projects	Adrian Dumitru Tanțău and Eliza Laura Pai- cu (Coraș)	588
How Planguage Measurement Metrics: Shapes System Quality	Man-Chie Tse and Ravinder Singh Kahlon	597
A Study of Customer Feedback and Employee Driven Innovation	Jiro Usugami	605
Space Technology Transfer: A Systematic Litera- ture Review	Karen Venturini and Chiara Verbano	613
The Evolution of Resources in Research-Based Spinoffs: Learning from a Case Study	Chiara Verbano, Karen Venturini and Avi Wasser	623
Companies' Innovativeness Influenced by Organi- zational Structures	Annika Vesterinen and Kalle Elfvengren	633
Structuring the Unstructured: Service Innovation in a UK Small Business Services Firm	Vessela Warren and Barry Davies	641
Student Entrepreneurial Intentions: Two Perspectives	Doan Winkel, Jeff Vanevenhoven, Mark James and Eric Liguori	649
Complex Technology Assessment as a Determinant for Marketing Activities in Innovation Commercialisation	Urszula Wnuk and Ludmiła Łopacińska	661
Disruptive Innovation in Public Service Sectors: Ambidexterity and the Role of Incumbents	Danielle Wood, Sebastian Pfotenhauer, Wil- jeana Glover and Dava Newman	669
Entrepreneurial Attitudes and Entrepreneurship's Potential in East Timor	Tomas Xavier, Filipa Vieira and Cristina Rodrigues	677
PHD Papers		687
Marketing Support of Innovative Projects	Gulnara Chernobaeva	689
Public and Private Sector Approaches to SMME Development in the Ethekwini Municipality	Anneline Chetty	698
Factors Influencing an Upscaling Process of Grassroots Innovations: Preliminary Evidence From India	Ann De Keersmaecker, Prabhu Kandachar, Vikram Parmar, Koen Vandenbempt and Chris Baelus	705
Collective Entrepreneurship, a Solution to Conflicting Institutional Logics in the Entrepreneurship Process?	Frédéric Dufays	715
Innovations, Standards and Quality Management Systems: Analysis of Interrelation	Raimonda Liepiņa, Inga Lapiņa, Jolanta Janauska and Jānis Mazais	723

Paper Title	Author(s)	Page No.
Achieving Performance of Organization by Developing a Model of Innovation Management	Andreea Maier, Marieta Olaru, Dorin Maier and Mihai Marinescu	731
Integrating Concepts of Creativity and Innovation - a key to Business Excellence	Dorin Maier, Marieta Olaru and Andreea Maier	739
Entrepreneurs' Access to Public Finance as a Gendered Structure Case Finland	Petra Merenheimo	747
Firms' Response to Peer Behaviour	Daniel Neicu, Stijn Kelchtermans and Peter Teirlinck	755
Firm Structure and Problems of Governance in the Italian SMEs	Adalberto Rangone	762
Understanding Entrepreneurial Performance in a Networked Social Environment	Carla Riverola and Francesc Miralles	773
Performance Measurement and Management in SMEs	Ted Sarmiento and David Devins	782
Effects of Technological Innovation on Knowledge Acquisition Inside the Organization: A Case Study	Dorotéa Silva, Fernando Romero and Filipa Vieira	791
Measuring the Validity of a Text Based Indicator for Exploration and Exploitation Activities	Nazlihan Ugur	797
Non Academic Papers		807
Incubators as Enablers for Academic Entrepreneurship	Frank Gielen, Sven De Cleyn and Jan Cop- pens	809
Applying the Disruptive Israeli Innovation Model to Re-Inventing Corporate Education	Janet Lea Sernack	818
Work in Progress Papers		825
Entrepreneurship as Future Career for Post- Graduate Business Students: A Realistic Option?	Daniel Badulescu and Mariana Vancea	827
How Strategic and Social Entrepreneurship can Create Sustainable Economic and Social Value: A Proposed Model for the Cooperative Sector	Vítor Figueiredo and Mário Franco	831
Exploring the Social Dimension of Entrepreneurial Resourcefulness: A Case Study Among Family Business Entrepreneurs	Bart Henssen	835
Dragging One's Feet Along the way: How (In)Congruent Motives Influence Entrepreneurial Performance	Julie Hermans	838
Finding New Competitive Intelligence: Using Structured and Unstructured Data	Ravinder Singh Kahlon and Man-Chie Tse	842
Implications of an Emerging Model for Product Ideation, Design and Development Using Bridging Enterprises and Open Communities of Practice	Karla Phlypo	847
Internationalisation by SMEs as a Strategy to Cope With Weakness in the Domestic Market : The Case of Spain, Ireland and France	Angela Poulakidas, Robert Hisrich and Clau- dine Kearney	851