

Preface

Over the last years we have witnessed the enormous success of quite demanding ventures all over the world. We are particularly talking about technology-based projects which, in some cases, have revolutionized the way we live. Their impact on the national and international level has been unequivocal concerning jobs and wealth creation, the new solutions their development have enabled, etc.

That kind of ventures, regardless of their outstanding relevance, is the exception rather than the norm, *i.e.*, they are only the visible tip of the iceberg, in that they only account for a very small percentage of the entrepreneurial activity. Nevertheless, they belong to the so-called mainstream entrepreneurship, are the dream of every economy, and deserve the attention of many researchers.

While not ignoring those important ventures, our main goal is to fully unleash the wide potential of the entrepreneurial activity, exploring and highlighting the somewhat hidden part of the iceberg, which is the ultimate responsible for the largest part of new businesses and, as a consequence, for the wellbeing of millions of people virtually everywhere.

It must be admitted that when viewed in isolation many of these projects are nothing more than small grains of sand. However, their combined effect makes the “beach” to which we aspire (a more balanced social, economic, and environmental society) much more attractive, thus making a decisive contribution to the implementation of the United Nations’ proposed Agenda for Sustainable Development.

With this publication, therefore, the editors intend to expand entrepreneurship research in order to exploit new avenues regarding such a relevant and current subject for our collective development.

The book consists of twenty chapters which the editors decided to organize in four sections: Multidimensional Perspectives about Entrepreneurial Education, Entrepreneurial Ecosystems, Entrepreneurship Types and Theoretical Approaches, and Perspectives on Gender Entrepreneurship. It can be said that the boundaries between each of these sections are rather blurred as the chapters are to a greater or lesser extent interrelated. It is considered, however, that this structure will render the book’s consultation more effective insofar as the first two sections focus mainly on activities upstream of the entrepreneurial activity, while the last two deal specifically with different types of entrepreneurship. The last part, which is perhaps more controversial, is merely aimed at grouping together the chapters which cover the gender issue, given the specificities which are usually attributed to this subject.

In the first chapter, “Entrepreneurship Education: Background and Future”, Helena Saraiva and Teresa Paiva start by referring to the evolution of the concept of entrepreneurship, highlighting the new roles entrepreneurship should play in light of the most recent societal problems (such as depopulation of disadvantaged areas, environmental pressures, migration). In this context, the authors argue that entrepreneurship education, in addition to emphasizing opportunities/projects which generate profit, must increasingly focus on projects which might create social value in order to improve the living conditions

of the entire community, in line with what is being advocated by major international organizations (*e.g.*, EU, OECD).

In the next chapter, entitled “Entrepreneurship Learning: A Case Study”, Arminda Lopes and Eurico Lopes present distinct approaches to entrepreneurship and the characteristics of the entrepreneur, and then focus their chapter on entrepreneurship education in higher education. In this context, they discuss a set of tools which they use in their entrepreneurship classes, in the area of Health Technologies.

Section 1 closes with the chapter “Academic Entrepreneurship, Bioeconomy, and Sustainable Development” in which Oluwaseun Oguntuase introduces the bioeconomy as a path to sustainable development. The author presents several examples of companies in the field of bioeconomy (*e.g.* GF Biochemicals, Zymergen, Lumen Bioscience, AFYREN), mostly led by PhD holders who often maintain links with academia, underlining the importance of introducing the subject of entrepreneurship into the curricula of these programs, since sustainable development is itself a source of entrepreneurial opportunity that must be seized in the face of current challenges.

Section 2 incorporates four chapters more concerned with the entrepreneurial ecosystem. Thus, the fourth chapter, “Implementing Academic Business Incubators: Reflections and Best Practices of a Portuguese Case Study”, authored by Sandra Pinto, Ellis Ossmane and Luísa Carvalho, starts by stressing the role of SMEs (and therefore also entrepreneurial ventures) as the main pillars of socio-economic development and, consequently, the need to provide them with a supportive environment aimed at their emergence and success in the market, a role which HEIs might perform. The chapter then explores the concept of business incubators and, specifically, academic business incubators, to focus on IPStartUp, a young incubator led by the Polytechnic Institute of Setúbal, in Portugal, giving us an insight into its genesis, management model, the constraints it has undergone and also its first achievements.

In the fifth chapter, “Successful and Unsuccessful Routes for Entrepreneurs: Lessons From an Entrepreneurial Regional Project Program”, Susana Rodrigues, Vítor Hugo Ferreira and Gabriel Silva deal with the “Leiria Entrepreneurial Project Program - Innovate and Empower” which aimed to promote the entrepreneurial spirit and to support business acceleration, with the goal of identifying the most critical activities to stimulate the entrepreneurial activity. Their research focused on the participants in the business ideas/projects contest (included in the aforementioned program) and the results indicated that among the activities proposed in the program, mentoring, participation in workshops and conferences are the most appreciated by entrepreneurs; in turn, the most relevant success factors are the business-related promoters’ skills, the multidisciplinary nature of the team as well as the maturity of the business idea planning, while the factors causing failure included the inability to clearly identify the business idea, its development and its implementation.

Section 2 concludes with two chapters (sixth and seventh) on cross-border (Iberian Peninsula) entrepreneurship, both covering low density territories. In the first case, “The Influence of The Local Ecosystem on Entrepreneurial Intentions: A Study With Entrepreneurs and Potential Entrepreneurs of Beja (Portugal) and Huelva (Spain)”, Sandra Saúde, Patrícia Hermozilla, and Juan Diego Borrero analyze the impact of the ecosystem on entrepreneurship, interviewing higher education students (management degree) and new entrepreneurs (businesses up to 5 years) from Beja and Huelva. The authors conclude that respondents consider the existing ecosystem (public support, support structures for creating new business ideas and an entrepreneurial spirit) to be insufficient and, in particular, highlight a lack of coordination among the actors that compose it. In spite of this, the research points to high levels of entrepreneurial intention, *i.e.*, the results show the existence of an inverse relationship between the ecosystem image that the interviewees have and their entrepreneurial intention.

Preface

In turn, the seventh chapter, “Entrepreneurship in Border Territories: Context Costs, Resilience, and Logics of Action the Companies and Entrepreneurs – Study of the Border Municipalities of Beira Interior in Portugal and Salamanca in Spain”, developed by Gonçalo Poeta Fernandes and Maria Manuela Natário, focuses on the northern border region of the Iberian Peninsula, and seeks to identify factors that may influence the renewal and consolidation of companies and entrepreneurial spirit in those peripheral regions. The authors reviewed the literature regarding cross-border areas, surveyed the region’s entrepreneurs and presented, to conclude, a set of measures aimed at reversing the situation of depopulation, population ageing, and even some apathy which characterizes this region.

Section 3 addresses specific forms of entrepreneurship and is therefore at the heart of this publication (this also applies to Section 4, although this one more gender-centered). Thus, in Chapter 8, “Intrapreneurship Initiative Based on an Internal Ideation Contest in the Public Sector: The Case of Madrid City Hall (Spain)”, Juan Ramon Campos, Patricio Morcillo, Luis Rubio-Andrada, and Marisol Celemin Pedroche introduce us to a double reality: on the one hand, intrapreneurship as an important way of renewing organizations and, on the other, its presence in the public sector whose services almost always fall short of the expectations of the citizens. The process, which is described in the chapter, is based on internal crowdsourcing. Nevertheless, the authors want to go further: taking into account that public organizations usually have a somewhat “crystallized” culture, they want to measure the impact of the initiative on the organization’s (innovation) culture. The authors conclude by underlining the success of the internal ideation contest and its contribution to making the organization’s culture more innovation-friendly.

In the ninth chapter, “A Sustainable Strategy to Handle Resource Crunch by Launching New Academic Programs”, by Muhammad Khalid Khan and Syed Irfan Hyder, intrapreneurship is addressed again, but now aimed at regenerating a private university whose enrollments were in decline due to the growing lack of employment that occurred in the region following the attack on the Twin Towers. The university’s first option was to reduce costs/investment. However, it quickly concluded that the path led to a vicious circle: lower investment, lower quality, even fewer applications. The solution which worked well was to empower their teaching staff, enabling them to develop new programs and, hence, attract more students again.

What follows is the chapter entitled “May Business Intelligence Enhance Organizational Performance Through Corporate Entrepreneurship?” in which Rodrigo Martin-Rojas, Víctor García Morales, Aurora Garrido-Moreno, and Encarnación García-Sánchez also deal with corporate entrepreneurship, although somewhat focused on business intelligence and technological skills. Nevertheless, through a set of propositions, the authors manage to establish the relationship between technological competencies, characteristics inherent to corporate entrepreneurship and organizational performance.

In the eleventh chapter, “Lifestyle Entrepreneurs: An Alternative Approach to the Entrepreneurial Activity”, José Guilherme Dantas and Fernando Valente start by clarifying the unusual concept of lifestyle entrepreneurship, concluding that a key characteristic is to prioritize the project’s contribution to the type of life entrepreneurs want to achieve rather than the economic objectives. Through a study that includes three cases, the authors also determined (without any ambition to draw general conclusions) that in this specific sector (hospitality industry), lifestyle entrepreneurs are not the “bad guys” of the sector, as some literature states. Actually, the analyzed cases are successful examples for the sector, in that they contribute to broadening the tourist offer, meet the interests of more demanding tourists and, therefore, deserve greater attention from public authorities.

In the next chapter, “Social Entrepreneurship: What People Are Looking for When They Talk About It”, by Irene Dobarrio Ciccarino and Susana Fernandes Rodrigues, the authors review the literature on

the concept of social entrepreneurship - which is far from consensual – and intend, based on the analysis of the respective websites and published case studies, to identify the criteria used by four global social entrepreneurship support organizations (Ashoka, Skoll Foundation, Schwab Foundation, and Yunus Social Business) to provide support to social entrepreneurship initiatives.

In Chapter 13, “Alternatives to Capitalism: Learning From Pro-Social Collective Business Models,” Raquel Antolin-Lopez and Ana Lopez-Cruz address collective entrepreneurship as a path to sustainable development. Thus, the authors present three Spanish (from Catalonia) cooperatives (Som Energia, Som Mobilitat and Som Conexió) which operate in the fields of renewable energy, mobility and communications, and discuss their sustainable business models. To conclude, the chapter highlights the importance of cooperatives and partnerships as a route for development and dissemination of transformational projects.

The subsequent chapter, “Home Country Institutions and International Entrepreneurship: A Multi-Level Framework”, by Etayankara Muralidharan and Saurav Pathak, has a conceptual nature and deals with the role of local institutional conditions in the internationalization of entrepreneurial projects. Throughout the chapter, the authors discuss five propositions regarding early-stage entrepreneurial ventures.

Section 3 ends with the chapter entitled “Portfolio Entrepreneurship and Strategic Decision Making in the Global Context”, where Nermin Kişi explores the portfolio entrepreneur concept and its strategic decision making process, to advocate the adoption of a methodology which the author calls a “three-box solution” in order to improve that process.

Chapter 16, “Perspectives on Female Entrepreneurship in Rural Areas: The Role of Women in Tourism Companies in Sever do Vouga, Portugal”, opens Section 4, and is authored by Ofélia Tavares, Zelia Breda, Rui Costa and Gorete Dinis. Although this last part involves more the gender issue, this chapter relies on three pillars: entrepreneurship in the field of tourism, in a rural context, and the role played by gender in these ventures. The authors emphasize the importance of rural tourism as a mean to take advantage of endogenous resources and to reverse the rural areas’ constraints. Nevertheless, given a very small and mostly male sample, they did not find major differences in the motivations and barriers to undertake stemming from gender.

In the next chapter, entitled “Gender Differences and Generation of Ideas on Civic Crowdsourcing”, Susana Bernardino and J. Freitas Santos focus on a public crowdsourcing program (the Youth Participatory Budgeting, in Portugal) to understand the possible influence of gender on the submitted proposals (such as geographical scope, team composition). The authors concluded that the proposals were mostly individual and had a regional or national impact; the participation of men and women were somewhat similar (slight prevalence of men), although women’s ideas were geographically more concentrated (North and Centre Coast) while those of men’s were more widespread.

In Chapter 18, “Women’s Self-Perception of Opportunities and Challenges for Entrepreneurship”, Jannielton de Sousa Santos, Johannes de Lima Júnior, Rafael Fernandes de Mesquita, and Vera Lúcia Cruz interview a group of young women, bachelor’s degree students in business administration, to understand how they envisage entrepreneurial activity. Whether due to the interviewees’ youth or their sociocultural context, the results are not encouraging. In addition to emphasizing sexism, which is undesirable but seems to have been gradually overcome, the interviewees show a great aversion to risk and consequently a preference for salaried work, a concern with the lack of free time, with the funding access and even with the family support among other constraints.

Maria Kélvia Araújo, Raul Luiz Silva, Rafael Fernandes de Mesquita, and Fátima Ney Matos, are the authors of the Chapter 19, “May That Nothing Limit Us, May That Nothing Define Us: The Context of Women Entrepreneurs in Startups”. The authors make an extensive literature review, focusing

Preface

on multiple countries, to conclude that women are in a mostly unfavorable position vis-à-vis men as far as entrepreneurial activity is concerned. First of all, because of the greater social pressure to reconcile work and family life, and because of their image of being less identified with the business world. The greatest constraint, however, arises from their greater conservatism (not losing money as first goal) and risk-aversion, which hinders the attraction of more demanding investors, thus limiting their aspirations for entrepreneurship.

The publication ends with the twentieth chapter, “Innovative Contribution of Women in Spanish Companies”, by Beatriz Corchuelo and Alfonso del Horno-García. The authors mention some initiatives that have been taken with a view to gender equality, make a brief review of the literature on the incorporation of women into the world of work, and then present the evolution in Spain in recent years. Through a qualitative and exploratory study (14 in-depth interviews), focused on the Autonomous Community of Madrid, they intend to demonstrate that women (with their “velvet management”, as they call it) can be a particular added value for the organizations where they work, so that companies must be aware of this fact, and educational programs, government bodies and civil society must contribute to gender balance both in sectoral and hierarchical terms.

In short, the book starts by covering a set of activities upstream of the entrepreneurial activity, and then addresses a significant, though not exhaustive, set of different types of entrepreneurship, often paving the way for more in-depth investigations which will allow us to continue expanding such a relevant theme for our collective future.

To conclude, we would like to thank the authors whose collaboration has made this project possible and express our hope that readers will find this publication inspiring and useful.

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