Australian Centre for Entrepreneurship (ACE) Research Exchange Conference 2013
5 – 8 February
Brisbane, Australia

http://www.acereconference.com/
Welcome Letter

In its second iteration, ACERE – the Australian Centre for Entrepreneurship Research Exchange – returns to its home turf, the Australian Centre for Entrepreneurship Research (ACE) at Queensland University of Technology (QUT).

The ACERE conference continues the proud tradition of an Australian-based, high quality, annual conference in entrepreneurship, previously known as “AGSE-IERE”. Apart from regular paper presentation sessions, the conference features a keynote address by Professor Saras Sarasvathy; a “Meet the Editors” session featuring professors Dean Shepherd and Richard Harrison (and myself); a Policy Forum, a Doctoral Consortium, and a Paper Development Session.

We wish you a hearty welcome to a great conference experience at ACERE and trust that you will also enjoy Brisbane and its surroundings.

Per Davidsson
On behalf of the ACERE Committee

Sponsors Information

[Image] ie-scholars.net
INTERNATIONAL ENTREPRENEURSHIP

[Image] THE UNIVERSITY
of ADELAIDE

[Image] SMALL ENTERPRISE ASSOCIATION OF AUSTRALIA AND NEW ZEALAND (SEAANZ)
VISITORS TO BRISBANE

Brisbane is a modern, dynamic destination with a youthful spirit, great convention and meeting facilities and an appealing range of leisure activities. In one neat package Brisbane embodies the great Australian destination. From the world-class infrastructure to the excellent transport systems to the global reputation for innovative and emerging industries to the immense options for pre and post touring and partner programs, Brisbane is a destination built for business events. Friendly, engaging, clean and safe, Brisbane is also a destination where people are a priority. This is a city where government and industry work together to support conventions, conferences and exhibitions. That means that across the city, from hotel lobbies to restaurants to retail outlets, your delegates will be welcomed and embraced into the community.

BRISBANE DINING PRECINCTS

Brisbane City – There are many exciting eating establishments, which are scattered across the CBD. For easy reference the two main areas are:

Queen Street Mall – Offers numerous food courts for quick, casual meals, open air cafes for those who prefer to take their time or a number of different restaurant & bars spread from one end of the mall to the other

Riverside/Eagle Street Pier – Is the heartland of the city’s dining precinct. In this prime riverfront location, there are literally dozens of places to eat with many of the restaurants making the most of the stunning river views for alfresco, relaxed dining.

Fortitude Valley - ‘the Valley’, as it is known by the locals, is full of an energy and individualism that makes it one of the most exciting dining areas in Brisbane. This vibrant dining locale offers everything from quality Asian to distinctive European and Middle Eastern cuisine. The main dining precincts are the Brunswick Street precinct (Brunswick Street, the Brunswick Street Mall, Central Brunswick and Chinatown), the James Street precinct and the Emporium precinct.

South Bank - Eating out at Brisbane’s South Bank gives diners so many options. There are restaurants and cafes in South Bank Parklands but the precinct also extends to nearby Little Stanley Street and Grey Street. This is a heartland of Brisbane’s dining scene, offering cuisines from around the world and for all budgets. It’s also a dynamic place, with new places opening regularly.

West End - West End has so many eating options on Boundary Street from Vulture Street to Melbourne Street. You’ll also find other dining areas on Hardgrave Road and a small selection further down Vulture Street or on Melbourne Street, towards South Brisbane.

West End is known as the place to cruise the cafes, rather than dine in formal restaurants. There are always footpaths overflowing with patrons. There are all-night places to buy pizza or kebabs and early morning joints for strong coffee interspersed amongst the real and living village.

TRANSPORT

City Centre Free Loop Buses

Schedule
Clockwise Loop – service departs QUT every 15 minutes between 7:00am and 6:00pm
Anticlockwise Loop - service departs QUT every 15 minutes between 7:05am and 6:05pm

Taxis
Black and White Taxis  13 19 24
Yellow Cabs   13 32 22

Conference Organising Committee

CONFERENCE ORGANISERS

Per Davidsson
Director
Australian Centre for Entrepreneurship Research
QUT Business School

Karen Taylor
Centre Coordinator
Australian Centre for Entrepreneurship Research
QUT Business School

CONFERENCE SECRETARIAT

Gabrielle Hunter
Event Manager
QUT Events
Keynote Speaker

Associate Professor Saras D. Sarasvathy
University of Virginia, Darden School of Business

Associate Professor Saras D. Sarasvathy is a member of the Strategy, Entrepreneurship and Ethics area and teaches courses in entrepreneurship and ethics in Darden’s MBA program. In addition, she teaches in doctoral programs not only at Darden, but also in Denmark, India, Croatia and South Africa. In 2007, Sarasvathy was named one of the top 18 entrepreneurship professors by Fortune Small Business magazine. A leading scholar on the cognitive basis for high-performance entrepreneurship, Sarasvathy serves on the editorial boards of the Journal of Business Venturing and Strategic Entrepreneurship Journal and is advisor to entrepreneurship education programs in Europe and Asia. Her scholarly work has won several awards, including the 2001 William H. Newman Award from the Academy of Management and the 2009 Gerald E. Hills Best Paper Award from the American Marketing Association. Her book Effectuation: Elements of Entrepreneurial Expertise (book overview) was nominated for the 2009 Terry Book Award by the Academy of Management.

Effectuation is widely acclaimed as a rigorous framework for understanding the creation and growth of new organizations and markets. The research program based on effectuation involves over a dozen scholars from around the world whose published and working papers can be found at www.effectuation.org. Sarasvathy has also developed several cases and other instructional materials to teach effectuation. A new textbook, along with an open source instructor website, is currently in the works.

In addition to a master’s degree in industrial administration, Saras received her PhD in information systems from Carnegie Mellon University. Her thesis on entrepreneurial expertise was supervised by Herbert Simon, 1978 Nobel Laureate in Economics. Before joining Darden, she was on the faculty of University of Washington and University of Maryland. And before that, she was part of the founding team in five entrepreneurial ventures.

Meet the Editors

Professor Dean Shepherd is the Randall L. Tobias Chair in Leadership and Professor of Management and Entrepreneurship at the Kelley School of Business, Indiana University. Dean received his doctorate and MBA from Bond University (Australia). In 2010 Dean was appointed Adjunct Professor to the Australian Centre for Entrepreneurship Research, at the Queensland University of Technology. His research is in the field of entrepreneurial leadership; he investigates both the decision making involved in leveraging cognitive and other resources to act on opportunities and the processes of learning from experimentation, in ways that ultimately lead to high levels of individual and organizational performance. Dean has published, or has accepted for publication, approximately 90 papers primarily in the top entrepreneurship journals (Journal of Business Venturing and Entrepreneurship Theory & Practice), the top general management journals (Academy of Management Review, Journal of Management, Management Science, Organization Science and the Strategic Management Journal), top general operations journals (European Journal of Operational Research) and top psychology journals (Journal of Applied Psychology). He is also the editor-in-chief of the Journal of Business Venturing (the leading journal on entrepreneurship) and on the review board for numerous management and entrepreneurship journals.

Professor Richard T Harrison is the founding co-editor of the research journal Venture Capital: An International Journal of Entrepreneurial Finance, the leading publisher of academic research on risk capital. He is immediate past Dean of Queen’s University Management School, where he holds a Chair in Management and chairs the China Management Research Institute. Previously he was Dioxons Professor of Entrepreneurship and Innovation at the University of Edinburgh. Richard is a leading authority on business angel and early stage venture finance (having published over 50 academic papers and policy reports) and has advised governments, development agencies and business groups internationally on risk capital and venture finance issues. His current research interests include the analysis of entrepreneurial learning and leadership processes, studies of the role of entrepreneurship and innovation in emerging economies (notably China), examination of the nature of peace entrepreneurship in conflict societies, and investigations of the generation, protection and exploitation of intellectual capital, including studies of academic entrepreneurship and technology transfer.

Per Davidsson is Professor in Entrepreneurship and Director for the Australian Centre for Entrepreneurship Research (ACE) at the Queensland University of Technology, Australia. He is a Field Editor of Journal of Business Venturing and former associate editor of Small Business Economics and Entrepreneurship Theory & Practice. He has additional affiliations with the Jönköping International Business School, Sweden and University of Louisville. In 2011/12 he served as Chair of the Entrepreneurship Division of the Academy of Management. Per has led and/or participated in multiple international-collaborative research projects addressing a broad array of entrepreneurship issues on the individual, team, organizational, regional and national levels. His primary areas of expertise being new venture creation, small firm growth and research methods he has authored more than 100 published works on entrepreneurship topics including some of the best cited works in the leading journals in this field.
### Thursday continued

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<th>Time</th>
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<td>1:30pm - 3:00pm</td>
<td><strong>Paper Session 6</strong></td>
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<td>Chair</td>
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<td>P Block 504</td>
<td>Psychology of Entrepreneurship</td>
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<td>Small Business Management</td>
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<td>What Motivates Nascent Entrepreneurs to Establish Tourism Ventures?*</td>
<td>Martin Bliemel</td>
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<td>to Establish Tourism Ventures?*</td>
<td>Manjula Dissanayake</td>
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<td>The Development of a Multi Variant Model for Market Intelligence Data Gathering for Australian Micro Businesses and SMEs</td>
<td>Pauline Ross</td>
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<td>3:00pm - 3:30pm</td>
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<td>6:30pm – 10:30pm</td>
<td><strong>Conference Dinner and Awards</strong></td>
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* The Development of a Multi Variant Model for Market Intelligence Data Gathering for Australian Micro Businesses and SMEs

* Growth process of medium-sized manufacturing: a study of women-owned firms in Bangladesh*

* Investigating the manifestation of decision-making approaches in nonprofits: Implications for governance*

* The networking behaviours of women in small businesses*

* Owner-managers’ perception of business regulation – empirical study

* Social Business Models in Developing Countries - The relationship between type of value creation and levels of vertical integration

* Governance as an Additional Dimension of Entrepreneurial Orientation: A Social Entrepreneurship Perspective*

* Serial Social Start Ups: Entrepreneurial idealists addicted to doing good or social pragmatists with pure intentions?
Session 6B: Small Business Management
Room: P Block 505
Session Chair: Manjula Dissanayake

The Development of a Multi Variant Model for Market Intelligence Data Gathering for Australian Micro Businesses and SMEs
Pauline Ross

Principle Topic
Micro businesses and SMEs have typically been encouraged to develop and implement “professional” business processes that enable them to understand the macro market and business environments. The driver of this trend has typically come from external “expert” sources, and this has led an evolution in contemporary thinking and literature, that micro businesses and SMEs operate in a similar way and with a similar structure as larger organisations.

Recent research has indicated that this contemporary thinking regarding the operating structure of micro businesses and SMEs (MB/SME) is typically inappropriate and often damaging to the MB/SME, because too much attention can be diverted from value customer interaction that happens at a scale that the smaller business can manage. The practice of big picture thinking by small market players, has often developed a nebulous picture of the actual market the MB/SME operates in, and as such, has created a gap between the MB/SME and their real customer, because the MB/SME market intelligence is now often overpowered by copious misinformation from other sources.

Research conducted by Bose (2008) and expanded upon by Xinping (2011) indicated that a further burden has been placed on the MB/SME with the introduction of Web 2.0 (i.e. social media). Web 2.0 has provided an opportunity to collect more data, from more sources, at a greater volume, however, it often overloads the MB/SME with too much information.

In the case of the MB/SME, a paradox exists, that in many cases electronic media has increased the workload and decreased the opportunity for customer interaction (i.e. the opposite of the intent and common wisdom associated with IT and Web 2.0). Furthermore, once value and knowledge rich MB/SMEs are now forced to follow a price driven business model, because technology has made price comparison by the customer simple. However, the volume compensator for a price sensitive strategy available to larger organisations does not exist for resource poor MB/SMEs, and as such, their ability to sustain or grow their market is eroded.

There is no suggestion that MB/SMEs should return to a pre-modernist paper driven management system, however, there is evidence to suggest that the cumulative insatiable desire to “connect to the max” has not existed for resource poor MB/SMEs, and as such, their ability to sustain or grow their market is eroded.

Whilst providing an opportunity for many businesses to access a potentially wider market, Web 2.0 also requires dedicated time to feed its continually connected mode. Typically, MB/SMEs have not been provided with enough information to judge whether the data from online sources should replace, work alongside, or require dedicated time to feed its continually connected mode. The driver of this trend has typically come from external “expert” sources, and this has led an evolution in contemporary thinking and literature, that micro businesses and SMEs operate in a similar way and with a similar structure as larger organisations.

The results from the face to face research were benchmarked against the results of a primary literature research on contemporary practices commonly accepted within business.

Results and Implications
Over the last decade MB/SMEs have been provided with a continual stream of seemingly better, and additional ways to collect data and connect with their customers. There is very little data on how to select the right mix of processes for a specific business environment or culture, however, this is especially important with a view to how MB/SMEs actually operate. Instead the literature and common wisdom suggests that the MB/SME should do it all, often to the detriment of the MB/SME.

As a result of this work, a model for planning market intelligence gathering for MB/SMEs has been developed and from it a discussion is offered concerning how the right balance of market intelligence gathering can be obtained. Recommendations for overcoming the paradox of big picture thinking in a small market environment are also offered.

Entrepreneurs’ attitudes towards business regulation - an empirical study
Helena Sjogren

Principal Topic
There has been growing recognition amongst policy-maker of the importance of the competitiveness in small businesses. By improving and simplifying the business regulation governments try to boost business environments and the competitiveness of small firms. Prevailing legislation is a significant factor in the operating environment for the small firms (Harris 2000), but regulation is not a homogenous phenomenon and does not have a uniform effect on all small businesses. Some regulations are either targeted at particular types of businesses or can be expected to vary in their impact across businesses. (Small Business Research Centre of the Kingston University 2003). The complexity of legislation may cause that owner-manager awareness of specific regulations has found to be limited (Kitching 2006, Atkinson & Curtis 2004, Harris 2002).

As Edwards (2004) and Vickers et al. (2005) noted, many respondents reported negative effects of regulation, but they were not able to identify specific subjects of legislation that related to their business. The results of previous literature seem to indicate that there could be gap between presumed effect and the real effect of regulation among owner-managers. The real effect of regulation appears how owner-managers adapt their behaviour to the regulatory framework. Owner-managers vary in their capacities to discover, interpret and adapt to regulation and pursue different strategic priorities. This may also have consequences for business performance. According to Small Business Research Centre of the Kingston University 2008 owner-managers who were conscious of regulations affecting their businesses tended to adapt more dynamically the best business practices. Regulations not directly cause business performance outcomes but how owner-managers adapt to regulations is the major influence on performance. There is still only little evidence that explore how regulation can enable or motivate owner-managers to act with the aim of improving business performance.

In our paper we will create a framework for understanding owner-manager attitudes and decision-making policy towards legislation which emphasises owner-managers varying characteristics and motivational bases. We are going to demonstrate that there are different typologies by which owner manager of small firms can be differentiated in terms of attitudes towards regulation.

Method
The empirical data were drawn from a mail survey conducted in spring 2012 by means of a structured questionnaire. We selected the most essential areas of regulation (labour law, tax law, company law) which have an effect on small businesses in multiple industry settings. In the mail survey also owner-managers’/firms’ characteristics (type of firm founder, number of owned firms, family firm / non-family firm etc.) were identified.