

**Proceedings  
of the  
7th European Conference on  
Innovation and Entrepreneurship**

**Escola Superior de Gestão  
e Tecnologia  
Instituto Politécnico de Santarém  
Portugal**

**20-21 September 2012**

**Edited by  
Dr. Carla Vivas and Dr. Fernando Lucas  
School of Management and Technology  
Polytechnic Institute of Santarém  
Portugal**

Copyright The Authors, 2012. 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.

These Conference Proceedings have been submitted to Thomson ISI for indexing.

Further copies of this book and previous year's proceedings can be purchased from <http://academic-bookshop.com>

CD version ISBN: 978-1-908272-66-9

CD version ISSN: 2049-1077

Book version ISBN: 978-1-908272-68-3

Book Version ISSN: 2049-1050

Published by Academic Publishing International Limited

Reading

UK

44-118-972-4148

[www.academic-publishing.org](http://www.academic-publishing.org)

## Contents

---

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Preface		xiv	vii
Conference Committee		xv	viii
Biographies		xx	x
Modelling the Style in Entrepreneurial Learning From Experience	<i>Ioannis Akritidis and Alexandros Kakouris</i>	1	1
Service Design Systems Driven Innovation Approach for Total Innovation Management	<i>Mohammed AlSudairi and TGK Vasista</i>	2	8
A Resource-Based View Model in Achieving Entrepreneurial Innovation for Canadian Universities	<i>Christos Apostolakis, José Carlos Rodríguez and Mario Gómez</i>	3	17
Certifying Innovation: A Proposal for a Standard With Innovation Management System	<i>Anna Arnò, Stefano De Falco<sup>2</sup> and Guglielmo Trupiano</i>	4	26
The Main Drivers of Financial Innovations: Evidence From the Global Crisis	<i>Claudia Gabriela Baicu, Olimpia State and Mariana Iatagan</i>	5	34
Evaluation and Adoption of University Technologies by Enterprises	<i>Fernando Barbosa and Fernando Romero</i>	6	41
Voice Behaviour – Intrapreneurship in Sheep's Clothing?	<i>Maria de Lurdes Calisto and Soumodip Sarkar</i>	7	49
Innovation and Internationalization of IT Companies – Comparative Case Studies in Brazil and Portugal	<i>Luísa Carvalho, Teresa Costa and Simone Galina</i>	9	57

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Enterprise Potential of Portuguese Students Fostered by an Entrepreneurship Education Program	<i>Maria Isabel Carvalho, Jorge Simões, António Samagaio and Eduardo Couto</i>	10	68
Entrepreneurship's Contribution to the Local Economic Development of Romania's North-West Development Region through trade	<i>Adina Catana and Lavinia Delcea</i>	11	79
The use of Multi-Criteria Analysis to Evaluate Innovative Solutions	<i>Piotr Chwastyk</i>	12	90
Barriers to Innovation Amongst Small and Medium-Sized Enterprises (SMEs) in Portugal	<i>Ana Cordeiro and Filipa Vieira</i>	13	97
Portuguese Social Stock Exchange – Assessment of Sustainability	<i>Teresa Costa and Luísa Carvalho</i>	14	105
Does it Make Sense to go Against "Shadow Entrepreneurs"?	<i>Oscar Cristi, José Ernesto Amorós and Juan Pablo Couyoumdjian</i>	15	116
Calibrating High Performance in the Ambitious SMEs Using Entrepreneurial Assumptions	<i>Pat Daly and James Walsh</i>	16	125
The Influence of a 'Learning-by-Doing' Program on Entrepreneurial Perceptions of Economics Students	<i>Luc De Grez and Dirk Van Lindt</i>	17	133
Nanotechnologies and Eco-Innovation: Creating a Regulatory Framework for Sustainable Markets	<i>Aurelie Delemarle and Claire Auplat</i>	18	140

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
The Management of Waste and Sustainable Development as Eco-Innovation and Source of Performance	<i>Carine Deslee</i>	19	149
Motivations and Attitudes Towards Female Entrepreneurship: An Empirical Study in Western Romania	<i>Anca Dodescu, Alina Bădulescu, Adriana Borza and Tomina Săveanu</i>	20	158
Fostering SMEs and Innovation: Challenges for Romanian Regional Growth and Development Policy	<i>Anca Dodescu</i>	22	166
Entrepreneurial Capital: The Experience of Black African Migrant Women in Britain	<i>Thomas Domboka</i>	23	174
Entrepreneurship Against Unemployment: The Lived Experiences of Immigrant Entrepreneurs in Four Countries	<i>Carolyn Downs Lambros Lazura and Panayiotis Ketikidis</i>	24	183
Fostering Creativity and Innovation: Spheres of Interaction Influence Chance Encounters	<i>Claudia Erni Baumann, Frank Zoller and Roman Boutellier</i>	25	190
Entrepreneurial Attitudes and Perceptions in a Cross-Country Setting: Evidence From GEM Data	<i>Paula Odete Fernandes, João Ferreira and Cristina Fernandes</i>	26	198
Potentialities of Public eProcurement as a Tool to Leverage the Policy of Innovation	<i>Isabel Ferreira and Luís Alfredo Amaral</i>	27	208

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Innovation of Decentralised Power Production: The Sustainability of Micro-Cogeneration for the Portuguese Market	<i>Ana Ferreira, Manuel Nunes, Luís Martins and Senhorinha Teixeira</i>	29	217
The Influence of Innovative Capacity on Firms Performance: Evidence from Portuguese and Spanish	<i>João Ferreira, Mário Raposo and Cristina Fernandes</i>	30	226
Integrated Product Development in a Multisite PLM Platform	<i>Stelian-Cornel Florica and George Draghici</i>	31	235
Engaging Communities of Lead Users With Technology: Findings From a European eParticipation Project	<i>Brendan Galbraith, Brian Cleland, Suzanne Martin Jonathan Wallace and Maurice Mulvenna</i>	32	245
Where are They now? A Entrepreneurship Education Follow-Up	<i>Laura Galloway, Isla Kapasi and Geoff Whittam</i>	33	252
Finding Risk Factors of Innovation Activity Enterprises	<i>Oleg Golichenko and Svetlana Samovoleva</i>	33	261
Entrepreneurship and Innovation in Creative and Cultural Industries	<i>Elissaveta Gourova, Ivan Draganov and Kostadinka Toteva</i>	34	271
Could the Leadership Range of the Entrepreneur Help the Small Firm's Innovation Performance Through the Employees' Organizational Commitment?: Empirical Evidence and Gaps From the Literature	<i>Izold Guihur and Gilles Marcoux</i>	35	281

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
University-Industry Collaboration: Do the Characteristics of Academic Staff Matter?	<i>Heiko Haase, Mário Franco and António Fernandes</i>	37	289
Competition Between Business Ecosystems: A Case Study of the Mobile Phone Industry	<i>Takashi Hirao and Yusuke Hoshino</i>	38	297
Networks of Growth: The Case of Young Innovative Companies in Finland	<i>Jukka Huhtamäki, Kaisa Still Minna Isomursu, Martha Russell and Neil Rubens</i>	39	307
Spin-Off Performance: Entrepreneurial Capabilities and Social Networks of the Founders in the Creation Period	<i>Thanh Huynh, Daniel Aranda and Luis Molina-Fernández</i>	39	316
An Agile Approach for Measuring the Performance of a Marketing System	<i>Monica Izvercianu and Cella-Flavia Buciuman</i>	40	324
Prosumer Involvement in Innovation Strategies – the Prosumer Creativity and Focus Paradigm	<i>Monica Izvercianu and Sabina Şeran</i>	41	332
Competitive Advantage for Early Stage Entrepreneurs: The Case of Lebanon	<i>Maroun Jneid and Antoine Tannous</i>	42	340
The Role of Planning In Innovation Success: Experience of Leading Polish Enterprises	<i>Magdalena Jurczyk – Bunkowska</i>	44	349
Ontologies Enable Innovation	<i>Jussi Kantola and Hannu Vanharanta</i>	45	358

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Fusing Technology, Innovation and Entrepreneurship Into Post-graduate Education	<i>Panayiotis Ketikidis, Anna Sotiriadou, Thanos HatziaPOSTOLOU, Petros Kefalas and Adrian Solomon</i>	45	366
Developing Øresund Region's Innovation System With Clean Technology Entrepreneurship	<i>Peter Kiryushin, Bala Mulloth and Tatiana Iakovleva</i>	46	376
At the Intersection of Dynamic Capabilities and Organizational Learning: Organizational Learning Capability as a Determinant of Innovation and Performance	<i>İpek Koçoğlu; Salih Zeki İmamoğlu and Hüseyin İnce</i>	48	384
The Significance of the LGBT-Community for Homosexual Entrepreneurs – Influencing Factors and Consequences	<i>Thomas Köllen, Regine Bendl and Sabine Steinbacher</i>	49	394
Crowdinvesting, an Innovative Option for Start-up Financing?	<i>Hanno Kortleben and Bernhard Vollmar</i>	50	404
Entrepreneurial Learning for Quality and Innovation – a Study in the Wellness Industry	<i>Yvonne Lagrosen and Stefan Lagrosen</i>	51	413
Innovation and Entrepreneurship Studies: One or two Fields of Research?	<i>Hans Landström, Gouya Harirchi and Fredrik Åström</i>	52	420
Exploring Regulatory Focus, Entrepreneurial Intention, Self-Efficacy and Entrepreneurial Skills Among Malaysian Higher Learning Institution Students	<i>Zaidatul Akmaliah Lope Pihie, Afsaneh Bagheri and Zaidatul Haslinda Abdullah Sani</i>	53	430
The Size of an Enterprise and Enhancing Innovation Potential	<i>Ladislav Ludvík and Jindra Peterková</i>	54	438



<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Innovation as Value key in Enterprises: The Spanish Case	<i>Maria Jesus Luengo and Maria Obeso</i>	55	447
Women Entrepreneurs: Profile, Business Motivation and Success Measures in Urban and Rural context	<i>Carla Susana Marques, Gina Marques Carvalho Santos and João Ferreira</i>	56	456
Factors Preceding the Formation of Entrepreneurial Intention: An Applied Study of Secondary School Students	<i>Carla Susana Marques, Daniela Gomes, João Ferreira, Ricardo Rodrigues</i>	58	466
Logistic Aspects Having Influence on Shopping Behaviour of Online Customers Within eCommerce and Cyber Entrepreneurship	<i>Veronika Mašínová</i>	59	476
Analysing Nascent Entrepreneurs' Behaviour Through Intention-Based Models	<i>Francesc Miralles, Carla Riverola and Ferran Giones</i>	60	482
Design as a Strategic Resource: Results From a Portuguese Online Questionnaire	<i>José Monteiro-Barata</i>	61	492
Clustering Entrepreneurship Aspirations: Innovation, Growth and International Orientation of Activities	<i>Alcina Nunes and Carlos Balsa</i>	62	502
Cooperation for innovation: Evidences From Southern Europe Countries	<i>Sandra Nunes, Luísa Carvalho and Teresa Costa</i>	63	211
Creativity: An Application to the Metropolitan Area of Porto	<i>Carla Oliveira, Sandra Silva and Isabel Mota</i>	64	521

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
SPIN-UP – Creating an Entrepreneurship Coaching and Training Program for University Spin-Offs	<i>Manuel Oliveira, João Ferreira, Alexandra Xavier, José de Sousa, Gonalo Meireles, Milton Sousa, Dariusz Tzmrielak, Sanna Tomperi, Pekka Salmi, Marko Torkkeli, Arthur Tolsma, Qing Ye and Marina van Geenhuizen</i>	65	530
Measuring Eco-Innovation and Corporate Sustainability Performance: Examples from Romania	<i>Dorel Mihai Paraschiv, Estera Laura Nemoianu, Claudia Adriana Langă and Roxana Voicu-Dorobanu</i>	66	539
The Innovation Potential of Social Enterprises	<i>Ruslan Pavlov</i>	68	548
Cultural Change Through Lean and Learning Mechanisms to Improve Organisational Performance in the Construction Sector	<i>Tiago Pinho, �ngela Silva, Cristina Rodrigues and Ant�nio Amaral</i>	68	554
Dynamics of Innovation, Contributions to Differentiation: Analysis of Innovation Strategies Vin�brasil of the Emerging Cluster of Winemaking in the Valley of San Francisco (Brazil)	<i>Valdner Ramos, Deranor Oliveira and Valdenor Clementino</i>	69	562
Financial Literacy of University Students	<i>Cristina Rodrigues, Filipa Vieira, Ant�nio Amaral and Vitorino Martins</i>	70	572
Social Networks and Innovation Strategies in Knowledge-Intensive Services: The Case of Software	<i>Isabel Salavisa and Cristina Sousa</i>	71	581

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
The Influence of the Global Crisis on Small Firms Active in the Romanian Pharma Industry. Lessons Learnt About Entrepreneurship and Management Education	<i>Cezar Scarlat</i>	73	591
Branding: Improving the Innovative Capacity of Greenhouse Horticulture SMEs	<i>Henk Schout and Pepijn van Willigenburg</i>	74	600
Impact of Innovations on Occupancy Rate of Hotels: A Comparative Study of the Intrapreneurial Perspective	<i>Krishna Shetty and Ramamithram Gopal</i>	75	608
Creating Entrepreneurial Activity: Russian University Case Study	<i>Dmitriy Shishkin and Natalia Molodchik</i>	76	616
Crowdsourcing Innovation: A Strategy to Leverage Enterprise Innovation	<i>Cândida Silva and Isabel Ramos</i>	77	624
Innovative Competencies of Leading in a Complex World	<i>Aelita Skaržauskienė and Steponas Jonušauskas</i>	78	631
Determinants and/or Barriers to the Adoption and Diffusion of Paper Transistors in Portuguese Industry	<i>Joana Sousa, Aurora Teixeira and Sandra Silva</i>	80	641
Innovation Driven SMEs in Romania: Targets and Challenges in a (Post) Crisis Period	<i>Zsuzsanna Szabó</i>	81	650
Business and Technology Lifecycles and Adoption of the Entrepreneurial Strategy in SMEs	<i>Kambiz Talebi, Gholamreza Dashtimanesh and Reza Hajiani</i>	82	661

<b>Paper Title</b>	<b>Author(s)</b>	<b>Guide Page</b>	<b>Page No.</b>
Volume-Based R&D tax Credits and Behavioural Additionality in YICs	<i>Peter Teirlinck, Daniel Neicu and André Spithoven</i>	83	672
Implementation Characteristics of Green Entrepreneurship in the Greek Furniture Sector	<i>Marios Trigkas, Ioannis Papadopoulos and Glykeria Karagouni</i>	84	680
A Case Study on the Relationship Between Disasters and Innovation	<i>Jiro Usugami and Hirofumi Abe</i>	85	689
Inter-Firm Alliances: A Mechanism to Develop Innovative Capacity in Portuguese SMEs	<i>Luís Valentim, Mário Franco and João Lisboa</i>	86	695
Fight – Impact – Decrease – Climate Change	<i>Hannu Vanharanta, Jussi Kantola, Markku Salo and Pawel Krolas,</i>	87	703
Entrepreneurial Intentions of Engineering Students	<i>Filipa Vieira and Cristina Rodrigues</i>	87	712
Institutions: How Relevant for Interactions in an Emerging Regional Innovation System?	<i>Marcia Villasana and Danilo Chavez</i>	88	721
Social Networks use for Geographical Expansion in Rural and Urban Small Firms	<i>Cathie Wright, John Sanders, Laura Galloway and Jo Bensemenn</i>	89	730
Assessing the Impact of Transformational Leadership, Market and Learning Orientations on Entrepreneurship and Innovation: A Neural Network Topology	<i>Afonso Zinga, Arnaldo Coelho, Maria Silva and Fernando Carvalho<sup>1</sup></i>	90	738

<b>PHD Papers</b>		91	749
Entrepreneurial Leadership Learning: The Critical Role of Involvement	<i>Afsaneh Bagheri and Zaidatol Akmaliah Lope Pihie</i>	93	751
Development and Economic Growth Contribution of Migrant Workers and Entrepreneurs	<i>Ileana Ciutacu</i>	94	759
Analysis of Consumer Profiles in the Presence of a Disruptive Innovation	<i>Biagio Di Franco and Monica Izvercianu</i>	95	769
A Theoretical Contribution: Web 2.0 and Entrepreneurial Corporate Culture Linked to Radical Innovation	<i>Diane Duparc</i>	96	778
Entrepreneurial Innovation: An Empirical Investigation in the Sri Lankan Rubber Industry	<i>Shyamalie Ekanayake and Dhammika Abeysinghe</i>	97	787
The Effect of Crowdfunding on the Resource Assembly Process During and After Venture Formation	<i>Denis Frydrych, Adam Bock and Tony Kinder</i>	98	797
Entrepreneurship and SMEs Through Business Incubators in the Arab World (Case Study of Jordan)	<i>Emhamad Hamad and Leslie Arthur</i>	99	801
Dynamic and Autotelic Capabilities in Knowledge-Intensive, Low-Tech Ventures	<i>Glykeria Karagouni, Aimilia Protogerou and Yannis Caloghirou</i>	100	810
The Measurability of the Impact of Corporate Social Responsibility on Business Performance	<i>Malte Kaufmann and Marieta Olaru</i>	101	818
Places for SMEs to Cooperate in Innovation in the Basque Country	<i>Maria Jesus Luengo' Maria Ángeles Intxausti and Iñaki Periañezn</i>	101	827

Integrating Innovation Indicators in the GPE Model for Automobile Performance Assessment	<i>Cristina Moisa, Marieta Olaru and Ionela Carmen (Rizea) Pirnea</i>	102	835
Non-Technological Innovation: Current Issues and Perspectives	<i>Cristina Pereira and Fernando Romero</i>	104	845
Emerging Challenges for Entrepreneurship and SMEs in the Context of Knowledge Capitalism and Glocalization	<i>Adalberto Rangone</i>	105	853
What Ingredients Define a Successful Small Business – A Review of the Literature	<i>Ted Sarmiento</i>	106	863
An Explanation for the Adoption of Industrialised Building Construction in Malaysia: System Functions	<i>Saiful Azri Abu Hasan Sazalli, David Greenwood, David Morton and Brian Agnew</i>	107	872
Self-Efficacy of Students Attending Higher Education Institutions	<i>Dina Teixeira, Jorge Simões and Maria José Madeira Silva</i>	108	882
<b>WIP Papers</b>		109	891
The Case of Fifth Generation Virtual Assistants	<i>Francisco Gonzalez-Bree, David Cembrero and David Ruiz de Olano</i>	111	893
Innovation and Regional Economic Growth in European Countries	<i>Corina Grigore, Georgeta Grigore and Constantin Draghici</i>	111	898
The Impact of the Expansion of Chain Stores on the Local Producers – A Case Study of Bihor County, Romania	<i>Ioana Pop Cohu, and Adina Catana</i>	112	902
Women entrepreneurs in Western Romania: a business profile	<i>Anca Dodescu, Alina Badulescu, Ioana Pop Cohu,</i>	113	905

<b>Abstracts only</b>		115	
Emotional Competences in the Entrepreneurial Activity of Romanian Women of Western Romania	<i>Elena – Aurelia Botezat</i>	117	
Knowledge Management Behaviour: The Case of Growth-Oriented SMEs in Atlantic Canada	<i>Douglas MacDonald, Dongkoo Yun and Andrew McAuley</i>	118	
Farmers' Markets and Female Entrepreneurship; A Community Launching-Pad for low Risk Ventures	<i>Marianne Tremaine</i>	118	
Exploring Innovative Data Collection Tools in Social Sciences Research	<i>Armando Luis Vieira</i>	119	

the use of design. After this introductory work, some of these topics and its interrelationships could be deeply analysed with the use of multivariate data analysis.

**Keywords:** strategy, design, innovation, data analysis

## **Clustering Entrepreneurship Aspirations: Innovation, Growth and International Orientation of Activities**

---

**Alcina Nunes and Carlos Balsa**

**Polytechnic Institute of Bragança, Bragança, Portugal**

**Abstract:** It is sometimes argued that nations differ in their underlying entrepreneurial spirit. So, in recent years, more researchers started being interested in the analysis of entrepreneurship across countries and regions. Some of the international literature on the subject recognises that regional variation in entrepreneurship is significant and persistent, and often even exceeds national differences. Associated with entrepreneurship comes the concept of innovation. Indeed the seminal work of Schumpeter establishes conceptually the entrepreneur as an innovator. Nowadays the belief that innovation has an important role in the international entrepreneurial activity rate has been theoretical and empirically analysed/tested. Innovation allows the creation of new firms and/or ensures the survival of the existing ones. In both cases, it generates growth. Applying the statistical technique of cluster analysis to a dataset gathered by the Global Entrepreneurship Monitor (GEM) and that includes, in 2010, 59 countries; this paper intends to group countries into clusters regarding their entrepreneurial activity and the aspirations of national entrepreneurs concerning innovation, business growth and international orientation of their activities. It aims to identify and characterise different international entrepreneurial aspiration profiles. Note, however, that cluster analysis should be considered an exploratory data-analysis technique that is intended largely for generating rather than testing hypothesis. So this paper aims to divide the set of analysed countries in groups that share similar aspirations regarding the previous mentioned entrepreneurial aspirations. This is particularly important not only because the achievement of a relevant national entrepreneurship rate depends on the social and economic business envi-



ronment but also because, despite the international attention given to entrepreneurship, it is not known if it is a global phenomenon or if there are particular regions where the entrepreneurial activity is characterised by special patterns of entrepreneurship aspirations. The use of an international comparable entrepreneurship unique dataset allows cross-country comparisons and therefore to reach the proposal goal.

**Keywords:** entrepreneurship, innovation, international economy, cluster analysis, GEM

## **Cooperation for innovation: Evidences From Southern Europe Countries**

---

**Sandra Nunes<sup>1</sup>, Luísa Carvalho<sup>2</sup> and Teresa Costa<sup>1</sup>**

<sup>1</sup>Economics and Management Department, Business School, Setúbal Polytechnic Institute, Portugal

<sup>2</sup>CEFAGE- University of Évora, Portugal and Economics and Management Department, Business School, Setúbal Polytechnic Institute, Portugal

**Abstract:** Innovation is nowadays an important source of competitiveness for several firms, however only some firms recognize the importance of cooperation to innovation. Recently, in the course of depressive economic cycle, firms from countries of Southern Europe faced enormous difficulties in world market. Cooperation to innovation could promote incentives and welfare effects, minimizing transaction costs and exploiting complementary know-how between partner firms. This paper studies the cooperation for innovation, in countries of Southern Europe (Portugal, Spain, Greece and Italy), analysing how R&D, incoming spillovers, public support, appropriability of innovation, financial constraints to innovation, firm size and sector can contribute to cooperative behaviour of firms. The literature review evidence that cooperation could include, sharing R&D cost and risk, the reduction of duplication spillover internalisation and introduce others benefits. This paper use Community Innovation Survey (CIS 4) micro-data for the four countries of southern Europe and apply a logistic regression in order to study cooperative behaviour for innovation. We believe that the results about these countries provide important clues concerning different arrangements of cooperation between firms and highlight some innovation patterns between studied countries.