



PALGRAVE STUDIES OF ENTREPRENEURSHIP AND
SOCIAL CHALLENGES IN DEVELOPING ECONOMIES

Unmasking Invisible Challenges in Entrepreneurship

Five Game Changer Models

Rajagopal · Ananya Rajagopal

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Palgrave Studies of Entrepreneurship and Social Challenges in Developing Economies

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*With love to
Arati
Akhilesh, and
Niharika*

PREFACE

In the changing scenario of accessible technology to micro, small, and medium enterprises, and developing their compatibility with industry 5.0, the technology-based enterprises are expected to play critical role in expanding existing markets by creating new consumption trends. The transcending technological innovation, and research and development have drawn the attention of governments in developing countries to provide large-scale financial support to local enterprises to improve market-oriented entrepreneurial skills. However, the support extended by the governmental and non-governmental organizations has yet to enhance their outreach to exhibit the desired impact on the economy of micro, small, and medium enterprises. It has been observed that in most developing countries, investment on research and development has failed to get the desired impact on technological innovation among the local enterprises.¹

Local entrepreneurship has emerged as low-cost innovation for utilitarian products, which enables the masses not only to participate as potential customers, but also to serve as co-creators, suppliers, and producers. Therefore, local entrepreneurship focused on utilitarian products and inculcating social consciousness is considered as the key source

¹ Ahn, S., Kim, K.-S., and Lee, K.-H. (2022). Technological Capabilities, Entrepreneurship and Innovation of Technology-Based Start-Ups: The Resource-Based View. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3), 156–172.

of economic open innovation and business growth. These entrepreneurs are active social agents, who gather weight in crowdsourced innovations, social capital formation, and deriving business models from social networks.² Developing local area technology within the proximity of entrepreneurs and social ecosystem is one of the emerging challenges to provide cost-effective entrepreneurial growth. Innovation in local enterprises largely depends on the transfer of technology leading to business transformation and overall economic growth of enterprises.³

ENTREPRENEURSHIP CHANGE AGENTS

Evolving utilitarian technology markets in local enterprises not only offer a cost-effective market proposition, but also attract a great deal of attention as the new product innovations often create market continuum for utilitarian products. This requires a dynamic and skill-sensitive technology transfer environment to encourage entrepreneurs to continue with adaptation of changing technology and market ecosystem. However, transformation of local enterprises through transfer of technology and ubiquitous development of entrepreneurship has emerged as the joint responsibility of industry and local government. The transfer of technology to women entrepreneurs can be effective in a 6A model comprising Awareness (technology information), Attributes (markets and consumers), Association (consortium), Acquisition (low-cost innovation and technology), Appraisal (design thinking and marketability), and Alignment (empowerment, accountability, and responsiveness). This book discusses five critical game changer models linking local area transfer of technology to revamp innovation for social entrepreneurship for growth and acceleration, social ubiquity, and global accessibility of markets to entrepreneurship in a digital interface. These game changer models include discussion on following models:

² Si, S., Yu, X., Wu, A., Chen, S., Chen, S., and Su Y. (2015). Entrepreneurship and poverty reduction: a case study of Yiwu China. *Asia Pacific Journal of Management*, 32 (1), 119–143.

³ Fontana, R. (2007). Technical change, prices and communications technology: Insights from the Local Area Networking industry. *Technological Forecasting and Social Change*, 74 (3), 313–330.

- Local Area Technology and Innovation for Transformation and Ubiquitous Development of Entrepreneurship (LATITUDE—Model 1).
- Growth and Acceleration in Restructuring Accountable Gender Entrepreneurship (GARAGE—Model 2)
- Revamping Innovation for Social Entrepreneurship (RISE—Model 3)
- Social Ubiquity of Innovation and Technology in Entrepreneurship (SUIT-E—Model 4)
- Global Accessibility to Markets and Entrepreneurship in a Digital Interphase (GAME-DI—Model 5).

The social and economic transformation at the bottom of the pyramid is shifting rapidly with the changing social and industrial development led by advancement in technology, the changing PNS factors, and relationship between the society and firms. The enterprises at the bottom line are grounded on social and ethnic foundations and are facing challenges to compete with aggressive innovation technology and manufacturing.⁴ Therefore, the concept of advancement of people's actions and responsive technologies is critical to entrepreneurial development by integrating research (challenge based), innovation (low cost and incremental), sustainability (green consumption), and entrepreneurship (micro, small, and medium enterprises) to create and enhance socio-economic values of entrepreneurship. The social ubiquity provides entrepreneurs the collective perceptions to help in them understand the voice of customers, identify critical-to-quality elements, and appropriately manage the quality function deployment in the innovation and technology-led entrepreneurial projects. The social consciousness and consensus encourage entrepreneurs to adapt to just do it and just feel right notions to implement them in practice.

⁴ Molina, A. and Rajagopal (2023). Challenge-based learning, research, and innovation: leveraging industry, government, and society. Cham, Switzerland: Springer, A Palgrave Macmillan imprint.

THEMATIC FLOW

This book is divided into five chapters across three sections comprising Genesis, the Game Changers, and the Entrepreneurial Transformation. Based on the core arguments discussed above, Chapter 1 discusses the genesis of change in the context of changing global trends within industry 5.0 and technology ecosystem. The attributes of industry 5.0 in the context of technology transfer for development of micro, small, and medium enterprises have been discussed in this chapter with focus on achieving market competitiveness. The current status of local enterprises within the niche marketplace has been discussed in the context of family business system and operational ecosystem comprising manufacturing processes, technology, and innovation. This chapter also discusses ways to enable transitional enterprises to evolve with a competitive marketplace and rapidly changing hybrid entrepreneurial domains. In addition, discussion on innovation and technology, technology-intensive enterprises, and public policies is also central to their discussion in this chapter.⁵ Systems thinking in entrepreneurship encourages continuous learning and skill development to match with changing preferences of consumers and market competition. Applying systems thinking within the social and stakeholder ecosystem offers applied learning to firms, which enables them to enhance social proximity and systematically break the chaotic information to synthesize crowd-based business model.⁶

Entwining into the above logical framework, Chapter 2 discusses the attributes and consequences of systems thinking on enhancing the efficiency of entrepreneurship within the social and economic challenges. The market consciousness, innovation perspective, and consumer value creation as the tools for social proximity and crowd-based business modeling have also been discussed in this chapter. Contextualizing entrepreneurship with society and business discussions in this chapter focuses on enhancing social proximity of micro, small, and medium enterprises to develop interaction with internal and external stakeholders. The

⁵ A. Newman, H.H. Tse, G. Schwarz, I. Nielsen (2018). The effects of employees' creative self-efficacy on innovative behavior: The role of entrepreneurial leadership. *Journal of Business Research*, 89, 1–9.

⁶ A. Tittel, O. Terzidis (2020), Entrepreneurial competences revised: Developing a consolidated and categorized list of entrepreneurial competences. *Entrepreneurship Education*, 3(1), 1–35.

discussions argue that social proximity will help in developing crowd-based business model and carrying out open innovations. In addition, the MIC factors comprising market consciousness, innovation perspectives, and creating consumer value have been discussed in this chapter. Discussion on advances in digital technologies, which have increased the possibilities of open innovation and outsourcing entrepreneurial activities to explore new opportunities, has also added value to this chapter.⁷

As the game changer models constitute the core of discussion of this book, Chapter 3 discusses the prelude to these models through the convergence of divergent factors of the game analytics. The PNS factors, increasing crowd influence, and socio-economic factors have been discussed in the book as the game foundation, which broadly deliberates R3 analytics comprising entrepreneurial attributes on resilience, returns, and risks. The transformational elements comprising technology, market, human elements, and organizational attributes in the context of local and global entrepreneurial environment have been discussed in this chapter. This chapter has comprehensively discussed the entrepreneurial transformation as a foundational attribute, which contributes to critical success of the firm and ensures long-term competitive success. The discussions also explore the role of government in supporting entrepreneurial transformation by resolving the visible and invisible challenges embedded in local firms⁸ (*e.g.*, Liu & Lee, 2019). The crowd-based ideation, entrepreneurial blueprint, conceptualization, and decision making are critically examined in this chapter, which leads to discussion of ground-breaking concepts on the three-dimensional organizational square comprising organizational design, decision making, change management, and strategies and tactics.

Chapter 4 exhibits ‘the game map’ plotting five game changer models comprising local area technology and innovation for transformation and ubiquitous development of entrepreneurship (LATITUDE), growth and acceleration in restructuring accountable gender entrepreneurship (GARAGE), and revamping innovation for social entrepreneurship (RISE). Other two game changer models identified as social ubiquity of innovation and technology in entrepreneurship (SUIT-E) and

⁷ Täuscher, K. (2017). Leveraging collective intelligence: How to design and manage crowd-based business models. *Business Horizons*, 60(2), 237–245.

⁸ Liu, S. C.-H. and Lee, T. (2019). The multilevel effects of transformational leadership on entrepreneurial orientation and service innovation. *International Journal of Hospitality Management*, 82, 278–286.

global accessibility to markets and entrepreneurship in a digital interphase (GAME-DI) are also discussed as critical game changers contributing to the transformation of conventional entrepreneurship to technology-driven and market-oriented entrepreneurial business model. These game changer models have been evaluated from the perspective of value propositions, collective intelligence, extent of business transformation, environmental mining, and latent opportunities and threat. The above game changer models are significant in entrepreneurial development as a critical component of social and economic evolution in the current innovation and technology ecosystems. The importance of the proposed models has the potential to spark interest of government in developing economies to design compatible public programs to improve capability and competency of local enterprises⁹ (*e.g.*, Pérez-Pérez et al., 2021).

Drawing the synergy from the previous chapters across two modules comprising The Genesis (Chapters 1 and 2) and The Game Changers (Chapters 3 and 4), the synthesis on entrepreneurial transformation has been discussed in Chapter 5 by convergence of divergent transformational factors and the philosophy of knowing-doing-being. The transcending innovation and technology, and rapidly changing market behavior requires entrepreneurial alignment through effective transformation. In this process, the resource-based enterprises stay ahead of large number of micro, small, and medium enterprises due to their limited resources and managerial capabilities. Based on the discussions on game changer models, game analytics, and their contextual relationship with entrepreneurship, this chapter deliberates ways to synchronize the entrepreneurial transitional pace. Accordingly, the transformational synergy across innovation, technology, market, and entrepreneurial growth has been discussed by converging the divergent transformational factors. In addition, the contributions of changing public policies and political ideologies to transformational entrepreneurship in developing economies also constitute the core discussion in this chapter. Future perspective on entrepreneurial transformation in the context of technology transfer, collective intelligence, and hybrid enterprises have also been discussed in this chapter.

⁹ Pérez-Pérez, C., González-Torres, T., and Nájera-Sánchez, J.-J. (2021). Boosting entrepreneurial intention of university students: Is a serious business game the key?. *The International Journal of Management Education*, 19(3), <https://doi.org/10.1016/j.ijme.2021.100506>.

MAPPING THE VALUES

At the onset, this book discusses the genesis of change in local entrepreneurship, which has been acquired from transforming global trends and the impact of industry 5.0 on digitization of entrepreneurial firms to increase market competitiveness. The advancement of information and communication technology penetrated through the social media channels has significantly activated crowd cognition and collective intelligence as a radical game changer in local enterprises. The book argues that crowd-based entrepreneurial business models have encouraged E3 factors in entrepreneurship embedding people's engagement, empowerment of local entrepreneurs including gender sensitivity, and entrepreneurial performance with experience (learn and acquired skills). Further discussion in the book carries a thematic path by contextualizing socio-psychological and anthropological drivers in designing, developing, and delivering entrepreneurial business models within competitive market ecosystems.

The book also discusses the shortening of entrepreneurial proximity in competitive markets, which results in changing the entrepreneurial desire to foster new consumption patterns. The book argues that technology and new business models make the proximity proposition of local enterprises easier to move between consumers, alliance partners, and social institutions to improve the intertwining of consumption with low-cost innovation and marketing process. The game analytics in unmasking the challenges in transitional entrepreneurship has been discussed in the context of PNS factors. In addition, crowd influence towards ideation, design thinking, crowd funding, and brand-elevated marketing constitutes the core discussion in the book. R3 analytics discusses the social and entrepreneurial resilience to changing entrepreneurship style and argues the divergent factors of returns and risks to transitional and transformational entrepreneurship patterns. Based on these game analytics, a game map has been constructed with five entrepreneurial models as discussed in the pre-text.

Transformational entrepreneurship is a less explored area in the existing literature, though there is a plethora of studies on digitization of entrepreneurship and hybrid business models. However, the game changers such as crowd, social proximity, and virtual entrepreneurship have yet to be brought on to the surface. This book discusses the impact of public policies on entrepreneurial growth and prosperity in the context

of global markets, reverse innovation, talent management at the grass-roots, and capital integration strategies. Public policies have encouraged a single window system in developing countries to provide integrated resource support (capital, raw material, technology, and entrepreneurial skills) to entrepreneurial ventures. Public policies in Southeast Asia have helped emerging enterprises in rural and semi-urban areas to develop a systematic blueprint of technology integration and encourage hybrid entrepreneurial operations. The entrepreneurial education and skill development also constitute the core of public policies to drive faster and simplified growth pattern.

This book provides a different knowledge-scape to the readers in unveiling the iceberg challenges and offering solutions through five game changer entrepreneurial models covering wider geo-demographic landscape. This book converges the divergent factors of entrepreneurship with social and economic proximity to explore possibilities of business growth and entrepreneurial continuum. The discussions are supported by theoretical analysis, model blueprints, concept maps, and strategies for implementation of the suggested entrepreneurial models, which defines the unique knowledge diffusion framework of this book. This book summarizes effectively the attributes of changing entrepreneurial models and exploiting unique opportunities in competitive markets through advanced technologies at the grassroots. The book argues that identifying and scaling frugal, ambidextrous, and reverse innovation are critical to local entrepreneurship due to resources, technology, and skill development problems.

THE AUDIENCE

The principal audience of this book are potential researchers interested in carrying out research based on entrepreneurial practices and their contributions to organizational design and operational efficiency in sustainable enterprises. This book helps to establish new research dimensions on convergence of entrepreneurial practices and dimensions of organizational development in emerging markets. This book also serves as a reference for the students of graduate management program studying in entrepreneurship stream, for learning the green entrepreneurial management patterns in emerging markets as suggested under sustainable development goals.

We hope this book will contribute to the existing literature and deliver new concepts to the students and researchers to pursue the subject

further. By reading this book, policymakers, non-governmental organizations, and entrepreneurship development agencies will develop insights on how to converge innovation, technology, and business practices under changing entrepreneurial conditions.

Mexico City, Mexico
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