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**Enterprise Profile and Women Owned Mitumba Enterprise
Outcomes in Mombasa City Kenya**

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Enterprise Profile and Women Owned Mitumba Enterprise Outcomes in Mombasa City Kenya

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Abstract

Purpose: Entrepreneurial outcomes are influenced by networks which facilitate successful venture start-ups through reduction of the effects of contextual and process factors. Hence, personal entrepreneurial networks enhance successful Mitumba start-ups. The objectives of this study were to examine: The effects of enterprise profile on entrepreneurial outcomes: The effects of enterprise venture creation on enterprise outcomes, the influence of Social networks on enterprise outcomes and the utilization of network resources on entrepreneurial outcomes.

Methodology: Descriptive survey was adopted in this study. The target population was 228 women entrepreneurs operating small enterprises in Mombasa city. A sample size of 114 entrepreneurs participated in this study.

Results: The key results indicates that the majority of the predictors were significant and the internal consistency of instruments was reliable (Enterprise Venture Creation, $\alpha = 0.91$ and Social network, $\alpha = 0.971$). Enterprise Venture creation had sig 0.359, hence, was not significant. A positive and significant association ($p < 0.0144$) was found on *Utilization of Network resources*. Enterprise profile had significance (.004), hence had an influence on mitumba outcomes. The Social network Intensity was significant ($P < 0.000$) the null hypothesis on Social network intensity was rejected.

Conclusion and policy recommendation: *This paper concludes that utilization of network resources as a predictor of Mitumba Enterprise Outcomes (MEO) was a strong predictor. The Social network Intensity supports Mitumba Enterprise Outcomes. While hence, venture creation was not supportive of Enterprise Outcomes.*

Key Words: *Effects, Women Entrepreneurial Profile, Mitumba, Enterprise Outcomes*

1. INTRODUCTION

Entrepreneurial personal Networks can be described as both the glue that connects the nodes in a network and the lubricant that affects the interactions between nodes and enables the relationship to continue (Anderson & Jack, 2002). Networking is the ability to connect more people at greater distance than before. The future belongs to those who create networks given that networks are important knowledge based society. Mitchell (1969) argues that there are various aspects of networks which help to describe their interactions. Granovetter (1985, 1992) moved the analysis into the economic domain by providing a social analysis of how economic activity can be understood only by seeing within the social context of individuals and organizations connected by a variety of ties.

Enterprises trading in mitumba products are engaged in veracious competition, and the enterprisers fear the potential theft of their innovations and creativity, suspicion, lack of trust and low level of entrepreneurial orientation hence impacting negatively on the degree of enterprise survival. In addition, county and national governments lack start-up support programmes for enterprisers in the Informal sector rendering start-ups ineffective. Equally, lack of understanding of entrepreneurial networking as a process and purpose of the intended entrepreneurial networking by enterprisers compounds the entire network outcomes phenomena. Hence, this paper was guided by the objective: To establish the effect of enterprise profile on Entrepreneurial outcomes through utilization of Network resources.

Network in general relates to a set of nodes and ties representing some relationship or lack of relationship, between nodes, Brass et al. (2004; 798). It is also defined as the sum total of relationship in which an entrepreneur participates and which provides an important resource for his or her activities Dodd and Patra (2002; 117). The notion of network and networking are closely connected but have to be distinguished because of the different nature of these two concepts Hoang and Antonio, (2003), Jack (2010). Therefore networks is the process and networking is the activity. Networking is an activity in which the entrepreneurially oriented SME owner builds and manages personal relationships with particular individual in their surrounding (Carson et al., 1995). Networking is a process of creating alliances with people and organization beyond the immediate boundaries of the venture. It includes all the exchange relationship among a group of organizations in a particular industry and or location. It is the ability to connect more people at greater distance than before. The future belongs to those who create networks given those networks given that networks are important in knowledge based society thus the role of networking in firms (Kingsley & Malecki, 2004; O'Donnell, 2004).

Networking is done because of the benefits that one hopes to reap from good networking. The entrepreneur must come out clearly about what he/she hopes to achieve through networking till, et al. (1997) argues that entrepreneurial networks provide entrepreneurs with their only stable source of accurate information. Entrepreneurial networks have been known to provide entrepreneurs with reliable information pertaining to competitors, industry events, channel concerns etc. Networking enables entrepreneur to obtain resources, access opportunities, access information, recommendation to other entrepreneurs, market identification, advertising and

hence, creation of entrepreneurial ideas, meet investors, raise social enterprise profile, win new clients among others. It also enhances competitive edge among entrepreneurs.

Entrepreneurs should harness and fully exploit the potential brought about by networking to enhance enterprise successful start-up. Burns (2001) suggests that the important ingredients are; the entrepreneurs character, the business culture, company strengths, business decisions. Greve and Salaff (2003) underline the role of kin networks at the early stages of business establishment when entrepreneurs plan and discuss their future ventures. The network as a whole provides for both specialization and flexibility while running the risk of variation in quality, loss of expertise and proprietor knowledge or technology Entrepreneurship, realization and renewal of value not just for the owners but for all participants and stakeholders ((Timmons & Spinelli, 2004).

Entrepreneur faces a lot of challenges among them lack of access to; suitable working space, inaccurate and non-existent financial records, inadequate planning, markets, institutional capacity, poor marketing and branding and inadequate planning. Networking could thus be handy in such situations. However, there a number of challenges entrepreneurs face in networking. These include loss of secrets, exploitation from members of the network, expensive, can provide an avenue for malicious speculation and rumors among competitors. Some of this aspects could thus networking intensity hence affecting entrepreneurial success.

To flourish in this competitive world, it is crucial to develop a strong entrepreneurial and social Network. Networking plays an essential role in binding and bringing firms together into a sound and innovative system of relational contracting, collaborative product development, and complex inter organizational alliances (Stabber, 2001). Previous research has recognized that networking is a vital source of information for entrepreneurs and small enterprises (Birbir & Smith, 2002; Greve & Salaff, 2003). The entrepreneurial process involves gathering of scarce resources from external environment. Entrepreneurs usually obtain these resources through their networks (Dodd, et al., 2002). Existing literature suggests that networks of entrepreneurs are really an opportunity set, which helps entrepreneurs to access both tangible and intangible resources. The networking consisting of family and friends tend to move in the same circles as the entrepreneur, these resources may not offer much beyond the entrepreneur's own scope; they may not be adequately diverse in nature (Anderson et al., 2005).

2.0 METHODOLOGY

A cross-sectional descriptive survey was adopted in this study given that surveys are a popular method of collecting primary data. Stratified random design was used to achieve a homogenous population of respondents. Quantitative research was based on the measurement of quantity or amount, (Kothari, 2004, p5). The study was carried out in Mombasa city in Kenya. The focus was on informal Small and medium enterprises in the mitumba sector. The main data collection tool was a questionnaire. A target population of 120 and a sample size of 80 enterprises using Yamane formula (1967:886) participated in this study. The sample was split into stratum to create homogeneity. The research Sample frame was entrepreneurs dealing with Mitumba products. The sampling design was simple random sampling. Data analysis employed descriptive and inferential statistics.

3.0 FINDINGS

The variables for which data was obtained are: legal status, size of the business, age of the business, location of the business, activity of the business and description of the business. The demographic characteristics of the Mitumba Enterprise were analysed by calculating the frequency distributions for all cases and summarized: The majority (84%) of the Mitumba Enterprise were constituted as private limited companies (9%), while public limited companies and sole traders were 7%. Most (46%) of the Mitumba Enterprises were located in the industrial zone, over a third (35%) in the new medina, 10% in the suburb and 9% in the old medina. Over three quarters of the respondents reported family ownership of their Mitumba Enterprise. While over half (58%) of the Mitumba Enterprise were wholly family owned, approximately a quarter (23%) of them were partly family owned. Only a substantial number (19%) of Mitumba Enterprise were owned independently of other family members. Interestingly, these findings suggest the concept of familism that characterizes Moroccan society.

Generally, according to this Paper the cut-off was traced from Nunnally (1978) who argues that 0.7 and above is acceptable. In this phase, to improve the overall reliability, the Cronbach's Alpha should be above 0.7 or otherwise the Item was deleted. According to Kaiser (1988), KMO should be 0.5 for each of the variables in this phase of the Paper after refinement of the items. The findings show the success variables were reliable with internal consistency values ranging from (Cronbach's Alpha .78 to .971 and for KMO .069 to .0.90).

Table 1: Internal consistency of the survey instrument

Variables	No. of items	Cronbach's Alpha	Factor Loading
Enterprise Profile	9	0.88	0.70
Enterprise Venture Creation	16	0.91	0.88
Social Network Intensity	12	0.78	0.69
Utilization of Network resources	14	0.89	0.81
Competences	9	0.971	0.90
Technological	10	0.86	8.00

Testing of Null Hypotheses

H0₁: Enterprise Profile has no influence on Mitumba Entrepreneurial outcomes

The hypothesis was tested and it yielded results as shown on (Table 2). Results indicated that Enterprise profile has significant (.004), since $P < 0.05$ it was evident that Enterprise profile has influence on Mitumba Entrepreneurial outcomes ,though a weak significant . This Paper

also tested for multicollinearity statistics tolerance by means of Variance Inflation Factor, its results show that the Variance Inflation Factor (VIF) is not greater than 2, hence not problematic.

Table 2 Mitumba Entrepreneurial outcomes and Enterprise Profile

Model	Un standardized Coefficients	Sig	Collinearity Statistics	
			Tolerance	VIF
(Constant)	4.565	.000		
EP Enterprise Profile	-.240	.004	.450	1.651
EVC Enterprise Creation	.324	.359	.338	2.956
SNI Social Intensity	.241	.000	.938	1.756
UNR Utilization Of Network Resources	.175	.002	.895	1.118

Dependent:
Mitumba Enterprise Outcome

Dependent Variable: Mitumba Enterprise Outcome

In this Paper the finding indicate high support for Enterprise profile since it is conceived in the context of actions such as providing ways for innovators to stay with and share their ideas in the organizations, encouraging entrepreneurial thinking, evolving quick and informal ways of accessing resources to try new ideas; and developing ways to manage many small and experimental innovations. “In the early stages, all innovations are defined by uncertainty. “If no uncertainty exists, then an organization is simply not innovating” (Wolcott & Lippitz, 2007, p.82).

H0₂: Enterprise Venture creation, has no influence on Mitumba Enterprise Outcome

This Paper established findings and yielded the results indicated that Enterprise Venture creation posted (sig 0.359), since $P > 0.05$ which means that the Level of Enterprise Venture creation has no influence on Mitumba Enterprise Outcome. In this case it does not support Mitumba Enterprise Outcome. Mesch and Czamanski (1997) used data including Russia SMEs. Their results produced a negative coefficient, on Venture creation but results differed across subgroups (i.e., $\beta = -0.499$ for those who make less than \$600, and $\beta = -0.199$ for those who made \$600-\$1500, but neither showed statistically significant results). Johansson (2000) examined Finnish data for 103,482 people aged 18 to 65 for the time period 1987 to 1994. This Paper also

produced a negative coefficient between income and entrepreneurial activity, $\beta = 0.042$, which was not statistically significant.

Similar Paper done by Gibb (2010) did a founding on Mitumba Entrepreneurial outcomes and established that current entrepreneurship involves more than business start-up, and that it also includes the development of skills to grow a business, together with the personal competencies to make it a success. Gibb also noted that while the entrepreneurial role can be both culturally and experimentally acquired, it is consistently being influenced by education and training. It has also been argued that the traditional approach.

H0₃: Social network Intensity has no influence on Mitumba Enterprise Outcome

This Paper tested the Hypothesis and the results indicated that Social network Intensity gave the significant of 0.000 since $P < 0.05$, the null hypothesis on Social network Intensity is rejected; indicating Social network Intensity supports Mitumba Enterprise Outcome. Similar Paper done by Kyrö & Carrier, (2005) found out that when network Intensity is added to the model, the regression coefficient for Proactiveness is $\beta = .12$, suggesting a partial mediation on the relationship. Regressing Mitumba Entrepreneurial outcomes on need for achievement, the regression coefficient is $\beta = .21$. When entrepreneurial orientation is added to the model, the regression coefficient for need for achievement is $\beta = .04$, which is much smaller than $\beta = .21$, suggesting almost full mediation of the relationship.

Generally, this research established that the positive effects of Social network Intensity on the business growth of an entrepreneur, especially for Mitumba Enterprise Outcomes in Eldoret. This result is consistent with many studies, for instance in the work of Martinez and Aldrich (2011), they reported that diverse network Intensity have an influence in entrepreneurial outcomes like survival and profitability. In addition, the Paper of Littunen and Niittykangas (2010) revealed that the use of Social network Intensity has a positive effect on firms' high growth in the Mitumba Enterprise Outcomes

H0₄: Utilization of Network resources has no influence on Mitumba Enterprise Outcome

The test of hypothesis for Utilization of Network resources was done and its results was indicated that Utilization of Network resources was significant(0.02), since $P > 0.05$, the null hypothesis that Utilization of Network resources has no influence on Mitumba Entrepreneurial outcomes is rejected. Utilization of Network resources supports Mitumba Enterprise Outcome.

Finding by ILO (2003), indicated that the training courses attended by participants since entry into the business were found to have a positive and significant ($p < 0.0385$) association as a predictor of total MEO. This might indicate that the postulated potential positive effects of a higher MEO might be accessible through access to training courses. If this were the case, then this would be a factor that could contribute to the shaping of an individual's MEO. Training courses were therefore found to potentially enable entrepreneurial behaviour, or potentially enable an individual's MEO.

Multicollinearity statistics tolerance for Mitumba Enterprise Outcomes Predictors

This Paper also tested the Multicollinearity statistics tolerance(MST), its results are indicated on (Table 3) for all the four constructs: Enterprise profile, Venture creation, Social network Intensity and utilization of Network resources .Results indicate that they are larger than 0.10, Enterprise profile (MST 0.895) with significant of sig (.002), $p < 0.005$, Venture creation (MST 0.891) sig (.001) $p < 0.005$, network Intensity (MST 0.891) sig (.002) $p < 0.005$ and utilization of Network resources (MST 0.994) sig (.003), gives the intercept term and the regression coefficients ($b = 4.144$) for each explanatory variable

Research done by Manchanda and Saurabh (2014), differ with results achieved by this Paper, it established that there is no significant relationship between system quality and system use, whose null hypothesis was accepted. So the Paper indicated that system quality did not influence system use.

Table 3: Mitumba Entrepreneurial outcomes Vs EP, VC, INI and UNR

Variables		Unstandardized Coefficient	Standardized Coefficient	Sig	Collinearity Statistics	
		5.144		.000	Tolerance	VIF
EP	Enterprise profile,	.175	.115	.002	.895	1.118
VC	Venture creation	.318	-.021	.001	.891	1.122
INI	Social network Intensity	.438	-.012	.003	.604	1.006
UNR	Utilization of Network Resources	.338	-.022	.001	.904	1.106

Dependent Variable: Mitumba Enterprise Outcome

Similar result was seen to be consistent with many studies, for instance in the work of Martinez and Aldrich (2011), they reported that Enterprise profile, Venture creation, Social network Intensity have an influence in entrepreneurial outcomes like survival and profitability. In addition, the Paper of Littunen and Niittykangas (2010) revealed that the use of Venture creation, and Social network Intensity has a positive effect on firms' high growth in the metal industry. Also, Chattopadhyay (2008) studied the pattern of social networking in relation with entrepreneurial success and the Paper concluded that entrepreneurial social networking is the powerful determinant of entrepreneurial success.

Multiple regression analysis

This Paper employed multiple regression analysis, the results yielded are shown in Table 4 .Enterprise profile, Enterprise Venture creation, Social network Intensity and utilization of Network resources on Mitumba Enterprise Outcomes (MEO). The constructed utilized the technique of regression analysis and findings helped the author in extracting, the regression model as shown on equation below.

$$y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

$$y = \text{MEO}, X_1 = \text{EP}, X_2 = \text{EVC}, X_3 = \text{INI}, X_4 = \text{UNR},$$

$$Y = \alpha + x_1(\text{EP}) + x_2(\text{EVC}) + x_3(\text{INI}) + x_4(\text{UNR}) + e$$

Where:

Y' = A predicted value of Y (which is dependent variable).

α = The value of Y when X is equal to zero. This is also called the “Y Intercept”.

β = The change in Y for each 1 increment change in X. (X1 X2) = an X score on independent variable for which the Paper is trying to predict a value of Y.

e = Residual or error terms (represent by e)

Y = Mitumba Enterprise Outcomes (MEO)

EP = *Enterprise* Profile

EVC = Enterprise Venture creation

INI = Social network Intensity

UNR = Utilization of Network Resources

Replacing path coefficients in the equation below:

$$y = \text{IFMIS use}, \alpha = (7.759), \text{EP} = (.318), \text{EVC} = (.708), (\text{INI}) = (.142), (\text{UNR}) = (.241)$$

Therefore Equation for the Model:

$$y = 7.759 + 0.318 (\text{EP}) + 0.708 (\text{EVC}) + 0.142 (\text{INI}) + 0.241 (\text{UNR})$$

From the result in (Table 4), holding all independent variables constant on Enterprise Outcomes of Female Enterprisers in Mombasa , a unit increase in Enterprise profile would cause a factor of 0.318 on Mitumba Enterprise Outcome, a unit increase in Enterprise Venture creation would cause an increase on Mitumba Entrepreneurial outcomes a factor of .708; a unit increase in Social network Intensity would cause an increase on Mitumba Entrepreneurial outcomes a factor of .142, finally unit increase in utilization of Network resources would cause an increase on Mitumba Entrepreneurial outcomes by a factor of .241.

Therefore, this Paper established that there was strong relationship between Mitumba Entrepreneurial outcomes and Enterprise Venture creation (.708,) with sig (.000), however, a weak relationship was established between Mitumba Entrepreneurial outcomes and Social network Intensity (0.142), sig (003 and lastly, the Paper found out the a weak relationship was

established between Mitumba Entrepreneurial outcomes and utilization of Network resources (0.241) with sig (.002).

Similar Paper done by Hartog et al., (2010) used the U.S. National Longitudinal Paper of Youth to examine the effects of various personal characteristics among entrepreneurs, Enterprise profile, Enterprise Venture creation and Social network Intensity. They found that Social network Intensity appear to have a weak significant for Enterprise Outcomes, however Enterprise profile, Enterprise Venture creation are very important for Enterprise Outcomes with a strong positive significant.

Table 4: Multiple Regression Model on Mitumba Entrepreneurial outcomes Vs EP, VC, INI and UNR

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Beta		
(Constant)	7.759		12.564	.000
EP	.318	.192	-1.711	.004
VC	.708	.694	-3.497	.000
INI	.142	.320	5.154	.002

Dependent Variable: Mitumba Enterprise Outcome

4.0 CONCLUSION AND DISCUSSION

Results indicated that Enterprise profile has significant (.004), since $P < 0.05$ it was evident that Enterprise profile has influence on Mitumba Entrepreneurial outcomes, though a weak significant. This Paper also tested for multicollinearity statistics tolerance by means of Variance Inflation Factor, its results show that the Variance Inflation Factor (VIF) is not greater than 2, hence not problematic. Enterprise Venture creation had sig 0.359 hence $p > 0.05$ which was not supportive to Enterprise Outcome. Venture creation was established to be a weak predictor of Mitumba Enterprise Outcome .In other words it does not support the Mitumba Enterprise Outcome.

Results indicate that Social network Intensity gave the significant of 0.000 since $P < 0.05$, the null hypothesis on Social network Intensity was rejected; indicating Social network Intensity supports Mitumba Enterprise Outcome. Finding of the Paper indicated a positive and significant association ($p < 0.0144$) was found .Utilization of Network resources as a predictor of Mitumba Enterprise Outcomes (MEO) is said to be a strong predictor of Mitumba Enterprise Outcomes , this potentially supporting the conception of entrepreneurship as a potentially in Female Enterprisers.

Contributions by this Paper is the utilization of a number of techniques applied in testing the Mitumba Enterprises outcome .such can be utilized by other scholars for example: Principal component analysis, Chi square and regression analysis .This Paper further contributes to knowledge since the Mitumba Enterprises outcome is a unique Title that cuts across the world,

it's one of its own kind as a research. The contribution of Paper originates from thorough testing and confirmations, which is a very tangible Contribution. The Paper was conducted based on Strategic Entrepreneurship outcome also known as Entrepreneurship performance which emphasizes the importance of managing entrepreneurial resources or activities strategically in order to obtain competitive advantage (Hitt & Sermon, 2003). It was conducted according to Bau & Wagner, (2010) who's Paper confirms that the Enterprise profile has influence on Enterprise Outcome. Bau & Wagner's finding, which had also tested for multicollinearity statistics tolerance, results indicated that the Variance Inflation Factor (VIF) was not problematic.

The Paper reviewed literature and identified three continuous latent variables: that determine the Mitumba Enterprise Outcome (female enterprisers) in Mombasa city, namely, Entrepreneurs Profile, Utilization of Network Resources and Social network Intensity. While Enterprise Venture creation has no support for Mitumba Enterprise Outcome. This Paper then operationalised these constructs using multiple measures as proxies and explored them on Kenyan sample. Future research would also have to look at the capabilities of the Mitumba Enterprise Outcome in more detail such as expanding Paper areas. Examining a large number of companies and counties was a better approach to the future. In addition, although the findings of this Paper present rich insights with regards to Mitumba Enterprise Outcome can be overcome in future research by using more theories i.e Use three to four theories.

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