

# MASTER'S THESIS

Course Code: BE307E

Candidate Number: 10

Course Name: Entrepreneurship and Innovation Management

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**Corporate Entrepreneurship and Innovation: An  
exploratory study on established firm's  
entrepreneurial attribute and effort.**

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Date: 02.06.2020

Total number of pages: 66

## **Abstract**

This thesis focuses on the entrepreneurial and innovative activities within the established firm. More precisely, the paper seeks to identify the established firms attribute and effort that exploit the market opportunity and achieve competitive advantage. In this paper, organizational entrepreneurial and innovation activity and corporate entrepreneurship terms have been used interchangeably. The qualitative research methodology has been applied in this study in order to explore the entrepreneurial and innovative activities within the firm. Semi-structured interviews were used to collect primary data. The findings of this paper show that the firms attribute and effort, employee attributes, idiosyncratic entrepreneurship, and structural application are the salient features of organizational entrepreneurship and innovation, while entrepreneurial obstacle has an antithesis effect on firm's innovation attempt. A novel conceptual contribution of this paper is a link between established firm's entrepreneurial attributes and opportunity exploitation.

**Key words:** Entrepreneurial firm's attribute, corporate entrepreneurship, opportunity exploitation, exploratory research.

## **Acknowledgement**

This thesis is written as partial requirement of Master degree completion at Nord University Business School for the half year duration. The specialization of the thesis is Entrepreneurship and Innovation which carries 30 ECTS.

I am interested particularly in corporate entrepreneurial and innovative activities which, now days, is a promising technical innovative industry throughout the world. Hence, I opted to write my master thesis on corporate entrepreneurship.

I would like to acknowledge and extend my gratitude to my supervisor, Mr. Bjørn Willy Amo, Professor, Nord University Business School, for his invaluable supervisions and guidelines. He was always available to provide me the suggestions for my queries and gave me feedbacks for each chapter so that I could write well otherwise I could not. Thanks for your wisdoms, patience, inspiration, and above all constructive supervisions.

I am very grateful to all the professionals who took time out of their busy schedules and put in the effort to participate in interviews and share their valuable inputs and ideas, which formed the basis of this dissertation.

I would also like to thank all my professors and fellow students of the Innovation and Entrepreneurship master program at the Nord University Business School. I am very grateful to all the fantastic people I met here and have learned from all of them. Thank you all.

I also thankful to my family for giving their endless support.

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# **1. Introduction**

## **1.1 Background of the study**

This research paper is envisioned to identify the established firm's entrepreneurial attributes and efforts which capture the market opportunity and achieve competitive advantage. Firm's entrepreneurial activity or corporate entrepreneurship (CE) (Guth and Ginsberg, 1990) or intrapreneurship (Pinchot, 1985) has been gaining increasing interest among the researcher, practitioners as well as to the managers of the established firms (Corbett et al., 2013). The firm's entrepreneurial and innovation activity has been an issue of great commercial as well as social importance not only developed economy, but also the global economy at large (Eriksson, Kerem, and Nilsson, 2008). Therefore, CE and innovation has become an important benchmark for firm performance, growth, and profitability (Yiu and Lau, 2008). The first and foremost aim of this thesis is to attempt towards theory development within the area of entrepreneurship and innovation by the identification of firm's entrepreneurial attributes and efforts that facilitate opportunity exploitation and achieve competitive advantage. Secondly, the proposed contributions may help the established firm to have an insight to adopt effective organizational policies and strategies concerning entrepreneurial and innovation endeavor.

The global marketplace is characterized by the unremitting competition. In order to survive and sustainable development in the current turbulent business environment, detection and materialization of opportunities are essential. CE takes place when firms strive to exploit product-market opportunities through innovative and proactive behavior (Dess, Lumpkin, and McGee, 1999). CE facilitates a firm's efforts to exploit current competitive advantages and explores new opportunities as well as competencies required to pursue them.

Moreover, firm's development and growth strongly depend on CE (Antoncic and Antoncic, 2011a). Entrepreneurship plays a significant role in firm's progress and performance as well as sustainable competitive advantages (Kuratko, 2009). CE is not merely beneficial to established firm, but also to economies also, as it can affect the economy by increasing productivity, improving practices, creating new industries, and enhancing international competitiveness (Wennekers and Thurik 1999).

Furthermore, companies are continually changing. Therefore, it is important to continually adjust, adapt, or redefine them in view to cope with the changing market economy. In line with the worldwide explosion of new business, products and services, technologies, and patents, established firms are faced with a fundamental choice. They can either become victims of the revolution (change) as aggressive, or they can join the revolution (Morris, Kuratko, and Covin, 2008). In order to keep fit with these changes, organizational entrepreneurship is particularly important for firm to face changes in industry and market structures, customers' needs, technology and social values.

Currently, the world has been facing a breathtaking pace, new sciences and technologies are developing, enhancing worldwide, and formations of new business organization and business relationships are appearing almost every day (Morris, Kuratko, and Covin, 2008). Established firm could not ensure their sustainable development and growth unless they are ready to put their gains back in order to triumph over new markets, harnessing new technological adaptability, introductions of new business models. Thus, these challenges require entrepreneurial forms to conquer upstream obstacles, and corporate entrepreneurship to be the precise solution.

One critical aspect of entrepreneurial and innovative activities within the firm remains less understood: established firm's entrepreneurial and innovation attributes and efforts that expedite the exploiting market opportunity and achieve competitive advantage. These attributes include improvement in operation management and task coordination (Mishina, 1999), capital investment (Thomson, 2001), the competence of the employee (Drucker, 1999), idea or creativity, self-motivation and freedom of work (Pinchot and Pellman, 1999). Despite of the significance of this body of work and the vast literatures available, the knowledge of the established firm's entrepreneurial attributes and efforts that expedite the opportunity exploitation and achieve competitive advantage is still limited.

## **1.2 Problem Statement**

Today's fiercely competitive business environment, CE is considered as a reliable way to develop a sustainable competitive advantage (Kassa, 2014). Entrepreneurial and innovation activities within the organization is one of the important strategies for long term marketplace



success (Pinchot, 1985). The exploratory act of identifying and seizing potential opportunities of entrepreneurship can bring new venture into being. As firm ages and grows, management's focus shifts towards manipulating existing competitive advantages rather than capitalizing the opportunity exploration to build new competitive advantages (Hitt et al., 2011). However, many successful worlds renowned established firms struggle to retain their entrepreneurialness over time (Kuratko, Covin, and Hornsby, 2014), such as Kodak and Xerox (Chesbrough, 2002). Having some of the world's best research and development departments and chests of organizational resources and filing some of the most important patents they nonetheless became less entrepreneurial and suffered.

Elsewhere, the interest in CE, both as an academic concept and research area is growing from time to time. But much focus seems to go to specific areas of corporate entrepreneurship construct. For instance, definitional and structural issues of corporate entrepreneurship (Sharma and Chrisman, 1999), developing and refining an instrument, and the relationship between CE and strategic management (Tasika, 2006).

On the other hand, an investigation of firm's internal entrepreneurial attributes and efforts that facilitate with capturing opportunity and achieve competitive advantage is generally scarce. Thus, by developing a model, this study investigates for exploring firm's entrepreneurial variables of attributes and efforts that exploit market opportunity and achieve competitive advantage.

Furthermore, organization going through changes serves as better objects than stable, or static, organization (Czarniaswka and Sevon, 1996). In order to keep pace with the changes, firm need to establish competitive advantage through differentiation and continuous innovation, whether it is related to the creation of new products and services, production, organizational processes, or business models (Mokaya, 2012). This requires adaptability, flexibility, speed, aggressiveness, and innovativeness all of these have single solution-CE. However, there is no such exploratory model that reveals the firm's entrepreneurial attributes and efforts that facilitate opportunity exploitation and achieve competitive advantage.

### **1.3 Research Objective and Research Question**

This paper seeks to address the research gap of organizational entrepreneurial characteristics and efforts that propel to seize opportunities and achieve competitive advantage. Such an approach recognizes that CE is a firm level strategic posture that is geared towards the innovations, pro activeness, risk takings, autonomy, and competitive aggressiveness (Dess and Lumpkin, 2005). More specifically, this paper sought to analyze contribution behavior in the context of entrepreneurship model, while examining the established firm's entrepreneurial attributes and efforts that facilitate to manipulate market opportunity and achieve competitive advantage. Therefore, the strategic objective of this thesis is to identify:

- Established firm's entrepreneurial attribute and effort that facilitate opportunity exploitation and achieve competitive advantage.

To achieve this purpose, this study will conduct an exploratory research on grounded theory approach with in-depth interview data collections. In view to saturate this purpose, the following research question has been developed:

*What are the established firms' entrepreneurial attributes and efforts facilitating market opportunity exploitation and achieve competitive advantage?*

### **1.4 Context of the Study**

New innovations in organizations can come from within the firms or can be sourced from outside. Prior research has found that organization sources innovation from external entities, in recent times entrepreneurial ventures, via external venturing and other open innovation mechanisms (Chesbrough, 2003). The radical nature of entrepreneurship makes it a good candidate for external sourcing by existing organizations which is validated by recent trends in the marketplace globally. Particularly, the telecom industry has become one of the dynamic areas for economic development and face disruptive threats from various forces (Gerpott, Rams and Schindler, 2001). There have been widely publicized examples of large organizations in these sectors engaging with new organizational functionalities for enhancing organizational entrepreneurial activities. For example, Telenor group has launched a new experiment on IoT initiative called "Start IoT program" in order to boost up entrepreneurial and innovation activities as well as help with constructing national competency in IoT (Danijel, 2017).

The economy of Bangladesh is a developing market economy. It is one of the fastest growing economy and both researcher and policy makers extensively acknowledge that entrepreneurship is an important driver of economic development (Riaz and Rahman, 2016). Bangladesh's telecommunication industry has witnessed rapid growth over the years, having 2.58% (Databd, 2019) contribution to GDP. Entrepreneurship is considered as a key determinant of firm, regional, and national economic performance (Gupta et al., 2004). It is providing thousands of employment opportunities, offering a variety of goods and services, increasing national prosperity, and competitiveness (Zahra, 1999). As a risk taker, the entrepreneur develops business enterprises for the overall development of a country (Chowdhury, 2017). As a front-line actor, entrepreneur with his vigor, ability and ingenuity makes for a modification in the socioeconomic order by the cognitive operation of industrial growth. Therefore, considering Bangladesh as the context of the study is interesting to focus on research questions constructed in this thesis that what are the telecommunication industry's (Grameen Phone as the case of this study) attributes and efforts that capitalize the market opportunity and achieves competitive advantage through entrepreneurial and innovative activities and contributing to the socioeconomical development of the country.

### **1.5 Significance of the Study**

The focus of this paper is to study of the firm's entrepreneurial and innovation models implemented in different established firms, specifically telecom industry in this thesis. Entrepreneurial and innovation activities are the integral parts of today's established firms. As stated above, the firm's entrepreneurial and innovation functions are inevitable in order to achieve long-term development and competitive advantage (Ghemwat, 2002).

Study of this thesis is proposed to provide clearer insight on the current research gaps in the literature and development of entrepreneurship and innovation theory with an emphasize on the model of established firms' entrepreneurial attributes and efforts. Furthermore, this thesis may also help the managers and other established medium and large firms to adopt appropriate policy and strategy concerning firms entrepreneurial and innovation designs.

## **1.6 Thesis Overview**

The remainder of this thesis is structured as follows. First, the paper presents theoretical frameworks on literature available followed by a hypothetical conceptual framework of organizational entrepreneurial attribute and effort. Subsequently, this study presents findings and discuss them in light of theoretical framework. Finally, this paper draws conclusion by highlighting key contributions, implications for research and practices, limitations and future research avenues, and recommendations.

## **2. Theoretical Framework**

### **2.1 Entrepreneurship**

Schumpeter (1934) describes entrepreneurship as a process of “creative destruction” since the entrepreneurial activities continually displaces or destroys the existing products, methods of productions, process even by the markets by the new ones. Though, entrepreneurship is a multidisciplinary field having attracted researchers, for example, economics, sociology, psychology, history, philosophy and management (Aldrich, 2016; Lamont, 2012), there has been in use, the term entrepreneurship, and, remains considerable disagreement over its meaning (Morris, Kuratku, and Covin, 2008). It seems to hold extensively different views concerning the definition of who is an entrepreneur, and the activities that constitute entrepreneurial behavior. The term entrepreneur was first introduced by Gifford Pinchot (1985) refers the individual, who take hands on responsibility for shaping the innovations. Schumpeter’s definition of entrepreneurship is widely accepted by many researchers, practitioners and above all teachers (Bull and Willard, 1993), and defines an entrepreneur as ‘someone who carries out new combinations, causing discontinuity.

Apart with the definition of entrepreneurship, Morris, Kuratku, and Covin, (2008) identify seven of the most widespread perspectives on entrepreneurship: Creation of wealth (delivering product/service in exchange for profit), creation of enterprise (founding of new business venture), creation of innovation (unique combination of resources make existing methods or products obsolete), creation of change (change by adjusting, adapting, and modifying personal repertoire, approaches and skills), creation of employment (employing, managing and developing the labor force), creation of value (creating value for customers by exploitation), and finally, creation of growth (growth in sales, income, assets and employment). Most importantly, entrepreneurship includes starting or creating a new venture, innovating or creating new combinations of resources, pursuing opportunity, acquiring or bringing together necessary resources, risk taking, profit-seeking, and creating value that makes the firm to be in line with the changes (Morris, Kuratku, and Covin, 2008).

## **2.2 Corporate Entrepreneurship**

Corporate entrepreneurship is seen as a way to sustain innovativeness in the form of new products, services, and processes in the firm-level entrepreneurial domain. It is a phenomenon associated with the entrepreneurial activities within the organization, including the acts of creation, renewal, or innovation (Kuratko, Ireland, and Hornsby, 2001). Wolcott and Lippitz (2007) define CE as “the process by which teams within an established company conceive, foster, launch and manage a new business that is distinct from the parent company but leverages the parent’s assets, market position, capabilities or other resources”. Furthermore, it has been defined as the process whereby an individual or group of individuals, in association with an existing organization, create an organization or instigate renewal or innovation within that organization (Sharma and Chrisman, 1999). In order to be more innovative and agile, large established firms have expanded the ways they actively engage with entrepreneurial venture (Weiblen and Chesbrough, 2015). Therefore, CE is essential for the sustainability and sources of competitive advantages, as well as, the growth of companies, and, has been considered as micro driver of innovation and economic growth (Antoncic and Antoncic, 2011a; Wennekers, and Thurik, 1999).

Organizational entrepreneurship or innovation in corporation has been characterized in many different ways, including- CE (Morris and Kuratko, 2002), intrapreneurship (Antoncic and Hisrich, 2004), corporate intrapreneurship and entrepreneurial orientation (Dess and Lumpkin, 2005). Furthermore, a longstanding study has conceptualized the CE as a multi-dimensional phenomenon that integrates the behavior and interaction of individual, organizational, environmental elements within the organization (Kuratko, 2009). To become a meaningful conduit for a firm’s value creation functionalities, CE cannot be confined to a dedicated function within the organization (Ireland, Covin, and Kuratko, 2009) and must be associated with appropriate reward systems, top management support, explicit goals, appropriate organizational values, less authoritative power exercises among the employees, and front line leadership style in order to make the organizational innovation success (Hofstede, Hofstede, and Minkov, 2010; Alvarez, Barney, and Anderson, 2013; Farh, Hackett, and Liang, 2007).

CE involves the study of entrepreneurial processes and principles as applied in established organizations. CE is viewed as dynamic, flexible structure and capability to exploit the

advantage of business opportunities when they arise. CE strategy is a vision directed organization wide reliance on entrepreneurial behavior that purposefully and continuously rejuvenates the organization and shape the scope of its operation through the recognition and exploitation of entrepreneurial opportunity (Ireland, Covin, and Kuratko, 2009; Lukeš, Stephan, and Černíková, 2009).

Moreover, keeping the firm competitive, CE literature articulates around three main areas of anticipated benefit improvements of the firm's economic situation, improvements of the firm's competitive situation, and the development of competencies through learning (Narayana, Yang, and Zahra, 2009). It denotes the ability to stimulate the attributes of the small enterprise into the large, established organization, i.e. to import the logic of individual entrepreneurship and the entrepreneurial spirit. Therefore, entrepreneurial activities within the firms have been characterized by a new management philosophy that promotes strategic agility, flexibility, creativity, and continuous innovation with the aim of transforming administrative-oriented employees into intrapreneurs (Rahim, Oyelola, and Oresanya, 2014). Thus, CE is an organizational process for transforming employee's ideas into collective actions by managing the uncertainties through an organizational process.

CE activities are featured by the variant of organizational programs that are especially devoted to the entrepreneurial education program, dynamic business environment perspective and innovation circulatory model that excel the firms entrepreneurial and innovation functionalities (Black and Mischel, 2020), Organizational learning on goods and services and knowledge view of the firm propel the corporate entrepreneurship and innovation (Ricciardi, Cantino, and Rossignoli, 2020; Grant, 1996).

However, established firms have been increasingly looking to CE paradigm to combating lethargy and bureaucracy that often accompany seize (Rahim, Oyelola, and Oresanya, 2014) and extends its favor harnesses to detect the opportunity (Stevenson and Jarillo, 1990) and offers alternative solutions (Merrifield, 1993) in case of troublesome state. The CE is the presence of innovation and rejuvenating purposefully redesigning the organization, market and industry in view to achieving and sustaining competitive superiority Therefore, corporate entrepreneurship facilitates the functionalities including the creation of new business within the firms to improve the organizational profitability and enhance firm's competitive position (Covin and Miles, 2007).

### **2.3 Entrepreneurial Organization**

To reveal the phenomenon as of an entrepreneurial organization, researchers have studied both entrepreneurial orientation and entrepreneurial management at the organizational level. The term entrepreneurial orientation proposes that organizations tend to take risks and search for a new business opportunity proactively while the field of management perceives entrepreneurship as an organizational process that fosters innovation, risk taking, and proactivity, openness to innovation, willingness to change, and creation of practices of performance measurement (Drucker, 1985). Furthermore, entrepreneurship is intertwined with a multidimensional set of overlapping constructs such as change management, innovation, technology and environmental turbulences, as well as new product development. As a result, entrepreneurship incorporates different disciplines, different theoretical frameworks, and different levels of analyses and methodological traditions (Cornelius, Landstrom, and Persson, 2006). Therefore, entrepreneurship studies have been characterized diverse and fragmented field (Shane and Venkataraman, 2000). Moreover, entrepreneurial firm brings their products and services faster than their counterpart in more advanced ways in order achieve competitive advantage and sustainable development (Hunt, 2011).

Both tangible and intangible resources are inevitable organ for the firm's entrepreneurial and innovation activities (Barney, 1991). Especially, technological resources and intellectual and competent employees are predestined for firm's internal capability development and generating breakthrough innovation in the technology-based industry (Sampson, 2007; Barney, 2001). Firms financial resources such as technological resources, other capital investments harness continual development and growth (Pisano, and Shuen, 1997; Barne, 1991). Furthermore, compliance of rules, regulations, and codes of conduct, expand the firm image and conducive for innovation (Bace et al., 2006). Moreover, firms working environment is a pre-determined phenomenon of organizational performance, innovation, creativity, and competitive advantage (Kohun, 2002; Heath, 2006).

The modern entrepreneurial organization has been linked to several functions, including the risk undertaking, economic uncertainty handling, planning and innovation (Chandler, 1993), administration and control, coordination, and supervision, and the likes. In a seminal work Miller (1983) argues that an entrepreneurial firm engages in product-market innovation, undertakes



somewhat risky ventures and is first to come up with proactive innovation, beating competitors to the punch; suggesting the dimensions of innovativeness, risk-taking, proactiveness, and integrate new competencies and skills develop into core rigidities (Williams and Whittier, 2007; Miller, 1983). Moreover, a commonly accepted definition of entrepreneurship as the five dimensions of autonomy, innovativeness, proactiveness, competitive aggressiveness, and risk taking (Dess and Lumpkin, 2005; Lieberman and Montgomery, 1988). Furthermore, Organizational entrepreneurial activity is a human based practice and intrinsically dependent on the individual decisions and actions, employee intelligence and motivation (Chen, Lin, and Chang, 2006; Uche, Fiberesima, and Christiana, 2011), competency and freedom of work (Drucker, 1999; Pinchot, 1989), and employee creativity and entrepreneurial mindset, and dedication (Van Gelderen, Kautonen, and Fink, 2015; Pinchot and Pellman, 1999; Rayton and Yalabik, 2014; Pinchot and Pellman, 1999), and entrepreneurial leadership (Alvarez, Barney, and Anderson, 2013). Moreover, firms' various efforts, such as financial and non-financial incentives inspire the employee to involve with firm innovative and entrepreneurial functionalities (Ardichvili, Cardozo, and Sourav, 2003). According to McMullen and Shepherd (2006), entrepreneurship requires action and action requires individuals. Following this argument, we define the firm's entrepreneurial construct is a firm level phenomenon based on individual decision and action.

Furthermore, collaboration between university and academic entrepreneurship education (Bozeman, Fay, and Slade, 2013), and scientific knowledge of productivity, enhance the and drive the firm entrepreneurial strive (Huang and Lin, 2010). Moreover, the organization acts as the platform for integration of internal and external innovation to generate the value throughout the organizational chain of activities (Chesbrough, 2003a) and co-creator of value with customers (Sawhney, Verona, and Prandelli, 2005). Employee working life balance, job satisfaction and wellbeing (Nordenmark, Vinberg and Strand, 2012; Sundin, 2009), and well customer relationship management system in the firm are the pre-determinants of the organizational entrepreneurship and innovation (Chakravorti, 2009; Myers and Cheung, 2008).

## **2.4 Entrepreneurial Opportunity**

Entrepreneurial opportunities are those situations in which new goods, services, raw materials and organizing methods can be introduced and sold at greater than their costs of production (Shane and Venkataraman, 2000). It is indispensable to recognize and exploit the market opportunity to start a new business and to launch a new product or service in order to fit with market needs and demands. Furthermore, businesses that have been built based on the market needs are more likely to be successful than those created out of ideas that don't fit the market need. Facebook, Alibaba, Airbnb, for example, are the best performing companies how new opportunities are created and exploited opportunities to make a new business successful. Therefore, identifying, selecting, and exploiting the right opportunities for a start-up or a new business is among the most important abilities of a successful entrepreneur (Vives and Nedeva, 2007).

Opportunity is a prospect to meet the market needs, wants, and demands through a creative combination of resources to deliver superior value. To achieve competitive advantage firm needs to capture the unmet opportunity through entrepreneurial activities and creating customer value (Voss, Voss, and Moorman, 2005). Although, recognition of opportunity is necessary for entrepreneurship, it is most important that an entrepreneur must decide to must exploit the opportunity (Shane and Venkataraman, 2000). It needs a shift of focus from assessing the viability of the various resource combinations that ultimately comprise opportunities to determine how exactly to exploit those opportunities through proper and adequate organizational supports and top management assistances (McMullen, Plummer, and Acs, 2007; Buenstorf, 2007). Once an entrepreneurial opportunity being recognized, the exploitation of such opportunity will lead to entrepreneurial success (Shamudeen, Keat, and Hassan, 2017; Sarasvathy et al., 2003) and the firm achieve competitive advantage. Without proper opportunity exploitation, entrepreneurial activities may not be able to generate both financial and non-financial returns for the firm out of business opportunity. Therefore, opportunity exploitation could be an important factor for any venture successful, achieving competitive advantage, as well as sustainable development and growth.

## 2.5 Conceptual Framework/Model

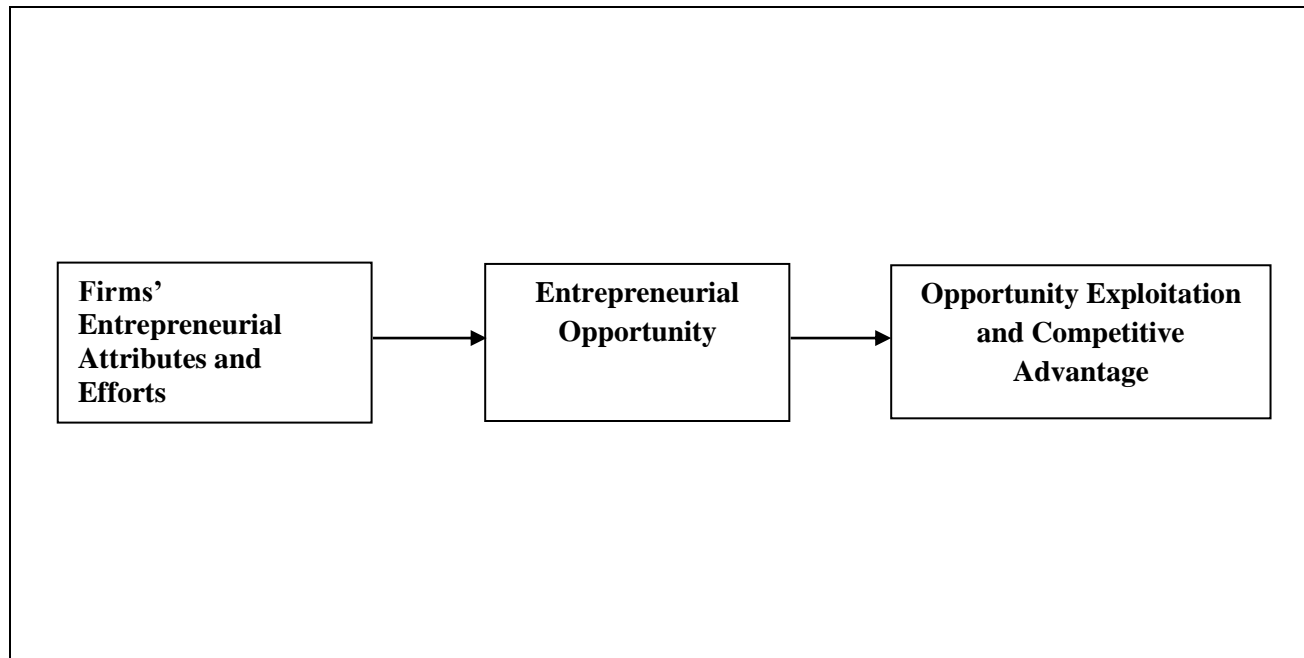


Figure: Modelling the process of CE

### **3. Methodology**

This chapter describes the process that was chosen in order to answer the research question and achieve the purpose of the thesis. This study relies on qualitative case study approach for data collection. According to Baxter and Jack (2008), when a case study method is applied correctly, it becomes a valuable method for researcher to develop theory, to evaluate programs, and to develop interventions. For this study, two types of data have been acquired, primary data and secondary data. In-depth interview and participant observations of the Grameen Phone Bangladesh Limited, Bangladesh (Parent company Telenor Group, Norway) are the prime sources for primary data while the company's annual report and documents retrieved through online resources are part of the secondary data.

#### **3.1 Philosophical Foundations**

Easterby-Smith, Thorpe, and Jackson (2015) elaborate three reasons emphasizing on the importance of philosophical foundation; 1) a researcher has an obligation to sense his or her reflexive role in research methods, 2) it dictates more clarity to research design, and 3) it assists researcher to construct a meaningful outcome. In a positivist philosophical assumption, researcher progresses through hypothesis development and statistical analysis of the large number of sampling (Easterby-Smith, Thorpe, and Jackson, 2015), however, this archetype is not good for the process or theory generation. On the other hand, the social constructionist paradigm is closely linked to the relativism in which a researcher collects views and experiences of individuals and reveals the facts as a relativist argues that the truth does not exist outside of its contemporary world, however, it is created by people. One of the key advantages of this approach is the close collaboration between researcher and participants (Crabtree and Miller, 1999), enabling participants to share their experiences and observations. The constructed research question of this thesis is proposed to address the firm's entrepreneurial attributes and efforts that exploit market opportunity and achieve competitive advantage. Therefore, the research design of this study is framed on social constructionism paradigms to develop theory and process through experiences and views of participants to fill the current literature gap.

### **3.2 Research design**

To examine the relationship phenomena, case study approach is appropriate (Yin, 2014) particularly for the study focusing on “how” “why” and “so what” questions. Furthermore, Yin (2014) presents a twofold definition of case study approach: (1) a case study is an empirical study that investigates a contemporary phenomenon in-depth and within its real world context, especially, when (2) the boundaries between phenomenon and context may not be clearly evident. From the above definition, it is clear that a researcher should adopt the case study research design in order to an in-depth study with an assumption that the study is likely to involve important contextual conditions pertinent to his or her case. In this study, the case consists of phenomenon to explore the firm’s entrepreneurial attributes and efforts that exploit market opportunity and achieve competitive advantages. Therefore, a case study approach provides a broad, comprehensive portrayal and facilitates an inductive and rich description (Halinen and Törnroos, 2005). Moreover, a case study enables a deep probing and analysis of phenomena and has been widely used in entrepreneurial manners. In this study Grameen Phone Bangladesh Limited (Telenor Group is the Parent Company) is the case that involved in entrepreneurial functionalities and the unit of analysis.

### **3.3 Data Collection**

To gather as much information as needed, is one of the prominent features for the case study approach. Earlier, it has been pointed out that the problem statement of this study is exploratory in nature. Thus, the aim of this thesis is to understand rather than measure the phenomenon in the context of the study.

Research sampling is a process of unit selection from a population of interest and argues that for qualitative investigations tend to be a small number of cases (Marshall, 1996). In a case study, purpose sampling is the most used sampling strategy in which participants selection is based on the pre-defined criteria according to the research question and phenomenon of interest (Palinkas et al., 2015). Following criteria were applied when selecting participants for this study: they are (1) employed in a corporate firm; (2) working in mid-level management, (3) been positioned as a manager for the respective department, (4) has insight into the decision implementing process;

and (5) operating in Bangladesh in order to discover pattern within limited target group due to time constraints and to increase data comparability.

### **3.4 In-depth interviews**

The epistemological paradigm of social constructionism advocates to gather rich data to induce the ideas (Easterby-Smith, Thorpe, and Jackson, 2015). Furthermore, according to Kvale and Brinkmann (2009), a qualitative research interview is an interview in which knowledge is produced socially to understand themes of daily life and from the subject own perspective during the interaction between interviewer and interviewee. Moreover, interview is the most frequently applied method within qualitative research designs' data collection (Christoffersen, Johannessen, and Tufte, 2011). Therefore, consistent with most qualitative inductive research, the present study relied on semi-structured interviews (see appendix A) for the interview guide) as its primary data source. A semi-structured interview provides a higher degree of freedom to the participants to express their views and opinions in their own terms and facilitates interviewer a deeper understanding of an issue being studied (Miles and Gilbert, 2005). Furthermore, Easterby-Smith, Thorpe, and Jackson (2015) argue that the interviewer has an opportunity to develop secondary and subsequent questions. Therefore, semi-structured interview approach was chosen for this study with a set of open questions which reduce the risks to affect the responses of participants.

The possible advantages of conducting interviews are great possibilities to have a firsthand description of the phenomena that is being studied. Furthermore, as it offers flexibility, it might also enable informants to provide insight on aspects that the researcher might not have thought about. Moreover, interviews allow the informants to influence what he or she communicates, and it is especially suitable when the purpose is to gain insights into the experiences and the perceptions of the informants (Christoffersen, Johannessen, and Tufte, 2011). Most importantly, the focus was on continuously reflecting the information that was provided and asking follow-up questions about things that were interesting or unclear.

The important issue in sample selection for qualitative research is not the sample size determination rather how to choose the right candidate who will be able to provide necessary information appropriately (Silverman, 2011). This research adopted a judgmental sampling

technique that determines the criteria for potential informants. The informants were selected by considering capacity, experiences in the area of operations to provide proper information that is relevant to the issues under investigated. Mid-level managers were selected due to their intensive involvement in planning, development, and implementation of entrepreneurial and innovation programs of the company. Middle-managers are the locus of CE because they are central to the resolution of the capability-rigidity paradox (Leonard-Barton, 1994). They have substantial knowledge on the condition of their company and hold strategic information is in their hands.

Most of data were collected over four weeks of period, contacting and interviewing with firms (see table 1). The aim of data collection was to gather experience, observation, and strategies adopted by the individual manager vary from individual to individual and department to department. Informants were contacted through email, phone, and made appointments to conduct face-to-face or telephonic interviews according to the convenience of informants. The length of the interviews ranged from approximately 45 minutes to 1 hour. Interviews were audio taped with due permission of the participants. It was clearly stated that the information or data being collected would be used for research purpose only.

Table 1: List of participants

Name	Place	Department	Participant Role	Sex	Experience
Executive 1	Dhaka, Bangladesh	People and Organization Division	Head of Information and Analytics Shared Services	M	14 Years
Executive 2	DO	Marketing Division	Head of Mid-Market, Enterprise Business	M	13 Years
Executive 3	DO	Operation Division	Lead Engineer	M	15 Years
Executive 4	DO	Financial Reporting and Control	Specialist Finance	M	18 Years

### **3.5 Data Analysis**

Due to the lack of previous studies in the area, an approach of exploratory research was found the most suitable to investigate the phenomena to identify the key attributes and efforts of organizational entrepreneurship. According to Given (2008), an exploratory research is a broad, intentional, and systematic data collection intended to maximize detection of generalization based on description and direct understanding of an area of social and psychological life. Sometimes, qualitative research is referred as the grounded theory approach which necessitates to be flexible while collecting data to include any new angle that comes to light and continuously assess the findings (Moen and Middelthon, 2015).

Data analysis of this study has been structured as prescribed by Gioia, Corley, and Hamilton (2013) and established procedures for open-ended inductive theory building research (Strauss and Corbin, 1998). A bottom-up thematic analysis was carried out to analyze the data to identify the key factors of organizational entrepreneurial attributes and efforts. Thematic analysis is a method for identifying, analyzing, and reporting patterns (themes) within data (Braun and Clarke 2006). It was iterative, overlapped with data collection efforts, and repeated comparisons of emerging data (Glaser and Strauss, 1967). Though the data analysis was iterative nature, it progressed through several decipherable phases.

#### ***3.5.1 Identifying first-order codes***

The aim of this thesis paper is to understand rather than measure the phenomenon. Bearing in mind the lack of previous empirical research on the context of our study, and, in this case, grounded theory (GT) data analysis approach is usually preferable. GT is introduced as an inductive, comparative methodology that offers methodical guidelines in order to gather, synthesizing, analyzing, and conceptualizing qualitative data for the purpose of theory compositions (Gripsrud, Olsson, and Silkoset, 2010). GT has demonstrated particularly appropriate for comprehensive studying of people's understandings of their world and how these are related (Potter, 1998). Therefore, rigidly structured interviews are not appropriate for data collection. It is necessary to be flexible during the data collection to include any new point that comes to light and continuously assess the findings (Moen and Middelthon, 2015). Hence, semi-



structured interview guide had been provided in to exert the insights concerning the studied phenomenon between interviewer and interviewees while conducting interviews.

The data analysis began with an open-coding approach, focusing on key words and reading the transcripts in an iterative nature which enabled the researcher to be familiar with the data and comprehend initial ideas from the data. At this very initial stage, the interviewer maintained an open mind to allow the data to talk the interviewer while categorizing and labeling respondents' statements into the first-order codes. Codes had been emerged as the interviewer compared texts unit and began categorizing labeling similar groups of text. The initial codes ranged from entrepreneurial firm, entrepreneurial programs, motivation, continuous learning, freedom of work, structural application, entrepreneurial platform, among others. While continuing the data analysis process, the interviewer identified concepts that were repeatedly present or significantly absent (Strauss and Corbin, 1998). It had been precisely notified that how informants portrayed key factors, which shaped follow-up clarifying questions. Using repeated clarifications of interviews allowed to associate segments of text in each interview with other available data sources, especially when interacting between data and coding. Raw data had been read, re-read, and re-coded several times, according to the evolving understanding of data (Lincoln and Guba, 1985). This iterative process facilitated to the creation of an initial classification system to the reflect the respondents' thoughts and views. Then the data had been labeled the first-order codes to provide data-grounded insights (Strauss and Corbin, 1998). Thus, the first-order codes provided an interpretation of data. Then the categories had been updated with detailed definitions and parameters for each code (Trevino et al., 2014) to enshrine a way to explain differences between cases across codes. Eventually, the data were re-coded three times entirely and resulted 146 codes.

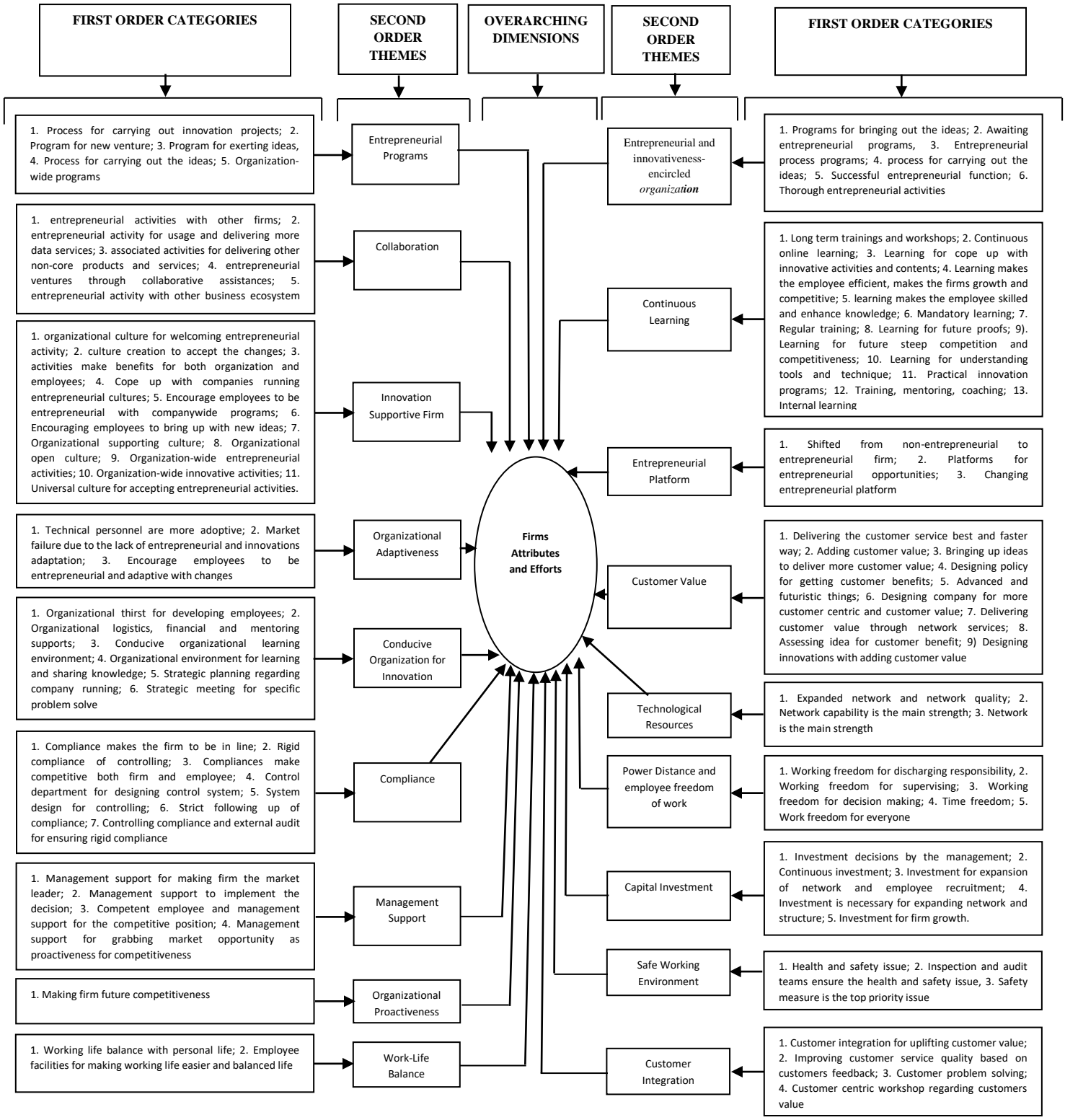
### ***3.5.2 Research-centric second-order codes***

The second stage was the initial coding stage. Coding is the process whereby data are broken down into component parts which are given names' (Bryman and Bell, 2011). Coding was carried out manually by examining the transcript sensibly line by line. Sentences and paragraphs that indicated a potential pattern of key factors were manually highlighted. The coded data has been polished based on the methodological suggestion by Glaser and Strauss (1967). The first-order codes had been clustered systematically into the higher-order themes to develop, relate,

and segregate categories. It was an iterative process that required to move back and forth constantly between the themes and the data. The process had been continued until all the data accounted for. This iterative and constant process helped to integrate first-order codes into a more coherent theoretical concepts through the identification of 32 second-order concepts.

### ***3.5.3 Theoretical coding, key dimensions, and data structures***

This step was refining the coding process and re-categorizing the codes into appropriate nodes. An initial list of key factors was generated across the data set, and the provisional name and flexible definition for each key factor started to be created. Through constant comparison (Glaser and Strauss, 1967), higher-ordered theoretical dimensions had been exerted from second-order themes to identify patterns and boundary condition. One stunning configuration was to identify the firm's entrepreneurial and innovation attributes and efforts along with the phenomenon that hinders the firm's entrepreneurial and innovative endeavors and distinctiveness of entrepreneurial nature. Data structure (Figure-1) represents the overarching dimensions in the center with themes and categories related to the firm's internal entrepreneurial functionalities and opportunity seizing attributes and efforts.



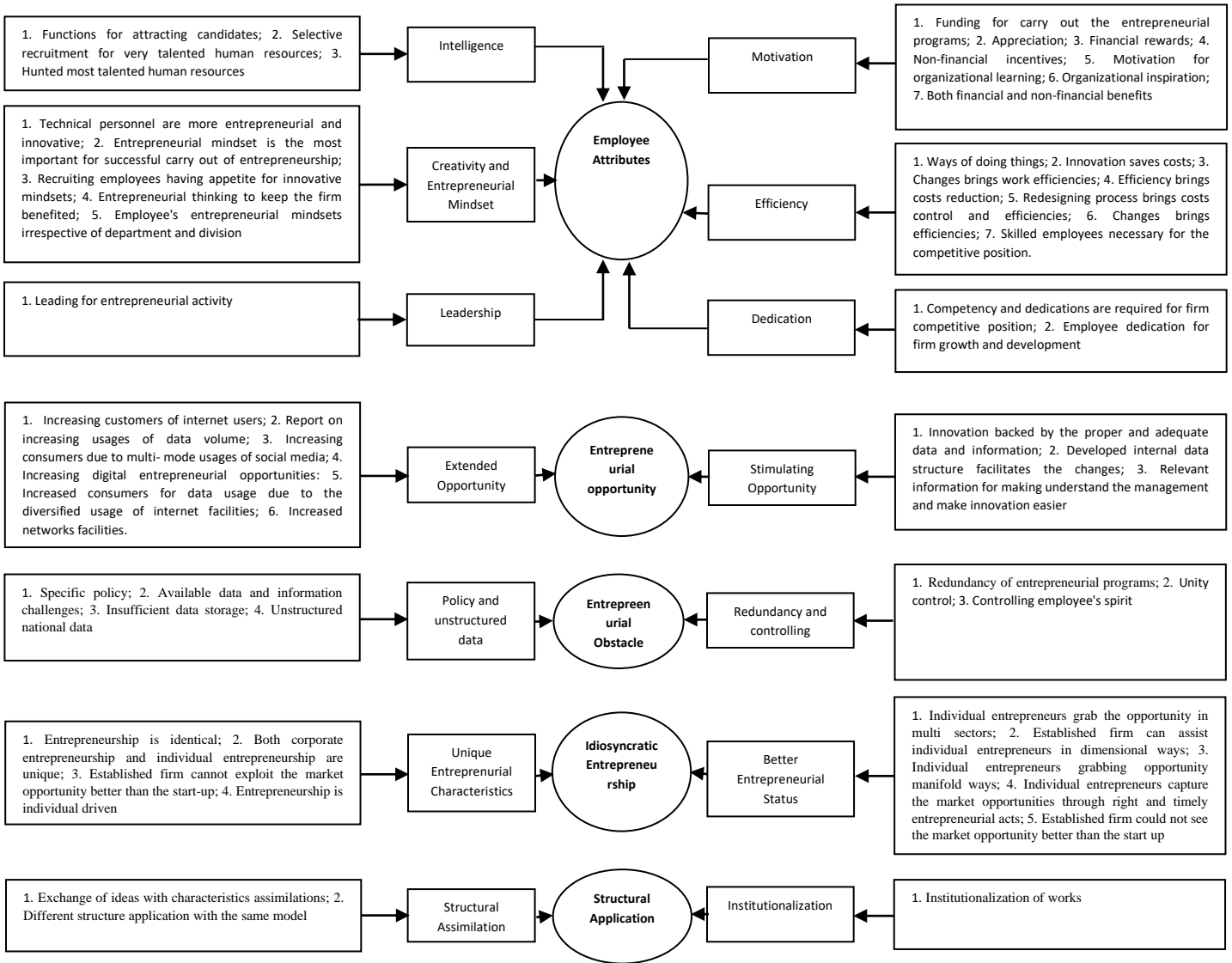


Fig: 1. Data Structure- firms' entrepreneurial attributes and efforts.

### 3.5.4 Data structure to grounded theory

The data-analysis stages lead to a decisive step and artifact within the research approach. Though, data structure halts short of providing a vibrant picture of a dynamic phenomenon. However, while the data structure highlights the emergent overarching dimensions, it does not illuminate the interrelationships between these relationships. Probing an insight to the data and the detailed analysis, various concepts, themes, and dimensions into a model with arrows showing relationships. These arrows turn the otherwise static boxes into a dynamic representation. Consistent the inductive convention, data had been revisited from the theoretical

dimension to sequences and linkages between themes, transforming potentially static concepts what became a dynamic process model (Strauss and Corbin, 1998). Fig. 2 presents an artwork of dimensions in the form of process model with influencing factors (Firms attributes and efforts, employee attributes, structural application, entrepreneurial obstacle, and idiosyncratic entrepreneurship) that exploit opportunity and achieve competitive advantage.

### 3.5.5 Revised CE model

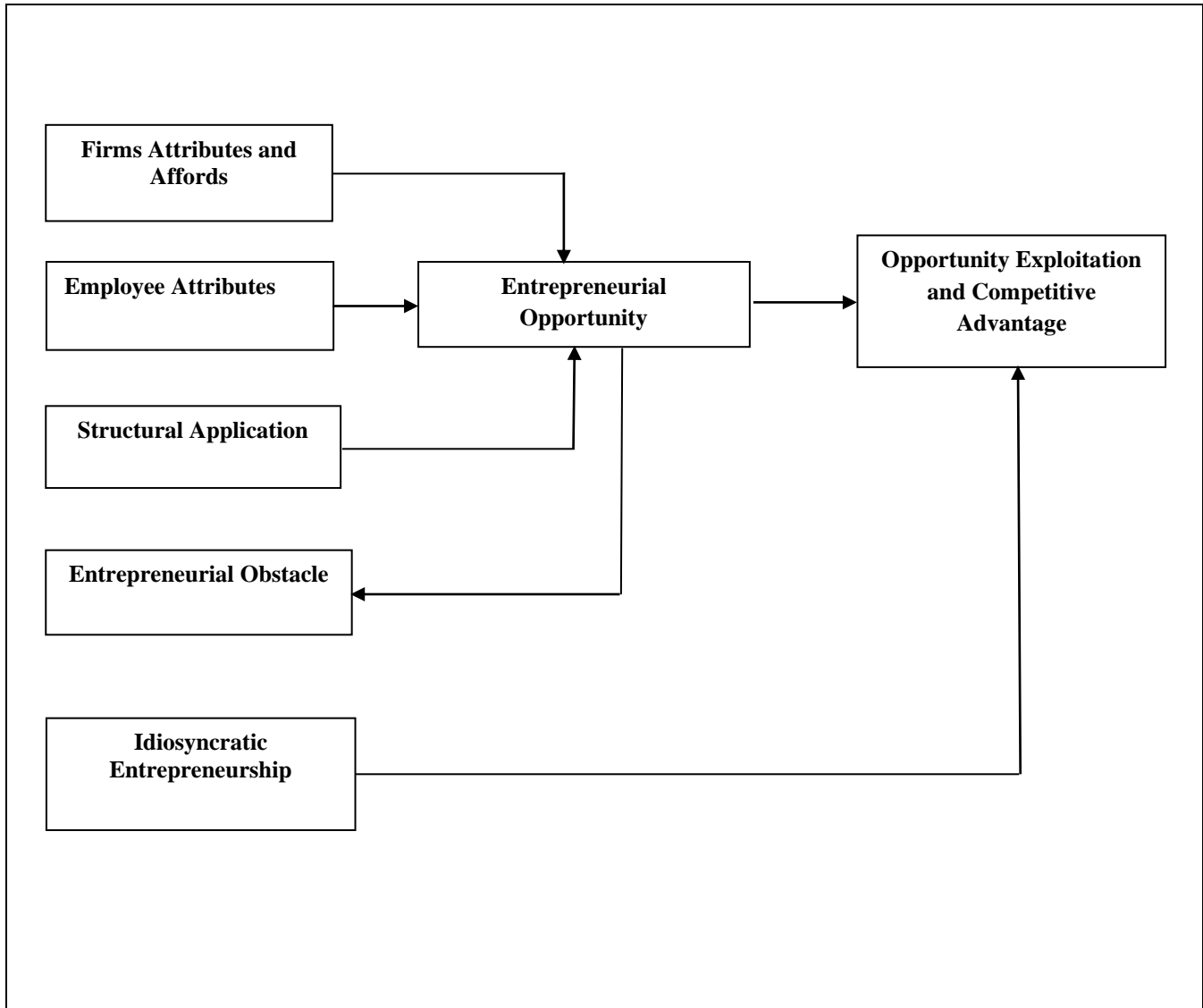


Fig. 2: Revised modelling the process of CE

### **3.5.6 Reflections of Quality: Validity and Reliability**

Quality refers to the reliability and different forms of validity of the study, especially in quantitative research. To fulfil the purpose, a variety of criteria are considered to ensure the requirements. This study follows the interpretative approach to understand the human competence prescribed by the Sandberg (2000) reliability and validity criteria. He uses the criteria to justify the interpretation: communicative and pragmatic validity (Kvale, 2009) and reliability as interpretative awareness (Sandberg, 2000).

In view to fulfil the first criteria of communicative validity, the purpose of the study and research questions were clearly explained to the participants to establish rudimentary understanding and to obtain their consent for the study. Participants were also asked open-ended questions to congregate most comprehensive answers and follow-up questions while interviewing based on their answers to seek more information and to interpret their answers. Pragmatic validity was achieved through the observation of the participants' reactions to our understanding of their answers and by asking the participants to demonstrate the practical examples of firms entrepreneurial and innovation functionalities exercised within the organization.

Reliability was achieved through obtaining data, such a way in which participants conceive their entrepreneurial activity observations. More emphasize has been given on what and how questions to feel participants free to focus on what handling the corporate entrepreneurship and innovation meant for them and initially all the statements have been treated regarding their works and experiences equally important to the study. Moreover, numerous follow-up questions have been asked in order to interpret participant's statements more specifically.

Furthermore, regarding external validity, findings can be generalized if a case study research questions are to "how" "why" or "so what" questions (Yin, 2014). The findings of this thesis represent the participants views and experiences regarding the firms entrepreneurial and innovation activities. As a result, the answers had been varied from informant to informant. In other words, there obviously are opportunities to transfer the research itself, and only then could truly argue whether the findings are transferable or not.

### **3.5.7 Reflections of ethical issues**

Throughout the work of this research, the focus has been on considering the strong ethical aspects of the choice that has been made. In line with this, general guidelines and principles for the conducting interviews had been applied to the informants prior to the conducting interviews, which are based on the principles of respect, good consequences, fairness, and integrity. This guideline among other things, involved a guarantee that only personal information related to the indirect nature would be published and the rest of all data materials would be anonymized at the researcher end. Prior to the interview conducted, all the informants were made aware how the data would be treated and freedom to withdraw their participation at any time.

## **4. Findings**

### **4.1 Firms Attributes and Efforts**

#### ***4.1.1 Entrepreneurial Program***

Entrepreneurial program is an effective tool and technique for breeding entrepreneurial and innovation idea(s). Almost all the participants articulated the effectiveness and impacts of entrepreneurial programs which facilitate the organization to be entrepreneurial and innovative for capturing and capitalizing opportunities.

The campaign will take the idea and pitch the idea. Ignite deals with the new products and services which are not currently available in the [...]. They promote products innovation, security perspective, entertainment perspective, IoT perspective. They undertake full product innovation because they are creating new products (P-1).

We have two specific programs, like one is for core for all internal employees, that is Ignite, another program that [...] runs is Accelerator basically to identify the new ideas, new innovations in the market that people are thinking of [...] (P-2).

[...] these programs are open for all employees' irrespective of departments. There is no obstacle for participation in these programs. They (whiteboard) send us email to participate in the program to discuss selected topic. The entire employees are invited there [...]. This depends upon employee's intention (P-4).

Well-conceived entrepreneurial programs play an evitable part in relation to the organizational entrepreneurial and innovation activity. These programs facilitate an idea from initiation to commercialization of the most suitable ones. The specific entrepreneurial program is designed to perform the specific assignment in order to smooth deals of innovative functionalities. These idea exerting efforts are spontaneous and restrictions free from obligations to participate.

#### ***4.1.2 Entrepreneurial and innovativeness-encircled organization***

A whole-thorough entrepreneurial nature of the organization is an important nature of an entrepreneurial and innovative organization to exploit the opportunity. This essential phenomenon of organization has been reflected by the following statements:

Asides this, there are some in coming small scales entrepreneurial programs are awaiting which have yet not been started but the company has already planned these programs. Similar to the Ignite, these programs also will be funded and rewarded by the [...]. These programs are view specific. Ignite is an innovation program while White Board is an innovation team. In Ignite, innovation program held once in a year, while, in White Board, accepted



ideas are carried out the entire process until final commercialization. Indeed, white board nursing the ideas accepted in the Ignite program (P-1).

When we identify those prospects, my team engages over there so that we turn it into a successful business with [...]. through business model account. And for Ignite, basically we are running the same thing companywide where people come up with their ideas, usually pitch before the board, best idea is picked to be implemented through entire group wide or it can be specific view (P-2).

Everyone helps the organization by bringing new ideas from own perspective (P-3).

Organization-whole entrepreneurial and innovative nature is an important benchmark of firms entrepreneurial and innovation activity. Apart with the running entrepreneurial programs, maintaining proper innovation, commercialization process in the established firm, contingent plans for entrepreneurial programs are also necessary for keeping the firm with entrepreneurial track. Furthermore, cyclical nature of entrepreneurial and innovation programs implies a thorough entrepreneurial nature of the organization that facilitate to capture market opportunity and achieve competitiveness.

#### ***4.1.3 Collaboration***

Collaborative functionalities have immense significance for the established firms to be entrepreneurial and innovative in all facets. Intra-organizational cooperation between departments and programs as well as the cooperation among the business ecosystem propels the entrepreneurial and innovative activities of the established firms.

Ignite offer even unrelated new business ideas. As, for example, VR Learning, virtual related learning ideas and product which are not produced by the [...]. It can also be the open innovation. But all the outside ideas are not necessarily owned or licensed. As, for example, Bioscope program, which is similar to the Netflix tv network service. [...] hires the expertise to deliver the tv connectivity service. [...] is not a television network service provider, being they are directly related with voice and data connecting service, they can more sale voice and data service through the bioscope tv networking services (P-1).

Say, two ideas were accepted total out of ten. So, we did not reject eight of the ideas directly, rather than the discussion with all. As a result, no one could heart. So, we did it collaboratively with all participants. Again say, [...] is not a mobile set producer company. It is a mobile network Service Company. Sometimes, there are some initiative have been taken to provide ideas in collaboration with mobile set producers companies being the [...]’s business are closely related to these companies (P-3).

Above statements assert the effectiveness of collaborations in entrepreneurial and innovative activities. Associative innovations, collaboration with other entrepreneurs, inter-departments, and firms, gear the entrepreneurial functionalities to capture the opportunity and competitiveness. In case of selection of alternative ideas, collaboration with the idea generators, joint entrepreneurial initiatives within the business ecosystem also harness the firm to opportunity exploitation and gaining the competitiveness.

#### ***4.1.4 Continuous Learning***

The most novel and effective tool for organizational entrepreneurial and innovative functionalities is the perpetual learning. All the participants mostly agreed to a single phenomenon and that is the incessant learning essential for firms' entrepreneurial and innovation functionalities and to achieve competitiveness.

Since last three years, there have been rigorous trainings, workshops, sessions in order to up scaling the employees. [...] has emphasized on the (up scaling) skill building capabilities of the employees. It is for the scaling up of the employees so that they can cope up with changing environment of the organization. [...] so that it can enable him to innovative, being it is difficult to involve with entrepreneurial activity suddenly. For content understanding, learning is very crucial. These efficiencies affect in employee's activities. Through continuous learning and development, employees can increase their skills so that they can be competitive in the market. For example, marketing executives can learn product's knowledge and sales skills in order upscale their marketing skills (P-1).

I must say, what we are trying to do through our regular training, mentoring, coaching, or any other forms we always keep our resources relevant with changing market trend. This is because; we are doing it very rigorously. I believe this is very difficult to imitate these things for competitor (P-2).

Again, to exercise the knowledge regarding the GP, company sometimes provides some quizzes through internet asking the employees to answer the quizzes. We don't have the elaborate knowledge about the company, though we work here (P-3).

The above testimonials reflect the effectiveness of learning variations across the organization. Long-term trainings, workshops and sessions, and mandatory long-term online learning platform facilitate the employee to build up the dynamic capabilities and prepare the firm to face the future challenges. Furthermore, learning enables an employee to be made efficient to involve

with the entrepreneurial activity being it difficult to deal with the innovation activities without beforehand preparation. On the other hand, by leveraging employee's efficiency, an organization can earn and becomes able to achieve competitiveness in the industry.

Moreover, maintaining a mandatory learning scheme is much more effective than any other forms of learning, especially regarding the entrepreneurial and innovation skills development programs. Conventional training programs make employee skill enough to carry out the scheduled and planned activities. The continued nature of learning makes the employee to conversant with the tools and techniques linked with the entrepreneurial and innovation activities. Pragmatic learning scheme of entrepreneurial and innovation functionalities facilitates the employees to learn the outsides entrepreneurial and innovation activities happened beyond the organizational boundaries. Furthermore, learning facilitates to building up the tacit quality of the employees that difficult to imitate by the competitors. Learning regarding the organizational contents makes employee efficient to discharge organizational duties and responsibilities efficiently.

#### ***4.1.5 Innovation supportive culture***

Dedicated supports of organizational innovation supportive culture instigate the firm to boost up the entrepreneurial functions and perform better than the others. Almost all the respondents have been articulated regarding the extensive innovation supporting culture all through the organization.

there have been radical changes in organizational cultural development particularly since last three years. It is doing for the creation of culture to accept the changing ideas and enable the employees. the [...] is leading on the basis of innovative culture; employees in order to survive themselves try to cope up with the company's running culture (P-1).

we, [...] always encourage our people, so that they can come up with new ideas. Ignite is platform which tries to bring an entrepreneur within a person, the main agenda of Ignite is to identify the basic so that people can unleash their inner entrepreneurship. We try hard to bring people to come up with idea [...]. I render all kinds of supports to my team members as the boss of the team. Similarly, I get the same attraction from my superior. It is not dependent on like the sales force will generate more new ideas, it can be like who is working in the back office or in the logistic

can be come up with new ideas, and it is very wonderful culture here that every single person working here treated as you are the organization (P-2).

There is a welcoming environment here in [...] for every idea and new thing. Organization always seeks new ideas through various campaigns (P-3).

Firm's innovation supportive culture propels the entrepreneurial and innovative endeavors. These cultures have been gradually developed in a way to embrace the innovative functions and make capable of employees to cope up with the changes. Importantly, organization-wide entrepreneurial programs propel the employees to feel encouraged and exert the new ideas. Firms extended supports and cooperation irrespective of employee ranks and designations gauges the entrepreneurial and innovation affords. The organization considers the innovation as the touchstone for the firms' growth as the new ideas bring more value to the organization. Organizational culture makes the employee efficient to discharge their duties and responsibilities smoothly. Moreover, well-configured organizational innovation culture deters an innovation afford to be foiled.

#### ***4.1.6 Entrepreneurial Platform***

There is an immense necessity for an organizational basis for rearing and nursing the entrepreneurial and innovation venture. The organization acts as a concrete basis for rendering supports as an entrepreneurial platform to foster the innovations within the organization. Following testimonials argue the significance of entrepreneurial platform:

Earlier, it was just functional or operational oriented culture, operation centric, or delivering centric, for example. As a result, products have been abolished gradually (P-1).

When facebook starts live feature, it has opened-up millions of doors, I would say millions of doors for entrepreneurs to come up with their products. If you see people who are selling their products in the shop, they are also diverting to this platform. Because, they have seen that people who are selling from home, selling more volume than those of selling from the shops. Most importantly, they have entire base in their coverage (P-2).

Merely performance of traditional organizational operations cannot withstand the firm from failure, such as delivery, operation, for instance. Firms' role is the rearing and nursing center for

entrepreneurial and innovation functions. The organization itself acts as the manifesto for entrepreneurial and innovation activity as it facilitates the entrepreneurs to set off thousands of new entrepreneurial avenues. The organization itself acts as the convergence center for the flourishing of entrepreneurial activity.

#### ***4.1.7 Organizational Adaptiveness***

Adaptiveness is the ability to cope up with the changing situation. It bears significance attribute of the entrepreneurial and innovative firm that leads the organization towards the competitiveness. Following statements reveal the significance of the adaptiveness of the organization that makes the firm competitive:

Because, [...] has been afraid that they would be like as Kodak or Nokia? Nokia and Kodak only had been failed due to their inability to cope up with the innovation that was undergone their respective industry. Despite they have huge resources reservoir, they had fall drastically. GP even the Telenor group feel by heart they may face such a situation if they would be unable to continue the innovation activities. That's why they always encourage their employees to be innovative irrespective of issues (P-1).

Adaptiveness of the organization is a significant feature for the firm's survival and growth. It is a dynamic capability of the firm that ensures the survival and growth with the changing environment, i.e. organizations that are alert about the capabilities they develop relative to the environment in which they operate can transform and adapt quickly to very dynamic market. Lack of adaptability with innovation and change, for example, Nokia and Kodak had failed to survive with changing business world. However, under exciting competitive pressure, very insistent and long-standing core aptitudes that do not integrate new competencies and skills evolve into core rigidities.

#### ***4.1.8 Customer value***

To exploit the opportunity and achieve the competitiveness, every single concern is dedicated to making value to the customer. Customer value is acknowledged as the benchmark for capturing opportunity and to achieve competitiveness. This can be validated by the following testimonials of the respondents.

[...] always tries to deliver the best service to its customers, keeping it in mind. [...] always tries to deliver the service faster in the market so that they can establish themselves as most innovative company. In this respect, [...] tries to know what their competitors are doing and what the [...] can do so that they can add more customer value (P-2).

It is not only to establish network it is how your customer can get benefit of network that you are expending, [...] always tries to do that in the best way (P-3).

whenever an idea is assessed, first thing we keep in mind that how it can benefit for the customers. Even if it is an internal process, or a new product, or it is an expansion of network, or building like digital services, whatever it is, the first thing or first and the first point is that the idea generator has to cross, that is how it can add more value to customer (P-4).

Customer value is a throughout organizational outcome what the customer expects to. The company delivers their products and services faster than their counterpart in more innovative ways in order achieve competitive advantage and sustainable development. The entrepreneurial firm brings up with ideas, with more customer value considered and policies have been designed in a way to encircle with the benefits for the customers. Furthermore, an incessant firm affords to come up with new ideas, innovations with more advanced and futuristic things that increases the customer value. Moreover, a customer centric firm assesses the creativity, new idea with embedded customer value so that they can facilitate the customer value of the first and foremost hand.

#### ***4.1.9 Conducive Organization for Innovation***

Organizational favor towards entrepreneurial and innovation activities is a prominent attribute of an established firm that facilitates exploiting opportunity. Conducive organizational vibe harnesses the firm to detect the opportunity. Following excerpts validate the phenomenon of conducive organization for innovation:

[...] has a thirst for develop the employees through development, to make easy their assignment (P-1).

[...] helps them, by providing some logistics support and other aspects like financial supports, and also the guidance and mentors (P-2).

If I could not understand one thing, I may ask my boss, colleagues, or any other seniors; they would never say me no to teach me. At best they may tell me that I am a little bit busy, please knock me a little bit later (P-3).

There, every departmental head sit together, runs for 2-3 days at stress, generally held once or twice in a year, even small units sit together. There, how the company will run in next year, strategically decisions are made. Meeting is a continuous phenomenon. We sit for meeting to discuss any issue with relevant employees. In fact, if any attempt doesn't work, there is a call for workshop (P-4).

Extended organizational support is an inescapable part of the process and the development of entrepreneurial and innovative functionalities. There is no confine for learning and problem-solving efforts for entrepreneurship and innovation in the entrepreneurial firm. In an entrepreneurial firm, strategic meetings with top management and workshops held as alternative solution efforts where traditional solutions failed to solve the problem.

#### ***4.1.10 Technological Resources***

Technological resources are inevitable for firm's internal capability development and generating breakthrough innovation and to achieve competitive advantage. Tech giants like the telecom industry required extensive technological resources to facilitate the uninterrupted quality products and services. Below statements argue for the necessities of technological resources.

The network of [...] is huge and can be easily access from any corner of the [...] Comparing to other operators, network availability is huge and power is also extensive. Customers usually expect required (smooth) network against their expenses. That is the main, number one strength, quality as well. Actually, mobile operator's main strength is the network capabilities (P-3)

Our main strength is only network. Company has progressed on network (P-4).

Technological resource is the core necessity of the technology-based industry such as telecom company. This resource should be widely extended and easily accessible at any corner within the firms' operational periphery. Technical resource is considered as the main strength of the telecom company as their product and service rendering quality depend on technological networks. The firm, enriched in technological resources, the stronger the firm is.

#### ***4.1.11 Compliance***

Compliance of firms internal as well as controlling body's rules and regulations has a great impact on firm's smooth operations and transparency. Compliant firm becomes trustworthy and capture customers attractions that facilitates to exploit opportunity. Following statements argue the validity of the compliance:

Basically, [...] always tries to be the most compliance company in this country. Compliance is like one fine line that has to be maintained. This is the utmost priority in this organization. So, in respect of anything, what is any sorts of violation of policies, any sorts of violation of code of conduct, any rule and regulation, it is always be blocked (P-2)

There is a controlling department which controls the whole works of [...]. [...] follow up this controlling department. This controlling department exists in Telenor group, even in our office. They design the control system. When there is a new task or new offer, this department designs the control systems. They design that you must minimum these steps or these documents. Again, every six months, this department audit whether designed systems have been followed or not, whether any step is been left. [...] whether every department is operating as per rules and regulations (P-4).

Compliance of policies and code of conduct expand the image of the firm as well as employee. Compliance always bears the importance regarding the discharging assigned duties and responsibilities. The firm can ensure the compliance of rules and regulations through the controlling department in regular interval along with internal and external audits that play an inexorable role to make firm to be compliant.

#### ***4.1.12 Power distance and employee freedom of work***

Exercise of power in an organization is one of the dominant criteria for the success of the firm's entrepreneurial and innovation function. Discharging of assigned responsibilities having free from fear and practices of employee freedom regarding all aspects of organizational arena and spontaneous entrepreneurial activity plays a vital role in higher productivity. Almost all the informants assert the less power distance and freedom of work in the following ways:

[...] As I said earlier, when my subordinates, though we don't mention them subordinates (P-2).



authority is given to the employees so that they can work without pressure. At present, how I am working freely, my subordinates also enjoyed the same freedom to perform their functions. we need freedom to work being it is technological sector. We have also some subcontractors or vendors, who indeed, build the towers. It is needed to supervise the vendors or subcontractors' activities by my subordinates. There might have difficulties and problems which needed immediate solutions/decisions. (P-3).

We have an excellent working environment. Like other offices, indeed, we don't have any restrictions particularly in relation to the office time (P-4).

Power distance and employee freedom are crucial characteristic of organizational entrepreneurial effort. Employee authority is necessary in order to discharge duties and responsibilities without pressure. Work freedom necessarily descends from top to bottom in approach. In technological sector, work freedom is more important due to their nature of works and constant innovativeness. The authority is also required in the field level of employees to guide and supervise their subcontractors and vendors' activities. Work authority and freedom also facilitate the immediate problem solution, especially in the field of technology-based nature works. Furthermore, excellent working environment, particularly where there are no time bindings regarding the completion of assignments facilitates to empowering employee that eventually enhances the employee creativity and innovative thoughts.

#### ***4.1.13 Supportive management***

Management support is an essential criterion for the success of firms entrepreneurial and innovative activity. Especially, supports from the middle-management play an inevitable role for the creation and successful implementation of creativity and ideas.

[...] being management takes the top decisions and gradually catches by the bottom (management). Therefore, management should always have to be positive that we will welcome any innovation.

if we install the new BTS equipment, it requires huge investment. This decision cannot be taken by me as employee. It will have taken by the organization whether they will welcome the new technology. [...] So, the main strength of the [...] is the management [...]

Based on the forecasting, we made our networks fit for the 4G technologies. There was direction by the management to do this (P-3).

Aforementioned testimonials establish that extensive supports and cooperation from management are vital in order to implement the entrepreneurial and innovative ideas. The management supports are usually run from top to bottom, a descending decision flow. Moreover, in an entrepreneurial firm's perspective, any major decision which is beyond the capacity of bottom management layers, is also triggered by the top management. Hence, pervasive management supports are constantly prevailed for the firm's entrepreneurship and innovation

#### ***4.1.14 Capital Investment***

Associated with adequate financial resources is a pre-dominant criterion of entrepreneurial endeavor. Organizational worth of financial resources facilitates established firm to capture the market opportunity and can expand the market coverage. Below statements argue the necessities of capital investment:

[...] if that decision not given by the organization, then employees will not get that freedom or even the up-gradation works would not been done properly if they would not get the investment (P-3).

There was no obstacle for investment. Investments have been made as per necessities. There was continuous investment which was very limited for other companies whether they can invest huge capital or not. The company made instant investment as per requirement (P-4).

Financial resources cause the firm's development and expand the market. Techno giant industry like the telecom company requires extensive financial resource investment and company's spontaneous decision regarding investment made for the continual development and growth. Expansion of the firm's scope of operation, deployment of required human resources, blending of a variety of capital investment is inevitable.

#### ***4.1.15 Organizational Proactiveness***

Organizational proactiveness also an important benchmark for successful organizational entrepreneurship and to capture the market opportunity in advance and achieve competitive advantage.

Now, everything is thought in advance. At present, 4G mobile technology is running in Bangladesh. First, it was 2G technologies, later 3G technology launched, and then 4G came. Now, definitely the equipment for 2G technologies

were not feasible for 3G technology. Similarly, equipment for 3G technologies were not feasible for the 4G technologies. We always were advanced that the government might give the permission for 4G technologies (P-3).

[...] provide the service earlier than the competitor. That's why [...] had done the works earlier. That's why [...] had launched the new services quickly throughout the country. Anything, when you bring into the market, you will get more customers. This is called pro-activeness definitely (P-3).

Entrepreneurial firm does the accomplishment of technological expansion and other necessary arrangements in pursuit of opportunity exploitation from the future market. Organizational proactiveness in advance to other competitors facilitates the firm to exploit the emerging market opportunity. Proactive attribute renders the firm first mover advantages through which firm can capture and exploit the market opportunity and achieve competitiveness.

#### ***4.1.16 Safe Working Environment***

Organizational working environment is an important pre-condition for high performance, encourage innovation, and creativity. Safe and secured workplace act as non-financial motivational incentives for the employee's performance and satisfaction. One informant states:

Regarding health and safety issue, suppose we work in construction sector. Construction works are in different. [...] whether they are working with safety equipment, to what extent their works are risky. They (audit team) visit and audit suddenly many sites, although we audit these things regularly. Safety issue is first [...]. You should go there very nominal way and if there is some loss incurred (P-3).

Safety of physical environment bears a vital role for the employee where they perform their duties. Safe working environment is also necessary to ensure the safety measures by proper audits and supervisions regularly. The entrepreneurial firm ensures the employee safety by acknowledging the costs of the firm itself.

#### ***4.1.17 Work-Life Balance***

A well-balanced work-life of employees is essential to be concentrated in discharging duties and responsibilities desired by the organization. Harmony between professional life and individual life is an impetus to work efficiently, which harnesses the organizational development and growth through innovation effort. Following quotes validate the argument.

Only continuation of works, nothing for the family, [...] does not support it. Both lives are given emphasize by the [...]. To do this, [...] has the facilities for example, there is day care for children. If anyone has child, they can keep their child in day care for whole day. There are good teachers for the children, health workers for health check-up, neat and clean everywhere. Children play there, enjoy themselves. There is modern gymnasium both for man and woman [...].

Working life is not all for an employee. Without family, official works could not be imagined. Both, life is given emphasize by the [...] health workers for health check-up, neat and clean everywhere [...] (P-3).

Employees maintain both professional life and family life during the working life span. They need a balanced life between the strata of lives. Firm's multi-facets facilities such as a day care facility, medical facility, gymnasium facility, for instance, brings the harmony between the two lives because of their complementary nature.

#### ***4.1.18 Customer Integration***

Customer integration is a crucial phenomenon for designing product and service. It entails that customer integration establishes fundamental tenets of organizational behavior to customers, which unequivocally affect the organizational innovation and performance. Two of the participants utter:

we went to the market in order to collect customer feedback through market survey. Say one customer has complaint regarding the call rate, one customer complaints regarding the call drop, [...]. All the complaints had been compiled and made decision to improve the customer service quality based upon the customers' feedbacks. If I would don't care the customers feedbacks and reactions as the market leader, there would not have any market for the company. So, all services should be customer oriented (P-3)

Again, sales and marketing department, continuously arrange workshop with their distributors. They sit with their customers to know the customers advantages and disadvantages (P-4)

Above statements establish that vital attribute of entrepreneurial firm is integrated customer-company relationship, especially while solving the product-service problems. Customers problem solution resolves on customers' expectation and recommendation. The firm takes care the customers feedback and reactions while designing the solutions. Organizational meeting with the customer-reach channel addresses the customers benefits and disadvantages.

## **4.2 Employee Attributes**

### ***4.2.1 Intelligence***

Employee knowledge is the one of the best resources for the organization. They are the organizational assets who generate the entrepreneurial ideas and carry out the innovation process, and eventually successfully implement the innovation project. Therefore, merit of an employee is an inexorable attribute of organizational entrepreneurial commotion. One of the informant states:

To attract potential brighter candidate through road show, advertisement. At present [...] is recruiting very selective ways. The manpower is recruited in the entry level. There is no med level or experienced level recruitment in the [...] unless if there is high business demand. Entry level employees are known as new business leader instead of management trainee officer (MTO). Mission is to attract the best resources from the country's best universities with most talented resources (top students from the merit lists) particularly for the nontechnical posts (A grade university, IBA, BRAC, AIUB) (P-1).

Established firm takes a variety of programs to attract the brightest worker for their organization. The organization recruits very selective way in order to select the best human resources. The entrepreneurial firm recruits experienced and intellectual employees based on the business demand from the best educational institutions.

### ***4.2.2 Motivation***

Motivation is one of the most prominent attributes of the employee that instigate entrepreneurial and innovative activities. In the workplace, motivation is the widely researched area. Both financial and non-financial motivations play a vital role to provoke the employee that propel to be active and vigor. Furthermore, increased motivation leads workers to more productive employee performance. Informants quote the employee motivation as beneath:

Seek money for initial carry out the ideas what it is called seek money. Generally, the seek money granted for the Ignite program, acting as one kind of rewards. seek money granted for the Ignite program, acting as one kind of rewards. I provided as much as 63 ideas regarding how the human resources division could be digitized [...] having appreciation from the human resources department, I was absorbed in the human resources division (P-1).

When an idea becomes successful and company gains financially, then the manager of the section (though I am not a manager right now) raises the voice to the management that we had successfully commercialized the idea, therefore, there should be given two of the employees' promotion (P-3).

[...] offers more benefits than other companies to the employees like financial benefits, service benefits. As a result, employees are always been motivated (P-4).

Both financial and non-financial as well as direct and indirect incentives play a crucial role to motivate the employee. Profound project funding is required to carry out the idea successfully. Various personal financial incentives instigate the individual drive to be entrepreneurial and innovative intentions. Furthermore, recognitions for the successful entrepreneurial activity, extraordinary promotions of designation, appreciation by the management play significant role as non-financial incentive. Moreover, industry incentive schemes help employees to feel honored and feel prestigious than their counterpart.

#### ***4.2.3 Creativity and Entrepreneurial Mindset***

Creativity and entrepreneurial mindset are the pre-requisite criteria for the successful innovation journey. Entrepreneurial and innovation ideas emerge from the creativity that the employee bears intrinsically.

[...] is recruiting the techno commercial talent resources, particularly those who have technical academic backgrounds, such as computer science (CSE) and other technical backgrounds, being they are more innovative [...]. To keep pace with company's culture their employee tries to keep innovative unless otherwise they will be fired off. They recruit such employees who have appetite for such innovative activities (P-1).

[...] person who is doing these things, does not have the mindset to move it forward or to face the challenges, despite having every mentorship, every support, he might fail. In comparison to person who doesn't have the supports or the umbrella, but have the mindset where he wants to go, what he wants to bring, it will be more successful (P-2).

Now the question is how we can help the company with network related issues. We do think by ourselves that how can we change the design of a BTS so that the costs for a BTS can be decreased. We mainly deal with the civil engineering activities like the construction of building [...] all our thinking regarding the innovation is related to the civil engineering activities (P-3).

Above testimonials expose that technical employees are more creative over the non-technical commercial resources and are more innovative in thoughts. Furthermore, entrepreneurial mindset is another prominent attribute of the employee that assists in bringing the innovative ideas and ventures. It bears a significant phenomenon which signifies the bearing of creative and innovative ideas. They are perseverant, enjoy being successful and are tolerant to frustration. Despite having all kinds of supports, the entrepreneur absence of entrepreneurial mindsets might be failed. On the other hand, strong entrepreneurial mindsets lead to a venture successful. Furthermore, innovative thoughts have no know bounds irrespective of departmental concerns and entrepreneurial ideas emerges from any division and section of the organization.

#### ***4.2.4 Competency***

Efficiency is one of the inescapable parts to deal the entrepreneurial and innovation venture. Moreover, the more the unique competence of the company is, the better innovation performance can be achieved. Following statements assert the competency attribute of the employee:

Another thing that is the most competitive part of this organization that is the way in a way that the way it looks into the business, the way it forces its trend, the way it analysis the customer (P-2).

The third, the most important factor is, to me, is the potential or skilled employees are necessary to carry out the management's decision, to plan or to execute the decision, what called competent employees (P-3).

As a result of changing, working efficiencies have achieved, or have a traceability of works. How many volumes of works have been done, it can now be easily trace out, what was impossible earlier not possible to management (P-4).

To be entrepreneurial in nature, operational efficiencies are required in all aspect organizational arenas. Efficiency identifies the assignments and weights of works volume. It directly affects the productivity of the firm, positive effects on cost cutting and system operations. Moreover, efficiency brings the positive impacts on product quality.

#### ***4.2.5 Leadership***

Right entrepreneurial leading is needed for carry out entrepreneurial and innovation project. Leadership is the individual criterion that brings out an entrepreneurial voyage to the success. One of informant articulates:

Though an idea becomes successful as teams afford result, there are one or two persons who act as pioneers, who work on front line behind any change. who act as pioneers, who works on front line behind any change (P-3).

There is someone who leads an entrepreneurial afford to success. They act as the pioneer for the carry out the entrepreneurial idea. These leaders work on the front line making any change success.

#### ***4.2.6 Dedication***

Devotion towards assigned duties and responsibilities is an important benchmark for the organizational performance. As one of the respondent quotes:

[...] the dedication which is also required. Dedication means, to what extent I can do for the company. What I have seen in the [...]’s environment, to what extent the employees are dedicated to the company, I never seen it any other companies in Bangladesh. As for example, I can my own marriage program; I made it late for three months due to having run an important project in [...] (P-3).

Dedication is an important component of employee engagement work behavior about being inspired, enthusiastic, and highly involved in the job. Dedication stands for the kinds of employee behavioral tendency reveals a deep emotional connection, attentiveness, and mental absorption in their work.

### **4.3 Entrepreneurial Opportunity**

#### ***4.3.1 Extended Opportunity***

An established firm creates the opportunity by a variety of novel functions, or it discovers a new opportunity that can be seized by the entrepreneurial and innovative activities. A telecom company can facilitate the opportunity through various digital service rendering and data management system. The beneath mentioned quotations imply the organizational opportunity which is necessarily important to be the industry efficient and market leader:

Now days, there is a very evidential progress that, if I would say years back, you would hardly find any store that based only facebook based. Recently, you can see people, new entrepreneur, who are basically very trendy going through face book and live every day, so that they can sell their products. So, there is a trend (P-2).



Two years back, people were not conscious about their vehicle security solution system, smart solution. Now a day, people are thinking about their smart vehicle security solution. They are thinking about only the theft or other security issues, also they can monitor the vehicle how the vehicle is running on the street, where the location is, how the driver showing his behavior, what the consumption rate of fuel through their dash board situated in front of them, managed by a built inter management system (P-2).

Almost all areas in Bangladesh, towers are available, and almost all the areas are under coverage. But in line with time span, the customers are also increasing day after day. Earlier, the customer, who talked for half an hour, currently is talking for two hours. The numbers of internet users have also increased. There are available towers, but it is required more towers for increasing the capacities (P-4).

Due to the technological upgradation and plethora of internet facilities, customers of internet user have increased since last couples of years. Technological changes open the doors for thousands of entrepreneurs to exploit the opportunity and they produce and provide quality products and services desired by the customers. Because of multiple usages of digital services, customers have been increasing compared to earlier periods, people are using a digital security system in order trace and ensuring security. Network coverage facilities are an important phenomenon of the mobile network service company to enhance the entrepreneurial opportunities and makes the company.

#### ***4.3.2 Stimulating Opportunity***

Firms phenomena, for instance proper data supports and management understanding facilitates to expedite the innovation attempt, and thus, exploits the opportunity and achieve the competitiveness. One respondent quote that:

Because, whatever innovation we want to bring in, whatever ideas we want to change in, that has to be backed by proper data and information.

To come up with something new in internally, it is not challenging to have such data like how many times it requires serving a customer, or how many times a salesperson can go out within a specified time.

[...] to make understand the management that we require it to do a particular change or thing. If information and other relevant things support, than it is done (P-2).

These statements assert that organizational entrepreneurship and innovation are supported by the proper data and necessary information. Available data and information that are preserved in firm reservoir are assistive while entrepreneurial and innovation programs are designed and formulated. The underlying difficulty related to start off an innovation voyage is to make understand to higher management by the relevant data and information.

## **4.4 Entrepreneurial Obstacle**

### ***4.4.1 Policy and Unstructured Data***

Apart from the entrepreneurial opportunity creation and identification, there are some organizational phenomena which bridled the firms entrepreneurial and innovation functionalities. Almost all the informants uttered regarding the phenomena which limit the firm's entrepreneurial functions.

if we bar something by policies, innovation comes to an end/stop. [...] does continuous development of the things that bring ultimate satisfactions for the customers. If there is policy like this, to access something or to develop, there would be any engagement for research and development for further development of products and services. [...] it is the one thing that is one comes up with idea that I have to have all the information and available data to support the idea. the information is not quite rightly stored in anywhere (P-2).

I would rather say as not challenges or difficulties, it is the one thing that is one comes up with idea that I have to have all the information and available data to support the idea. In here, you know that all the information is not quite rightly stored in anywhere. If you want to fetch data regarding how many travelers are travelling through our international airport, how many passengers are there as tourists, [...] you cannot find the data because those are not stored in proper way. So that kind of challenges is always there. Unstructured data difficulties disrupt something new to happen (P-2).

Specific policies regarding the regulations of the entrepreneurial and innovation activity bring innovations to an end. Therefore, organization implanted with lots of rules and regulations has a negative effect on firms' entrepreneurial activity. Furthermore, available and adequate data and information supports are essential in order to make an idea successful. Unstructured data base both in public as well as private sectors makes challenges to bring the changes.

#### ***4.4.2 Redundancy and Controlling***

Simultaneous running of more innovation programs and imposing of specific controlling activities halts the entrepreneurial actions. These congestions of blending entrepreneurial functions adversely affect the success of the innovation programs. Beneath statements divulge the evidence of inverse effect of redundancy and controlling:

Being the Ignite program is running, the other entrepreneurial and innovative programs are being halt because of redundancy. If there are lots of innovative programs being run simultaneously, the ideas cannot be succeeded (P-1).

That was done through unity. There were held meeting when one's idea would not be accepted. But we discussed on all the ideas so that one could not be de-motivated. Being, once an employee becomes de-motivated, he or she might not bring any ideas in future (P-3).

Operations of more idea generating programs negatively affect the entrepreneurial and innovation activities due to the redundancy of similar programs. Moreover, rejection of any idea inversely effects to the bringing of new ideas and creativity further and eventually employees are demotivated regarding the innovation functionalities.

### **4.5 Idiosyncratic entrepreneurship**

#### ***4.5.1 Unique Entrepreneurial Characteristics***

There are significant distinctions between the forms of the entrepreneurship, especially in the individual start-up and corporate entrepreneurship structures. Firms entrepreneurial activity and individual entrepreneurial activity bear unique attributes corresponding to their nature. Following statements affirm the unique characteristics of entrepreneurship:

I think both have different kind of dimensions. Because, it is all about how an individual who is doing startup has the mindset to stand up again after failure in point of time. [...] So, the individuals who are running behind these things, they have the mindset to make it successful in the world. So, both has the different kinds of aspects. When entrepreneurial activity comes up under corporate umbrella that also has some challenges as well. It is all about the person who is driving those things, nothing with the individual kind of things, or corporate kind of things (P-2).

Firm's entrepreneurial activity and individual entrepreneurial activity have different dimensions. They are isolated in attributes from one another. Individual entrepreneur has their own mindsets

while firms' entrepreneurs have their own ones. Corporate entrepreneurial activities also have some challenges like individual entrepreneurial functions. Furthermore, these entrepreneurial functions depend upon the entrepreneur who drives the ventures.

#### ***4.5.2 Better Entrepreneurial Status***

Personal startups capitalize the opportunity more proficient ways than those of a corporate entrepreneurial umbrella. This doctrine can be established by the following statements of the one informant:

See the companies, the opportunities that are grabbed recently, if I would say two names, one PATHAO, another one is SOHOJ. These two are home grown start up; that they are Bangladeshi grown startups which have become so successful in these days.

There is another hunky punky food aggregation, PATHAO has a food aggregation as well, SOHOJ has also food aggregation. If I look into these parts, see GP or any other telcos will not divert into these areas. They are big corporations. You will not hear the OBHAI, which is basically a concern of MGH group, but when you have the name of ride sharing services, in Dhaka, Chittagong, and Sylhet, the first thing your mind will strike in your mind the name of PATHAO, secondly UBAR, and next is SOHOJ (P-2).

Individual entrepreneurs have the better farsightedness than the corporate entrepreneurs. Both local and multinational firms had been started by the individual entrepreneurs and bring profound successes in respective industries such as UBAR, SOHOJ for instance. Individual start-up firms have been exploiting market opportunities very successfully.

### **4.6 Structural Application**

#### ***4.6.1 Structural Assimilation***

Structural application of entrepreneurial and innovation form which are successfully running in developed economy, can be applied in the developing economy. Aside with the organizational opportunity exploitation and competitive advantage, firm entrepreneurial form can also be applied in order to develop and growth of the organization. These can be validated by the beneath testimonial:

[...] the exchange of idea, and everything like there are some markets which characteristics are little bit closer, so new idea which is successful in [...] that can be implemented anywhere. Simultaneously, the idea which also

successful in Pakistan, Myanmar, Malaysia can be brought here to check whether it is matched 40-50%, and rest of the characteristics been little bit adjusted with, because the characteristics of the customers between two countries might be different. But the transferred core product or service is shared so that can benefit the entire base (P-2).

Forms of new products and services can be implemented in another market successfully by making necessary adjustment of structural changes. Application of entrepreneurial and innovation models can be amplified the organizational development and growth and hence can exploit the opportunity and achieve competitiveness which ultimately lead to the economic development of the country.

#### ***4.6.2 Institutionalization***

Institutionalization is the act of something as a norm or practice in an organization. Firms entrepreneurial functions are geared by the active facilities like an institution. One participant articulates:

I think [...] is look like a university. There are so many wings, so many divisions that for every sector, there are facilities.

Entrepreneurial organization configured with extensive supports with many more sectors and divisions such as a university, for instance, is assistive to firm's entrepreneurial actions. These organized facilities instigate the innovative functions and gear the opportunity exploitations.

## 5. Discussion

Addressing our research question *what are the established firms' entrepreneurial attributes and efforts facilitating market opportunity exploitation and achieve competitive advantage*, this study exposes firms attribute and effort, employees attribute, structural application, identifications of entrepreneurial obstacles, and idiosyncratic entrepreneurship as the established firms entrepreneurial attributes and efforts. Though, an inductive theory building approach based on grounded theory analysis was conducted, some entrepreneurial characteristics and exertions have been complemented with extant literature available discussed on the theoretical framework chapter. We attempt to develop an understanding of CE and innovation attribute and effort framework based on our findings and theoretical framework.

Running of intensive entrepreneurial programs (EP) (Black and Mischel, 2020) is a prominent attribute of the entrepreneurial firm that breed the successful innovation endeavor. The EP is an iterative and pragmatic entrepreneurial program capable to exert successful innovation of product and service. Such on-board EP bears immense significance for organizational entrepreneurial endeavor success.

Constant learning makes a firm competent to survive in the fiercely competitive market as well as building up the firms' dynamic capability to face the unborn challenges (Teece, 2018). The perpetual entrepreneurial and innovation learning approach devoted to merely scaling up the organizational entrepreneurial and innovation capabilities that eventually lead the firm to achieve competitiveness (Grant, 1996). Devoted organizational innovation supportive culture instigates the firm to boost up the entrepreneurial functions and perform better than the others (Chandler, 1993). Moreover, well-configured organizational innovation culture deters an innovation afford to be foiled as it facilitates to embrace new ideas and new things always that makes the organization to be with the changes (Morris, Kuratko, and Covin, 2008). Collaboration (Bozeman, Fay, and Slade, 2013; Huang and Lin, 2010) an inter-organizational, interdepartmental, and mutual alliance among the parties involved in organizational activity accelerates the organizational innovation, and hence make capable the firm to capture the unmet market opportunity achieve competitiveness.

Entrepreneurial platform (EP) demonstrates an architecture that rears and develops the firm's entrepreneurial and innovation endeavors. Aside with fostering firms' own innovation efforts, EP acts as the convergence center for co-create value with customers (Sawhney, Verona, and Prandelli, 2005) and facilitating architecture (Chesbrough, 2003a) to nurse and flourishing of innovation. Organizational adaptiveness is the capabilities that the firm develop relative to the environment in which they operate can transform and adapt quickly to very dynamic market (Volberda, 2005; Huygens et al., 2001). Customer value is the organizational outcome what the customer expects to (Desarbo et al., 2001). The entrepreneurial firm brings up with innovative product and service with more customer value considered (Smith and Colgate, 2007).

Conducive organizational atmosphere connects the firm to detect the opportunity (Stevenson and Jarillo, 1990). Firm's thorough supportive environment brings the problem's solutions where the traditional efforts failed (Merrifield, 1993). Moreover, the firm's technological resources provide breakthrough innovation (Ahuja and Katila, 2004) and bring competitive advantage (Barney, 2001). Compliance enhances the image of the company and its employee by abiding by the rules, regulations, and firms' internal policies (Bace et al., 2006). It bears the significance regarding the discharging assigned duties and responsibilities based on rules, regulations, and policies (Tarantino, 2008).

*Less power distance and employee freedom of work* thrust the firm's entrepreneurial and innovation function (Hofstede, Hofstede, and Minkov 2010). Performing of assigned duties and responsibilities, and practices of employee's freedom play a vital role in higher productivity (Farh, Hackett, and Liang, 2007). Moreover, *supportive management* is a benchmark for the creation and successful implementation of innovation affords (Amabile et al., 2004). Extended supports and cooperation from management bring organizational entrepreneurial and innovative ideas into being (Lukeš, Stephan, and Černíková, 2009). *Capital investment* makes the firm capable for continual development and growth (Barne, 1991; Teece, Pisano, and Shuen, 1997). Firm's expansion and competitiveness largely depend upon the capital and financial capabilities of the firm ((Barne, 1991).

Proactiveness leads the firm to seize the market opportunity in advance and achieve competitive advantage (Dess, Lumpkin, and McGee, 1999). Organizational Proactiveness facilitates the firm

to enjoy the first mover advantages (Lieberman and Montgomery, 1988). Furthermore, safe working environment causes high performance, encourage innovation, and creativity (Kohun, 2002). Safe and secured organizational working environment impacts the employee performance (Thompson et al., 1998) that leads the firm to achieve sustainable competitive advantage (Heath, 2006).

Work-life balance of employee gauges the firm's innovation efforts by creating harmony between professional life and personal life (Nordenmark, Vinberg and Strand, 2012). It brings a high level of job satisfaction and wellbeing (Sundin, 2009). Moreover, customer integration (CI) simplifies the integrated relationships between customers and an organization that enables the firm to capture the opportunity through customer facilitations (Chakravorti, 2009). CI especially implies the importance concerning product-service design innovation and product-service problem's solution.

Furthermore, firm's entrepreneurial activities are human based practices and dependent on employee intelligence and motivation (Chen, Lin, and Chang, 2006; Uche, Fiberesima, and Christiana, 2011), competency (Drucker, 1999), creativity and entrepreneurial mindset (Pinchot and Pellman, 1999), leadership and dedication (Alvarez, Barney, and Anderson, 2013; Rayton and Yalabik, 2014). Employee's intelligence attributes bear the source of creativity or innovation while motivation drive to be entrepreneurial and innovative intentions (Ardichvili et al., 2003). Despite available supports and assistances, an entrepreneurial program could not be succeeded in the absence of entrepreneurial mindset (Van Gelderen, Kautonen, and Fink, 2015). Eventually, entrepreneurial leadership and employee dedication make an entrepreneurial venture success (Alvarez, Barney, and Anderson, 2013; Rayton and Yalabik, 2014).

Moreover, identifying, selecting, and exploiting the right opportunities make an organizational entrepreneurial and innovation success ((Vives and Nedevea, 2007). Firms extended network coverage facilities enhances the entrepreneurial opportunities and brings the competitiveness in the industry (Shamudeen et al., 2017). Additionally, organizational proper data and information structure and management understanding shape the entrepreneurial and innovation endeavor to pursue the opportunity (McMullen, Plummer, and Acs, 2007; Buenstorf, 2007).



## 6. Conclusion

This paper offers new insights into the corporate entrepreneurship literature by exposing new paradigms of organizational attributes and efforts that are different from existing CE literature based on firm's entrepreneurial pursuance efforts. Entrepreneurial and innovativeness-encircled organization establishes a thorough organization-wide entrepreneurial and innovativeness nature that necessarily associated with incessant and contingent innovation programs and cyclical entrepreneurial endeavors. Firm encompassing entrepreneurial and innovativeness-encircle organizational entrepreneurship feature facilitates firm to be entrepreneurial and innovative for the present and future. Idiosyncratic Entrepreneurship (IE) offers glaring distinctiveness between CE and individual entrepreneurship on the issues of entrepreneurial opportunities and challenges, and entrepreneurs' farsightedness to recognize and exploitation of opportunities successfully. The most surprising and unexpected finding of this paper is the identification of entrepreneurial obstacle (OE), i.e. the firm's specific policy and rules concerning the regulations of the entrepreneurial and innovation activity adversely affect the firms entrepreneurial and innovation efforts. Moreover, both public and organizational unstructured data assembly inversely affects the firms entrepreneurial and innovation endeavors. Furthermore, institutionalization of the firm's activities augments the firm's internal entrepreneurial and innovation attempt. It boosts up the firm's entrepreneurship and innovation by providing all facets of decentralized assistances required.

For managers, this study has shown a number of significant implications. These implications are especially significant for the managers of the technology driven established firms. This study draws attention to the established firms' entrepreneurial attributes and efforts. This study argues that organizational policies and strategies regarding firms' specific features can detect the opportunity and achieve competitive advantage while design the entrepreneurial and innovation endeavor. These are especially related to the organizational attributes that are named after entrepreneurial program, collaboration, constant learning, entrepreneurial platform, work-life balance, and customer integration. Apart with the identifications of organizational attributes, management must deploy a deep insight to ingeniously address the entrepreneurial obstacles. EO thwarts the firm's entrepreneurial and innovation endeavors, especially running the

redundant innovation programs simultaneously and adequate data sufficiency. This is particularly necessary to satisfy the desires and expectations of potential customers for whom innovation programs are designed for.

Considering that this is an inductive study intending to explore the firm's entrepreneurial and innovation attribute and effort and using a well-established methodology, this study provided insight enough to substantiate the findings. However, sample related issues are both a limitation of this study and an opportunity for future research avenue.

This research has been centered based on a single case study analysis of one Bangladeshi firm, Grameen Phone Bangladesh Limited, which may be too small sample to draw sweeping conclusion from. For full exposure to the entire gamut of organizational entrepreneurship and innovation attribute and effort, it is necessary to have at least four to five case study analysis. Further studies should also involve more respondents, more settings, and greater engagement and involvement in of all facets of CE. Furthermore, there are questions about whether the findings of this study are generalizable beyond the Bangladesh's national, socioeconomic, and cultural context. Moreover, qualitative research contributes to a rich understanding of a subject leading discovery a theory-building, a qualitative and quantitative mixed approach can resolve contradictory demands of theory development and application of meticulous research technique (Srnka and Koeszegi, 2007).

With the weapon of disruption persistent looming over their heads, today's large firms are struggling to remain nimble, innovative, and entrepreneurial. However, one convincing way for corporations to increase their entrepreneurialness is to prudently identify the organizational attributes and efforts that instigate the entrepreneurial and innovation efforts and achieve competitive advantage. This paper argued that firm's many internal factors to help to shape and contour the organizational entrepreneurial endeavor, including firms' attributes and efforts, employee attributes, entrepreneurial obstacle, and institutionalization of the organizational functions along with other factors which help to define, delineate, and enforce the organizational entrepreneurial and innovation attributes, for the present and future. Moreover, the study has also demonstrated that identification of IE, corporate entrepreneurship and individual

entrepreneurship styles that have unique features to identify, capture, and capitalize the entrepreneurial opportunity. The organization should meticulously deal with the phenomena while crafting the entrepreneurial and innovation programs with the blending of organizational and individual perspectives as of both entrepreneurial styles bear the distinctive attributes and efforts.

Furthermore, this paper indicates that CE is driven by both the organization and employee, especially an entrepreneurially inclined one, and need to nourish through proper identification and addressing of firms entrepreneurship and innovation attribute in order to pursue firms aims and objectives over time. Indeed, an integrative and positivist approach to CE could be very well benefit gain, if barriers, roadblocks, and challenges could be well anticipated and remedied for overall growth and goal congruence for CE enforcement.

## 7. Acronym

CE	Corporate Entrepreneurship
CI	Customer Integration
EO	Entrepreneurial Obstacle
EP	Entrepreneurial Program, Entrepreneurial Platform
GT	Grounded Theory
IE	Idiosyncratic Entrepreneurship

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## Appendix

### Appendix A

#### Interview Guide

Organization:

Head Office

Dhaka

Informant: Head of New Product/Business Development Division/Corporate Entrepreneurship/Human Resources Division/Finance Department/Accounts and Audit Department/Procurement Department/Internal Control and Compliance Department/Legal Department/Corporate Division/Supply Chain Management Department/Sales Department/Marketing Department.

Name:

Designation:

Core Responsibility:

Common Investigations (all possible departments-middle management): You are one of the market leading companies in the industry. Briefly describe the functions and features that lead your company today's market leading position and how can you respond and support to the new entrepreneurial activities within the organizational boundaries (process/structures/technology/resources/management...)

Q. 01. Functionalities of the department, who does and what their functions?

Q. 02: What the managers allow to do their subordinates? (Free time for their employees involving in entrepreneurial and innovative activities)

Q. 03: What are the functions of the managers and their subordinates and why they do so in order to involve their employees in keeping their company competitive? (Entrepreneurial and innovative activities)

Q. 04: Changes that have been taken place last 2 years and how did a particular change take place.

Q. 05: Who did this change(s), how and who contributed and in what ways?

Q. 06: How did you like and support this change(s) as a boss and how was this change accepted?

Q. 07: What do you do when a subordinate suggests altering a routine?

Q. 08: How and why the managers involve different types of subordinates into improving their competitive position by innovation and other activities like this?

Q.09: What the manager controls, what he does for controlling and why he does so?

Open, unstructured, and other relevant queries.....