Fostering A Culture of Entrepreneurship

- “From Beefsteak To Beethoven”

Jay Mitra

- ‘Reuniting Europe Through Local Development’
  Inauguration of the OECD LEED Centre
  Trento, Italy

6 December, 2003
Meanings and Ideas

- "Entrepreneurship":
  - new venture creation, the organisation of technological & social innovation; the product of entrepreneurial activity across society; mind set change

- "Culture":
  - Evolving way of life embracing beefsteak & Beethoven (with thanks to Raymond Williams – ‘Culture & Society’)

- "Entrepreneurship Culture":
  - In which we all have a stake (more than the sum of entrepreneurs)
Agenda

- Why foster a culture of entrepreneurship?
- What constitutes a culture of entrepreneurship?
- How can a culture of entrepreneurship be fostered?
- No formulas for one common template
Elaborating The Agenda (1)

<table>
<thead>
<tr>
<th>Why an entrepreneurship culture?</th>
<th>What constitutes an entrepreneurship culture?</th>
<th>What do citizens want?</th>
</tr>
</thead>
<tbody>
<tr>
<td>E = relationship with economic growth (co-relation of 0.7) &amp; building social capital; primary source of innovation; job creation</td>
<td>Growth in concentration of firms, networks &amp; linkages</td>
<td>A safer society</td>
</tr>
<tr>
<td>Devolution of govt. powers for policy implementation (&amp; policy creation) to local level</td>
<td>Higher levels of education, skills &amp; learning</td>
<td>A clean green environment</td>
</tr>
<tr>
<td>Direct influence of internationalisation – technology, human resources, capital &amp; information flows</td>
<td>Growth in intermediary organisations to whom some tasks are delegated, &amp; in different forms of entrepreneurship – new firms, social entrepreneurship, entrepreneurial culture</td>
<td>More spending on health &amp; education</td>
</tr>
<tr>
<td></td>
<td><strong>Strong institutional infrastructure</strong></td>
<td>Caring communities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A well-performing economy &amp; growth in business sectors</td>
</tr>
</tbody>
</table>
### The Critical Mass Issue

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater London</td>
<td>90</td>
<td>440</td>
<td>+ 5</td>
</tr>
<tr>
<td>South East</td>
<td>80</td>
<td>330</td>
<td>N/A</td>
</tr>
<tr>
<td>West Midlands</td>
<td>55</td>
<td>250</td>
<td>- 3</td>
</tr>
<tr>
<td>Yorks &amp; Humbs</td>
<td>50</td>
<td>230</td>
<td>- 6</td>
</tr>
<tr>
<td>North West</td>
<td>52</td>
<td>240</td>
<td>-15</td>
</tr>
<tr>
<td>North East</td>
<td>40</td>
<td>175</td>
<td>- 8</td>
</tr>
</tbody>
</table>

1& * 2 – Source = Trends Business Research, 2001 – approximations based on scatter diagram
*3 – Source = ONS 2003.
Some Implications

- Entrepreneurship culture = the wider learning canvas
- The wider learning canvas = individuals, organisations & regions
- Entrepreneurship culture = critical mass
- Governance
<table>
<thead>
<tr>
<th>E Capabilities</th>
<th>The Individual</th>
<th>The Organisation</th>
<th>The Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision &amp; Motivation</td>
<td>Confidence to reduce uncertainty &amp; complexity</td>
<td>Linking personal &amp; organisational development</td>
<td>Stakeholder Vision</td>
</tr>
<tr>
<td>Networks &amp; Linkages</td>
<td>Interpersonal, team working</td>
<td>Clusters of firms, intra-firm diversity</td>
<td>Stakeholder &amp; human diversity</td>
</tr>
<tr>
<td>Managing Change</td>
<td>Leadership, flexibility, co-ordination skills, creativity</td>
<td>The learning organisation, creativity, innovation, developing social capital</td>
<td>Absorptive capacity; Developing social Capital,</td>
</tr>
<tr>
<td>Valorising Resources</td>
<td>Balancing individual choice &amp; collective responsibility</td>
<td>Balancing efficiency gains, productivity &amp; generating added value</td>
<td>Developing critical mass, promoting effective Entrepreneurial behaviour (c)</td>
</tr>
</tbody>
</table>
Some Implications

- Governance - organisational & regional stakeholding -
- Institutional development
- The critical role of education
- Diversity of resources, styles & people
The Entrepreneurial Learning Environment

- Support Services
- New Venture organisations
- Institutional Development
- Innovation
- Networks
- Regional Development
- Policy
- Policy Makers
- The wider community
- Stakeholders
- Outcomes

- E People
- E Orgs
- E Policies
- E –support services
- E -culture
Key Issue for the Nation

Sustainable Competitive Advantage

Key Factors

- Learning
- Knowledge
- Innovation

Key Driver

Entrepreneurship

Government

Industry

Higher Education

Entrepreneurs

Wider Community

Regions
Contact

- Professor Jay Mitra
- Director, Centre for Entrepreneurship Research and Development
- Luton Business School
- United Kingdom
- jay.mitra@luton.ac.uk
- Tel: 0044 (0) 1582 743117
- Mobile: 0044 (0) 7801 55 24 69