

A

Framework for Entrepreneurial Intensity: Sustainable Competitive Advantages for Organizations

กรอบแนวคิดความเข้มข้นในความเป็นผู้ประกอบการ
เพื่อความได้เปรียบในการแข่งขันขององค์กร
อย่างยั่งยืน

- **ดร. ลัดดาวัลย์ เลขมาศ**
- อาจารย์ประจำสาขาวิชาคอมพิวเตอร์ธุรกิจ
- คณะบริหารธุรกิจ
- มหาวิทยาลัยหอการค้าไทย
-
- **Dr. Laddawan Lekmat**
- Lecturer, Department of Business Computer
- School of Business
- University of the Thai Chamber of Commerce
- E-mail: laddawan__l@hotmail.com

บทคัดย่อ

ความได้เปรียบในการแข่งขันอย่างยั่งยืนเป็นสิ่งสำคัญต่อความสำเร็จในระยะยาวสำหรับธุรกิจ ความเป็นผู้ประกอบการขององค์กรจึงถือได้ว่าเป็นหนึ่งในเครื่องมือที่มีประสิทธิภาพที่องค์กรในกลุ่มประเทศที่กำลังพัฒนาสามารถนำมาใช้เพื่อเพิ่มศักยภาพในการแข่งขันในตลาดโลกได้ โดยอาศัยการนำทรัพยากรมาสร้างสรรค์สิ่งใหม่ ๆ ให้เกิดมูลค่าเพิ่ม และการเปลี่ยนแปลงการบริหารไปสู่การมุ่งเน้นการสร้างสรรค์นวัตกรรมภายในองค์กร บทความนี้มีวัตถุประสงค์เพื่อศึกษากิจกรรมขององค์กรที่สะท้อนให้เห็นถึงความเป็นผู้ประกอบการขององค์กร โดยการนำความเข้มข้นในความเป็นผู้ประกอบการมาใช้ในการประเมินที่จะแสดงให้เห็นถึงคุณลักษณะของความเป็นผู้ประกอบการขององค์กร รวมทั้งศึกษาถึงปัจจัยที่ส่งผลให้องค์กรสามารถสร้างความเข้มข้นในความเป็นผู้ประกอบการได้สำเร็จ ดังนั้น บทความนี้

จึงนำเสนอกรอบแนวคิดเกี่ยวกับความเข้มข้นในความเป็นผู้ประกอบการ ซึ่งเป็นวิธีการใหม่ที่ใช้ในการตรวจสอบและทำความเข้าใจเกี่ยวกับกระบวนการสร้างสรรค์ความเป็นผู้ประกอบการขององค์กรและการกำหนดกลยุทธ์สำหรับการบ่มเพาะความเป็นผู้ประกอบการขององค์กร กรอบแนวคิดดังกล่าวจะช่วยให้ผู้มีอำนาจตัดสินใจสามารถสร้างพฤติกรรมความเป็นผู้ประกอบการให้เกิดขึ้นทั่วทั้งองค์กรได้อย่างสำเร็จ โดยต้องอาศัยการใช้ปัจจัยสภาพแวดล้อมภายในเป็นตัวกระตุ้นในการสร้างบรรยากาศของความเป็นผู้ประกอบการขององค์กร เพื่อใช้เป็นแนวทางที่จะรักษาความได้เปรียบในการแข่งขันขององค์กรได้อย่างยั่งยืน

คำสำคัญ: กรอบแนวคิด ความเข้มข้นในความเป็นผู้ประกอบการ ปัจจัยสภาพแวดล้อมภายในองค์กรในประเทศที่กำลังพัฒนา ความได้เปรียบในการแข่งขันอย่างยั่งยืน

Abstract

A sustainable competitive advantage is critical to the long-term success of a business. Corporate entrepreneurship (CE) or entrepreneurship in an organization is viewed as an effective means for emerging-economy firms to revitalize, reconfigure resources and transform into innovative-oriented firms that are ready to compete in the global economy. The entrepreneurial intensity (EI) concept is introduced as a new way of examining and understanding the entrepreneurial process and strategies for cultivating entrepreneurship. This paper, therefore, explores to what extent firm activities reflected CE by assessing EI in order to capture how entrepreneurial the firm is while also determining the underlying reasons why a given level of EI is being achieved. It aims to provide a framework of EI that decision makers can use to help their firms successfully engage in entrepreneurship as a path to sustain competitive advantages. To improve company performance, entrepreneurial behavior should be encouraged by creating an entrepreneurial climate with the use of internal environment factors.

Keywords: Framework, Entrepreneurial Intensity, Internal Environment, Emerging-Economy Firms, Sustainable Competitive Advantages

Introduction

Intensifying global competition and rapid technological progress have highlighted the importance of innovation, flexibility, adaptability and efficiency for organizations to survive and prosper. Firms that utilize adaptive strategy can enhance their sustainable competitive advantages in the global market (Theppitak, Prasertsun, and Panomupatam, 2012). Ireland, Kuratko, and Morris (2006) argue that today and tomorrow's competitive advantages are grounded in innovation and entrepreneurship. Therefore, companies increasingly need to promote "corporate entrepreneurship" (CE).

In this paper, entrepreneurship development is based on the shift in the emphasis of entrepreneurship research from the individual to the firm. Thus, entrepreneurship in an organization or CE is the main focus of this paper. The term CE does not refer to business start-ups from the field of entrepreneurship research but involves entrepreneurship inside existing organizations (Antoncic and Hisrich, 2001) that lead to a variety of innovations such as the renewal of operations, and the creation of new products, services, processes, and markets, thus improving the firm's performance and competitive position (Burns, 2008; Nasution, et al., 2011).

In addition, CE is viewed as an effective means for emerging-economy firms to

revitalize, reconfigure resources and transform into knowledge-based or innovative-oriented firms that are ready to compete in the global economy (Bierly and Daly, 2007; Yiu and Lau, 2008). Goodale, et al. (2011: 116) support that "firms that exhibit CE are typically viewed as dynamic and flexible entities preparing to take advantage of new business opportunities". Therefore, companies need to understand how entrepreneurial the firm is and what factors drive entrepreneurship, so they can change their management strategies to encourage an entrepreneurial mindset to ensure long-term success of the firms.

The literature on CE indicates the need for entrepreneurial management in organizations, which can be established through appropriate strategies, culture, structure and leadership. However, it does not explain in detail how entrepreneurial-oriented an organization is. (Tahseen, 2012). Ireland, Kuratko, and Morris (2006) point out that the entrepreneurial behavior of a firm at a given point in time is reflected in its entrepreneurial intensity. Entrepreneurial intensity (EI) was originally developed by Morris (1998). Morris (1998) introduces the EI concept as a new way of examining and understanding the entrepreneurial process and strategies for cultivating entrepreneurship. The study of Tahseen (2012) confirms that the EI concept can differentiate entrepreneurial management in terms of its effectiveness.

This paper, therefore, explores to what extent firm activities are reflected in CE by assessing EI in order to capture how entrepreneurial the firm is while also determining the underlying reasons why a given level of EI is being achieved. It aims to provide a framework of EI that decision makers can use to help their firms successfully engage in entrepreneurship as a path to sustain competitive advantages.

Entrepreneurial Intensity (EI): Combining Degree and Frequency of Entrepreneurship

The CE literature uses a firm-behavior perspective to understand innovation and entrepreneurship process and practice (Covin and Slevin, 1991; Parker, 2011). Ireland, Kuratko, and Morris (2006) point out that the entrepreneurial behavior of a firm at a given point in time is reflected in its entrepreneurial intensity (EI); it determines how entrepreneurial a given organization is. According to Morris (1998: 37), the concept of EI “captures how entrepreneurship fluctuates by degree and frequency, and how it applies to organizational performance”. With the integration of many diverse perspective and the 13 leading myths about entrepreneurship, he introduces the EI concept as a new way of examining and understanding the entrepreneurial process and strategies for cultivating entrepreneurship. Tahseen (2012) supports that the EI concept

can differentiate entrepreneurial management in terms of its effectiveness or explain in detail how entrepreneurial-oriented the organization is. The size of breakthrough can be measured through EI in terms of ‘entrepreneurial degree’ and number of continuous and incremental innovations in terms of ‘entrepreneurial frequency’.

To assess a firm’s degree of entrepreneurship, it needs to measure innovativeness, risk-taking, and proactiveness. **Innovativeness** refers to the seeking of creative, unusual or novel solutions to problems and needs. Commonly, these solutions take the form of new processes as well as new products and/or services. **Risk-taking** involves the willingness to commit significant resources to opportunities having a reasonable chance of failure as well as success. **Proactiveness** is concerned with anticipating and then acting in light of a recognized entrepreneurial opportunity. Employees are encouraged to persevere in their efforts to exploit opportunities that can become the source of innovation, competitive advantage, and first-mover benefits in marketplace. On the other hand, the measurement of frequency of entrepreneurship involves the number of new products, services, and process innovations introduced over some defined time period.

Morris, Kuratko, and Covin (2008: 69) point out that “an entrepreneurial event varies

in terms of the degree of entrepreneurship, or how much innovativeness, risk-taking and proactiveness is involved”. While frequency of entrepreneurship reflects how many events take place within a firm over a given time. The concepts of degree and frequency should be considered together to assess the overall level of entrepreneurship in a firm. Some companies are likely to produce a steady stream of new products, services and processes over time (high on frequency), while others may vary and rarely introduce something new or different

(low in degree). Thus, the theoretical issue concerns how to characterize an organization as “entrepreneurial” relating to entrepreneurial orientation in the literature is somewhat misleading. To better understand the EI concept, the entrepreneurial grid illustrates a two-dimensional matrix with the number or frequency of entrepreneurial events on the vertical axis, and the extent or degree to which these events are innovative, risky, and proactive on the horizontal axis (Figure 1).

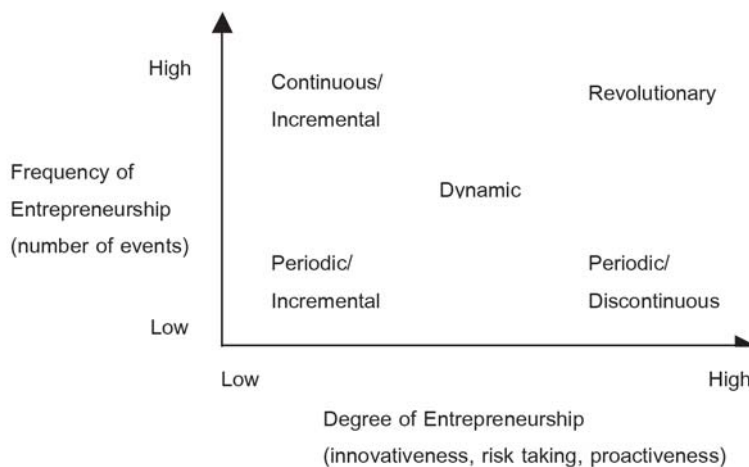


Figure 1 Entrepreneurial Intensity (Morris, Kuratko, and Covin, 2008: 70)

Each of these reveals the variable nature of EI. For instance, where few entrepreneurial events are created, and these events are only nominally innovative, risky, and proactive, the company can be described as Periodic/Incremental in terms of its (modest) level of EI. Likewise, a company that produces

numerous entrepreneurial events that are highly innovative, risky, or proactive will be described as Revolutionary in terms of its (higher) level of EI. Tahseen (2012: 174) notes that the “effectiveness of entrepreneurial management lies in its ability to balance entrepreneurial degree and frequency in

such a way that the firm is able to maximize its competitive advantage in the ever changing environment”. Erasmus and Scheepers (2008) provide empirical evidence of the impact of EI on the improved performance of the firm. They affirm that the companies with higher levels of entrepreneurship generate more economic value added over the longer term.

Internal Environment as the Antecedents of Entrepreneurial Intensity

Research has been conducted to identify specific organizational antecedents of entrepreneurship. Building on the extensive review in the literature, Hornsby, Kuratko, and Zahra (2002) developed the Corporate Entrepreneurship Assessment Instrument (CEAI) as an instrument designed to assess, evaluate, and manage the internal environment of the firm in a manner that successfully implements a CE strategy. Five organizational antecedents to CE including management support, work discretion/autonomy, rewards/reinforcement, time availability, and organizational boundaries are required for individuals in an organization to behave entrepreneurially. These antecedents are described as follows:

(1) Management support: this is the willingness of top-level managers to facilitate and promote entrepreneurial behavior, including

the championing of innovative ideas and providing the resources people require when taking entrepreneurial actions (Morris, Kuratko, and Covin, 2008). Top managers need to set the tone for innovation and need to encourage employees to believe that innovation is part of a role set for all people in the company. Moreover, they need to be willing to facilitate entrepreneurial projects by providing resources such as human and financial resources that make innovation possible. For example, funds are given for research and development (R&D) of product, service and technological innovation. Also, training the creative and innovative skills of employees is important for research and development, proactive searching for new opportunities, and quality control. Top management support has been found to have a direct, positive association with the firm’s innovative outcomes (Kuratko, Hornsby, and Covin, 2013). Also, the previous studies show each level of management plays vital roles in facilitating entrepreneurial activities (Kuratko, Hornsby, and Goldsby, 2007; Greenberg and Baron, 2008).

(2) Work discretion: this is top-level managers’ commitment to delegate authority and to provide lower-level managers and employees freedom to make decisions about their work in ways that they believe are most effective. Kalmi and Kuahainen (2008 cited in Sebora, Theerapatvong, and Lee, 2010: 455) argue that work discretion also involves using

creativity and knowledge of the production process to benefit of the company. Research shows that increased work discretion is associated with better work performance and managerial innovation (Sebora, Theerapatvong, and Lee, 2010).

(3) Rewards and reinforcement: this involves developing and using systems that reward entrepreneurial activity and success. Reward systems that enhance risk taking and innovation have been shown to have a strong impact on individuals' inclinations to behave in entrepreneurial manners (Kuratko, Hornsby, and Covin, 2013). Several studies have identified 'reward and resource availability' as another powerful way to influence entrepreneurial behavior by middle- and first-level managers (Burgess, 2013; Sebora, Theerapatvong, and Lee, 2010). Moreover, the research suggests that companies must make use of ideas of innovative people known to others in the organization in order to encourage organizational members to engage in entrepreneurial activity. Furthermore, appropriate rewards enable innovation to occur more frequently and be of higher quality (Morris, Kuratko, and Covin, 2008; Sebora, Theerapatvong, and Lee, 2010). Thus, rewards and recognition as a form of innovation are expected.

(4) Time availability: this means evaluating workloads to ensure that

individuals and groups have extra time to pursue innovations and that their jobs are structured in ways that support efforts to achieve short- and long-term organizational goals. Research suggests that time availability among managers is a significant resource for creating entrepreneurial initiatives (Kuratko, Hornsby, and Covin, 2013). For example, the availability of unstructured or free time allows employees to think about wider organizational problems, to consider opportunities for innovation that may be precluded by their required work schedules, and to react quickly to implement ideas (Kuratko, Hornsby, and Covin, 2013; Morris, Kuratko, and Covin, 2008; Sebora, Theerapatvong, and Lee, 2010).

(5) Organizational boundaries: these are precise explanations of the barrier-free organization based on the value of management's motivation to seek coordination and resource sharing for evaluating, selecting and using innovations. Flexible organizational boundaries are useful in stimulating entrepreneurial activity because they enhance the flow of information between external environment and the organization, as well as between departments within the organization (Kuratko, Hornsby, and Covin, 2013). As such, the organization is able to respond rapidly to changes from external forces such as customer needs or the moves of a competitor. Also, effective teamwork and collaborative problem-

solving stimulate entrepreneurial activities where valuable skills and talents are learned (Morris, Kuratko, and Covin, 2008). Thus, the development of new products, processes, markets and organizational approaches are likely to succeed when employees at all levels are committed to innovation.

Empirical findings have consistently demonstrated a relationship between these factors and entrepreneurial activity (e.g. Goodale, et al., 2011; Holt, Rutherford, and Clohessy, 2007; Sebora, Theerapatvong, and Lee, 2010) and suggested that there are five key issues that leaders must manage if they are to encourage entrepreneurship throughout their organizations. Therefore, an entrepreneurial mindset is likely to lead to innovation outcomes through the facilitation strategies used to implement entrepreneurial behavior of a firm.

Development of the Framework

This paper seeks to build on the stream of literature that is based on firm-level entrepreneurship assessment proposed by Ireland, Kuratko, and Morris (2006) and Hornsby, Kuratko, and Zahra (2002), and which has been extended by Goodale, et al., (2011); Holt, Rutherford, and Clohessy (2007); Sebora, Theerapatvong, and Lee (2010). A strong organizational context can prompt individual attention (Duobiene and Pundziene, 2007), and because some firms are more entrepreneurially intense than others (Ireland, Kuratko, and Morris, 2006; Morris, Kuratko, and Covin, 2008), thus, it is important to determine the internal environment that fosters entrepreneurial activity within a company (Kuratko, Hornsby, and Goldsby, 2007). The theoretical framework of the relationship of IE and its antecedents is presented in Figure 2.

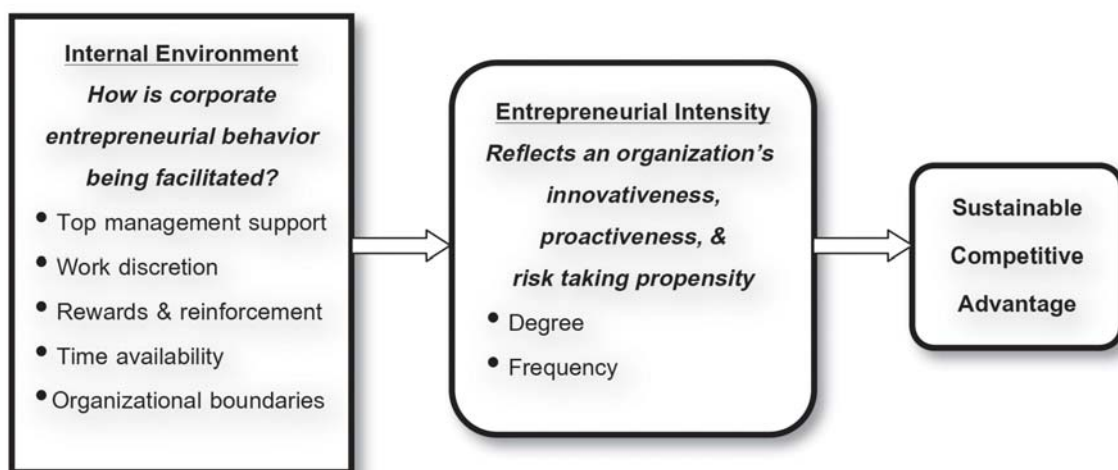


Figure 1 An Integrated Model of Entrepreneurial Intensity and Its Antecedents Variables

Conclusion

The aim of this conceptual paper is to provide new insights by assessing EI in order to capture how entrepreneurial a firm is while also determining the underlying reasons why a given level of EI is being achieved. To determine *how* entrepreneurship works in a particular company, this paper suggests adopting the degree and frequency of entrepreneurship in order to assess the overall level of entrepreneurship in a company. This paper notes that firm-level entrepreneurship should not only consider the entrepreneurial orientation in terms of the firm's ability to innovate, take risk, and compete proactively (Covin, Green, and Slevin, 2006), but also involve value creation through entrepreneurial activities such as product, service and process innovation (Erasmus and Scheepers, 2008). Thus, the theoretical issue concerns how to characterize an organization as "entrepreneurial" in the literature by relating to entrepreneurial orientation is somewhat misleading. In addition, to find out the reasons *why* a given level of EI is being achieved the five key antecedents to firm-level entrepreneurship are identified from literature. Those five organizational antecedents are management support, work discretion/autonomy, rewards/reinforcement, time availability, and organizational boundaries.

This paper offers several managerial

implications. First, the proposed model supports and goes well with the diagnostic model suggested by Ireland, et al. (2006), where an organizations' CE endeavor is assessed and diagnosed in several stages. The model can be used as a guideline for managers to evaluate the potential of a firm to achieve a sustainable competitive advantage by implementing EI. The diagnostic model developed by Ireland, et al. (2006) can be a useful source for the instrument assessment platform for managers to create an organizational climate and readiness for corporate entrepreneurship.

To improve company performance, entrepreneurial behavior should be encouraged by creating an entrepreneurial climate with the use of internal environment factors. In addition, people at all levels of a company play critical roles in successful entrepreneurship efforts. However, top management is especially critical and must fulfill particular roles in the entrepreneurial process. They must invest in the development of people. The lesson learned from entrepreneurial firms is that priorities must be turned upside down - that firms must invest in employees first, that value creation for customers will then follow and recognize that productive employees and satisfied customers will create more wealth for stockholders. Finally, entrepreneurial behavior of a firm is an important major driver of organizational

performance and should be developed and executed as an integral part of the business strategy. Therefore, managers should enhance and manage the innovations in order to boost their company performance.

Finally, there are some major priorities proposed for future research. First, it would be useful to empirically test this model approach using a sample from a wide variety of industries in order to determine the applicability of existing theories in the Thai context. This can fill the gap in the literature where there is a dearth of empirical research in this area, particularly in developing countries like Thailand. Furthermore, the relationship between CE and firm performance in terms of both financial and non-financial criteria has not been explicitly examined in past research (Carton and Hofer, 2006).

Acknowledgements

This paper was supported by a grant from the Research Support Office of the University of the Thai Chamber of Commerce. The author wishes to gratefully acknowledge the valuable feedback offered by anonymous reviewers.

References

- Antoncic, Bostjan, and Hisrich, Robert D. 2001. "Intrapreneurship: Construct Refinement and Cross-cultural Validation." **Journal of Business Venturing** 16, 5: 495-527.
- Bierly, Paul E. III, and Daly, Paula S. 2007. "Alternative Knowledge Strategies, Competitive Environment, and Organizational Performance in Small Manufacturing Firms." **Entrepreneurship Theory and Practice** 31, 4: 493-516.
- Bruton, Garry D., Ahlstrom, David, and Krzysztof, Obloj. 2008. "Entrepreneurship in Emerging Economies: Where Are We Today and Where Should the Research Go in the Future?" **Entrepreneurship Theory and Practice** 32, 1: 1-14.
- Burgess, Cathy. 2013. "Factors Influencing Middle Managers' Ability to Contribute to Corporate Entrepreneurship." **International Journal of Hospitality Management** Vol. 32: 193-201.
- Burns, Paul. 2008. **Corporate Entrepreneurship: Building the Entrepreneurial Organization**. 2nd ed. New York: Palgrave Macmillan.
- Carton, Robert B., and Hofer, Charles W. 2006. **Measuring Organizational Performance: Metrics for Entrepreneurship and Strategic Management Research**. Northampton: Edward Elgar.
- Covin, Jeffrey G., and Slevin, Dennis P. 1991. "A Conceptual Model of Entrepreneurship as Firm Behavior." **Entrepreneurship Theory and Practice** 16, 1: 7-25.
- Covin, Jeffrey G., Green, Kimberly M., and

- Slevin, Dennis P. 2006. "Process Effects on the Entrepreneurial Orientation-Sales Growth Rate Relationship." **Entrepreneurship Theory and Practice** 30, 1: 57-81.
- Duobiene, Jurga, and Pundziene, Asta. 2007. "Development of Entrepreneurial Organizational Culture." **Economics and Management** Vol. 12, 507-515.
- Erasmus, Pierre, and Scheepers, Retha. 2008. "The Relationship between Entrepreneurial Intensity and Shareholder Value Creation." **Managing Global Transitions** 6, 3: 229-255.
- Goodale, John C., et al. 2011. "Operations Management and Corporate Entrepreneurship: The Moderating Effect of Operations Control on the Antecedents of Corporate Entrepreneurship Activity in Relation to Innovation Performance." **Journal of Operations Management** 29, 1-2: 116-127.
- Greenberg, Jerald, and Baron, Robert A. 2008. **Behavior in Organizations**. 9th ed. Upper Saddle River, NJ: Pearson Prentice Hall.
- Holt, Daniel T., Rutherford, Matthew W., and Clohessy, Gretchen R. 2007. "Corporate Entrepreneurship: An Empirical Look at Individual Characteristics, Context, and Process." **Journal of Leadership and Organizational Studies** 13, 4: 40-54.
- Hornsby, Jeffrey S., Kuratko, Donald F., and Zahra, Shaker A. 2002. "Middle Managers' Perception of the Internal Environment for Corporate Entrepreneurship: Assessing a Measurement Scale." **Journal of Business Venturing** 17, 3: 253-273.
- Ireland, R. Duane, Kuratko, Donald F., and Morris, Michael H. 2006. "A Health Audit for Corporate Entrepreneurship: Innovation At All Levels: Part II." **Journal of Business Strategy** 27, 2: 21-29.
- Kami, P., and Kauhanen, A. 2008. "Workplace Innovations and Employee Outcomes: Evidence from Finland." In Sebora, Terrence C., Theerapatvong, Theerapatvong, and Lee, Sang M. 2010. "Corporate Entrepreneurship in the Face of Changing Competition: A Case Analysis of Six Thai Manufacturing Firms", **Journal of Organizational Change and Management** 23, 4: 453-470.
- Kuratko, Donald F., Hornsby, Jeffrey S., and Covin, Jeffrey G. 2013. **Diagnosing a Firm's Internal Environment for Corporate Entrepreneurship** [On-line]. Available: www.sciencedirect.com
- Moreno, Ana M., and Casillas, Jos C. 2008. "Entrepreneurial Orientation and Growth of SMEs: A Causal Model." **Entrepreneurship Theory and Practice** 32, 3: 507-528.
- Morris, Michael H. 1998. **Entrepreneurial Intensity: Sustainable Advantages for Individuals, Organizations, and**

- Societies**. Westport, CT: Praeger.
- Morris, Michael H., Kuratko, Donald F., and Covin, Jeffrey G. 2008. **Corporate Entrepreneurship and Innovation**. 2nd ed. Mason, OH: Thomson South-Western.
- Nasution, Hanny N., et al. 2011. "Entrepreneurship: Its Relationship with Market Orientation and Learning Orientation and as Antecedents to Innovation and Customer Value." **Industrial Marketing Management** 40, 3: 336-345.
- Parker, Simon C. 2011. "Intrapreneurship or Entrepreneurship." **Journal of Business Venturing** 26, 19-34.
- Sebora, Terrence C., Theerapatvong, Theerapatvong, and Lee, Sang M. 2010. "Corporate Entrepreneurship in the Face of Changing Competition: A Case Analysis of Six Thai Manufacturing Firms." **Journal of Organizational Change and Management** 23, 4: 453-470.
- Tajeddini, Kayhan. 2010. "Effect of Customer Orientation and Entrepreneurial Orientation on Innovativeness: Evidence from the Hotel Industry in Switzerland." **Tourism Management** 31, 2: 221-231.
- Tahsee, Arshi A. 2012. "Entrepreneurial Intensity in the Corporate Sector in Oman: the Elusive Search Creativity and Innovation." **International Business Research** 5: 9, 171-183.
- Theppitak, Taweesak, Prasertsun, Nattaporn, and Panomupatam, Chanikan. 2012. "Impact Assessment of the China-ASEAN Free Trade Agreement (CAFTA) on Thai Entrepreneurs". **University of the Thai Chamber of Commerce Journal** 32, 1: 18-31. (in Thai).
- ทวีศักดิ์ เทพพิทักษ์, ณัฐพร ประเสริฐสุวรรณค์ และ ชนิกันต์ พนมอุปถัมภ์. 2555. "การประเมินทัศนคติของผู้ประกอบการไทยภายหลังเปิดเสรีการค้าภายใต้กรอบความตกลงการค้าเสรีอาเซียน-จีน". **วารสารวิชาการ มหาวิทยาลัยหอการค้าไทย** 32, 1: 18-31.
- Yiu, Daphne W., and Lau, Chung-Ming. 2008. "Corporate Entrepreneurship as Resource Capital Configuration in Emerging Market Firms." **Entrepreneurship Theory and Practice** 32, 1: 37-57.



Dr. Laddawan Lekmat received her Ph.D. in Business and Enterprise with an emphasis on Innovation and Entrepreneurship from Swinburne University of Technology, Australia. She is currently working as a lecturer in School of Business at University of the Thai Chamber of Commerce (UTCC).