



Innovation And Technological Entrepreneurship

Kiran Kumar Reddy B^{1*}, Dr M Sudheer Kumar², Dr K Pushpalatha³

¹Assistant Professor, Department of Master of Business Administration, Malla Reddy Engineering College (Autonomous), Hyderabad, Telangana-500100, and Research Scholar, Vignan University, Vadlamudi, Guntur Dt. Andhra Pradesh

²Professor, Department of Management Studies,

RGM College of Engineering and Technology (Autonomous) Nandyal.

³Associate Professor, Department of Master of Business Administration, Malla Reddy Engineering College (Autonomous), Hyderabad, Telangana.

***Corresponding Author: Kiran Kumar Reddy B**

Assistant Professor, Department of Master of Business Administration, Malla Reddy Engineering College (Autonomous), Hyderabad, Telangana-500100, and Research Scholar, Vignan University, Vadlamudi, Guntur Dt. Andhra Pradesh

Abstract

Entrepreneurship is the process of creating, managing, and developing a new business venture in order to achieve success in the marketplace. Technological innovation plays a critical role in entrepreneurship, as it provides opportunities for entrepreneurs to create new products and services, and to improve their business operations. In this article, we will explore the role of technological innovation in entrepreneurship, and how it has revolutionized the way we do business. Technological innovation is the process of creating new and improved technologies that can be used to solve problems, improve efficiency, and provide new opportunities for businesses. It is an ongoing process that involves research and development, testing, and commercialization of new technologies. In the last two decades, technology entrepreneurship, involving two established but related fields, entrepreneurship, and technology-based innovation, attracted researchers and policymakers' interest due to the recognized positive effect on economic development. Considering technology, innovation, and entrepreneurship as the main forces to achieve sustainable development at different levels of the economy and society, it is vital to assess and develop the ability to synergetic create these forces.

CC License
CC-BY-NC-SA 4.0

Key Words: *development, efficiency, entrepreneurship, innovation, sustainable, technology*

Introduction

Innovation is often thought of as the lifeblood of entrepreneurship. Without it, companies would quickly become stale and irrelevant in an ever-changing world. The ability to come up with fresh, new ideas and turn them into successful ventures is what sets entrepreneurs apart from the rest. However, the role of innovation in entrepreneurship is not always straightforward. Some entrepreneurs are natural innovators, constantly coming up with new ideas and executing them with precision. Others struggle to keep up with the pace of

change, always playing catch-up to their competitors. In this article, we'll take a deep dive into the role of innovation in entrepreneurship and explore the different ways in which it can drive success, as well as some of the challenges that entrepreneurs face when trying to stay ahead of the curve.

Definition of innovation in entrepreneurship

Innovation in entrepreneurship refers to the process of coming up with new and creative ideas, turning them into products or services, and bringing them to market. It's the ability to identify a gap in the market and create something that fills that gap, or to find a better way of doing something that's already being done. It's what sets entrepreneurs apart from others and drives their success. It's also what keeps companies relevant and competitive in a fast-paced and ever-changing world. In short, innovation is the key to staying ahead in entrepreneurship, and it can take many different forms, from creating a new product, to improving an existing one, to finding a new way to reach customers and bring in sales.

Importance of innovation in business success

Innovation is essential for business success because it allows companies to stand out from their competitors and offer something new and valuable to their customers. It helps companies stay relevant in an ever-changing world, where customers are always on the lookout for the next big thing. Companies that embrace innovation are better equipped to adapt to new technologies and market trends, which can give them a significant advantage over those that don't. Innovation can also lead to increased efficiency, reduced costs, and improved customer satisfaction, all of which are critical components of business success. When companies invest in innovation, they are investing in their future, positioning themselves for long-term growth and success. Another important aspect of innovation is that it drives economic growth. Companies that innovate create new products, new markets, and new jobs. This, in turn, generates wealth and stimulates economic activity, making innovation a critical driver of prosperity.

Types of innovation in entrepreneurship

Innovation in entrepreneurship can take many different forms, and understanding these different types can help entrepreneurs identify opportunities and focus their efforts in the right areas. Some of the most common types of innovation in entrepreneurship include:

1. **Product innovation:** This refers to the development of new or improved products, or the introduction of new product features. This type of innovation can be anything from a new product in an existing market to the creation of an entirely new market. Adopting agile project management can greatly facilitate product innovation by allowing for flexibility, quick iterations, and continuous feedback loops.
2. **Process innovation:** This refers to the development of new or improved processes that increase efficiency, reduce costs, or provide a better customer experience. This can be anything from streamlining a production process to improving the delivery of goods and services.
3. **Marketing innovation:** This refers to new and creative ways of reaching customers and promoting products or services. It can include new forms of advertising, new pricing strategies, or new channels for reaching customers.
4. **Business model innovation:** This refers to the development of new business models, or the modification of existing models, to create new sources of revenue or to increase efficiency. This can include the use of new technologies, new distribution channels, or new customer engagement strategies.
5. **Social innovation:** This refers to the creation of new solutions to social and environmental problems. Social innovation often involves collaboration and the integration of multiple disciplines and industries, and it can be both for-profit and non-profit.

These are just a few examples of the many types of innovation that exist in entrepreneurship. Understanding these different types can help entrepreneurs focus their efforts and resources, and identify opportunities for growth and success.

Relationship between entrepreneurship and innovation

1. Entrepreneurship and innovation are two sides of the same coin. Entrepreneurship is about identifying and taking advantage of opportunities, and innovation is about finding new and better ways of doing things. The relationship between the two is complex, but at its core, it's about creating value in the marketplace. Entrepreneurship is about starting and growing a business, and innovation is about finding new and better ways to create value for customers.

2. Innovation is often the key to success in entrepreneurship. Entrepreneurs who are able to consistently come up with new and creative ideas are better equipped to remain competitive in a rapidly changing world. They are able to identify opportunities and create new products or services that fill gaps in the market, and they are able to continuously adapt to new technologies and market trends.
3. On the other hand, entrepreneurship can drive innovation by creating a culture of risk-taking and experimentation. Entrepreneurs who are willing to take risks and try new things are often at the forefront of innovation, and they can create new markets and spur economic growth.
4. In conclusion, the relationship between entrepreneurship and innovation is close and symbiotic. Entrepreneurship provides the drive and vision to turn innovative ideas into successful companies, and innovation provides the means for entrepreneurs to continuously create value for customers and stay ahead of the curve.

Barriers to innovation in entrepreneurship

Innovation is the key to success in entrepreneurship, but there are several barriers that can prevent entrepreneurs from being innovative. Some of the most common barriers to innovation in entrepreneurship include:

1. **Lack of resources:** Many entrepreneurs struggle with limited resources, such as time, money, and personnel. This can make it difficult for them to invest in research and development, and to bring new products or services to market. Luckily, free project management templates empower entrepreneurs to maximize limited resources, plan effectively, and execute projects efficiently, addressing key challenges.
2. **Risk aversion:** Innovation often requires taking risks, and many entrepreneurs are risk-averse, preferring to stick with what they know and what has worked in the past. This can prevent them from exploring new opportunities and trying new things.
3. **Lack of diversity:** A homogeneous workforce can lead to a lack of diversity in thinking and problem-solving, which can stifle innovation. Entrepreneurs who are intentional about creating a diverse and inclusive workplace are better equipped to drive innovation.
4. **Bureaucracy:** Entrepreneurs who work in large organizations may struggle with bureaucratic processes and red tape, which can slow down or prevent innovation.
5. **Resistance to change:** Change is an inevitable part of innovation, and some people may be resistant to change, whether it's customers, employees, or other stakeholders. This can make it difficult for entrepreneurs to implement new ideas and bring them to market.
6. **Lack of employee recognition:** The absence of employee recognition hampers innovation by demotivating employees and fostering complacency. Implementing an employee recognition platform revitalizes morale, fosters appreciation, and fuels innovation.

These are just a few examples of the barriers to innovation in entrepreneurship, and it's important for entrepreneurs to be aware of these barriers and to take steps to overcome them. This may involve seeking out new resources, being intentional about diversity and inclusion, or developing a culture of risk-taking and experimentation. By overcoming these barriers, entrepreneurs can unleash the power of innovation and achieve success in their companies.

Role of government in fostering innovation

The role of government in fostering innovation is critical, as it can help create an environment that supports and encourages innovation. Governments can do this in several ways, including:

1. **Investing in research and development:** Governments can invest in research and development to support the creation of new technologies, products, and services. This can help entrepreneurs bring new ideas to market and create new industries.
2. **Providing tax incentives:** Governments can provide tax incentives for companies that invest in research and development, or for entrepreneurs who start new companies. This can help entrepreneurs access the resources they need to innovate and grow their companies.
3. **Fostering collaboration:** Governments can encourage collaboration between universities, research institutes, and companies, to help foster innovation and create new opportunities. This can involve funding research partnerships or creating innovation hubs that bring together different groups to work on common challenges.
4. **Promoting education and skills development:** Governments can promote education and skills development to help ensure that the workforce is equipped with the skills needed to drive innovation and compete in the global marketplace.

5. **Protecting intellectual property:** Governments can help protect intellectual property rights to encourage innovation. This includes providing patents, trademarks, and copyrights that give entrepreneurs and companies exclusive rights to their ideas and products.

These are just a few examples of the ways that governments can support innovation and entrepreneurship. By creating a supportive environment and providing the resources and incentives needed for innovation, governments can help entrepreneurs bring new ideas to market and spur economic growth.

Role of technology in entrepreneurship and innovation

Technology plays a critical role in both entrepreneurship and innovation. Technology provides entrepreneurs with new tools, platforms, and opportunities to create and bring new products and services to market. Here are some of the ways technology affects entrepreneurship and innovation:

1. **Access to information:** Technology has made it easier than ever for entrepreneurs to access information and research, which can inform their decision-making and help them identify new opportunities.
2. **Ease of communication:** Technology has made communication faster, easier, and more efficient, which can help entrepreneurs build relationships and networks that can support their companies.
3. **Automation:** Technology can automate many routine tasks, freeing up time for entrepreneurs to focus on more strategic initiatives.
4. **Disruptive innovation:** Technology has created many new markets and disrupted traditional industries, providing entrepreneurs with opportunities to create new products and services that fill gaps in the market.
5. **Access to capital:** Technology has made it easier for entrepreneurs to access capital through online platforms such as crowdfunding, which can help them get their companies off the ground.

The Role of Technological Innovation in Entrepreneurship

Technological innovation has become an essential component of entrepreneurship. The following are some of the ways that technological innovation has revolutionized the way we do business:

1. **New Product Development:** Technological innovation has made it easier for entrepreneurs to develop new products and services. For example, the development of 3D printing technology has made it possible for entrepreneurs to create prototypes and test new product designs in a cost-effective and efficient manner.
2. **Improved Efficiency:** Technological innovation has enabled entrepreneurs to improve their business operations, which can lead to increased efficiency and productivity. For example, the use of cloud-based solutions has made it possible for entrepreneurs to manage their business operations from anywhere, at any time.
3. **Increased Market Reach:** Technological innovation has made it easier for entrepreneurs to reach new markets and expand their customer base. For example, the development of e-commerce platforms has made it possible for entrepreneurs to sell their products and services online, reaching a wider audience than ever before.
4. **Competitive Advantage:** Technological innovation has given entrepreneurs a competitive advantage in the marketplace. For example, the use of artificial intelligence and machine learning can provide entrepreneurs with valuable insights and data analysis, which can be used to make better business decisions.

Challenges of Technological Innovation in Entrepreneurship

While technological innovation provides many benefits to entrepreneurs, it also poses challenges. The following are some of the challenges of technological innovation in entrepreneurship:

1. **Cost:** Technological innovation can be expensive, and many entrepreneurs may not have the resources to invest in the latest technologies. **Training and Expertise:** Many technological innovations require specialized skills and expertise, which may not be readily available to entrepreneurs. This can create a barrier to entry for some entrepreneurs.
2. **Cybersecurity:** Technological innovation can make businesses vulnerable to cyber-attacks and data breaches. Entrepreneurs must invest in cybersecurity measures to protect their business operations and customer data.
3. **Regulation:** Technological innovation is often subject to government regulation, which can create challenges for entrepreneurs who are trying to bring new products and services to market.

Benefits of Innovation Entrepreneur Creative Development

Innovation entrepreneurship fosters creativity, and design thinking, and encourages employees to tap into their creative potential. It helps businesses adapt to market demands and trends, opening doors to new opportunities for growth.

1. Reinforcing Your Brand

The process of brand development, guided by HR innovation teams, is a crucial driver of business success. It helps businesses establish strong **digital business models** and reinforces their brand presence in the market. By focusing on digital business strategies, organizations can leverage technology and digital platforms to enhance their operations, reach wider audiences, and create unique customer experiences.

2. Persistent Improvement

Innovation entrepreneurship paves the way for continuous improvement within organizations. Recognizing the importance of innovation, entrepreneurs strive to enhance their creativity and drive ongoing advancements in their products, services, and processes.

3. Responding to Trends and Competition

HR innovation teams are adept at responding to current needs and positioning businesses for future market trends. Innovation entrepreneurship equips businesses with the understanding and ability to proactively respond to emerging trends, facilitating their growth and success.

4. Making the Best of Your Existing Products

Maximizing Existing Products: While introducing new products and services is important, innovative culture also emphasizes making the most of existing offerings. Through continuous improvements and enhancements, businesses can increase their profitability and efficiency, propelling them to greater heights. Design thinking plays a pivotal role in this process, as it encourages a human-centered approach to problem-solving and innovation.

5. Having a Unique Selling Point

Consumers recognize the value that innovation brings to products and services. Innovation entrepreneurship adds compelling elements that differentiate businesses, offering them positive exposure and a unique selling point.

6. The Use of Social Media

Leveraging social media platforms enables businesses to effectively communicate their innovation campaigns to a wide target audience. It provides valuable insights into customer needs and preferences, helping businesses improve their offerings to meet those demands effectively.

Traits and Tips for Innovative Entrepreneurship

Traits:

1. Patience: Recognizing that developing new business ideas takes time.
2. Proactive problem-solving: Seeking solutions to challenges using innovative approaches.
3. Effective communication skills: Conveying ideas and networking with industry professionals.
4. Determination: Overcoming obstacles and persevering in the face of challenges.
5. Adaptability: Embracing change and incorporating evolving market trends into **business plans**.

Tips:

1. Create a solid financial plan to ensure stability and manage resources effectively.
2. Engage in networking to build valuable connections and partnerships.
3. Accept constructive feedback as a means for growth and improvement.
4. Leverage insights and customer feedback to continuously enhance products or services.
5. Cultivate an innovative mindset by staying curious, open-minded, and embracing creativity.

By embodying these traits and tips, aspiring entrepreneurs can foster an innovative mindset and increase their chances of success in the dynamic business landscape.

Innovation and entrepreneurship Inter-Linked

Innovation and entrepreneurship are distinct yet interconnected concepts that play vital roles in the success of businesses. Some may think they mean the same thing, but using them interchangeably is an error. While they center around the same idea, it is important to understand their differences. Innovation is the embodiment of creative thinking, driving the development of unique solutions and ideas. It encompasses the introduction of technological or digital advancements that unlock new possibilities and capabilities. Serving as the backbone of every organization, innovation is imperative for success. Businesses that neglect to

cultivate an innovative culture put themselves at risk of being outpaced by their more forward-thinking competitors. Entrepreneurship revolves around the ability to identify and seize business opportunities, while innovation centers on transforming those opportunities into reality. To stay relevant in their respective industries, companies require the synergy of both entrepreneurs and innovators. While business entrepreneurs possess the vision to make strategic decisions, it is the innovator who possesses the expertise to effectively execute those decisions and drive towards a shared goal.

Technological Innovation has become a critical component of entrepreneurship. By providing new product development, improved efficiency, increased market reach, and competitive advantage, technological innovation has revolutionized the way we do business. However, technological innovation also poses challenges, including cost, training and expertise, cybersecurity, and regulation. Entrepreneurs must carefully assess the benefits and challenges of technological innovation and develop a clear strategy to implement technological innovation in their business operations. By doing so, entrepreneurs can gain a competitive advantage and achieve success in the modern marketplace.

Conclusion

In conclusion, technology is an essential tool for entrepreneurs and innovators. By leveraging technology, entrepreneurs can bring new ideas to market, improve efficiency and productivity, and drive economic growth. As technology continues to evolve, it will likely create even more opportunities for entrepreneurs and innovators, and the role of technology in entrepreneurship and innovation will only become more important. With the rapid evolution of technology, especially in fields like application development, entrepreneurs and innovators are poised to seize numerous opportunities for growth and advancement.

References

1. Abzug, R., & Webb, N. J. (1999). Relationships between nonprofit and for-profit organizations: A stakeholder perspective. *Nonprofit and Voluntary Sector Quarterly*, 28(4), 416-431. doi:10.1177/0899764099284003
2. Anderson, R. B., Dana, L. P., & Dana, T. E. (2006). Indigenous land rights, entrepreneurship, and economic development in Canada: "Opting-in" to the global economy. *Journal of World Business*, 41(1), 45-55.
3. Barney, J. B. (1997). *Gaining and sustaining competitive advantage*. Reading, Massachusetts: Addison-Wesley.
4. Barney, J. B., & Hesterly, W. S. (2006). *Strategic management and competitive advantage: Concepts and cases*. Upper Saddle River, NJ: Pearson/Prentice Hall.
5. Baron, R. A. (2004a). The cognitive perspective: A valuable tool for answering entrepreneurship's basic "why" questions. *Journal of Business Venturing*, 19(2), 221-239.
6. Baron, R. A. (2004b). Opportunity recognition: Insights from a cognitive perspective. In J. E. Butler (Ed.), *Opportunity identification and entrepreneurial behavior* (pp. 47-73). Greenwich, Conn.: Information Age Pub.
7. Baron, R. A., Shane, S. A., & Reuber, A. R. (2008). *Entrepreneurship : a process perspective* (1st Canadian ed.). Toronto, ON: Thomson/Nelson.
8. Boyle, S. (2003). Achieving community ownership: The case of a regional symphony orchestra. *INTERNATIONAL JOURNAL OF ARTS MANAGEMENT*, 6(1), 9-18.
9. Brooks, A. C. (2009). *Social entrepreneurship: A modern approach to social value creation*. Upper Saddle River, NJ: Pearson Prentice Hall.
10. Caliendo, M., Fossen, F., & Kritikos, A. S. (2014). Personality characteristics and the decisions to become and stay self-employed. *Small Business Economics*, 42(4), 787-814. doi:10.1007/s11187-013-9514-8
11. Casson, M., & Godley, A. (2005). Entrepreneurship and historical explanation. In Y. Cassis & I. P. Minoglou (Eds.), *Entrepreneurship in theory and history* (pp. 25-60). New York: Palgrave Macmillan.
12. Chaskin, R. J. (2001). Building community capacity: A definitional framework and case studies from a comprehensive community initiative *Urban Affairs Review*, 36(3), 291-323. doi:10.1177/10780870122184876
13. Dana, L. P., & Anderson, R. B. (2007). A multidisciplinary theory of entrepreneurship as a function of cultural perceptions of opportunity. In L. P. Dana & R. B. Anderson (Eds.), *International handbook of research on indigenous entrepreneurship* (pp. 595-603). Cheltenham: Edward Elgar.

14. Dana, L. P., Etemad, H., & Wright, R. W. (2008). Towards a paradigm of symbiotic entrepreneurship. *International Journal of Entrepreneurship and Small Business*, 5(2), 109-126.
15. Davis, P. S., & Harveston, P. D. (1998). The influence of family on the family business succession process: A multi-generational perspective. *Entrepreneurship: Theory and Practice*, 22(3), 3153.
16. De Alwis, C. (2012). *The new mechanism for performance evaluation of the co-operatives*. Paper presented at the Management, Knowledge and Learning International Conference 2012, Celje, Slovenia.
17. Dutta, D. K., & Thornhill, S. (2008). The evolution of growth intentions: Toward a cognition-based model. *Journal of Business Venturing*, 23, 307-322.
18. Edmonton Eskimos. (2011). Inside the empire: Eskimo allegiance runs deep. Retrieved from <http://www.esks.com/article/inside-the-empire-eskimo-allegiance-runs-deep>
19. Entrepreneur. (n.d.). *Merriam-Webster.com*. Retrieved from <http://www.merriam-webster.com/dictionary/entrepreneur>
20. Fayolle, A. (2007). *Entrepreneurship and new value creation: The dynamic of the entrepreneurial process*. Cambridge: Cambridge University Press.
21. Gartner, W. B. (1990). What are we talking about when we talk about entrepreneurship? *Journal of Business Venturing*, 5(1), 15-28.
22. Gates, J. (1999). People-ized ownership patterns: The key to a smarter capitalism. *Systems Research and Behavioral Science*, 16(5), 437-452.
23. Green Bay Packers. (2012). Community: Shareholders. Retrieved from <http://www.packers.com/community/shareholders.html>
24. GrowthWheel. (2015). Make decisions. Take action. Retrieved from <http://www.growthwheel.com/>
25. Hebert, R. F., & Link, A. N. (2009). *A history of entrepreneurship*. New York: Routledge.
26. Hindle, K. (2007). Formalizing the concept of entrepreneurial capacity *Refereed Proceedings of the 2007 ICSB World Conference* (pp. CD format precludes sequential pagination). Finland: Turku School of Economics.
27. Hindle, K. (2010). How community context affects entrepreneurial process: A diagnostic framework. *Entrepreneurship & Regional Development*, 22(7-8), 599-647. doi:10.1080/08985626.2010.522057
28. Hindle, K., & Mainprize, B. (2006). A systematic approach to writing and rating entrepreneurial business plans. *The Journal of Private Equity*, 9(3), 7-23.
29. IDEO. (2015). About IDEO. Retrieved from <http://www.ideo.com/about/>
30. Intrapreneur. (n.d.). *Merriam-Webster.com*. Retrieved from <http://www.merriam-webster.com/dictionary/intrapreneur>
31. Kahneman, D., & Tversky, A. (1977). *Prospect theory: An analysis of decision making under risk*. Eugene, Oregon: Decision Research.
32. Kao, R. W. Y. (1993). Defining entrepreneurship: Past, present and ? *Creativity and Innovation Management*, 2(1), 69-70.
33. Kerins, S., & Jordan, K. (2010). *Indigenous economic development through community-based enterprise*. Retrieved from Canberra:
34. Leadbeater, C. (1997). *The rise of the social entrepreneur*. London: Demos.
35. Lehman, J. S., & Lento, R. E. (1992). Law school support for community-based economic development in low-income urban neighborhoods. *Journal of Urban and Contemporary Law*, 42, 65-84.
36. Lichtenstein, B. B. (2011). Complexity science contributions to the field of entrepreneurship. In P. Allen, S. Maguire, & B. McKelvey (Eds.), *The Sage handbook of complexity and management* (pp. 471-493). Thousand Oaks, CA: SAGE Publications.
37. Lindsay, N. J. (2005). Toward a cultural model of Indigenous entrepreneurial attitude. *Academy of Marketing Science Review*, 5, 1-17.
38. Lundblad, J. P. (2003). A review and critique of Rogers' Diffusion of Innovation Theory as it applies to organizations. *Organization Development Journal*, 21(4), 50-64.
39. Magretta, J. (2002). Why business models matter. *Harvard Business Review*, (May 2002), 86-92.
40. Manyara, G., & Jones, E. (2007). Community-based tourism enterprises development in Kenya: An exploration of their potential as avenues of poverty reduction. *Journal of Sustainable Tourism*, 15(6), 628-644. doi:10.2167/jost723.0
41. Martiarena, A. (2013). What's so entrepreneurial about intrapreneurs? *Small Business Economics*, 40(1), 27-39. doi:10.1007/s11187-011-9348-1
42. Martin, R., L., & Osberg, S. (2007). Social entrepreneurship: The case for definition. *Stanford Social Innovation Review*, 5(2), 28-39.

43. Mook, L., Quarter, J., & Richmond, B. J. (2007). *What counts: social accounting for nonprofits and cooperatives* (2nd ed.). London: Sigel Press.
44. Moore, J. F. (1993). Predators and prey: A new ecology of competition. *Harvard Business Review*, May-June, 75-86.
45. Murphy, P. J. (2011). A 2 x 2 conceptual foundation for entrepreneurial discovery theory. *Entrepreneurship Theory and Practice*, 35(2), 359-374. doi:10.1111/j.1540-6520.2010.00368.x
46. Neisser, U. (1976). *Cognition and Reality: Principles and implications of cognitive psychology*. San Francisco, CA: W.H. Freeman.
47. Network, C. C. (2015). Professional services. Retrieved from <http://cohousing.ca/professional-services/>
48. NOVA Rentals. (2015). About NOVA Rentals. Retrieved from <http://www.novarentals.ca/about/>
49. Organisation for Economic Co-Operation and Development. (2005). *Oslo manual: Guidelines for collecting and interpreting innovation data*. Retrieved from
50. Osterwalder, A., Pigneur, Y., & Clark, T. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. Hoboken, NJ: Wiley.
51. Patagonia. (2015a). Our reason for being. Retrieved from <http://www.patagonia.com/ca/patagonia.go?assetid=2047>
52. Patagonia. (2015b). Prepair is a radical act. Retrieved from <https://www.patagonia.com/ca/worn-wear>
53. Peredo, A. M., & Anderson, R. B. (2006). Indigenous entrepreneurship research: Themes and variations. In C. Galbraith & C. H. Stiles (Eds.), *Developmental entrepreneurship : adversity, risk, and isolation* (pp. 253-273). Oxford: Elsevier JAI.
54. Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, January-February 2011.
55. PR Newswire. (2011). Patagonia launches Common Threads initiative: A partnership with customers to consumer less. Retrieved from <http://www.prnewswire.com/news-releases/patagonia-launches-common-threads-initiative-a-partnership-with-customers-to-consume-less-129372068.html>
56. Quarter, J., Mook, L., & Armstrong, A. (2009). *Understanding the social economy: A Canadian perspective*. Toronto: University of Toronto Press.
57. Quarter, J., Mook, L., & Ryan, S. (2010). *Researching the social economy*. Toronto: University of Toronto Press.
58. Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. New York: Crown Business.
59. Ring, J. K., Peredo, A. M., & Chrisman, J. J. (2010). Business networks and economic development in rural communities in the United States. *Entrepreneurship Theory and Practice*, 34(1), 171-195.
60. Rochford, L. (1991). Generating and screening new products ideas. *Industrial Marketing Management*, 20(4), 287-296. doi:10.1016/0019-8501(91)90003-x
61. Rogers, E. M. (2003). *Diffusion of innovations*. New York: Free Press.
62. Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. *The Academy of Management Review*, 26(2), 243-263. doi:10.2307/259121
63. Saskatchewan Roughrider Football Club Inc. (2012). Overview and goals: Share ownership rights. Retrieved from http://www.riderville.com/article/overview_and_goals
64. Swanson, L. A., & Zhang, D. D. (2011). Complexity theory and the social entrepreneurship zone. *Emergence: Complexity and Organization*, 13(3), 39-56.
65. Swanson, L. A., & Zhang, D. D. (2012). Social entrepreneurship. In T. Burger-Helmchen (Ed.), *Entrepreneurship – gender, geographies, and social context* (pp. 171-190). Strasbourg, France: InTech.
66. Swanson, L. A., & Zhang, D. D. (2014). The base requirements, community, and regional levels of northern development. *Northern Review*, 38, 199-222.
67. Torri, M.-C. (2010). Community-based enterprises: A promising basis towards an alternative entrepreneurial model for sustainability enhancing livelihoods and promoting socio-economic development in rural India. *Journal of Small Business and Entrepreneurship*, 23(2), 237-248.
68. Venkataraman, S. (1997). The distinctive domain of entrepreneurship research. In J. A. Katz (Ed.), *Advances in entrepreneurship, firm emergence, and growth* (pp. 119-138). Greenwich, Conn.: JAI Press Inc.
69. Vesper, K. H. (1996). *New venture experience* (revised ed.). Seattle, WA: Vector Books.
70. Weidinger, C., Fischler, F., & Schmidpeter, R. (2014). *Sustainable entrepreneurship: Business success through sustainability*. New York: Springer.

71. Winnipeg Blue Bombers. (2012). Community events: The Winnipeg Blue Bombers are proud to be a community-owned franchise. Retrieved from http://www.bluebombers.com/page/community_events
72. Woodin, T., Crook, D., & Carpentier, V. (2010). *Community and mutual ownership*. Retrieved from York, UK: