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RESOURCING CORPORATE ENTREPRENEURIAL INITIATIVES
– A CASE STUDY FROM GHANA

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July 2020

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THESIS SUMMARY

Entrepreneurship within companies, known as corporate entrepreneurship (CE), has increasingly gained attention due to its ability to increase organisation competitiveness, growth, performance, profitability and learning. As interest in CE increases, researchers note that some aspects of the CE process require further exploration. One aspect of the CE process that continues to garner attention is the resourcing of CE initiatives. While the process of CE has been shown to revolve around the combination of resources, research on the resourcing of CE initiatives has often been fragmented and concentrated on resource availability whereas resourcing entails more than the acquisition of resources – it also includes the identification and configuration of resources. Consequently, this thesis qualitatively examines how resourcing occurs during the development of CE initiatives by drawing on ten companies in the manufacturing (FMCG) and services (financial) sectors in Ghana. The thesis presents three process models – two on the resourcing process; and one on resourcing and the speed of developing CE initiatives. Furthermore, the thesis presents a categorisation of CE based on resourcing and delineates stages of the CE process where different dimensions of resourcing are heightened. Again, the thesis highlights the external dimension in the development and resourcing of CE initiatives. Notably, the thesis argues that networks may matter more for reputation enhancing initiatives that have social impetus than for those with purely commercial or business interests. The thesis further suggests that, with regard to the speed of developing CE initiatives, different strategies may be appropriate for different stages of the CE process – less formalised CE processes may be appropriate at the initiation stage whereas more formalised CE processes may be useful post-initiation stage to facilitate integration, resourcing and speedy development of CE initiatives.

Keywords: corporate entrepreneurship, resourcing, emerging economy, networks, speed

DEDICATION

Not unto us, O Lord, not unto us, but unto thy name give glory, for thy mercy, and for thy truth's sake
(Psalm 115:1)

Glory to God!

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Table of Contents

CHAPTER 1 INTRODUCTION

1.1	INTRODUCTION AND BACKGROUND OF THE STUDY	10
1.2	STRUCTURE OF THE THESIS	12

CHAPTER 2 LITERATURE REVIEW

2.1	INTRODUCTION	15
2.2	A REVIEW OF THE LITERATURE.....	15
2.2.1	Corporate entrepreneurship.....	15
2.2.1.1	Concept of CE: Foundation and background of CE.....	15
2.2.1.2	Conceptualising CE: Current views and definitions	16
2.2.1.3	Major themes in CE research.....	19
2.2.1.4	Nature/ forms of CE: Issues surrounding CE.....	22
2.2.2	The process of CE.....	25
2.2.2.1	Exploring the process of CE	26
2.2.3	Resourcing	28
2.2.3.1	Resourcing CE initiatives.....	28
2.2.4	Organisational networks	32
2.2.4.1	CE: Organisational networks and resourcing.....	32
2.2.5	Speed.....	34
2.2.5.1	CE: Speed of developing CE initiatives and formalisation.....	35
2.2.6	The context: Emerging economies.....	39
2.2.6.1	Emerging economies and resourcing	39
2.2.7	Formulating the research questions.....	44
2.3	CONCLUSION.....	47

CHAPTER 3 METHODOLOGY

3.1	INTRODUCTION	48
3.2	PHILOSOPHICAL UNDERPINNINGS.....	48
3.3	RESEARCH STRATEGY	49
3.4	RESEARCH DESIGN	51
3.4.1	Piloting the study	52
3.4.2	Sample selection	53
3.4.2.1	Choice of country – Ghana	53
3.4.2.2	Choice of Industries	53
3.4.2.3	Choice of company sizes.....	54
3.4.2.4	Selection of companies	56
3.4.2.5	Selection of interview participants.....	60
3.4.3	Data collection	61

3.4.3.1	Negotiating and gaining access to the case companies	61
3.4.3.2	Scope of the study: Stages of CE process in the study	62
3.4.3.3	The data collection instrument	62
3.4.3.4	Collection of the data	63
3.4.4	Data analysis	65
3.4.4.1	Coding the data	66
3.4.4.2	Identifying patterns in the data: Finding the relationships between open codes	69
3.4.4.3	Refining the findings	70
3.4.4.4	Presentation of findings	71
3.4.4.5	Credibility of findings	72
3.4.5	Ethical concerns	74
3.4.6	Limitations of the methodology	76
3.5	CONCLUSION	77
CHAPTER 4 RESOURCING CE INITIATIVES: THE PROCESS		
4.1	INTRODUCTION	79
4.2	FINDINGS	80
4.2.1	Categorisation of Stages of CE process based on resourcing	80
4.2.1.1	Initiation (Opportunity identification & Idea generation)	81
4.2.1.2	Pre-approval stage (Feasibility studies, Concept development & Documenting idea)	83
4.2.1.3	Approval stage (Top management’s authorisation)	86
4.2.1.4	Post-approval stage (Development & Commercialisation)	89
4.2.2	Resourcing process	91
4.2.2.1	Resource Identification	92
4.2.2.2	Resource Acquisition	94
4.2.2.3	Resource Configuration	96
4.2.3	Paths to resourcing CE initiatives	98
4.2.3.1	Greater reliance on internal resourcing mechanisms	99
4.2.3.2	Greater reliance on external resourcing mechanisms	103
4.2.3.3	An emerging model of paths to resourcing CE initiatives	107
4.3	CONCLUSION	108
CHAPTER 5 RESOURCING CE INITIATIVES: EXPLORING THE UNDERLYING FACTORS & RELATIONSHIPS		
5.1	INTRODUCTION	109
5.2	FINDINGS	110
5.2.1	Determinants of resourcing process of CE	111
5.2.2	Type of initiative	121
5.2.3	Mobilising resources for CE initiatives	127

5.2.4 An emerging model of the resourcing process in CE	136
5.3 CONCLUSION	137
CHAPTER 6 RESOURCING & THE SPEED OF DEVELOPING CE INITIATIVES: THE ROLE OF FORMALISATION	
6.1 INTRODUCTION	139
6.2 FINDINGS	140
6.2.1 Factors influencing resourcing and speed of developing CE initiatives	141
6.2.2 Degree of formalisation of CE process	150
6.2.3 Resourcing process	157
6.2.4 An emerging model of resourcing and the speed of developing CE initiatives	164
6.3 CONCLUSION	165
CHAPTER 7 DISCUSSION	
7.1 INTRODUCTION	166
7.2 DISCUSSION	166
7.2.1 Resourcing corporate entrepreneurial initiatives: The process	166
7.2.1.1 Categorisation of CE process into 4 stages based on resourcing	166
7.2.1.2 Delineation of the CE process where different dimensions of resourcing may be prevalent	169
7.2.1.3 The role of external parties in resourcing CE initiatives	171
7.2.2 Resourcing corporate entrepreneurial initiatives: Exploring the underlying factors and relationships	173
7.2.2.1 Model on resourcing in CE	173
7.2.2.2 Relationships in the model on resourcing process in CE	175
7.2.2.3 The role of networks in resourcing CE initiatives	178
7.2.2.4 Types of networks in resourcing CE initiatives	180
7.2.3 Resourcing and the speed of developing corporate entrepreneurial initiatives: The role of formalisation	183
7.2.3.1 Model on resourcing and the speed of developing CE initiatives	183
7.2.3.2 Relationships in the model on resourcing and speed of developing CE initiatives	186
7.2.3.3 The role of formalisation in the speed of developing CE initiatives	188
7.2.4 Synthesising the findings of the thesis	191
7.3 CONCLUSION	199
CHAPTER 8 CONCLUSION	
8.1 INTRODUCTION	200
8.2 THEORETICAL CONTRIBUTIONS OF THE STUDY	200
8.3 PRACTICAL IMPLICATIONS OF THE STUDY	204
8.4 LIMITATIONS OF THE STUDY	206
8.5 FUTURE RESEARCH	207

8.6 CONCLUSION.....	208
REFERENCES	209
APPENDICES	219
1.0 APPENDIX A: Paper and conference presentations in the course of the PhD.....	219
2.0 APPENDIX B: Instrument for data collection.....	219
3.0 APPENDIX C: Process models of case companies	221
4.0 APPENDIX D: Features of companies – analysis in progress.....	227

LIST OF ABBREVIATIONS

Corporate entrepreneurship.....	CE
Emerging economy.....	EE
Fast Moving Consumer Goods.....	FMCG
Multinational Company.....	MNC

LIST OF TABLES

Table 2.1 Antecedents of CE.....	20
Table 3.1 List of companies and interviewees.....	57
Table 3.2 Example of codes from extract.....	68
Table 5.1 Exemplar data on determinants of resourcing process.....	119
Table 5.2 Exemplar data on type of initiative.....	125
Table 5.3 Exemplar data on mobilising resources for CE initiatives.....	135
Table 6.1 Exemplar data on factors influencing resourcing & speed of developing CE initiatives...	148
Table 6.2 Exemplar data on degree of formalisation of CE process.....	155
Table 6.3 Exemplar data on resourcing process.....	162

LIST OF FIGURES

Figure 2.1 The four models of CE (From Wolcott & Lippitz, 2007).....	24
Figure 2.2 A new typology of EEs (From Hoskisson et al., 2013)	41
Figure 3.1 Example of data structure.....	70
Figure 4.1 Categorisation of CE process based on resourcing.....	81
Figure 4.2 Resourcing CE initiatives.....	91
Figure 4.3 Paths to resourcing CE initiatives.....	107
Figure 5.1 Data Structure of resourcing process in CE.....	110

Figure 5.2 Resourcing process in corporate entrepreneurship.....	137
Figure 6.1 Data Structure of resourcing & speed of developing CE initiatives.....	140
Figure 6.2 Resourcing and the speed of developing CE initiatives.....	164
Figure 7.1 Resourcing process in corporate entrepreneurship.....	173
Figure 7.2 Resourcing and the speed of developing CE initiatives.....	184

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION AND BACKGROUND OF THE STUDY

The dynamics of the economic environment, heightened by increased competition, globalization, the increasing demands of technology and the erosion of competitive bases of companies, led to an interest of both scholars and practitioners in corporate entrepreneurship (CE). Managers and scholars alike began to consider how entrepreneurial processes could be enacted within existing organisations for the purpose of achieving competitive advantage (Corbett et al., 2013; Zahra and Garvis, 2000). CE, which involves the recognition and exploitation of entrepreneurial opportunity within organisations, has been recognized as an effective method for the achievement of organisational performance, growth, competitive advantage, profitability and learning (Kuratko and Audretsch, 2013; McGrath, 2001; Hayton, 2005; Covin and Miles, 1999).

Over the years, the CE field has progressed through different phases, with the initial phase marked by a lack of consensus on the conceptualisation of the field (Schollhammer, 1982; Biggadike, 1979; Pinchot, 1985; Nielsen, Peters and Hisrich, 1985). In 1990, Guth and Ginsberg's definition of CE as encompassing internal innovation or venturing and strategic renewal marked a turning point in the conceptualisation of CE. Despite the fact that the conceptualisation of CE has broadened in more recent years to comprise internal venturing and strategic entrepreneurship (Morris, Kuratko and Covin, 2011), different conceptualisations of CE have been shown to implicitly or explicitly include the presence of innovation (Sharma and Chrisman, 1999; Covin and Miles, 1999; Zahra, 1995), the recognition and exploitation of opportunities (Sathe, 1989; Kuratko and Audretsch, 2013) and the combination of resources (Burgelman, 1983a; Ellis and Taylor, 1987).

While the benefits of CE to organisations have been widely acclaimed, there remains a lot to be known about how it is enacted within organisations (Kuratko and Audretsch, 2013). As Phan et al. (2009) note, there are important questions related to how the structures and processes in traditional organisations can be applied to CE contexts. Hence, researchers indicate that processes surrounding the enactment and translation of entrepreneurial activities within organisations merit further exploration

(Turner and Pennington, 2015; Calisto and Sarkar, 2017). One aspect of the CE process that continues to be of interest is the resourcing of CE initiatives (Wolcott and Lippitz, 2007; Biniari et al., 2015; Greene, Brush and Hart, 1999). While a lot of progress has been made in understanding issues related to the resourcing of CE initiatives, most of the work has either been conceptual or fragmented – studying specific aspects of the process such as resource acquisition or configuration (Teng, 2007; Eisenhardt and Schoonhoven, 1996; Borch, Huse and Senneseth, 1999). Furthermore, there appears to be an emphasis on resource acquisition and availability, with relatively less attention to resource identification and configuration (Hornsby, Kuratko and Zahra, 2002; Hornsby et al., 1993; Bower, 1970). This creates opportunities for research that explores the processes surrounding the resourcing of CE initiatives.

While resources are noted as instrumental in firms' competitive advantage (Kuratko et al., 2005; Borch, Huse and Senneseth, 1999; Kuratko and Audretsch, 2013), emerging economies (EE) present an interesting context for the examination of resources. EE have been shown to present peculiar conditions with respect to managerial challenges in the management of resources under institutional idiosyncrasies (Meyer and Peng, 2016). Companies in EE may therefore require context-specific resources such as relationship-based strategies to achieve competitive advantage (Meyer et al., 2009). These conditions may have implications for the resourcing of CE initiatives. However, most CE research in EE have been in Asia (Yiu and Lau, 2008; Bao, Wei and Di Benedetto, 2020; Luo and Junkunc, 2008; Ahlstrom and Bruton, 2002). Furthermore, the few studies on EE in contexts other than Asia, such as Africa, have mostly been quantitative in nature or in related areas such as entrepreneurial orientation (Morris and Jones, 1999; Boso, Story and Cadogan, 2013; Uzo and Mair, 2014; Boso et al., 2016). Hence, given the heterogeneity of EE contexts (Hoskisson et al., 2013; Wright et al., 2005), CE studies in other contexts such as Africa may present an opportunity for interesting insight.

The fact that previous CE research on the resourcing of CE initiatives remain fragmented – with an emphasis on resource acquisition or availability, coupled with the relatively few CE studies in EE contexts such as Africa present opportunities for further research. In effect, there remain important questions to be answered on how resourcing occurs in contexts such as EE. Consequently, this study seeks to examine how resourcing occurs during the process of CE in EE by answering the question:

How does resourcing evolve and influence the development of CE initiatives in EE? In answering this question, the study, first of all, seeks to obtain a broad understanding of how CE unfolds in companies during the development of initiatives. This will serve as a foundation for the exploration of how resourcing occurs during the development of CE initiatives in EE contexts. Further, it will allow for the exploration of the interplay between resourcing and notions such as speed which play an important role in the development of CE initiatives.

Answering this question, and gaining an understanding of how resourcing unfolds, how it occurs in EE and the interactions that occur between resourcing and notions such as speed, will advance the CE field both conceptually and empirically. Hence, the study draws on perspectives on resources (resource identification, acquisition and configuration), to examine and explore, through qualitative means, the dynamics in the resourcing of CE initiatives in ten companies in the manufacturing (Fast Moving Consumer Goods - FMCG) and services (financial) sectors in Ghana. Aside from contributing to studies on CE in EE, this study adopts an insightful perspective, that is resources, to delve into the development of CE initiatives, thereby providing interesting insight on the CE process.

1.2 STRUCTURE OF THE THESIS

Following on from the introduction and background of the study, this section presents an outline that will guide the reader on what to expect in each chapter of the thesis.

Following on from chapter 1 which introduces the thesis and presents its structure, chapter 2 presents the literature review. The chapter reviews research on CE, resourcing of CE and the context of the study – emerging economies. Further, the chapter presents literature on other concepts pertinent to understanding the thesis, such as the process of CE and concepts which interrelate with resourcing CE initiatives such as the speed of developing CE initiatives and networks. Based on the review of the literature, the chapter highlights the gaps in the literature and presents research questions which subsequently guide the empirical chapters of this thesis.

Chapter 3 presents the methodology of the study. The methodology chapter provides the philosophical background which guides the strategy and design of the study. This is followed by an

overview of the research strategy, which indicates that the study follows a qualitative approach. The design section of this chapter elaborates on the use of multiple case study design for the study, the approach to sample selection, negotiating and gaining access to research sites, collecting and analysing data, and ethical standards. While the sections on the philosophical underpinnings and research strategy mostly justified the approach for the study, the sections on data collection and analysis are in-depth and outline the activities related to the operationalisation of the research.

The methodology chapter is followed by three empirical chapters, each with separate findings and contributions to the study – the contributions of each empirical chapter are in the discussion chapter. The first empirical chapter, chapter 4, presents the process for resourcing corporate entrepreneurial initiatives. This chapter, first of all, presents a categorisation of the CE process into 4 stages based on the resourcing process and how it unfolds in the case companies. This is followed by a section on the resourcing (resource identification, acquisition and configuration) process. The final section in this chapter presents the two main paths followed by the case companies in resourcing CE initiatives.

The fifth chapter builds on the previous chapter on the CE process, by exploring the underlying factors and relationships in the CE process. Consequently, the chapter presents a data structure on the resourcing of CE initiatives and delves into the dynamics that occur between the elements in the data structure as CE initiatives are developed. Most importantly, this chapter builds on the external dimension, previously explored in the first empirical chapter through the paths for resourcing CE initiatives, to highlight the role of networks in resourcing CE initiatives. The chapter identifies the types of networks prevalent in resourcing CE initiatives in the case companies and the circumstances under which companies leveraged each type of network.

Chapter 6 explores the relationship between resourcing and the speed of developing CE initiatives. The chapter, firstly, identifies factors that may influence the speed of developing CE initiatives. It further elaborates on the interplay between the factors and the degree of formalisation of CE processes in influencing resourcing and the speed of developing CE initiatives, as illustrated in the data structure. Notably, in exploring the dynamics that occur, the chapter highlights the role of formalisation in the resourcing and speedy development of CE initiatives. This chapter shows that, not only is resourcing

important for determining the speed of developing CE initiatives, but that various factors pertaining to the individual, the organisation, the initiative and the formalisation of CE processes may influence this process.

Chapter 7 builds on the three empirical chapters to discuss the findings of each chapter in relation to the literature. Consequently, this chapter presents in-depth assessment of the findings of each empirical chapter in the light of CE research and indicates how these findings contribute to the research and practice of CE. The chapter also has a section that synthesizes the discussions of all three empirical chapters of the study into a single discussion.

The final chapter is the concluding chapter. This chapter presents the contributions of the study. Furthermore, the chapter reflects on the limitations of the study and based on these, suggests further research opportunities. The chapter ends with a concluding paragraph and remarks for the thesis.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews the literature on CE and the concepts of interest to this study. The chapter starts with an introduction to CE and a review of the research landscape. This is followed by sections that give an overview of the current state of research in CE and on the process of CE. Next, a section on resourcing CE initiatives is presented, followed by a section on organisational networks and their importance to resourcing CE initiatives. A section on the speed of developing CE initiatives follows on from the one on organisational networks. Finally, there are separate sections on the context of emerging economies, with emphasis on the role of the context on resourcing, and the formulation of research questions for the study. The chapter ends with a concluding paragraph.

2.2 A REVIEW OF THE LITERATURE

This section presents different sections on corporate entrepreneurship, the process of CE, resourcing, organisational networks, speed and the context, i.e. emerging economies. The section on corporate entrepreneurship, which explores the issues of interest in CE research, situates this thesis among current discussions in the field whereas the sections on the process of CE and resourcing, narrow down these discussions to the topic of interest to this study. Further, the sections on organisational networks and speed explore notions of interest to this study – whereas organisational networks are useful in resourcing CE initiatives, the speed of developing CE initiatives is an aspect of the CE process that is affected by resourcing. The final section on EE explores the influence of the context on the study, with emphasis on resourcing.

2.2.1 Corporate entrepreneurship

This section focuses on CE literature and the evolution of CE over the years. The section also gives an overview of research in the CE field.

2.2.1.1 *Concept of CE: Foundation and background of CE*

The view of entrepreneurship as an individual activity involving the creation and growth of companies changed with an essay by Peterson and Berger (1971) which drew on Schumpeter's (1934)

definition of entrepreneurship as a novel recombination of existing elements to identify conditions under which entrepreneurship occurs in organisations, and the strategies adopted by companies to contain its disruptive effects (Zahra, Randerson and Fayolle, 2013).

In earlier years, the phenomenon of entrepreneurship within organisations was termed corporate venturing (Biggadike, 1979; Ellis and Taylor, 1987), internal corporate entrepreneurship (Schollhammer, 1982), entrepreneurship in firms (Miller, 1983), corporate entrepreneurship (Burgelman, 1983a, 1984; Vesper, 1984) and intrapreneurship (Pinchot, 1985; Nielsen, Peters and Hisrich, 1985). As with the differences in labelling the phenomenon, so were the definitions and conceptualisations of CE. Consequently, researchers described CE as encompassing innovation, risk-taking and proactive behaviours (Miller, 1983), diversification through internal development (Burgelman, 1983a), and a new strategic direction, initiative from below and autonomous business creation (Vesper, 1984). Furthermore, CE has been conceptualised as entrepreneurship within the firm where individuals champion ideas from development to complete profit realization (Pinchot, 1985), and the recognition and exploitation of business opportunities involving products, markets and technologies (Sathe, 1989).

In 1990, Guth and Ginsberg defined CE as encompassing “two types of phenomena and the processes surrounding them: (1) the birth of new businesses within existing organisations, i.e. internal innovation or venturing, and (2) the transformation of organisations through the renewal of the key ideas on which they are built, i.e., strategic renewal”. This definition marked an important milestone in the conceptualisation of CE. Subsequently, CE researchers (Sharma and Chrisman, 1999; Zahra, 1995; Covin and Miles, 1999; Hornsby et al., 1993) began to conceptualize CE as encompassing some form of venturing and/ or innovation and strategic renewal.

2.2.1.2 Conceptualising CE: Current views and definitions

In recent years, the scope of CE has broadened further with researchers (Morris, Kuratko and Covin, 2011; Phan et al., 2009) conceptualizing CE as encompassing corporate venturing and strategic entrepreneurship. In this categorisation, corporate venturing refers to the same phenomenon alluded to in prior typologies, that is the birth of new businesses within existing companies. Strategic

entrepreneurship on the other hand, refers to a wide variety of phenomena that include strategic renewal, domain redefinition, sustained regeneration, organisational rejuvenation and business model reconstruction (Corbett et al., 2013).

As the field progresses, it has become evident that earlier conceptualisations of CE that emphasized certain dimensions such as an internal focus (Burgelman, 1983a), profit realization (Pinchot, 1985) and initiatives emerging from below (Vesper, 1984) limit the scope of the phenomenon and may not be tenable. Firstly, while the fact that CE emerges internally is important, it is equally integral to note that, with the dictates of the current environment, increasingly, companies must leverage external parties for some aspects of their CE activities. Secondly, in relation to profit realization being part of the conceptualisation of CE, it is important to note that while CE has some positive outcomes which include profit realization, *CE is more of a process than an outcome* (see Guth and Ginsberg's definition of CE). In effect, entrepreneurial activities in companies may have both positive and negative outcomes. Negative outcomes of CE do not preclude the activities from being recognized as CE activities. Rather, such outcomes may serve as learning opportunities for companies.

Research has also shown that CE does not only emerge from operational levels in companies, i.e. bottom-up. CE initiatives can also be top-down – as a strategic direction for the company from top management. For instance, Burgelman (1983a, 1984, 1991) highlights the difference between induced and autonomous strategic initiatives. Induced strategic initiatives refer to top driven initiatives that are consistent with changes envisioned by top management and provide a basis for strategy setting and resource allocation, whereas autonomous strategic initiatives relate to entrepreneurial potential in operational levels within organisations where individuals who conceive ideas are responsible for championing initiatives and mobilising resources.

Again, arguments that CE must involve some risk (Miller, 1983), while relevant for radical initiatives, might not be a prerequisite for some forms of CE, such as sustained regeneration or strategic renewal. While some degree of risk may be inherent in forms of CE such as sustained regeneration or strategic renewal, this is different from the risk alluded to by Miller (1983) and more recently by researchers like Lumpkin and Dess (1996) – who added competitive aggressiveness and autonomy to

Miller's (1983) original dimensions of innovativeness, proactiveness and risk-taking. Consequently, in more recent years, CE has morphed to form appendage research areas such as entrepreneurial orientation – under which these attributes fall, and opportunity exploration and exploitation (Short et al., 2010). Consequently, earlier definitions of CE were narrow and based on specific aspects of the phenomenon.

As CE researchers have sought to conceptualize the field, the scope of CE has broadened. CE has been shown to implicitly include the identification and exploitation of opportunities (Kuratko and Audretsch, 2013) and the combination of resources (Burgelman, 1984; Ellis and Taylor, 1987). In addition to that, CE recognizes innovation as important in its conceptualisation (Guth and Ginsberg, 1990; Sharma and Chrisman, 1999). The issue is whether innovation is a form of CE or a factor present in all forms of CE, such as venturing and strategic renewal. Currently, CE researchers (Morris, Kuratko and Covin, 2011; Phan et al., 2009; Ireland, Covin and Kuratko, 2009) have conceptualised CE differently based on their perception of whether CE is a strategic choice or not.

For purposes of this study, Guth and Ginsberg's (1990) definition of CE as encompassing internal innovation or venturing and strategic renewal is adopted. As stated earlier, internal innovation or venturing involves the birth of new businesses within existing organisations while strategic renewal is the transformation of organisations through the renewal of the key ideas on which they are built. This definition was chosen because it falls between the two extremes of narrow and broad definitions. Given the context of the study, an emerging economy, a narrow definition of CE might make it difficult to observe the phenomenon, which might mean some very interesting aspects of CE may be overlooked. On the other hand, a broad definition of CE such as Morris, Kuratko and Covin's (2011) definition which includes corporate venturing and strategic entrepreneurship (strategic renewal, domain redefinition, sustained regeneration, organisational rejuvenation, and business model reconstruction), may make the study lose focus, in which case I might find it difficult to grapple with the sheer number of activities in the case companies. In effect, I might be led to study activities which might not lend enough perspective to the study and might waste time in deciding which activities are beneficial. Guth

and Ginsberg's (1990) conceptualisation of CE, therefore, provides a succinct definition which is neither too narrow nor broad, affording me the opportunity to work within the time limits of the PhD.

2.2.1.3 Major themes in CE research

As stated earlier, the phenomenon of entrepreneurship within companies began with an essay by Peterson and Berger (1971) who employed Schumpeter's (1934) definition of entrepreneurship as a recombination of pre-existing elements in new ways to understand how entrepreneurship occurs in companies. In the last four decades, the concept of CE has evolved (Kuratko and Audretsch, 2013). After the initial phase of research which sought to conceptualize CE, the next wave of scholarly activity focused on three major themes, *the antecedents* (Heller, 1999; Hornsby, Kuratko and Montagno, 1999), *the forms/ nature* (Morris and Jones, 1999; Sharma and Chrisman, 1999) and *the outcomes/ consequences* (Vozikis et al., 1999) of CE. While some researchers (Burgers and Covin, 2016; Brazeal and Herbert, 1999) studied specific aspects of these themes, other researchers sought to examine the relationships between these themes (Zahra, Nielsen and Bogner, 1999; Crawford and Kreiser, 2015; Wiklund, 1999; Birkinshaw, 1999; Hitt et al., 1999). According to Zahra, Randerson and Fayolle (2013), most studies at this stage involved a focus on large US corporations and the use of quantitative methods.

The antecedents of CE are broadly categorised as external and internal factors. With respect to internal factors, some researchers (Zahra, 1993; Covin and Slevin, 1991) further differentiate between strategic factors and other internal factors (see Table 2.1). Whereas some researchers (Guth and Ginsberg, 1990) have focused on external factors related to the general external environment such as the political, social and technological factors, majority of CE researchers (Ireland, Covin and Kuratko, 2009; Zahra, 1993; Covin and Slevin, 1991) have focused on how these external factors are translated in the environment with descriptions such as dynamism, hostility, munificence, complexity, and product-market fragmentation.

Researchers who have found the need to differentiate between strategic and other internal factors indicate that strategic factors that lead to CE include the mission, competitive tactics, entrepreneurial strategy and business practices of the company (Hornsby, Kuratko and Zahra, 2002;

Zahra, 1993). Internal antecedents, on the other hand, have featured both individual and organisational factors. With respect to individual factors, researchers identify individual entrepreneurial cognitions, top management's entrepreneurial strategic vision, strategic leaders, managerial values and middle managers' entrepreneurial behaviour among others as antecedents of CE (Ireland, Covin and Kuratko, 2009; Guth and Ginsberg, 1990; Hornsby, Kuratko and Zahra, 2002). Organisational factors, on the other hand, include pro-entrepreneurship organisational architecture, organisation conduct/ form, organisational resources and competencies, organisational structure and processes (Zahra, 1993; Covin and Slevin, 1991; Sakhdari, 2016). Sakhdari (2016) includes an interesting category on networks, noting that they possess the ability, motivation and opportunity for knowledge sharing and learning.

Table 2.1: Antecedents of CE

Author (s)	External	Strategic	Internal
Ireland, Covin & Kuratko, (2009)	-Competitive intensity -Technological change -product-market fragmentation -product-market emergence		-Individual entrepreneurial cognitions (Beliefs, Attitudes, Values) -Top managers entrepreneurial strategic vision Pro-entrepreneurship organisational architecture (Structure, Culture, Resources/ Capabilities Reward systems)
Guth& Ginsberg (1990)	-Competitive -Technological -Social -Political		-Strategic leaders (characteristics, values/ beliefs, behaviour) -Organisation conduct/ form (Strategy, Structure, Process, Core values/ beliefs)
Zahra (1993)	-Dynamism -Hostility -Munificence	-Mission -Competitive tactics	-Managerial values -Background variables -Structure -Process -Culture
Covin & Slevin (1991)	-Technological sophistication -Dynamism -Hostility -Industry life cycle stage	-Mission strategy -Business practices & competitive tactics	-Top management values & philosophies -organisational resources & competencies -Organisational culture -organisational structure
Hornsby, Kuratko and Zahra (2002)		-Entrepreneurial strategy (selected by executive management)	-Middle manager's entrepreneurial behaviour -management support -work discretion -rewards/ reinforcement -time availability -organisational boundaries

Sakhdari (2016)	<ul style="list-style-type: none"> -Hostility -Munificence -Complexity -Dynamism 		<p>Firm</p> <ul style="list-style-type: none"> -organisational structure -Discretionary slack -Social and political capital -Institutional and business ties -reputational capital -relational capital, etc. <p>Top Management</p> <ul style="list-style-type: none"> -Stock ownership -size, diversity, network size -Behavioural integration -Decentralization of responsibilities -risk taking propensity -Social & human capital, etc <p>Other: Network/ Dyad</p> <ul style="list-style-type: none"> -The ability, motivation and opportunity for knowledge sharing -Learning
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The consequences or outcomes of CE have broadly been categorised as financial or non-financial outcomes, positive or negative outcomes, and individual or organisational outcomes. Accordingly, researchers have classified outcomes such as profitability and economic considerations as financial outcomes, while they consider learning, new capabilities, competitive advantage, market/ firm performance, strategic benefits, growth and repositioning as non-financial outcomes of CE (Zahra, 1991; Birkinshaw, 1999; Guth and Ginsberg, 1990). While these outcomes are positive, there may be negative outcomes of CE. These include career derailment, the scorn of more conservative organisational members, economic losses and strategic drifting away from core business (Kuratko et al., 2005). Outcomes such as career derailment and scorn of more conservative organisational members relate to the individual while those like economic losses and strategic benefits occur at the organisational level.

According to Zahra, Randerson and Fayolle (2013), while studies of CE in the 2000s have broadened the geographical scope of CE studies, most of these studies have only been replications of earlier studies conducted in US. This has led to calls for studies in CE that explore the underlying processes that occur during CE (Corbett et al., 2013; Calisto and Sarkar, 2017; Turner and Pennington,

2015). Furthermore, a review of the literature shows that most empirical CE studies (Kuratko, Covin and Garrett, 2009; Burgelman, 1983b; Basu, Phelps and Kotha, 2011) have focused on the corporate venturing aspect of CE as compared to strategic renewal, innovation and other forms of CE. This might be due to the fact that forms of CE such as strategic renewal may be perceived as separate fields where a lot of research has already been conducted. Additionally, with regard to innovation, there is some confusion as to whether innovation is a form of CE or a feature of all forms of CE. Researchers may also perceive a concept such as strategic renewal as broad to define and subject to interpretation. As a result, researchers may veer off that area to avoid doubts about their approach. Corporate venturing, on the other hand, is easy to conceptualize and define.

To conclude, there remain opportunities to explore innovation-based CE since most CE studies have focused on the corporate venturing aspect. Additionally, with respect to the antecedents, factors identified have mostly related to the organisation and individual, which create opportunities for further insight particularly in relation to economic factors that might be inherent in external environments and the role of networks as an antecedent of CE.

2.2.1.4 Nature/ forms of CE: Issues surrounding CE

While the nature/forms of CE fall under the themes that have been studied by researchers over the years, arguments relating to the nature/forms of CE are varied. Therefore, there is the need for a separate section that delves into the issues surrounding the forms of CE. Hence, this section discusses the literature relating to the nature/forms of entrepreneurial activities in companies. The nature, manifestations, forms or dimensions of CE relate to earlier studies of the phenomenon which categorised CE into different types (Schollhammer, 1982; Vesper, 1984). Generally, arguments relate to the source of the idea – whether it is a strategic decision or not; the characteristics of its evolution and the way it is implemented in organisations.

With respect to the source of ideas, researchers note that CE may be autonomous or induced (Burgelman, 1983a); and internally or externally oriented (Hayton, 2005). As stated earlier, induced strategic behaviour emanates from top management as a strategic direction for the organisation while autonomous strategic behaviour is from individuals in the operational levels of the organisation.

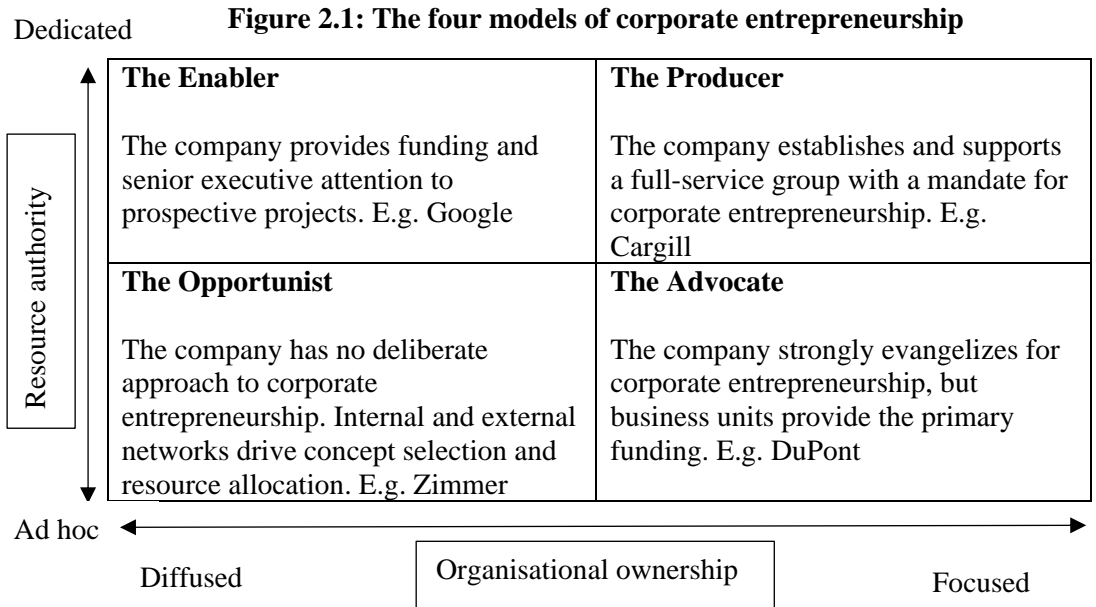
Burgelman (1983a) further notes that while induced strategic behaviour leads to incremental innovations, autonomous strategic behaviour may result in entrepreneurial activity which leads to radical innovations. It is possible to argue that there may be a relationship between this categorisation and the formal and informal aspects of CE (Zahra, 1991), with the induced form relating more to formal aspects of CE and the informal aspects relating more to the autonomous form of CE.

As to whether CE is internally or externally oriented, some researchers (Heller, 1999; Biniari et al., 2015) have examined different facets of the organisation, including its structure and where opportunities are identified to discuss this. Consequently, Biniari et al. (2015) note the importance of the locus of opportunities (is opportunity internal or external to the parent?) and structural relationships (is the initiative operationally or strategically related to the parent company and to what extent does the initiative rely on organisational and external resource providers?) for developing CE initiatives. In effect, they argue that, the structural relationships and the locus of opportunities may determine the nature of CE.

One of the earliest categorisations of CE in relation to the way it is implemented in organisations is Schollhammer's (1982) typology. This typology proposes five broad types of CE – administrative, the opportunistic, imitative, acquisitive and incubative. Other researchers (Covin and Miles, 1999; Thornberry, 2003) have categorised CE in broad typologies such as corporate venturing, sustained regeneration and industry rule-breaking. As stated previously, the most recent categorisation (Morris, Kuratko and Covin, 2011; Phan et al., 2009) proposes that CE is made up of corporate venturing and strategic entrepreneurship (strategic renewal, domain redefinition, sustained regeneration, organisational rejuvenation, and business model reconstruction). According to Zahra (1991), CE may also be at the corporate, division (business), functional, or project levels.

While these categorisations are interesting, a typology by Wolcott and Lippitz (2007), merits attention because it draws on resources, a concept of utmost interest for this thesis (see figure 2.1). Wolcott and Lippitz (2007) identify two dimensions – organisational ownership and resource authority – to create a matrix of four dominant models: the opportunist (diffused ownership and ad hoc resource allocation), the enabler (diffused ownership and dedicated resources), the advocate (focused ownership

and ad hoc resource allocation), and the producer (focused ownership and dedicated resources). Consequently, organisational ownership and resource authority are integral for CE and demonstrate management's posture toward CE.



From Wolcott and Lippitz (2007)

Beyond the typologies proposed by researchers, the evolution and implementation of CE may be influenced by a number of factors. These include the size of the company, the cost of exploiting new-market arenas, and the confidence companies place in the viability or attractiveness of new product-market arenas (Covin and Miles, 1999). In relation to the viability of initiatives, Bower (1970) notes that initiatives may progress through different stages to determine their viability. Consequently, after initiatives progress from the definition stage where opportunities are identified, they may progress to an impetus stage where social and political forces control the decisions of managers to support those initiatives or not. Moreover, Dess et al. (2003) note that CE proposals may be defeated by financial control systems, particularly those of large bureaucracies, which require an overlap of managerial beliefs about the substance of strategic priorities and the need for new initiatives. In instances where champions are unable to satisfy these conditions, they may be frustrated by top managers' consistent rejection of their proposals.

Organisational structures may also influence the nature of CE. According to Covin and Slevin (1991) organisational structure, that is the arrangement of workflow, communication and authority relationships in organisations, is often implemented through formalisation, centralisation and the organisation of departments and work units. In effect, supportive organisational structures may promote administrative mechanisms to evaluate, choose and implement ideas (Hornsby, Kuratko and Zahra, 2002). CE researchers have often argued that the institution of organic structures – rather than mechanistic structures – characterised by low structural formalisation, decentralisation of decision-making authority, minimal hierarchical levels/ structural layers, and free flowing communication channels may facilitate CE (Hayton, 2005; Ireland, Covin and Kuratko, 2009; Lumpkin and Dess, 1996). While the structures of some companies may limit employees' flexibility and willingness to take risk, management support through championing entrepreneurial ideas, providing resources or expertise and institutionalizing entrepreneurial activities within processes and systems might mitigate this unwillingness to take risks (Hornsby, Kuratko and Zahra, 2002). Shaw and Carter (2007) suggest that organisational structures, represented by whether an organisation is for-profit or not-for-profit, may influence entrepreneurial processes such as opportunity recognition, network embeddedness, creativity and innovation, and the roles of individuals.

To conclude, this section has elaborated on the typologies of CE identified over the years and has identified issues pertaining to the forms of CE that may facilitate or impede entrepreneurial activities in organisations. Most of these issues relate to organisational and relational factors which are mostly internal to the company and may be strategic in nature. Having said that, it is important to note that these factors do not work in isolation and that outcomes are derived through the interaction of different factors. Therefore, it is imperative to examine and understand the dynamics that occur as different factors interact during the development of CE initiatives.

2.2.2 The process of CE

The previous section on the major themes in CE research noted the need for studies that explore the underlying processes in CE (Corbett et al., 2013; Calisto and Sarkar, 2017; Turner and Pennington,

2015). This section, therefore reviews the literature on the process of CE to determine where gaps may exist.

2.2.2.1 Exploring the process of CE

Over the years, researchers have made a lot of progress in studying the process of CE. In doing so, researchers have used stage models (Bloodgood et al., 2015; Kuratko, Hornsby and Goldsby, 2004; Hayton, Hornsby and Bloodgood, 2013), static frameworks (Russell, 1999; Greene, Brush and Hart, 1999), process models (Burgelman, 1983b) and variance models (Ozcan and Eisenhardt, 2009; Williams and Lee, 2011; De Clerq, Dimov and Thongpapanl, 2010). Further, they have applied perspectives such as the knowledge-based view (Turner and Pennington, 2015), systems viewpoint (Russell, 1999), resource dependence (Ozcan and Eisenhardt, 2009), social networks (Floyd and Wooldridge, 1999) and the resource-based view (Greene, Brush and Hart, 1999).

A review of the literature shows that there have been both conceptual and empirical studies on the process of CE, with a greater number of these studies being conceptual (see Zahra, Nielsen and Bogner, 1999; Hornsby et al., 1993; Floyd and Lane, 2000; Hayton, Hornsby and Bloodgood, 2013). Furthermore, there appear to be two genres of studies on the process of CE. The first genre examines the process of CE at a generic level by presenting frameworks that link the major themes of CE or stages of the process to each other. An example of one such study is Ireland, Covin and Kuratko's (2009) study that presents an interesting framework of the CE process. The other genre, applies different perspectives, such as the knowledge-based and resource-based views, to the study of the process, or examines specific forms of the process, such as corporate venturing, to obtain an in-depth appreciation of the process. Burgelman's (1983b) process of internal corporate venturing falls under this category.

While early CE researchers (Vesper, 1984) assume that CE typically begins with autonomous activities of individuals in the middle and operational levels of the organisation, it is increasingly becoming recognized that CE can equally be a strategic choice that emanates from top management as a strategic direction for the organisation (Ireland, Covin and Kuratko, 2009; Dess, Lumpkin and McGee, 1999). Nevertheless, the process of CE often begins with the identification and recognition of opportunities and the generation of an idea. Such opportunities are either viewed as discovered

opportunities or those that are products of creative processes that involve the synthesis of ideas over time (Short et al., 2010). CE ideas are generated based on the influence of factors such as the competitive landscape, the mission of the company, the entrepreneurial cognitions of individuals in the organisation and availability of resources (Hornsby, Kuratko and Zahra, 2002; Zahra, 1993). According to Burgelman (1983b), key activities within the CE process include activities by the group leader such as idea generating, gate keeping, bootlegging and questioning; those engaged in by the new venture management such as coaching, stewardship and negotiating; and those carried out by corporate management such as monitoring and authorizing. Other peripheral activities during the CE process include product championing, selection and rationalization of initiatives and organisational championing. These activities are mostly generic and expected to be present in most CE processes.

However, as stated earlier, some researchers have applied different perspectives to the study of the CE process. Even in instances where generic frameworks are presented, a critical aspect of the process that is often highlighted is that of resources/ resource availability. Consequently, researchers have featured resource availability in some frameworks or models on the CE process. For instance, while Hornsby et al. (1993) present a model that indicates that resource availability is integral in moving the CE initiative from the business or feasibility planning stage to idea implementation, Hornsby, Kuratko and Zahra's (2002) model suggests that resource availability is necessary for middle managers' entrepreneurial behaviour to result in the implementation of an idea. Similarly, Bower (1970) presents a resource angle by proposing a model on resource allocation that progresses from a definition stage where opportunities are identified due to a trigger, to an impetus stage where political and social forces direct decisions of managers to support the initiative or not, and the structural context set up by management to foster interactions between the definition and impetus, through the institution of administrative systems like performance evaluation and measurement.

Interestingly, Hornsby et al.'s (1993) model can be thought to suggest a bottom-up appreciation of CE because CE is shown to be triggered by a precipitating event arising from individual and organisational factors such as internal locus of control and organisational boundaries, followed by a decision to act, business/ feasibility planning and implementation. Conversely, Hornsby, Kuratko and

Zahra's (2002) model can arguably be described as a top-down approach to the CE process, which suggests a company's strategy may influence internal factors for CE. In effect, their model progresses from an entrepreneurial strategy selected by executive management which influences organisational factors like management support and time availability, which are subsequently channelled into the existence and perceptions of middle managers' entrepreneurial behaviour, followed by implementation.

While these models (Hornsby, Kuratko and Zahra, 2002; Hornsby et al., 1993; Bower, 1970) have captured the significance of resources to the CE process, it is important that CE research goes beyond the significance of resources to understanding how resourcing influences the CE process. The availability and allocation of resources while important, only captures one aspect of the resourcing process, that which involves resource acquisition. However, the CE process is not dependent on the acquisition of resources alone, but also on their effective identification and configuration. This is because, in addition to resource identification and configuration occurring during the CE process, it is argued that the effective configuration of resources is the pathway to competitive advantage (Borch, Huse and Senneseth, 1999; Kuratko et al., 2005). Furthermore, as noted earlier, previous studies on CE focused on conceptualizing the phenomenon and identifying the major themes in CE. However, identifying the antecedents, nature/ form, and outcomes of CE is not enough. What is needed is to explore how these factors interact during the CE process since this will help in demystifying the CE process. This presents opportunities to explore how resourcing influences the CE process during the development of initiatives. This thesis will, therefore, address this gap in the literature.

2.2.3 Resourcing

The previous section argues that resourcing of CE initiatives involves far more than resource allocation, i.e. acquisition. Hence, the section notes the need for research that explores the different dimensions of resourcing (identification, acquisition and configuration). This chapter therefore, reviews research in CE with respect to resourcing of CE initiatives.

2.2.3.1 Resourcing CE initiatives

Resources have been shown to facilitate or impede entrepreneurial behaviour and the form of entrepreneurship companies engage in (Covin and Slevin, 1991). Researchers (Barney and Arikan,

2001; Barney, Wright and Ketchen Jr., 2001) indicate that resources are tangible and intangible assets used by companies to conceive and implement their strategies. Furthermore, resources, i.e. inputs into the production process, have been categorised as physical, organisational, reputation, human, financial and technological (Grant, 1991).

Over the years, the concept of CE has been underpinned by resources. Consequently, scholars indicate that CE involves: ‘new resource combinations’ (Burgelman, 1983a); ‘internally generated new resource combinations’ (Burgelman, 1984); ‘a process of assembling and configuring resources’ (Ellis and Taylor, 1987); and ‘companies pursuing opportunities without regard to the resources they currently control’ (Stevenson, Roberts and Grousbeck, 1989). CE has also been conceptualised as ‘leveraging the parent’s assets, market position, capabilities or other resources’ (Wolcott and Lippitz, 2007) and ‘exploiting existing assets’ (Biniari et al., 2015). Furthermore, Borch, Huse and Senneseth (1999) indicate that CE involves entrepreneurial actions that need organisational sanctions and resource commitments. This brings to the fore the resourcing of CE initiatives which includes how resources are configured to implement initiatives, how current resources are mobilised or leveraged, the timing of the resource allocation process, and the level and types of resources used in the pursuit of opportunities (Kuratko et al., 2005). The emphasis on resources in CE has led researchers (Teng, 2007; Eisenhardt and Schoonhoven, 1996; Greene, Brush and Hart, 1999) to examine resourcing in CE by investigating issues such as the strategic implications of resourcing, the occurrence of resourcing within and across organisations, and the different approaches companies employ to resource CE initiatives.

At the organisational level, De Massis et al. (2018) note that companies find ways of efficiently using resources due to competing needs in organisations and the scarcity of resources. Finding efficient ways of using resources is particularly important because companies are better able to produce CE initiatives where there is resource authority, such as dedicated teams for developing CE initiatives (Wolcott and Lippitz, 2007). Consequently, companies employ different strategies based on their resource configurations to achieve their objectives (Kuratko et al., 2005). Central to these strategies are the individuals championing initiatives who have to make resource decisions by prioritizing, recruiting partners, and selecting resource combinations. Interestingly, the individual who conceives an idea may

not be the one to champion it for resources (Greene, Brush and Hart, 1999; Floyd and Wooldridge, 1999). This may be because as the idea progresses through development, different types of resources and expertise are required. As the champion secures these resources, the champion might facilitate the development of new interaction patterns (Floyd and Wooldridge, 1999) which may include strategies such as bricolage and improvisation to fill resource gaps (Baker and Nelson, 2005; Baker, 2007; Burgers, Senyard and Stuetzer, 2013).

CE researchers (Stopford and Baden-Fuller, 1994; Floyd and Wooldridge, 1999; Hornsby, Kuratko and Zahra, 2002) note that middle and senior management are important in supporting and resourcing innovative ideas. With respect to the specific roles performed by middle and senior management, Kuratko et al. (2005) note that, the resource identification and acquisition functions lie within middle management. Hence, middle management negotiate with and persuade top management for resources and access resources from below to implement ideas in the organisation. To determine the merit of initiatives for resource allocation, initiatives must progress through procedures and systems. Researchers (Greene, Brush and Hart, 1999; Floyd and Wooldridge, 1999) note that these procedures and systems might result in a vicious cycle where champions require resources to demonstrate the feasibility of initiatives while at the same time, they may not have the resources to demonstrate the feasibility of the initiatives. This may extend the time frame for the development of those initiatives, particularly in cases where initiatives are autonomous. This is because autonomous initiatives may face non-rational obstacles in efforts to convince top management to accept them (Burgelman, 1983c).

Due to the competing needs in organisations and scarcity of resources (De Massis et al., 2018), developing initiatives in organisations typically involves the use of organisation's existing stock of resources or orchestrating resources to fill resource gaps (Sirmon et al., 2011). Where these approaches are insufficient, entrepreneurial companies often have to obtain resources for developing initiatives through inter-organisational activities (Bloodgood et al., 2015). This enables entrepreneurial companies to avoid the cost and risk involved in building fully developed and functioning resource repertoires (Sirmon, Hitt and Ireland, 2007). In effect, companies may seek resources from external resource markets when internal development and accumulation of those resources are infeasible (Maritan and

Lee, 2017). This might be the case for the development of new technologies quickly in hypercompetitive environments where companies may rely on external resource markets to purchase or obtain both tangible and intangible resources through product, labour or capital markets and under arrangements such as licensing, consulting and outsourcing (Teng, 2007).

With respect to obtaining resources through inter-organisational activities and external sources, one source that merits discussion is networks. It is generally accepted that a company's network may serve as a resource (Shaw, 1999) because the relational characteristics of networks may be difficult to imitate (Gulatti, Nohria and Zaheer, 2000). An interesting aspect of networks is social capital, i.e. the sum of actual and potential resources embedded within, available through and derived from networks (Nahapiet and Ghoshal, 1998). Researchers note that, the social capital inherent in networks may facilitate the transfer of tacit knowledge and provide access to information (De Carolis and Saporito, 2006; Nahapiet and Ghoshal, 1998) such as information on competitors, potential business and clients (Shaw, 1999, 2006). Nahapiet and Ghoshal (1998) further note that, social capital derived from networks in particular contexts may be transferred to other settings, and lead to different patterns of exchange. They label this as appropriable organisation. Most importantly, networks provide access to the resources of network partners (Carpenter, Li and Jiang, 2012).

To conclude, the literature shows that individuals from different levels of the organisation participate in resourcing CE initiatives and that individuals demonstrate the feasibility of initiatives to acquire resources for developing CE initiatives. Additionally, even though companies and the individuals championing initiatives may face resource constraints during the development of CE initiatives, there are a number of strategies that companies adopt to overcome these constraints. These include the adoption of strategies such as bricolage, improvisation and seeking resources from external sources such as networks. What the literature does not do is to indicate at which stages of the CE process different aspects of resourcing may be important and the specific circumstances under which different strategies, particularly those related to external parties, may be adopted for developing CE initiatives. This creates opportunities for further insight into these aspects of resourcing.

2.2.4 Organisational networks

As noted in the previous section, companies may adopt different strategies for resourcing CE initiatives. These include the use of external and internal parties and strategies. One strategy that cuts across both internal and external divides is the use of networks for resourcing CE initiatives. This section therefore, delves into the use of organisational networks for resourcing CE initiatives.

2.2.4.1 CE: *Organisational networks and resourcing*

As far as 2005, researchers noted that the demands of the competitive landscape had led companies to adopt cooperative and relationship-based strategies (Child, Faulkner and Tallman, 2005). Among these strategies are the use of networks. According to Gulatti, Nohria and Zaheer (2000), a company's network encompasses its set of horizontal and vertical relationships with customers, suppliers, competitors or other entities that may span across industries and countries. Companies typically require mutual economic exchange with external network partners or the potential for transactions to grow as a source of new revenue to form ties (Larson, 1992). Further, companies may require prior network relationships with partners to form network ties (Hoang and Antonic, 2003) and may form decisions based on the reputations of actors in terms of personal trust, capabilities and economic trust (Larson, 1992).

In CE, it has been shown that the resource stock and resource management strategies of companies have a profound impact on their entrepreneurial processes (Nason, McKelvie and Lumpkin, 2015), with firms only seeking resources externally when unable to do so through internal resource markets (Maritan and Lee, 2017). In accessing resources externally, the role of networks has been extensively discussed (Cao, Simek and Jansen, 2012; Baker, Miner and Eesley, 2003; Turner and Pennington, 2015) because they are essential in providing access to information, resources, markets, technologies and learning (Gulati, Nohria and Zaheer, 2000).

Due to the importance of networks, previous research in CE has explored how networks are created and leveraged within organisations (Kelley, Peters and O'Connor, 2009), the use of social networks (Floyd and Wooldridge, 1999), leveraging strategic alliances for resources (Teng, 2007), and the role of champions in leveraging intra-organisational networks for resources (Greene, Brush and

Hart, 1999). Borch, Huse and Senneseth (1999) suggest that the objectives and strategies chosen by companies embarking on entrepreneurial initiatives may affect how they use and develop resources. Consequently, Kelley, Peters and O'Connor (2009) note, with respect to the role of networks in resource acquisition, that innovation-based CE, particularly for breakthrough initiatives, may require different sets of knowledge, both existing and new, which might be unfamiliar to those at the centre of the initiative. Hence, among other considerations, there was the need for there to be ease of navigation within organisations for those championing initiatives to locate individuals with situation-specific knowledge within organisations to help in developing initiatives.

With respect to the reliance on internal networks, research (Sirmon, Hitt and Ireland, 2007; Hayton, 2005) indicates that internal networks facilitate the sharing of knowledge and resource exchanges. For instance, in MNCs, interdependencies among subsidiaries may lead to network structures that create linkages through which extensive flows of information, people and products occur and thus, facilitate the formation of tightly coupled exchange relationships (Nohria and Ghoshal, 1991). Consequently, MNCs are often able to capitalize on unique resources in different markets (Birkinshaw, 1997) by drawing on the internal structures within subsidiaries and the linkages between departments or functions (task relations), the headquarters-subsidiary relationship (governance relations) and the relational networks among various subsidiaries (Nohria and Ghoshal, 1991). Accordingly, Bierwerth et al. (2015) note that, synergies within a company, fostered by strategic linkages, may facilitate the sharing of critical resources, managerial experience and business opportunities that may lead to learning in different locations of the organisation. With respect to linkages that occur, it has been argued that even though weak ties are less likely to convey more information than formal organisational relationships (strong ties), they may, in fact, provide a large database of information that is not subjective. In effect, the weaker the ties, the more information available through those ties (Floyd and Wooldridge, 1999).

Despite the fact that resourcing of CE initiatives has mostly been shown to revolve around an internal perspective (see Burgelman, 1984; Biniari et al., 2015; Wolcott and Lippitz, 2007), external networks in the form of strategic alliances may also be used for resourcing CE initiatives. However, as

stated previously, companies rely on external parties such as networks to fill resource gaps where doing so internally is not feasible (Maritan and Lee, 2017; Bloodgood et al., 2015; Sirmon, Hitt and Ireland, 2007). These networks may be in the form of strategic alliances, which are noted to facilitate the recognition of entrepreneurial opportunities (Kotabe and Swan, 1995; Rangan, Dover and Streeter, 2000) and to facilitate the pioneering of technical strategies. Entrepreneurial companies may therefore seek technological knowledge from strategic partners in cases where they do not have access to novel technology in-house (Eisenhardt and Schoonhoven, 1996; Van de Vrande and Vanhaverbeke, 2013).

Noting the differences between exploitative and exploration alliances, Rothaermel (2001) indicates that, entrepreneurial companies may form exploration alliances to facilitate learning and to obtain knowledge, whereas exploitation alliances may be formed for complementary assets to facilitate the development of products. Further, Rothaermel (2001) suggests that, it is better for companies to focus on networks to obtain complementary assets rather than to try exploring new technologies themselves. Similarly, Barringer, Jones and Lewis (1998) note that managerial capacity problems faced by rapid-growth companies may be mitigated by outsourcing portions of the companies' resource needs to alliance partners. Despite the importance of networks, Dushnitsky and Lavie (2010) note that, after companies mature and accumulate experience which allow them to increase resource stocks, the network relationships may no longer be considered useful for resourcing.

While both internal and external networks may be useful for resourcing CE initiatives, the focus thus far has been on the internal aspects of resourcing CE initiatives. This is most likely the case because of the internal focus of CE. In instances where companies leverage external networks for resourcing, it has usually been for the acquisition of intangible resources like knowledge and the configuration of resources. However, as stated previously, resourcing includes the identification, acquisition and configuration of resources. This makes it imperative to understand the role networks play in the identification, acquisition and configuration of both tangible and intangible resources for CE initiatives.

2.2.5 Speed

This section explores the literature on the speed of developing initiatives. The notion of speed is of interest to this study because it is an aspect of the CE process that is affected by resourcing. As

stated previously, based on Guth and Ginsberg's (1990) conceptualisation, CE encompasses internal venturing, innovation and strategic renewal. Due to the fact that the literature in CE on the speed of developing CE initiatives is sparse, this section draws on some literature on innovation and new product development to complement the literature in CE for a better understanding of the speed of developing initiatives. Since CE includes innovation, it is understandable that literature on innovation will be applicable to CE. Innovation can further relate to new product development or other forms of innovation, which makes it appropriate to draw on some literature on new product development as well.

2.2.5.1 CE: Speed of developing CE initiatives and formalisation

Over the years, researchers (Chen and Hambrick, 1995; Perlow, Okhuysen and Repenning, 2002; Zahra and Ellor, 1993) have argued that, the speed of developing initiatives, despite its limitations of affecting quality and cost, is of importance to the competitiveness of organisations. This has led to two main streams of studies on speed. The first set of studies focus on specific aspects of the process such as the speed of decision-making (Chen and Chang, 2012; Judge and Miller, 1991), while the second set of studies focus on the overall pace of developing initiatives (Gupta and Wilemon, 1990). It is the discussions pertaining to this second set of studies that are of interest to this study. In relation to that, the speed of developing initiatives has been shown to involve the pace of activities between the conception of an idea and its implementation as a product (Menon, Chowdbury and Lukas, 2002; Lukas and Menon, 2004).

As research on the speed of developing initiatives progresses, studies have generally focused on identifying factors that influence the speed of developing initiatives and how those factors influence the speed of developing initiatives. Among others, the role of top management in driving radical change (Ettlie, Bridges and O'Keefe, 1984; Daft, 1978), team collaboration (Eisenhardt and Tabrizi, 1995; Gupta and Wilemon, 1990), the radicalness of initiatives (Carbonell and Rodriguez, 2006) and the role of regulatory bodies (Kessler and Chakrabarti, 1996) have been shown to influence the speed of developing initiatives in organisations. Consequently, the activities of champions, in particular, have been shown to influence the speed of developing initiatives. Kessler and Chakrabarti (1996) for instance, note the activities of product champions in overcoming resistance, getting resources, selling

initiatives, coordinating activities and motivating key participants during the development of initiatives. Since a lack of resources may pose significant challenges and lead to delays in the development of initiatives (Eisenhardt and Tabrizi, 1995), champions are considered integral to the speedy development of initiatives.

These champions operate in organisational contexts characterised by different factors. Top management, particularly have been noted to influence the speed of developing initiatives. Consequently, researchers (Hitt et al., 1999; Gupta and Wilemon, 1990) indicate that top management's support may lead to a shared vision, values and focused goals which lead to rapid design and development of initiatives. This support may lead to top management prioritizing the development of initiatives, thereby lending some credibility to initiatives and spurring organisation-wide implementation efforts (Dooley, Fryxell and Judge, 2000; Gupta and Wilemon, 1990). Similar to the influence of top management on the speed of developing initiatives, Kessler and Chakrabarti (1996) note that, the external context could delay the development of initiatives. This is because, regulatory bodies may implement regulatory restrictions such as requirements for testing and approval processes to safeguard the health and safety of end-users. Conforming to these requirements, while providing legitimacy to the company, may lead to delays in the development of initiatives. Further, Gupta and Wilemon (1990) indicate that the delays in obtaining patents from regulatory bodies, in particular, may influence the speed of developing initiatives.

An interesting finding with respect to the speed of developing initiatives is that the type of initiative may influence the speed of developing that initiative. Consequently, radical innovations or innovations with substantial technological impact which depart from prior new products in the industry (Lee, Smith and Grimm, 2003) have been shown to be riskier and more complex, and may, therefore, require the involvement of more people (Kessler and Chakrabarti, 1996). This is particularly the case where the companies have limited experience with the product or process technologies to be employed in development (Tatikonda and Rosenthal, 2000). In effect, companies may need to collaborate with external parties to develop initiatives (Carbonell and Rodriguez, 2006). Even though the involvement of external parties in the development of initiatives has been shown to provide outsourcing and external

acquisition possibilities, poor relationship processes with external parties and difficulties with establishing shared purposes and effective group processes can lead to delays in the development of initiatives (Kessler and Chakrabarti, 1996; Carbonell and Rodriguez, 2006).

With respect to processes, an issue of contention has been whether processes such as formalisation influence the speed of developing initiatives in a positive or negative manner. Formalisation, which refers to the codified body of rules, procedures or behaviour prescriptions (Pierce and Delbecq, 1977), is often characterised by structures with explicitly articulated and written firm policies, job descriptions, strategic and operational plans, organisational charts and objective setting systems (Baum and Wally, 2003). Over the years, formalisation, which comprises organisational structure, has often been conceptualised as a defining feature of bureaucracy and is often associated with both the positive and negative attributes of bureaucracy (Adler, 2012; Sandhu and Kulik, 2019; Bunderson and Boumgarden, 2010).

Despite earlier interest in the role of bureaucracy, and by extension formal structures, in organisational research in the 1960s and 1970s, researchers note that in more recent years, research has focused on the social and external aspects of organisations such as the role of networks (Sandhu and Kulik, 2019; McEvily, Soda and Tortoriello, 2014). This has led to an imbalanced approach to the study of organisations where there is a focus on other aspects of the organisation and an alienation of its core, which is formal structure (Du Gay, 2020). Consequently, researchers have argued that despite the tensions between the positive attributes of formalisation – such as promoting efficiency, conformance, quality and timeliness – and the negative attributes of formalisation – which include rigidity, intimidation, coercion and domination, formalisation remains the most rational form of administration, even today (Adler, 1999, 2012; Vlaar, Van den Bosch and Volberda, 2006; Gibson, Dunlop and Cordery, 2019). Therefore, even beyond its perceived usefulness to large corporations, the tensions it creates, and the need for informal structures and aspects such as networks and the environment, there is the need for formalisation to feature in organisational research (Du Gay, 2020; Freeman, 1972; McEvily, Soda and Tortoriello, 2014; Bunderson and Boumgarden, 2010).

Of all the formalised organisational structures, Tatikonda and Rosenthal (2000), indicate that the phase gate system has gained the most attention. Over the years, research on formalisation has either focused on the role of formalisation on decision-making (Kownatzki et al., 2013; Covin, Slevin and Heeley, 2001; Wally and Baum, 1994) or on its role on work processes (Brown and Eisenhardt, 1997; Lukas, Menon and Bell, 2002). Generally, CE researchers (Lumpkin and Dess, 1996; Ireland, Covin and Kuratko, 2009) suggest that organic structures characterised by less formal structures, decentralized decision-making and free-flowing organisational communication are more suitable for developing CE than mechanistic structures. However, formal structures may be adopted for large scale innovations and for integrating autonomous initiatives in organisations (Burgelman and Sayles, 1986).

The argument that both formal and informal structures have a bearing on innovations is one that merits interest (Teece, 1996). Consequently, Pierce and Delbecq (1977), suggest that different phases of innovation may require different strategies, with more organic structures preferable at the initiation phase, some formalisation for decision processes at the adoption phase and more bureaucratic structures to focus efforts on development during the implementation phase. Similarly, researchers (Damanpour and Gopalakrishnan, 1998; Damanpour, 1991) suggest that low formalisation may be appropriate at the initiation stage while formalisation may be required at the implementation stage. However, as noted by Kessler and Chakrabarti (1996) that researchers adopt different units of analysis thus making it difficult to reconcile findings, there are difficulties in reconciling the findings of different researchers with respect to the stages at which formalisation may be appropriate. For instance, while Pierce and Delbecq (1977) categorise the innovation process into 3 phases – initiation, adoption and implementation, Damanpour and Gopalakrishnan (1998) categorise the process into the initiation and implementation stages, with each researcher putting different activities under each stage.

With respect to the speed of developing initiatives, findings on the influence of formalisation have been mixed (see Tatikonda and Rosenthal, 2000; Kessler and Chakrabarti, 1996; Menon, Chowdbury and Lukas, 2002), which has subsequently led some researchers to identify specific stages of the process where formalisation may be required. Consequently, while Tatikonda and Rosenthal (2000) posit that formalisation may be effective for the project execution stage, Kessler and Chakrabarti

(1996) suggest that formal approval processes may delay the speedy development of initiatives. Brown and Eisenhardt (1997), on the other hand, note that neither organic nor mechanistic structures may be preferable. Rather, a moderation of structures marked by clear responsibilities, priorities, formal meetings and extensive communication may facilitate speedy development of initiatives. Nevertheless, the presence of some structure characterised by progress monitoring, control of systems, team and cross-functional meeting management, defined timelines and designs have been shown to facilitate the speedy development of initiatives (Gupta and Wilemon, 1990; Kessler and Chakrabarti, 1996).

While the literature, has identified the different factors that influence the speed of developing initiatives, it is more likely the case that it is the interrelationships between these factors that create interesting outcomes for companies. Factors do not operate exclusive of other factors. Therefore, it is important to explore the relationships between these factors to understand how they influence the speed of developing CE initiatives. This creates opportunities for further research that goes beyond identifying the factors that influence the speed of developing CE initiatives, to explore the dynamics that occur with respect to speed as initiatives are developed.

2.2.6 The context: Emerging economies

This research is conducted in Ghana, an emerging economy. Therefore, it is important to determine whether some of the concepts mentioned earlier such as networks and resourcing have peculiar tendencies in emerging economies, and if they do, to explore how this might affect the findings of the study. This section, therefore, explores the literature on emerging economies, with emphasis on resources/ resourcing.

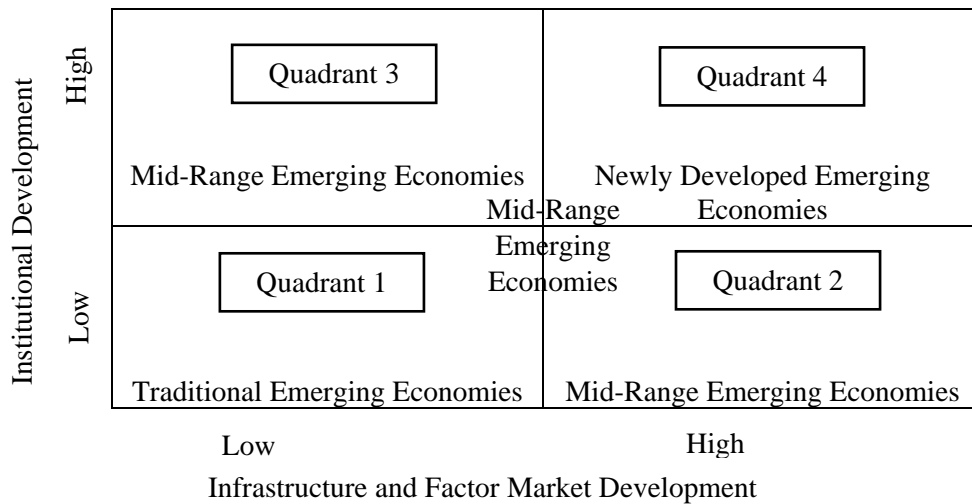
2.2.6.1 *Emerging economies and resourcing*

Though resourcing is important, research suggests that strategies are moderated by the contexts in which companies operate. Institutions – the rules of the game – significantly shape company strategies (Hoskisson et al., 2000). Context is broadly conceptualised in management research as circumstances, conditions, situations and environments external to a specific phenomenon which are capable of constraining or enabling it. In entrepreneurship, context has often related to the ‘where’ and when dimensions and may have both direct and indirect effects on phenomena and the levels of analysis

(Welter, 2011). Research indicates that both individual and corporate entrepreneurs deal with forces that arise from the temporal, industry and market, spatial, social and organizational, ownership and governance contexts in which they operate. These contextual issues, may influence micro-processes, foster creative and novel analyses and explanations and enrich theoretical perspectives by situating phenomena in their natural settings. For instance, different organizations may have different objectives capabilities and access to resources which may have implications for entrepreneurial activities (Zahra, Wright and Abdelgawad, 2014). Consequently, context has been an important consideration in CE research (Plambeck, 2012; Burgelman, 1983c), with Zahra and Covin (1995) noting that CE may be an effective practice for companies operating in hostile environments, as opposed to those operating in benign environments.

One context that is of interest is emerging economies (EE). As noted by Zahra, Wright and Abdelgawad (2014), research in EE have often focused on institutional factors, and, therefore, overlooked the cultural and historical foundations of these contexts. Furthermore, EE contexts may vary considerably from other contexts, which makes it difficult to apply theoretical frameworks from other contexts to those contexts. For instance, ownership structures may vary between EE and different types of developed economies and these ownership differences may interact with other factors to influence entrepreneurial activities. Over the years, EE have assumed a prominent position in the world economy because they comprise countries with rapid pace of development and governance policies that favour economic liberalization (Wright et al., 2005). Hoskisson et al. (2013) noting the heterogeneity of EE and the need for companies to adopt different strategies in each EE context, categorise EE into four types (see figure 2.1): traditional EE characterised by low institutional development and low infrastructure and factor development; mid-range EE (type 1) characterised by low institutional development and high infrastructure and factor markets; and mid-range EE (type 2) comprising EE with high institutional development and low infrastructure and factor markets.

Figure 2.2: A new typology of emerging economies



From Hoskisson et al. (2013)

The newly developed economies, on the other hand, are characterised by high institutional development and high infrastructure and factor development. In their categorisation, Ghana has an institutional score of 3.96 and infrastructural score of 2.84 which shows it has relatively higher institutional development and relatively lower infrastructural development. Therefore, Ghana falls under Quadrant 2, i.e. mid-range emerging economy, in Figure 2.2.

Due to the heterogeneity of EE (Hoskisson et al., 2013), it is important that the different types of EE are represented in research. However, with most research on EE (Yamakawa et al., 2013; Ahlstrom and Bruton, 2006; Miller et al., 2009; Guillen, 2000; George and Prabhu, 2003), including those in CE (Yiu and Lau, 2008; Bao, Wei and Di Benedetto, 2020; Luo and Junkunc, 2008; Ahlstrom and Bruton, 2002), largely concentrated in Asia, other EE contexts such as Africa remain largely underrepresented. Furthermore, the few studies (Morris and Jones, 1999; Boso, Story and Cadogan, 2013; Uzo and Mair, 2014; Boso et al., 2016; Boso, Cadogan and Story, 2013) on CE in Africa have either been quantitative in nature or in related areas such as entrepreneurial orientation. The African context, in particular, is noted to influence the effectiveness of organisations in ways that are different from other contexts. Compared to contexts such as Asia and Latin America, the African context represents extremes of factors such as environmental uncertainty, unpredictability and exogenous

influences, which are unparalleled and higher than that of other regions. Hence, the historical and traditional experiences of Africa may influence the management of its organisations, particularly with respect to its informal institutions and labour acquisition (Zoogah, Peng and Woldu, 2015).

As interest in EE business research has increased, research questions have progressed from explaining unfamiliar phenomena and contexts to analysing ongoing managerial challenges such as the management of resources and capabilities under institutional idiosyncrasies (Meyer and Peng, 2016). Given that the resource selection and configuration processes are largely influenced by the specific contexts in which companies operate, companies in EE need to shape their strategic outcomes through their entrepreneurial orientations and resource orchestration capabilities including those related to selecting and structuring resources and capabilities and the development of an ability for accumulating, leveraging and bundling resources (Hoskisson et al., 2013).

Consequently, Meyer et al. (2009) indicate that often, companies in EE require context-specific resources to achieve competitive advantage. These context-specific resources may include network and relationship-based strategies – to develop the ability to enforce contracts where legal institutions are weak – and context-specific capabilities like strategic and organisational flexibility, managing interfaces with government authorities, managing large local employees, and maintaining and building networks and relationships. The need for network and relationship-based strategies bring to the fore Yiu and Lau's (2008) research which sought to examine the importance of different forms of capital (social, political and reputational) on CE performance. Yiu and Lau (2008) suggest that in EE, social capital, i.e., strategic alliances from technological and marketing alliance ties which require local knowledge and support from business partners, has a less positive relationship with CE than political and reputational capital.

In addition to resources, Peng, Wang and Jiang (2008) note that in EE, increasing attention has been paid to external factors such as institutions. This is due to the fact that contextual factors such as the development of market institutions, the involvement of government, ownership patterns, industry structures and enforcement of business laws have been shown to influence the strategic decisions of companies in EE (Wright et al., 2005). In addition to that, institutional frameworks in EE have been

shown to differ from those in their developed partners (Khanna, Palepu and Sinha, 2005; Meyer and Peng, 2005). Consequently, Khanna and Palepu (1997) note the underdevelopment or absence of ‘soft’ infrastructure in EE, which they label as ‘institutional voids’. In particular, Khanna, Palepu and Sinha (2005) note that the absence of specialized intermediaries, regulatory systems and contract enforcing mechanisms could hinder the implementation of globalization strategies in EE. In response to the presence of institutional voids in EE, Khanna, Palepu and Sinha (2005) suggest that, companies in EE may adopt one of the following strategies: adapt their business models to maintain competitive advantage, change the institutional context by improving local markets, or stay away from the context by avoiding any investment there.

Hence, companies in EE may induce significant changes by collectively mobilising economic and institutional agents around causes and business models (Rodrigues and Child, 2008) through deploying material and symbolic resources, mobilising allies and influencing the evolution of environments to achieve their objectives (Child, Rodrigues and Tse, 2012). Consequently, Mair, Marti and Ganly (2007) observe that some companies, particularly those engaged in social entrepreneurship in EE, are increasingly viewing institutional voids as opportunities for growth. Rather than adopting responses such as staying away from such contexts, companies may adopt innovative strategies by recombining resources and institutions. In effect, even though institutional voids present challenges, they could also provide opportunity spaces that can be tapped by partnering and collaborating with others who are already making strides in overcoming those challenges. This ties in with Welter’s (2011) assertion that deficiencies in institutional contexts can create opportunities for entrepreneurs to exploit gaps created by new regulations and rules. Whereas formal institutions may create or restrict opportunity fields for entrepreneurship, informal institutions may influence opportunity recognition, exploitation and access to resources.

To conclude, this section has shown that EE are different from developing countries, and that EE may present peculiar circumstances with respect to resources and institutions. The section has also highlighted the lack of CE studies in EE contexts such as Africa, particularly those of a qualitative

nature and notes the need for companies to adopt strategies such as relationship-based and network strategies to compete in EE.

2.2.7 Formulating the research questions

This chapter has reviewed literature on CE and concepts of interest to this research – the process of CE, resourcing, organisational networks, speed and emerging economies. In particular, the sections on organisational networks and the context were reviewed in relation to resourcing while the section on speed related to the speed of developing CE initiatives. This section discusses the development of the three research questions that guide the study.

Firstly, over the years, CE research has focused on the internal dimension of resourcing CE initiatives (Kelley, Peters and O'Connor, 2009; Greene, Brush and Hart, 1999). This disposition towards an internal focus of resourcing is probably due to the fact that some conceptualisations of CE in its early years viewed CE as an internal activity (Burgelman, 1983a; Pinchot, 1985). Despite the internal focus on resourcing CE initiatives, some CE researchers have examined the external dimension of resourcing CE initiatives (Eisenhardt and Schoonhoven, 1996; Bloodgood et al., 2015). However, most of these studies have focused on the use of strategic alliances to acquire intangible resources such as knowledge for developing CE initiatives (Teng, 2007; Kotabe and Swan, 1995). The question is whether resource acquisition is the only resourcing activity that occurs during CE. Most importantly, who are the parties involved in resourcing CE initiatives? If companies engage external parties in resourcing CE initiatives, do these companies only acquire intangible resources from these parties? Furthermore, how do companies identify, acquire and configure resources for the development of CE initiatives from both internal and external parties? These and many others, present important questions pertaining to how resourcing unfolds as CE initiatives are developed. Consequently, the first research question is:

How does resourcing unfold during the development of CE initiatives?

Answering this research question does not only allow for the elaboration of the CE process and how resourcing unfolds during this process, it creates opportunities to examine how different facets of resourcing fit into the CE process, the prominence of each facet of resourcing in different aspects of the CE process and the synergies that are drawn from both internal and external sources for developing CE

initiatives. The external dimension of resourcing CE initiatives is particularly an interesting one since resourcing of CE initiatives has been shown to mostly revolve around internal mechanisms (Burgelman, 1984; Biniari et al., 2015). Understanding how resourcing unfolds during the development of CE initiatives will therefore provide interesting insights for CE.

Secondly, the literature review notes that while a lot of progress has been made in conceptualizing CE (Morris, Kuratko and Covin, 2011; Guth and Ginsberg, 1990), calls have been made for research that explores the underlying processes in CE (Corbett et al., 2013; Calisto and Sarkar, 2017). This need is heightened by the fact that most research in CE have either been quantitative studies of large US based companies, or replications of those studies in other contexts (Zahra, Randerson and Fayolle, 2013). One area of the CE process that continues to interest researchers has been the resourcing of CE initiatives (Teng, 2007; Eisenhardt and Schoonhoven, 1996). However, most studies of the CE process have focused on resource availability and allocation (Hornsby, Kuratko and Zahra, 2002; Bower, 1970). This is in spite of the fact that resourcing CE initiatives transcends the availability of resources. Indeed, CE research indicates that the effective configuration of resources is the path to competitive advantage (Borch, Huse and Senneseth, 1999). Furthermore, how do companies proceed to acquire and configure resources if they are not effectively identified? Consequently, the question is whether there is no need for research that identifies the factors that facilitate the identification, acquisition and configuration of resources for developing CE initiatives and explores the relationships that occur between these factors. There is no better context to explore these and other questions than in an emerging economy context since emerging economies are noted to require context-specific resources such as networks and relationship-based strategies to thrive (Meyer et al., 2009). To understand the possible dynamics that occur, the study asks the following research question:

How does resourcing of corporate entrepreneurial initiatives in emerging economies occur?

Examining this research question and finding answers to this question will allow the identification of factors and the exploration of the dynamics that occur as CE initiatives are resourced and developed. Furthermore, this question will allow the identification of parties that participate in the resourcing of CE initiatives and the specific roles they play in the process. Most importantly, this research question

takes cognisance of the context to determine whether previous findings (Meyer et al., 2009) on the need for context-specific resources such as networks and relationship-based strategies hold true. This will allow for the exploration of issues related to whether emerging economies present any differences in relation to the types of networks and the roles they play in resourcing CE initiatives and whether the presence of institutional constraints such as institutional voids affect resourcing arrangements and strategies of companies in those settings (Khanna, Palepu and Sinha, 2005; Wright et al., 2005).

Finally, resourcing of CE initiatives may have garnered a lot of attention because researchers have noted that resource constraints might lead to delays in developing CE initiatives (Eisenhardt and Tabrizi, 1995; Floyd and Wooldridge, 1999). This may invariably influence the positive outcomes of CE such as sustained competitiveness. Considering this, it is little wonder that resource availability and its associated terms of resource allocation and resource acquisition have featured widely in CE research (De Massis et al., 2018; Kuratko et al., 2005). This has led researchers to explore the use of strategies such as bricolage and improvisation to fill resource gaps (Baker, 2007; Burgers, Senyard and Stuetzer, 2013). What is interesting, however, is that, very few studies in CE have explored the issue of the speed of developing initiatives in CE (Eisenhardt and Tabrizi, 1995; Brown and Eisenhardt, 1997). While this is the case, CE is noted to include internal venturing, innovation and strategic renewal (Guth and Ginsberg, 1990; Sharma and Chrisman, 1999) which makes it plausible to use literature in any of the underlying research domains to understand CE. What the literature in both CE and innovation shows is that researchers have made a lot of progress in identifying factors and processes that influence the speed of developing initiatives. What the literature does not do, however, is to explore the relationships between these factors and processes in relation to resourcing. Therefore, this study asks the question:

How does the resourcing process influence the speed of developing CE initiatives?

Understanding how the resourcing process influences the speed of developing CE initiatives, particularly in relation to factors and processes which have been viewed as disparate (Dooley, Fryxell and Judge, 2000; Gupta and Wilemon, 1990) will therefore allow for the identification of the interactions that occur between resourcing and factors and processes as the development of initiatives progress. Notably, the role of formalisation may present an interesting angle in answering this question.

With the exception of research which shows that some aspects of formalisation such as the procedures and systems for determining the merit of initiatives for resource allocation may extend the time frame for developing initiatives (Floyd and Wooldridge, 1999; Greene, Brush and Hart, 1999), research has not addressed the role of formalisation on the speed of developing CE initiatives. Further, CE research generally suggests that formalisation may actually impede CE (Lumpkin and Dess, 1996; Ireland, Covin and Kuratko, 2009). Therefore, juxtaposing the factors known to influence speed to a process like formalisation and understanding the dynamics that occur as they interact with resourcing may present interesting insight on the speed of developing CE initiatives.

2.3 CONCLUSION

This chapter sought to review the literature in order to identify the gaps in the literature for the formulation of research questions. To this end, the chapter reviews the literature pertinent to understanding CE and its related concepts. Among others, the literature review shows that there remain opportunities to study the process of CE, particularly with respect to the resourcing of CE initiatives since previous studies have focused on resource availability/ allocation. Hence, the resource identification and configuration aspects of resourcing have not obtained as much attention as resource acquisition. Furthermore, the review shows that the external dimensions of resourcing have not obtained considerable attention, particularly those related to the use of networks. Additionally, the review shows that, research related to the speed of developing CE initiatives is sparse. Based on the literature review, the chapter presents three research questions to help bridge the gaps identified in the literature. The first question seeks to understand how resourcing unfolds during the development of CE initiatives whereas the second question seeks to examine how resourcing occurs during the process of CE in emerging economies. The third question on the other hand explores how resourcing influences the speed of developing CE initiatives. It is hoped that by answering these questions, this research will contribute significantly to the CE field.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

This chapter presents the methodology of the study. The chapter justifies why the methodology is appropriate and provides details on how the study was conducted. Consequently, the chapter presents the philosophical underpinnings of the study, the research strategy and design and concluding remarks. The section on research design elaborates on issues pertaining to the design and conduct of the research such as the sample selection, data collection and data analysis.

3.2 PHILOSOPHICAL UNDERPINNINGS

This section presents the philosophical background of the thesis. Arguments on the philosophical background of research relate to the epistemology and ontology of the study, or competing paradigms such as Burrell and Morgan's (1979) four paradigms which reflect the assumptions researchers make about the nature of organisations and how organisations are investigated (Bryman and Bell, 2011). Different ontologies and epistemologies influence how research is conducted (Burrell and Morgan, 1979; Bryman and Bell, 2011).

Ontology is related to the nature of social entities. There are two basic arguments related to ontology. The first, objectivism, is whether social entities can be and should be considered objective entities with realities external to social actors whereas the second position frequently referred to as constructivism (constructionism), refers to whether they can and should be considered social constructions built from the perceptions and actions of social actors (Bryman and Bell, 2011). This thesis is based on constructivism, in that, I take the view that the processes occurring within the organisation may be socially constructed. Hence, I recognise that resourcing and CE processes within the case companies may be subject to the meanings of the participants. This approach will enable me capture the complexities and dynamics of the resourcing process as the development of CE initiatives progress. In addition, I sympathise with mid-range views of process that ascribe to process as changes in organisational entities marked by changes in the sequence of events, stages or cycles. Consequently, I am of the view that an organisation is a social entity or structure (a thing or noun) that retains its

identity while changing from one state to another over time, rather than the converse view of organisations as composed solely of organising processes (verb) and an emergent flux (Van de Ven and Poole, 2005).

Epistemology on the other hand, refers to the set of assumptions about enquiring into the nature of the world (Easterby-Smith., Thorpe, and Jackson, 2012). In other words, it relates to our notions and perceptions about knowledge. There are three general assumptions on knowledge. These debates centre on positivism, interpretivism, and realism. Positivism relates to applying the methods of natural science to the study of social reality and beyond. Interpretivism on the other hand, respects differences between people and the objects of the natural sciences and therefore requires the researcher to grasp the meaning of subjective action. Realism – empirical and critical – believes that the natural and social sciences can and should apply the same kinds of approaches to the collection and application of data, while admitting that there is an external reality to which scientists direct their attention (Bryman, 2016). In studying how resourcing evolves during the development of CE initiatives in the case companies, I take an interpretivist stance by exploring the meanings that motivate the actions of the social actors. This stance will enable me understand the motivations of various actors in the study. Furthermore, interpretivism allows me to explore and understand the motivations of actors and the implications of such dynamics on how actors interact with the environment and other actors such as their network partners.

Following on from Bryman and Bell's (2011) assertion that ontological assumptions influence how research questions are formulated and how research is carried out, this research, based on its ontological and epistemological assumptions, adopts a qualitative approach to the collection and analysis of data. The sections below elaborate further on the research strategy and design of the study.

3.3 RESEARCH STRATEGY

Whereas the previous section presented the philosophical background of the study, this section presents the research strategy. This thesis follows a qualitative approach to understand how resourcing occurs during the development of CE initiatives. While a qualitative approach to the study can be

viewed as a natural consequence of the research questions this thesis seeks to answer, there is the need to explore the appropriateness of qualitative research to this study.

As noted in the literature review (see section 2.2.1.3 – major themes in CE research), research in CE progressed from the conceptualisation of the phenomenon, to studies that used quantification of largescale databases for surveys in the US between 1990 and 2000. Subsequently, CE studies in the 2000s have mostly been replications of earlier studies conducted in US (Zahra, Randerson and Fayolle, 2013). Consequently, the focus on quantifications and surveys in CE research, coupled with the fact that CE researchers (Corbett et al., 2013; Calisto and Sarkar, 2017; Turner and Pennington, 2015) continue to note the need for studies that explore the process of CE further, creates opportunities for research that is of qualitative nature.

According to Denzin and Lincoln (2011), qualitative research emphasises the qualities of entities and the processes and meanings that are not experimentally examined or measured in terms of quantity, amount, intensity or frequency. This allows the researcher to stress the socially constructed nature of reality, the relationship between the researcher and the researched, and the situational constraints that shape the enquiry. Creswell (2007) further notes that qualitative approaches to research are appropriate where issues need exploring, when there is the need for in-depth understanding and when the context needs to be understood. As noted earlier, this study seeks to understand how resourcing occurs during the development of CE initiatives. Hence, the study focuses on the resourcing process and the dynamics that occur.

It follows then that, since this thesis focuses on process and is interested in underlying relationships that occur which are not quantitative in nature or measurable, a qualitative approach is suitable. Additionally, a qualitative approach gives me the flexibility to probe issues further and to explore the dynamics that occur during the resourcing and development of CE initiatives. As the research is conducted in an emerging economy, a qualitative approach further allows me to determine whether elements in the context have an impact on the findings of the study. Finally, as this thesis seeks to understand how resourcing occurs during the development of CE initiatives, it is possible that processes may involve multiple levels of the organisation – individual, team and organisation.

Therefore, a qualitative approach for this thesis is appropriate since it allows me to explore the dynamics that occur between different levels of the organisation.

3.4 RESEARCH DESIGN

The research design is the framework for a study that serves as a guide for collecting and analysing data (Churchill, 1999). The design of this research is based on the premise that this thesis seeks to answer ‘how’ questions. Robson (2002) notes that research questions enable the researcher to determine the appropriate strategy and methods for conducting research. Case studies have been shown to be appropriate for answering ‘why’ and ‘how’ questions (Yin, 2014). This study seeks to answer ‘how’ questions; therefore, a case study has been chosen as suitable for answering the questions pertaining to how resourcing occurs during the development of CE initiatives.

Case studies are empirical inquiries that investigate contemporary phenomenon in-depth and within real life context, particularly where the boundaries between the phenomenon and the context are not clearly evident (Yin, 2009). Furthermore, Sarantakos (2005) notes that case studies are appropriate for studying phenomena such as behaviours and processes. Over the years, case studies have been categorised as single or multiple; and exploratory or explanatory (Yin, 2009; Gomm, Hammersley and Foster, 2000). Yin (2014) further distinguishes between four case-study designs, noting that single and multiple case studies can either be holistic or embedded. The type of case study design of interest to this study is the multiple case study design. The multiple case study design is noted for its pattern matching logic, characterised by literal or theoretical logic. Hence, Yin (2014) notes that due to replication logic and theoretical replications, the evidence from multiple case studies are compelling.

Whereas Eisenhardt (1989) argues that it is difficult to build theory with less than four cases and difficult to cope with the amount of data when cases are more than ten, Yin (2009) notes the need for replication, not sampling logic, for multiple case studies. In effect, Yin (2009) indicates that the replication logic requires findings to be replicated across cases to predict similar results (a literal replication) or predict contrasting results but for anticipatable reasons (a theoretical replication). This thesis follows the replication logic, in that, ten companies in the manufacturing (FMCG) and financial

sectors of Ghana that were representative of the population were selected to generate theoretical insight. Even though the case study is made up of ten companies – unit of study, the study follows an embedded design, in that, a number of CE initiatives were studied in the case companies.

To conclude, a multiple case study was adopted because it facilitates the study of processes and strengthens the theoretical arguments of this study, since observations across companies give more credence to the contributions of the thesis. Furthermore, the multiple case study approach facilitates the study of how resourcing evolves across different companies to explore the relationships that occur as resourcing progresses during the development of CE initiatives. As noted by Lewis (2003), the research design includes issues such as the research setting and population, the negotiation of research relationships and the choice of data collection methods. Hence, the sections below present the pilot, sample selection, data collection and analysis and ethical concerns of the study.

3.4.1 Piloting the study

Pilot studies involve cognitive tests of the data collection instrument to determine whether interviewees may have problems with understanding and answering them (Beatty and Willis, 2007). The first instrument designed for data collection for the study was a 15-question semi-structured interview guide. Based on the premise that there was the need to determine the appropriateness of the questions, with the support of my supervisors, I identified six individuals within Aston University for the pilot study. Yin (2009) suggests the use of congenial and accessible participants in a geographically convenient site for pilot studies. Four of these individuals were academics who had previously held management roles in industry and had been involved in the development of CE initiatives. The remaining two, were doctoral students who had been in industry and had been involved in the development of CE initiatives in their respective companies.

As suggested by Yin (2009) that pilot studies may reveal inadequacies in initial designs and help articulate and modify them, the pilot study proved successful in reconstructing some of the questions, in identifying which questions were important and in identifying ways of phrasing questions to elicit the appropriate responses from interview participants. Hence, the questions in the interview guide were refined to 10 semi-structured interview questions (see Appendix B for interview guide).

3.4.2 Sample selection

With regard to the sample selection, a number of issues were considered. These bordered on the selection of the country for data collection, the choice of the industries, the sizes of the companies in the study and the selection of the actual companies in the sample. Purposeful sampling was applied for the selection of the companies and individuals to be included in the sample (Lincoln and Guba, 1985). Sample selection was done in two phases over two periods of time. Due to the fact that the study sought to understand how resourcing of CE occurs, the companies and interviewees were chosen purposely to represent a type in relation to the key criterion (Lewis, 2003).

3.4.2.1 Choice of country – Ghana

The study was conducted in Ghana for a number of reasons. As noted in the literature review of this thesis, most CE studies conducted in EEs have been in Asia (Bao, Wei and Di Benedetto, 2020; Luo and Junkunc, 2008; Ahlstrom and Bruton, 2002; Yiu and Lau, 2008). However, due to the heterogeneity of EEs, it is important that other settings are represented to obtain a better appreciation of phenomena (Hoskisson et al., 2013; Wright et al., 2005). Furthermore, Ghana presents interesting historical and economic lenses for the study. Ghana was perceived as a model of African growth until 2013 when its economy faced some setbacks (BBC, 2017). Despite the setbacks, Ghana serves as the West African hub of the World Bank. Hence, most of its regional projects are situated in Ghana (World Bank Ghana, Projects and Programs, 2017). To add to these, I am from Ghana and hence, familiar with the Country, its culture, norms and workplace nuances.

3.4.2.2 Choice of Industries

As stated previously, the study was conducted in ten companies in the manufacturing (FMCG) and services (financial) sectors of Ghana. In selecting the industries, I tried to get a good balance between keeping the sample aligned to the practice of previous studies in CE, which mostly focus on the manufacturing industry, and choosing a sector that was capable of providing interesting insight to the study, i.e. the financial sector. Consequently, I decided to, in line with previous researchers, select five companies in the manufacturing sector, and in order to create opportunities for greater insight, select five companies in the financial sector. Companies in the financial sector ranged from universal and investment banks to rural banks and savings and loans companies.

The selection of companies in the manufacturing sector was based on the premise that most CE studies have focused on studying the phenomenon in the manufacturing sector (Burgelman, 1983b; Zahra, Hayon and Salvato, 2004; Zahra, 2008; Covin, Slevin and Heeley, 2001). This may have been because it is easier to observe forms of CE such as innovation, strategic renewal and corporate venturing in manufacturing companies than in service companies. I reasoned that, investigating CE in the typical sample (i.e. manufacturing companies) and introducing another sector, such as the financial sector, had the potential of providing interesting insight. Of all the sectors in Ghana, the financial sector was chosen because Ghana's financial sector has seen tremendous growth over the years. For instance, in 2019 it was reported that the total operating assets of 19 out of the 23 banks accounted for a year-on-year growth from 2017 to 2018 of 23.6%. The sector has also been marked with a lot of digitisation efforts for deposit mobilisation (PWC, Ghana Banking Survey, 2019). These digitisation efforts have led to the introduction of innovative products which makes the sector suitable for the study.

All, but one company in the manufacturing sector, were involved in the production of beverages (alcoholic and/or non-alcoholic). The other company which was into the production of Fast-Moving Consumer Goods (FMCG), like the four other companies, produced beauty and bath products. International FMCG companies, particularly beverage companies, have taken an interest in the African market. In Ghana, it was estimated that the compound annual growth for carbonated drinks alone was about 7.5% from 2013 to 2017. Unfortunately, most FMCGs in Ghana were foreign players with the market made up of 70% multinationals and 30% local brands (Oxford Business Group, no date). Consequently, FMCG companies, particularly beverage companies, are an interesting inclusion to the sample.

3.4.2.3 Choice of company sizes

The general approach of business and management scholars in qualitative studies is to avoid references to the size of companies in the sample unless the study is a comparative study between companies of different sizes. For instance, in Nag and Gioia's (2012) qualitative multiple case study of 22 companies in the US metal casting industry, the reference to size was a statement noting that the US metal casting industry was one made up of primarily small foundries (<100 employees). Similarly,

Chalmers, Matthews and Hyslop (2019) in their study of 11 companies using blockchain technologies do not make any reference to the sizes of the companies in the sample. This may be in view of the fact that, as Yin (2009) notes, the basis for statistical generalisations in quantitative methods and often present in surveys such as the size and internal variations within the universe and sample are not applicable in multiple case studies. Hence, cases are not ‘sampling units’ and should not be chosen for that reason. This study takes cognisance of the company sizes, firstly, to justify differences in the number of interview participants in some of the case companies; and secondly, to provide opportunities for making inferences and drawing out differences in the findings due to size (if any). The former, rather than the latter, is the main reason for elaborating on the sizes of the companies.

The companies in the sample varied in size (see table 3.1 for list of companies and their sizes; Appendix D for some features of companies explored during analysis). With respect to the second reason for elaborating on the sizes of the case companies, i.e. opportunities for contribution, the state of the CE field can be drawn on to see how this study fits in with current trends. CE research, particularly those between 1990 and 2000 were dominated by larger US public companies, with those in later years being replications and extensions of these studies in other contexts (Zahra, Randerson and Fayolle, 2013). In more recent years, some CE researchers (Borch, Huse and Senneseth, 1999; Wiklund and Shepherd, 2003; Wiklund and Shepherd, 2005; Zahra, Neubaum and Huse, 2000) have explored the phenomenon of CE in Small and medium scale enterprises. However, there remain opportunities for further insight on CE in companies of different sizes to identify the similarities and differences in how CE occurs in companies of varying sizes.

Studies which focus on either large or small companies exclusively will be unable to draw out these nuances. This makes it imperative that studies which draw on companies of different sizes are conducted. However, it is important that in analysing data from such studies, researchers are mindful of how the differences in size could affect the findings of the study. In the sample, case companies in the services sector typically had more employee numbers than those in the manufacturing sector because those in the manufacturing sector had automated processes and limited production sites unlike the services sector, i.e. financial institutions, which had physical presence in different locations.

3.4.2.4 Selection of companies

Selection of the case companies for the study was in two phases. The first phase involved the selection of two companies – one in the manufacturing sector (FMCG), and the other was in the services (financial) sector. Both companies were listed on the Ghana Stock Exchange, comparatively large in size and multinational companies (MNCs) – one was a global MNC whereas the other was a regional MNC. The second phase of sampling, in applying purposeful sampling, included some companies which were in direct competition with the companies in the first sample. For instance, Kappa and Zeta were indigenous companies which were direct competitors of Gamma at some point during the development of one of its initiatives. This sample was made up of eight companies in both the manufacturing (FMCG) and services (financial) sectors of Ghana, with all but one company being indigenous companies (see table 3.1 for overview/ brief description of companies).

Table 3.1: List of companies and interviewees

Company	Sector	Size/ No. of employees	Interview participants	Overview
Epsilon	Financial	1,583	Group Head, Electronic Banking	Epsilon is part of a regional multinational company. It is listed on the Ghana Stock Exchange. The parent company has selective operations in Africa. Notably, Epsilon does not have operations in North Africa and in South Africa even though it has operations in other parts of Southern Africa. Epsilon serves as the head office for the group's Anglophone West African operations. Because of this role, some of the officers in the Ghanaian subsidiary also occupy regional roles in the parent company.
			Regional Head, Consumer Distribution	
			Head, Mobile Banking	
			Group Acting Head, Mobile Financial Services	
			Executive Director	
			Relationship Officer, Commercial Banking	
Senior Investment Analyst				
Delta	Financial	243	Chief Marketing Officer	Delta is an indigenous investment company formed by a partnership between friends with selective operations in Ghana (19 locations in Ghana) and presence in other African countries through partnerships. The Company was founded in April 1990 and the group has 2 subsidiaries in Ghana – the brokerage wing and asset management wing.
			Head of Brokerage	
			Head of Research	
			Chief Investment Officer	
Beta	Financial	610	Head, Brands Marketing & Communications	Beta is a regional multinational savings and loans company with operations in 8 African countries and 1 North American country. The Company has selective operations in Ghana. Beta commenced business in March 2003. The group head office is in South Africa. The focus of the Company is on pay-roll loans.
			Credit Manager	
			Credit Analyst	
Bravo	Financial	107	Operations Manager	Bravo is an indigenous rural bank with operations in the Northern part of the country (3 regions- Northern, North East and Savannah). The bank has 10 operating branches scattered over these 3 regions, with its head office in the Northern Region of Ghana. It started in April 1990 as a community bank and has evolved to a rural bank committed to the development of the communities within which it operates.
			Micro-Finance Coordinator	
			Finance Manager	
			Compliance	

Alpha	Financial	360	Head of Operations	Alpha is an indigenous Ghanaian savings and loans company formed by a husband and wife with selective operations in 3 regions (Greater Accra, Ashanti and Central). In these regions, the Company operates 9 branches. The Company was incorporated in July 2004 and licensed as a Non-Bank Financial Institution in January 2005. The focus of Alpha is the provision of finance services to micro, small and medium enterprises in Ghana
			Head, Recovery & Credit Monitoring	
Gamma	Manufacturing	524	Brands Manager, Innovation	Gamma is a global multinational company. In addition to the local production of beverages (alcoholic and non-alcoholic), the Company markets and distributes products of its parent company in Ghana. The Company has gone through a number of mergers and acquisitions over the years and is listed on the Ghana Stock Exchange.
			Brand Manager	
			Supply Innovations Manager	
			Former Customer Marketing Executive	
Kappa	Manufacturing	580	Former Head of Innovations	Kappa is an indigenous family owned beverage (alcoholic and non-alcoholic including water) producer in Ghana. The Company currently has one factory. It was established in 1989 and introduced its flagship product in 1998. It has a partnership with a South African company for spirits and beers while it sets up its own beer line. The Company is managed by the family and exports its products to other African countries, Europe and USA. Kappa is part of a group of companies owned and managed by the family.
			Marketing Manager	
			Quality Systems Manager	
			R&D Manager	
			Quality Systems Officer	
			Sales Manager	
R&D Officer				
Golf	Manufacturing	168	Quality Assurance Coordinator	Golf is a state-owned beverage (alcoholic and water) producing company. The Company has one factory in the Country and distributes its products across all the regions of Ghana. Golf recently established presence in other African countries (Nigeria, Liberia and Cote d'Ivoire) and has plans of expanding into South Africa, China and USA. The Company was established in 1958 and became part of a holding company in December 1979.
			Marketing Manager	
			Head of Quality/ R&D Manager	
Sigma	Manufacturing	40	Accountant	Sigma is an indigenous Ghanaian shea production Company which started out as a partnership between two friends in
			General Manager/ R&D Manager	

			Quality Assurance	2003 and began to specialize in shea in 2004. The Company currently has one factory and is setting up another plant. It exports its products (natural shea-based bath and beauty products) to other African countries, Canada, Europe and USA and is making inroads into Asia.
			Logistics/ Sales	
			Accountant	
Zeta	Manufacturing	45	HR & Admin. Manager	Zeta is an indigenous owner managed alcoholic beverage producer in Ghana. The Company began in 1998 and was registered in 2003. Zeta currently operates one facility. The Company distributes its products in Ghana and has plans of exporting its products to other African markets, particularly Francophone West Africa. It is also exploring the production of non-alcoholic beverages and water.
			Former Managing Consultant	

3.4.2.5 Selection of interview participants

As stated earlier, purposeful sampling (Lincoln and Guba, 1985) was applied in each case company to identify individuals to participate in the study. Two major approaches were used to identify individuals who participated in the study. The first approach involved identifying individuals whose roles made them predisposed to participating in the development of CE initiatives. This approach was adopted in case companies which had structures in place for CE. Consequently, gatekeepers who provided access to the companies were able to help identify functions and individuals involved in the development of CE initiatives. In the second instance, case companies did not have structures in place for CE – there was an opportunistic approach to CE (Wolcott and Lippitz, 2007). Hence, gatekeepers identified individuals who had championed some CE initiatives, and subsequently, those individuals, through snowballing, identified others who participated in the development of those CE initiatives. Yin (2009) notes that key informants who initiate access and provide insights are important for the success of case studies. Consequently, gatekeepers were instrumental in identifying interview participants. In all, 41 individuals participated in the study, with all but one interview recorded (see table 3.1 for list of interview participants).

Because the study was retrospective (Cox and Hassard, 2007), some interview participants were former employees of the case companies. In other cases, the participants had moved to other roles within the organisation. The number of interview participants in each case company was influenced by the size of the company and their approach to CE – whether CE was actively pursued by companies or not. Consequently, in some case companies, similar sets of individuals worked on initiatives either due to the types of initiatives they embarked on as in Epsilon which embarked on the development of digital products, or due to the fact that specific individuals were responsible for developing CE initiatives in the case companies as in Gamma. In other case companies, the sample size was informed by the size of the companies, which ultimately informed the number of people who participated in the development of initiatives.

3.4.3 Data collection

This section on data collection presents the strategies used to collect data. Goldberg and Allen (2015) suggest that researchers indicate strategies for data collection by elaborating on how participants to the study are recruited, the procedure for collecting data and how consent was obtained for the study. Hence, this section recounts the strategies adopted in negotiating access to the companies, the scope of the study (stages of CE process covered in the study) and the collection of data.

3.4.3.1 Negotiating and gaining access to the case companies

Access to participants concerns gaining entry, getting access to and gathering appropriate evidence, establishing trust and ensuring that the quality of the data is established (Remenyi et al., 1998). However, access to participants, has been shown to be one of the biggest problems faced by researchers (Gummesson, 1991). As stated earlier, the sample selection was in two phases. Therefore, I negotiated access to companies twice.

With regard to gaining access for the first sample of two companies, I began exploring access to the case companies before ethical approval of the study by the University committee. This was because there were portions of the ethics form that required information on the sample. As noted by Lee and Lings (2008) that key contacts facilitate trust with the case company, departments and interview participants, I identified people in my network who knew potential gatekeepers in the case companies. Subsequently, I prepared letters, which were signed by my supervisors, and personally presented them to the gatekeepers for onward presentation to the companies in April 2017. In addition to the letters, each case company received a copy of the interview guide, the participant briefing form and the consent form (see Appendix B for interview guide). Both companies responded to the letters, verbally and through emails, with the financial institution accepting to take part in the study whereas the manufacturing company accepted to participate provided I completed a confidentiality agreement limiting the use of the data to the thesis. Based on the limitation from the manufacturing company, I decided to approach another company and was successful with that once I arrived in Ghana for data collection in January 2018.

With the benefit of the experience from the first sample, I changed my approach to gaining access the second time. This time, I approached the companies for access about a month before arriving in Ghana to make it easier to follow-up on emails and telephone calls to participating companies. Additionally, I approached the companies directly, without going through my network. Upon arrival in Ghana, I presented the letters and followed up with phone calls and site visits for appointments to conduct interviews and to meet participants. Eight out of the eleven companies approached were willing to participate in the study, and the gatekeepers were mostly team leads in the marketing, logistics and research departments.

3.4.3.2 Scope of the study: Stages of CE process in the study

This research was not concerned with the success or otherwise of CE initiatives, i.e. the outcome of the process. Rather the research sought to understand how resourcing occurred during the development of initiatives in the case companies. As stated in the literature review, most empirical studies of CE (Kuratko, Covin and Garrett, 2009; Burgelman, 1983b; Basu, Phelps and Kotha, 2011) have focused on corporate venturing despite the fact that CE encompasses internal venturing or innovation and strategic renewal (Guth and Ginsberg, 1990). Therefore, this study, while staying open to other forms of CE, focused more on the innovation form of CE.

The data collection focused on the development of CE initiatives from opportunity identification, through development of the initiative to their completion. Consequently, data collection ended at the point where the idea was commercialized or launched. However, the standard CE processes of some of the case companies comprised a post-launch evaluation phase which the interviewees mentioned (see Appendix C for process models of case companies).

3.4.3.3 The data collection instrument

The research instrument was a semi-structured interview guide. A semi-structured interview guide was considered appropriate for the study because it creates some degree of structure which is necessary for comparability of interviews across the findings of the multiple cases in the sample (Lee and Lings, 2008). Based on the results of the pilot, a 10 question semi-structured interview guide was designed for the study. Agee (2009) notes that in formulating questions for qualitative studies,

researchers often need to identify the focus of the study. Furthermore, Creswell (2008) indicates the need for an overarching question for the study. Hence, I established the focus of the study in two ways: through the identification of an overarching question and through the articulation of the aims and objectives of the study. The aims and objectives of the study, accompanied with a definition of CE, subsequently served as a preamble of the interview guide (see Appendix B for interview guide).

The first set of questions in the guide were to elicit responses on the background of the case company and the interviewee. Subsequently, the set of questions that followed the introductory questions assessed the company's approach to CE – whether there were standardised processes within the company for CE. These questions also sought to explore the CE initiatives the participant had personally been involved in developing. Following these, the next set of questions pertained to the CE process within the case company, with emphasis on the resourcing of CE initiatives. The final set of questions explored the context and its possible effect on the development of CE initiatives in the case company.

3.4.3.4 Collection of the data

The research followed a retrospective, rather than real-time approach, to data collection. Bresman (2013) indicates that retrospective data allows for the collection of multiple observations. Due to the fact that this study focused on the resourcing of CE initiatives from opportunity identification to launch, a retrospective approach was taken to data collection to enable me study the entire process. The period of the PhD, coupled with the fact that development of CE initiatives may occur over a considerable period of time, led me to follow a retrospective approach to data collection. Following a real-time approach would have required longer periods for data collection which was not possible given the time constraints of a PhD.

In each case company, I explored the presence and implementation of standardised processes for the development of CE initiatives. Furthermore, I discussed the development of specific CE initiatives that the case companies embarked on with interview participants. This enabled me to determine, in cases where there were standardised processes, whether the companies followed the process or whether they were flexible in the implementation of the guidelines for developing CE

initiatives. Consequently, I studied a number of initiatives in the case companies, making the study an embedded multiple case study (Yin, 2014).

According to Creswell (2007), case study research involves the collection of information from multiple sources. Based on the fact that the study aimed to collect retrospective data, I used a two-prong approach to data collection – the use of semi-structured interviews and documentary evidence. Yin (2009) notes that interviews are an important source of information for case studies whereas documents corroborate and augment the evidence collected from other sources. These two methods of data collected, were to be augmented with observations whenever the occasion allowed.

After access had been granted by the case companies, interview participants were identified in consultation with the gatekeepers. Each participant was given copies of the participant briefing form, consent form, and in some cases the interview guide. On arrival at the site (usually the company premises or an agreed upon public space), I sought confirmation on whether the participant had read and understood the participant briefing form and whether they needed any clarification. Subsequently, I proceeded to obtain consent to conduct and record the interview before commencing the interview.

The interview structure usually followed the outline of the interview guide. However, as interviews progressed, often new information and questions emerged, which led me to probe further with unstructured questions. As Lewis (2003) indicates, interviews provide opportunities for clarification, hence, I was able to obtain clarification to responses participants gave as interviews progressed. In few instances, introductions and preliminary discussions with interview participants led participants to delve into events surrounding the development of CE initiatives even before the introductory sections of the interview guide had been addressed. Consequently, I had to navigate discussions to cover the elements of the interview guide that would otherwise have remained unaddressed. I ended the interview by asking the participant whether there was anything they wanted to add and thanked them for their participation, reminding them about the possibility of opting out of the research if they wanted to.

In addition to semi-structured interviews, I collected documents shared by interview participants. These documents included documents that mapped out the processes for developing CE initiatives in the companies and documents that guided the development of particular CE initiatives in the case companies. These were augmented with publicly available documents and information such as company annual reports, information from corporate and news websites and notice boards of companies to understand the strategies of the case companies better. In few instances, I witnessed meetings between stakeholders, particularly those in R&D departments, deliberating the development of CE initiatives. This form of observation, best described as informal observation (Robson, 2002), gave me an opportunity to observe the process. Collectively, these led to the triangulation of data sources (Miles and Huberman, 1994).

Data collection was in two phases – the first phase involved the collection of data from the two companies in the first sample; and the second phase comprised data collection from the eight additional companies. The findings from the first phase of data collection informed the second phase of data collection, which was to determine whether the findings in the first phase of data collection were applicable to only MNCs/ larger-sized companies or could be applied to smaller-sized companies with other forms of structure and ownership. As Forbes (2005) notes, there is the need to test findings from larger companies on smaller companies for theory building.

3.4.4 Data analysis

Analysis of the data was an ongoing process which began during the collection of data for the study. As noted by researchers (Langley, 1999; Miles and Huberman, 1994), the notion of analysing data while collecting data is a characteristic of qualitative research. The fact that I collected the data myself facilitated analysis as data collection progressed because I was able to identify emerging themes and concepts and to probe further for information. Furthermore, because I was transcribing the interviews as the data collection progressed, I was able to identify patterns in the information provided by interviewees within and across companies. However, due to the number of interviews, I could not transcribe all the interviews while on the field. Nevertheless, I was able to review the notes taken during the interviews, which enabled me to identify emerging patterns in the responses of interviewees.

The data analysis follows Gioia, Corley and Hamilton's (2012) method where first order codes, second order themes and aggregate dimensions inform a data structure that explains the patterns in the data. The first order codes arise from open coding, whereas the second order themes relate to axial coding (Strauss and Corbin, 1990). The sections below outline the process I followed in analysing the data for this study.

3.4.4.1 Coding the data

I began coding after the interviews were transcribed. Coding was done in two stages. Data from the two companies in the first sample were coded initially and subsequently, the codes generated from the first sample guided coding of the data in the second sample. There were two options for coding the data – using software like NVivo or manually coding the data. Whereas software like NVivo could simplify the coding process, there was the possibility that, being a new researcher, I would be overwhelmed by the vast amounts of data and would therefore be unable to view the complete picture (Bazeley and Jackson, 2013). To overcome this, and to ensure closeness to the data, I decided to manually code the data. While this was initially a cumbersome task, it proved useful at the point of theorising because I was able to iterate between the data and the emerging concepts and themes.

Open coding entails the process of breaking data apart and delineating concepts that stand for chunks of raw data (Corbin and Strauss, 2008). The codes, which were naturally occurring codes, were a mix of descriptive and analytic codes. Urquhart (2013) notes that even though it is preferable to obtain analytic codes, it is often easier to start with descriptive codes that enable the researcher break open the data and summarize the data in a descriptive fashion. Due to the semi-structured nature of the interview guide, codes from previously coded interviews served as a guide for coding subsequent interviews. As coding progressed and new concepts emerged, additional codes were generated. The extract below gives a practical example of how the data was coded.

Extract 1: Epsilon, Interviewee code: 004

Those are very important things. Then we then carry it to the, the business, the product owner will then carry it to the business owner who will also approve, we carry it to Internal Control. The business owner will be the head of consumer bank or the head of corporate bank or the head of commercial bank, because all products fall under them. Compliance will have to look at it, internal control has to look at it, audit, if it has to go to audit, we also have IT if it has to have any, because of the digitization, anything that will have to be digitized either for reporting purposes IT should be involved and any other. Some may go up to the managing director. If it has to, if it has to involve resources, or any other thing because there are some products that can be developed in-house without involvement of third parties but if you have to involve third parties then those cost implications you have to clearly spell it out so that we know who will take up the initial costs. We have to also add our projections to see whether that product, that cost, when is it going to, when we're going to make up for the cost and whether it's, we can scale it so that you know it can benefit more people in the entire nation. We may look at the consumer segment, maybe it will have an impact on maybe commercial or other departments so that we can also put that into perspective and see how it will fit in.

Internal approval; dependent on type of initiative

Revenue-cost projections; Utilizing internal resources & processes

Divisional allocation of cost; strategic fit

3.4.4.1.1 Coding Extract 1

In coding extract 1, I assigned meaning to different blocks of data as I read the extract. Different codes could apply to the same block of data. The blocks of data were either italicised or highlighted, with each block assigned a note using the review feature in Word application. I paid attention to words and phrases like 'if it has any' or 'some may go' to indicate variation in actions. In some cases, preceding or subsequent paragraphs or sentences to the coded text gave better appreciation of the appropriate code for the text.

3.4.4.1.2 Replicating the codes in other text

The multiple case study design, coupled with the use of a semi-structured instrument, led to the replication of codes in interviews within and across cases (Yin, 2014). Codes were replicated within cases and across cases due to the semi-structured nature of the data collection instrument. In effect, codes created in the first coded interview transcript guided the creation of codes in subsequent interview transcripts. As coding progressed, additional codes were created to take cognisance of new and

emerging codes. The convergence and divergence between codes were, therefore, useful in generating insights on the data. Consequently, I present extracts which show how some of the codes in extract 1 were replicated in other interviews (across cases).

Extract 2: Gamma, Interviewee code: 002

There's what we call a gate process where you have your goals and all that stated and you would almost need to be looking at both the, not just the, the consumer aspect but also the financial and what kind of CAPEX is required in driving that innovation in the market and whether we had the, the required tools in place to be able to deliver that. So, for instance, in terms of the bitters, we have beer lines and the, our premium spirits we import them. So, to be able to produce mainstream spirits we needed CAPEX, capital injection into machinery and all that. So, we go through our gate processes.

Extract 3: Delta; Interviewee code: 004

There's a process for the securing and delivering on the idea. It's, we go through all those things so whoever's ultimately owning that idea in terms of who will work on it will have to do a business case, it will have to go to the CEO, and we have another Executive Director for, he basically handles all the finances. It will have to go to that for approval. Any resource requirements will go to that, then they will say ok based on the rest of the business needs and, and how our financial state is you can get half of the resources you've asked for, maybe three quarters or you can get all, or the types you get may change.

These extracts were chosen to display the replication of codes across interviews and cases. As shown above, some of the codes in extract 1 are replicated in extract 2 and 3. In addition to the replicated codes, there were new and different codes altogether based on the progression of some interviews. The table below shows how the codes created from the above extracts could be organised.

Table 1.2: Example of codes from extract

Code	Source	Data extract
Internal approval	Extract 3: Delta; Interviewee code: 004	It will have to go to the CEO, and we have another Executive Director for, he basically handles all the finances. It will have to go to that for approval
	Extract 2: Gamma, Interviewee code: 002	There's what we call a gate process where you have your goals and all that stated

The codes were grouped according to their categories to identify the similarities between them. In some instances, I merged some of the codes while in other instances, codes were relabelled. These revisions were made based on supervisor checks as coding progressed.

3.4.4.2 Identifying patterns in the data: Finding the relationships between open codes

After the creation of open codes, I had to establish the relationships between the codes. Researchers (Strauss and Corbin, 1990; Corbin and Strauss, 2008) describe this stage of finding connections between categories and relating concepts to each other as axial coding. Consequently, I went through different processes, such as organising the data into categories, to find the relationships between the codes.

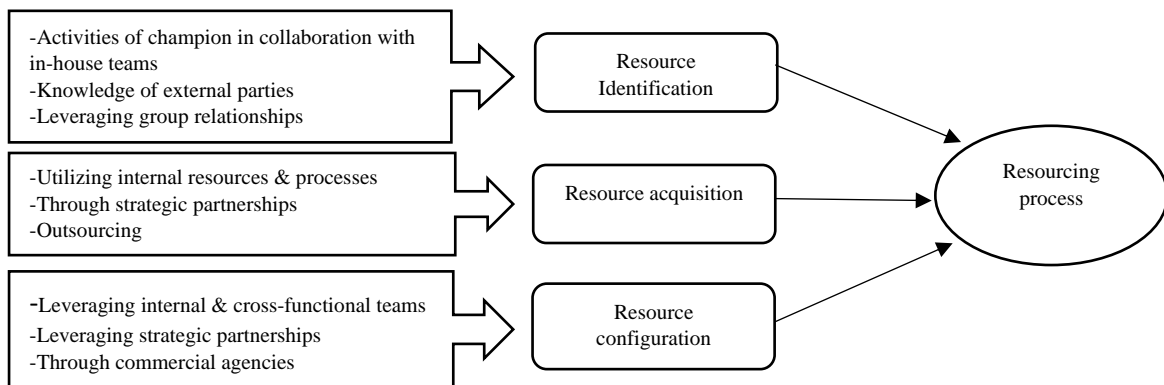
In order to generate the second order themes (Gioia, Corley and Hamilton, 2012), I organised the codes under categories that enabled me identify the differences and similarities in the data. Furthermore, I mapped the categories to each other in diagrams. These integrative diagrams (Strauss, 1987) proved useful for identifying the patterns in the data and establishing relationships between different categories. In identifying the patterns, I paid attention to the concepts of interest to the thesis, i.e. resourcing and the CE process. In addition to the visual diagrams, reading the interview transcripts proved helpful in identifying patterns in the data. For instance, in some instances, the transcript of a single interview gave me insight that I had previously not observed from the data.

The documentary evidence, obtained from both internal and publicly available sources, was particularly useful in contextualising some of the findings and in understanding the emerging patterns in the data. I gathered a considerable number of annual reports, internal documents and information from corporate and news websites, interview participants and notice boards of the companies. I skimmed through these documents immediately after I obtained them and organised them in order of relevance in different folders on my computer. Subsequently, I consulted these documents as analysis progressed. For instance, the websites of some case companies clearly stated their approach towards partnerships while others stated the centralized approach of the companies in their operations across subsidiaries. Publicly available information on credible news websites also gave an appreciation of the

market conditions under which initiatives were developed whereas the annual reports of companies provided the basis for understanding their strategies and the backdrop for certain decisions.

A number of themes were developed at this stage. However, selected themes were used in theorising. As noted by Gioia, Corley and Hamilton (2012), the culmination of the theme and concept development process leads to theoretical saturation (Glaser and Strauss, 1967) characterised by a workable set of themes and concepts. Consequently, after I got to the point where there were no new themes and concepts that added theoretical insight, I progressed to developing aggregate dimensions which were formed on the basis of the relationships between the second order themes. The first order codes, second order themes and aggregate dimensions led to the data structures in the analysis chapters. The data structures are visual representations which depict the relationships between the codes, themes and aggregate dimensions and show how the data progressed from raw state to theory. The figure below gives an example of how first order codes progressed to themes and then to aggregate dimensions in the study.

Figure 3.1: Example of data structure



3.4.4.3 Refining the findings

While it may seem from the previous section that analysis of the data progressed smoothly, this was not quite the case. There was a lot of iteration between the data and the analysis as I tried to find ways of staying close or removed from the data at different stages of the analysis. During this stage, it was imperative that I found ways of effectively organising the findings of the study.

As stated previously, the thesis supervisors checked the codes to determine whether the assigned labels were appropriate. Furthermore, feedback from academic conferences were important in firming up the analysis of each chapter. The findings of the thesis were subjected to peer review in conferences such as the Academy of Management Conference, the British Academy of Management Conference and the Process Symposium (see Appendix A for list of conference presentations). The feedback obtained from thesis supervisors, internal examiners, peer reviews and departmental seminars was useful in refining the findings of the study.

As the analysis progressed, I consulted the literature to determine whether the findings were grounded in previous research or whether there were conflicting findings in the literature. As Locke and Golden-Biddle (1997) note, researchers elaborate their contributions by highlighting their claims of uniqueness in the novelty of their findings while confirming or disconfirming previous findings. Hence, it was necessary for me to situate my research among current debates of the CE field. Despite the fact that Gioia, Corley and Hamilton's (2012) approach to analysis was used, the thesis went through different stages of analysis, none of which was discarded – each stage informed the analysis at subsequent stages. Consequently, the first empirical chapter of the thesis is based on earlier stages of analysis where the patterns in the data resulted in some interesting findings. For instance, some of the codes and themes in earlier stages of the analysis, such as the data structure of a paper presented at the Academy of Management Conference in 2019, informed the findings in that section (see Appendix D for example of earlier stages of analysis).

3.4.4.4 Presentation of findings

It was important that I found effective ways of presenting the findings of this study. Hence, based on the tenets of using a qualitative approach for research, the approach used for analysis and careful consideration of possible ways of presenting the findings, I used a number of strategies to organize the data and present the findings of the study.

In organizing the findings of the study, I progressed through different stages, the first of which involved the use of case descriptions to present overviews of CE activities and processes in the case companies. This stage also involved the use of visual diagrams to illustrate the CE processes in the case

companies and relationships in the data. Visual maps have been shown to allow the presentation of large quantities of information in relatively little space (Langley, 1999), which was what I wanted to do to enable me juxtapose the different models to each other. The use of visual maps and case descriptions allowed me to identify similarities and differences between the different cases. The illustration of relationships in the data was useful in the first empirical chapter, Chapter 4, where some of the models created were used to depict relationships between the concepts and themes.

In addition to the use of visual maps and case descriptions, I followed Gioia, Corley and Hamilton's (2012) approach to presenting findings. This entails the use of models grounded in the data and the use of narratives that elaborate on the model and the relationships within the model. The model, while grounded in data, is one that captures the data in theoretical terms and is therefore a grounded theory model that shows the dynamic relationships in the data. An integral aspect of this model is the use of arrows to depict the relationships between concepts and themes. On the other hand, the narrative is meant to tell an intellectually compelling story based on the evidence provided. The evidence is usually the informant quotes that are aligned with the data structure. Ultimately, the narrative is supposed to lead to new concept development and theoretical advancement.

Whereas the models in Gioia, Corley and Hamilton's (2012) approach to presenting findings typically follow an outline marked by the use of three major shapes – rectangles, ovals and sharp-cornered rectangles, I wanted to ascribe meaning to the shapes used in the models (Langley, 1999). Therefore, I used Gioia, Corley and Hamilton's (2012) approach to present models in the second and third empirical chapters, and I present those same models with shapes that are ascribed meanings in the discussion chapter. The models in the first empirical chapter on the other hand were derived from the relationships between the themes and concepts in the chapter.

3.4.4.5 Credibility of findings

The credibility of research findings, also termed as validity, reliability or authenticity of findings, has been shown to be important in both quantitative and qualitative studies (Hammersley and Atkinson, 2007). Credibility of findings refers to whether similar observations will be made on different occasions (Easterby-Smith, Thorpe and Low, 1991; Seale, 1999). Maxwell (2008) notes the two broad

types of threats to credibility in qualitative research: the distortion of data collection or analysis due to the researcher's theory, values or preconceptions – researcher bias; and the effect of the researcher on the individuals in the study or the setting – reactivity. Consequently, credibility of research findings can be enhanced by paying attention to sample selection, data collection and data analysis (Saunders and Rojon, 2014).

At the research design stage, I paid attention to different aspects of the sample that could affect the credibility of the findings. Careful consideration was given to the choice of companies for the study based on the industry specifics, size and the actual selection of individual companies. Further to that, I ensured that due consideration was given to the selection and participation of individuals in the study. Hence, purposeful sampling (Lincoln and Guba, 1985) was applied for the selection of both companies and interview participants for the study. In effect, I purposefully identified companies and individual participants for the study. For instance, individual participants had to have participated in the development of CE initiatives in their companies to be included in the sample.

Secondly, to ensure the integrity of the research, I applied different methods in collecting data for the study. Consequently, rather than relying on a single data collection method, which would have compromised the credibility of the findings, I combined interviews, documentary evidence and in few cases, informal observations for the study. Furthermore, I obtained information from different participants, bearing in mind that different informants might bring to bear new insights for the study. Since the study relied on retrospective methods for collection of data, I cross-checked information obtained from participants within the case companies during interviews to enable me triangulate data and to ensure the credibility of information obtained. The triangulation of data sources (Pettigrew, 1997), lends further credence to the theoretical arguments advanced in this study.

In analysing the data, I looked out for extreme, abnormal and outlier cases to ensure that due consideration was given to these in reporting the findings of the study. Stake (1995) notes that abnormal cases may raise issues which the researcher may have failed to notice in typical cases. Indeed, this was the case both across cases and across interview participants. For instance, individuals whose responses

to some questions were quite different from the responses of others often led me to discover interesting insights and led to compelling explanations that I would otherwise not have identified.

Intercoder reliability was another aspect paid attention to during the analysis of this thesis. Hence, to establish the reliability of coding, my supervisors checked the codes for reliability. Campbell et al. (2013) note that even though young researchers may not have budgets that permit hiring a team of coders, it is important to determine the reliability of codes generated from in-depth semi-structured interviews. This because words may have multiple meanings, be open to interpretation, and may only be understood in relation to the context of other words. To establish intercoder reliability, I defined each code and provided extracts from the data that supported the codes created. This enabled my supervisors to determine whether the meanings ascribed to the codes were appropriate. Consequently, one of my supervisors rated the intercoder reliability as 75%.

Finally, my awareness of the literature and competing explanations of phenomena and patterns that emerged in the data enabled me to thoroughly reflect on the findings of the study in the light of the literature. As stated previously, it was necessary to situate my research among current debates in the CE field given Locke and Golden-Biddle (1997) assertion that, researchers elaborate their contributions by highlighting their claims of uniqueness in the novelty of their findings while confirming or disconfirming previous findings. Hence, knowledge of previous findings and the generation of new concepts and relationships were important to enable me advance the findings of this study beyond previous studies. This was against the backdrop of an assertion by Gioia that “*theoretical contributions arise from the generation of new concepts and/ or relationships among the concepts that help us understand phenomena*” (Gehman et al., 2018, p.290).

3.4.5 Ethical concerns

Generally, ethics relates to whether there is harm to the participants, lack of informed consent, invasion of privacy or deception (Bryman, 2016). In conducting this study, I tried to ensure that there were no violations of any of these ethical considerations. Hence, I ensured that all ethical standards relating to consent, confidentiality, and my safety and that of participants, were adhered to. The ethical guidelines of Aston University further ensured that I upheld ethical standards during the study.

Firstly, in upholding ethical standards, I ensured that formal access was granted by companies in which the research was conducted. This was to ensure that data collected was not collected through underhand means, but collected through formal channels that ensured transparency. Bell and Bryman (2007) note the need to have informed consent from research participants in line with upholding ethical standards of research. Getting formal access involved sending written correspondence to the companies electronically and personally. It also involved liaising with individuals in departments such as human resources and corporate affairs to get confirmation that the companies were willing to participate in the study. While, getting formal approval from all the case companies was a cumbersome process, it gave me access to interview participants and the companies, which lends credence to the findings of the study.

In line with Aston University's guidelines, interview participants were given participant briefing forms and consent forms before interviews were conducted. Lewis (2003) notes the need for researchers to obtain informed consent from participants to avoid ethical breaches during research. Consequently, I obtained verbal confirmation from participants on whether they understood the forms and what the research entailed, provided clarification on aspects of the study participants were not sure about and informed participants about the possibility of opting out of the study if they wished to do so at any time. Furthermore, I obtained consent before audio recording interviews. As stated previously, all but one interview, were recorded. The interview participant who opted out of having her interview recorded preferred to have notes taken. Interview participants and case companies were assured of confidentiality. In line with this, all case companies and interview transcripts have been assigned anonymised codes and names in this study to conceal their identities.

Interviews were also conducted in secure environments. Apart from two interviews which were conducted off-site, all the other interviews were conducted in offices or meeting rooms in the case companies. The two interviews which were conducted off-site were held in public spaces with ample security. Furthermore, I conducted all the interviews and collected all the documentary evidence myself. This was in recognition of the fact that ethical issues in terms of confidentiality could arise if I did not collect the data myself (Bryman, 2004). Following Heaton's (2004) assertion that the primary

researcher's knowledge of the context and their personal involvement in the research may facilitate interpretation of the data, I transcribed and analysed the data myself.

Finally, in analysing and storing the data, I ensured that ethical consideration was given to all aspects of the process. Hence, each interview transcript was given a unique identifier code to ensure there were no violations of participants' anonymity (Lewis, 2003). The data for this research has been securely stored and password protected to ensure that all information obtained during the study are confidential and privy to only the thesis supervisors, and the examining board (if need be) and me. The data has been stored on Aston University's cloud storage facility, Box, and my personal computer. Bell and Bryman (2007) note the need for researchers to ensure confidentiality of research data relating to individuals, groups and organisations.

To conclude, I tried within my personal capacity to ensure that all ethical guidelines were adhered to in this study. Consequently, I obtained ethical approval from the Ethics Committee of my school and gave due consideration to all ethical issues during the collection, analysis and storage of data. Ethical concerns have also guided the presentation of the findings of this study.

3.4.6 Limitations of the methodology

This chapter has so far presented the methodology of the study. While the chapter has shown how the study was conducted in a credible manner, there are some limitations. I present these in this section. Most of the limitations I encountered were as a result of the time limitations of the PhD which invariably influenced the approach to the study.

In view of the time limitations, I took a retrospective approach to the collection of data. The retrospective approach was to enable me capture the CE processes of the case companies from opportunity identification, through development of the initiative to their completion. While a retrospective approach enabled me to get insight into the entire process, this approach meant that I had to rely on the memory of interviewees for the study. Furthermore, some of the key actors in the development of CE initiatives in some case companies had changed roles or left the organisations. However, the challenge of relying on the memories of interviewees was partly mitigated by conducting interviews with as many people who worked on those initiatives as possible and cross-checking facts

across interviewees as interviews progressed. A real time approach to data collection would have given a better appreciation of the dynamics that occurred during the development of CE initiatives.

Secondly, the time constraints meant that I had to be very focused on the aspects of the phenomenon to include in the study. Hence, I had to limit the study to the introduction of new CE initiatives which related to innovative products or services. It is possible that different dynamics may occur during the development of CE initiatives which involve internal venturing or strategic renewal, particularly since strategic renewal would have the backing of top management. However, including internal venturing and strategic renewal would have made analysis of the data difficult. While some interviewees discussed some initiatives related to strategic renewal and internal venturing, for want of time, I did not probe further into those activities.

Finally, interviewees were cautious about providing documentary evidence for the study. This meant that most of the documentary evidence obtained were those in the public domain such as annual reports, information on company websites or news websites, or information on the notice boards of the case companies. However, some of the case companies were not listed companies which meant that I had to rely on the participants to provide documentary evidence. Some of these were in the form of sketches of the process from participants and documents – some of which were not particularly relevant to the research. Consequently, I had to go through a lot of publicly available information and depend on the interviews as the primary data collection source.

3.5 CONCLUSION

This chapter set out to present the methodology of the study and to justify the approach used for conducting this research. Hence, the chapter has presented the philosophical background of the study, the research strategy and the research design of the study. The chapter indicates that this thesis follows a qualitative approach to understand how resourcing evolves during the development of CE initiatives in EE. Furthermore, the study uses a multiple case study approach involving ten companies in the manufacturing (FMCG) and services (financial) sectors of Ghana. The chapter delves into the considerations taken in selecting the sample and in negotiating access for data collection in the case

companies and further notes that the study used interviews and documentary evidence as the main sources of data. Gioia, Corley and Hamilton's (2012) approach guided the analysis of the data for this study. The chapter further outlines the practical considerations to ensure credibility of the findings and to uphold ethical standards during the collection and analysis of data for the study. To put it succinctly, the study adopted a qualitative approach through a multiple case study.

CHAPTER 4

RESOURCING CORPORATE ENTREPRENEURIAL INITIATIVES: THE PROCESS

4.1 INTRODUCTION

In response to the need for companies to sustain competitive advantage and performance, CE research has applied different perspectives and proposed different models to understand the processes surrounding entrepreneurial activities in existing companies (Burgers and Covin, 2016; Short et al., 2010; Williams and Lee, 2011). One perspective that continues to interest researchers is the resourcing of CE initiatives. As the field progresses, important questions such as the role of external parties in resourcing CE initiatives and the stages of the CE process where different aspects of resourcing may be prevalent remain unanswered.

While the lack of research delineating the various stages of the CE process where different aspects of resourcing may be prevalent may be attributed to the focus on resource acquisition, i.e. resource availability/ allocation (Hornsby, Kuratko and Zahra, 2002; Hornsby et al., 1993; Bower, 1970), it appears that research on the role of external parties in resourcing CE initiatives has been sparse mostly because of the earlier perception of CE as an internally driven activity (see Burgelman, 1983a, 1984; Nielsen, Peters and Hisrich, 1985). Furthermore, research highlighting the role of external parties in resourcing initiatives has mostly either focused on the provision of intangible resources such as knowledge and political capital (Floyd and Wooldridge, 1999; Yiu and Lau, 2008) or on the formation of strategic alliances for intangible resources in specific aspects of the process such as resource acquisition (Teng, 2007; Ozcan and Eisenhardt, 2009).

Therefore, this chapter seeks to answer the question: *how does resourcing unfold during the development of CE initiatives?* Based on the resourcing processes in the case companies, I present a categorisation of the CE process comprising four phases: i) the initiation stage made up of opportunity identification and idea generation; ii) the pre-approval stage made up of feasibility studies, concept development and documenting the idea; iii) the approval stage which is top management's authorization of the initiative; and iv) the post-approval stage comprising the development and commercialization of the CE initiative.

The chapter shows that while resourcing occurs throughout the development process from initiation to the post-approval stage, different aspects of resourcing are heightened at different stages of the process. In effect, resource identification is predominant at the pre-approval and post-approval stages, albeit with the identification of different types of resources at each stage. Resource acquisition is largely observed at the approval and post-approval stages, whereas resource configuration occurs largely at the post-approval stage. In addition to confirming the role of internal mechanisms in resourcing CE initiatives (Burgelman, 1983a; Kuratko et al., 2005; Kelley, Peters and O'Connor, 2009; Wolcott and Lippitz, 2007), this chapter highlights the role of external mechanisms in resourcing CE initiatives in the case companies by showing that external parties play an integral role in resourcing CE initiatives and highlighting the circumstances under which external parties are leveraged. The chapter demonstrates this by showing the two major paths that case companies pursued to resourcing CE initiatives.

The rest of the chapter is organised as follows: the findings section begins with the categorisation of the CE process based on resourcing, followed by the resourcing process and then the paths to resourcing CE initiatives. The chapter ends with a concluding paragraph.

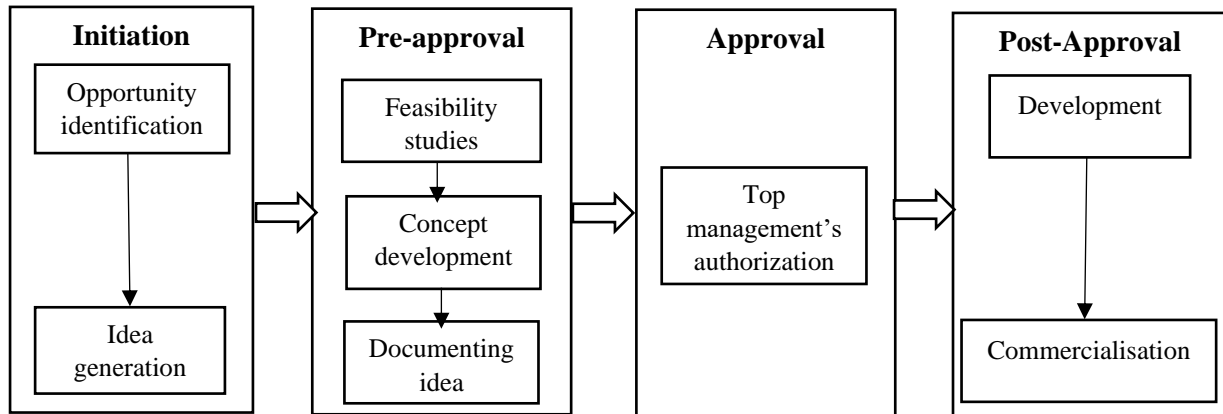
4.2 FINDINGS

Based on the empirical evidence from the case studies, this section presents separate sub-sections on: the categorisation of the stages of the CE process based on how resourcing occurred in the case companies, the resourcing process and the paths to resourcing initiatives.

4.2.1 Categorisation of Stages of CE process based on resourcing

This section presents a categorisation of the CE process into 4 stages based on the resourcing process and how resourcing unfolds at each stage of CE (see Figure 4.1 below). The phases are: the initiation stage (opportunity identification and idea generation), the pre-approval stage (feasibility studies, concept development and documenting idea), the approval stage (top management's authorization) and the post-approval stage (development and commercialization). These stages emerged from the CE processes of the case companies (see appendix C for process models of each case company) and the intensity and nature of resourcing activities at each stage of the process.

Figure 4.1: Categorisation of CE process based on resourcing



4.2.1.1 Initiation (Opportunity identification & Idea generation)

The empirical evidence showed that the first stage of the CE process was the initiation stage where individuals and teams in the case companies identified opportunities that could be pursued by the companies. It also involved generating ideas about how the companies could exploit these opportunities. At this stage, case companies differed in terms of their sources of ideas, their approaches to the initiation of CE and the responsibility for initiating CE within case companies.

Ideas in the case companies were from both internal and external sources. Internally, ideas emanated from staff and top management. While some companies had a flexible approach to idea generation, other companies created specific departments responsible for identifying opportunities and generating ideas. For instance, while some companies like Delta had a flexible approach to the initiation of initiatives as stated by their Chief Marketing Officer, *“The generation of it is free flowing, there is, there is no one channel that they come through”*, other companies like Gamma had specific departments for idea generation as the Former Head of Innovation noted, *“It really sat within the innovation team so we worked hand in hand with the Global Innovation team to come up with innovation”*.

In instances where specific individuals or departments were responsible for generating ideas, this was mostly in MNCs, due to the structured nature of their operations, and in FMCG companies, where there were R&D departments for developing new CE initiatives. For instance, the QA Manager

of Golf, a FMCG company, mentioned the vested responsibility in Quality Assurance officers of the Company for R&D saying, “*We have the Quality Assurance Officers, who are also in charge of the R&D*”. However, in most of the financial institutions, opportunity identification and idea generation were opportunistic, with responsibility diffused throughout the companies.

The only financial institution which employed some form of structure at the initiation stage was Bravo, which had a product development committee for opportunity identification and idea generation. Consequently, initiation of CE initiatives in most financial institutions was such that ideas came from everywhere and everyone. Even in companies where responsibility for initiation of CE initiatives was situated within particular departments or functions, case companies ensured that there were mechanisms in place to tap ideas from everywhere within the organisation. R&D Officer of Kappa noted this dynamic,

Usually we collect ideas from marketing. A lot of it also comes from the owner himself because he travels around the world so he sees stuff, his children also come, I mean all of them are classified as owners so ... Marketing also comes and then even other people, I mean people just, there are people in the company who can walk in.

External sources also provided ideas for the development of new CE initiatives. Interviewees in the case companies indicated that opportunities were identified in the environment, through their customer base and partners, and by observing their competitors. Opportunities from external sources for CE initiatives came in the form of market-based opportunities, regulatory and government reforms and institutional voids. Head of Brokerage of Delta remarked on one such opportunity, “*you look at financial literacy and where we are on the spectrum ok, savings and where we are on the spectrum, and you realize that some things that we need to do*”.

Another source of ideas from external sources was the strategic partnerships case companies had. Companies with which the case companies had formed relationships over time suggested possible opportunities case companies could tap into or new concepts that had been developed in other contexts which could be applied to the Ghanaian context. Companies like Golf, Bravo, Epsilon and Kappa mentioned the role of strategic partners in the initiation of CE initiatives. The R&D Manager of Kappa remarked on this,

We also have opportunities with our development partners, you know these flavour companies they are part of us, they come and as a result of, of course their marketing you know, their marketing activities, they can put across ideas, concepts that they see as maybe doing well in the European market or in the African market especially East Africa, South Africa, you know. So, they bring these on board, we look at them and see how we can either accept or reject what they have brought.

To conclude, initiation of CE initiatives in the case companies could be both deliberate or unintended and it could emanate from both internal and external sources. Internal sources of ideas could be from designated teams or could be opportunistic based on the preference and structure of the case company, whereas externally, the initiation of CE initiatives could be triggered by the environment, competitors, customers and partners.

4.2.1.2 Pre-approval stage (*Feasibility studies, Concept development & Documenting idea*)

Once opportunities were identified and ideas were generated, individuals who identified the opportunity or generated the idea in the case companies could either identify individuals within the company who would champion the initiatives or decide to champion the initiatives themselves. Champions for CE initiatives in the case companies were usually either in the marketing department or in the R&D department. For instance, the Logistics and Procurement Officer of Sigma mentioned that the R&D Manager was responsible for championing CE initiatives in Sigma, *“She’s the R&D so she coordinates everything”*.

In instances where initiatives were conceived by people in top management, usually the champions were top managers because of their strategic interest in the initiative. For instance, in Epsilon, an Executive Director who conceived an initiative championed the initiative herself. In other cases, champions were selected based on the type of initiative to be developed. In effect, if an initiative had a technological stint, it will be championed by someone in the information technology department. Most case companies, particularly those in the financial sector, organised their operations such that initiatives fell under certain units and in each unit, there were champions responsible for spearheading initiatives that fell under the unit. Champions were often labelled as product managers or project managers. This was the practice in Beta as noted by the Head of Brands Marketing and Communications,

It depends. If it's an idea which is technical in nature, it's good you speak to the technical guys then they champion it from that angle. ... If there's, if it's something to do with this digital thing we're doing, if you give it to marketing to champion it, no. So, there's a project owner or project manager ... So, it depends on what the idea is. Then the department that's responsible for that space can go back to it and run with it.

Next, individuals and teams collaborated to refine the idea. In some case companies, ideas progressed from one level to another, for instance from the individual who conceived the idea to their departmental head and then to the champion. Group Acting Head of Mobile Financial Services of Epsilon noted this, *“Once the person is a staff, let's even assume it's coming from a customer. The branches know the head, know the departments in the bank. Even if they take it to the supervisor, the supervisor will identify... may refer that also to the person they know is the product owner”*. This allowed each level to refine the idea as it progressed through the channels. In effect, the departmental head could make some suggestions on the operationalization of the idea before submitting it to a product champion. Head of Operations in Alpha mentioned the need for ideas to be refined, noting that in Alpha's case, a team was set up to refine the idea, *“Then a team will be set up and go through the proposal with you who brought the idea ...Then later on it is fine-tuned”*. In some other companies, there were pre-constituted teams responsible for refining ideas before the ideas progressed to the next stage.

Refinement of the idea helped in developing the concept further to the point where champions and teams could determine the target market, the features of the initiative or product, the cost and benefit, and the value proposition to beneficiaries. The concept development typically looked at the operationalization and possible outcomes of developing the initiative. The R&D Manager of Kappa described the concept development stage of Kappa, *“The concept development has to do with identifying and defining the consumer accepted ideas, what is the consumer looking for, what is competition in the market, and so on and so forth”*.

One activity that was useful in refining ideas was feasibility studies. Champions and teams often assessed the feasibility of initiatives both internally and externally. This could be through selection processes, assessing resource needs and availability and determining whether initiatives satisfied the strategic objectives of the company. Additionally, champions and teams conducted market research to

determine whether ideas would be successful, to explore the competitive landscape and to determine which market segment to target and the approach to take. Group Head of Electronic Banking in Epsilon noted the selection criteria for initiatives saying,

So, we have criteria for selecting those projects. That means that at some point some projects will have to suffer, I mean delay, to finish the regulatory, systemic and then the ones that jump at you ... So, there are internal process that we, we use in selecting which projects should get which resources and which ones should move to the back stage for a future date.

Where internal teams were unable to conduct the market research, case companies contracted external parties to conduct the market research. Since feasibility studies also involved determining whether the company had the resources to develop initiatives, one of the considerations at this point was whether the company required the involvement of external parties to develop an initiative, and if they did, which parties to collaborate with and what the costs and benefits of this choice were. The Marketing Manager of Golf remarked on this stage of the process, *“Marketing we do the research... then we give it to quality, quality will also look at it, do we have the, the know-how, can we source the raw material. Finance will also come in to yes can we, can we, do we have the funds to execute it”*.

Depending on how formalised the case company was, champions and teams could progress to a further stage of documenting the idea to formally communicate the evidence that supports the development of the initiative. Case companies differed in the level of documentation required at this stage. Generally, most case companies required a business case at this stage. While some case companies had templates which required specific information, other companies required proposals which were not quite structured but gave an overview of the idea and the benefits to the company. In some other companies, there was no need for any particular documentation. This was more prevalent in owner managed companies where in most cases the owners suggested the ideas and were convinced of the viability of initiatives. The Head of Brands Marketing and Communications of Beta remarked on the type of documentation required in Beta,

Standard template, I think it just varies slightly here and there but mainly comes to the same thing, your objectives, your scope of the idea you want to implement, what’s the duration, what’s the exact idea you want to put across, the strategy you want to use, what are the numbers you’re hoping to see, what’s the investment you want, things like that really follow.

In most case companies, champions were responsible for demonstrating the viability of initiatives and documenting ideas. Champions often did so after conferring with other organisational members and conducting market research. In some instances, teams made up of different functional areas met to discuss initiatives, with each functional area contributing to the document by identifying their needs and providing content specific to their functional areas. R&D Manager of Golf mentioned the collaborative efforts required at this stage saying, *“We don’t work as individuals or as single units. We, our work is intertwined ... we have to know the product and describe the product”*.

The pre-approval stage is important because this is where individuals and teams responsible for championing initiatives in the case companies explored and demonstrated the viability of those initiatives. Activities and stages such as identifying champions, refining ideas, conducting feasibility studies, developing the concept and documenting the idea were very important in demonstrating to stakeholders during the approval stage that the initiative was worth developing. The activities at this stage also mostly related to identifying resources for CE initiatives.

4.2.1.3 Approval stage (Top management’s authorisation)

The approval stage in the case companies was the stage at which initiatives were formally integrated into the companies. This stage revolved around top management and the individuals championing initiatives – while champions defended the initiative, top management scrutinized and approved/ disapproved development of the initiative. However, in some cases, it involved individuals other than the champion and top management – it involved individuals from different functional areas who helped in defending the initiative. While most case companies adopted some degree of formality in approving initiatives, in some companies, the defence and justification of initiatives followed an informal approach such as through verbal approval, without the need for documentation.

Champions presented documentation to top management for perusal and approval of initiatives at this stage. Even though the document demonstrated the need for an initiative, champions often had to defend initiatives by selling the idea to top management. According to interviewees, discussions with top management about whether initiatives were a good fit for the company and whether initiatives were

likely to be approved began long before formal approval processes. Chief Marketing Officer of Delta noted this,

I think it will be in any company, there's a certain level of lobbying that needs to take place before the budget is on table because you need to then go sell the idea and do certain, have certain conversations even before you bring the proposal in front of them. So, those are some of the things that also go into getting resources. It, it, to get the resources you, for any project it's not just what is on the paper, it's about the relationships and how you manage them on a day-to-day basis, it's about the conversations that you have.

In some case companies, champions had to present documentations and justify the relevance of initiatives to each top manager separately whereas in others, as the case was in most case companies, meetings were held for such approvals. Where such meetings were held, there were variations of how those meetings progressed in case companies. Marketing Manager of Kappa commented on the approval stage,

Then you go to the business case approval where you show to the business the contribution of that particular idea into the business portfolio. So this, when I talk of business case we're looking at the volumes that you're going to churn out, the cost which is the pricing that you're going to put in, that's also going to be mapped into our P&L so that we will see the trend, then you look at the brands purpose in terms of marketing.

Some approval meetings comprised discussions between champions, top management and managers in informal or semi-formal meetings whereas in other case companies, approval meetings were more formal and characterised by presentations by champions with the support of team members in other functional areas. Even though a number of managers could be present in approval meetings, there was usually an ultimate approver, who would often be the Managing Director or the owner of the company in consultation with the Board of Directors. QA Manager of Golf mentioned the Company's approach to approval of initiatives, *"whatever the team will come up with will go through management so it is the minutes at the management meeting that will be the approval for whatever can be done"*, while her colleague, the Marketing Manager refers to the Managing Director's role as the ultimate approver saying, *"then at the end of the day the managing director will sanction it and say that let it go"*.

The composition of approval teams varied across the case companies, with less formalised and smaller-sized companies having the Managing Director or owners as approvers whereas in more formalised and larger companies, approval teams comprised individuals from different functional areas

and management levels. In most case companies, approval teams comprised the Managing Director, a finance lead, a marketing lead and a technical lead. Leads from other functional areas could be included depending on the type of initiative, its effect on different functional areas, and the resource needs for the initiative. Chief Investment Officer of Delta mentioned this,

Depending on the kind of project it is or the kind of innovation it is, there might be a formal process that you can go as high as getting a board approval before you are able to implement it or it could just end with the CEO, depending on what you're talking about. So, for instance, product innovation you will have to go as far as the Board to get final approval.

Once initiatives were approved by top management, it meant they were formally integrated into the case companies and that management was willing to support the development of the initiatives through resource allocation. This is because, the documentation presented for approval often included financial estimates, budgetary needs, human resource and technical needs and, therefore, approval of the initiative by top management meant that they were willing to allocate resources for developing the initiative. The Head of Brands Marketing and Communication of Beta remarked on the integral role of top management in resource acquisition, *"It always has to go to the MD. He's the, over all he has to see if this is the direction I want to go with the country... he has to also say this is how much I want to invest in the idea"*.

Due to stringent regulation in the financial sector, there was only one instance where an interviewee indicated that an initiative had been piloted before presenting it to management for formal approval. However, in the FMCG sector, prototypes were developed and presented to management as part of the evidence for approval of initiatives. Approval of initiatives could also be in stages – the authorization for the development of an initiative in the company and formal communication of its acceptance and the willingness to support its development; separate approvals of expenditure for approved initiatives, especially for capital expenditure; approvals of prototypes; and approval of different strategies to overcome major hurdles during the development of initiatives. Out of these, the most important approval stage was top management's formal approval of the initiative integrating it into the organisation. Once that stage was passed, other approvals occurred as the development of the initiative progressed. Group Head of Electronic Banking of Epsilon remarked on the different approval stages that occur as development of initiatives progress in Epsilon,

Depending on the, on the spending limit, depending on the amount involved, sometimes it, it could be signed by the business head and then you also need the Chief Financial Officer to sign off. And obviously the Managing Director will also have to sign off. If the spending, the amount involved exceeds the country limit, we have some kind of permutation, depending on the amount you will need to go to the group office to also get some sign off from the group management before you spend.

To conclude, the approval stage was integral for the acquisition of resources for developing CE initiatives. Top management's authorization of initiatives often came with resource allocation and permission that allowed champions and teams to leverage resources within and outside the company for the development of initiatives.

4.2.1.4 Post-approval stage (Development & Commercialisation)

Based on the decision of top management on whether to approve the development of an initiative or not, initiatives could progress to the development and commercialisation stages. The post-approval stage was the stage at which the resources allocated by top management for the development of initiatives were used. Additionally, this is the stage at which both internal and external teams collaborated to develop and actualize initiatives from concepts to actual products or services.

The development of initiatives progressed through different stages and in some instances, particularly in FMCG companies, development of prototypes occurred even before the approval stage because the prototypes facilitated the approval of initiatives. The Accountant of Golf mentioned this, *“So, they have a budget if they want to, like a try and error thing. I want to do this, so they have to prepare different, different samples, concentrates”*. Champions in the case companies coordinated the development of CE initiatives by facilitating collaborations between internal and external teams (if that was the case) to develop the product/service, empowering internal teams or contracting external parties to develop initiatives and obtaining resources for developing CE initiatives.

Other activities at this stage included the adoption of strategies such as improvisation to facilitate resourcing and the development of initiatives, registering the product with regulatory authorities, and conducting market tests or piloting the product before commercialization. At this stage, most case companies tried as much as possible to rely on internal and existing infrastructure as noted by the Head of Brands Marketing and Communications of Beta, *“You fall on what is already in*

existence, so mobile money is in existence, people are using tablets, people are used to filling forms on tablets, people are used to dealing with software”.

Some case companies designated specific individuals or units, such as product development committees and R&D departments, to develop initiatives. In some instances, different individuals with the technical expertise of the initiative took over championing responsibilities from those who began championing initiatives at the beginning. Case companies with multinational ties also leveraged group ties to develop initiatives in the sense that most MNCs had specialized units for developing initiatives, after which the Ghanaian subsidiaries contextualized and commercialised those initiatives. Furthermore, some case companies leveraged external parties to develop CE initiatives, especially in instances where internal parties did not have the technical expertise to develop those initiatives. Head of Operations of Alpha noted the Company’s use of external parties to develop initiatives they could not develop internally, *“That is why we have to source for the providers who will come and give us this service and that is when we say we invited some 3 companies to come and give us a proposal and demo of the application, then we selected one out of the 3”.*

The development stage was always an ongoing phase as internal teams collaborated with each other to test initiatives internally and with end-users, submitted the end product or service to regulatory bodies for approval and launched the initiative. Both solicited and unsolicited feedback from regulatory bodies, end-users and market channels enabled the case companies to refine the end product/ service. Regional Head for Consumer Distribution of Epsilon remarked on the role of the regulator at the development stage,

You need to ensure that you have a safe platform to deliver. A platform that is devoid of any hacking and all those things because the moment customers funds get lost you lose confidence and everything that, every impact, positive impact that you’re going to bring to the table will rather be a negative one and the Central Bank needs to be sure that that all those things are put in place.

The launch and commercialization of initiatives in the case companies were also often in phases to ensure that case companies could make adjustments as the initiatives were rolled out to end-users. While some case companies had instituted mechanisms to evaluate the success or failure of initiatives to facilitate decision making on whether initiatives should be continued or discontinued, other

companies let initiatives take a natural course at this stage. Former Head of Innovation at Gamma remarked on the phased launch approach adopted by the Company, “going into commercialisation. We just looked at how they commercialised, what worked and what wouldn’t, for us. We learnt that and we ensured the success of the launch”.

In conclusion, the post-approval stage was the stage where internal and external teams made use of resources to actualize the concept and launch the initiative. It, therefore, required the identification, acquisition and configuration of resources such as physical, financial and human resources to actualize initiatives.

4.2.2 Resourcing process

While the previous section presented a categorisation of the CE process based on the intensity and nature of resourcing activities at each stage, this section examines each of the resourcing activities and how they occurred in the case companies.

Figure 4.2: Resourcing CE initiatives

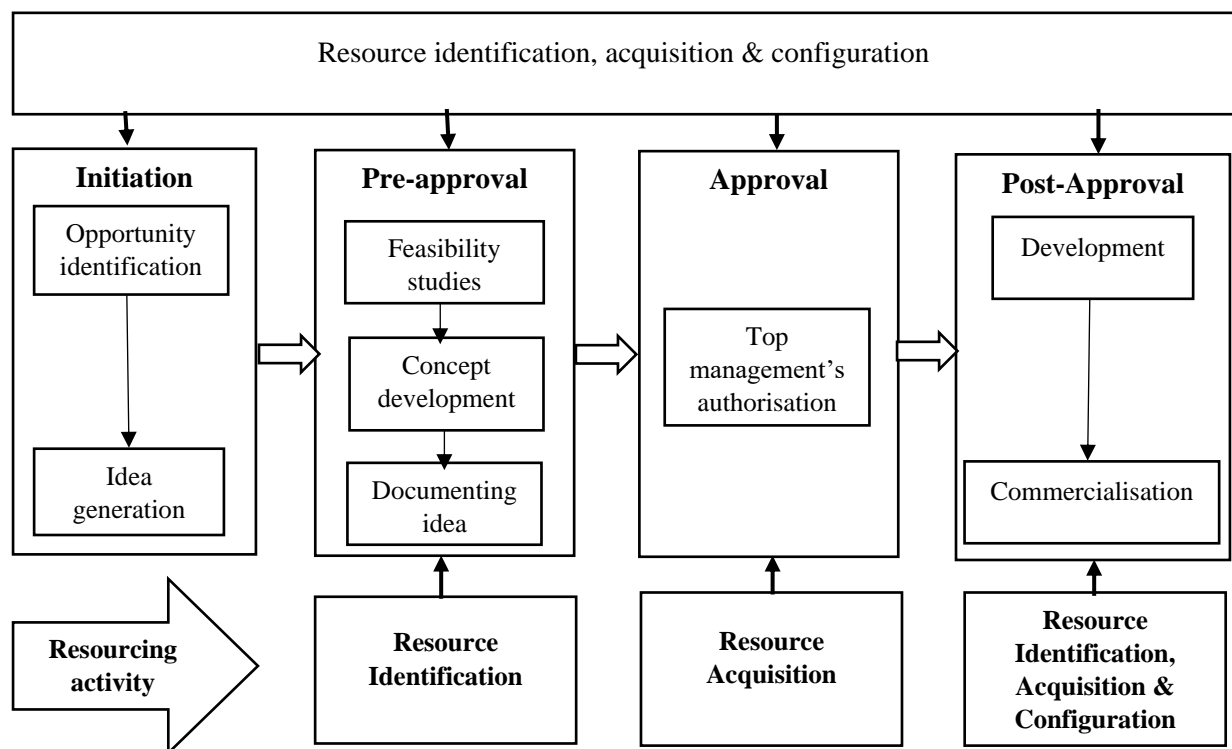


Figure legend: Topmost box indicates that resourcing occurs at all stages of the CE process; Middle boxes from left to right are the CE process from initiation to post-approval with the smaller boxes within the main boxes indicating the core processes that occur at each stage; Boxes at the bottom indicate the prevalence of resourcing activities at different stages of the CE process.

As stated in the literature review, research so far has focused on specific aspects of resourcing such as the acquisition of resources. Therefore, this section shows how different resourcing activities, i.e. resource identification, acquisition and configuration, occur at different stages of the CE process. Furthermore, the section shows that whereas resourcing occurs throughout the CE process, resource identification is more noticeable at the pre-approval and post-approval stages whereas resource acquisition is predominant at the approval and post-approval stages. Resource configuration, on the other hand, is largely observed at the post-approval stage (see figure 4.2).

4.2.2.1 Resource Identification

In the case companies, resource identification, like all the other resourcing activities occurred at all the stages of the CE process – during initiation, pre-approval, approval and post-approval stages (see topmost box of Figure 4.2). However, while resource identification occurred at all stages of the CE process, the intensity and nature of resourcing activities varied across the CE process, with resource identification occurring more during the pre-approval and post-approval stages (see the 1st and 3rd boxes at the bottom layer of boxes in Figure 4.2). This was because at the pre-approval stage, teams had to identify the resource needs for the initiative and this information was subsequently captured in the documentation for approval whereas at the post-approval stage project teams had to identify the resources needed to actualize the initiative. Different resource types were identified at different stages of the process, and different sets of individuals contributed to this process.

Resource identification began shortly after opportunities had been identified. The first resource that had to be identified was an individual to champion the initiative. In most case companies, champions were individuals in middle management levels. These champions were either those designated by organisations to champion initiatives (product/ project managers in marketing or business development roles; or R&D managers) or those who took up the role as champions because they conceived the idea or because they happened to be heavily involved in the decision to embark on the development of the CE initiative. In cases where specific individuals had been designated as champions for initiatives, individuals who conceived the idea had to identify such individuals. A Credit Manager in Beta mentioned this, “*There are heads of every department, you know we have various heads of the*

departments so if there's a product you want to come out, we have someone who is in charge of products and we have product managers".

The product/ project champions subsequently played an integral role in identifying other team members in different functional areas who would be useful in further developing the initiative such as those who could help in conducting feasibility studies, refining and developing the concept and documenting the idea. These team members helped in identifying the technical, physical, financial, technological and human resource needs for the initiative through deliberations with each other. Quality Coordinator of Kappa mentioned the role of team members in resource identification, *"the Research Development Department will usually sit to research into the constituents and then bring it to the team and then we all sit to discuss"*.

These deliberations involved considerations of whether the case company had resources to develop the initiative or whether they had to leverage other parties for some resources, and if so, where to find such resources. The Chief Marketing Officer of Delta mentioned that the Company considered its internal capacity for developing a CE initiative before deciding on the need for external collaboration to do so, *"largely it will depend on where the project is coming from and which product it is for. But beyond that it will also depend on capacity"*. In some instances, individuals other than those in the case companies helped in identifying some resources for CE initiatives. R&D Manager of Kappa noted the instrumentality of external parties in identifying resources for CE initiatives,

What we most often depend on is the ingredients that we will be using for these products that we develop and most of the time it is interesting to know that our flavour company give them for free. They want you to try them and see if it works then they get their market. So, most of these ingredient samples come as free samples.

In some instances, discussions between management members and champions during the approval of initiatives led to the identification of resources for CE initiatives. Deliberations during approval processes also led champions and teams to adjust their expectations of what top management was willing to allocate for the development of initiatives and, therefore, find alternative ways of resourcing those initiatives. For instance, the owner of Zeta identified experts for the development of an initiative, whereas the MD of Alpha was instrumental in identifying physical locations for an

initiative the Company was developing. The MD of Epsilon was also instrumental in the selection of a vendor to develop the Company's CE initiative. The QA Manager of Golf remarked on the role of management in identifying resources for an initiative, *"There were a whole lot of deliberations at the meeting and then I can't remember who said but somebody at the management meeting raised that he knows some facility that is not in use. So, that was where it started"*. While this was the case, resource identification at the approval stage was not too common an occurrence because approval meetings were mostly for top management to authorize the development of initiatives and for them to demonstrate their support by allocating resources for developing initiatives.

Another stage where resource identification was heightened was at the post-approval stage. Here, champions and teams collaborated to identify the resources to actualize the idea. These resources included the human resources to develop the initiative, the raw material, machinery and the people for conducting activities such as piloting the initiative, sampling products, and registering the initiative with regulatory authorities. Quality Systems Manager of Kappa mentioned the involvement of different individuals for resource identification at the development stage,

If it is product development it will be coming from the R&D section. They would, they would put together what materials they need, everything they need and the, and then the technical part in terms of equipment for manufacturing sits with the technical department. So normally these our product development team that is cross-functional so the marketing part will come ... the commercial people will draw up the commercial plan.

Resource identification at this stage often led champions and teams to determine whether they could acquire all the resources needed for developing CE initiatives and if it was the case that they could not do so, they identified alternative sources of resources for developing initiatives.

4.2.2.2 Resource Acquisition

As with resource identification, resources were acquired at varying degrees at different stages of the CE process. While earlier stages such as the pre-approval stage involved the acquisition of mostly human resources with knowledge for the preparatory activities, and the acquisition of lower volumes of other resources such as finances for market research, the latter stages involved the acquisition of higher volumes and a broader range of resources. In effect, resources for CE initiatives were acquired at a greater rate at the approval and post approval stages (see the 2nd and 3rd boxes at the bottom layer of

boxes in Figure 4.2). This was because it was during the approval stage that top management through the authorization of initiatives, allocated resources for developing CE initiatives. Subsequently, teams accessed internal and external resources through formal channels and the adoption of strategies such as improvisation during the post-approval stage for development and commercialization of the initiative.

Getting someone to champion the initiative at the onset of the process involves the acquisition of resources for the initiative. This is because there are competing demands on the time of individuals within the organisation and so champions had to prioritize CE initiatives over other activities. Once an individual took on the role of champion, they had to collaborate with other parties both within and outside the case companies at the pre-approval stage. For instance, contracting a market research company to conduct feasibility studies was the acquisition of expertise. The pre-approval stage in some case companies also involved the acquisition of financial resources for preparatory work such as checking licenses and patents and contracting third parties for research. Furthermore, in manufacturing settings, physical resources such as samples of raw materials and ingredients were acquired for creating prototypes and recipes. However, the scale of resources acquired at the pre-approval stage was not as large as those acquired during approval and post-approval. Former Head of Innovation at Gamma mentioned the acquisition of resources at the pre-approval stage, *“So, for the research for instance, so you have some estimates that you want to supply gatekeepers with in terms of the legal aspect you need to do the IP search in terms of the name”*, whereas the R&D Manager of Kappa remarked on the use of external parties to conduct feasibility studies,

At certain times we do further market survey, market consumer feedback research or market research. We have to and most often we engage our partners to do that for us, in fact before we started producing all these CSDs and the soft drinks we did that with some of these market research companies.

Arguably, the most integral stage for resource acquisition during the development of CE initiatives in the case companies was the approval stage. This is the stage where budgetary approvals were given by top management. Additionally, top management gave approvals for teams to access other resources such as human resources, including external parties and strategic partners, and physical resources like machinery and plants. In effect, the approval stage, through resource allocations by top management, provided resources for the development of CE initiatives. It also gave formal

authorization for champions and teams to leverage internal and external resources for the development of initiatives. A Brand Manager of Gamma mentioned the role of top management in the acquisition of resources,

We needed a PET line, to be able to do so that required an investment in CAPEX so you need to install the line before you even go on to produce because it's quite different from the bottle, the glass line. So, in terms of getting those things approved, those at gate 1, after gate 1 that all those decisions are taken and then at gate 3 you get sign off and then you can invest in some of those infrastructures.

While it was at the approval stage that the impetus for accessing resources for CE initiatives was given, it was at the post-approval stage that champions and teams actually used the resources at their disposal for developing and commercializing the initiative. This was the stage at which resources were actually acquired the most because this was where resources were expended. The Regional Head of Consumer Distribution of Epsilon gave examples of resources required at the post-approval stage,

Money, money because you know we even had to get some people on contract basis to get things done so I think I can say obviously money is given so that's just beside the point but it was more of people, people and then the hardware, you know the IT infrastructure, the hardware, the boxes, those are the things because we needed to have a location to house these applications.

At the post-approval stage, individuals and teams within case companies used time and expertise to develop initiatives and acquired machines, raw materials and the requisite technology for developing initiatives. Most of these activities required the use of financial resources to acquire other resources. Additionally, teams leveraged the resources of external parties at this stage to develop initiatives. Micro-Finance Coordinator of Bravo mentioned the importance of strategic partners in the acquisition of resources for CE initiatives,

With the resources, I think I mentioned that some of them are even donations. We do take donations from NGOs, especially it's just through NGOs, not government. Even if it will come from government, government will then also give it to an organisation, then through that organisation we will also go and then get some, those things.

Conclusively, while resources were acquired across the different stages of the CE process, it was at the approval and post-approval stages that the acquisition of resources occurred the most.

4.2.2.3 Resource Configuration

Similar to resource identification and acquisition, resource configuration occurred at various stages of the CE process. However, resource configuration heightened at the post-approval stage where

teams collaborated by drawing on their knowledge to develop and commercialize initiatives (see the 3rd box at the bottom layer of boxes in Figure 4.2).

Resource configuration in the case companies began at the initiation stage where the individual(s) who identified the opportunity or generated the idea drew on their knowledge or expertise to recognize areas in which the company could develop CE initiatives. In most case companies, individuals who identified opportunities or generated ideas, particularly those from individuals in the operational levels of the organisation, had to confer with their heads of department to identify individuals who would champion those initiatives. Head of Credit Recovery and Monitoring of Alpha commented on the role of the individual who conceives the idea, *“let’s say I have a product. Initially I will just, maybe collate peers on my level and say oh will it be possible”*.

Champions coordinated the activities of individuals and teams during the pre-approval stage to conduct feasibility studies, develop and refine concepts and develop documents supporting the viability of initiatives. These collaborative activities between champions and teams involved the configuration of human resources and the knowledge inherent in them. Indeed, the pre-approval stage in the case companies drew on the knowledge of different parties both within and outside the organisation for successful execution. Financial leads prepared the financial documents with projections of the cost and benefit of initiatives, technical leads presented the resource needs for initiatives and indicated how ideas were to be actualized, R&D leads identified raw material needs and made formulations and recipes, while marketing leads conducted research and designed plans for targeting, segmentation and launch of initiatives. R&D Manager of Kappa noted the collaborative efforts between teams for configuring resources at the pre-approval stage,

The feasibility involves you know build a case out of it and building a case means that you need to have a stakeholders meeting, marketing will come in, sales will come in, finance will come in, you know these ideas, how will the product look, packaging, and so on and so forth, the logistics that go with the concept and how you will visualize the product... do you have the machinery, do you have the facility, it will have to go through the process, blending you know filling, labelling and so on and so forth, do you have the machinery, do you have the human capacity for that?

Completion of the pre-approval stage led to resource configuration at the approval stage where top management scrutinized initiatives. This led to recommendations on how to refine and develop

initiatives. These discussions drew on the knowledge of top management to determine whether initiatives aligned to the objectives of the company and could, therefore, be formally integrated into the company, whether initiatives merited resources and whether the company had the capabilities to develop the initiative or had to leverage other parties to develop the initiative. The Accountant in Golf remarked on the configuration of resources at the approval stage,

We discuss and you have to, you have to present to all managers that this is what we have done, this is how much it costs, so they will come out with their questions which we have to answer. Why do you want to bring the profit so much, why won't go, because management meeting consists of all the departments.

The post-approval stage was where resource configuration was largely observed in the case companies. Internally, individuals and teams collaborated to develop initiatives. These collaborations led to the adoption of strategies such as improvisation to develop resources where there were resource gaps. In cases where case companies had decided beforehand during the pre-approval stage that they needed to leverage external parties to develop initiatives, teams were also able to draw on the capabilities and knowledge of external parties for CE initiatives. Former Head of Innovations of Gamma mentioned the role of internal teams in configuring resources during the post-approval stage,

It's a cross functional team, you have someone from marketing leading the marketing piece, leading the marketing plan, you have someone from commercial, customer marketing leading the commercial piece, then you have a decision support person from finance, leading finance piece, you have the procurement person also leading the procurement piece.

The synergies that occurred between teams ranging from R&D, marketing, sales, production and operations during the development and commercialization of initiatives were useful for the combination of financial, physical and technological resources that subsequently led to the development of initiatives.

4.2.3 Paths to resourcing CE initiatives

As noted earlier, even though case companies tried to be internally reliant when resourcing CE initiatives, they had to employ external mechanisms to resource initiatives in some instances. However, case companies employed external mechanisms in varying degrees, with some companies more reliant on external parties than others. Based on that, case companies followed two major paths to resourcing CE initiatives based on their combination of internal and external mechanisms during the CE process:

the first set of companies employed greater reliance on their internal resourcing mechanisms, i.e. these companies were more internally reliant in terms of the personnel and strategies for resourcing CE initiatives, while the second set of companies had greater reliance on external resourcing mechanisms, i.e. such companies were more open to leveraging external parties and strategies for resourcing CE initiatives. The sections below discuss these postures of the case companies in greater detail.

4.2.3.1 Greater reliance on internal resourcing mechanisms

In most of the case companies, there was greater reliance on internal mechanisms (parties and strategies) for resourcing their CE initiatives. In effect, case companies used external parties sparingly, and most often, the use of external resourcing mechanisms in such companies was for resource configuration and its accompanied acquisition of knowledge. Resource identification and acquisition were largely internal activities in case companies which took this path to resourcing CE initiatives.

Resource identification in case companies which relied more on internal resourcing mechanisms was mostly an internal activity, with most of the activities and processes for identifying resource needs having an internal locus. As such resource identification was initiated and driven by internal parties. In a few instances where resource identification was carried out by external parties, it was because those external parties had been contracted to configure resources for CE initiatives and, therefore, those resource identification activities naturally arose from that. For instance, Delta, Gamma and Alpha indicated that most resource identification activities were carried out by internal parties. Marketing Manager of Golf noted the use of internal teams to identify resources for CE initiatives, *“The quality also go to their drawing table, source for the raw materials... if we say that we want a brandy which should be of lighter taste... can we have the ethanol, can we have what it takes to get it lighter, all that”*. Even though resource identification in Golf was internally focused, there were instances where their partners, flavour companies, assisted them with the identification of raw materials. However, as the QA Manager mentioned, *“we do everything in here but if the need arises like we don’t have the equipment to do certain things, we contact institutions like...But it’s been a long time since they did anything like that for us”*. In effect, most of the resourcing activities of Golf were concentrated in-house.

If case companies which took this path's concentration on internal mechanisms for resource identification was anything to go by, their resource acquisition mechanisms were even more concentrated internally. Case companies like Delta, Zeta, Gamma, Alpha and Beta were largely reliant on internal mechanisms for acquiring resources for CE initiatives. These companies were a mix of manufacturing (Gamma and Zeta) and service (Delta, Alpha and Beta) companies, of varying sizes with Gamma being a large company, Delta, Beta and Alpha being medium-sized companies, and Zeta being a small-sized company. This goes to show that companies across the two sectors and of varying sizes internalized resource acquisition. Resources were acquired through formal mechanisms such as approval processes, making do with existing internal resources and cannibalizing other products to provide resources for CE initiatives. For instance, HR and Administration Manager of Zeta commented on the Company's reliance on internal mechanisms for resource acquisition,

What we did was that you know this company is running so we used the same money from bitters, we used the money that we had because it was like the same company that is working so it's like you're developing a new product so we didn't seek money from the bank or from elsewhere. It was the same money that fine, if we're doing bitters 100, ok so then we'll cut down the number of bitters we're doing. ... So, it wasn't like money came from anywhere, it was the same money from bitters.... It's in our books, we've never but this time around like I'm saying we will surely have to get one to help because these days the machines are very expensive.

In this case, Zeta cannibalized its existing product, which also happened to be the Company's flagship product to develop its new CE initiatives. The reliance on internal mechanisms, in this case, was probably due to the owner's stance and unwillingness to leverage other parties for acquiring resources for CE initiatives. Despite the earlier stance, by 2019, the Company was in such dire straits that it was looking for other ways of acquiring resources for CE initiatives as the HR and Administration Manager noted, "*we have applied for 'Provision X' and what we intend doing is, we intend doing this 'Product Y' for everybody*".

It was during the configuration of resources that most of the case companies which had internalized their resourcing processes were more relaxed. Most of the case companies had to leverage external resources for aspects of the resourcing process which were not considered core to the CE process such as market research, graphic design and the supply of packaging and other materials. However, in some instances, even though case companies had internalized the resourcing of their CE

initiatives, they had to rely on external parties to configure resources pertaining to the development of the initiative itself because the case companies did not have the expertise to do so. This was mostly in the financial sector where case companies had to develop digital products and yet were unable to do so internally. For instance, even though Delta used an external company to develop a digital innovation, their Head of Brokerage remarked that this was hardly the case because the Company had in-house expertise for most aspects of resource configuration,

We have a unique and a broad diverse group of people that we can actually tap into their needs to be able to actually develop the products and services to serve them ... We might actually use external resources to just test some ideas but it might not be necessarily to probably develop the idea, it might just be to clarify certain things that we might want to see and then use the findings in there but rarely do we actually have to employ an external resource to develop an idea.

Consequently, case companies which were internally reliant when resourcing CE initiatives did so for a number of reasons. It could be because of the nature and organisation of their operations, the fear that external parties could divulge certain sensitive information to competitors, the level of control from parent companies – in the case of subsidiary companies, and the sensitivities of owners. For instance, case companies like Gamma internalized resourcing because of the nature and organisation of its operations and the level of control its parent company exerted on the Company. The Company was able to leverage the parent company and other subsidiaries for resourcing CE initiatives and the parent company was involved in all aspects of the development of CE initiatives which left room for Gamma to leverage very few external parties such as market research companies during the process. Brand Manager of Gamma remarked on this,

We have a research team, a research team that is based in our head office ... and depending on the opportunity we see we then challenge ourselves to say we see this opportunity, are you able to help us with the for instance this kind of liquid, we describe the character of the liquid to them and say look we think this will be good, they come up with the liquid formulation.

In effect, the presence of a research team in Gamma's head office meant that the Company did not need to leverage other parties for the development of CE initiatives. In addition to that, the Company had organised its operations in such a way that head office exerted control on the development of initiatives, in the sense that brand owners, project owners and project sponsors were in the head office, thereby

leaving little room for the Ghanaian subsidiary to employ some flexibility and creativity in the resourcing of CE initiatives.

Other companies such as Delta had largely internalized their resourcing processes for fear of losing competitive grounds. Head of Brokerage of Delta noted this,

You must also understand that either you're dealing with a consultant who would actually have non-disclosure and everything but if you're dealing with an external party you could kill the idea before you even have it started and in our sort of environment, investment banking is especially, we're very secretive when it comes to developing ideas because you would want to be the first mover of that concept or have the biggest impact on the market.

Delta's concern as expressed by their Head of Brokerage was a common concern across board, even for companies which leveraged external parties greatly. However, case companies found different ways of mitigating this concern through confidentiality agreements and other strategies such as ensuring mutual interest of parties in the confidentiality of initiatives.

Hence companies like Beta and Alpha, which had largely internalized the resourcing of initiatives and yet had to leverage external parties to develop initiatives for their CE initiatives ensured that such engagements were governed by the relevant documents. For instance, Beta and Alpha had no option but to leverage the platform of an external party to develop certain initiatives specific to the public sector in Ghana. The Head of Credit Recovery and Monitoring of Alpha noted this,

And then what we do is they've made it so easy for us in such a way that they have a database ... So that idea of going down, going to check your house, going to your business, how many kids do you have, so, so and so, all is off because the system has already given me your capability of which on a monthly basis I will not come to you.

Beta and Alpha's reliance on the database of an external party in this case did not only facilitate the development of CE initiatives, but as the Head of Credit Recovery and Monitoring of Alpha mentioned, it enabled the Company to mitigate certain institutional constraints like the lack of addressing and background systems prevalent in the context. With other companies such as Golf, which was state-owned, the internalization of resourcing activities came naturally due to the way its operations were organised as noted by the Accountant,

We mainly get it internally. If anything like using overdrafts, bank loans, we source it ourselves, nobody helps us. The government has given us the right to do it so we do it ourselves...Most at times during those times the government had wanted to assist with funding, that's when it

comes through the ministry of finance like a grant to us but not this time, this time we are on our own absolutely.

To conclude, case companies which had greater reliance on internal resourcing mechanisms did so for a number of reasons in addition to the fact that this was the natural course of action for most case companies because of the concern for maintaining confidentiality of their CE ideas and sustaining their competitive advantage. Some of the reasons were because the companies had the internal capacity and capability to develop CE initiatives such as in the case of Gamma, the presence of internal constraints such as the owner's posture as the case was Zeta, or as a natural consequence of how operations were organised as in Beta, Alpha and Golf. Nevertheless, these companies also leveraged external parties for resourcing CE initiatives, but to a lesser extent.

4.2.3.2 Greater reliance on external resourcing mechanisms

The second path case companies employed for resourcing CE initiatives was by largely relying on external means to support the internal mechanisms within the organisation. This approach to resourcing was prevalent in companies like Bravo, Epsilon, Kappa and Sigma. While Bravo and Epsilon were service companies, Kappa and Sigma were manufacturing companies. Epsilon and Kappa were large-sized companies, whereas Bravo and Sigma were small-sized companies. Reasons why this approach was employed was because of the resource constraints within the companies, the strategies of the companies as enshrined in the mission and demonstrated by the practical approaches employed in the case companies, awareness of other ways of resourcing CE initiatives and the presence of parties willing to support the resourcing of those initiatives. Most of the case companies which increasingly used external resourcing mechanisms to support their internal mechanisms were flexible in which aspects of the resourcing process they engaged external parties to assist them with. Hence, external parties played integral roles in resource identification, acquisition and configuration.

Case companies which followed this path leveraged external parties for identifying resources for CE initiatives in cases where internal teams were unable to do so themselves or were unable to do so fully. This might have been because of the newness of initiatives to the case companies or simply because case companies had involved external parties early on for the development of their CE initiatives. For instance, Epsilon, due to the Company's strategy of leveraging partnerships, leveraged

external parties for identifying resources to develop CE initiatives in instances where initiatives were new, as the case was with companies which had greater reliance on internal mechanisms for resourcing CE initiatives. However, as the Group Head of Mobile Financial Services noted, resource identification for initiatives other than those which were new to the organisation was mostly conducted by internal teams who subsequently identified where the Company needed to involve external parties,

If it has to, if it has to involve resources, or any other thing because there are some products that can be developed in-house without involvement of third parties but if you have to involve third parties then those cost implications you have to clearly spell it out so that we know who will take up the initial costs. We have to also add our projections to see whether that product, that cost, when is it going to, when we're going to make up for the cost and whether it's, we can scale it.

This was generally the approach of companies which followed the path of greater reliance on external resourcing mechanisms for CE initiatives. If the initiative was not so new as to require the use of external parties to identify resource needs, internal teams performed this function themselves. Nevertheless, case companies in this category were more open to leveraging external parties such as strategic partners for identifying resources as compared to their counterparts who had largely internalized resourcing activities.

What distinguished these case companies from those which were largely internally reliant was their willingness to leverage external parties to acquire resources for developing CE initiatives. While leveraging external parties for resource configuration may amount to acquiring human resources and the knowledge inherent in them as was the case with companies which were internally reliant, case companies which took this path acquired resources such as finances and physical resources from their external counterparts. The ability of the case companies to do so was due to their awareness that such provisions were available because the external parties had previously approached them to inform them about possible collaborations in developing those types of initiatives and the flexibility of their processes. Internal resource constraints also led such companies to seek out external parties willing to support the resourcing of certain initiatives. For instance, Epsilon was approached by an international foundation willing to provide grants for financially inclusive initiatives, Kappa was aware of the Government of Ghana's provision of social interventions that made it possible for companies to get tax rebates and concessions, and Sigma had a venture capital trust fund which was willing to invest in its

initiatives. Finance Manager of Bravo mentioned the Company's reliance on external parties for acquiring resources for CE initiatives,

Some of these development partners like... Sometimes when they're even going to start these things, they will sometimes donate sometimes computers, printers, sometimes even motorbikes to support. This organisation, the one in Bolga... sometimes also offer training and some logistics assistance. And then we have 'Foundation X' which is, they provide us with technical assistance because they may bring a consultant who will come and help train the staff ...mostly they assist us.

The Finance Manager of Bravo mentions, like his other colleague interviewees that their development partners were integral when it came to acquiring resources for CE initiatives. While this part of the Finance Manager's interview focused on physical and human resources, the resource that most interviewees in Bravo attributed most to external parties was the acquisition of financial resources in the form of grants. It is possible that these companies were able to leverage external parties more than their counterparts because their size gave them visibility – large companies had the reputation to leverage external parties whereas small-sized companies were perceived as companies which needed support.

Similar to resource identification, case companies which followed the path of greater reliance on external parties for configuring resources for CE initiatives only did so in circumstances similar to those which relied more on their internal resourcing mechanisms. As a result, these case companies tried to configure resources internally as noted by the Quality Systems Manager of Kappa,

The R&D people will then kick start the process, then they will do what we call the, normally they will start with the benchtop trials then we take it into our product development meeting, we will taste it and then if everybody is ok with it we will decide on how the packaging, how the packaging will look like. Now when we do the packaging then the marketing people will come up with the concept of how they want the labelling, the packaging, what colour of cap, what colour of bottle, all that will be determined by the marketing guys.

However, as with other case companies which were mostly internally reliant for configuring resources for CE initiatives, case companies which relied more on external parties for developing CE initiatives leveraged external parties for configuring resources in similar circumstances but were less cautious and fearful of leveraging external parties. Factors such as the newness of initiatives, the lack of human resources with the right technical know-how, and their openness to leveraging external parties were responsible for case companies' collaboration with external parties to develop CE initiatives. The

Regional Head of Consumer Distribution of Epsilon noted the involvement of the Bank's telecommunication partner in developing a CE initiative,

In terms of hardware, vendor sourcing, was on their side. As a bank we came in because this is a financial service. We know or we should know the product that responds to the financial need of the customer. So basically, we developed the product, ok with, jointly with the telco to ensure that it responds to the needs of the customer.

As stated earlier, case companies followed this path for a number of reasons. One of those reasons is because these case companies kept abreast with the times and current developments in the context and sector in which they operated. This made them aware of the presence of external parties willing to resource some types of initiatives. For instance, Marketing Manager of Kappa mentioned the Company's ability to leverage Government to resource its CE initiatives because it was aware the Government was trying to 'score political points',

I will say we are benefitting because we partnered with the government ... from where I stand I think we are benefitting as the, because they give you room to operate, they give you all the conditions to sell, just because the government wants to score such political points, so far as we also want to gain business points so it's both ways.

In this case, Kappa realized that it could leverage the Government to get the right conditions, the infrastructure and financial resources for the CE initiative. The Government of Ghana at this point had introduced some social interventions with incentives such as tax rebates for companies willing to embark on such initiatives. Kappa had been smart enough to take advantage of these provisions of Government in resourcing its CE initiatives by developing initiatives that tied into the social interventions introduced by Government. Similarly, Group Acting Head of Mobile Financial Services of Epsilon noted, "*And international organisations know that 'Bank' has been a bank that's, that's you know up to it with digital innovations*", while adding that the Company's ability to follow developments of its partners enabled Epsilon leverage these partners for CE initiatives, "*We follow innovations keenly, we follow our partners, I'm actually close to the group 'Telecommunication Company' other international partners ... we've, we work with 'Foundation' in the past, and there are so many partners that we can, even Bank of Ghana*". As in Epsilon and Kappa, this was the case in Sigma and Bravo where external parties were leveraged for resourcing CE initiatives due to the companies' awareness and willingness to leverage external parties for resourcing CE initiatives.

To conclude, while these case companies had a greater reliance on external resourcing mechanisms than their counterparts which relied more on internal resourcing mechanisms, both sets of companies were similar in several ways – they leveraged external parties for resourcing initiatives where they were unable to do so internally, particularly for developing initiatives which they lacked the in-house expertise to develop because of their newness. However, the feature that differentiates them is that those in the category which made greater use of external resourcing mechanisms did so across all dimensions of resourcing, particularly for the acquisition of resources other than human resources or knowledge.

4.2.3.3 An emerging model of paths to resourcing CE initiatives

Based on the findings presented above on the paths case companies pursued in resourcing CE initiatives, the following model emerged.

Figure 4.3: Paths to resourcing CE initiatives

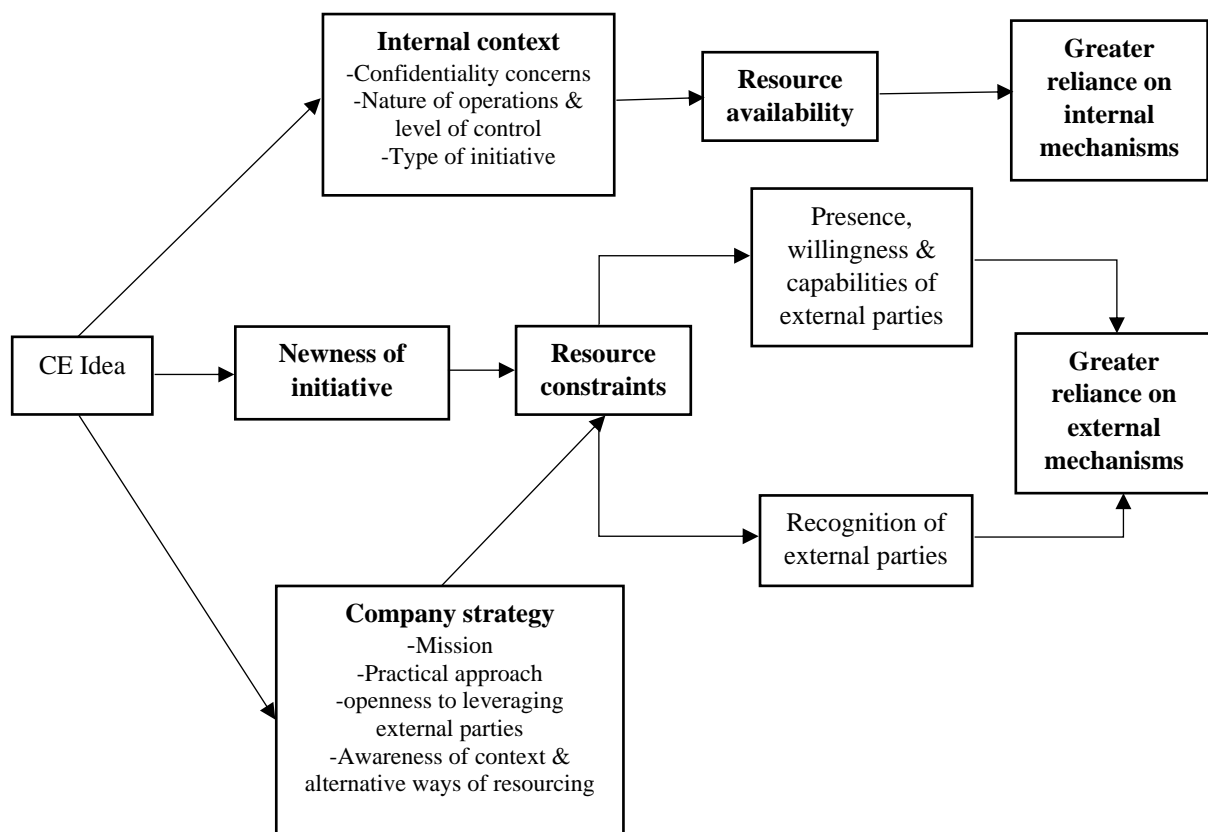


Figure 4.3 shows that once CE ideas are conceived, the trajectory they follow for resourcing depends on the internal context, the newness of the initiative and the company strategy. Beyond these,

resource availability or constraints may determine whether companies will have to make greater use of external mechanisms or rely on their internal mechanisms to resource initiatives. In instances where there were resource constraints, entrepreneurial companies had to be aware of the existence, willingness and capabilities of external parties to fill resource gaps or had to be recognized by external parties as companies they wanted to deal with based on their reputations. Using examples of companies cited under greater reliance on internal resourcing, such as Golf, Delta and Gamma, the empirical evidence shows that resource identification, acquisition and configuration were largely internalized due to their internal contexts. These, enhanced by resource availability – for instance through parent companies and subsidiaries, enabled these companies to be internally reliant. On the other hand, companies like Epsilon, Bravo, Sigma and Kappa, which made greater use of external mechanisms for resourcing CE initiatives did so because their mission, strategy and approach enabled them to do so. For instance, Bravo and Sigma were able to attract partner due to their reputations.

4.3 CONCLUSION

This chapter sought to understand how resourcing unfolds during the CE process. Consequently, the chapter presents a categorisation of the CE process into four stages based on how resourcing occurred in the case companies: the initiation stage, the pre-approval stage, the approval stage and the post-approval stage. Further, the chapter shows that even though resourcing occurs throughout the CE process, different dimensions of resourcing are heightened at different stages of the CE process: resource identification is more prevalent at the pre-approval and post-approval stages; resource acquisition is more observable at the approval and post-approval stages; and resource configuration occurs largely at the post-approval stage. Finally, the chapter, through the paths case companies took for resourcing CE initiatives, highlights the role of external resourcing mechanisms beyond the acquisition of intangible resources like knowledge to show that external parties may equally be important for resource identification, configuration and the acquisition of tangible resources.

CHAPTER 5

RESOURCING CORPORATE ENTREPRENEURIAL INITIATIVES: EXPLORING THE UNDERLYING FACTORS AND RELATIONSHIPS

5.1 INTRODUCTION

Over the years, the resourcing of CE initiatives continues to interest researchers and practitioners alike. Arguments surrounding the resourcing of CE initiatives have progressed from whether an abundance or lack of resources facilitate CE (Penrose, 1968; Burgelman, 1983a) to those relating to the dynamics of the process such as how champions and companies fill resource gaps (Baker and Nelson, 2005; Burgelman, 1991; Greene, Brush and Hart, 1999) and the role of different management levels in resourcing CE initiatives (Kuratko et al., 2005; Hornsby, Kuratko and Zahra, 2002). Despite the progress made so far, the apparent focus of most CE studies on resource acquisition (Teng, 2007; Hornsby, Kuratko and Zahra, 2002, Floyd and Wooldridge, 1999) creates opportunities for research that goes beyond the acquisition of resources to explore the dynamics that occur as all aspects of resourcing, i.e. acquisition, identification and configuration, occur.

While resourcing initiatives is a matter of interest to all contexts, EE present an interesting context because of the peculiar circumstances in EE, where managerial challenges relating to the management of resources under institutional conditions have been shown to require context-specific resources such as relationship-based and network strategies (Meyer et al., 2009). Even though the EE context is interesting, most CE studies in EE have been concentrated in Asia (Yiu and Lau, 2008; Bao, Wei and Di Benedetto, 2020; Luo and Junkunc, 2008; Ahlstrom and Bruton, 2006). This, coupled with the heterogeneity of EE contexts (Hoskisson et al., 2013), presents opportunities for research in other EE contexts, such as Africa, which have been largely underrepresented. The African context, presents unique circumstances characterised by extremes of factors such as informal institutions and environmental uncertainty (Zoogah, Peng and Woldu, 2015), which make it an interesting context to study the resourcing of CE initiatives in.

Therefore, this chapter seeks to answer the research question: *how does resourcing of corporate entrepreneurial initiatives in emerging economies occur?* In answering this question, the chapter presents a model that shows that resourcing CE initiatives in EE occurs through the interactions of the

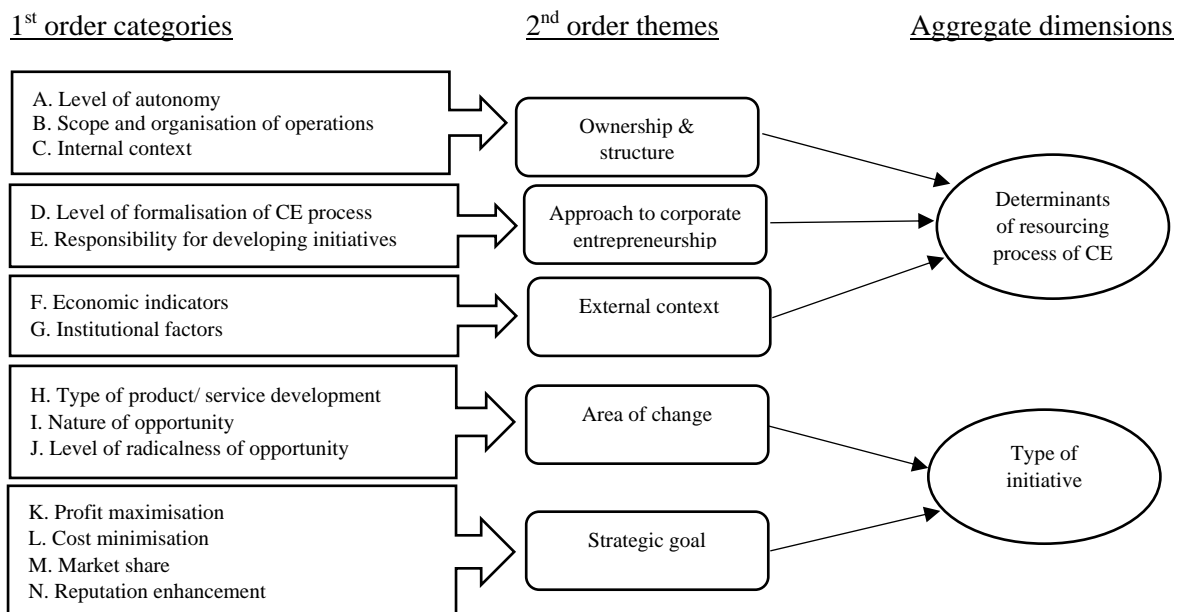
determinants of the resourcing process, the type of initiative and mobilising resources for CE initiatives. Furthermore, the chapter elaborates on the importance of both internal and external aspects of resourcing and the role of networks (intra-organisational, strategic business and strategic social) in identifying, acquiring and configuring both tangible and intangible resources for CE (Barney, Wright and Ketchen Jr., 2001). The chapter shows that networks may matter more where initiatives are reputation enhancing and have social impetus, than where initiatives provide purely commercial interests for companies. These findings, in addition to applying to EE contexts with conditions similar to the context of study, may be applicable to other contexts with unique circumstances similar to those in the context of study.

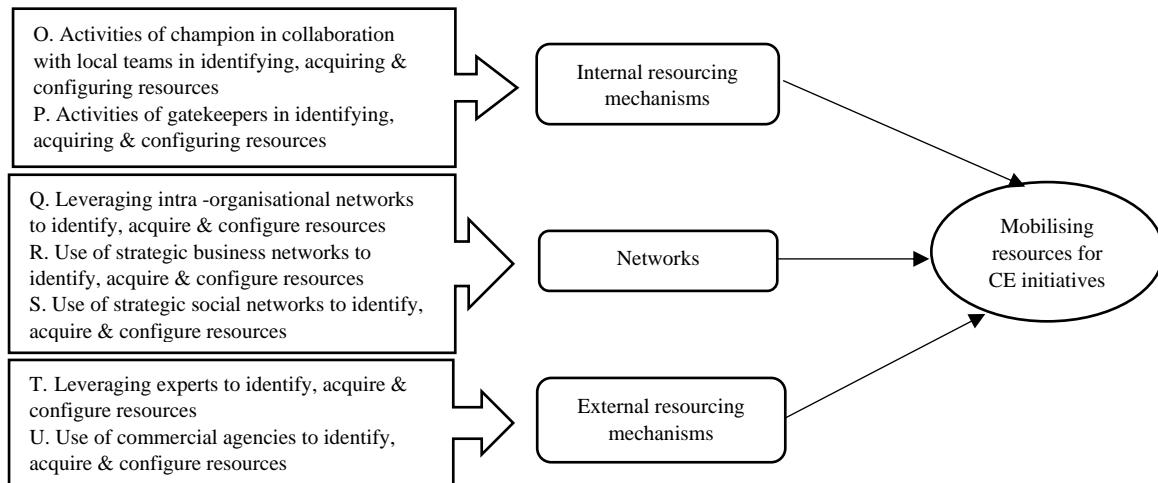
The rest of the chapter is organised as follows: the next section, the findings section, presents the data structure and elaborates on the relationships between elements in the data structure. A concluding paragraph summarizes the findings of this chapter.

5.2 FINDINGS

The findings of the chapter were informed by the analysis of the data, which resulted in the data structure below (figure 5.1). The data structure is made up of: the determinants of resourcing process of CE, type of initiative and mobilising resources for CE initiatives. Further, the data structure shows the codes and themes underlying the aggregate dimensions.

Figure 5.1: Data Structure of resourcing process in CE





Consequently, the findings of the chapter show that resourcing of CE initiatives in EE occurs through the interactions of the determinants of resourcing process of CE, the type of initiative and mobilising resources for CE.

The sections below delve further into the findings of the study in the order in which they appear in the data structure.

5.2.1 Determinants of resourcing process of CE

This section presents the factors which determine the resourcing processes of CE in the case companies. The empirical evidence showed that the *ownership and structure* of companies, companies' *approach to corporate entrepreneurship* and the *external context* were factors that determined the types of initiatives developed and how resourcing of CE initiatives occurred in the companies (see table 5.1 for exemplar data on the determinants of resourcing process of CE). The sections below elaborate on these findings.

5.2.1.1 Ownership and structure

The empirical evidence showed that the ownership and structure influenced the resourcing of CE initiatives and the types of initiatives developed in the case companies. Case companies had different ownership patterns and structures characterised by different *levels of autonomy*, differences in the *scope and organisation of operations* and different *internal contexts*. For instance, in MNCs, the ownership was mostly built within the parent company, while in state-owned companies, ownership

was inherent in the government. On the other hand, indigenous companies in the sample had ownership largely inherent in the founders/ owners of the companies.

In terms of autonomy, the empirical evidence showed that the *level of autonomy*, i.e. how restrictive or flexible the governance mechanisms of the company were, influenced the types of initiatives developed and the resourcing of CE initiatives. Consequently, interviewees indicated that different levels of autonomy influenced the types of initiatives developed. For instance, Quality Systems Manager of Kappa noted that, “*about 80% of the ideas come from the owners of the business*”. Similarly, in Zeta, the owner due to his belief in the potency of herbs developed only herbal based bitters as noted by the HR and Administration Manager,

Yes, yes, let me be frank my boss has an Akan word that he normally says that ... Aduane aa wondi no, yenfa gya ohoho [in Twi]. What this basically means is that, don't leave a food [sic] for a visitor if you know very well that you yourself you can't eat the food. It means that the food is not good... We use purely herbs. There is nothing like flavour or what have you. So 'Zeta' don't [sic] have assorted product, it's 'Flagship product' and that's it, it ends there. We don't have any other product. We tried doing whisky and then strawberry liquor and then we did other [another] one, but he wasn't in favour of it because... He believes that as for herbs, it's purely herbs, it's purely medicinal but the rest they're not medicinal. They're flavours.

Based on the level of autonomy, case companies decided on the *scope and organisation of their operations*. Hence, case companies with comparatively less autonomy exerted more control on their resourcing processes, while those with autonomy incorporated some flexibility in the resourcing of CE initiatives. R&D Officer of Kappa commented on the influence of the level of autonomy on the development of CE initiatives saying,

I think the MD tries as much as possible to let the hierarchy work. That one I, we have to give it to him. But then once in a while, you know the way it is, it's probably the disadvantage of not being a multinational. It depends on how you look at it, whether it's an advantage or a disadvantage because once in a while he vetoes things without going through the hierarchy...once the MD says it, I mean what will happen will happen, because it's a, he's the owner anyway.

In this case, the R&D Officer of Kappa laments that the MD of Kappa, who happened to be the owner/founder of the Company vetoed some initiatives without letting them go through the right approval channels. The Supply Innovations Manager of Gamma on the other hand, noting the need for initiatives in Gamma to follow the process for developing CE initiatives, remarked on the role of management in mobilising resources for CE initiatives saying,

The resources, in terms of, in terms of resources so that's why we have the gatekeepers, ok. They're very important that's why I keep referring to them. By gate 3, ok, you have landed on a particular, one product, you have landed on one recipe, you have landed on your financials and therefore you have also landed on what, what you're going to need, the resources. ...So that gate 3 document that you're submitting for approval which will go to the gate has all this information there, ok. So, once that is approved, then it means that all those things also have been given to you.

The need for initiatives to follow laid down procedures instituted by the Company may have been because of its MNC status as noted by the Former Head of Innovations of Gamma, "*The truth of the matter is it's a multinational, you don't work until you work together so that's the, I'm sure some of the local companies around they don't have that challenge and they don't go through that rigorous process*". However, the Head of Brands Marketing and Communications of Beta, also an MNC, noted the limited influence of the parent company on the operations of Beta,

We bounce things off them and periodically you would also want to check with them when those ideas are key strategic, they either transform the business drastically and so you would want to obviously bounce it off the group to make sure that you're aligned... So yes, you involve, the group as well in it, just to make sure that you stay in line, not deviate in terms of strategy.

The differences in the level of autonomy of Gamma and Beta and the subsequent influence of these on their operations may have been because of the differences in size of the companies – Beta was relatively smaller than Gamma, or because of the differences in the sectors in which the companies operated – Beta was a financial institution whereas Gamma was a FMCG company. These differences might have led the parent companies to adopt different strategies within the companies, which goes to show that the *internal context* matters in the resourcing and development of CE initiatives.

Generally, case companies which were subsidiaries of MNCs had more structured operations for resourcing and developing CE initiatives than their indigenous counterparts. Nevertheless, some indigenous companies with international presence through partnerships and export, especially those in the manufacturing sector had similar structures to the MNCs. For instance, Kappa, Golf and Sigma were at different stages of structuring their operations to satisfy accreditation requirements of international licensing bodies. Noting the situation where the *internal context* had led to the structuring of operations in Golf, the Accountant at Golf remarked, "*Yes, we want to go international, ISO. So, we have to deal with the ISO body and then definitely if we want to export, other countries have their, like their Food*

and Drug Board like NAFDAC Nigeria, other places so we have to conform to them". In this case, the requirements of international accreditation bodies had led to the structuring of operations, including the CE process. The R&D Manager of Sigma on the other hand noted how the internal context of Sigma characterised by a focus on organic products with neutral scents had led customers to request for something different. This had led to the development of new types of initiatives marked by 'market driven R&D', "*This one currently they said it's very neutral, it's like very old scent so when it went to Europe the teenagers didn't like the scent so they said we want something floral or we want something sweet. So that's customer driven or market driven research and development*".

Therefore, even though the level of autonomy and the scope and organisation of operations in the case companies determined the types of initiatives developed and the resourcing and development of initiatives, the internal context, characterised by factors such as the presence or absence of requirements from international accreditation bodies also influenced the resourcing of CE initiatives and the types of initiatives developed in the case companies.

5.2.1.2 Approach to corporate entrepreneurship

In addition to the ownership and structure, the empirical evidence showed that the approach to CE, i.e. the *level of formalisation of CE processes* and the *responsibility for developing CE initiatives*, influenced the types of initiatives developed and the resourcing of CE initiatives. In effect, how formalised the CE processes of case companies were, i.e. whether the stages were clearly defined and followed, and the specificity of responsibility for different stages of the process were considered by interviewees as integral to the resourcing and development of CE initiatives.

Case companies organised their strategies towards CE differently. Accordingly, case companies adopted different strategies with regard to the championing, approval and development of initiatives. Hence, the empirical evidence showed that while some case companies exerted control on their CE processes through formalisation, other case companies adopted flexible approaches towards their CE processes through less formalisation. For instance, R&D Manager of Kappa remarked on the level of formalisation of CE processes in Kappa, noting the presence of an R&D process,

Yes, we have, we have what we call the R&D process in place. We, we've been you know, we've acquired the ISO certificate so of course we need to put in certain measures that will make us perform as an ISO identified, certified company so we have the R&D process that we follow in our new product innovations and working on improved ones.

The *level of formalisation* of CE processes in the case companies determined to a large extent the specificity of *responsibility* for championing, approving and developing initiatives in the case companies. While companies like Gamma, which was highly formalised, had specified who and which functional areas were responsible for championing, approving and developing CE initiatives, others like Zeta, with lowly formalised CE processes, did not assign responsibility for developing CE initiatives and rather adopted ad hoc processes for the development of CE initiatives when the need arose. In some other companies like Epsilon, even though there was some level of formalisation, they were flexible with respect to who championed and developed initiatives. In most cases, responsibility was function/department dependent. A Brand Manager of Gamma, for instance, commented on the level of formalisation of the approval processes in the Company saying,

The decision makers are your gatekeepers who are the executive board. So, the MD, the finance director, the commercial or sales director and marketing directors together with the brand owners who sit outside of this place. So, you know the director of, we have directors of the various brands that are sitting in our global office.

Case companies with formalised processes internalized most aspects of the resourcing process, whereas those with less formalised leveraged external parties for resourcing CE initiatives due to the flexibility of their processes. In particular, the absence of specific individuals and teams for developing CE initiatives was what led case companies to mobilise resources from external parties and networks, rather than internally. For instance, the lack of an R&D department in Zeta meant that the Company had to rely on external parties to develop its CE initiatives. Similarly, the absence of individuals with the requisite expertise to develop digital products in the financial institutions led them to leverage network partners and external parties to develop CE initiatives. The Regional Head of Consumer Distribution of Epsilon, for instance, noted the Company's reliance on external parties to develop an initiative because they did not have individuals within the Company responsible for developing digital products of that nature, "*we had gone through an RFP [Request for proposals] process to select a vendor... the platform had to be built, so they built the platform*".

Apart from the MNC subsidiaries, most case companies adopted flexible approaches to CE that allowed them leverage relationships other than those within the organisation. For instance, in Bravo, an indigenous financial institution, the Compliance Officer indicated that even though processes were largely formalised, there was some flexibility in their implementation, *“It’s supposed to be formal but sometimes they do bypass. You know every organisation you have those things”*. Consequently, her colleague, the Micro-Finance Coordinator of Bravo noted the Company’s ability to leverage networks for resourcing CE initiatives, *“They’re not loans, they’re not loans, they’re grants”*.

While it was likely to be the approach to CE that influenced resource mobilisation and the types of initiatives developed, i.e. companies might have avoided developing some initiatives in instances where they did not have individuals in-house who would develop those initiatives, the empirical evidence showed that the type of initiative could also influence the approach companies took to CE. The radicalness of initiatives, in particular, led some case companies to adapt their approach to CE. In effect, case companies were more likely to pursue flexible approaches to CE by involving persons other than those responsible for functions such as the identification and configuration of resources in the development of CE initiatives which were radical. For instance, the R&D Manager of Kappa noted how the Company had to rely on its network partner to identify resources for a CE initiative even though the R&D department was responsible for identifying ingredients for such initiatives, *“before these machineries were purchased we started from the R&D end and that was way back 2014. So, we got in touch with some of these flavour companies and they provided like I said earlier on ingredients that could be used for these products”*.

To conclude, case companies’ approach to CE influenced both the types of initiatives developed and how resources were mobilised for developing CE initiatives in the case companies. Additionally, the type of initiative, particularly the radicalness of initiatives, influenced the approaches of some case companies to CE because often, case companies had to modify their approach to CE for the development of radical initiatives.

5.2.1.3 External context

The empirical evidence also showed that the external context determined how resources were mobilised for some CE initiatives. Additionally, the external context influenced the types of initiatives developed by some case companies. Accordingly, interviewees highlighted the role of *economic indicators* and *institutional factors* in determining the types of initiatives developed and how case companies mobilised resources for CE initiatives.

Economic indicators, i.e. statistical factors such as inflation and exchange rates which indicated the state of the economy, were influential in the resourcing and development of CE initiatives. Notably, interviewees indicated that economic indicators characterised by high exchange rates due to the depreciation of the currency and inflation made it difficult for their companies to embark on the development of initiatives which were hinged on the performance of the currency or required the importation of raw materials and machinery. Consequently, these economic indicators either impeded the exploitation of some types of opportunities or led case companies to adopt alternative strategies to the development of some initiatives such as the adoption of manual approaches to certain functions which are to be automated. For instance, Head of Brands Marketing and Communications of Beta lamented on the impact of economic indicators on the types of initiatives the Company developed,

Now the way the Dollar is behaving then you've come up with an innovative product that seeks to get customers to save their money and get their returns, ok. Then all of a sudden, the Dollar starts misbehaving and inflation is rising and so by the time you're done saving, they've basically not done anything ... For instance, if inflation is beating your savings rate, then you've not done anything.

While the remark above relates to the influence of economic indicators on the types of initiatives some case companies could develop, interviewees also noted the influence of economic indicators on the resourcing of CE initiatives. For instance, Logistics and Procurement Officer of Sigma mentioned how difficult it was for the Company to import raw materials for developing some CE initiatives, "*It's the import, it's the import of our raw materials that's mostly affected by the exchange rate and that kind of stuff*". His colleague, the Accountant at Sigma concurred noting the negative influence of economic indicators on the development of CE initiatives,

We're not able to access most of our raw materials locally, raw materials and packaging materials locally... import duties and all it's, for the past month it's been very, very, difficult. I mean very expensive as well. Importing, consider air freights for example. Something little you import, the freight, the cost of freight alone is huge. You see if we had, if we had all these things locally manufactured it would have been cheaper and easier.

In addition to economic factors, interviewees noted that institutional factors, i.e. factors pertaining to the strengths or weaknesses of *institutions* in the Country, influenced the types of initiatives developed and how resources were mobilised for CE initiatives. The presence of institutional voids and other contextual factors such as low literacy rates, poor savings culture, low technological advancement and poor address systems in the Country impacted the development CE initiatives in the case companies. Interviewees noted that, some institutional voids led the Government and regulatory bodies to introduce social interventions that created opportunities for case companies to tap into. For instance, Head of Brokerage of Delta mentioned how pension reforms in the Country led to the introduction and development of CE initiatives targeted at the informal sector,

Then there was the need for the informal pension where you have the guys in the informal sector and how do you serve them? Government developed a policy and you can now come up with an idea to develop a product to fit and meet that need to be able to take advantage of the opportunity in there.

Similarly, case companies like Epsilon, Alpha and Beta, noting the low literacy rates, low technological advancement and poor address systems, introduced CE initiatives that leveraged the presence of these conditions to meet the needs of the market. Consequently, case companies, particularly those in the financial sector, created simple solutions such as digital products based on USSD platforms and short codes, rather than the internet, and introduced innovative savings products to encourage the informal sector to save. Executive Director of Epsilon for instance, commented on the Company's introduction of an innovative investment product, that leveraged the mobile money platform of its strategic partner, to develop a savings culture among the population and eliminate some bottlenecks to savings in the Country, "*there were a lot of Ponzi schemes which had resulted in losses to individuals who invested in these schemes as a form of investment and saving*".

Institutional factors also influenced how resources were mobilised for CE initiatives. Interviewees noted that in some instances, initiatives developed to take advantage of government and regulatory policies benefitted from grants, tax rebates and tax exemptions. Former Head of Innovations

of Gamma for instance, mentioned how regulatory policy influenced the development of one such initiative saying,

Good thing was for us to enter into that space we needed to actually be competitive and what I mean was, what I mean by that was we needed to ensure that the COGS which is Cost of Goods Sold, was quite low so that we could actually make the brand affordable because we're talking about a value beer so we could get that and we took advantage of the local raw material policy if I should say which the government came up with a tax break for, there was actually a tax break for the use of local raw material.

The tax break from the Government for the use of raw materials led Gamma to use raw materials for developing this particular initiative. The use of the raw material led to changes in how Gamma mobilised resources for its CE initiatives. In this case, the Company had to collaborate with a local agency for the raw material, which was quite different from its usual approach, as noted by a Brand Manager of Gamma,

We've done quite a couple of stuff with a ministry led initiative on all that including working with the Ministry of Trade and Industry for example the 'X Starch Factory', not necessarily managing the place but getting expertise in terms of that, also working with farmers who supply cassava to make sure that the yields were acceptable according to our standards.

While the above examples on the influence of institutional factors have been positive, there were instances where interviewees cited institutional factors as negatively impacting the development of CE initiatives. For instance, HR and Administration Manager of Zeta cited Government regulation for manufacturing companies to imprint tax stamps on products as a bottleneck to the development of their CE initiatives, *"the tax stamp alone is \$18,000, the machine is going for \$18,000. So, what do you do?"*, noting that the cost of the machine to satisfy the requirement was a constraint.

To conclude, the external context characterised by economic indicators and institutional factors influenced how resources were mobilised and the types of initiatives case companies developed. While institutional factors mostly facilitated the development of CE initiatives in the case companies, it appears that economic indicators mostly created bottlenecks and impeded the development of CE initiatives in most case companies.

Table 5.1: Exemplar data on determinants of resourcing process of CE

Themes & Codes	Exemplar data
1.Ownership and structure	A1: "This is a government owned institution so every manager, managing director that comes has his or her own vision. So, based

A. Level of autonomy	<p>on the vision of the managing director, some things can be changed, some things can be continued, some things can be discontinued” (QA Manager, Golf)</p> <p>A2: “That’s the sort of management experience that he had where an individual is actually allowed to explore the environment and develop an idea and that sort of environment is how some of us actually joined the company and learnt. So, you’re supposed to be an entrepreneur” (Head of Brokerage, Delta).</p>
B. Scope and organisation of operations	<p>B1: “Yes, ‘Epsilon’ believes in standardisation and one size fits all sort of. So, our group we have a centralized approach, whether from technology or from product. In the sense that the group technology is also based in Ghana, so if we develop a paper...this is something that will actually be standardised for all the countries, whether it’s Kenya, Nigeria” (Group Head, Electronic Banking, Epsilon).</p> <p>B2: “At the moment we sell all over the world. We sell in Canada, US, Europe, specifically Germany and Switzerland, and then also in parts of Africa. Currently, we’re trying to get a distributor in China who will be our main distributor there and parts of Africa also...because we’re trying to upscale, and because we’re doing organic, you need systems in place” (Logistics and Procurement Officer of Sigma).</p>
C. Internal context	<p>C1: “I mean they were working. Of course, you can run a business without any written down strategy but it works. It wasn’t just about not having a written strategy, but it’s getting, about getting the people to understand the direction because if you don’t have something put down, then people will be facing different directions” (Former Managing Consultant of Zeta).</p> <p>C2: “We tried as much as possible to make innovation an incremental business rather than cannibalizing existing but there were times that we cause internal cannibalization, obviously once I was bringing in something new it required new resources ... It was quite a challenge” (Former Head of Innovations of Gamma).</p>
<p>2. Approach to corporate entrepreneurship</p> <p>D. Level of formalisation of CE process</p>	<p>D1: “It depends. Normally the main features of the proposal, we also look at the risk aspect of the proposal, before it can be tailored to management...That is why I said that at times we have the audit team to come in to review the proposal. Then they give their remarks to management whether the proposal is good, whether the bank can carry on with the proposal or not” (Head of Operations, Alpha).</p> <p>D2: “If you have the 5-year plan of the bank, we will need to, what are the things that we need to do in the next 5 years to come? Because the committee has that kind of what do you call it, research background, we’re able to assist in the development of this particular or provision of this particular 5-year plan into a document that can work” (Finance Manager of Bravo).</p>
E. Responsibility for developing initiatives	<p>E1: “The MD is the final approver of the business case. He sees how, the profitability of the brand with respect to what you want to do with it and the lifespan of the brand as well. So, all these ones are submitted to the Managing Director for his approval” (Marketing Manager, Kappa),</p>

	E2: “With that new products, innovations, anything that leads to the micro finance, I think before it gets to management, it passes through me” (Micro-Finance Coordinator, Bravo).
3. External context F. Economic indicators	F1: “I will say apart from the micro part of the country the rest is ok, which is the inflation and the cedi depreciation to the dollar and all that. That is really affecting us anyway but we can’t complain as a business we just have to plan” (Marketing Manager of Kappa) F2: “So, the other, the aspect of this one is getting the funding factor in and how to manage because when you buy from outside using foreign currency to buy so you have to procure, the time it takes to come, meanwhile you’ve paid upfront. The money is locked up there” (Accountant at Golf).
G. Institutional factors	G1: “For example people will like to, Ghanaians will like to have money and spend on anything that, when they get the money, that will push them not to buy, so if you have something like a saving this thing and you’re being restricted you can put your savings, at least it can control your expenditure” (Head of Operations of Alpha) G2: “When I go I’ll invest in some device that when you even put your finger on it all your, meanwhile you know that Ghana doesn’t have any biodata, so we do it in a very gradual process, making sure you fit in the infrastructure that exists, the one in the environment which is the country or which is the sub region... So, we won’t come up with an idea which cannot be supported” (Head of Brands Marketing and Communications of Beta).

5.2.2 Type of initiative

While the previous section presented findings related to the determinants of resourcing process of CE, this section shows the importance of the type of initiative to the mobilisation of resources for CE initiatives. The empirical evidence showed that that the *area of change* and the *strategic goal* were instrumental in how resources were mobilised in the case companies (see table 5.2 for exemplar data on the type of initiative). The sections below delve into the findings related to the type of initiative.

5.2.2.1 Area of change

The area of change, i.e. the *product/ service developed*, the *nature of opportunity* and the *level of radicalness* of initiatives, was highlighted by interviewees as important in determining how resources were mobilised in their companies. Consequently, the empirical evidence showed that where and how opportunities arose and whether initiatives related to the core competencies of the company or not were important considerations for case companies in how resources were mobilised for CE initiatives.

The empirical evidence showed that companies embarking on initiatives which were *radical* departures from the competencies of the companies, as opposed to those which were replications or adaptations of initiatives in the case companies or sectors, were more likely to leverage networks. Hence, companies developing radical initiatives leveraged networks, both internal and external for resourcing those initiatives. This is because, initiatives which were highly radical often required expertise that the case companies lacked and therefore required the involvement of networks or external parties for effective identification, acquisition and configuration of resources. For instance, the financial sector was in an era of digitalization, yet because companies like Epsilon did not have in-house expertise to develop digital products, they had to leverage networks and external parties as noted by Head of Mobile Banking of Epsilon, *“Some of the products and services that we initiate you can’t do it alone as a bank. You are a financial institution; it is not your DNA to do something ... like ‘Product X’. You need a joint, you need strategic partnerships”*. While the Head of Mobile Banking of Epsilon implicitly refers to the need for more long-term relationships with their external partners, Chief Marketing Officer of Delta alludes to the use of more temporary relationships with external parties in the form of commercial agencies to develop initiatives the Company was unable to develop on its own, *“We hired an external company to do it. We, even with hiring an external company, I mean they are the ones that are doing the, the technology that sits behind it, but the content, so the decision on content, the design of the interface, that was done internally by us”*.

Some case companies in the manufacturing sector also leveraged networks for developing CE initiatives which were radical. For instance, when Kappa was entering the bitters market initially, it contracted a government agency to develop the product, and in more recent times, Kappa had to depend on its development partner, a flavour company to develop carbonated soft drinks because the Company did not have the technical expertise to develop those products. Marketing Manager of Kappa mentioned the collaboration between the Company and its network partner in developing the initiative,

When it comes to the soft drinks there has been that collaboration because we just did a big collaboration with ‘Company Z’, you know, you know what ‘Company Z’ is, the, yeah, yeah. So, I think we did a collaboration with ‘Company Z’ to produce our soft drinks in such packs and that’s something we didn’t have the technical know-how but we had to fall on the experience of those guys to help us.

Similarly, Zeta had to contract experts to constitute two new products because the Company did not have the expertise in-house to do so. The Former Managing Consultant of Zeta remarked on the acquisition of an expert to develop the initiative, “*So you bring in the right person and that’s how we brought in the guy called ‘Mr. B’ to come and do the product development and stuff*”.

In addition to the radicalness of initiatives influencing how resources were mobilised for CE initiatives in the case companies, interviewees highlighted the importance of the *nature of the opportunity* in influencing the way resources were mobilised. Consequently, interviewees indicated that case companies were more likely to leverage networks for acquiring resources where the development of initiatives was informed by government and regulatory policies, than for those which were market based. For instance, Quality Systems Manager of Kappa mentioned the mobilisation of resources from government because the Company was tapping into an opportunity created by government policy,

We leverage on, now Government says we’re doing one district one factory so there is also that part where we tap into the government way to say ok government initiative we want to, we have the capability and the expertise ... we go to government to see what support can you give us. So, in that, in that things like that I know government has a certain amount of money to support the initiative. It gives you some tax incentives in terms of all the equipment that you are bringing will be tax free or something because the government also wants to produce.

Conclusively, case companies leveraged external parties and networks for developing initiatives which were radical, particularly in instances where case companies did not have in-house technical expertise to develop the initiatives. Additionally, the nature of the opportunity, also influenced how resources were mobilised for CE initiatives – initiatives influenced by government and regulatory policies and reforms could be resourced differently from those that were market based.

5.2.2.2 Strategic goal

Apart from the area of change influencing how resources were mobilised by the case companies for developing CE initiatives, the empirical evidence highlighted the importance of strategic goals for determining the approach companies used for mobilising resources for CE initiatives. In effect, case companies’ intent of *maximising profit, minimising cost, increasing market share or enhancing their reputation* influenced the way resources were mobilised for initiatives.

Even though case companies embarked on the development of CE initiatives for diverse reasons, most interviewees indicated that their companies viewed the strategic goals of *maximising profits, minimising costs, and increasing market share* more favourably than reputation enhancement. This posture may have been because of the visible financial returns and the impact of those three strategic goals on the bottom-line of the companies. Head of Brokerage of Delta remarked on the importance of financial returns on the resourcing of CE initiatives in Delta saying, “*Are you trying to say that an initiative that does not have immediate financial pay-off? Ok, because we will never spend money*”. Reputation enhancing initiatives on the other hand, while financially viable in the medium to long-term and desirable because of their social impact and their ability to enhance the reputation of the case companies, often did not provide evidence of visible financial returns in the short to medium term.

Nevertheless, because such initiatives were desirable, stakeholders sometimes selected and approved reputation enhancing initiatives for development and yet failed to fully resource them because of competing demands for resources within companies. In instances where reputation enhancing initiatives had been approved but had not been fully resourced by top management, interviewees indicated that champions and teams often adopted both internal and external mechanisms such as improvisation and leveraging networks to resource and develop those initiatives. Champions and teams, therefore, identified network partners interested in similar causes to support the resourcing and development of such initiatives through the provision of financial, human and physical resources. For instance, Group Acting Head of Mobile Financial Services of Epsilon remarked,

If there's a good, for instance let's say I have no funds ...I can go and look for a partner who's ready to partner with me to do that. I will put the paper down, tell management this is what it is, if it has to involve any money at all the resources ... you look at it with a partner and see how we can share you know, apportion you know the cost of this.

His colleague, Head of Mobile Banking of Epsilon buttressed the use of network partners to fill resource gaps when developing reputation enhancing initiatives,

It was a project that the 'Epsilon Group' partnered with the 'Foundation X' to do and it was aimed at financial inclusion And we had to, so we had a 60 million grant which we had to sort of spend. And in the spending, you needed to be innovative, you needed to ... design customer centric meaning, customer focused products and services which the poor would find useful.

Hence, Epsilon, along with other companies like Bravo, Sigma and Kappa leveraged networks for developing initiatives which were reputation enhancing. In instances where some case companies embarked on the development of reputation enhancing initiatives and yet failed to leverage networks, the initiatives were discontinued at some point during development because stakeholders chose to resource competing initiatives which were financially viable in the short to medium term. For instance, Head of Recovery and Credit Monitoring of Alpha remarked on the Company’s discontinuation of a reputation enhancing initiative designed to serve cocoa farmers,

And then we were also into agric, we call it agro-loans...so we were targeting the cocoa growing areas... But you know those ones it’s seasonal so risk department and other departments also sat and said that no, provided it’s seasonal then we have to be tactful when entering into such market. So, we didn’t push again.

To conclude, the type of initiative developed by case companies determined to a large extent how resources were mobilised – whether resources were internally mobilised or whether case companies leveraged networks to resource those initiatives.

Table 5.2: Exemplar data on type of initiative

Themes & Codes	Exemplar data
I. Area of change H. Type of product/ service development	H1: “Don’t forget that with, with the world becoming smaller through technology and the internet ... Your average customer today knows about mobile money, knows about the internet, knows about digital payment and all that” (Group Head of Electronic Banking, Epsilon) H2: “In this digital space, you want to also make sure that you’re found in that space ... You need to adapt to times and technology makes life easier so you fall on it to form all our products. It’s a base to how our products are being churned out so that we can get the maximum output from that” (Head of Brands Marketing and Communications, Beta).
I. Nature of opportunity	I1: “So, this is a combination of atadwe [tiger nuts] and ginger based drink. We’ve seen a huge trend in the market where people are going, or people are consuming large quantity of this particular product” (Marketing Manager, Kappa). I2: “Government policy will influence that. Of course, there’s an appetite for using local raw materials so increasing our raw material local raw material is essential because you will enjoy some benefits” (Brand Manager, Gamma).
J. Level of radicalness of opportunity	J1: “I mean I will not specifically say exactly what it was but for a bank, for us to, you see it depends on the, exactly what you’re doing. Some of the products and services that we initiate you can’t do it alone as a bank. You are a financial institution; it is not your DNA to do something like...you need joint, you need strategic partnerships” (Head of Branchless Banking, Epsilon).

	J2: “When it comes to this thing, we’re also not computer or IT development company, we have to get IT development company to develop our system” (Head of Operation, Alpha).
2. Strategic goal K. Profit maximization	K1: “But gate keepers too had to see the overall business case so the 5-year P&L, ok the 5-year P&L ... looked at virtually the profitability” (Former Head of Innovations, Gamma). K2: “And obviously as a business we need to make money, we’re not an NGO so at the end we need to make money” (Head of Brands Marketing and Communications, Beta).
L. Cost minimization	L1: “There’s always a target price for the product so as much as you want to make the most beautiful product you have a price in mind ... so they will just say we want, this is the price, maybe because a competitor is, has a similar price, a cheaper price” (R&D Officer of Kappa) L2: “And then we can decide on which kind of ingredients to use and in, in using the ingredients we have to also consider our target ingredients, their pockets, how much they are willing to pay, that is, it is based on that that we will be able to produce to suit them. Because if your target audience can pay for say 1 cedi a bottle, and then you do a development that at the end of the day the production is going to cost you say 1 cedi, 50 pesewas, then you have deviated” (QA Manager of Golf).
M. Market share	M1: “So, what we usually do is, there is an idea that you know there’s a strong consumer feel and taste for a particular brand or category of drinks in the market and we see that there’s an opportunity so for instance ‘product X’. Already the mainstream spirits, bitters market was huge, is huge in Ghana. I mean and so it was very important that ‘Parent Company’, who hadn’t ventured into that space did, I mean leverage that opportunity” (Brand Manager of Gamma). M2: “But we’ll bring all those things back because the fact that herbs is the best way to go, others don’t want the best, they just want something flavoured, something slight. And then we’ll reduce the percentage of all those new ones that we’ve been adding because this one is 35%. People want like 5%, people want 15, people want 20, people want 30, people want, so we’ll bring varieties of products” (HR & Admin Manager of Zeta).
N. Reputation enhancement	N1: “It must be self- liquidating so it must win-win 360 degrees for the customer, for the bank, and for any other stakeholder involved, the engineers, the marketers, the, whoever, everybody must win and the winning must be sustainable” (Head of Mobile Banking at Epsilon). N2: “We operate around four core values...The second has got to do with equity, whereby we make sure that all the actors along our supply chain we treat them fairly and equally. The third has got to do with women empowerment, which we are much passionate about because it forms part of our success story” (Logistics and Procurement Officer, Sigma).

5.2.3 Mobilising resources for CE initiatives

The empirical evidence also showed that resources were mobilised through *internal mechanisms, networks* and *external mechanisms* (see table 5.3 for exemplar data on mobilising resources for CE initiatives). Thus far, previous sections have highlighted the role of external parties and networks for resourcing CE initiatives. This section delves further into the findings to indicate where each mechanism (internal, networks, external) were used for resourcing CE initiatives in the case companies and the different types of networks leveraged in different circumstances.

5.2.3.1 Internal resourcing mechanisms

The empirical evidence highlighted the role of internal parties and strategies as the preferred option in mobilising resources for CE initiatives. Consequently, interviewees noted the importance of *champions, local teams* and the role of *gatekeepers* in identifying, acquiring and configuring resources for CE initiatives.

In all the case companies, interviewees indicated that resourcing and development of initiatives occurred through the collective efforts of *champions and team members* in different functional areas and organisational levels within the companies. Head of Brands Marketing and Communications of Beta noted this saying, “*It’s all inclusive, everybody suggests*”. While all case companies had internal teams collaborating to mobilise resources for CE initiatives, case companies differed in how they organised these activities. The strategies adopted by case companies ranged from coordinated team formation to the utilization of emergent processes where teams were formed and disbanded as and when the need arose. In companies such as Gamma, cross-functional teams were pre-constituted for developing CE as noted by a Brand Manager of Innovations in the Company,

We have a structure so we have people who work on innovations. In Finance for example there’s one guy who as part of his job works on innovations so if there’s a project, we call him in. In supply, there’s a supply change manager and we call that person in, in marketing we know those who work on innovations and in commercial depending on the resources available you will be assigned a project so sometimes its die cast because of the person in the role. At other times depending on what you want from it you can constitute a team.

Gamma’s approach was quite different from the approach in other case companies where the formation of teams for CE initiatives was not the norm. In the latter scenario, champions often identified

individuals who could help mobilise resources for CE initiatives at various stages of the process. Consequently, champions – product/ project managers, heads of departments or individuals who conceived the idea – identified instrumental individuals in different functional areas to help in identifying, acquiring and configuring resources when the need arose. Executive Director of Epsilon mentioned this approach saying, *“I selected some individuals within the bank to help with the development of the initiative”*.

Approvals from *gatekeepers*/ top management also led to the acquisition of resources such as finances, human resources, infrastructure and time for CE initiatives. While some case companies had streamlined approval processes, other case companies did not. Consequently, approval of CE initiatives in the latter scenario followed processes similar to those for the approval of every day operations in the case companies. R&D Manager of Sigma noted the informal approach to approving initiatives in Sigma, *“it’s discussed in the management level. Also, when the MD says this one is okay”*. Brand Manager of Gamma on the other hand commented on the structured nature of approval processes in Gamma saying, *“A document that goes for exec approval we call them gatekeepers, they approve every step of the way you know just to course correct, if there’s any additional approvals that are required then you get it from the gatekeepers”*.

Most of the case companies had semi-formalised approval processes through which initiatives progressed from management to an ultimate approver, usually the Managing Director. In some instances, formal processes and internal structures did not facilitate the effective mobilisation of resources for CE. Chief Marketing Officer of Delta noted that it was normal for gatekeepers to not give approval for all the resources needed to develop CE initiatives,

It will have to go to that for approval. Any resource requirements will go to that, then they will say ok based on the rest of the business needs and, and how our financial state is you can get half of the resources you’ve asked for, maybe three quarters or you can get all, or the types you get may change.

As a result, champions and teams had to devise strategies to develop CE initiatives. These strategies include ensuring even before formal approval of initiatives, i.e. during the pre-approval stage, that new CE initiatives could be supported by existing corporate and internal infrastructure and resources,

cannibalizing existing products, improvising and adopting manual approaches for usually automated functions. R&D Officer of Kappa commented on the need to improvise when developing CE initiatives,

Most often than not, but not always because there's a product that we make... It's not compatible with our plant so because of that we have to do a lot of improvisation, we have to improvise, so we're still planning, working on getting a new plant...you know there's always a way to make the product even though it will be manual, a bit crude, a bit more stressful. But then yeah, we managed to do it ... a lot of the products that we make are meant to suit, it makes more business sense to make products to suit the line that you have unless there's a real need for a new line to make your innovation.

Similarly, a Former Innovations Manager of Gamma mentioned that there were instances where the Company had to cannibalise existing products to mobilise resources for new CE initiatives, "*but there were times that we cause internal cannibalisation*". This led Gamma, like other case companies to develop products which were consistent with current resource profiles as noted by a Brand Manager at Gamma, "*Most of the time what we do is just to minimise cost we look at an existing pack within the business but it obviously has to fit with the concept and who you are targeting, the target consumer*".

To conclude, champions, local teams and gatekeepers within the case companies collaborated to develop CE initiatives. In instances where the formal mechanisms did not fully support the mobilisation of resources, champions and local teams adopted strategies to make up for the inadequacies and resource gaps.

5.2.3.2 Networks

In addition to the internal mechanisms, networks were important in mobilising resources for CE initiatives. While interviewees referred to networks in general, the empirical evidence showed that different types of networks were leveraged in different circumstances. Consequently, the empirical evidence led to the identification of three types of networks which have been duly labelled as *intra-organisational*, *strategic business* and *strategic social networks* based on the origin and nature of these networks.

Case companies, particularly MNCs, noted the use of *intra-organisational networks*, i.e. networks within the organisation, to mobilise resources for CE initiatives. Consequently, champions often identified individuals within the case companies with the requisite expertise or those who had

oversight on resources to help in the resourcing of CE initiatives. An Executive Director of Epsilon noted how integral a colleague, with oversight on resources, was for the mobilisation of resources for a CE initiative, *“Some of the resources I needed came from ‘Colleague A’”*.

The use of intra-organisational networks for mobilising resources for CE initiatives was more pronounced in MNCs due to the ties between subsidiaries and parent companies. In Gamma, for instance, the parent company had an R&D arm responsible for research, recipe development, liquid formulations and packaging designs for all subsidiaries. This meant that the R&D in the group office was identifying, acquiring and configuring resources for CE initiatives the Ghanaian subsidiary developed. A Brand Manager of Gamma noted the collaboration between the local and global teams in the development of CE initiatives saying, *“There’s, a team that is constantly working on innovations...we have a team in our head office that also works together with the local team in the markets”*. Gamma also obtained knowledge from other subsidiaries on how they had developed similar CE initiatives in cases where those subsidiaries had experience doing so. Similarly, in Epsilon, there was a project office which served as the central arm for the development of CE initiatives. Head of Mobile Banking of Epsilon noted that, subsidiaries paid fees for accessing services from the project office saying, *“So that’s how we work with them ... the affiliates pay them for their services even though we are one family”*. In effect, in some case companies, there was a commercial element attached to some of the intra-organisational arrangements for mobilising resources for CE initiatives.

Case companies also had relationships with external parties they dealt with regularly for mutual economic benefits over a period of time. These relationships, labelled *strategic business networks*, were subsequently leveraged for mobilising resources for CE initiatives. Group Acting Head of Mobile Financial Services of Epsilon narrated how one such arrangement was formed by Epsilon saying, *“The idea was conceived to try the service in Ghana, starting from Ghana because Ghana was one of the biggest markets... And we realized what? ‘Telco’ has a wide network, they have the mast, they have the mobile phones and the network”*.

Strategic business network partnerships often evolved over time. For example, from that of service provider and customer such as a financial institution providing banking services to a

telecommunication company, to that of business partners collaborating on commercially viable initiatives conceived by the financial institution. In some instances, strategic business networks had been formed due to the requirements of regulatory bodies. For instance, Head of Mobile Banking of Epsilon noted the role of the regulator in initiating one such partnership between the Bank and a telecommunication company,

In Ghana, even Nigeria, neighbouring Nigeria they call it the telco led model, where the telcos can go and have the blessing of the Central Bank and the telcos are doing their own thing, with the banks at the back. In Ghana, the regulator said, no way, you must partner with the bank. So, it's very contextual. It can affect a lot of things.

Once strategic business networks were formed, they were instrumental in resourcing and the development of CE initiatives in the case companies. Notably, interviewees mentioned the importance of strategic business networks in developing initiatives which were radical, for instance, an alcohol manufacturing company going into the production of carbonated soft drinks or a financial institution developing digital products. In some instances, strategic business networks provided access to resources such as database servers, beverage flavours, knowledge and customer bases. Quality Systems Manager of Kappa commented on the role of their strategic business networks in developing radical initiatives,

You haven't done soft drinks before. So, the, the dynamics are different, so you bring in the experts... We have a partnership with a company called 'Company Y'. 'Company Y' is, is known, 'Company Y' is the company that produces a lot of the compounds for soft drinks in Germany so we work with them in terms of the product development because we are new at it.

Similarly, QA Manager of Golf noted the instrumentality of strategic business networks in not only mobilising resources for CE initiatives, but in also generating ideas for initiatives, "*We are already in business with them so some of them, let's say some of them supply us concentrates, yes. So, whatever new development they also will do at their end they sometimes give us some to try*". Generally, strategic business networks were considered safer than the use of other external parties because in addition to the confidentiality agreements between partners, case companies were confident the agreements would not be breached because network partners also had a stake in those initiatives and were concerned about the sustainability of the business relations.

Despite the instrumentality of both intra-organisational and strategic business networks in mobilising resources for CE, there were instances where companies had to leverage relationships that

were not solely driven by mutual economic benefits, as in the case of strategic business networks, but were driven by a mix of social and economic benefits. The use of *strategic social networks* was mostly in instances where initiatives were reputation enhancing due to their social impetus, and yet could not provide immediate financial incentives to merit adequate resource allocation in the case companies. Such initiatives would eventually become financially viable in the medium to long-term. However, as Head of Recovery and Credit Monitoring noted, financial returns are an important consideration for developing CE initiatives, *“But of course, provided we’re in business you have to make sure that whatever you’re putting on the table, business wise it’s viable and it’s profitable before someone can inject his or her capital into it”*.

Nevertheless, some case companies, due to their corporate mission or the fact that opportunities were aligned to social causes that were commercially viable in the long-term, were interested in developing those initiatives. For instance, some social intervention programs by government created opportunities for developing such initiatives. Acting Group Head of Mobile Financial Services of Epsilon remarked that the Company embarked on the development of one such initiative saying, *“We’ve also done ‘Product X’, there are, there are so many. ‘Product X’ is actually ...with the Government to the poor ... at times there are no rural banks so that kind of financial inclusion drive is what we’ve actually done”*. Even though some case companies were interested in pursuing such initiatives, the initiatives did not fully satisfy the conditions for resource allocation so companies often leveraged strategic social networks to support the mobilisation of resources for such initiatives.

Similar to strategic business networks, strategic social networks provided mutual benefits to parties involved in the partnership. However, while both parties in strategic business networks had the ultimate goal of financial benefits, strategic social network partnerships gave the entrepreneurial company both commercial and social benefits whereas the network partner obtained social benefits, reputational capital and legitimacy. Epsilon, Kappa, Sigma and Bravo are case companies which leveraged strategic social networks for developing CE initiatives. For instance, the champion for an investment product in Epsilon contacted an international organisation interested in financial inclusion for resources (a grant) whereas Kappa got tax exemptions from the Government for the importation of

equipment for an initiative aligned to a social intervention program. The Compliance Officer in Bravo noted the importance of strategic social network partners to Bravo's efforts at mobilising resources for CE initiatives,

NGO X, they are more or less our trainers and sometimes they, they give us grants. Sometimes if you need loans, and they are basically into these farmers' groups, so if it comes to farming activities, they will give you the loan alright, organize training for you and if possible, the farmers' groups they have them.

Most importantly, product champions and entrepreneurial companies had to ensure that initiatives were aligned to the social causes strategic social network partners were interested in before seeking their buy-in and support. In most instances, strategic social networks provided financial resources in the form of grants, tax rebates, financial concessions and import tax exemptions, in addition to other resources such as physical and human resources as in the case of Bravo.

In effect, strategic social networks were used by case companies in instances where initiatives were reputation enhancing and, therefore, could not completely satisfy the conditions of financial viability for resource allocation whereas strategic business networks were useful for developing CE initiatives which were radical departures from case companies' current competencies. Intra-organisational networks, on the other hand, were integral in mobilising resources where the technical expertise and competencies required for developing CE initiatives were located in other parts of the organisation due to the way operations were organised. While other alternatives existed for developing radical initiatives, i.e. external parties such as commercial agencies, there was no alternative to strategic social networks for developing reputation enhancing initiatives.

5.2.3.3 External resourcing mechanisms

Case companies also noted the role of external mechanisms in mobilising resources for CE initiatives. While all the case companies collaborated with external parties, there were differences in the extent to which they utilized external parties and the types of external parties engaged.

Interviewees indicated that while their companies leveraged external parties for mobilising resources for CE, they had reservations in doing so. Nevertheless, case companies collaborated with *experts* and *commercial agencies* such as marketing, branding and research agencies to identify, acquire

and configure resources at different stages of the CE process. Brand Manager of Gamma noted the importance of external resourcing mechanisms in filling resource gaps saying, *“The reason why you may need to do, to rely on a third party is because they don’t have the capacity here. So, once you’re building that capacity, extra capacity to be able to accommodate the rest then you can use a third party”*.

Relationships between the case companies and external parties varied, with some case companies having longstanding relationships with external parties, while in other cases, case companies had one-off transactions with the parties involved. For instance, Senior Investment Analyst of Epsilon noted the longstanding relationship between the Bank and an *expert* contracted to help with the development of a CE initiative, *“So, it was with various stakeholders and somebody who has also built the Treasury bill platform, a consultant who has also built the Treasury bill, the one the banks already have that is running the bank”*.

In addition to the use of experts for mobilising resources for CE initiatives, *commercial agencies* in the form of professional service providers and vendors were integral in developing CE initiatives. For instance, the Marketing Manager of Golf noted the importance of commercial agencies in developing CE initiatives in the Company, *“We always need to collaborate with the graphic designers and make sure that we get the right artwork here and there. So, there are a lot of collaborations that we do before our brands come out”*. Interviewees indicated that their companies used external resourcing mechanisms when they did not have in-house expertise to perform those tasks or in instances where it was cheaper to use external parties than to employ someone in-house to perform those tasks.

Relationships with external parties were often transactional, as they involved the exchange of money for services. Furthermore, case companies considered the reputation of external parties, the cost and quality of their services and the quality of prior relationships with the external parties before contracting them. As noted by the Operations Manager of Bravo, he considered an external party he had previously dealt with over others to develop an initiative in Bravo, *“but since I already know someone that worked on it, I just invited him”*.

Table 5.3: Exemplar data on mobilising resources for CE initiatives

Themes & Codes	Exemplar data
<p>1. Internal resourcing mechanisms</p> <p>O. Activities of champion in collaboration with local teams in identifying, acquiring & configuring resources</p> <p>P. Activities of gatekeepers in identifying, acquiring & configuring resources</p>	<p>O1: “Looking for someone with the facility, I think when the idea there were a whole lot of deliberations at the meeting and then ... somebody at the management meeting raised that he knows some facility that is not in use. So, that was where it started... Now, with the logistics, it was the technical manager that went to the facility, looked at what they had, what they didn’t have, and what we needed to add to make it complete for us to use, yes. So, it was the work of the technical manager. And then the quality assurance manager was also in charge of getting the place ready” (QA Manager, Golf).</p> <p>O2: “Again, it’s a marketing led initiative so it was assigned to a project manager and then we pulled in all the relevant departments that would feed in ... and we built it” (Chief Marketing Officer, Delta).</p> <p>P1: “When it comes to resource allocation and return we are treated similarly, it will be a matter of which one is done first and who gets what and that’s where the asset and liability committee which looks at how resources are dissipated, especially financial resources are actually managed would actually take a decision as to which one should come first and which one shouldn’t, you can’t do anything outside of that process” (Head of Brokerage, Delta).</p> <p>P2: “The managing director came in and then they spoke with the person, went through the necessary papers and documentation, and they got the place” (QA Manager, Golf).</p>
<p>2. Networks</p> <p>Q. Leveraging intra -organisational networks to identify, acquire & configure resources</p> <p>R. Use of strategic business networks to identify, acquire & configure resources</p> <p>S. Use of strategic social networks to identify, acquire & configure resources</p>	<p>“They had done that but at the regional level but we had to localize that so for instance the label we had to localize that to fit in market, in terms of the packaging” (Former Head of Innovations, Gamma).</p> <p>“The PMO sort of does the technical work... The PMO is at the group level. So we have the ‘Processing hub’ is, is the sort of, a company on its own but it’s like a subsidiary of ‘Parent company’ and it’s the technology hub, that’s like our technology engine so all the ideas, everything, the support for everything that we do is them when it comes to technology and operations” (Head of Mobile Banking of Epsilon).</p> <p>R1: “So, they suggested or proposed companies that can you know help in supplying these machineries to produce these products. So, they are our development partners. So, they will come, they will supply, bring their men to install, make sure that it’s working before they leave” (R&D Manager, Kappa)</p> <p>R2: “We are already in business with them so some of them, let’s say some of them supply us concentrates, yes. So, whatever new development they also will do at their end they sometimes give us some to try” (QA Manager, Golf).</p> <p>S1: “We are all to, to develop. Some of them will even give us funding and this funding is to strengthen us in terms of liquidity, you see? Then we will also go out there, the target group that they’re also targeting to solve their problem” (Micro Finance Coordinator, Bravo).</p>

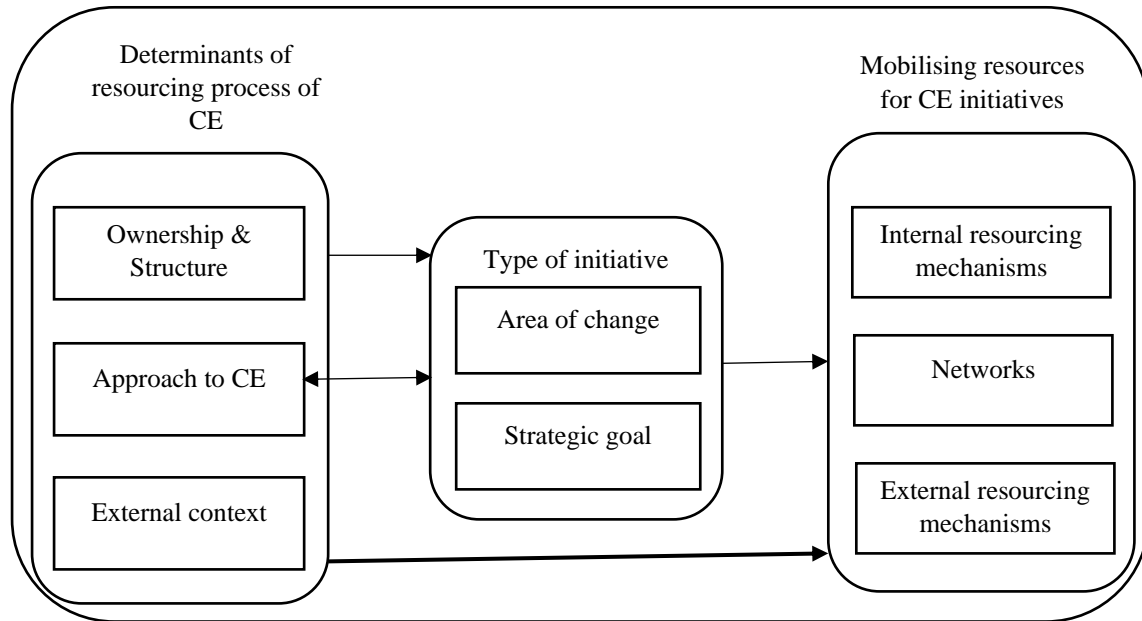
	<p>S2: “So, the Bank was able to contact a grant, a foundation, that promotes financial inclusion ... and knowing that the project was a good project and so they will help us implement the project. And so, they funded the company, ok so the grant, they gave a grant to the company to be able to pay the consultants who will do all, will create the platform, will build the database, and all that” (Senior Investment Analyst, Epsilon).</p>
<p>3. External resourcing mechanisms T. Leveraging experts to identify, acquire & configure resources</p>	<p>T1: “Yes, he brought the other guy from India because we needed to fix an Arrow ...we really needed a real expert to come and help us fix the arrow.... That was when he brought those people that were trained and we were able to train those people here, that even now they’re not here we can still do it” (HR & Admin Manager, Zeta)</p> <p>T2: “We sourced for a consultant to do that for us and unfortunately there was a problem with the whole construction, the whole design. ... because there was a problem with the construction, we could not generate enough methane gas and also enough recycled water for usage so as we speak it has been abandoned. It’s a white elephant let me say (Logistics and Procurement Officer, Sigma).</p>
<p>U. Use of commercial agencies to identify, acquire & configure resources</p>	<p>U1: “We invited some 2, or no, 3 companies that have developed this application for them to come and give us what we call a demo of this application... They have developed that one and also so they’re working in line with the telecom companies, which we call aggregator to the telecom companies” (Head of Operations, Alpha)</p> <p>U2: “Program writers and those things ... we asked the system administrator if he can also get some 2 people because at least they can, so when they came and presented, we made an input” (Operations Manager, Bravo).</p>

5.2.4 An emerging model of the resourcing process in CE

As the findings above show, resourcing of corporate entrepreneurial initiatives in the case companies occurred through interactions between the determinants of resourcing process of CE, type of initiative and mobilising resources for CE initiatives. Beyond these interactions at the top level, there were underlying relationships such as those between ownership and structure and the type of initiative developed and those between the external context and the type of initiative developed. Based on the dynamics and the interplay between codes, themes and dimensions in the data structure, the following model is presented as Figure 5.2. The determinants of the resourcing process influence both the type of initiative and how companies mobilise resources for CE initiatives. For instance, in Kappa, Zeta and Gamma, the ownership and structure influenced the types of initiatives developed whereas the external

context characterised by the presence of government incentives influenced how resources were mobilised for some initiatives – tax incentives from government led Gamma to use local raw materials for its initiative.

Figure 5.2: Resourcing process in corporate entrepreneurship



Furthermore, the approach to CE in addition to influencing the type of initiative, is also influenced by the type of initiative, particularly the area of change. For instance, companies with less formalised CE processes were able to leverage external parties more whereas there was the need to adapt the CE processes of companies to develop radical initiatives. Finally, the type of initiative influences companies' approach to mobilising resources for CE initiatives in the sense that companies had to leverage external parties for resourcing radical and reputation enhancing initiatives.

5.3 CONCLUSION

The aim of this chapter was to understand how resourcing of CE initiatives in EE occurs. To this end, the chapter shows that resourcing CE initiatives in EE occurs through the interactions between the determinants of resourcing process of CE, the type of initiative, and mobilising resourcing for CE initiatives. Furthermore, the chapter explores the relationships that occur during the resourcing process and identifies the different network relationships – intra-organisational, strategic business and strategic social – that companies leveraged for mobilising resources for CE initiatives. Most importantly, the

chapter shows that networks may be more important for developing CE initiatives that are reputation enhancing due to their social impetus, than for initiatives with purely commercial motives. To conclude, this chapter presents fresh evidence of CE in an EE context, Ghana. The findings of this chapter, in addition to applying to other EE contexts with circumstances similar to the context of study, may be applicable to developing economies with conditions similar to the context in which this study was conducted.

CHAPTER 6

RESOURCING AND THE SPEED OF DEVELOPING CORPORATE ENTREPRENEURIAL INITIATIVES: THE ROLE OF FORMALISATION

6.1 INTRODUCTION

Resourcing has been an important element in the development of CE initiatives. This has been reinforced by the fact that entrepreneurship within firms has been shown to revolve around the combination of resources (Burgelman, 1983a, 1984; Ellis and Taylor, 1987; Wolcott and Lippitz, 2007). As the field progresses, researchers indicate that the procedures and systems for determining the merit of CE initiatives for resource allocation may extend the time frame for developing CE initiatives (Greene, Brush and Hart, 1999; Floyd and Wooldridge, 1999). The delays from the procedures and systems for determining the merit of initiatives for resource allocation, which arguably constitute drawbacks of formal structures in organisations may, therefore, be inimical to the positive outcomes of CE, which include increased competitiveness.

The presence of these formal procedures for resource allocation, coupled with their ability to extend the time frame for developing initiatives, bring to the fore the speed of developing CE initiatives. However, research on the speed of developing CE initiatives has been sparse, with most research on the speed of developing initiatives largely represented in related areas such as innovation and new product development (Gupta and Wilemon, 1990; Carbonell and Rodriguez, 2006). Furthermore, current research has focused on specific factors that influence the speed of developing initiatives such as the radicalness of initiatives, the role of top management and team collaboration (Eisenhardt and Tabrizi, 1995; Brown and Eisenhardt, 1997). In CE, studies have mostly focused on the relationship between forms of CE and the speed to market, i.e. market leadership (Baden-Fuller, 1995; Covin and Miles, 1999).

Given that resourcing and the speed of developing CE initiatives have been shown to be important factors for sustaining competitiveness (Lee, Smith and Grimm, 2003; Kessler and Chakrabarti, 1996), it is imperative to understand how resourcing interacts with different factors to influence the speed of developing CE initiatives. Therefore, this chapter seeks to answer the question: *how does the resourcing*

process influence the speed of developing CE initiatives? The chapter shows that resourcing influences the speed of developing CE initiatives by interacting with the degree of formalisation of the CE process and factors pertaining to the individual, the organisation and the initiative. Consequently, these interactions are presented in a model.

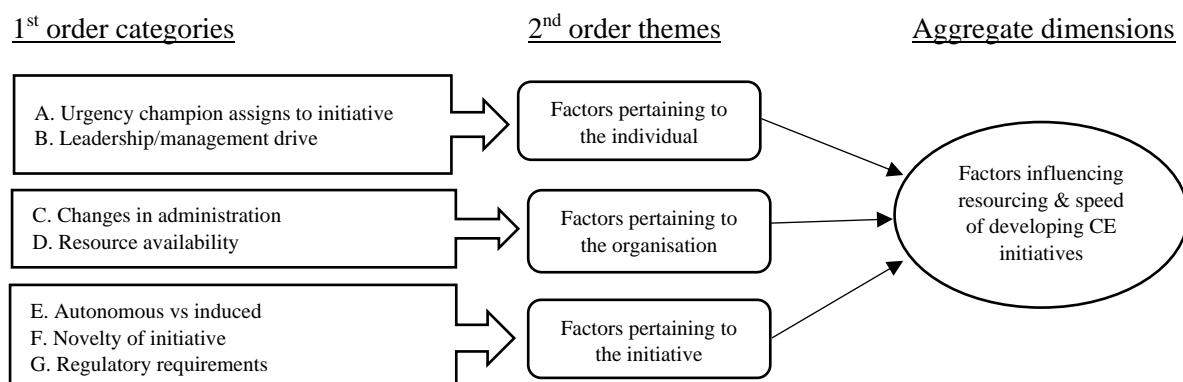
The chapter shows that, with respect to the speed of developing CE initiatives, different interactions between the factors that influence resourcing and the speed of developing CE initiatives, the degree of formalisation of the CE process, and the resourcing process may produce different outcomes for organisations. Furthermore, the chapter suggests that different strategies to the formalisation of CE processes may be appropriate for different stages of the development of CE initiatives. In effect, the chapter shows that whereas less formalised processes may be useful at the initiation stage (opportunity identification and idea generation) of the CE process, some degree of formalisation may be useful after the initiation stage. This will facilitate the integration of initiatives into the company and the speedy resourcing and development of initiatives.

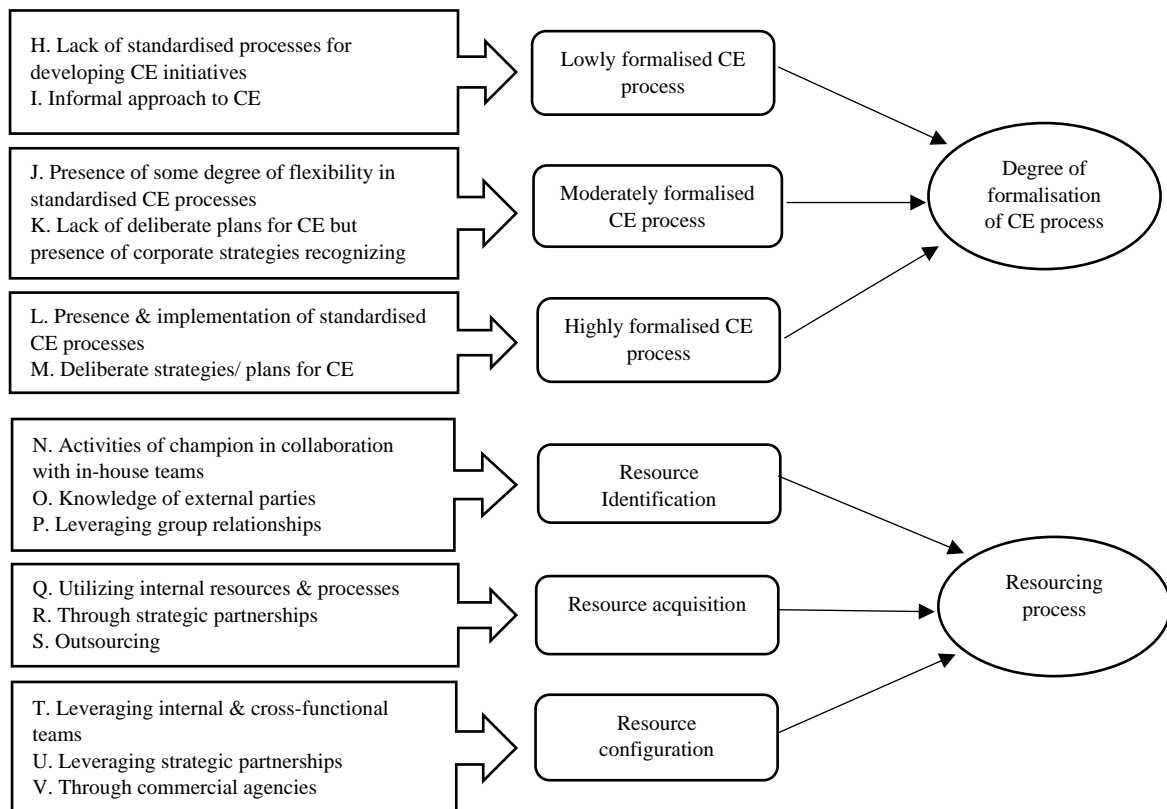
The remainder of this chapter presents the findings of the study, followed by a concluding paragraph.

6.2 FINDINGS

Following on from the introduction, this section presents the findings of the chapter. The findings in this chapter are informed by the data structure presented in Figure 6.1 below. The data structure is made up of three aggregate dimensions and their underlying themes and codes.

Figure 6.1: Data Structure of resourcing and speed of developing CE initiatives





The aggregate dimensions are: factors influencing resourcing and speed of developing CE initiatives, degree of formalisation of CE process and resourcing process. Consequently, the findings of the chapter indicate that the resourcing process influences the speed of developing CE initiatives through interactions with the degree of formalisation of CE process and factors influencing resourcing and speed of developing CE initiatives. The sections below delve further into the findings of the study in the order in which they appear in the data structure.

6.2.1 Factors influencing resourcing and speed of developing CE initiatives

This section presents findings on the factors influencing resourcing and speed of developing CE initiatives. The empirical evidence showed that a number of factors influenced resourcing and the speed of developing CE initiatives in the case companies. The factors highlighted by interviewees were *factors pertaining to the individual*, those *pertaining to the organisation* and those *pertaining to the initiative* (see table 6.1 for exemplar data on factors influencing resourcing and speed of developing CE initiatives). The sections below present the findings for each of the themes mentioned above.

6.2.1.1 Factors pertaining to the individual

With regard to the factors in the case companies which related to individuals and their role in influencing resourcing and the speed of developing CE initiatives, the role of champions was highlighted by the case companies. Consequently, interviewees noted that *the urgency champions assigned* to the development of initiatives was an integral component of getting initiatives resourced and developed. Champions in the case companies were responsible for coordinating activities for the development of initiatives and ensuring that initiatives were approved and adequately resourced. Hence, the exigency of champions in conducting feasibility studies, providing evidence that supported the initiative, coordinating teams, selling the initiative to stakeholders and adopting alternative strategies for resourcing initiatives where formal structures were not fully supportive, was instrumental in resourcing and developing CE initiatives speedily. For instance, Head of Mobile Banking of Epsilon noted the importance of a champion's organisation skills in getting quick approvals for CE initiatives,

So, like I said the product program, they have to be signed by the heads of all the departments so you must go there ... To make your work easy, you can book an appointment with all the department heads ... You've got about 12 people in a room, you do one presentation, let them shoot you with all the questions. When you finish you pass the paper around and let them sign. That is easy for you. If you don't do that you have to go round to the offices, one by one and that can take you a month.

The Head of Mobile Banking of Epsilon's statement, while highlighting the role of the champion, implicitly notes the role of management in getting initiatives resourced and developed. Consequently, interviewees noted that the ability of champions to effectively resource and develop CE initiatives was largely dependent on the attitude of leaders or management towards those initiatives. Therefore, *leadership or management drive*, i.e. the willingness of leaders or managers to back the development of initiatives through advocacy, prioritization, motivation of teams, quick approvals and resource allocation, was important for resourcing and developing CE initiatives in the case companies. This is because, ultimately, authorization of initiatives and allocation of resources often came from stakeholders in leadership and management roles in the organisation. Hence, it was important for leaders and managers to be interested in the development of CE initiatives and to go beyond mere interest to spur the organisation on for the development of CE initiatives. A former Customer Marketing Executive of Gamma commented on the role of a CEO in developing a CE initiative in Gamma, "*And then 'Person*

X' who was a future leader fellow ... rolled out the plan and set innovation as one of the big buckets, that was when the team was actually flown in to come and do this research so they spent a lot of time in Ghana”.

Conclusively, while the role of the champions was important due to their instrumentality in organizing and coordinating activities and resources towards the successful and speedy development of CE initiatives, leadership or management were integral because their positions within the organisations gave them the ability to provide resources and to generate organisation-wide interest and attention for initiatives.

6.2.1.2 Factors pertaining to the organisation

The influence of organisational factors on resourcing and the speed of developing CE initiatives was not lost on interviewees. Since factors pertaining to the individual operated within the confines of organisations, interviewees noted that factors pertaining to the organisation such as *changes in administration* and *resource availability* influenced how quickly individuals in their companies were able to resource and develop initiatives.

Depending on the peculiar circumstances in case companies, *changes in administration*, that is changes within the management levels of the organisation, had either a positive or negative impact on resourcing and the speed of developing CE initiatives. For instance, in Golf, a state-owned manufacturing company, changes in administration led to the development of some initiatives while the development of other initiatives was stalled, whereas in companies such as Epsilon, Gamma and Delta, changes in administration marked the introduction and speedy development of initiatives. The influence of changes in administration on resourcing and the speed of developing CE initiatives may have to do with the interests of different stakeholders in different types of initiatives, as the case was in Golf, or the need to create an impact as in the cases of Epsilon, Gamma and Delta where the new leaders changed strategy to mark their arrival in the companies.

In situations where changes in administration had a positive impact on resourcing and the speed of developing CE initiatives, interviewees indicated that management of the case companies quickly

made resources available for developing CE initiatives to enable realization of their visions. The Accountant in Golf, a state-owned company subject to changes in administration due to changes in the political space in the Country, noted the role changes in administration played on the continuation and discontinuation of initiatives in the Company, “*‘Product X’ was there long time ago but it was scrapped by the previous administration. But there was an intention to go into it so when ‘Golf’ happened, reorganised, like in terms of machines, machinery and there was the need*”.

In addition to changes in administration, *resource availability* was instrumental in how quickly initiatives were resourced and developed in the case companies. Consequently, interviewees, noting the role of management in approval and resourcing of CE initiatives, indicated that in instances where initiatives were not aligned to the objectives of management, champions and teams had to devise strategies such as improvisation to resource initiatives. This invariably led to delays in developing those initiatives. Hence, the Accountant of Golf, noted the effect of resource availability on the speed of developing CE initiatives within the Company,

Normally it is, it is the, time will be the, how to procure the machines. And then you know this procurement act we have a limit, ceiling as to what we should, so we have to go to the ministry for signing, for it to approve for you to be able to buy over certain amount of money, to pay certain amount of money. So it is, it is the aspect of having the machinery because the raw materials have been worked upon, it’s there, having the machinery to start the process.

Similar to the Accountant in Golf’s remarks, the Group Head of Electronic Banking of Epsilon commented on the effect of resource constraints on the development of CE initiatives, noting that resource constraints often led to obsolescence of initiatives, “*Maybe you took a decision to do it like a year and half ago, the plan was to finish in 4 months, but lack of resources, you descaled the project ... then suddenly you realize that consumer behaviour and consumer need has overtaken ... the project*”.

To conclude, the availability of resources for developing CE initiatives and the presence of favourable changes in administration, i.e. positive changes in administration – new management interested in CE, were considered by interviewees as integral to the resourcing and development of CE initiatives. This was because resources were fundamental to the development of initiatives while positive changes in administration led to an increase in CE activities.

6.2.1.3 Factors pertaining to the initiative

In addition to factors pertaining to the individual and the organisation, interviewees highlighted the importance of factors pertaining to the initiative in resourcing and the speed of developing CE initiatives. Hence, issues relating to whether initiatives were *autonomous or induced*, the *novelty of initiatives* and *regulatory requirements* emerged as important to resourcing and the speed of developing CE initiatives.

Interviewees in some case companies indicated that *autonomous initiatives* – initiatives coming from individuals in the operational levels of the organisation, as opposed to *induced initiatives* – initiatives emanating from top management as strategic direction for companies, took longer periods to develop. For instance, while it took 3 and half months (104 days) to develop an induced strategic initiative in Epsilon, it took 2 years to develop an autonomous initiative in the same Company under similar conditions. The Regional Head of Consumer Distribution of Epsilon remarked on the role of top management in developing the induced strategic initiative saying,

You can have a situation like our current digital drive it was the bold decision of our new group CEO that said that look it's always been an idea that everybody knows that if you go digital your operating expenses is lower and everything but when he assumed office he made it as a major, major, major goal to make sure that we execute that thought. I won't say even strategy, that thought, let's just execute it. So, he just came in to execute that.

As noted in the quotation above, the CEO was interested in driving this initiative as a strategy for Epsilon. Since the initiative emanated from the CEO as a strategy to be implemented by the Company, the CEO, and by extension top management, was convinced about the suitability of the initiative in achieving the strategic goals of the company. This might have led to speedy resource allocation and development of the initiative.

Conversely, with autonomous strategic initiatives, champions had to sell the idea to top management and get their buy-in before obtaining approval from top management for development of those initiatives. Group Head of Electronic Banking of Epsilon reflected on the differences in the speed of developing autonomous and induced strategic initiatives saying,

And luckily for me it got to a point where the Group CEO was on the call every day...It had that visibility so when I needed something done with any other department everybody knows

that I have to do this otherwise the next email will come from him ... any project that has senior management support always gets traction and you get it done... but where you have to run alone ... even from the product paper you still need the various departments to sign off but you need to move from one desk to another, one desk, so that could take a longer time from conceptualisation to development and to implementation.

The statement of the Group Head of Electronic Banking of Epsilon sums up the influence of autonomous and induced initiatives on resourcing and the speed of developing CE initiatives. It is possible to infer from his statement that induced initiatives got the support and attention of individuals and teams, which led to faster approvals and development of initiatives whereas autonomous initiatives did not get the same level of attention.

Both induced and autonomous initiatives could vary in the extent of *novelty* of those initiatives to the case companies. According to interviewees, initiatives which were relatively new to the case companies or context (sector/ geographical location in which the company operated) often required different sets of expertise and knowledge for their development, which the companies did not have. This could lead to delays in developing initiatives. Conversely, initiatives which were replications or adaptations of existing products in the case companies or market took shorter periods of time to develop as noted by the Head of Recovery and Credit Monitoring at Alpha, *“but of course if you’re coming up with something which is being done by someone else it’s easier than something coming from the ground”*. Quality Systems Manager of Kappa further remarked on the differences in completion times of initiatives based on their novelty,

I think when we start a product, averagely within the year product should be out, averagely. Sometimes we do it quicker, it depends, it depends. Some products are very easy to deal with, you can, if you’re mimicking a product where you have on the market you would know the chemistry of the product, you know stability of the product, you don’t really waste time.

In instances where initiatives were new to the case companies, and depending on how flexible CE processes were, i.e. degree of formalisation, the companies leveraged external parties and networks to develop those initiatives. In such instances, interviewees indicated that partner size and the features that governed the relationships could lead to delays in developing initiatives. Head of Brands Marketing and Communications of Beta noted this,

It started somewhere in August thereabout. I’m still on it. So again, depending on who you’re dealing with, so if you’re dealing with a big company like ‘Company Z’ they want to do all the

compliance checks, they want to check everything, the legal guys to check all the documents, make sure everything is done, I is dotted.

In effect, the scrutiny and bureaucracies in getting the partner institution on board led to some delays in developing the initiative in Beta. Similarly, Head of Operations of Alpha indicated that developing an initiative that leveraged the platform of the only institution which provided and managed the platform led to delays in completing the initiative, *“We even started with initiating, getting the providers and all those things, but in fact those providing the system at ‘Institution x’ their system is not ready for us to take off”*.

While there were differences between the financial institutions and FMCG companies on the influence of regulatory bodies on the speed of developing CE initiatives, with the financial institutions reporting more favourable approval durations, some *regulatory requirements* and reforms affected the speed of developing CE initiatives across board. Consequently, interviewees mentioned regulatory requirements such as minimum capital requirements in the banking sector and processes pertaining to approvals as leading to delays in the development of initiatives. For instance, Chief Marketing Officer of Delta, a financial institution, noted the role of new minimum capital requirements in delaying partnerships, and in the subsequent delay in the development of initiatives, *“We were partnering with a commercial bank to, there were two different partnerships ... In both cases, the crisis in the banking sector happened and both of them had to now sort themselves out with their minimum capital requirements so everything ground to a halt”*. In effect, the challenges that arose from the regulatory requirements had a ripple effect on the partnership, which led to delays in developing initiatives in Delta. Similarly, Head of Brokerage of Delta remarked on delays that arise from regulatory requirements saying,

Regulation itself is sometimes lagging behind innovation and regulators always tend to catch up so for example we have a situation where we have some products and we realised that some, most products will have to go through the process which is required to make them acceptable to the regulator, I think will take us 24 months to really develop that product... because if you look at the regulator’s needs then you’re looking at a 24 month waiting period before the, by that time the client would have actually moved on beyond that.

In the manufacturing sector, a Brand Manager of Innovations in Gamma noted the delays that arise from obtaining regulatory authorization to introduce new CE initiatives on the market,

I think they've improved over time to become more cooperative with a listening ear but they are damn slow. They're just, they're not responsive. Like in December they went for holiday for God knows how long, maybe 6 weeks or 8 weeks and there was no response or results on anything we had submitted.

To conclude, factors pertaining to the initiative could as well lead to delays in resourcing and developing CE initiatives. The case of novelty of initiatives for instance, presents a resourcing issue where companies have to search for individuals or companies with the requisite expertise to develop initiatives, invariably leading to delays in developing initiatives.

Table 6.1: Exemplar data on factors influencing resourcing & speed of developing CE initiatives

Themes & Codes	Exemplar data
1. Factors pertaining to the individual A. Urgency champion assigns to initiative	A1: "That varies. I will be a big liar to tell you one month, two months, that varies. And it, it also, a lot of it will depend on you the product owner. You see when you go and you make a good case and you show them the urgency, that we are losing business each and every day this product is not out there so they'll do it quickly for you. You can try out something as quickly as a month, yes and sometimes it takes years. So, it depends" (Head of Mobile Banking, Epsilon). A2: "We don't have a timeline but it depends on how well, thoughtful the product is. Of which everybody knows that oh this product you've put on the table even you coming up you've done all that there is to do, ok" (Head of Recovery and Credit Monitoring, Alpha).
B. Leadership/management drive	B1: "The truth is stakeholders although every reason points to the fact that this is going to be successful to some extent there's a risk associated with it and there were times that stakeholders were reluctant to release all the funds available ... They could for instance release 70%, 80% and you had to work within I mean you had to work within that" (Former Head of Innovations, Gamma). B2: "It was long time ago. We were doing it, we were doing it until we realized that the quality wasn't good so we shelved it. But it's management decision, it's management decision to do that" (Accountant, Golf).
2. Factors pertaining to the organisation C. Changes in administration	C1: "And just to put the change of leadership in perspective, so prior to 2014 it was being handled by the founders so this new CEO is not really part of the founders, he's an independent person hence the strategy to drive...[change]" (Chief Investment Officer, Delta). C2: "Ok so everybody knew that this is the, this is the way to go and as I said we just had a new group CEO who said that look knowing is enough, let's get, let's just get it done. Yes, so it then, he just facilitated the execution" (Regional Manager for Consumer Distribution, Epsilon).
D. Resource availability	D1: "We deferred it timing wise, like there's one, there's a product that we came up with last year which we were supposed to roll out this year but when we look again at the business needs, we don't

	<p>have a lot of resources, all of those things, then we said ok then let's park it maybe until next year. So, sometimes it's driven by financial resources" (Chief Marketing Officer, Delta).</p> <p>D2: "We started this thing I think somewhere last year around May. And the reason why we haven't like I said earlier it is about the core banking system issue ... the developers of the core banking system has [have] to fine tune their system to be able to do this computation" (Head of Operations, Alpha).</p>
<p>3. Factors pertaining to the initiative</p> <p>E. Autonomous vs induced</p>	<p>E1: "I think it took us, we were given 90 days, we were given 90 days to, to do it and I think we met the 90 plus 2 weeks. So, 90 days, then we missed it by another 2 weeks. but ... other projects typically would go beyond 90 days. But this is because you have cross-functional, you have all our executives, all management, fully involved, fully engaged to, to get it done for you to get about 90, 90 days, to finish and go to the stall" (Group Head of Electronic Banking, Epsilon).</p> <p>E2: "But people are also interested in the ones that will come up quick for them to, because this is a business. You don't have 100 years to make sure that something, so the mix of products and services and customer issues that you have to deal with, the focus of staff or management in certain projects if not deliberate, directed by say Managing Director to say that all of you still keep your mind on this... If he doesn't do that, it's very easy for people to keep switching" (Head of Brands Marketing and Communication, Beta).</p>
<p>F. Novelty of initiative</p>	<p>F1: "For the 'Product X' it took us about a year. We had to go through the process. Then there's another product that took us a very long time and then there's another one that took us like one, like this red one, it took us like just one month because some of them are, how do I say it? It's, it's not cast, it's not new, it's not so new... But the one that is very, very, new you have to do a lot of monitoring, you have to do a lot of stability studies to check whether it will be stable on the bench or in the market, considering the weather condition and all that, so it depends on the product. So, some are very quick like a month, some too can take 2 years or 3 years" (R&D Officer, Kappa).</p> <p>F2: "In this digital space, you want to also make sure that you're found in that space ... You need to adapt to times and technology makes life easier so you fall on it to form all our products. It's a base to how our products are being churned out so that we can get the maximum output from that" (Head of Brands Marketing and Communications, Beta).</p>
<p>G. Regulatory requirements</p>	<p>G1: "And now we have tax stamp. So that tax stamp will also be, so it slows down the machine. Now they're not able to do 1,000 because of the tax stamp. So, it slows down the machine. You, if you speed it up, you can't paste the tax stamp on because the tax stamp alone is \$18,000, the machine is going for \$18,000. So, what do you do?" (HR & Admin Manager, Zeta).</p> <p>G2: "'Regulator' has always been a challenge, especially you know innovation is quite critical and always speed to market is critical when it comes to innovation...And many a time there're a</p>

	lot of push back from the regulatory I think what we try to do lately is try and understand each other, more collaborative, so currently there's a fast track process in place where you're required to pay more and get response fast track" (Former Head of Innovations, Gamma).
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6.2.2 Degree of formalisation of CE process

In addition to the factors pertaining to the individual, organisation and initiative identified in the previous section, the empirical evidence showed that the degree of formalisation of CE processes influenced resourcing and the speed of developing CE initiatives in the case companies. Most of the case companies, particularly those in the financial sector, did not have formalised structures for identifying opportunities and generating ideas for CE initiatives as noted by the Head of Brands Marketing and Communications of Beta, “*Ideas come from anywhere*”. This approach may have been adopted by the case companies because it enabled quick identification of CE opportunities. However, once opportunities were identified and ideas generated, the case companies adopted different degrees of formalisation of CE processes for integrating ideas into the companies. In this case, the degree of formalisation refers to whether there were plans in place for CE activities within the company and whether the stages for developing CE initiatives were clearly defined and followed, with clear responsibility and implementation of that responsibility at different stages of the process. For purposes of this study, the different degrees of formalisation of CE processes are categorised as: *lowly formalised*, *moderately formalised* and *highly formalised* CE processes (see table 6.2 for exemplar data on the degree of formalisation of CE process).

The sections below elaborate further on the findings relating to the degree of formalisation of CE processes in the case companies.

6.2.2.1 Lowly formalised CE process

In some case companies, CE processes were lowly formalised in the sense that there were hardly any individuals responsible for developing initiatives, and there were *no standardised processes* to be followed for developing initiatives. Therefore, integral aspects of the process such as those pertaining to feasibility studies, documentation and approval processes were missing, ad hoc or

followed an *informal approach*. It is possible that the low formalisation of CE processes in these companies was mostly due to their conservative approach towards CE characterised by an absence of departments and individuals responsible for championing initiatives.

In effect, companies like Zeta, a manufacturing company, did not have an R&D department and in Sigma, the Quality Control Officer noted the lack of standardised processes for developing CE initiatives, *“We can’t strictly say it’s formal and we can’t also say it’s informal. Sometimes you have to go through the formal way sometimes too the informal way”*. This was evident in the approach to CE and the CE processes of Sigma as the Quality Control Officer noted, *“if the market is actually demanding what is not in conformity with what we do here we will probably bring out something that looks a little similar to what they’re requesting for”*. Consequently, the few CE initiatives which were developed in Sigma took a while to develop as the Production and R&D Manager noted, *“Just like ‘Product A’. ‘Product A’ was formulated in 2015 ... let’s say the ‘Product A’ was 3 years and we haven’t launched it”*.

Similarly, in Delta when the CE process was previously lowly formalised, initiatives were developed over longer periods of time as compared to when it became moderately formalised. The Chief Marketing Officer noted this while discussing one such initiative, *“So that idea of ‘Initiative X’ actually goes back before 2014 when we got here... Oh I think the idea had been there for years”*. However, once new leadership arrived in the company and the CE process became moderately structured, the initiative was developed at a faster pace as the Chief Marketing Officer remarked, *“When, ok let me say, I started in 2014, the CEO started in 2014... We, through that we were able to ... It took maybe about a year and a half from beginning to end”*. The Head of Brokerage noted the previous state of the Company saying,

So up to like 2014, the founders actually were in the business. But what you find from that time till then was a situation where you’re actually asked to prove yourself. And they were not, they always will tell you in confidence that they were not perfect managers, they were not the typical managers.

Consequently, some structure in the CE processes of Delta led to faster development of CE initiatives in the Company as noted by the Head of Brokerage, *“we’re growing, we’re then beginning*

to find the need to be able to move to a place where you can build structure around innovation and its performance”.

To conclude, the empirical evidence showed that lowly formalised CE processes could potentially lead to delays in developing CE initiatives. As in the case of Delta which previously had lowly formalised CE processes, the presence of factors such as the introduction of a new administration with the interest and willingness to support CE initiatives could improve the resourcing and speed of developing new CE initiatives.

6.2.2.2 Moderately formalised CE process

Majority of the case companies had moderately formalised CE processes where there was *some degree of standardisation* of CE processes, and yet some *flexibility* in implementing CE processes. Companies like Epsilon, Kappa, Golf, Bravo and Beta fell within this bracket. In these companies, there was usually some form of structure that had to be followed for developing CE initiatives. However, the process was not always followed, with individuals other than those responsible for championing initiatives taking over, some steps of their standard CE process skipped during the development of initiatives, and some flexibility on the information included in documents for approval of initiatives. Such companies often *lacked deliberate plans for CE* initiatives but may have had *corporate strategies* that recognized CE as important. This was evident in the annual reports and corporate websites of some the case companies.

Additionally, meetings and approval processes were not too formal and individuals championing initiatives had some flexibility on how they coordinated the development of initiatives and where they acquired resources for developing initiatives. For instance, in some cases, such as in Epsilon, their corporate website clearly stated the Company’s strategy of pursuing partnerships and this was evident in how the Company leveraged partnerships for developing CE initiatives. As a result, there was some flexibility in who championed, approved and developed initiatives and in some cases cross-functional teams were only formed to develop initiatives in specific instances such as for developing induced strategic initiatives. For instance, in Kappa, the Quality Systems Manager admitted that while

the Company had standardised processes for developing CE initiatives, there were challenges with consistently following these processes, *“we’re also an ISO certified company so there’s also an obligation on us to follow the processes...but I know there are times though they have challenges following the processes.* The process, he noted, had an influence on the speed of developing CE initiatives saying, *“I keep telling them that I mean the process should not slow you down... the process is actually supposed to make you faster, right?”*. His colleague, R&D Officer of Kappa gave an idea of how long it took to develop initiatives depending on whether the process was followed or not,

For ‘Product X’ it took us about a year. We had to go through the process. Then there’s another product that took us a very long time and then there’s another one that took us like one, like this red one, it took us like just one month because some of them are, how do I say it? It’s, it’s not cast, it’s not new, it’s not so new.... So, some are very quick like a month, some too can take 2 years or 3 years.

Similar to Kappa, Beta’s CE process was moderately formalised as a Credit Analyst of the Company noted, *“there are laid down processes that you would have to follow... I don’t think they have forms. I really haven’t heard of any forms that one has to fill”*. Following on from Beta’s moderately formalised CE process, the Head of Brands Marketing and Communications of Beta remarked about the speed of developing CE initiatives in the Company, *“So, yes it takes time to get an idea out. Sometimes 3 to 6 months, sometimes a year.*

While the degree of formalisation of CE processes in the case companies influenced resourcing and the speed of developing CE initiatives, the interactions with the factors that influence resourcing and the speed of developing CE initiatives was what ultimately gave the case companies different outcomes. In effect, the interactions between the degree of formalisation and factors such as changes in administration, the novelty of initiatives, resource availability and leadership drive led to different outcomes for the case companies. For instance, even though Kappa was moderately formalised, some initiatives took as long as 2 or 3 years to be developed and in Golf, which was also moderately formalised, the Marketing Manager was able to identify factors such as delays in Board approvals as influencing the speed of developing CE initiatives in the Company,

The bureaucracy and the bottlenecks sometimes stalls the kind of initiatives that we do, because yes even when you have come up with initiatives you need to seek approval from the Board, we have a Board, unlike where I was coming from a private entity once we come out with

initiatives sometimes even the timeline, duration we give ourselves three, four months we want to, but this is a state owned company you need to go through the process and the routine, the, the red tapeism is sometimes you know, in excess.

It is possible that these delays in Golf may have more to do with the exigency of stakeholders and the drive of leaders (the Board) to support the CE agenda than with the formalisation or lack thereof of the CE processes of the Company.

Conclusively, moderately formalised CE processes led to better outcomes with regard to resourcing and the speed of developing CE initiatives in the case companies than lowly formalised CE processes. However, as shown above with the example of Golf and Kappa, the outcomes were not solely dependent on the degree of formalisation, but on the interactions between the degree of formalisation and the factors influencing resourcing and the speed of developing CE initiatives.

6.2.2.3 Highly formalised CE process

At the other end of the spectrum to companies with lowly formalised CE processes were those with highly formalised CE processes where deliberate strategies and *plans for CE* and *standardised processes* for developing CE initiatives were duly implemented. Gamma, with its stage gate process, was the company with the most formalised CE process among the case companies, with initiatives going through approvals at each stage before progressing to the next stage. Former Head of Innovation in Gamma noted that, “*at every gate process you need to, at every gate meeting you needed to present that to stakeholders for approval*”. The Company also had a 3 to 5-year plan for CE in place.

A comparison of documents outlining the CE process to be followed for developing initiatives to the actual process during the development of initiatives showed that Gamma followed the process outlined in those documents. Cross-functional teams from specific functional areas responsible for developing initiatives met regularly at set times and there were timelines and monitoring mechanisms in place for developing CE initiatives. Additionally, there was a separate unit in the marketing department responsible for championing initiatives and ensuring that initiatives were developed on time. A Brand Manager remarked on the degree of formalisation of CE processes in Gamma saying, “*there’s a team that is constantly working on innovations... cross-functional ... We have a team in our*

head office that also works together with the local team”, noting that, “the process is, the procedure is largely the same”.

Gamma instituted measures such as the presence of electronic platforms for the submission of documents so that stakeholders could make decisions quickly. Further, templates were made available to guide champions on the specific information to be included in business cases and there were specific individuals and departments responsible for championing, approving and developing initiatives in Gamma. Initiatives followed a structured process characterised by electronic and face-to-face activities that ensured that time was not lost in making decisions. Brand Manager of Innovation in Gamma mentioned this saying,

We would write a paper... Now that ‘paper’ will tell you what we want to do, how we want to do it, who is responsible for what and I mean clarity around the whole project. We write the paper, it gives you a five-year business plan on what we think the potential for it will be, what will be our returns on it if we invest in this project, etc, etc. And we would put in the whole product paper into a system... and then all the approvers would approve.

Due to the highly formalised nature of CE processes in Gamma, the Company was able to decide which initiatives to resource and develop quickly. As noted by the Former Head of Innovations, even novel and radical initiatives could be developed as fast as 8 weeks in Gamma, “‘Product X’ was 8, 8 weeks. ‘Product Y’ took [pause], ‘Product Y’ would have taken about 8 months... Within that range”.

While the highly formalised nature of CE processes in Gamma could be credited for the Company’s ability to resource and speedily develop CE initiatives, it was the interaction between Gamma’s CE processes and other factors such as resource availability that led to the outcomes Gamma experienced. Further, features of the highly formalised CE process, such specificity of responsibility for championing initiatives, had a ripple effect on other components of the process such as the urgency in championing initiatives, and hence led to speedy development of CE initiatives.

Table 6.2: Exemplar data on degree of formalisation of CE process

Themes & Codes	Exemplar data
I. Lowly formalised CE process H. Lack of standardised processes for developing CE initiatives I. Informal approach to CE	H1: The idea was to go and look at restructuring some of the operations and then also to look at their brands and then rejuvenate some of the brands and see if there were any innovations to introduce... Well that was not really structured, it wasn’t structured so what you needed to do was to understand how they operate, then also reorganize it for them. So, basically

	<p>the idea was to first understand, for you to introduce innovation you need to understand what is going on (Former Managing Consultant, Zeta).</p> <p>H2: “It depends on the demand in the market so for R&D some is ad hoc some is like going through the process” (Production and R&D Manager, Sigma).</p> <p>I1: “I mean they were working of course; you can run a business without any written down strategy but it works. It wasn’t just about not having a written strategy but it’s about getting the people to understand the direction because if you don’t have something put down then people will be facing different directions” (Former Managing Consultant, Zeta).</p> <p>I2: “You need systems in place so So currently we’re trying to make it work, the ‘System X’ work and that will mean that what we used to do in the past we cannot do now So, as we speak, we’re restructuring” (Logistics and Procurement, Sigma).</p>
<p>2. Moderately formalised CE process</p> <p>J. Presence of some degree of flexibility in standardised CE processes</p> <p>K. Lack of deliberate plans for CE but presence of corporate strategies recognizing CE</p>	<p>J1: “For us at the bank, we’re not typically on something like R&D like the manufacturer will do so it’s usually, it’s been a knee jerk reaction over the years but lately it’s more streamlined, it’s more strategic where they’ve set up a project management office ... but even they are not the people who sit down to do the ideation to say let’s do this product” (Head, Branchless Banking, Epsilon).</p> <p>J2: “Yes, we have, we have what we call the R&D process in place. We, we’ve been you know, we’ve acquired the ISO certificate so of course we need to put in certain measures that will make us perform as an ISO identified, certified company so we have the R&D process that we follow in our new product innovations and working on improved ones” (R&D Manager, Kappa).</p> <p>K1: “At the broader level we had a goal ... But from 2010 to 2015, leadership actually changed in the firm where the two founders actually stepped aside and the new CEO actually brought in... So then came the strategy document to now say that well ... let’s just have one all-encompassing strategy document where we will recognize the relevance of each subsidiary and its contribution to achieving the goal within a certain timeline... we ensure that at the broader level, we have ... the fine-tuning of ideas, innovations, product services that will actually make sure that we move towards that goal” (Head of Brokerage, Delta).</p> <p>K2: “The business, the entire business has its strategy ... just sort of phased them out so that started with only alcoholic beverage, and then he said we need to be a total business ... we had the, is it a 10-year strategy” (Quality Systems Manager, Kappa).</p>
<p>3. Highly formalised CE process</p> <p>L. Presence & implementation of standardised CE processes</p> <p>M. Deliberate strategies/ plans for CE initiatives</p>	<p>L1: “We have a system for managing all the, so we have something we call ‘X system’ that the ‘X system’ is a process, a management system that we use to manage all these innovations so we have from gate 1 to gate, to gate 3 up to gate 6. Ok, so that is, these are what we use to manage the steps” (Supply Innovations Manager, Gamma).</p> <p>L2: “There’s what we call a gate process where you have your goals and all that stated and you would almost need to be looking at both the, not just the, the consumer aspect but also the financial</p>

	and what kind of CAPEX is required in driving that innovation in the market and whether we had the, the required tools in place to be able to deliver that” (Brand Manager, Gamma).
	<p>M1: “I explained the process, so there’s a 3 to 5-year innovation plan let’s say a 3-year innovation pipeline that’s signed. So, as we sit here, they have an idea, we have an idea what we will do in the next two years” (Former Head of Innovations, Gamma).</p> <p>M2: “What involved, involved basically, putting together the long-term innovation strategy for the business and ensuring it’s, it’s executed, ok. So, with two things here, putting together the long-term innovation strategy, that’s one. The second one had to do with the execution of it which was basically a yearly, I mean a yearly plan” (Former Head of Innovations, Gamma).</p>

6.2.3 Resourcing process

This section presents findings related to the resourcing processes within the case companies. The empirical evidence showed that the pace at which initiatives were resourced influenced the speed of developing CE initiatives in the case companies. The resourcing process on the other hand, was influenced by the interactions between the factors pertaining to the individual, organisation and initiative and the degree of formalisation of CE processes in the case companies. Resourcing activities related to *resource identification*, *acquisition* and *configuration* (see table 6.3 for exemplar data on resourcing process). Interviewees highlighted the activities of internal teams, including those of groups and subsidiaries, collaboration with strategic partners and the services of commercial entities and agencies as important for resourcing CE initiatives. In MNCs, internal teams included the group and other subsidiaries to a large extent and these were equally important in identifying, acquiring and configuring resources for CE. For instance, both Epsilon and Gamma noted the role that teams from their group and other subsidiaries played in resourcing CE initiatives.

The sections below delve further into the findings on the resourcing processes of the case companies.

6.2.3.1 Resource identification

With regard to resource identification, most of the activities were carried out by *internal parties*. According to interviewees, champions and other individuals in the case companies collaborated to identify resources for CE initiatives. Usually, team members from different functional areas contributed

in identifying resource needs for CE initiatives. In addition to champions and individuals from different functional areas, stakeholders in management levels also helped with the identification of resources for CE initiatives through deliberations at the approval level. Aspects of the CE process, such as conducting feasibility studies, the development of supporting documentation and the development of initiatives themselves, led individuals and teams within case companies to collectively identify resources for CE initiatives. For instance, Micro-Finance Coordinator of Bravo noted that each department played a part in resource identification saying, *“As for the resources, we have you know I’ve already stated that we have departments and every department has the resources or they know what they need”*.

Even though most aspects of resource identification were done internally, in instances where initiatives were novel to the case companies or industry, the initial identification of experts to develop the initiative was done internally, with the *external parties/* experts identifying resources for developing the prototypes. For instance, the Group Head of Electronic Banking of Epsilon remarked on the Company’s selection of a vendor who subsequently helped in identifying resources for developing a CE initiative in the Company whereas companies like Golf and Kappa mentioned the instrumentality of external parties in identifying resources for CE initiatives which were novel. HR and Administration Manager of Zeta, for instance, mentioned the role of an external party, i.e. an expert, in identifying trained personnel for a CE initiative saying, *“Yes he brought the other guy from India because we needed to fix an Arrow ...we really needed a real expert to come and help us fix the arrow.... That was when he brought those people that were trained and we were able to train those people here, that even now they’re not here we can still do it”*. In some instances where initiatives were novel to case companies or to the industry in which they operated, case companies, rather than leveraging external parties which would charge fees for their involvement in the development of the initiatives leveraged their *strategic partners*. This was mostly the case for companies with relatively less formalised CE processes. Additionally, such activities often occurred naturally as a result of interactions between the case companies and their strategic partners.

To conclude, internal parties, external parties and strategic partners were involved in identifying resources for CE initiatives. As stated above, case companies mostly utilized internal parties to identify

resources. However, in instances where initiatives were novel, case companies leveraged external parties and strategic partners to identify resources for CE initiatives. The use of different parties for resourcing as has been shown depended on the presence of different factors such as the availability of resources and the degree of formalisation of CE processes.

6.2.3.2 Resource acquisition

Case companies also relied on *internal teams and processes*, *strategic partners* and *outsourcing* for the acquisition of resources for CE initiatives. According to interviewees, champions and teams acquired resources for developing CE initiatives through *internal* approval processes where stakeholders in management levels allocated resources for developing CE initiatives. Additionally, where enough resources were not acquired through internal approval processes, teams and champions often engaged in strategies such as improvisation and cannibalisation of existing products to create resources for CE initiatives. For instance, the Logistics and Procurement Officer of Sigma noted the importance of the Board of Sigma in allocating resources through budget allocations and approvals for CE initiatives, whereas the Chief Marketing Officer of Delta remarked on the need to adopt alternative strategies to support formal allocations from management in cases where the allocations made by management were inadequate,

At the time we did the business case, we did the budget, we did everything and we were told we could only get half. So, in the end, what we ended up doing was the space we cut it in half, so there's a half that's unfinished, we finished half and we're basically using that to generate enough funds and revenue to then build a case for expanding it further. It's one of those things, the business you will never get everything that you ask for, so it's about whatever you get, how creative you can be with it, and still have the most impact.

In effect, the Chief Marketing Officer of Delta's statement refers to the need for internal teams to improvise to bridge resource gaps that occur as a result of inadequate resource allocations from internal sources.

Even though most of the case companies relied on internal teams and processes for acquiring resources, some case companies, depending on the degree of formalisation of their CE processes, were able to leverage *strategic partnerships* for resources such as finances, human resources and knowledge. In most instances, strategic partnerships were leveraged for resource acquisition because the case

companies were facing resource constraints or because initiatives were novel. The newness of initiatives and the lack of resources, therefore, necessitated leveraging strategic partnerships for resources. For instance, the Accountant of Sigma noted the role played by Sigma's strategic partner in providing financial resources for the Company's CE initiatives, "*With respect to finances, you know 'Company' is being supported hugely by 'Company Z', I don't know if you've heard it, 'Company Z' Investments. So, it's, it's a venture capital that once in a while pumps money to 'Company' to assist in its finances*".

Where companies were unable to acquire resources internally or through strategic partnerships, they *outsourced* some aspects of the development of CE initiatives to *external parties*. Companies took this route to resourcing only in instances where the case companies did not have in-house expertise to develop those initiatives. In such cases, the resources case companies typically acquired were human resources and the knowledge those individuals possessed. Most case companies, because of the development of novel initiatives, particularly digital products and initiatives which were technology dependent, had to outsource the development of those initiatives. Zeta was the only manufacturing company that outsourced the development of its CE initiatives, and this was because it did not have an in-house R&D department to do so. However, all the companies, both manufacturing and services, outsourced some ancillary aspects of the development of initiatives such as graphic designing and market research to external parties.

To conclude, case companies used a number of strategies to acquire resources for developing CE initiatives. Mostly, case companies preferred leveraging internal teams and processes to acquire resources for CE initiatives. However, as is the case in all companies, there are competing demands for resources which invariably led the case companies to leverage strategic partners or to outsource some functions where the circumstances allowed.

6.2.3.3 Resource configuration

The activities of *internal teams*, *strategic partnerships* and *commercial agencies* were not only limited to resource identification and acquisition in the case companies. They were equally important for the configuration of resources for CE initiatives. Collectively, *internal teams* in the case companies

collaborated in developing CE initiatives. While the champions coordinated the team activities and identified individuals who could participate in the development of CE initiatives, stakeholders in management levels scrutinized initiatives and monitored the development of those initiatives. Team members from different functional units also participated in developing CE initiatives by contributing their knowledge and expertise for the development of initiatives. In all the case companies, interviewees were emphatic that different individuals collaborated in developing CE initiatives. The QA Manager of Golf noted this saying, *“It’s a team with the R&D people, the Accounts, and then the marketing staff, yes. So, it’s always a team”*. Similarly, the Head of Brands Marketing and Communications of Beta mentioned that knowledge was shared across subsidiaries, *“I think was the second or the first one actually to start, so obviously others too will pick from it. We will share learnings and make sure that other countries do not repeat our mistakes”*.

These team collaborations led teams to determine whether they required the participation of *commercial agencies* or *strategic partners* to develop CE initiatives. In most instances, case companies only required the participation of commercial agencies or strategic partners in the development of CE initiatives which were novel. In such cases, oftentimes, case companies did not have the requisite expertise in-house. In addition to leveraging strategic partners or commercial agencies to configure resources when initiatives were novel, most case companies leveraged commercial agencies for functions which were ancillary to the actual development of CE initiatives such as for market research. Group Acting Head of Mobile Financial Services of Epsilon, for instance, noted the involvement of the Bank’s strategic partners, i.e. telecommunication companies, in configuring CE initiatives, *“We actually worked with the telcos, ‘Telco X’ for, for a savings instrument on ‘platform X’ because we saw the mobile as a channel where we could do so many things”* whereas R&D Manager of Kappa mentioned the use of commercial agencies to test their CE initiatives, *“If we out-source the sensory evaluation to companies we have to finance that”*.

To conclude, the case companies used internal teams, strategic partners and commercial agencies to configure resources for developing CE initiatives. The use of each of these parties was dependent on some considerations such as the inability of the company to configure those resources

internally due to resource constraints, the novelty of initiatives and how flexible CE processes were with respect to leveraging other parties.

Table 6.3: Exemplar data on resourcing process

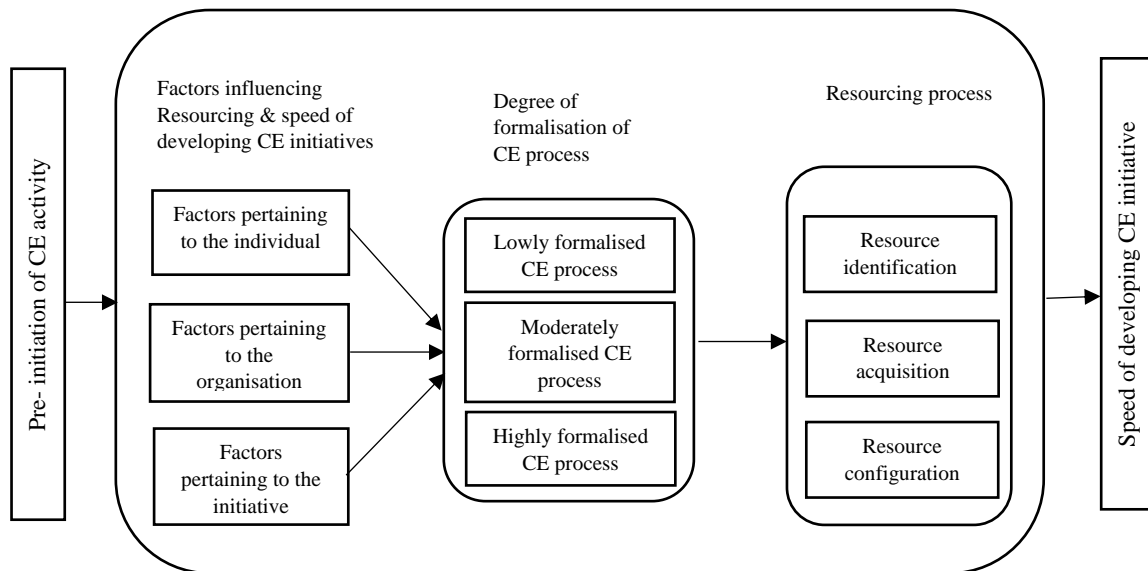
Themes & Codes	Exemplar data
<p>1. Resource Identification N. Activities of champion in collaboration with in-house teams</p> <p>O. Knowledge of external parties</p> <p>P. Leveraging group relationships</p>	<p>N1: “I think when the idea there were a whole lot of deliberations at the meeting and then ...somebody at the management meeting raised that he knows some facility that is not in use. So, that was where it started...Now, with the logistics, it was the technical manager that went to the facility, looked at what they had, what they didn’t have, and what we needed to add to make it complete for us to use, yes. So, it was the work of the technical manager. And then the quality assurance manager was also in charge of getting the place ready” (QA Manager, Golf). N2: “But then next thing is that do you have the resources to do it internally, people, because these days with a lot of these technologies we have options, either you want to go and buy it off the shelf or you want to, develop it internally. So you are looking at do you have the, internal people to, to do it, if not our ‘Product X’ is a new thing I mean to most banks so we went out there, selected, did a few, RFPs” (Group Head, Cards and Electronic Banking, Epsilon).</p> <p>O1: “So, they suggested or proposed companies that can you know help in supplying these machineries to produce these products. So, they are our development partners. So, they will come, they will supply, bring their men to install, make sure that it’s working before they leave” (R&D Manager, Kappa). O2: “We are already in business with them so some of them, let’s say some of them supply us concentrates, yes. So, whatever new development they also will do at their end they sometimes give us some to try” (QA Manager, Golf).</p> <p>P1: “They had done that but at the regional level but we had to localize that so for instance the label we had to localize that to fit in market, in terms of the packaging” (Former Head of Innovations, Gamma). P2: “Sometimes they will use an ingredient which, that is one of my work, any ingredient that is used I must also make sure and compare it to the Ghana Standards requirements whether that particular raw material is allowed in Ghana, ok” (Supply Innovations Manager, Gamma).</p>
<p>2. Resource acquisition Q. Utilizing internal resources & processes</p>	<p>Q1: “Usually before you even get approval there’s a workshop with all the stakeholders so that they allocate resources to make that happen... there’s a project manager who will then be carried, who will then be taken through and then he can” (Head of Mobile Banking, Epsilon). Q2: “You come up with the idea, then the little in terms of money, let’s say as for pricing of property and financing of staff and those things, you the product designer or who else is coming with the idea, that one you’re not... HR will take care of it, finance will take care of this” (Head of Recovery and Credit Monitoring, Alpha).</p>

<p>R. Through strategic partnerships</p>	<p>R1: “We go to government to see what support can you give us. So, in that, in that things like that I know government has a certain amount of money to support the initiative. It gives you some tax incentives in terms of all the equipment that you are bringing will be tax free” (Quality Systems Manager, Kappa). R2: “One of the great things about that partnership is that it saved us a lot of money because we didn’t need to go and build or rent our own branch, like we moved into this location rent-free” (Chief Marketing Officer, Delta).</p>
<p>S. Outsourcing</p>	<p>S1: “We consulted a third party, graphic designer to do the design for us that’s how we came up with this” (Production and R&D Manager, Sigma) S2: “We work with a variety of agencies so for example every brand or category has a media. So, everyone will have a BTL agency and a creative agency so give or take we work across three agencies but we have a host of suppliers that we work with. Give or take we should have a minimum of three agencies” (Brand Manager, Innovations, Gamma).</p>
<p>3. Resource configuration T. Leveraging internal & cross-functional teams</p>	<p>T1: “I will be working on it and then we sought material applicable for the product and then finance will purchase some of the materials that we need” (Production and R&D Manager, Sigma). T2: “Usually the Research Development Department will usually sit to research into the constituents and then bring it to the team and then we all sit to discuss. And then we have timelines as to when and what each team must do” (Quality Coordinator, Kappa).</p>
<p>U. Leveraging strategic partnerships</p>	<p>U1: “‘NGO X’ they are more or less our trainers and sometimes they, they give us grants, sometimes if you need loans and they are basically into these farmers’ groups so if it comes to farming activities, they will give you the loan alright, organize training for you and if possible the farmers’ groups they have them” (Compliance Officer, Bravo). U2: “And as a bank we work hand in hand with them. They had the experience of mass distribution like the FMCGs and we had the know how in financial services. So, we worked together to sort of go to market” (Head of Mobile Banking, Epsilon).</p>
<p>V. Through commercial agencies</p>	<p>V1: “At certain times we do further market survey, market consumer feedback research or market research... in fact, before we started producing all these CSDs and the soft drinks we did that with some of these market research companies” (R&D Manager, Kappa). V2: “We always need to collaborate the graphic designers and make sure that we get the right artwork here and there. So, there are a lot of collaborations that we do before our brands come out” (Marketing Manager, Golf).</p>

6.2.4 An emerging model of resourcing and the speed of developing CE initiatives

The findings of the chapter further informed the development of a model that illustrates the relationship between the factors influencing resourcing and speed of developing CE initiatives, the degree of formalisation of CE process and the resourcing process (see figure 6.2).

Figure 6.2: Resourcing and the speed of developing CE initiatives



The model shows that, the factors influencing resourcing and speed of developing CE initiatives interact with the degree of formalisation of CE process and the resourcing process to influence the speed of developing CE initiatives. In the first instance, the factors influencing resourcing and speed of developing CE initiatives influence the degree of formalisation of CE processes. For instance, leadership/ management drive could determine whether there were plans in place for CE initiatives. Secondly, the interactions between the factors influencing resourcing and speed of developing CE initiatives and degree of formalisation of CE processes influenced resourcing. An example of this is where case companies such as Epsilon with moderately formalised CE processes, in developing novel CE initiatives, had to leverage strategic partners to develop CE initiatives. The interactions between all the elements in the model subsequently led to outcomes with respect to the speed of developing CE initiatives.

6.3 CONCLUSION

This chapter sought to examine how the resourcing process influences the speed of developing CE initiatives. To this end, the chapter shows that the resourcing process interacts with the degree of formalisation of the CE process and certain factors to influence the speed of developing CE initiatives. Further, the chapter shows that the factors which influence resourcing and the speed of developing CE initiatives may pertain to the individual, the organisation or the initiative and that the interactions between these factors, the degree of formalisation of CE processes and the resourcing process may create different outcomes with respect to the speed of developing CE initiatives. Most importantly, this chapter shows that it may be appropriate for companies to adopt different approaches to formalisation at different stages of the development process to ensure speedy development of initiatives; with less formalised CE processes preferable at the initiation stage (opportunity identification and idea generation) and more formalised CE processes post-initiation stage to facilitate the integration, resourcing and speedy development of initiatives.

CHAPTER 7

DISCUSSION

7.1 INTRODUCTION

This thesis has sought to answer questions on how resourcing unfolds during the CE process, how resourcing occurs during the process of CE in emerging economies, and how resourcing influences the speed of developing CE initiatives. While previous chapters have presented the findings related to each of these questions, this chapter discusses the findings presented. Consequently, the chapter discusses the findings in each chapter and presents a separate discussion that synthesises the findings of the three analysis chapters.

7.2 DISCUSSION

This section of the chapter presents discussions on each of the three empirical chapters and a separate section which discusses all three empirical chapters. Hence, the section that synthesises the findings of all the three empirical chapters shows how the chapters relate to each other. The sections below present the discussions as outlined above.

7.2.1 Resourcing corporate entrepreneurial initiatives: The process

The chapter on ‘Resourcing corporate entrepreneurial initiatives: The process’ sought to understand how resourcing unfolds during the CE process. This section discusses the findings of the chapter, i.e. the categorisation of the CE process into 4 stages based on resourcing, the delineation of the stages of the CE process where different dimensions of resourcing may be prevalent and the role of external parties in resourcing CE initiatives. The sub-sections below discuss each of these findings in relation to the literature.

7.2.1.1 Categorisation of CE process into 4 stages based on resourcing

The chapter on ‘Resourcing corporate entrepreneurial initiatives: The process’ presented a categorisation of the CE process into four stages based on how resourcing occurred in the case companies. These stages are the initiation stage (opportunity identification and idea generation), the pre-approval stage (feasibility studies, concept development and documenting idea), the approval stage

(top management's authorisation) and the post-approval stage (development and commercialisation). The chapter, in presenting its findings, highlighted the activities and processes that fall under each of these categories.

With respect to the categorisation of the CE process into four stages, it is important to note that the labels under this categorisation, such as approval stage and initiation stage, are not exclusive to this research. In effect, CE research and research in related domains such as innovation have used those labels to describe stages of the CE process. Consequently, previous CE research (Burgelman, 1983b; Floyd and Wooldridge, 1999; Bloodgood et al., 2015) have mentioned stages such as opportunity identification, feasibility, approval and development. While this is the case, most of these categorisations of the CE process have been generic, without an emphasis on resourcing or other perspectives. What this research does differently is to categorise the CE process based on the resourcing process. Hence, this thesis takes cognisance of interviewees' emphasis on different aspects of resourcing at different stages of the CE process to present its categorisation. With the exception of Bower's (1970) model on resource allocation, which categorises the CE process into stages based on resource allocation, CE studies have not factored resourcing into the categorisation of its stages. Even then, Bower's (1970) model focuses on resource allocation, whereas resourcing includes far more than the allocation of resources, it also includes the identification and configuration of resources. Furthermore, Bower's (1970) model, categorises the CE process using labels such as the definition stage, the impetus, and the structural context. These labels, i.e. Bower's (1970) labels, are quite different from current labels of the CE process which describe the activities in other terms. Hence, the categorisation of the stages based on resourcing, and using labels that the field is conversant with, such as initiation and approval stage, makes it easier for researchers to identify with the categorisation this thesis presents.

Secondly, the categorisation of the CE process into four stages based on resourcing goes beyond the typical approach of CE researchers where resourcing is highlighted as part of the process, but not as a process that pervades throughout the CE process. Consequently, previous CE research (Hornsby, Kuratko and Zahra, 2002; Hornsby et al., 1993) include resource availability as part of the CE process,

whereas in its actuality, resource availability is insufficient for developing CE initiatives. As stated previously, the acquisition of resources has to be supported by their effective identification and configuration. In categorising the CE process into four stages based on resourcing, what this research suggests is that resourcing pervades throughout the CE process – it does not occur at a single stage where teams and champions acquire resources through management approvals. In effect, resourcing occurs as opportunities are identified and progress through all the stages. This view of resourcing as a process that occurs throughout the CE process, rather than a one-off activity is important because it enables researchers to identify different aspects of resourcing that occur in the CE process and their influence on the CE process whereas practitioners can pay attention to different aspects of resourcing as the development of CE initiatives progress, rather than focusing on resourcing only when they need to acquire resources.

Thirdly, in identifying the core and underlying processes that occur during the process of CE, particularly in relation to resourcing, the analysis highlights certain dynamics that occur during the CE process. For instance, in progressing from initiation to pre-approval, approval and post-approval, the empirical evidence highlights some patterns in how resourcing occurs depending on whether the initiative is a strategic choice or an idea from individuals within operational levels within the organisation. While CE research (Ireland, Covin and Kuratko, 2009; Dess, Lumpkin and McGee, 1999) has moved from viewing CE as an autonomous activity (Vesper, 1984) that arises from individuals in the operational levels of the organisation, the implication of the source of CE ideas on the resourcing of initiatives has not been explicitly stated. What the analysis highlights is that whether CE initiatives are strategic choices or not may have implications for resourcing those initiatives. For instance, the analysis shows that in some instances where initiatives were conceived as a strategic choice by those in top management, championing the initiatives was done by those in top management levels because of the strategic interest in the initiatives. For example, an Executive Director championed an initiative in Epsilon even though initiatives were usually championed by product managers in Epsilon. This observation on the influence of strategic decisions, i.e. the interest of top management, on resourcing and development of initiatives runs through all the three empirical chapters of the thesis.

Finally, the initiation stage of the categorisation points to interesting dynamics centred around the source of ideas for CE initiatives. While CE literature (Ireland, Covin and Kuratko, 2009; Guth and Ginsberg, 1990; Hornsby, Kuratko and Zahra, 2002; Zahra, 1993; Covin and Slevin, 1991) has highlighted the importance of internal, strategic and external factors for introducing CE initiatives in companies, one aspect that has not attained considerable attention has been the role of networks as an antecedent of CE (Kotabe and Swan, 1995; Rangan, Dover and Streeter, 2000). For instance, the literature review notes that Sakhdari's (2016) category of networks as an antecedent of CE and recognition that networks may possess ability, motivation and opportunity for knowledge sharing and learning was an interesting one. The empirical evidence showed that networks, i.e. strategic partners, were important in identifying opportunities in the case companies. Consequently, case companies like Epsilon, Kappa, Golf and Bravo noted the importance of their network partners in the initiation of ideas. In addition to networks, another interesting source of ideas in the case companies was the context, i.e. through institutional voids. The fact that institutional voids served as opportunities that companies harnessed for growth rather than impediments to business (Khanna, Palepu and Sinha, 2005; Khanna and Palepu, 1997) was an interesting finding. Previous research (Mair, Marti and Ganly, 2007) has generally noted the ability of social entrepreneurial companies to leverage institutional voids for growth. The ability of corporate entrepreneurial companies to do same, therefore, shows that companies can be versatile in the ways they confront seeming challenges in their contexts.

7.2.1.2 Delineation of the CE process where different dimensions of resourcing may be prevalent

In addition to categorising the CE process into four stages based on resourcing, the analysis also identifies where in the CE process each resourcing dimension occurs the most. This part of the analysis was built on the stages of the CE process identified in the previous section, therefore, the prevalence of different aspects of resourcing are tied into the different categories of the CE process. Consequently, the analysis indicates that resource identification may be more pronounced during the pre-approval and post-approval stages, resource acquisition is heightened during approval and post-approval stages, and resource configuration is more observable at the post-approval stage. Despite the

predominance of each resourcing dimension at different stages of the CE process, resourcing occurs throughout the CE process.

Firstly, even though CE research (Covin and Miles, 1999; Bower, 1970; Greene, Brush and Hart, 1999; Floyd and Wooldridge, 1999) has often alluded to the presence of resource acquisition during the approval stage of CE, the same cannot be said for resource identification and configuration. For instance, Kuratko et al. (2005) note the importance of top management for resource allocation, which suggests that resources are acquired for CE initiatives during the approval stage. However, even though they mention the importance of middle managers for resource identification, they do not indicate the stages where middle managers identify resources. Hence, thus far, research has not delineated where in the CE process resource identification and configuration occur the most. This follows on from the previous argument that notes the concentration of CE research on resource availability (Hornsby, Kuratko and Zahra, 2002; Hornsby et al., 1993). Consequently, the emphasis on the acquisition of resources has meant that the other dimensions of resourcing have not been given as much attention, particularly with respect to where in the process they occur. The analysis, therefore, goes beyond highlighting the roles of different levels of management in the organisation in resourcing CE initiatives as done by other researchers (Stopford and Baden-Fuller, 1994; Floyd and Wooldridge, 1999; Hornsby, Kuratko and Zahra, 2002), to identify the stages of the CE process where different resourcing dimensions may be heightened. The empirical evidence showed that even though resourcing occurs throughout the CE process, it peaks during the post-approval stage where all the resourcing activities are heightened. This insight is important because, researchers, armed with this knowledge will know what aspects of resourcing to look out for at different stages when studying the CE process whereas practitioners will know how to concentrate their efforts during the development of CE initiatives.

Secondly, the analysis at this stage subtly highlights the involvement of different facets of the organisation and other parties in the identification, acquisition and configuration of resources for CE initiatives. While previous research (Stopford and Baden-Fuller, 1994; Floyd and Wooldridge, 1999) generally regards middle management as the locus for CE activity, it is interesting to note the dynamics at play between different organisational levels and parties in the development of CE initiatives. Most

importantly, this part of the analysis aligns with research that highlights the role of external parties in resourcing CE initiatives (Bloodgood et al., 2015; Teng, 2007; Eisenhardt and Schoonhoven, 1996). The previous emphasis on internal mechanisms, i.e. parties and strategies, in resourcing CE initiatives, while grounded in the view that CE is an internal activity (Burgelman, 1983a, 1984; Nielsen, Peters and Hisrich, 1985), is no longer tenable with the current demands of time as shown by the empirical evidence. The fact that, the role of external parties was highlighted in the identification, acquisition and configuration of resources shows that it is important for researchers and practitioners alike to pay attention to the role of external parties in resourcing CE initiatives. Practitioners in particular, can develop different strategies for leveraging external parties and creating synergies with such parties to enable effective development of initiatives.

7.2.1.3 The role of external parties in resourcing CE initiatives

As stated in the previous section, the analysis highlighted the role of external parties in resourcing CE initiatives. This section of the discussion delves further into the findings relating to the use of external parties in resourcing CE initiatives. While the empirical evidence clearly showed the preference of internal mechanisms for resourcing and developing CE initiatives, the study showed that in some instances, case companies had to leverage external parties to develop CE initiatives.

Despite the appreciation of internal resourcing of CE initiatives (Burgelman, 1984; Wolcott and Lippitz, 2007; Biniari et al., 2015), CE research has clearly progressed beyond that to embrace the involvement of external parties in resourcing CE initiatives (Teng, 2007; Eisenhardt and Schoonhoven, 1996). Nevertheless, the literature has mostly focused on the acquisition of intangible resources from external parties. Consequently, researchers have noted the importance of external parties such as networks in providing information, access to novel technology, technological knowledge and expertise for developing initiatives where companies are unable to do so themselves (Eisenhardt and Schoonhoven, 1996; Van de Vrande and Vanhaverbeke, 2013; Teng, 2007; Rothaermel, 2001; Barringer, Jones and Lewis, 1998). What this thesis adds to current discussions on the role of external parties in resourcing CE initiatives is that, external parties may also provide tangible resources for developing CE initiatives. Indeed, the resourcing benefits from external parties transcend beyond the

acquisition of knowledge or technical expertise, they include the acquisition of physical and financial resources. Furthermore, resourcing from external parties may not only include the acquisition of human resources and the configuration of resources by those individuals as they develop initiatives, but can also include resource identification.

The empirical evidence suggests that companies which were internally reliant for resourcing their CE initiatives, only acquired resources (human resources and technical expertise) from external parties to develop their CE initiatives, whereas those companies which made greater use of external parties did so beyond the usual need for human resources and technical expertise – they acquired physical and financial resources from external parties. Most of the companies in the latter group, such as Epsilon, Bravo, Kappa and Sigma were able to do so because their company missions and practices allowed them to do so and recognised external parties as integral to their activities. Hence, this finding supports research that notes the importance of external parties in resourcing CE initiatives. Further, it extends research by showing that external parties can play enhanced roles in resourcing CE initiatives. Consequently, practitioners, based on this knowledge, can extend their resourcing partnerships with external parties beyond the acquisition of knowledge and technical expertise.

Secondly, the analysis shows patterns in how resourcing occurs in companies. Hence, the empirical evidence showed relationships between the approach companies took to resource identification, acquisition and configuration. In effect, if a company had to acquire resources externally to develop a CE initiative, it was more likely that those external parties would have to identify resources for developing the CE initiatives whereas if a company could develop an initiative itself, it was more likely to identify and acquire the resources for developing the initiative internally. This insight of the process is useful for practitioners in that with this knowledge, they can properly plan their resourcing activities to fit into their strategy of being internally reliant or otherwise when developing their CE initiatives.

7.2.2 Resourcing corporate entrepreneurial initiatives: Exploring the underlying factors and relationships

While the previous section elaborated on the findings on the process of resourcing CE initiatives by delving into issues pertaining to the categorisation of the stages, the fit between these stages and resourcing and the role of external parties in resourcing CE initiatives, this section explores the factors at play and the relationships that occur as the development of CE initiatives progress. Consequently, the analysis of this section was driven by the need to understand how resourcing of CE initiatives in emerging economies occurs. This section, therefore, presents a model which illustrates the interactions that occur as companies mobilise resources for CE initiatives. The section further identifies and explores the relationships that occur between the different dimensions of the model, with emphasis on the role of networks in the process.

7.2.2.1 Model on resourcing in CE

One of the most significant outcomes of the analysis has been the presentation of a model which illustrates the relationship between the determinants of the resourcing process, the type of initiative and mobilising resources for CE initiatives (see Figure 7.1 below).

Figure 7.1: Resourcing process in corporate entrepreneurship

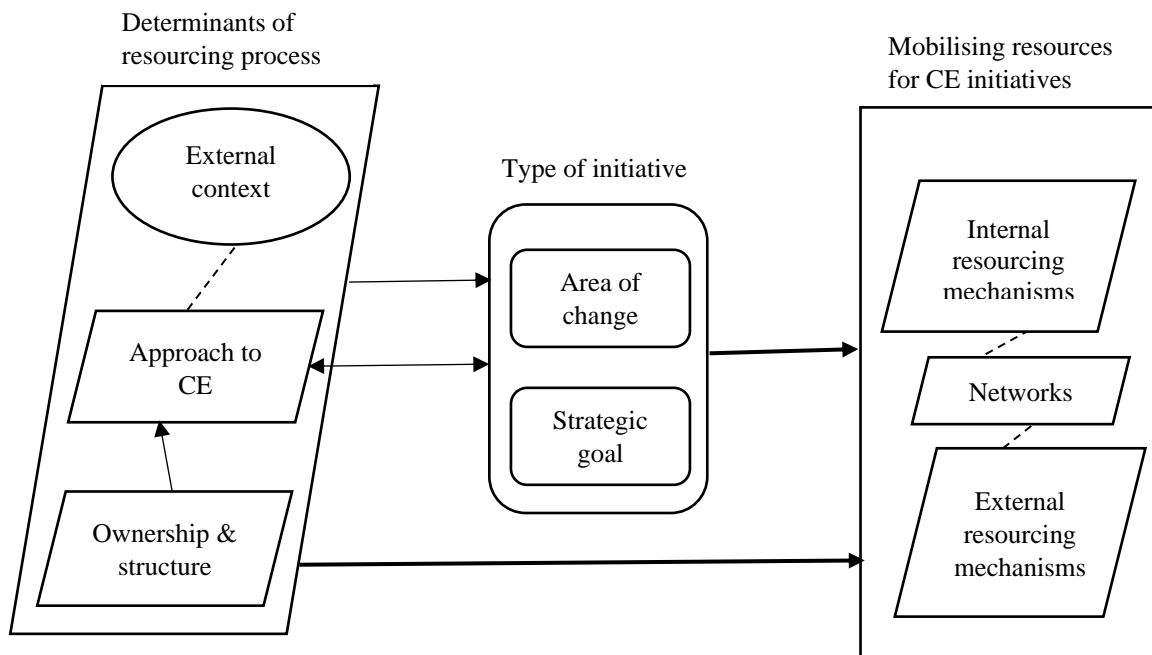


Figure legend: Parallelogram – Input/ Output; Oval – Event outside the control of the firm; Sharp cornered rectangle – An activity; Round cornered rectangle – Decision; Normal arrows – Underlying relationship; Deep arrows – Core relationships; Dotted lines – Overlapping relationships

As indicated in the methodology section, this model (Figure 7.1) contains the same elements and patterns of relationships as those in Figure 5.2 (Chapter 5). However, the shapes in this figure have been ascribed meanings, as suggested by the figure legend. The model shows that the determinants of resourcing process is made up of the external context, the approach to CE and ownership and structure; the type of initiative comprises the area of change and strategic goal; and mobilising resources for CE initiatives involves internal and external resourcing mechanisms and networks.

While previous research (Hornsby, Kuratko and Zahra, 2002; Hornsby et al., 1993; Borch, Huse and Senneseth, 1999; Kuratko et al., 2005) has identified some factors, such as the role of top and middle management, which influence resourcing and discussed the relationships between such factors, this model is interesting in several ways. Firstly, with respect to the determinants of resourcing process, this model shows that some antecedents of CE may actually influence the resourcing of CE initiatives. This argument is advanced in the light that, the external context, the approach to CE and the ownership and structure, relate to some of the internal, external and strategic factors advanced by researchers as antecedents of CE (Covin and Slevin, 1991; Guth and Ginsberg, 1990; Zahra, 1993). For instance, at the thematic level, we find that the elements listed as antecedents of CE such as the organisation form and structure, top management's values and behaviours fall under the ownership and structure. This model goes beyond that to identify the specific behaviour of top management, i.e. the level of autonomy, that influences the resourcing process.

Again, even though researchers (Zahra, 1993; Guth and Ginsberg, 1990) note that organisational processes may influence the introduction of CE initiatives, this model gives an example of an organisational process which matters by identifying the level of formalisation of CE process (under the approach to CE) as important. Furthermore, even though previous CE research (Covin and Slevin, 1991; Guth and Ginsberg, 1990) has identified external factors which are important antecedents of CE, this study goes beyond the identification of external factors that influence CE such as political, economic and social factors to identify the specific factors, i.e. economic indicators and institutional factors, important for determining the resourcing of CE initiatives. Consequently, with respect to the determinants of the resourcing process, this model shows that some antecedents of CE may in fact

influence the resourcing of CE initiatives, and further identifies specific factors and processes, such as the level of formalisation of CE processes, the level of autonomy, economic indicators and institutional factors, that influence the resourcing of CE initiatives.

Secondly, the model confirms the influence of the type of initiative on the resourcing of CE initiatives. Previous research (Dess et al., 2003; Covin and Miles, 1999; Eisenhardt and Schoonhoven, 1996; Van de Vrande and Vanhaverbeke, 2013) has noted the need for initiatives to be financially viable for them to be allocated resources and the need for companies to involve external parties in the development of initiatives which are radical. Consequently, this model confirms that the radicalness of initiatives (area of change) and the profit maximizing motive (strategic goal) may indeed influence the resourcing of CE initiatives. Furthermore, the model notes the importance of other motives such as reputation enhancement, and the influence of other factors such as the nature of the opportunity on the resourcing of CE initiatives.

Finally, the model highlights the role of networks and external parties in supporting the internal mechanisms used by companies to mobilise resources for CE initiatives. The nuances involved, are important in highlighting the relevance of this model. Particularly, as highlighted in the previous section on the role of external parties, this model presents opportunities to highlight the role of networks and other external parties in resourcing aspects that transcend the acquisition of intangible resources.

7.2.2.2 Relationships in the model on resourcing process in CE

The previous section ends by noting the importance of the dynamics that occur between the factors and processes in the model (Figure 7.1) in contributing to the CE field. Consequently, this section explores the relationships that occur between the different facets of the model for the resourcing of initiatives. As the model shows (see the arrows), the relationships occur at different levels – within aggregate dimensions such as the ownership and structure influencing the approach to CE; and across dimensions such as the determinants of resourcing process influencing the type of initiative.

Firstly, the model shows that both the ownership and structure and the external context may influence the approach to CE, i.e. the level of formalisation and the responsibility for developing CE initiatives. Based on the previous argument that some antecedents of CE may influence the resourcing

of CE initiatives, it follows that the influence of ownership and structure and the external context on the approach to CE as shown in the model is not surprising. Additionally, the influence of the determinants of the resourcing process on the type of initiative, particularly with respect to the radicalness of initiatives and the profit maximising motive have already been established in the literature (Covin and Miles, 1999; Van de Vrande and Vanhaverbeke, 2013). Therefore, what remains of interest is the underlying relationships that occur and how these influence resourcing. For instance, even though the empirical evidence established that ownership and structure influenced the resourcing of CE initiatives, the peculiarities of the sample made the findings interesting. This is because, the fact that some case companies were owner managed, meant that the dynamics in resourcing CE initiatives displayed in those companies were different from those in companies managed by agents (professional managers) who represented the shareholders. Examples of these are the owner of Zeta's prejudice towards change which led to challenges in resourcing and developing CE initiatives and in Kappa's case, the owner's zeal towards CE, which led him to generate most of the ideas for CE initiatives and to bypass some of the formal processes for resourcing and developing CE initiatives. Compared to Golf, which was a state-owned company, it was interesting to observe the effect of owners on the resourcing and development of CE initiatives. This goes to show that the ownership of companies may influence the types of initiatives developed and the resourcing processes for initiatives. Therefore, it is important that companies identify individuals interested in the development of CE initiatives for management positions since they will invariably, through the level of autonomy, decide which initiatives to develop and how to resource them. It also hints at the role of power and influence in the resourcing of CE initiatives and shows that power dynamics in organisations may very well determine how initiatives are developed. This is similar to Bower's (1970) argument that initiatives go through political and social forces at the impetus stage to obtain resources. Consequently, companies can find ways of distributing power in a more effective manner by empowering teams and decentralising some aspects of the resourcing of CE initiatives.

Secondly, the chapter, in noting the importance of the determinants of resourcing process and types of initiatives, shows that interactions between these dimensions may lead to different ways in

which resources are mobilised. Most importantly, as noted in previous sections, the role of networks and external parties is highlighted in the model. While networks, both internal and external, have been shown to be important in resourcing CE initiatives, the emphasis has been on the use of internal networks for knowledge and resource exchanges in CE (Kelley, Peters and O'Connor, 2009; Sirmon, Hitt and Ireland, 2007; Hayton, 2005). What the empirical evidence showed was that, depending on the type of initiative and the disposition of management towards that initiative, different approaches were used for the mobilisation of resources. In effect, the analysis highlights different parties and networks involved in the resourcing of CE initiatives and shows that, the parties may be leveraged based on whether the entrepreneurial companies wanted/ had long-term or more temporary relationships with the party, which invariably determined whether the entrepreneurial companies would pay fees for resourcing arrangements or not and whether the other party expected economic returns or other returns such as legitimacy or reputational capital from those arrangements.

While the literature (Larson, 1992; De Carolis and Saporito, 2006; Nahapiet and Ghoshal, 1998) mostly points to the need for economic returns for network partnerships and the acquisition of intangible resources from such arrangements, the empirical evidence of this study shows that some network partnerships may not be formed for economic benefits. Consequently, the findings show that some partnerships may be formed for legitimacy or reputational capital, and that such partnerships may be useful in resourcing arrangements that transcend the provision of knowledge, information or technical expertise. For instance, Epsilon relied on its strategic business networks for servers, Kappa and Golf obtained ingredient samples from strategic networks, whereas Epsilon and Bravo obtained financial resources from strategic social networks. It is possible that CE research may not have recognized the influence of different motives on the resourcing of CE initiatives because they consider initiatives which are reputation enhancing to fall under related areas such as corporate social responsibility, social entrepreneurship and corporate social entrepreneurship. Nevertheless, the analysis shows that even though some CE initiatives fall largely under the commercial or business pursuits of companies, there may be underlying objectives such as reputation enhancement to these initiatives. Consequently, these findings with respect to the role of networks and external parties in resourcing CE initiatives move

discussions in CE towards the need to acknowledge the prominence of networks for the resourcing of CE initiatives, the identification of the types of resourcing arrangements that may be applicable to different situations and the recognition that companies may have underlying motives for developing CE initiatives which may influence the resourcing arrangements for such initiatives.

Finally, the empirical evidence highlights the role of the external context in not only influencing how initiatives are resourced, but in determining the types of initiatives companies develop. The influence of institutional factors and economic indicators in impeding or facilitating the introduction and development of certain types of initiatives presents an interesting angle to this study. Even though, previous research (Guth and Ginsberg, 1990; Covin and Slevin, 1991; Zahra, 1993; Ireland, Covin and Kuratko, 2009) indicates that external factors may lead to the introduction of CE initiatives, this study goes beyond that to show that the external context may influence the types of initiatives that companies develop. In particular, the role of institutional voids as opportunities for growth (Mair, Marti and Ganly, 2007) highlights the need for companies to pay attention to the institutional and economic factors they face. Furthermore, instead of companies avoiding contexts, such as Ghana, because of the existence of institutional and economic factors, companies can leverage such opportunities to develop CE initiatives that solve some of those problems and provide financial incentives for the companies. The empirical evidence showed that companies such as Epsilon, Delta, Alpha and Beta were able to take advantage of the poor savings culture, low technological infrastructure and informal sector to develop CE initiatives. For instance, Epsilon took advantage of the poor savings culture, the presence of Ponzi schemes and the low technological infrastructure in Ghana to introduce innovative investment products that leveraged the mobile money platform of its strategic partner. This goes to show that companies in contexts such as emerging economies which are faced with peculiar circumstances can leverage them to grow their businesses.

7.2.2.3 The role of networks in resourcing CE initiatives

Previous sections of this discussion chapter have highlighted the role of external parties in resourcing CE initiatives. Furthermore, the section above mentions the role of networks in resourcing CE initiatives. What this section does is to elaborate further on the types of networks companies

leveraged to mobilise resources for CE initiatives and the circumstances under which these networks were leveraged. Hence, the discussions in this section centre on the use of intra-organisational networks, strategic business networks, and strategic social networks for mobilising resources for CE initiatives.

Firstly, similar to the widely held view that companies leverage external sources for resources in instances where such resources cannot be internally developed or accumulated (Maritan and Lee, 2017; Bloodgood et al., 2015; Sirmon et al., 2011), the empirical evidence showed that case companies only leveraged external parties, including networks, in instances where they were unable to do so internally. Furthermore, as shown by previous researchers (Teng, 2007; Eisenhardt and Schoonhoven, 1996; Van de Vrande and Vanhaverbeke, 2013, Rothaermel, 2001) that companies leveraged networks for resources such as information and technical expertise, especially in situations where they were developing technologically complex initiatives, the empirical evidence showed that the case companies followed similar patterns. Hence, case companies like Epsilon, Kappa and Beta, in developing technologically demanding initiatives, which were radical departures from their core competencies, leveraged external networks to facilitate the development of their CE initiatives. Case companies, therefore, limited their use of external networks to instances where they did not have the internal capacity and resources for developing those initiatives. Consequently, companies, with this knowledge may strategize appropriately and start identifying external networks that may facilitate the development of their initiatives when they embark on the development of radical and technologically complex initiatives.

In addition to the use of networks for developing technologically complex initiatives or radical initiatives, the empirical evidence highlights the role of strategic goals in determining the use of networks for resourcing CE initiatives. As noted by previous researchers (Dess et al., 2003; Covin and Miles, 1999; Greene, Brush and Hart, 1999; Floyd and Wooldridge, 1999), companies often require champions to demonstrate the feasibility of initiatives before they allocate resources for developing those initiatives. However, in some instances, as shown by the empirical evidence, initiatives in the case companies did not fully satisfy the conditions for resource allocation. This is where Bower's (1970) argument that some political and social forces may control the decisions of managers on whether to

support initiatives or not becomes relevant. In effect, in addition to the need for initiatives to satisfy conditions of financial viability, decision-makers, i.e. top management were interested in some initiatives because they were reputation enhancing, and yet were unwilling to fully resource such initiatives because of competing demands in the organisation. Hence, champions and teams in the case companies leveraged network partners to resource and develop such initiatives.

Such initiatives often had social implications and provided reputational capital and legitimacy to both the network partner and the entrepreneurial company and were likely to become financially viable in the medium to long-term. Case companies like Epsilon, Kappa and Bravo leveraged network partners for developing reputation enhancing initiatives, whereas in instances such as in the case of Alpha which was not versatile enough to do so, an initiative had to be discontinued. Consequently, it is important for companies to adopt some flexibility and versatility in the mobilisation of resources for developing their CE initiatives. An awareness of avenues and possible network partners to be leveraged for developing CE initiatives will enable companies to better resource and develop their CE initiatives.

7.2.2.4 Types of networks in resourcing CE initiatives

The different roles networks play in resourcing CE initiatives bring to the fore the types of networks used in different scenarios. The argument here is that researchers and companies must be aware of different network relationships that may be leveraged for developing CE initiatives and be able to identify where such networks may be useful. Consequently, this section discusses the use of intra-organisational networks, strategic business networks and strategic social networks in resourcing CE initiatives.

In discussing the types of networks, this section first reflects on the types of relationships that the case companies leveraged in their network. It was observed that, case companies often leveraged three types of relationships. The first involved close relationships (structurally or geographically) which were formed by virtue of ties within the organisation; the second comprised relationships with external parties that the company dealt with regularly and which were driven by mutual economic goals; and the third was characterised by relationships which provided mutual benefits to both parties, with the

entrepreneurial company obtaining both commercial and social utility while the network partner obtained social benefits in the form of legitimacy and reputational capital.

The first set of relationships, which could be between a group and its subsidiary companies or between different units/ departments/ individuals within the company is referred to as intra-organisational networks, while the second type of relationship refers to strategic business network. The third relationship described above is strategic social network. The notion of strategic social networks, and the interest of one party in social benefits primarily, run contrary to literature (Larson, 1992) that asserts that companies often require mutual economic exchange or the possibility of the transaction to grow as a source of new revenue to form network ties. However, apart from intra-organisational networks, both strategic business and social networks were formed based on the prior network relationships and the reputations of the actors in terms of personal trust and capabilities (Hoang and Antonic, 2003; Larson, 1992). In some instances, as in the case of Epsilon and its telecommunication company partner, where the patterns of prior relationships with network partners changed from that of service provider and customer to strategic business partners, the new patterns represented appropriable organisation (Nahapiet and Ghoshal, 1998).

The empirical evidence showed that intra-organisational networks were leveraged in all the case companies for resourcing CE initiatives. While this was the case, their influence was more noticeable in MNCs, like Gamma and Epsilon, where subsidiaries leveraged other subsidiaries and the group for resourcing CE initiatives. Strategic business networks, on the other hand, were mostly leveraged in instances where the case companies embarked on the development of radical or technologically complex initiatives, as the case was in Epsilon, Kappa and Golf. Strategic social networks were predominantly used for resourcing reputation enhancing initiatives as was done in Epsilon, Bravo, Kappa and Sigma. As noted in the previous section, there is the need for companies to be versatile enough to leverage each type of network when the circumstances demand so.

While the importance of networks and the types of networks at play in the case companies are notable, it is possible that the types of networks and the roles they play can be explained by the context. Generally, research on emerging economies has noted the importance of networks and relationship-

based strategies for competitive advantage (Meyer et al., 2009). Consequently, it is possible to argue that networks may have played an important role in resourcing CE initiatives because of the context – one marked by social interventions and policies to create inclusiveness and empower different segments of the population. This assertion may be buttressed by the finding of Yiu and Lau (2008) which indicates that political and reputational capital are more relevant for performance of CE initiatives in emerging economies. In this case, the empirical evidence shows that reputational and social capital may in fact be more useful for resourcing CE initiatives. Political capital, while important for resourcing CE initiatives, did not directly influence resourcing in this context. For instance, even though Bravo, Kappa, Epsilon and Gamma, obtained some financial reliefs and incentives from government, these were often routed through agencies, regulatory bodies and non-governmental organisations.

Consequently, it is possible to argue that differences in the influence of different types of networks and the capital inherent in networks, as in the case with the findings of this study and Yiu and Lau's (2008) study can be explained by the heterogeneity of emerging economies (Hoskisson et al., 2013) – the latter was conducted in China while this study was conducted in Ghana. It could also possibly be due to the fact that Yiu and Lau's (2008) study relates broadly to CE performance whereas this study relates to resourcing CE initiatives. Nevertheless, even with the differences in context, it is possible to argue that, the types of initiatives, i.e. radical or reputation enhancing, may be relevant in determining the types of networks that may serve the purposes of organisations in resourcing CE initiatives. CE researchers may therefore benefit from identifying other types of networks that may arise in other contexts depending on the peculiarities of those contexts whereas practitioners may be more observant of the types of networks available for resourcing different types of initiatives. Furthermore, as stated previously, the findings may be applicable to other EE contexts and developing economies with conditions similar to those in the context of study. To the best of my knowledge, no such categorisation of networks and subsequent identification of the particular circumstances under which each type of network may be used for resourcing have been proposed in the CE field.

To conclude, the relevance of different networks – intra-organisational, strategic business and strategic social networks – in resourcing different types of initiatives, i.e. strategic business networks

for radical initiatives and strategic social networks for reputation enhancing initiatives is an important insight for CE. Even though networks may matter for resourcing both radical initiatives and reputation enhancing initiatives, there are alternatives to resourcing radical initiatives – the use of other external parties for a fee. However, with reputation enhancing initiatives, the inability to identify network partners interested, capable and willing to resource them might most likely lead to obsolescence. Hence the argument that networks may matter more for developing CE initiatives which are reputation enhancing than for those with purely commercial/ business interests is an interesting finding for the CE field.

7.2.3 Resourcing and the speed of developing corporate entrepreneurial initiatives: The role of formalisation

The previous section emphasises the need for companies to be agile enough to identify the types of networks available and the suitability of different networks for resourcing initiatives. This section relates to how the resourcing process influences the speed of developing CE initiatives. The chapter, therefore, presents a model on resourcing and the speed of developing CE initiatives and explores the relationships that occur between the components of the model. Furthermore, the section reflects on the role of formalisation in the process.

7.2.3.1 Model on resourcing and the speed of developing CE initiatives

The analysis from the chapter on resourcing and the speed of developing corporate entrepreneurial initiatives foremost led to the development of a model comprising the factors influencing resourcing and the speed of developing CE initiatives, the degree of formalisation of the CE process and the resourcing process (see Figure 7.2). It is worth mentioning that Figure 7.2 has the same elements and relationships as Figure 6.2 (in chapter 6), but for the fact that the shapes in Figure 7.2 are ascribed meanings. The factors pertaining to resourcing and speed of developing CE initiatives comprise factors pertaining to the individual, the organisation and the initiative whereas the degree of formalisation is made up of highly, moderately and lowly formalised CE processes. The resourcing process on the other hand involves resource identification, acquisition and configuration.

Figure 7.2: Resourcing and the speed of developing CE initiatives

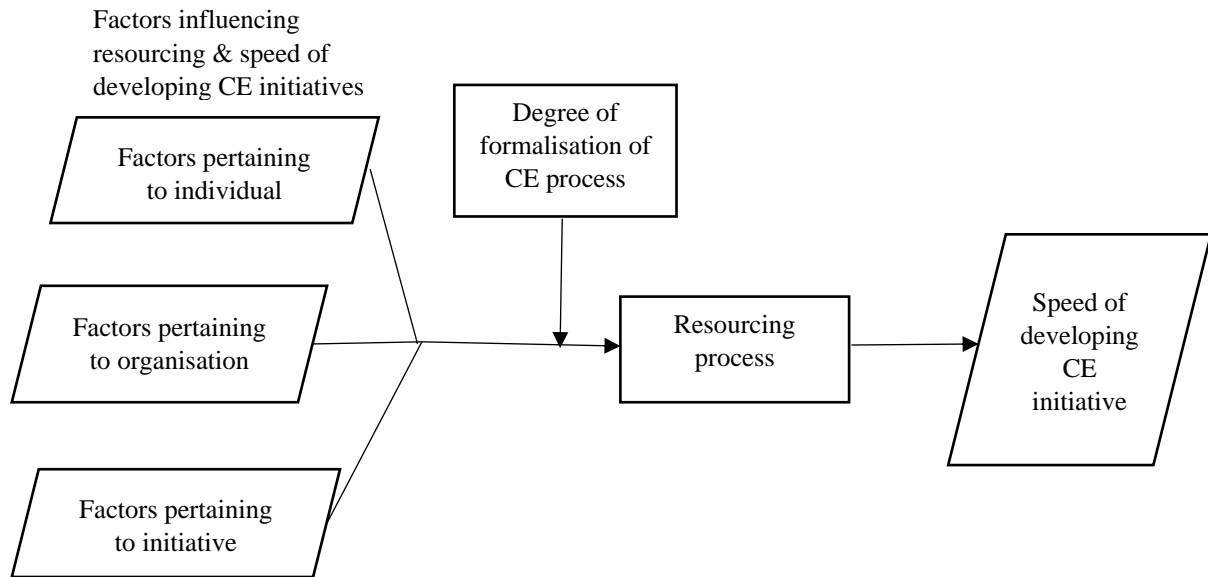


Figure legend: Parallelogram – Input/ Output; Sharp cornered rectangle – An activity; Normal arrows – Relationship

As noted in the literature review, even though CE research on the speed of developing initiatives is sparse, related domains such as innovation and new product development provide some insight on the speed of developing initiatives. Consequently, some factors identified as important for the speed of developing initiatives such as the role of top management and leadership (Ettlie, Bridges and O’Keefe, 1984; Daft, 1978; Gupta and Wilemon, 1990; Dooley, Fryxell and Judge, 2000), the role of champions (Kessler and Chakrabarti, 1996), the novelty/radicalness of initiatives (Carbonell and Rodriguez, 2006), the influence of regulatory requirements (Kessler and Chakrabarti, 1996; Gupta and Wilemon, 1990) and the availability of resources (Eisenhardt and Tabrizi; 1995) were identified as factors that influence resourcing and the speed of developing CE initiatives. Hence, this model confirms the findings of previous researchers on the influence of these factors on the speed of developing CE initiatives.

In addition to the identification of factors in the literature, the model contributes significantly by introducing two other factors, i.e. autonomous vs induced CE initiatives and changes in administration, that could potentially influence resourcing and the speed of developing CE initiatives. While previous literature (Burgelman, 1983a, 1983c, 1984, 1991) has identified the relationship

between autonomous and induced initiatives on resource allocation by noting that autonomous initiatives may face non-rational obstacles in efforts to convince top management to accept and allocate resources to them, the connection between autonomous and induced initiatives and the speed of developing CE initiatives has not been drawn by previous researchers.

With regard to changes in administration as a factor that influences resourcing and speed of developing CE initiatives, it can be inferred from previous research (Ettlie, Bridges and O'Keefe, 1984; Daft, 1978) on the effect of leadership on radical changes, that changes in administration can influence resourcing and the speed of developing CE initiatives. Consequently, it is possible to argue that different leaders may have different dispositions towards risk and subsequently, this will influence their interest in developing different types of CE initiatives. This means that whereas one leader may be risk averse and not want to embark on the resourcing and development of CE initiatives, a change in administration to a leader who is ambitious and wants to compete aggressively might lead to the resourcing and development of CE initiatives. This assertion links the factors that influence resourcing and the speed of developing CE initiatives to the entrepreneurial orientation of the leader (Miller, 1983; Lumpkin and Dess, 1996). Consequently, the CE field would benefit from recognising the other factors identified by researchers in related fields and the additional factors that this research outlines as important for the resourcing and speedy development of CE initiatives.

Most importantly, the model identifies process as influential in the resourcing and speedy development of CE initiatives. The inclusion of the degree of formalisation, in particular, is an interesting insight because, thus far, CE research has not highlighted the importance of processes such as formalisation on resourcing and the speed of developing CE initiatives. The general consensus in CE research (Hayton, 2005; Ireland, Covin and Kuratko, 2009; Lumpkin and Dess, 1996) has been that mechanistic structures, comprising formalisation among others, may impede CE. However, the relationships between formalisation and notions such as resourcing and speed of developing CE initiatives have not been explored. It is, therefore, interesting that this model captures formalisation as important for resourcing and the speed of developing CE initiatives. Ultimately, the interplay between factors pertaining to the individual, organisation and initiative and the degree of formalisation and

resourcing in this model provides opportunities for insight. These relationships will be delved into further in the next section.

7.2.3.2 Relationships in the model on resourcing and speed of developing CE initiatives

While the previous section presented a model, this section goes beyond the illustration of the relationships to discuss the relationships that occur between the different elements in the process model. As noted in the concluding sentence of the previous section, it is the dynamics between the different facets of the model that highlight the significance of the model. Consequently, this section elaborates on the relationships between the factors influencing resourcing and the speed of developing CE initiatives, the degree of formalisation of the CE process and the resourcing process.

Firstly, the empirical evidence shows that, there were some interactions between the factors that influence resourcing and the speed of developing CE initiatives. In effect, some of the factors pertaining to the individual, the organisation and the initiative influenced each other. An example of one such dynamic was that between leadership drive and the urgency champions assigned to the development of CE initiatives. As noted by previous research (Dooley, Fryxell and Judge, 2000; Gupta and Wilemon, 1990) that top management by prioritizing the development of initiatives, could spur organisation-wide implementation efforts, the empirical evidence showed that where organisational leaders or management were willing to support the development of CE initiatives, team members, including champions were likely to assign urgency to the development of those initiatives. Another example of the interplay between the factors was that interviewees in case companies like Epsilon, Golf and Gamma noted that factors such as whether initiatives were induced or autonomous, the presence of leadership drive and changes in administration in their respective companies influenced the availability of resources and the speedy development of CE initiatives. Hence, this dynamic confirms previous research (Burgelman, 1983a, 1983c, 1984, 1991) that notes that induced initiatives provide a basis for resource allocation and therefore eradicate the need for champions to convince top management to accept them.

Secondly, the empirical evidence showed that the dynamics that occur between different facets of the model are far more complex than they appear. In effect, there could be underlying relationships

that drive the outcomes related to the speed of developing CE initiatives in organisations. For instance, while previous research (Kessler and Chakrabarti, 1996; Carbonell and Rodriguez, 2006) note the need to involve external parties in the development of radical initiatives, and the resulting delays caused by poor relationship processes arising from difficulties in establishing shared purposes and effective group processes, the analysis points to other elements that may lead to delays in developing CE initiatives due to the involvement of external parties. Consequently, the empirical evidence showed that, the size of external parties, monopoly of the market by external parties and challenges faced by external parties could invariably lead to delays in developing CE initiatives. For instance, Delta experienced delays in developing CE initiatives in collaboration with external partners because an increase in minimum capital requirements in the financial sector affected its partners adversely whereas Beta experienced delays because its external partner was a large company. Hence, the modalities relating to the partnership arrangement such as validation processes in the partner organisation were riddled with bureaucracies which led to the delay in developing the initiative.

Finally, the interactions between the factors influencing resourcing and speed of developing CE initiatives and the degree of formalisation of CE process merit discussion. While research in related domains has explored the relationship between the factors identified and the speed of developing initiatives (Ettlie, Bridges and O'Keefe, 1984; Daft, 1978; Gupta and Wilemon, 1990; Dooley, Fryxell and Judge, 2000), and formalisation and the speed of developing initiatives (Gupta and Wilemon, 1990; Kessler and Chakrabarti, 1996), to the best of my knowledge, thus far, there has been no research, particularly in the CE field that has juxtaposed these elements to each other and examined their impact on the speed of developing initiatives. This model and its emerging relationships, therefore, present an opportunity to discuss these dynamics. Consequently, the empirical evidence indicates that it was the interactions between the degree of formalisation of CE processes in the case companies and the factors that influence resourcing and speed of developing CE initiatives that determined the outcomes with respect to the speed of developing CE initiatives. In effect, even though the empirical evidence shows that the speed of developing CE initiatives improved as the degree of formalisation of CE processes increased, some case companies did not meet the expected outcomes to be associated with their degree

of formalisation. This was because of the interplay between the factors and the degree of formalisation of CE processes in the case companies. Hence, even though a case company could be moderately formalised, factors such as the novelty of the initiative, the availability of resources or the leadership drive influenced the outcomes. For instance, even though Kappa had moderately formalised CE processes, some initiatives were completed in 3 years due to their novelty. Similarly, in Golf, another company with moderately formalised CE processes, changes in administration and the subsequent differences in leadership drive led to delays in developing CE initiatives.

Companies can, therefore, benefit from paying attention to the different factors and processes in their companies and moderate how these elements interact for desirable outcomes with respect to the speed of developing CE initiatives. As stated earlier, the CE field could benefit from exploring further other elements that could influence the speed of developing CE initiatives and the outcomes that occur as a result of the interplay between these elements.

7.2.3.3 The role of formalisation in the speed of developing CE initiatives

The previous sections briefly highlight the role of formalisation in the speed of developing CE initiatives, noting that, outcomes with respect to the speed of developing CE initiatives could improve with an increase in the degree of formalisation of CE processes. This section delves further into issues surrounding formalisation and the speed of developing CE initiatives.

As noted earlier, CE research (Ireland, Covin and Kuratko, 2009; Lumpkin and Dess, 1996) has mostly considered mechanistic structures, comprising formalisation, inimical to CE, with few researchers (Burgelman and Sayles, 1986; Hornsby, Kuratko and Zahra, 2002) noting that some formalisation may be useful for some aspects of CE such as integrating autonomous initiatives into organisations or evaluating and implementing ideas. However, CE research has not examined the role of formalisation on the speed of developing CE initiatives. What this thesis suggests is that, CE may benefit from research that identifies specific aspects of the CE process in which formalisation may or may not be desirable.

Hence, this section suggests, based on the empirical evidence, that different degrees of formalisation may be appropriate for different stages of the CE process. The empirical evidence shows

that, while most case companies, particularly those in the financial sector, adopted less formalised approaches for opportunity identification and idea generation (categorised as initiation in the categorisation of the CE process based on resourcing; section 7.2.1.1), strategies for the integration, resourcing and development of initiatives were varied. This thesis suggests that less formalised CE processes at the initiation stage may be more useful for swift identification of opportunities. However, once opportunities were identified, the empirical evidence indicated that, case companies required more formalised processes to quickly integrate initiatives into the companies, resource and develop them. As noted that the phase gate system is the most formalised organisation structure (Tatikonda and Rosenthal, 2000), Gamma's stage-gate's highly formalised CE processes were effective in the speedy development of CE initiatives. Gamma's process was characterised by: structured and streamlined processes with defined responsibility for championing, approval and development of initiatives; specificity of requirements for initiatives to be supported and resourced; plans for CE and formalised structures for monitoring progress. Conversely, in companies like Sigma and Zeta, the development of CE initiatives was unduly delayed due to the absence of formalised processes. Consequently, this thesis draws on research that argues that different organisational structures may be useful for different stages of innovation (Pierce and Delbecq, 1977; Damanpour, 1991; Damanpour and Gopalakrishnan, 1998), to suggest that, different approaches with regard to the formalisation of CE processes may be suitable for different stages of the CE process for the speedy development of CE initiatives.

While Pierce and Delbecq (1977) suggest that organic structures may be more preferable at the initiation stage, with some formalisation at the adoption phase and more bureaucratic structures for implementation, other researchers (Damanpour, 1991; Damanpour and Gopalakrishnan, 1998) suggest low formalisation at the initiation stage and formalisation at the implementation stage. However, despite the consensus that different strategies may be appropriate for different stages of the process, there are problems with reconciling their findings because of differences in the conceptualisation of the stages (Kessler and Chakrabarti, 1996). Secondly, their arguments relate broadly to formalisation and innovation and are not tied to the speed of developing initiatives, which is of interest to this study. Consequently, this study aligns with the argument of researchers (Gupta and Wilemon, 1990; Kessler

and Chakrabarti, 1996; Brown and Eisenhardt, 1997) in related domains who identify different stages of the innovation process where the presence or absence of formalisation may lead to speedy development of initiatives. While these researchers identify specific aspects of the process such as approval processes or progress monitoring, this study proposes broad delineations in the process, i.e. initiation and post-initiation stages, and identifies the specific aspects of the CE process that require formalisation, using examples from the case companies such as the evidence from Gamma.

As shown in the analysis, the formalisation of CE processes in the case companies related to whether there were standardised CE processes in the case companies and case companies' approach to CE, i.e. the presence or absence of deliberate plans for CE. Aspects of the CE process of the case companies such as the presence or absence of defined responsibility for championing, approving and developing CE initiatives had a ripple effect on other aspects of the CE process. For instance, the presence of individuals responsible for championing an initiative meant that those individuals, with the knowledge that they would be held accountable for their expediency or otherwise in developing an initiative, would assign the appropriate urgency in developing initiatives. This meant that, such individuals will be more forthcoming in getting all the feasibility studies and documentation done and in engaging top management for approval of initiatives. This, coupled with the presence of monitoring mechanisms prevalent in timelines and regular meetings, meant that all parties responsible for the development of CE initiatives had to ensure quick decision making and provision and utilisation of resources for the development of CE initiatives. Additionally, the presence of deliberate plans and strategies for developing CE initiatives, meant that there was a blueprint for developing CE initiatives and there was some accountability on the achievement of these plans. This invariably motivated teams to develop initiatives, rather than to let initiatives fall through the cracks. Therefore, teams in companies with formalised CE processes were more likely to have better systems in place to determine which initiatives to develop, those to postpone and those that had to be completely aborted. This was evident in the case of Delta which experienced better outcomes in respect to the speed of developing its CE initiatives with the formalisation of its CE processes.

While some flexibility in the degree of formalisation of CE processes in some case companies, particularly those which were moderately formalised, allowed those companies to leverage other parties for resourcing CE initiatives, the empirical evidence showed that this could actually lead to delays in developing initiatives. In effect, issues with forming partnerships such as the size of the partner and the requirements for forging such partnerships could lead to delays in developing CE initiatives. This means that companies have to weigh the potential benefits of having moderately formalised CE processes, which will give some flexibility to parties developing CE initiatives on how they resourced and developed CE initiatives and ultimately increase the chances of developing more CE initiatives, as compared to the benefits of having highly formalised CE processes which enable teams to determine which initiatives merit resourcing and, therefore, quickly develop those initiatives.

Consequently, this section confirms the need for formalisation of CE processes post-initiation stage, characterised by the presence of cross-functional teams, defined roles and monitoring mechanisms as in the case of Gamma. Contrary to Kessler and Chakrabarti's (1996) assertion that formalised approval processes may delay the development of initiatives, this thesis posits that formalised approval processes may in fact facilitate speedy development of CE initiatives because they ensure swift and easy identification of initiatives aligned to the strategic objectives of companies so that initiatives can be quickly integrated, resourced and developed. Formal approval processes may only cause delays where there are difficulties in demonstrating the relevance of initiatives to the company or the alignment of initiatives with the objectives of the company. CE researchers may therefore benefit from exploring the role of processes such as formalisation to aspects of CE such as resourcing and speed whereas practitioners may be better able to make informed decisions concerning the formalisation of their CE processes and their expected outcomes with respect to the speed of developing initiatives.

7.2.4 Synthesising the findings of the thesis

While the previous sections have presented separate discussions of the thesis based on the chapters under which the findings fall, this section reflects on the findings of the thesis cohesively. Hence, this chapter synthesises the findings of all three empirical chapters.

Firstly, the empirical evidence of this thesis highlights the external dimension of resourcing CE initiatives. The recognition of the external dimension to resourcing CE initiatives is important because CE studies (Burgelman, 1984; Wolcott and Lippitz, 2007; Biniari et al., 2015) have largely focused on the internal resourcing of CE initiatives. The fact that this thesis adds to studies (Teng, 2007; Eisenhardt and Schoonhoven, 1996) which recognise the external dimension of resourcing as an important component of resourcing is an important contribution. This thesis goes beyond the recognition of the external dimension of resourcing to indicate that, external parties may provide more than intangible resources such as knowledge, information and technical expertise. In effect, the thesis shows that, external parties such as networks may provide resources such as finances, physical and technological resources. In addition to that, the thesis notes the role that external sources such as networks and institutional voids play in the identification of opportunities for CE initiatives. While few studies (Kotabe and Swan, 1995; Rangan, Dover and Streeter, 2000; Sakhdari, 2016) have noted the importance of networks for the introduction of CE, the notion of leveraging institutional factors such as voids for growth (Mair, Marti and Ganly, 2007) has not been highlighted in CE research.

Following on with the recognition of external parties in resourcing CE initiatives, the thesis identifies three types of networks – intra-organisational, strategic business and strategic social networks – and shows how these networks, particularly the external networks were leveraged by case companies for the development of CE initiatives. Whereas previous research (Floyd and Wooldridge, 1999; Kelley, Peters and O'Connor, 2009; Greene, Brush and Hart, 1999) has identified different types of networks such as social, intra-organisational and external networks as important for resourcing CE initiatives, particularly with regard to the provision of knowledge and technical expertise, to the best of my knowledge, there has been no such classification which identifies the circumstances under which each network type may be leveraged. For instance, the empirical evidence shows that while strategic business networks may be more relevant for resourcing radical initiatives, strategic social networks may be more appropriate for resourcing reputation enhancing initiatives. Again, this categorisation of networks highlights the importance of some network types for obtaining resources other than knowledge, information and technical expertise. Based on the identification of the types of networks and the

circumstances under which they were used by the case companies to resource CE initiatives, the thesis argues that, networks may matter more for reputation enhancing initiatives with social impetus than for CE initiatives with purely commercial/ business motives. Whereas networks also matter for developing radical initiatives, the empirical evidence shows that companies can leverage other external parties for resourcing such initiatives. However, the only option that supported the resourcing of reputation enhancing initiatives was strategic social networks. This finding adds to research in the CE field on the role of external parties, particularly networks in resourcing CE initiatives and enables practitioners to recognize the alternatives for resourcing their CE initiatives. Hence, companies can organize their CE processes better to capture and exploit different resourcing opportunities from different parties.

Secondly, the categorisation of the CE process based on resourcing in this thesis goes beyond other classifications which categorise the CE process into stages on a generic basis without emphasis on any perspective (Burgelman, 1983b) and studies which have viewed resourcing as an activity that occurs only at some point in the CE process (Hornsby, Kuratko and Zahra, 2002; Hornsby et al., 1993), rather than as a process that pervades the entire CE process. The recognition of resourcing as a process, comprising different components which transcend resource acquisition, i.e. resource availability/ allocation, therefore extends current research on the CE process and resourcing in CE. Furthermore, the thesis moves beyond this categorisation of the CE process based on resourcing, to indicate where in the process different aspects of resourcing may be more pronounced. In effect, the thesis shows that, resourcing intensifies as the CE process graduates. Hence, even though resourcing occurs throughout the CE process, the pre-approval stage involves more resource identification activities, the approval stage is marked by heightened resource acquisition whereas the post-approval stage involved pronounced activities related to the identification, acquisition and configuration of resources. Practitioners can therefore identify which aspects of resourcing they need to pay more attention to at different stages of the CE process. The third analysis chapter on speed draws on this categorisation to suggest where in the CE process companies may apply more or less formalisation to their CE processes. Hence, this categorisation may prove useful to CE researchers in delineating the CE process and in advancing arguments that build and extend theory.

The role of top management in resourcing and the development of CE initiatives is an insight that runs through all the empirical thesis chapters. Whereas the role of top management in the introduction of CE initiatives (Guth and Ginsberg, 1990; Zahra, 1993; Covin and Slevin, 1991) and in resourcing CE initiatives (Kuratko et al., 2005; Burgelman, 1983c) has been highlighted in the literature over the years, this study extends the current research on the role of top management in resourcing CE initiatives. Consequently, the thesis highlights some of the nuances that occur with respect to the role of top management in the process. For instance, the empirical evidence from the first analysis chapter shows that different aspects of resourcing may be affected by whether an initiative is autonomous or induced. In effect, the findings suggest that, even decisions on who champions initiatives may be influenced by whether the idea was conceived by someone in the operational levels of the organisation or as a strategic choice of the company. Similarly, in the second analysis chapter, elements like the level of autonomy point to the role of top management in deciding which initiatives were approved and supported with resources for development. Furthermore, the ownership and structure determined to a large extent the strategies companies adopted in the resourcing of CE initiatives. The third analysis chapter on speed also highlights the influence of top management on resourcing and the speed of developing CE initiatives.

The empirical evidence showed that, elements such as leadership drive, changes in administration, and whether an initiative was autonomous or induced affected how quickly initiatives were resourced and developed. These, coupled with the fact that top management had a role in the degree of formalisation of CE processes in the case companies, highlight the role of top management in resourcing CE initiatives. They further generate additional insight on the instrumentality of top management in resourcing by showing that, top management does not only allocate resources for CE, but also ultimately determines how the process occurs. Companies which are interested in projecting CE will therefore benefit from ensuring that individuals in management positions are willing and interested in CE both as a strategy and as an activity that could arise from individuals in operational levels.

This thesis also delves further into the resourcing of CE initiatives in a number of ways. Firstly, it highlights the different paths companies may follow in the resourcing of CE initiatives, noting that,

while some case companies had largely internalized the resourcing of their CE initiatives, other companies were more liberal with their involvement of external parties in resourcing CE initiatives. This finding has different dimensions, in that, it showed that some companies with flexible approaches to resourcing were able to do so not only as a result of the flexibility of their practices but due to the strategies of their companies – some case companies listed partnerships as part of their strategy. Furthermore, the empirical evidence showed that companies which involved external parties more than their counterparts had the same concerns of confidentiality, trust and safeguarding their position in the market. However, the major difference was that, while their counterparts with largely internalized resourcing processes involved external parties for mostly knowledge and expertise in developing radical initiatives, case companies which involved external parties were open to acquiring other resources such as finances and physical resources from the external parties.

Another interesting aspect of this thesis is that it delves into the resourcing process by identifying organisational, contextual and initiative-related factors which influence the resourcing process and goes beyond that to show how these interact with processes such as formalisation of CE processes to influence the development of initiatives. These findings extend research in CE on resourcing (Floyd and Wooldridge, 1999; Greene, Brush and Hart, 1999; Kuratko et al., 2005) which has mostly focused on the influence of different organisational levels in the resourcing of CE initiatives or largely focused on the acquisition of resources for CE. By identifying different factors and exploring the interactions between these factors, the study highlights different aspects of organisations, contextual factors and organisational processes that companies must pay attention to, and how they can ensure that outcomes are optimized during the development of CE initiatives. Most importantly, the thesis shows that most companies use transaction-related external parties for resource configuration for human resource and knowledge, and for functions ancillary to the actual development of CE initiatives, whereas resource identification and acquisition are mostly internalized. In addition to the configuration of resources, the instances where case companies leveraged external parties for identification and acquisition of resources were mostly for developing radical/novel initiatives; and where they were developing reputation enhancing initiatives – acquisition of resources, i.e. grants, tax rebates, training, etc.

As noted in the previous paragraph that this thesis highlights the interactions between CE and processes such as the formalisation of CE processes, this thesis shows that, contrary to the general view that mechanistic structures, including formalisation, may impede CE (Ireland, Covin and Kuratko, 2009; Lumpkin and Dess, 1996), formalisation of the CE process may in fact support the resourcing and speedy development of initiatives. What this does is to extend research in CE on formalisation, not just with respect to resourcing, but also the speed of developing CE initiatives. Hence, the empirical evidence showed that while less formalised CE processes facilitated the identification of opportunities and the generation of ideas, there was the need for companies to adopt more formalised CE processes after the initiation stage to support the effective and speedy integration, resourcing and development of CE initiatives. Consequently, companies such as Gamma with highly formalised CE processes were able to achieve better outcomes in the speed of developing CE initiatives – 8 weeks for radical initiatives, whereas those with lowly formalised CE processes had some initiatives delayed for over 3 years. The companies with moderately formalised CE processes, on the other hand, had average completion times, ranging from a few months to a year and half in some cases. Ultimately, the thesis notes that, even though the degree of formalisation of CE processes plays a major role on the speed of developing CE initiatives, it is the interactions between the degree of formalisation and factors such as the novelty of initiatives, the availability of resources and the posture of management, i.e. leadership drive, that led to the outcomes companies obtained. For instance, some companies with moderately formalised CE processes still experienced delays of up to 2 or 3 years in the development of initiatives which were novel. Consequently, practitioners may benefit from spending time to access the components of their CE process in order to ensure a good balance between the degree of formalisation of their CE processes and the factors that influence resourcing and speed of developing CE initiatives. This will enable them achieve the outcomes commensurate with their efforts at managing timelines for the development CE initiatives.

In view of the fact that this study involved companies from two different sectors – manufacturing (FMCG) and services (financial) – of varying sizes, it is worth exploring whether the characteristics of the companies with regard to size and sector had any bearing on the findings of the study. The empirical

evidence showed that in some aspects of the process, the sector and size of the case companies mattered. For instance, with regard to the initiation of CE initiatives, the findings show that companies in the manufacturing sector were more likely to have structures in place for opportunity identification and idea generation whereas companies in the service sector mostly had an opportunistic approach to the initiation of CE initiatives. Furthermore, companies in the manufacturing sector and large companies were more likely to have more formal CE processes post-initiation stage. In the case of manufacturing companies, this was because, international licensing and accreditation bodies often required evidence of structure in processes to give the certification. In large companies, on the other hand, the formalisation of CE processes may be a consequence of their structure and organisation of their operations. In effect, these companies, had to formalise their CE processes because of their size, to enable them streamline processes and create some order in operations.

Again, with respect to strategies the case companies employed in resourcing CE initiatives, the findings suggest that companies in both sectors and of all sizes (large, medium and small) preferred to internalize the resourcing of their CE initiatives. Using the examples of Delta, Zeta, Gamma, Alpha and Beta, which were largely internally reliant for resourcing CE initiatives, it is possible to argue that companies in the sample, of all sizes and in both sectors, had greater reliance on internal mechanisms for resourcing CE initiatives. However, the examples of Bravo, Epsilon, Kappa and Sigma as companies which had comparatively greater reliance on external resourcing mechanisms than their counterparts, show that, while sector did not matter, company size mattered in determining which companies were more reliant on external parties for resourcing their initiatives. Consequently, the empirical evidence showed that, companies which made greater use of external parties were either large or small companies – medium-sized companies were mostly internally reliant. This may have been because large companies, because of their reputations and their size, were able to attract external parties, i.e strategic partners, which wanted to collaborate with them because of the visibility such collaborations could bring. Smaller-sized companies, on the other hand, may have been able to attract strategic partners because they were perceived as companies which needed support and because they served a niche market. For instance, Bravo was a rural bank. Hence in addition to confirming the notion that the

evolution and implementation of CE may be influenced by the size of the company (Covin and Miles, 1999), this study contributes to the CE field by showing that the sector and size of a company may also influence the way resourcing occurs in companies.

Apart from sector and size, another characteristic of the case companies mentioned in the methodology was whether they were MNCs or indigenous companies. With respect to the influence of the origin and structure of companies influencing their resourcing process, the empirical evidence showed that, indeed, the origin and structure of companies influenced their CE and resourcing processes. Hence, whereas the first empirical chapter highlights the role of the mission, strategy and level of control in influencing the paths companies pursued for resourcing CE initiatives, the second empirical chapter indicates that the ownership and structure characterised by factors such as the level of autonomy influenced resourcing and the types of initiatives resourced and developed by the case companies. Similarly, the third empirical chapter, implicitly refers to influence of structure and origin through the leadership drive and changes in administration. For instance, as a state-owned company, Golf faced some delays in the development of its initiatives because of changes in government. Hence, this study confirms and extends the assertion of Biniari et al. (2015) that structural relationships (whether the initiative is operationally or strategically related to the parent company and to what extent the initiative relies on organisational and external resource providers) are important for the development of CE initiatives. This study, therefore, notes that structural relationships may not only matter for MNCs with parent companies, but for companies of different structures and origins, and that this could influence their degree of reliance on internal and external mechanisms, not only for developing CE initiatives, but particularly in resourcing CE initiatives.

To conclude, this section has shown that, this thesis has advanced CE theory by confirming and extending research on resourcing of CE initiatives in several ways. The thesis, in addition to confirming and extending research on the influence of external parties, particularly networks, on resourcing and developing CE initiatives, highlights the role of top management in the process. It also provides a categorisation of the CE process based on how resourcing occurred in the case companies. Furthermore,

this thesis advances research on the role of formalisation on CE, particularly with respect to resourcing and the speed of developing CE initiatives.

7.3 CONCLUSION

This chapter set out to discuss the findings of the thesis in the three empirical chapters. Notably, the chapter highlights the contribution of the thesis to show that the external dimension of resourcing CE initiatives is important and identifies the types of external parties drawn on to resource CE initiatives. Consequently, the chapter lays emphasis on the types of networks companies may draw on and the circumstances under which some networks may be preferable. The chapter further argues that networks may matter more for resourcing CE initiatives which are reputation enhancing due to their social impetus than for those with purely commercial or business motives. This chapter also shows that companies may need to adopt different degrees of formalisation of their CE processes at different stages of the CE process to obtain appreciable outcomes with respect to the speed of developing CE initiatives. In effect, the chapter argues that, while less formalised CE processes may be preferable at the initiation stage for swift identification of opportunities and generation of ideas, more formalised CE processes may be appropriate post-initiation stage to facilitate integration, resourcing and speedy development of CE initiatives.

CHAPTER 8

CONCLUSION

8.1 INTRODUCTION

This chapter highlights the theoretical and practical contributions of the study. Furthermore, the chapter presents the limitations of the study and the opportunities for further research.

8.2 THEORETICAL CONTRIBUTIONS OF THE STUDY

The first analysis chapter, in addition to providing a categorisation based on resourcing that delineates where in the CE process different resourcing activities matter, also provides an external dimension to resourcing CE initiatives. This sets the stage for the second analysis chapter, which, by delving into the resourcing process, identifies the different external parties involved in the development of CE initiatives and where different types of networks matter. The third analysis chapter on the other hand, explores the dynamics that occur as resourcing influences the speed of developing CE initiatives and brings to the fore the role of formalisation. This thesis, therefore, contributes to discussions on resourcing in corporate entrepreneurship in a number of ways. This section, reflects on the theoretical implications of the study.

As stated earlier, the categorisation of the CE process into four stages – initiation, pre-approval, approval and post-approval – based on the resourcing process, and the delineation of different stages of the process where different resourcing dimensions are heightened has important implications for the CE field, particularly with respect to the CE process and resourcing. Firstly, theoretically, this study goes beyond previous studies (Hornsby, Kuratko and Zahra, 2002; Hornsby et al., 1993; Bower, 1970) which have mostly viewed resourcing as another aspect of the CE process and thus focused on only the acquisition, i.e. allocation/ availability, aspect of resourcing, to recognise resourcing as a process that pervades throughout the CE process. Hence, this categorisation views resourcing as occurring throughout the CE process from initiation to post-approval. Most importantly, the study refers to these stages with labels that researchers are conversant with. This categorisation of the CE process and the identification of the stages of the CE process where different dimensions of resourcing may be

prevalent, enable CE researchers to better appreciate resourcing as a process and to recognize other resourcing dimensions such as resource identification and configuration as equally important to the study of resourcing within organisations.

Secondly, this thesis highlights the external dimension of developing and resourcing CE initiatives as an implication for the conceptualisation and resourcing of CE. This thesis, in both the first and second analysis chapters, elaborates on the role of the external context in the initiation of CE. This, the study does, by highlighting the role of external parties such as networks, institutional voids, and government and regulatory policies – which hitherto have not gained considerable attention in CE literature – in the introduction of CE initiatives. The thesis, therefore, confirms the role of networks in resourcing CE initiatives (Kotabe and Swan, 1995; Rangan, Dover and Streeter, 2000; Sakhdari, 2016), and adopts the notion of institutional voids as opportunities for growth as advanced by Mair, Marti and Ganly (2007) in social entrepreneurship. The thesis also highlights the role of government and regulatory authorities in positively influencing the introduction of CE initiatives, and that of economic indicators in mostly impeding the introduction of CE initiatives. Furthermore, the thesis, by identifying the two dominant paths companies pursue in resourcing CE initiatives shows that, external parties are used for resourcing CE initiatives in both paths, but in different ways, for different purposes and at varying degrees.

While the external dimension may have been more pronounced in this study because of the context of the study – an emerging economy, it is an important finding because in addition to drawing the focus of researchers to alternative ways of resourcing CE initiatives and the importance of the external dimension in the initiation of CE, it identifies the circumstances under which companies may leverage different external parties for resourcing CE initiatives. Most importantly, the identification of networks, as an important external party companies may leverage for resourcing CE initiatives other than for knowledge and technical expertise, will enable CE researchers appreciate the role of networks from a broader perspective. Therefore, CE researchers will be better equipped to explore different alternatives for resourcing CE initiatives.

The role of networks, as both an internal and external component of resourcing, but with emphasis on the role of external networks in resourcing as advanced by this study, provides interesting insights

on the role of networks in CE, and in resourcing CE initiatives. The finding on networks, particularly contributes to discussions on resourcing of CE initiatives in EE. While previous studies (Teng, 2007; Eisenhardt and Schoonhoven, 1996; Van de Vrande and Vanhaverbeke, 2013, Rothaermel, 2001) highlight the role of networks in resourcing CE initiatives, most of these studies have focused on the use of networks for intangible resources like knowledge, information and technical expertise. This thesis goes beyond that, to show that networks may provide tangible resources and elaborates on the types of network relationships companies may draw on for resourcing CE initiatives. By identifying the different types of network relationships – intra-organisational, strategic business and strategic social – that companies leverage to develop CE initiatives, the thesis highlights the particular circumstances under which each type of network may be leveraged. The thesis notes that, whereas strategic business networks were important for developing radical initiatives, strategic social networks were useful for developing reputation enhancing initiatives. However, companies, in addition to leveraging networks for radical initiatives, can pursue alternative arrangements such as leveraging external parties like experts and commercial agencies. In the case of reputation enhancing initiatives, however, the alternative to leveraging strategic social networks is for the initiative to remain undeveloped.

Consequently, this thesis suggests that, networks may be more important for developing CE initiatives which have social impetus and are reputation enhancing, than for those with purely commercial motives. In advancing this argument, the thesis draws on Shaw and Carter's (2007) assertion that, entrepreneurial processes may be influenced by whether an organisation is profit or not-for-profit, to suggest that, entrepreneurial processes such as the resourcing of CE initiatives may be influenced by whether an initiative provides immediate financial incentives or not. Even though it is possible to argue that the role of networks may have been pronounced because of the context, in that, previous research (Meyer et al., 2009) notes the need for network and relationship-based strategies in emerging economies, this research provides a premise for CE researchers to recognise that the motives of companies for developing CE initiatives may not be as clear cut as previously thought. There may be underlying motives for developing CE initiatives which have implications for how processes such as resourcing evolve. This finding, therefore extends CE research on the role of networks in resourcing

CE initiatives. Notably, this finding may apply to other EE contexts and developing economies with circumstances similar to those in the context of study.

Finally, this thesis contributes to discussions on the resourcing and speed of developing CE initiatives by identifying factors that may influence the speed of developing CE initiatives and exploring the relationships that occur as initiatives are developed. In addition to confirming the significance of factors identified by previous researchers (Eisenhardt and Tabrizi, 1995; Gupta and Wilemon, 1990; Kessler and Chakrabarti, 1996; Carbonell and Rodriguez, 2006) in CE and related research areas, the thesis extends research by identifying two other factors – the source of initiatives (induced vs autonomous initiatives) and organisational changes (changes in administration) as being influential in the speed of developing CE initiatives. Particularly, contrary to the widely held notion that mechanistic structures, including formalisation, may impede CE (Ireland, Covin and Kuratko, 2009; Lumpkin and Dess, 1996), this thesis highlights the role of formalisation of CE processes in resourcing and the speedy development of CE initiatives by arguing that, it may be appropriate to adopt different approaches to formalisation at different stages of the CE process to facilitate speedy development of initiatives. Consequently, the thesis suggests that, less formalised approaches to CE may be more useful at the initiation stage (opportunity identification and idea generation), while more formalised approaches may be preferable post-initiation to facilitate integration, resourcing and speedy development of CE initiatives. It is therefore imperative that companies adopt different degrees of formalisation at different stages of the CE process. CE researchers, rather than adopting a blanket approach to the influence of factors and phenomena, such as formalisation, can better appreciate the nuances that occur as different factors and processes occur during the development of CE initiatives.

To conclude, the thesis makes the following salient contributions to CE research: (i) it provides a categorisation of the CE process based on resourcing that facilitates the identification of where different resourcing dimensions may be heightened during the CE process; (ii) it notes that resourcing CE initiatives may comprise both internal and external components and that the external component may be just as important as the internal component in all forms of resourcing, including the acquisition of both tangible and intangible resources; (iii) it argues that networks may be more important for

developing CE initiatives which are reputation enhancing than for those with purely commercial merit; and (iv) it suggests that less formalised approaches may be more useful at the initiation stage of developing CE initiatives whereas more formalised approaches may be appropriate after initiation for the speedy integration, resourcing and development of CE initiatives.

8.3 PRACTICAL IMPLICATIONS OF THE STUDY

This study, in addition to providing theoretical contributions to CE, has some practical implications for companies.

Firstly, the finding that resourcing occurs throughout the CE process, and the identification of the different stages of the CE process where different dimensions of resourcing may be prevalent, is an important insight for practitioners. Consequently, practitioners, with the knowledge that resourcing occurs throughout the CE process and an awareness of different stages of the CE process where different resourcing dimensions are heightened – pre-approval stage involving more resource identification activities, the approval stage comprising more resource acquisition and the post-approval stage involving increased resource identification, acquisition and configuration activities – will be able to organise their CE activities to ensure that adequate attention is given to the different dimensions of resourcing as development of CE initiatives progress.

Secondly, the thesis, by highlighting the role of the external dimension in developing and resourcing CE initiatives and identifying the two dominant paths companies pursue in resourcing CE initiatives creates an awareness of alternative ways of resourcing CE initiatives and draws the attention of practitioners to the external dimension in the initiation of CE initiatives. Hence, companies engaged in CE initiatives, with this knowledge, may explore networks, reforms and policies by government and regulatory bodies and institutional voids as possible ways of identifying opportunities for CE whereas they will find ways of navigating economic indicators during the development of their CE initiatives. Furthermore, companies and champions will be able to leverage external parties such as networks for resourcing CE initiatives beyond the acquisition of knowledge, information and technical expertise.

The identification of different types of networks, and the circumstances under which each type of network may be leveraged for developing CE initiatives, in particular, allows practitioners to view the role of networks in resourcing CE initiatives from a more nuanced perspective. Companies embarking on the development of radical initiatives can form network partnerships with strategic business partners capable of filling those resource gaps whereas those embarking on the development of CE initiatives with a social impetus can identify network partners capable and willing to support the development of such initiatives. Therefore, the thesis provides ideas to practitioners on how to structure their resourcing processes to suit their objectives and how to make more informed decisions on the practice of CE. In particular, the insight that networks may matter more for developing reputation enhancing initiatives with social implications than those with purely commercial/ business motives shows that companies, rather than stalling or discontinuing the development of CE initiatives with underlying motives such as reputation enhancement, can explore the possibility of involving network partners interested in supporting such initiatives. Hence, companies will be able to view resourcing from a broader perspective, rather than from a narrow perspective.

Finally, the insight that companies may benefit from the adoption of different strategies with respect to the formalisation of their CE processes at different stages of the CE process may be useful to companies in the design of their CE processes. Hence, the suggestion that less formalised CE processes may be appropriate at the initiation stage (opportunity identification and idea generation) of the CE process, whereas more formalised CE processes may be appropriate post-initiation for integrating, resourcing and speedy development of CE initiatives, enables companies to structure their CE processes appropriately at each stage of the process. Furthermore, practitioners, with this knowledge, may be able to pay attention to how processes and factors are organised to achieve expected outcomes with regard to the speed of developing CE initiatives.

To conclude, the findings of this study have implications for the awareness of practitioners, the structuring and design of their CE and resourcing processes and activities, and the strategies companies use for resourcing and developing CE initiatives.

8.4 LIMITATIONS OF THE STUDY

While the thesis has elaborated on the resourcing of CE initiatives that may be of interest to both researchers and practitioners, there were some limitations to this study.

Firstly, due to the time limitations, the study had to take a retrospective approach to the collection of data. This meant that the study relied a lot on the memory of interviewees to recount the processes surrounding the development and resourcing of CE initiatives. In effect, some of the key players during the development of those initiatives had changed roles or even left the organisations. However, the challenge with relying on the memories of interviewees was partly mitigated by conducting interviews with as many people who worked on those initiatives as possible and ensuring that facts were cross-checked with interviewees even as interviews progressed. A real time approach to data collection would have given a better appreciation of the dynamics that occurred during the development of CE initiatives.

Secondly, the time constraints meant that I had to be very focused on the aspects of the phenomenon to include in the study. Hence, I had to limit the study mainly to the introduction of new CE initiatives which related to new innovative products or services. It is possible that different dynamics may occur during the development of CE initiatives which involve internal venturing or strategic renewal, particularly since strategic renewal would have had the backing of top management. However, including internal venturing and strategic renewal would have made analysis of the data difficult. While some interviewees discussed some initiatives related to strategic renewal and internal venturing, for want of time, I did not probe further into those activities.

Again, interviewees were very cautious about providing documentary evidence for the study. This meant that most of the documentary evidence obtained were those in the public domain such as annual reports, information on company websites or news websites, or information on the notice boards of the case companies. However, some of the case companies were not listed companies which meant that, I had to rely on the participants to provide documentary evidence. Some of these were in the form of sketches of the process from participants and documents – some of which were not particularly relevant

to the research. Consequently, I had to go through a lot of publicly available information and depend on the interviews as the primary data collection source.

8.5 FUTURE RESEARCH

Despite the contributions of this study to the field and practice of CE, there remain opportunities for further research on how resourcing occurs during the CE process. These opportunities relate to the constraints that I experienced due to time limitations and the scope of the study.

Therefore, future research may take a longitudinal approach to data collection to enable real-time appreciation of the dynamics that occur during the resourcing of CE initiatives. This will also enable future researchers observe the process as it occurs rather than rely on the memories of interviewees, in which case some interviewees might leave out salient and significant information which they do not consider useful. For instance, the presence of power relations and conflict during the resourcing and development of CE initiatives are phenomena best observed by the researcher than narrated by interviewees.

Further, this thesis focused on the manufacturing (FMCG) and services (financial) sectors of Ghana. It will be interesting if other researchers conducted exploratory studies on the resourcing of CE initiatives in other contexts and settings. It is possible that interesting relationships and findings may emerge in other sectors and contexts. Cross-national studies for instance, may provide interesting insight on the differences that occur in resourcing between different countries and across different geographical areas.

The finding on the role of external parties, particularly networks, in the resourcing of CE initiatives (highlighted in chapter 5) as stated previously may extend beyond Ghana to contexts with conditions and circumstances similar to those in the context of study. This brings to the fore for the need for more qualitative approaches to determine whether the findings related to the role of networks in the resourcing process are unique to Ghana, to EE or may extend beyond EE to developed contexts, particularly those with similar conditions to the context of study.

8.6 CONCLUSION

This thesis, through a multiple case study of ten companies in the manufacturing (FMCG) and services (financial) sectors in Ghana sought to explore how resourcing evolves and influences the development of CE initiatives in an EE context. The study shows that resourcing occurs through the interactions of different factors and activities during the development of CE initiatives and may evolve differently depending on the interplay between these factors and processes. Consequently, the study highlights the role of external parties, networks and formalisation as integral to understanding how resourcing occurs during CE. To conclude, this study contributes to discussions on resourcing CE initiatives by identifying factors and processes that may influence resourcing and exploring the patterns that occur. It is hoped that through this thesis, researchers and practitioners alike will get some insight into the study and practice of CE for further development of the field and enhancement of their practice.

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APPENDICES

1.0 APPENDIX A: Paper and conference presentations in the course of the PhD

Afful-Kwaw, P.A., Tapinos, E., Decker, S. (2019) Networks as co-creators in resourcing corporate entrepreneurial initiatives: A process study. *British Academy of Management Conference*, 2019, Birmingham, UK, 3rd-5th September, 2019. (Full paper)

Afful-Kwaw, P.A., Tapinos, E., Decker, S. (2019) Resourcing corporate entrepreneurial initiatives: A comparative process study. *Academy of Management Conference*, 2019, Boston, USA, 9th-13th August, 2019. (Discussant Paper, Strategic Management Track).

Afful-Kwaw, P.A., Tapinos, E., Decker, S. (2018) The role of resources in the process of corporate entrepreneurship in an emerging economy: Networks as driving forces. *Academy of Management Conference*, 2018, Chicago, USA, 10th- 14th August, 2018. (Paper Development Workshop)

Afful-Kwaw, P.A., Tapinos, E., Decker, S. (2018) The dynamics between resources and the context: Studying corporate entrepreneurship in Ghana. *10th International Process Symposium*, Halkidiki, Greece, 20th -23rd June, 2018. (Paper Development Workshop)

2.0 APPENDIX B: Instrument for data collection

INTERVIEW QUESTIONS: The impact of resources on corporate entrepreneurship in an emerging economy: A process study from Ghana.

Key terms and meanings

Corporate entrepreneurship (CE) a firm's internal innovation or venturing, and strategic renewal efforts.

Internal innovation or venturing: the birth of new businesses within existing organisations.

Strategic Renewal: transformation of organisations through renewal of the key ideas on which they are built.

Aim of the study:

To understand the impact of resources on the process of corporate entrepreneurship in Ghana.

Objectives of the Study:

1. To understand how corporate entrepreneurship occurs in organisations in Ghana.
2. To understand how resources are identified, acquired, and configured during the process of corporate entrepreneurship.
3. To determine whether there are any factors attributable to the context that influence the process of corporate entrepreneurship.

PART I: Introductory questions

1. Please tell me a bit about yourself and your role in the company. (how long you have worked in the company, in what capacities you have been involved, and what is a typical day at work for you like)
2. Is it possible to tell me about your company, its current structure and positioning within the industry? How has it grown over the years?

PART II: CE landscape

3. Does your company have a standardised process for identifying and developing new initiatives?
4. Can you recall any initiatives/ innovative projects you as an individual have been involved in within this company?
-Obtain the interviewee's understanding of CE and practical application of CE as a first stage.

PART III: The process (evolution, involvement of different functional groups and hierarchical levels)

5. Tell me a bit more about how this initiative (*one of the initiatives mentioned in Q. 4 and identified as relevant to the study*) came about. – **How** was the idea conceived and **who** introduced it? **Where** did this activity primarily come from? **Why** did this initiative come about? **When** did this activity happen and **what** happened? **Timelines** of project.
-Internally (top –down vs bottom –up)?
6. Tell me how the initiative (identified initiative) was developed within the company. **What** was involved in the process? **Who** were involved in the process and **what** did they do? **What** happened? **Why** do you think the process unfolded in this way? Were there any **events** (change of leadership in company, political landscape, etc) that changed how the process evolved?
- What kind of resources did you need? Did you get all the resources you needed? At what point in this process did you need resources? Where were the resources obtained from? Who was responsible and how did they go about it?
-Did you document the process?
7. Can you think of any initiatives/ projects that your company discontinued their development? Why do you think this happened?

PART IV: The context

8. In your opinion what factors influenced the introduction and development of this initiative? Were there any events or incidents outside the control of the organisation that affected this initiative? Can you describe these in detail? (Age and life cycle of the company, external factors such as industry/ competitors, immediate external factors).

9. Did you deal with any external bodies or parties (the regulatory bodies/ licensing authorities, chiefs and traditional authorities, government) while developing this initiative? What were your interactions like?
10. Did the ... influence the initiation or development of the project/ initiative?
 - culture of the Ghana such as the preference for informal transactions
 - political landscape
 - attitudes of the people
 - networks and social relationships

-Can you recall any time that your company influenced the policies, laws, rules, norms, or regulations of any institution that you had to work with in getting an initiative done?

3.0 APPENDIX C: Process models of case companies

Figure 1: Process of CE in Epsilon

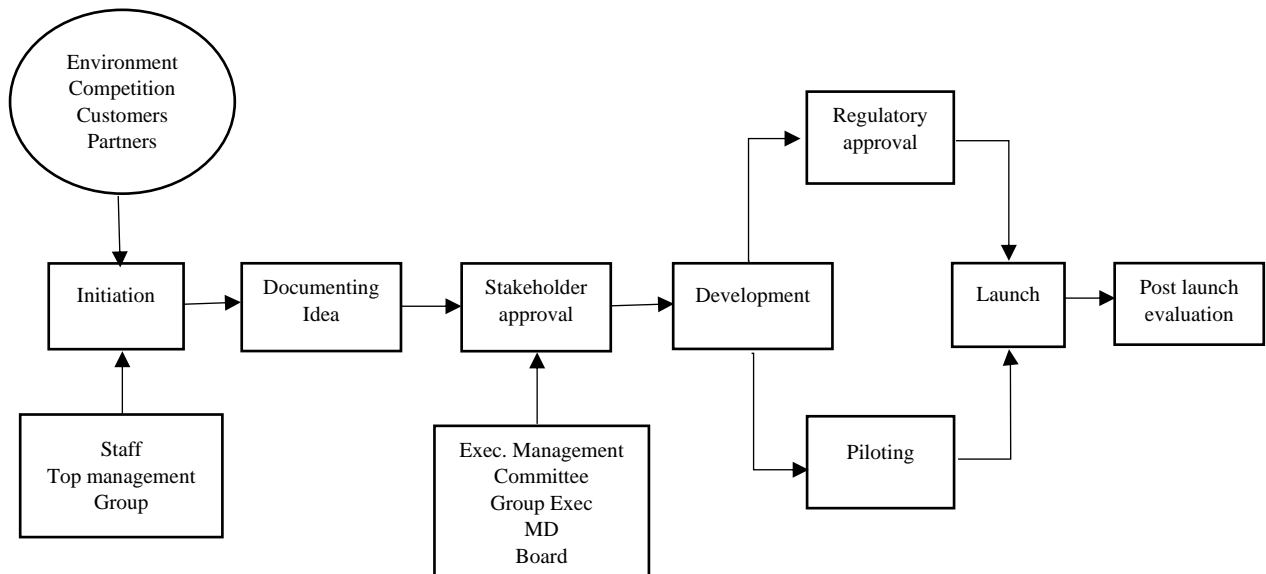


Figure 2: Process of CE in Gamma

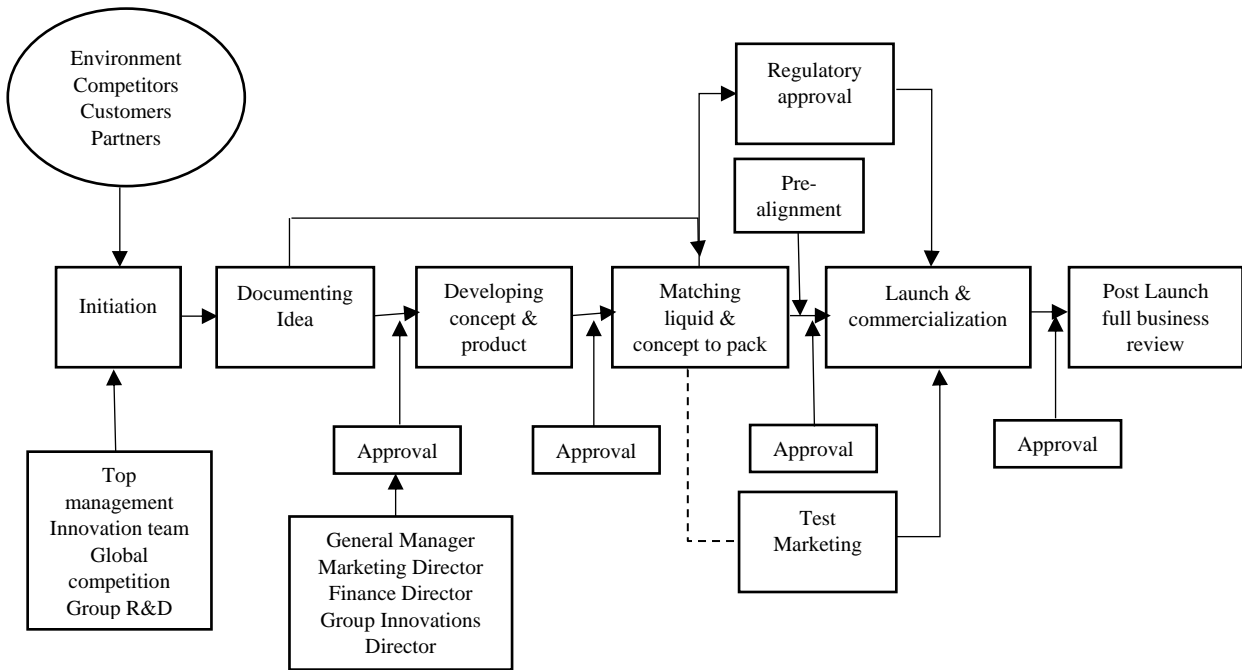


Figure 3: CE process of Delta

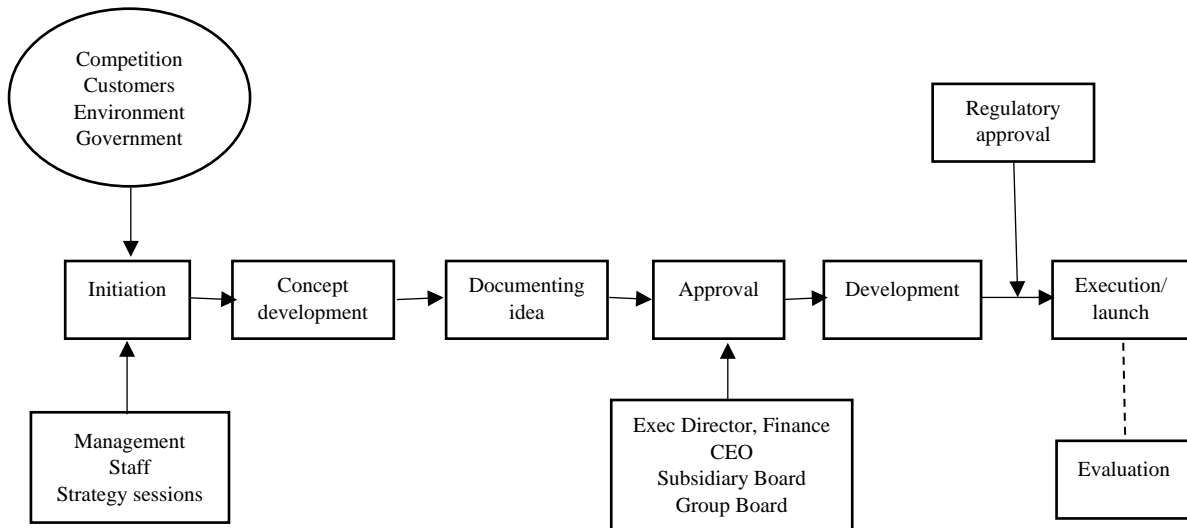


Figure 4: CE process of Golf

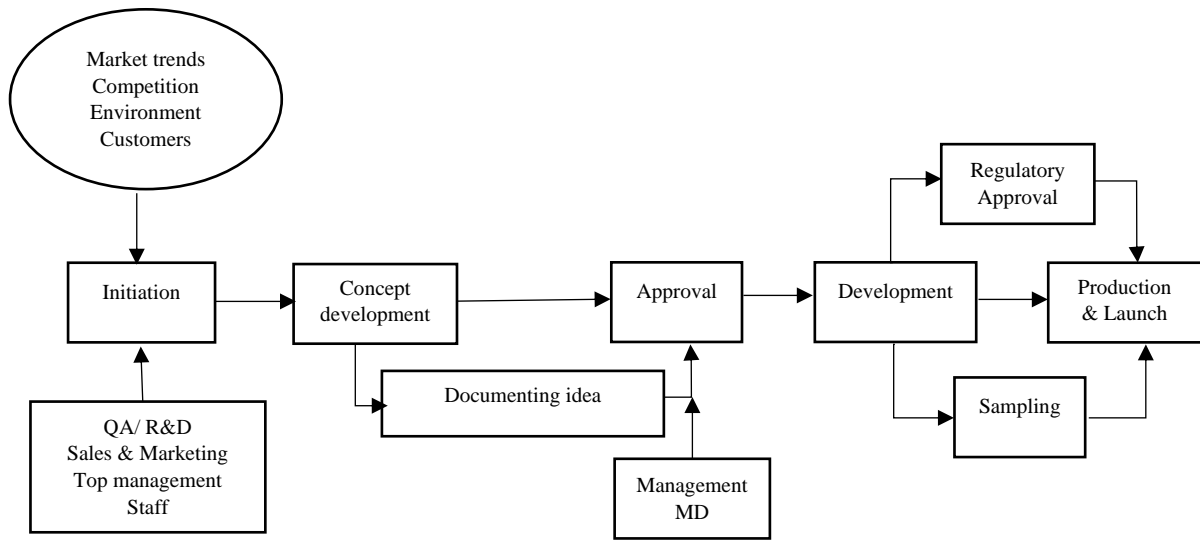


Figure 5: CE process of Alpha

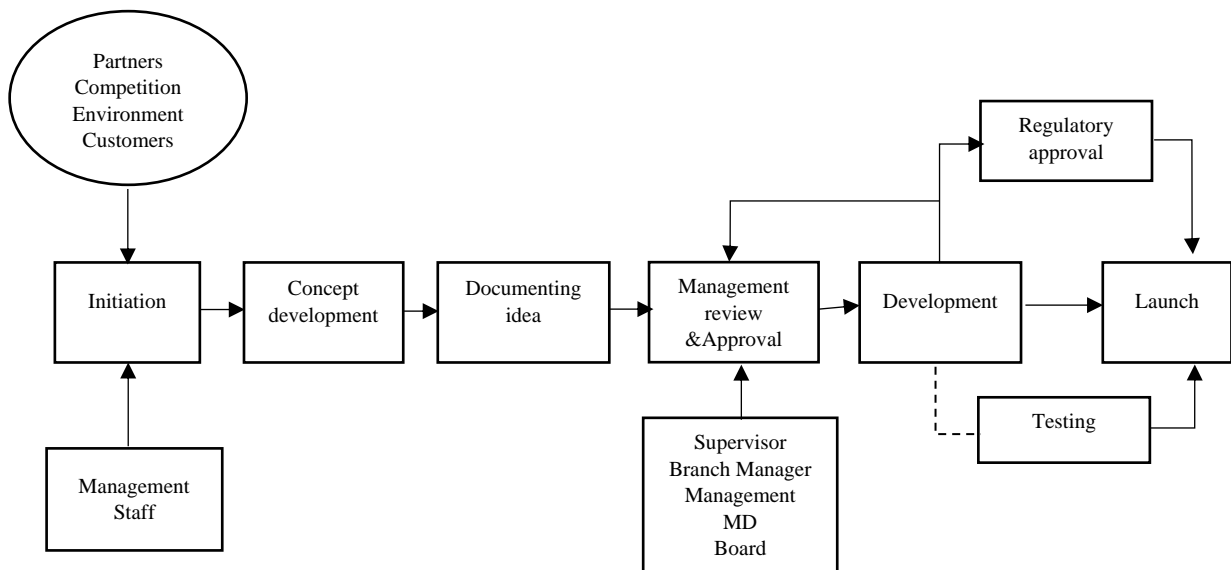


Figure 6: CE process for Zeta

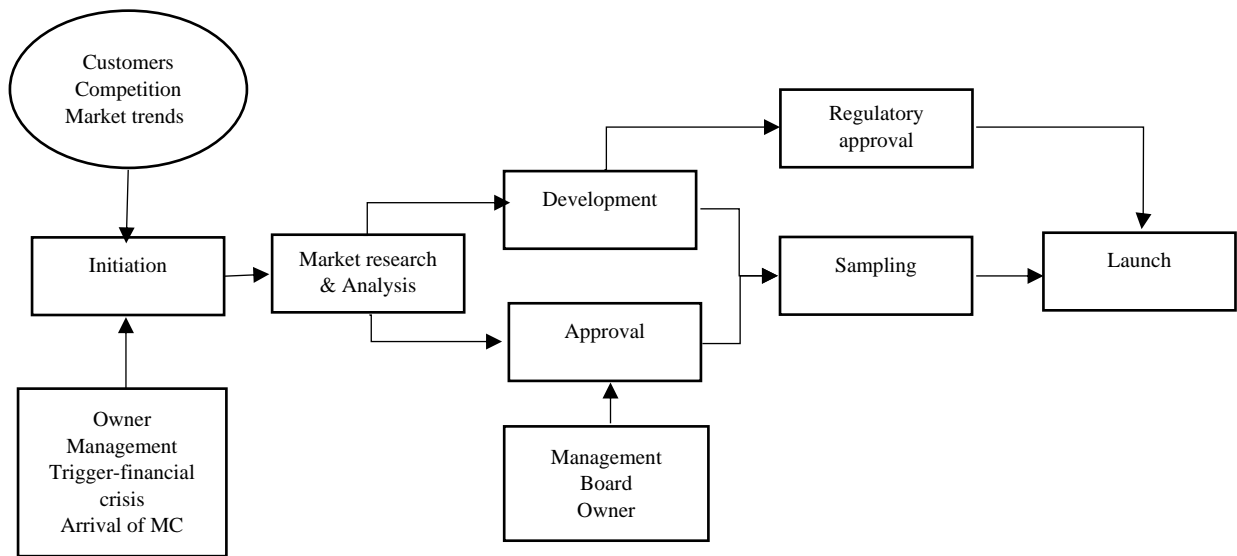


Figure 7: CE process of Beta

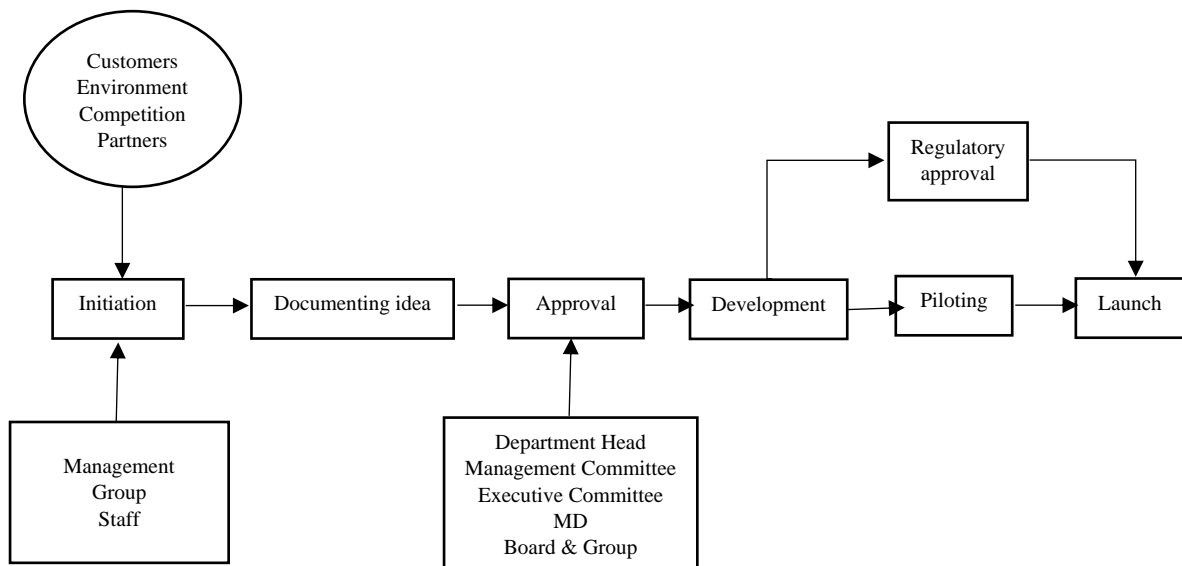


Figure 8: CE process of Kappa

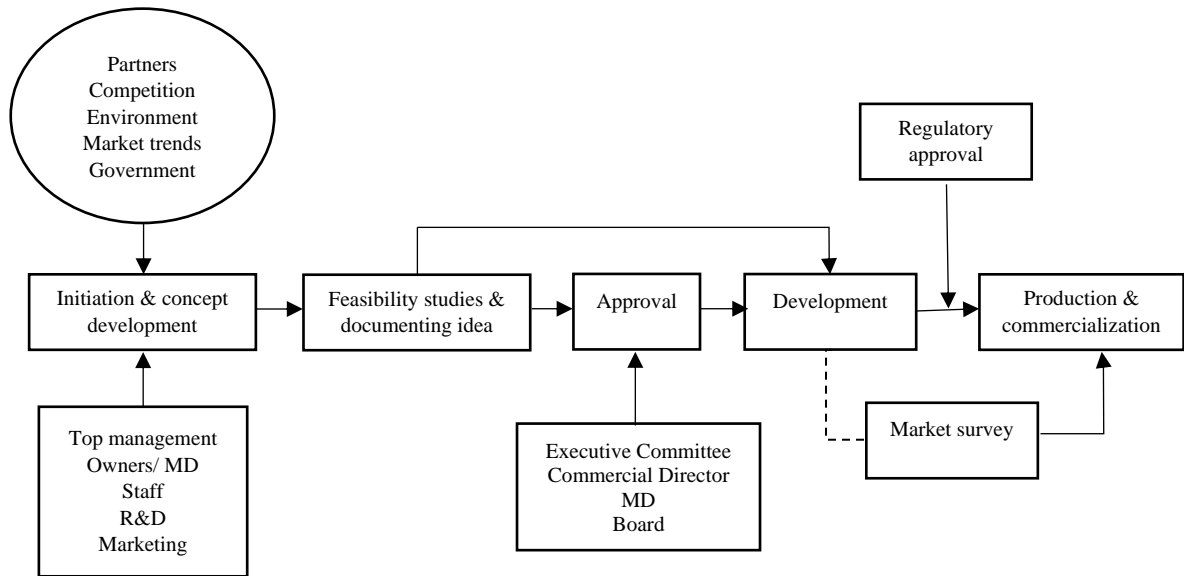


Figure 9: CE process of Bravo

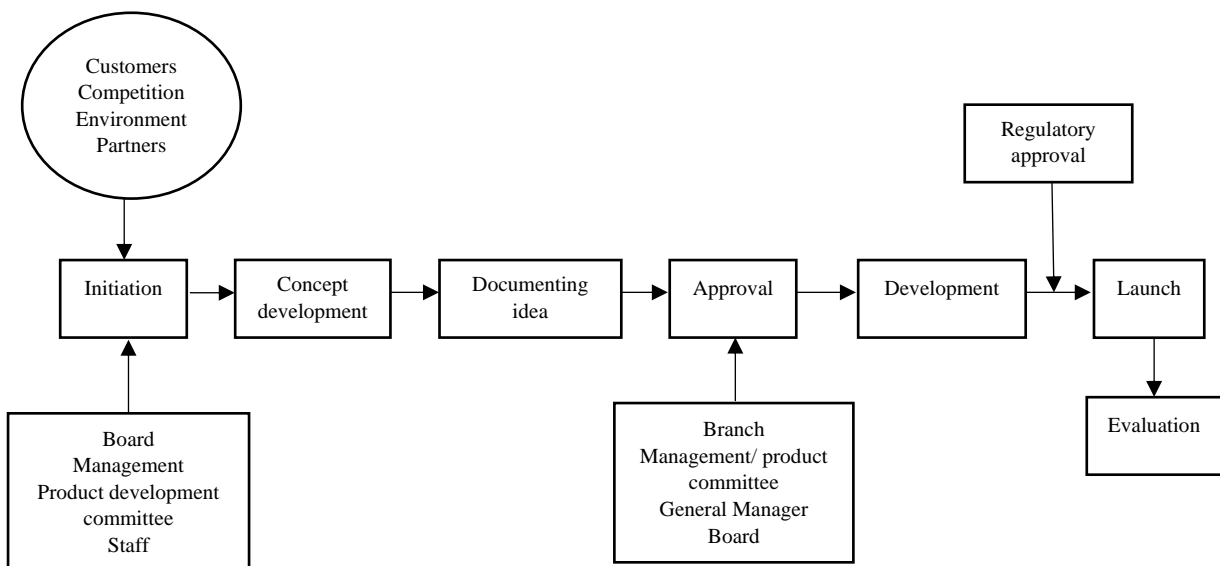
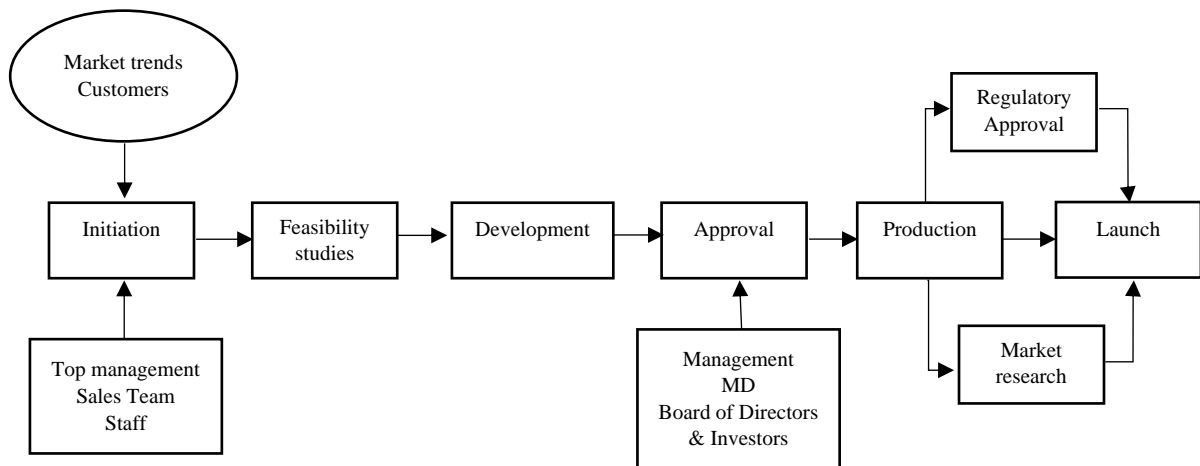


Figure 10: CE process of Sigma



4.0 APPENDIX D: Features of companies – analysis in progress

Dimensions and remarks				
Company	Operations	Remarks	Brand	Remarks
Epsilon	<i>Selective operations; head office for Anglophone West Africa</i>	There are 3 levels of operations in the sample:	<i>Market leader (Proactive); Perceived as strong brand</i>	Companies in the sample mostly took either a proactive or competitive approach with regard to their entrepreneurial orientation. Those with a proactive stance were poised on introducing ground-breaking initiatives while those with a competitive stance mostly focused on responding to competition. There were others such as Zeta which were neither competitive nor proactive. The positioning of the company and its entrepreneurial orientation as competitive, risk taking, proactive, and innovative may have a relationship with the company's approach to CE. Market leaders which are proactive will be mostly interested in introducing initiatives which are new not only to their companies, but to their sectors; whereas those which are competitive, may be interested in introducing initiatives which are new to their companies but may be imitations to other companies or a response to the market.
Delta	<i>Selective operations in Ghana; presence in other African countries through partnerships; Group company with 2 subsidiaries</i>	-Multinationals (operations in other countries)- Epsilon, Gamma, Bayport -Indigenous companies with international presence (through export, partnerships)- Kappa, Delta, Sigma	<i>Well positioned (among the top 3- investment banks in Ghana)</i>	
Beta	<i>Operations in 7 African countries; 1 North American country and 1 South African country; merger with savings and loans in October 2017; Selective operations in Ghana</i>	-Indigenous companies (local presence) – Alpha, Bravo, Golf, Zeta	<i>Market leader (competitive) in the savings and loans space</i>	
Alpha	<i>Indigenous company; Selective operations in 3 regions</i>	It appears that the companies which are multinationals had standardised processes for initiatives to allow for replication. With regard to the indigenous companies, a few factors come to play: the sector in which they operate, i.e. manufacturing companies had to standardize processes because of regulatory compliance and international regulations like ISO certifications, e.g. Kappa, Golf and Sigma were at different levels of standardizing their processes. Size and the current and future operations were also instrumental in standardizing procedures, for instance, Zeta and Alpha are comparatively smaller than the others and might therefore not have	<i>Average brand (competitive)</i>	
Bravo	<i>Indigenous company; selective operations in the Northern part of the country (3 regions)</i>		<i>Market leader – micro finance in the Northern sector; reputation for socially inclined initiatives and development</i>	
Gamma	<i>Selective operations; Market and distribute products of parent company</i>		<i>Market leader (responsive to competition); Perceived as strong brand</i>	
Kappa	<i>Operations in Accra, Ghana; currently building another factory in Kumasi; export products to other African countries, Europe, US, etc; partnership with SA company for spirits and beers; setting up beer line</i>		<i>Market leader for bitters; strong indigenous brand</i>	
Golf	<i>Operations in Accra, Ghana; currently exploring ways of exporting products to other African countries; have begun the</i>		<i>Strong brand based on perceptions of quality</i>	

	<i>production of bottled water; soft drink initiative stalled</i>	<p>found the need to standardize their processes. Golf was focused on standardizing processes based on its future operations, the fact that it was to planning to serve other markets. Delta, because of its limited scope of operations did not particularly have a standardised process for developing initiatives. Surprisingly, Bravo, which is relatively small in size, nevertheless had a somewhat standardised process for developing initiatives. This may be because of its operations with international companies.</p>		
Sigma	<i>Operations in Tamale, Ghana; currently setting up another plant in Tema, Ghana; export to other African countries, Canada, Europe and US; making inroads to Asia</i>		<i>Strong brand; serves a niche market</i>	
Zeta	<i>Struggling operations in Accra with a deserted facility in Eastern Region; Distribution of products within Ghana. Plans to target other African markets, especially Francophone West Africa</i>		<i>Initially a market leader in the bitters market; currently a struggling brand</i>	