CONTENTS

17 FEATURED RESEARCH

Growth, sustainability and purpose in the community business market in the Liverpool City Region

21 IMPACT CASES - CHILE

25 IMPACT CASES

26 ACTIVITIES / INITIATIVES

PhD Entrepreneurship Academy
PhD Latin America Academy

29 ENGAGEMENT SCHEME

Award Winners - Dr. Gopalakrishnan Narayanamurthy
Award Winners - Lee Wainwright

32 NEWHALL ENTREPRENEURSHIP IMPACT AWARD

33 ELSEVIER ATLAS AWARD

34 RESEARCH GROUP MEMBERS

Academics and Research Visits
Doctoral Researchers

PAGE NUMBER

3 DIRECTOR’S STATEMENT
Prof Pablo Munoz

4 FOREWORD
Prof Julia Balogun

6 CFE RESEARCH THEMES

8 FEATURED RESEARCH

Biotech Start-Ups:
Networks As Social Infrastructure For Success

Developing Entrepreneurship Policies For Hard To Reach Groups

Entrepreneurship As Networking:
Mechanisms, Dynamics, Practices, And Strategies

Disrupting Entrepreneurship Education
A Compass for Navigating the Sharing Economy

Growth, Sustainability And Purpose In The Community Business Market In The Liverpool City Region

At-Risk Groups Gaining Emancipation Through Entrepreneurship

PHD ENTREPRENEURSHIP ACADEMY

17 FEATURED RESEARCH

2019/20 SELECT PUBLICATIONS

34 ACCREDITATIONS

AACSB
Business Education Alliance
Member

AACSB
Accredited

EFMD
EQUIS
Accredited

Small Business Charter
The Centre for Entrepreneurship (CfE) is focused on bringing research and practice together through problem-based, impact-driven research agendas. Our research addresses the human, economic, ecological and cultural determinants and consequences of entrepreneurship.

We engage with academics and practitioners both locally and worldwide to ensure that our agendas are compelling and relevant and the methods we use are robust. This reflects our passion to understand and foster entrepreneurship so it can potentially contribute to solving society’s grand challenges, from the Liverpool City Region through to the international stage.

The CfE hosts a wide range of research programmes and projects that aim to deliver world-leading, engaging and impactful research. We work in partnership with academics, entrepreneurs and policy-makers to co-produce high-quality research outcomes spanning micro-level projects at the business level, through to international, macro level agendas such as disadvantaged entrepreneurs.

Our research activity is constantly evolving, helping shape the underpinning knowledge of the field. We work in areas such as: international development; social enterprises; sustainable development; creative and digital entrepreneurship; public policy measures and evaluation; regional development; innovation and development; crisis and challenging environments; and health.

In this first impact report, we would like to invite you to navigate through some of the work our team has conducted in 2019, including reflections on key publications, research projects, funding and training initiatives.
The University of Liverpool Management School has a long standing commitment through its vision to be “a globally connected Management School, whose transformative research and teaching places it at the forefront of influential knowledge leadership, bringing the school together with students, business and society in learning to make a difference.” Through this vision, the School takes its role as part of a Civic university very seriously, seeking to develop world-leading research that can make a difference to business, institutions and society regionally, nationally, and internationally both through where it is published and disseminated but also through its influence on policy and practice.

The Centre for Entrepreneurship forms a key part of this vision.

The School is investing to support and grow the Centre, not just to deliver more generally against the School vision but also given the particular importance of entrepreneurship to the Liverpool City Region. Almost 25,000 businesses fall within the region’s seven key sectors, of which 99% are SME’s.
The School has a long-standing history of supporting SMEs through its Growth Catalyst programme, which is underpinned by robust research, action learning and peer mentoring and has been designed specifically to support SMEs, supporting many small businesses since 2010. Recent new ERDF funding has been won to support further cohorts to the Growth Catalyst. More recently, with the arrival of number of prominent entrepreneurship scholars in the School, including Professors Blackburn, Elfring and Muñoz, the Centre has been able to extend its contributions to consideration of the full range of human, economic, ecological and cultural determinants and consequences of entrepreneurship.

The research and impact agenda of the Centre addresses not just the SME growth agenda, but also how SMEs grow to develop internationally, and in particular the social benefits of entrepreneurship through its focus on areas such as transformational entrepreneurship, entrepreneurship and disadvantaged groups, and young people and entrepreneurship.

We hope you enjoy reading about the Centre and its wide ranging impact in this first annual report.
INTERNATIONALIZATION OF SOCIAL ENTERPRISES
Explores the drivers, challenges and strategies adopted by social enterprise in different institutional contexts. Our projects look at the internationalization process of social enterprises and the factors underlying entry mode choices; the performance implications of internationalization on the dual purpose of social entrepreneurship (social and financial objectives); the role of institutions and international investors on social enterprise performance; and general internal and external antecedents of the international social entrepreneurship.

SMES AND INTERNATIONALIZATION
Analyses the concept of internationalization, the risks and benefits for SMEs and the policy ramifications at the macro and micro level. The research programme draws upon original and secondary research material to answer specific questions from enterprise, support agencies and policy-measure perspectives. The research engages with a number of organizations, public and private, and involves an international team of researchers. The firms involved include both 'born-global' enterprises through to established ventures seeking to expand their geographical networks through international product and service exchanges. Stakeholders involved in the programme have included for example, Eurofound, the European Union and the Australian Institute of Public Accountants.

SOCIAL VALUE AND IMPACT MEASUREMENT
Explores the emergence and adoption of social value and impact measurement tools locally, nationally, and globally. The research looks at the tools used by social enterprises to enact and evidence social goals; the benefits and challenges of embedding beneficiaries into the measurement process; the notions of social value and impact and its measurement across industries; how social value and impact measurement tools provide legitimacy, and for whom; and the negative effects of social value and impact measurement such as gaming, manipulation, or means-ends decoupling.

SOCIAL INVESTMENT AND SOCIAL ENTREPRENEURSHIP
Explores the different array of investment methods that social entrepreneurs access from an entrepreneurial finance perspective. Specific research projects within this programme look at the performance differentials in impact investment, role and effects of net positive returns, the role of impact metrics with investment relationships and the balance between social and economic dimensions of entrepreneurial impact, and prosocial fintech.

SUSTAINABLE VENTURING
Examines the process through which entrepreneurs create social, ecological and economic value. Through our projects we seek to understand the antecedents and contribution of entrepreneurship, as a problem-solving activity, to a range of developmental areas within the scope of the sustainable development goals, such as low carbon innovation, energy innovation, sustainable food, inclusive economic development, climate change and regeneration, resilience and healthy living.
TRANSFORMATIONAL ENTREPRENEURSHIP
Examines the role entrepreneurship may play in transforming the life of people facing challenging circumstances. Specific research projects within this programme look at enterprising activities of those facing issues such as poverty, social injustice, violence, and displacement and the impact entrepreneurship may have on overcoming their own life circumstances.

CRISIS, CHALLENGING ENVIRONMENTS AND ENTREPRENEURSHIP
Examines entrepreneurship in contexts facing challenging circumstances or disruptive external shocks. Our projects look at entrepreneurial responses to natural and man-made disasters and life circumstances of at-risk groups.

ENTREPRENEURSHIP AND DISADVANTAGED GROUPS
This programme of research analyses particular groups of the population who experience inequality in society and thus are at a disadvantage when accessing resources to engage in entrepreneurship. The programme involves working with academics, policy makers and partnership organisations, including for example the OECD, to build up a body of knowledge that helps overcome inequality. The programme has conducted studies of women, ethnic minorities, disabled, youth, older people and the unemployed. These studies span particular pieces of commissioned research through to doctoral projects.

YOUNG PEOPLE AND ENTREPRENEURSHIP
Examines the attitudes, experiences and motivations of younger people to entrepreneurship. The programme analyses the perceived attractiveness of entrepreneurship as a career option relative to other opportunities, the risks and rewards. The programme draws upon empirical data from various sources, including the GUESSS database to add to a comprehensive knowledge-base.

SMES AND THEIR EXTERNAL SUPPORT NETWORKS
Examines the behaviour of entrepreneurs in relation to how they perceive and interact with the external network infrastructure, including informal and formal institutions. The programme involves segmenting the SME population and an analysis of their needs according to size, age, sector, innovative capabilities etc. Specifically, the research aims to analyse the process that entrepreneurs go through when seeking external assistance, what stimulates the need, their selection criteria and preferences and experiences. It involves analysing interactions with their accountants, the legal profession, banks and various public agencies. The programme involves an interdisciplinary approach with a range of public and private stakeholders.
In biotechnology, innovation is a collaborative endeavour. Biotech start-ups do not possess all specialized knowledge that they need to grow and succeed. Instead, they rely on network ties allowing them to source complementary knowledge and other resources. These network ties may consist of alliances and research partnerships connecting the biotech firm with other organisations, often universities or pharmaceutical firms. However, particularly start-ups often lack such formalized organisational connections. They rely on interpersonal network ties established by the founder manager, who informally reaches out to personal or business contacts.

Investigating a regional biotechnology cluster in Germany, I took a closer look at such interpersonal network ties established among founder managers of biotech start-ups and other cluster members, such as researchers and venture capitalists. The results of a survey offered insights into the cluster network’s structure, the drivers of networking, and its implications for success.

As the below visualization highlights, most individual cluster members habitually used interpersonal networks to transfer work-related advice and knowledge with each other. This intensive networking was facilitated by the regional co-location and regular social events organized by the cluster administration. However, the visualisation also highlights that some managers are more active establishing interpersonal network ties than others. I found that the managers’ entrepreneurial attitudes, for instance their innovation orientation and business self-esteem, shaped the networking behaviour, thereby determining the managers’ and their organisations’ access to resources available within the cluster.
This finding has implications for entrepreneurship education and training: to help founder managers to consciously use networking in more targeted ways, raising awareness of how their attitudes shape their behaviour is critical.

The importance of targeted networking behaviour is highlighted in a second study demonstrating that the biotech managers’ interpersonal network ties are tightly intertwined with their organisations’ formal alliances. That is, while it might initially be difficult for a start-up to establish contractual partnerships, interpersonal networks of their founder managers are an important stepping stone on the way to an alliance. Understanding how to use interpersonal networking to attract alliance partners is imperative for any founder manager since alliances are essential for the growth and success of the biotech start-up. Overall, the project draws attention to the importance of interpersonal networks as social infrastructure for entrepreneurial success.

Julia is Senior Lecturer in Innovation and Knowledge Management at the University of Liverpool Management School, UK, and an adjunct researcher at the Centre for Transformative Innovation at Swinburne University of Technology in Melbourne, Australia. Her research focuses on networks within and between organizations in knowledge-intensive settings, with the aim of creating a better understanding of how and why network ties form, and exposing the consequences of network connections for innovation.

The visualisation shows the knowledge transfer network among the 48 surveyed biotechnology cluster members. Each dot is a manager and each arrow represents a knowledge transfer tie.

Different colours represent each managers’ organisational affiliation.
DEVELOPING ENTREPRENEURSHIP POLICIES FOR HARD TO REACH GROUPS

Prof. Robert Blackburn
Professor of Entrepreneurship,
Editor-in-Chief of the International Small Business Journal

Policy interventions for small firms have now existed for over 50 years but a perennial weakness has been their ability to engage with specific segments of the population: groups of people with certain characteristics who repeatedly fail to draw upon support. This is because of poor policy design, lack of awareness and the reluctance of certain groups in the population to engage with government or formal institutions for help. Hence, there are groups of the population that are disadvantaged from accessing advice and resources that may significantly improve their entrepreneurship experience, impeding employment creation and wellbeing for the economy and society.

I first examined entrepreneurship policies as far back as the 1990s, building up a body of work that argues for a more targeted approach for policy intervention. Policy design and delivery needs to be sensitised to the multifaceted characteristics of the business population in order to form a basis to the needs of those who start and run a business. A framework for segmenting the small business population is set out in ACAS (2012) and to develop a targeted approach based on specific business population characteristics in Blackburn and Smallbone (2014). This requires policy makers to think in detail about the design and delivery of interventions if marginalised groups are to benefit from business support. This body of research formed a basis for subsequent research and input into an Entrepreneurship Policy Toolkit www.betterentrepreneurship.eu/ for the Organisation for Economic Co-operation and Development (OECD), Local Economic and Employment Development Programme (LEED).

This involved working with an international team and members of LEED to produce policy briefs that were drawn upon when developing the toolkit (eg. Blackburn and Smallbone, 2015) to contribute to a high-level capacity building seminar, including video links (See: www.oecd.org/cfe/leed/capacity-building-seminars.htm); and to produce guidance notes and case-study content for the Entrepreneurship Policy Toolkit website for policy makers to understand specific groups and share examples: www.betterentrepreneurship.eu/en/resources

"the Entrepreneurship Policy Toolkit aims to provide a framework for national and regional policy makers to promote “inclusive entrepreneurship”"
Specifically, the Entrepreneurship Policy Toolkit aims to provide a framework for national and regional policy makers to promote ‘inclusive entrepreneurship’ and recognise that entrepreneurship can be a realistic and valuable option for all people, regardless of their personal characteristics and background. The target groups include youth, women, migrants, and the unemployed in business creation and self-employment. This approach is considered significant in terms of helping to influence the portfolio of measures that governments and support agencies provide for small firms.

Robert is Editor-in-Chief of the International Small Business Journal. He has undertaken research for private and public sector organizations worldwide on entrepreneurship and small business, including the OECD, the European Commission and Parliament, various UK government departments and banks and support agencies. Robert is an Academician of the National Academy of Social Sciences; a member of the Executive of the European Council for Small Business and Entrepreneurship; a Trustee and Treasurer of the Society for the Advancement of Management Studies; a Fellow of the Royal Society of Arts, and is holder of the Queen’s Award for Enterprise Promotion. Most recently, Robert is Chair of the Business and Management Sub-Panel Faculty of Humanities and Social Sciences. Robert.Blackburn@liverpool.ac.uk

- Blackburn, R. (2014) Video Building Entrepreneurship for Youth Entrepreneurs. https://www.youtube.com/watch?list=UUWfQNRQCMWz4SnWmcQLP-wilI&me=continue16&v=5Cc8NrlHk&feature=emb_title
In our forthcoming book “ENTREPRENEURSHIP AS NETWORKING: Mechanisms, Dynamics, Practices and Strategies” we present an entrepreneurship as networking perspective. Persistent problems around the dominant ‘individual-opportunity nexus’ approach in the entrepreneurship field motivated us to focus on the social-interactive aspects and action orientation of entrepreneurship. It promises to address the challenge of providing a more integrated account in which the entrepreneur’s agency is combined with a greater emphasis on the social environment. The importance of social relations and the associated interactions between entrepreneurs and their environment gives insight into key entrepreneurial processes.

We develop a three-step approach to address the guiding questions of what a viable network is for (nascent) entrepreneurs and how networking activities affect their entrepreneurial endeavours. This allows us to (a) shed new light on the origins of opportunities and improve our understanding of how entrepreneurs access resources and subsequently mobilise and deploy them and (b) explain how entrepreneurs build legitimacy, facilitating them to act on perceived new combinations and thereby exploit their potential. Thus, we highlight how networking is a central constitutive force in entrepreneurship. Previous work showed how networks can or will lead to entrepreneurial action as a facilitator. Going one step further, we posit that networking is entrepreneurial action, and entrepreneurial action is networking, thereby opening an entirely new research agenda.

Tom’s research interests include corporate entrepreneurship and venturing, networking in emerging organizations, strategic entrepreneurship, and managing service innovation. He has published over 50 international articles/book chapters in Journals, such as, Academy of Management Journal, Journal of Business Venturing, Journal of Business and Psychology, Long Range Planning and Organization Studies. Additionally Tom has published seven books, the latest being Corporate Entrepreneurship and Venturing (2005, Springer), and his edited book Rethinking Strategy (Sage) has won the ERIM best book award. Tom received the Emerald Management Reviews Citations of Excellence Award in 2012 and in 2017 for his article in AMJ (with Wouter Stam) and in JBV (with Wouter Stam and Souren Arzlanian).
When I first began looking at what was taught in entrepreneurship, I was full of questions of why, what does that achieve, what are the expectations of students, faculty, policymakers, local SME's? The first thing that was evidently missing was a focus on sales. You could have the best widget in the world but if people won’t buy it from you, well you just have a cool widget. This had been raised in 2004 by David Birch in an interview published in AMLE and his views echoed my own. Consequently, we set about building a new year long module with a sole focus on sales and negotiation skill development. Students need to ‘do’ sales and negotiation to have the emotional investment in the results of their efforts. They also learn as much from one another, if not more, than from the educator.

Another area often criticised of enterprise educators is in the unrealistic expectations that all ideas are worthy of stakeholders and investors ‘making it happen’. Without being the bearer of the bad news that this is a myth promulgated by online magazines mainly, students are invited to test the market themselves. Launch an idea and post it on a UK based crowdfunding site [not Kickstarter] for three weeks. If the idea has credibility, surely the world will come running to donate or invest in you and your idea, right? Well it is a quick way to learn that their ‘baby’ is not as appealing as they thought it was. It is important to note, students are not marked on the success or failure of their campaigns. That would be cruel, but they do reflect on what they learned about fundraising.
There is too much focus on entrepreneurship education being solely about new start-up businesses and this is often posed as the measure of why entrepreneurship education exists. Businesses get transferred, exited, sold on, get bought out and handed down to family members. There was nothing to address that in our PCT offerings before the ULMS549 module was introduced in 2015. It is an introduction to students seeing themselves as more than just start up entrepreneurs, but also as future Angel Investors and that it is more efficient to buy a business that already has sales history and a customer base than to start from scratch.

In the now well established ULMS252 for our 2nd year undergraduate students, the group project when I took over was a 3,000 word business plan. Students hated it. As a truly international school, we have students from all 7 continents study with us, many of which have English as a second language. It was unfair on everyone to expect native speakers to have to correct poorly written business plans so I changed it to a 3 minute Video Diary instead. This requires different skills to be included into the final video diary assessment: creativity, innovation, software skills, and sharing of content. It also acts as evidence of everyone contributing to the project.

Entrepreneurship affects everyone, regardless of scientific discipline so I have been helping other faculties and schools to introduce a version of enterprise to their modules and programmes. It was because of this experience that I single-handedly won the bid for a UK partner to help the largest University in Uruguay introduce enterprise education into the curriculum of their 10,000 engineering students in 2015/16. This work is an ongoing impact case. I am also the External Moderator for similar modules being introduced across campus at our partner institution in China, XJTLU and is supportive of more of these initiatives at home and overseas.

Dale has a practical background in building seven businesses prior to entering higher education giving her both first hand experience and the confidence to demonstrate to students and others actually how to ‘make it happen’. Dale argues we are all entrepreneurs now and the skills we develop both in education and in life mean being enterprising is an increasingly valuable skill set to update and maintain. Dale is a recipient of the Teaching Excellence Award (University of Liverpool Faculty of Humanities & Social Sciences, 2016), and a Senior Fellow (Higher Education Academy, 2015).
"This Compass has already gained widespread adoption with a range of sharing economy ecosystem actors around the globe."

Sharing-based businesses have evolved from simple peer-to-peer to complex platforms and networks of people and companies interacting for the collective use of (under-utilized) resources. Despite the growing complexity of the sharing economy, most media and scholarship seem to paint all sharing businesses with the same brush, assuming that a one-size business model - and associated impacts- fits all. In consequence, current models cannot account for the complexity underlying sharing business value propositions and neither offer a way forward for those interested in crafting models for the creation and delivery of sharing-based value, which is highly problematic for a US$335 billion industry.

Using design-science methods, in “A Compass for Navigating Sharing Economy Business Models” (CMR) we leverage the findings of multiple pieces of published research to develop and test an actionable conceptual framework and generative tool delineating the building blocks of a sharing...
economy business model, which we call: The Sharing Business Model Compass.

The Compass allows for overcoming the shortcomings of traditional normative models in related fields. It provides management scholars interested in the space a robust framework to guide their future analyses and theoretical elaborations. It also allows for expanding the scope of business model possibilities for sharing economy start-ups and corporate ventures. As such, it is an essential business modelling tool capable of supporting entrepreneurs, investors, incubators and incumbents interested in entering the sharing economy to create, present and evolve a compelling sharing business model as well as evaluate its extent of robustness. This Compass has already gained widespread adoption with a range of sharing economy ecosystem actors around the globe. The co-authors have also incorporated the compass into entrepreneurship and sustainability courses to assist management students in contextualizing the range of sharing economy business models emerging in disperse sectors and what the implications of the combination of decisions are for the enterprise, the community and the planet.

Pablo's research examines how, why and with what consequences entrepreneurial individuals and communities address wicked problems and create societal and ecological value through business activities; with or without economic return. It focuses on two areas: entrepreneurship, society and ecology and entrepreneurship in the periphery. Across these areas Pablo looks at the venturing process: its determinants, mechanisms and outcomes, alternative forms of organising and value exchange, territorial and social embeddedness, and the overall contribution of this form of entrepreneurship to sustainable development.

Pablo's work has been published in leading management journals, such as Journal of Management Studies, Journal of Business Venturing, Academy of Management Discoveries, California Management Review, Technological Forecasting and Social Change, Organization & Environment, among others. It has also been referenced in popular and specialised media such as Fast Company, Shareable, The European Business Review, The Telegraph, The Network for Business Sustainability and America Economia.

He is Visiting Professor of Entrepreneurship with the School of Business and Economics at Universidad del Desarrollo in Chile and the Associate Editor of the Journal of Business Venturing Insights.

P.Munoz-Roman@liverpool.ac.uk
The objective of this study has been to build an evidence base to demonstrate how growth can be achieved in the community business market. We use the term ‘growth’ to refer to those community businesses who are looking to expand their market, revenue, employment base and impact. At the beginning we suspected that many community businesses are less able to grow, wishing initially to achieve sustainability and embed their impact within their local community. We felt that greater insight about growth and sustainability would help Power to Change target their support for community businesses more efficiently. We also wanted to examine the purpose of community businesses and specifically their role in the Liverpool City Region (LCR).

The social mission of community business is at the centre of their existence. We know that this can lead to dilemma, as the social purpose of the community business and commercial reality are pursued simultaneously (Cornforth, 2014). Our research has focused on community businesses in LCR. Community businesses have been able to access support from Power to Change in LCR, in a broader context of a dynamic social economy (Heap et al., 2017).

LCR has in general been a poorly performing economy that exhibits relatively low levels of productivity, has skills shortages, records more educational underachievement and lower numbers of business per head of population (Liverpool City Region LEP, 2016). While these issues are often overstated, we know there are consequent social problems. At the start of this research we believed that by building a detailed evidence base to show what community businesses need, we might support their growth and sustainability. We believe that a case can be made for intervention that can address not only economic and social problems, but also support Power to Change and the community businesses in LCR.
We found Power to Change’s four key features of a community business to be a useful set of criteria in deciding how an organisation should be included in our research. The perception of interviewees was interesting – not all organisations interviewed identify with the term ‘community business’. Some were quick to identify as a charity or as part of the wider social economy, working in the ‘third sector’.

Community businesses in Liverpool City Region are, on average, older and therefore better established than organisations in the wider social economy. Community businesses have more assets than other social organisations, even though they generate similar levels of income. Our survey data and interviews identified that, for some community businesses, the ownership of fixed assets, like buildings, was a major catalyst for growth. The financial data highlighted the importance of fixed assets for the development of financial resilience.

We found that around half of community businesses in Liverpool City Region had low financial resilience. This group would be vulnerable if they suffered a material reduction in income, as they do not hold enough working capital to pay their monthly expenses.

Some Key Findings

Place and Deprivation
Community businesses are very much concentrated in areas of high deprivation in Liverpool City Region, with almost two-thirds of them located in postcodes defined as the 10 per cent most deprived, according to the Indices of Multiple Deprivation. Our data shows that community businesses are more densely present in deprived areas than other social organisations.

Sectors
- Over a third of community businesses in Liverpool City Region are categorised as community hubs. This is in line with national data from Power to Change. While 25 of the 30 community hubs in Liverpool City Region operate venues, we found a total of 150 separate activities being provided by these organisations and energy and transport were the only sectors which did not feature.
- Our quantitative data shows a much higher weighting for the finance sector in Liverpool City Region than is the case in the national data (14 per cent for Liverpool, 1 per cent for England). We found 11 credit unions operating across Liverpool City Region. After carefully considering Power to Change’s four criteria for community businesses, we decided to include eight of these businesses in our analysis because they operate at a very local geographical level.

Finance and Assets
- Community businesses in Liverpool City Region are, on average, older and therefore better established than organisations in the wider social economy. Community businesses have more assets than other social organisations, even though they generate similar levels of income.
- Our survey data and interviews identified that, for some community businesses, the ownership of fixed assets, like buildings, was a major catalyst for growth. The financial data highlighted the importance of fixed assets for the development of financial resilience.
- We found that around half of community businesses in Liverpool City Region had low financial resilience. This group would be vulnerable if they suffered a material reduction in income, as they do not hold enough working capital to pay their monthly expenses.
Many organizations are committed to emancipatory work as a form of rehabilitation for at-risk groups, supporting the transition from a place of oppression from ideological, environmental or cultural constraint, towards a personal freedom. This role has been largely played by social enterprises, charities, co-operatives and voluntary organizations. Here the use of entrepreneurial training has grown in importance as a way of supporting at-risk social groups facing detrimental life-circumstances. This approach resonates with the emancipatory entrepreneuring research perspective which observes entrepreneurial projects as emancipatory efforts, since entrepreneuring can potentially break detrimental cycles and offer an alternative way forward for at-risk social groups.

However, this idea taken further departs from mainstream entrepreneurship literature, which focuses upon venture creation. Instead focus becomes about using the process of entrepreneuring - change-oriented activities and projects - with the aim of overcoming or removing perceived constraints in the individuals’ environments. While the process may evolve into self-employment, sole-trading or start-up activities, this is not assumed to be a necessary outcome that would determine the success of the rehabilitation process. Emancipation occurs as a result of the process of entrepreneuring.

This understanding led to a questioning of the current siloed, monocausal practices of rehabilitation within social work, which have a tendency to focus upon the individual as separate to their context and wider society. Focus group sessions with service providers across the North West were held to explore the current challenges and obstacles they
face which constrict and funnel outcome provision. Our findings highlighted challenges concerning stigmatisation, concepts of identity, morality and resource allocation. Indeed we discovered that although each challenge by itself was detrimental to the rehabilitation process, they operated in conjunction with each other, skewing the success of rehabilitation and promoting a negative self-fulfilling prophecy. It became evident that a gap in research existed to address the challenges which acted across levels, alongside the employment of entrepreneuring

‘Restorative entrepreneuring’ emerged as a set of entrepreneurial practices and a system of support which enable individuals at-risk to reconstruct their identity, sense of ownership and self-worth and engage in a progressively autonomous rehabilitative life project, away from deviant behavior and out of detrimental and stigmatising circumstances. Restorative entrepreneuring has the ability to act across themes and levels, affecting change to the at-risk groups position within the social order itself. More so it takes a broader view incorporating the at-risk individuals (mindset, skills, decisions and actions) and also their systems of support, including families, support organizations and the society more broadly, moving beyond just the removal of constraints.

From identifying the need for a restorative entrepreneuring research area, we identified 20 new pressing research agenda setting questions, the answers to which will aid not just research development, but will carry real impact towards rehabilitation and social work policy, as detailed in the table below.


Thompson, M., Nowak, V., Southern, A., Davies, J., & Furmedge, P. (2020). Re-grounding the city with Polanyi: From urban entrepreneurialism to entrepreneurial municipalism. ENVIRONMENT AND PLANNING A ECONOMY AND SPACE.


IMPACT CASES

INCLUSIVE ECONOMIC GROWTH
DR. ALAN SOUTHERN

Three main pieces of research underpin this work on inclusive economic growth in the Liverpool City Region (LCR). First, our research has shown the scale, scope and value of the social economy to the LCR. Second, our research has provided a clear direction on the types of supply and demand opportunities to be pursued in a devolved LCR industrial strategy. Third, our research has identified those social organisations with growth potential should the supply conditions for growth be implemented and importantly, supported by new levels of demand. The work has led to the designation of a social economy sector group and supported new ideas about social investment and how anchor institutions can support inclusive economic growth.

RURAL ENTREPRENEURSHIP ECOSYSTEMS: REFLECT
PROFESSOR PABLO MUNOZ

While conceptual and policy frameworks on entrepreneurial ecosystems have grown significantly in the past decade, current normative models are insufficient to observe, explain, and inform policies at the communal level in rural or peripheral regions. This impact case focuses on the application of a novel policy framework REFLECT, which is currently informing territorial development policy and strategy in Latin America. By delineating distinct dimensions and attributes of rural entrepreneurial ecosystems, the framework allows policy makers to better observe and analyse the operating conditions of these spaces and further promote and nurture entrepreneurship in the periphery.

INTRODUCING ENTERPRISE EDUCATION TO UDELAR, MONTIVIDEO, URUGUAY
DR. DALE HEYWOOD

Funded by the UK Foreign and Commonwealth Office in 2016, Dale Heywood was requested to help the Government of Uruguay combat the problem of a large number of excellent engineering graduates from Udelar, emigrating on graduation to surrounding Latin American countries. Some went on to commercialise their engineering projects which were the basis of their degree programmes. 1) Enterprise education has been implanted into the broader engineering curriculum. 2) An incubator SPACE has been introduced. 3) An alumni database and network development programme has since been established. 4) The first spin out, a robotics firm, was launched in 2017.

IDENTIFYING HOW BUSINESS SUPPORT PROGRAMMES HELP SME GROWTH
DR. BENITO CIORDANO

The Growth Catalyst Impact Case, led by Dr Benito Ciordano, focuses on the impact that European funded business support programmes have had on over 150 high growth small firms in the Liverpool city-region (LCR). Run by the Management School since 2010, the programmes focus on improving the leadership skills of entrepreneurs to accelerate growth in these firms. The Impact Case explores: 1) how the firms have grown since completing the programme; 2) the extent to which networking and knowledge sharing has increased between participating entrepreneurs to help growth; and 3) the extent to which the small firms have become more resilient and contribute further to economic development in the LCR.
The Centre for Entrepreneurship is committed to growing the entrepreneurship community, developing new trends and methods in research which has real impact upon our society.

Hosted at the University of Liverpool, the PhD Entrepreneurship Academy was designed for PhD students and early career researchers who wanted to get a deeper understanding of entrepreneurship as a field, of classic and modern theories of entrepreneurship, alongside advanced research methods, conceptual modelling and theorising. Students developed knowledge regarding how to publish in entrepreneurship journals, with each participant given the opportunity to receive feedback on their research projects and overall guidance around how they can both develop a publication strategy and embed impact early on into their PhD projects.

Students and academics travelled from across the world to take part, contributing their knowledge and research at the three day event.

2019 62 applicants from 4 countries and 37 selected

2020 68 applicants from 8 countries and 35 selected
In March 2019 the Centre for Entrepreneurship co-sponsored with Academia B (a Latin America initiative to bring B Corps and academic research together), the PhD Latin America Academy, specifically designed to support doctoral students and early career researchers exploring critical issues at the intersection of business, enterprise and sustainable development.

For the past two years, Academia B has been focused on two critical areas: climate change and inclusion, through two flagship projects:

- “Climate Change Risks and Opportunities for B Corps in Latin America”
- “Understanding the systemic impacts of B corps on social and economic opportunities for women and youth in Latin America”

The PhD Latin America Academy provided an international platform for academics from the Centre for Entrepreneurship to discuss their cutting edge research regarding sustainable entrepreneurship alongside leading scholars from Colombia, Canada, USA, and Costa Rica. PhD students were able to discuss their projects and gain invaluable feedback about how to enhance their research.
Research and practice think and work at different levels, timing and language. The Centre for Entrepreneurship takes an innovative approach to addressing the gap between research and practice, called: boundary work. It involves active and meaningful engagement with practitioners and policy-makers through the development of engagement initiatives and activities capable of momentarily bridging the gap between these two worlds.

This scheme offers funding to support any of the following engagement activities, in the areas of entrepreneurship, innovation or small business management:

- **Collective scoping meetings:** Short workshops for researchers and practitioners, aimed at exploring practical challenges requiring knowledge products to respond to such challenges.

- **Preparation of challenges reports:** Short reports that summarise practical or policy challenges, which are presented and discussed in the form of research questions, research insights and future research needs.

- **Data collection efforts in rare or challenging contexts or circumstances,** likely to lead to unique data and actionable research.

- **Data sense-making:** Short workshops for collective appreciation and discussion of rare data and deriving meaningful and actionable research insights.

- **Early engagement activities,** including reports or events aimed at disseminating and obtaining feedback on early research insights.
One of the biggest roadblocks to the participation of formal credit sources in rural agriculture financing is the lack of reliable data on the historical performance of a farmer. Given that 67% of the Indian farmers hold less than 1 hectare of land, banks face difficulty in estimating their credit-worthiness due to lack of data on the performance of land at the individual farm level. In this project, we propose to explore what digital platform innovation relying on new data sources such as satellite imagery can offer for the expansion of rural agriculture financing.

Historical dependence on informal sources of financing has established directly proportional relationships between farmers’ lower income and the suicide rates among them. With over 40% of lending in rural agriculture still depending on informal sources, one of the key pillars of increasing productivity in India’s rural agriculture is the expansion of institutional credit. However, one of the biggest roadblocks to the participation of formal credit sources in rural agriculture financing has been the lack of reliable data on the historical performance of a farmer. In the recent past, satellite imagery has emerged as an independent and democratised source of information that can reflect the ‘reality’ of the performance of land and the farmers. To explore and confirm the opportunities that these new big data analytics platform based on satellite imagery can offer to expand the credit for farmers in India, we will conduct interviews with experts from agriculture and satellite technology background.

Our engagement activity will lead to a report that captures what satellite big data analytics as a democratised tool can offer to scale the overall efficiency and efficacy of formal financial lending transactions in rural agriculture. We are specifically interested in understanding the potential of such digital innovations in removing the barriers created by absence of independent data sources and how it can reduce the time and cost incurred to assess the credit-worthiness of a small and marginal farmer in India. The report will also capture how the adoption of satellite big data analytics can provide greater competence to stakeholders in the financial industry.
Entrepreneuring can be considered as the behaviours exhibited by individuals, which align with traditional views on entrepreneurialism, including risk taking, problem solving, network building, leadership etc – but are not employed necessarily for the purpose of wealth or venture creation. Through entrepreneuring, at-risk individuals (refugees, homeless people, offenders, NEET young people etc) may find a pathway to improve their life circumstances, aligning with rehabilitation programmes. To gain a fuller understanding of the current challenges faced by both the providers of emancipatory rehabilitation pathways and at-risk individuals, a focus group session was held in June 2019 with five, client facing local service providers. The results from the focus group upon analysis coalesced into a challenging framework, identifying deep rooted, multi-casual detrimental factors which hinder not only client rehabilitation, but service provision in its entirety. Placed together into a matrix, these challenges formed the central focus of a new report, calling for action and suggesting where entrepreneuring may offer a way forward for at-risk social groups.

ENGAGEMENT SCHEME
AWARD WINNERS 2019

LEE WAINWRIGHT: ENTREPRENEURIALISM AS AN EMANCIPATORY PATHWAY FOR AT-RISK GROUPS
The Newhall Entrepreneurship research impact award celebrates and encourages methodologically rigorous and societally beneficial entrepreneurship studies contributing knowledge with the potential to make the world a better place.

It examines peer-reviewed entrepreneurship research which builds strong links between practice and academia: papers published in the last five years with demonstrated, or concrete pathways to, impact on entrepreneurship policy or practice or society more broadly.

Newhall is an award-winning publisher responsible for creating beautiful and intelligently crafted communications for its clients to support their marketing and brand development.

2019 Award Winner

The Management School’s Centre for Entrepreneurship and Newhall Publishing awarded the 2019 Newhall Entrepreneurship Research Impact Award to Dr. Virva Salmivaara, Post Doctoral Researcher at Aalto University and Oxford University.

Dr. Virva received the award for her research titled: ‘Rhetoric mix’ of argumentations: How policy rhetoric conveys meaning of entrepreneurship for sustainable development. Entrepreneurship Theory and Practice.’

Dr. Andrew Douglas, Chairman of Newhall Publishing, said: “Newhall as an innovative company, is pleased to be able support this award in the University of Liverpool’s Centre for Entrepreneurship, which recognises outstanding research in the field. At Newhall we are proud of our on-going commitment to charitable giving, so I am delighted to see this award has been made for a piece of research which focuses on societal benefit and sustainable entrepreneurship.”
ELSEVIER ATLAS AWARD

The Atlas award showcases leading research from Elsevier's journals.

Science impacts everyone's world. With over 2,500 journals publishing articles from across science, technology and health, Elsevier's Atlas team have a mission to share some of the stories that matter.

Each month Atlas showcases research that could significantly impact people's lives around the world or has already done so, in the hope that bringing wider attention to this research will go some way to ensuring its successful implementation.

2019 Award Winner

Professor Pablo Munoz, Director of the Centre for Entrepreneurship, was recently awarded the Elsevier Atlas Award for his paper entitled “Poverty and the varieties of entrepreneurship in the pursuit of prosperity”.

Prof Munoz’s paper, co-authored by colleagues from Newcastle University, was one of ten nominations in the September 2019 category dedicated to Decent Work and Economic Growth. Nominations were selected from over 2,500 journals which publish articles across science, technology and health, by an international scientific committee.

“This is important award for us as it celebrates societal impact. The study opens up the concept of entrepreneurship and assumptions around it – what is entrepreneurship really about? We think our research opens new possibilities for how to support entrepreneurship and new ways of understanding its role and function in addressing poverty.”
MEMBERS

ACADEMICS

Prof Robert Blackburn
Professor of Entrepreneurship
Editor-in-Chief of the International Small Business Journal

Dr Julia Brennecke
Reader in Innovation Management

Prof Tom Elfring
Subject Group Head of the Strategy, International Business and Entrepreneurship group (SIBE)
Professor in Strategic Management and Entrepreneurship

Dr Paul Ellwood
Senior Lecturer in Management

Dr Benito Giordano
Senior Lecturer in Innovation Management

Dr Dale Heywood
Senior Lecturer - Entrepreneurship

Dr David Higgins
Senior Lecturer in Management

Dr. Samuel Horner
Lecturer in Strategic Management and Entrepreneurship

Prof Dilani Jayawarna
Director of Postgraduate Research
Professor in Entrepreneurship
Consulting Editor for the International Small Business Journal

Dr Allan MacPherson
Senior Lecturer in Entrepreneurial and Organizational Learning

Prof Terry McNulty
Professor of Management and Corporate Governance & Associate Dean (International)

Prof Pablo Munoz
Director of the Centre for Entrepreneurship
Professor of Entrepreneurship

Dr. Gopalakrishnan Narayanamurthy
Lecturer in Operations and Supply Chain Management

Dr Alan Southern
Principle Investigator Heseltine Institute
Senior Lecturer

RESEARCH VISITS

Maxim Vlasov,
Umea University, Sweden
May 2019
Eco-Entrepreneurship

Suwen Chen,
University of Edinburgh, UK
Oct 2019
Impact Investing

Rodrigo Frias,
Chile’s Economic Development Agency
June 2019
Entrepreneurship Policy
MEMBERS

DOCTORAL RESEARCHERS

Luqman Abdurrahman
Indigenous Entrepreneurship and Social Investment

Muntasir Alam
Individual and Household Life Course Explanation to Entrepreneurial Exit

Mary Joy Baloyo
How are privileges and disadvantages that arise from intersecting social positions of gender, race and class status, experienced by the entrepreneurial household?

Davide D’Aleo
How does international arbitration affect the institutional environment of countries and, subsequently, how can it influence the risk perception of certain markets, affecting international joint venture strategies, FDI and FDI policy-making, and firm performance.

Thomas Davis
Using History in a (twice) Entrepreneurial Space

Roland Daw
How does the formation of the organisation’s sustainability strategy create the character of sustainability as it is actually implemented?

Alex Emberton
Technology Adoption in Large Organisations

Josephine Gaza
Understanding the role and implication of social media networking for entrepreneurship

Gabriella Hall
The Liverpool city-region’s priority innovation sectors: dynamics and challenges

Carl Hughes
How the Fourth Industrial Revolution will affect the relationship and balance of power between capital and labour.

Ling Li
Indigenous Worldview and Entrepreneurship

Michael McQueen
How can the integration of smart systems and IoT devices be used to drive decision making, service delivery and social well-being

Katie Neary
Doing innovation in the NHS: exploring the role and capturing the impact of the Innovation Hub at Alder Hey Children’s NHS Foundation Hospital

Lee Wainwright
Entrepreneurialism as Emancipatory Pathways for At-risk Groups

Abigail Grant-Williams
Towards a conceptualisation of Philanthrocapitalism in the context of youth entrepreneurship in low-income communities

Julia Zielke
Multi-level and multi-actor ecosystem approaches towards a plural understanding of wellbeing and wellbeing research