



## Research Article

# Conceptualization and critical dimensions of inclusive entrepreneurial ecosystems

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## ABSTRACT

While the concept of entrepreneurial ecosystems has famously been capturing the holistic view of entrepreneurial development, the question of how entrepreneurial ecosystems can specifically foster inclusiveness and advance toward sustainable development goals (SDGs) set by the United Nations is still an underexplored area of research. Despite the fact that scholars have shown a growing interest in defining and measuring entrepreneurial ecosystems, this is still a neglected area of research in the context of marginalized communities. Previously the effectiveness of entrepreneurial ecosystems has largely been focused on aligning skills with opportunities, providing equal accessibility to available geographical resources, and supporting social networks with favourable policies. However, few studies explain social, economic and geographical issues faced by marginalized communities within the debate of entrepreneurial ecosystem. By critically analyzing the literature on entrepreneurial ecosystems, this paper conceptualizes the new construct of inclusive entrepreneurial ecosystems and their related dimensions. At the interface research, scholars will create unique positioning by using theoretical advancement. Moreover, policy-makers could align their strategic goals with the purposed inclusive dimensions that transform the socio-economic conditions of marginalized communities.

**Keywords:** *Entrepreneurial Development; Entrepreneurial Ecosystem; Inclusive Entrepreneurial Ecosystem; Marginalized Communities*

## 1. INTRODUCTION

The role of entrepreneurship has gained considerable attention among scholars and policy-makers for achieving sustainable socio-economic development (Acs & Stenholm, 2008; Acs & Stenholm, 2008; Baumol et al., 2007; Cohen & Winn, 2007; Hall et al., 2010; Öner & Kunday, 2016). The effectiveness of entrepreneurial activities largely depends on the entrepreneurship development process that works as an engine of socio-economic development (Audretsch & Belitski, 2017; Nkechi et al., 2012; Shefiu, 2011). Entrepreneurial development is a prominent tool that focuses on identifying and exploiting new business opportunities (Audretsch et al., 2015; OECD., 2018; Valliere, 2016). Jobs creation, regional growth orientation, technological advancement, innovation, new skills development, and knowledge creation are the main outcomes of entrepreneurship development (Baluku et al., 2016; Gamidullaeva & Agamagomedova, 2021; Kirchhoff, 1994; Przepiora, 2017). However, in developing countries, there are still many challenges, such as lack of education,



lack of finance & family support, lack of skills and competencies (Sirine et al., 2019), and social barriers (Ali et al., 2019), lack of support from government programs (Yun, 2020), gender discrimination (Conroy et al., 2017), and most importantly least focused on marginalized communities (George et al., 2019) that restrict regional entrepreneurship development.

Historically several fields, including economics, sociology and geography, have connected together to broaden the context of entrepreneurship. The consensus has reached to explain the interaction of actors, including government, entrepreneurs, and firms who are bounded in an urban and regional context. A new perspective emerges that offers an emerging concept of the entrepreneurial ecosystem that has widely been used to explain how value creation could be achieved by utilizing local geographical tangible and intangible resources that foster the entrepreneurial development process (Fritsch, 2013; Stam, 2015). Scholars have defined an entrepreneurship ecosystem as a complex process of interactions between actors and environmental factors that transform ecosystems to create regional value in the form of productivity of entrepreneurship (Audretsch et al., 2017). Using the biological metaphor "ecosystem", scholars have recognized the interdependencies of factors by using the systemic approach to explain the interaction between entrepreneurs and factors that play a significant role in the direction of entrepreneurial development (Cohen, 2006; Isenberg, 2010). Despite the fact that ambitious entrepreneurship considers an important outcome of the entrepreneurial ecosystem, there are potential entrepreneurs within marginalized communities who face contextual challenges to explore and exploit business opportunities. Many scholars have identified the absence of entrepreneurial activities of marginalized communities within the entrepreneurial ecosystem (Stam, 2015), which results in lower socioeconomic development and a high risk of involving them in social turmoil. Isenberg (2010) suggested that researchers have almost entirely neglected investigation of inclusive ecosystems/entrepreneurial ecosystem interface. Therefore interface of inclusiveness and entrepreneurial ecosystem require to conceptualize the inclusive entrepreneurial ecosystem.

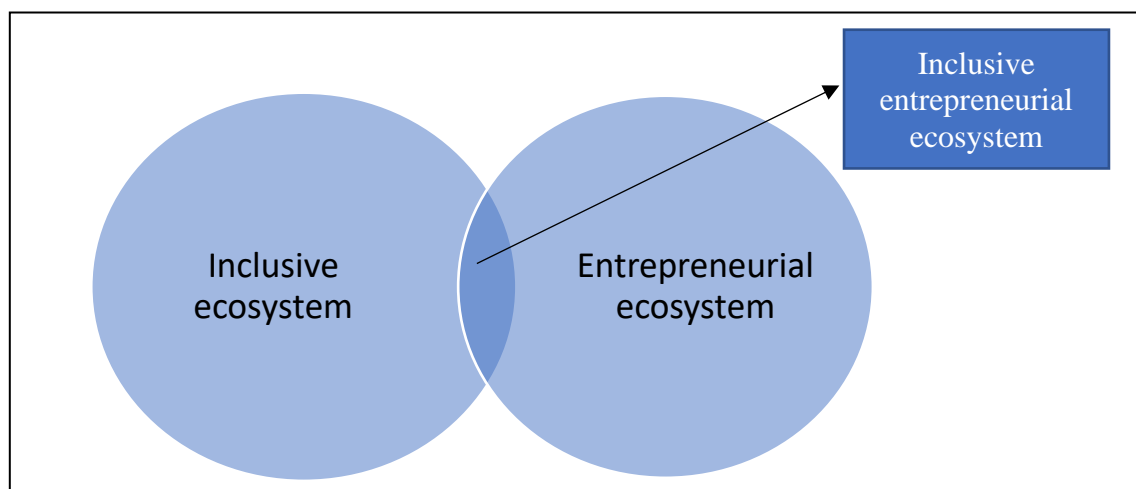
Why marginalized communities have been neglected because most of the entrepreneurial development debate in literature has followed the Schumpeterian heroic model of entrepreneurship. The concept of the entrepreneurial ecosystem still has to address how contextual support should be provided to marginalized communities that require conceptual, empirical, and theoretical development of the field in this realm (Roundy et al., 2017). Moreover, Sarasvathy and Venkataraman (2011) emphasized the critique of the general method of the entrepreneurial ecosystem required to achieve entrepreneurial development for sustainable development.

These perspectives are useful in framing and understanding the abbreviated history of the interface and recommendations for future research described in this paper and are summarized in Table 1.

**Table 1.** Interface research perspectives

Perspective	Explanation
Inclusive ecosystem and entrepreneurial ecosystem	Commonalities
the entrepreneurial ecosystem in the inclusive ecosystem (social inclusion and inclusive growth)	Entrepreneurial ecosystem issues in the inclusiveness field or viewed through the inclusive theoretical lens
The inclusive ecosystem in the entrepreneurial ecosystem	Inclusiveness issues framed in the field of entrepreneurial ecosystem or viewed through EE theoretical lens
Unique interface concept	Evolution of distinct concepts out of a combination of inclusiveness and EE

It is critical to understand the current study on the entrepreneurial ecosystem and where it has been heading. There are many publications on interference that have been done previously. The inclusive entrepreneurial ecosystem conceptualization drives by the historical development of the field.



**Fig. 1.** Interface of the inclusive ecosystem and entrepreneurial ecosystem:

## 2. METHODOLOGY

The conceptual development of an inclusive entrepreneurial ecosystem is based on a literature review. How to support marginalized communities, an emerging topic of research in the field of entrepreneurship development. To achieve this goal, the systematic literature review addresses the marginalized communities' role in the entrepreneurial ecosystem. Scholars advocated this approach as a useful way of advancing field knowledge (Pittaway et al., 2014).

Considering that entrepreneurial ecosystem development is an interdisciplinary field; therefore, SLR is the most appropriate approach to synthesizing the new perspectives and frameworks (Torraco, 2016). Research papers are extracted from relevant articles from top journals, including "CONTEMPORARY ISSUES IN ENTREPRENEURSHIP RESEARCH", "JOURNAL OF SMALL BUSINESS AND ENTREPRENEURSHIP", "JOURNAL OF ENTERPRISING COMMUNITIES", "ENTREPRENEURSHIP AND REGIONAL DEVELOPMENT" and "PUBLIC ADMINISTRATION AND POLICY" (Detail list is given below). Scopus database is used to select the articles with the following keywords string.

(TITLE-ABS KEY (inclusive AND ecosystem) OR TITLE-ABS KEY (inclusive AND entrepreneurship) OR TITLE-ABS KEY (marginalized AND entrepreneur) AND TITLE-ABS KEY (entrepreneurial AND ecosystem)).

There are 59 related articles (Table 2: Appendix) in the relevant domain that reveals an all-inclusive ecosystem and inclusive entrepreneurship involve an entrepreneurial ecosystem, but not all entrepreneurial ecosystem evolves into inclusive entrepreneurship. The literature is deeply analyzed to address the following questions:

1. What is the role of marginalized communities within an inclusive ecosystem at the interface?
2. What are the inclusive entrepreneurial ecosystem dimensions for marginalized communities in developing entrepreneurial activities?

### **3. THE INCLUSIVE ECOSYSTEM AT THE INTERFACE**

Inclusive ecosystem issues within the entrepreneurial ecosystem have started being published in top journals to capture the inclusive activities within the entrepreneurial ecosystem. The main outcome of the entrepreneurial ecosystem must create inclusive productivity without compromising sustainability and socio-economic development. The current debate on the inclusive ecosystem lacks theoretical and empirical boundaries as an interface to describe an inclusive entrepreneurial ecosystem. However, Inclusive ecosystems prioritize considering the development of marginalized communities' social values. Looking at inclusive issues during the interaction of all elements of entrepreneurial ecosystems, including social, cultural, and governance, shows inclusivity discusses less toward the interaction process (Stam, 2018). The method of value creation is based on the level of ecosystem services, social fairness, and sustainability (Daily et al., 2000). To a large extent, ecosystem valuation has covered monetary benefits with little focus on nonmonetary values.

An inclusive ecosystem possesses several healthy factors, including equal access to opportunities that promote gender equality and inclusion as necessary for strong, sustainable, and balanced economic growth. The concept of inclusiveness is applied to contextual social conditions that construct favorable for all stakeholders of a region. An inclusive ecosystem combines both concepts and explains the interaction of all stakeholders with an inclusive social context that provides equal accessibility of resources and opportunities (See Fig. 1). The interface of the inclusive ecosystem is still open for debate whether or not the entrepreneurial ecosystem is becoming too dominant in the interface.

One important attribute of the inclusive ecosystem is that inclusive resources consider non-living components. The marginalized communities are living components and share common schemas that drive their behaviours and intentions. For instance, digital technologies are an important element of technological resources, and their equal access to all communities determines inclusive conditions. Therefore, in some aspects, the inclusive ecosystem concept overlaps with the inclusive entrepreneurial ecosystem. The

following Fig. 2 shows the topics in the current knowledge domain. It reflects a missing connection of inclusiveness with the entrepreneurial ecosystem.

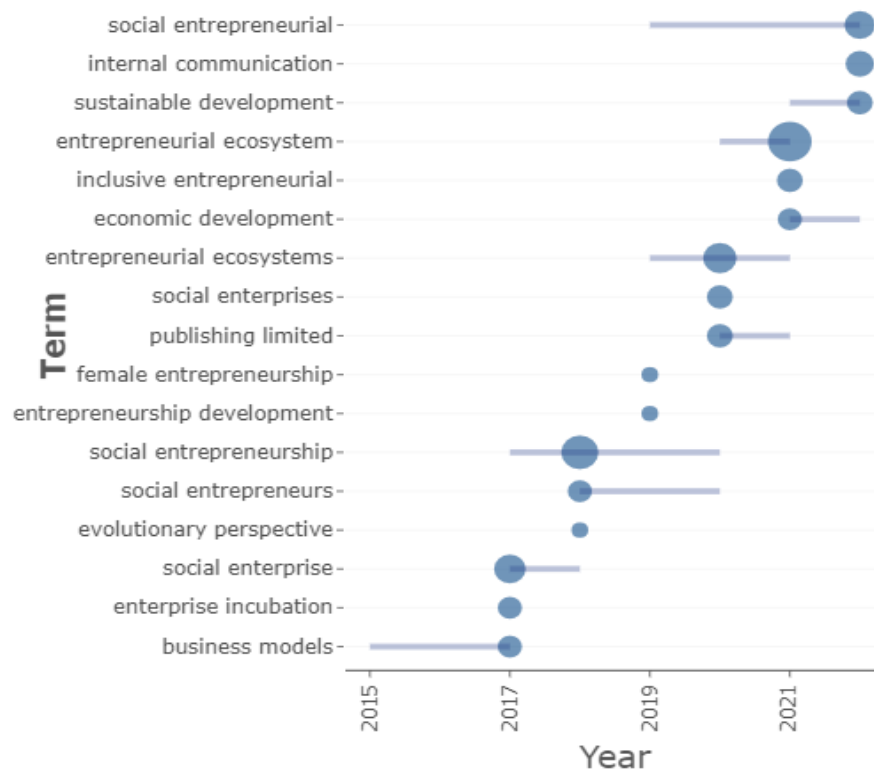


Fig. 2. Topic Trends

Within the debate of inclusive ecosystem, entrepreneurship as an interface fosters inclusive growth. Still, it is not limited to start-ups. It involves the development of behavior and self-efficacy to create an entrepreneurial mindset and creativity that brings it beyond the traditional economic perspective. Previous studies have highlighted inclusive entrepreneurship issues while discussing inclusive growth and development. Scholars have widely acknowledged that entrepreneurship is an important tool for economic growth and development and a driver of innovation and job creation (OECD, 2017). A large part of economic growth has focused on technological entrepreneurship and economic development in a region. This growth framework stimulates different levels in urban and rural areas with different magnitudes (Baghebo & Stephen, 2014). Recently entrepreneurship literature brought the individuals' perspective on board and has given a broader view by including both individuals and context (Cooney, 2012). Without taking the role of all communities within entrepreneurial development, the economic perspective could not give optimal value and sustainable growth. In this sense, Sarsvathy (2011), has emphasized that all communities should learn and could learn entrepreneurship. Moberg (2012), gave a broader view that explains value creation for other community members through entrepreneurial development. The value that is created could be financial, social, or cultural. Within this debate, the role of the entrepreneurial ecosystem is not just to make new start-ups. Still, it impacts behaviors that further define self-identity and self-efficacy and create an entrepreneurial mindset of all individuals and communities to create control

over their life. Conventional entrepreneurship focusing on traditional economic perspective has now broadened our understanding and offers a wider domain of various contexts.

The inclusive ecosystem has focused on developing socially targeted groups such as women, disabled, transgender, ethnic, unemployed, senior citizens, and minority groups within entrepreneurial development literature (Martin & Welsch, 2019). These communities have distinct challenges in developing their entrepreneurial capabilities that are yet to be addressed through EE and inclusive policies (Hossain & Sarkar, 2021). Recently, studies have started discussing their unique challenges and identified common barriers in these communities, such as lack of appropriate access to finance, lack of necessary skills, lack of mentoring and advice, and lack of role models (Galloway & Cooney, 2012). Until recently, the entrepreneurship literature has focused on creating a context fit with mainstream communities without discussing marginalized groups' unique and distinct contexts. The literature on entrepreneurial ecosystems needs conceptual and theoretical advancement to capture a broader context where the challenges of these communities are addressed, and they could develop their social and economic status by recognizing their competencies and supporting them to exploit entrepreneurial opportunities. In this way, they could become successful entrepreneurs by using their potential in economic activities that ultimately direct a region to achieve inclusive growth.

Sustainable development goals (SDGs) focus on inclusive growth and emphasize marginalized communities' role in economic activities for poverty alleviation. The policy-makers have shown broad consensus on the definition of inclusive growth, which refers to equal opportunities for all segments of society to participate in economic activities for sustainable growth (Baskaran et al., 2019). Inclusive policies pursue the development of marginalized communities by providing them with equal opportunities for inclusive growth. Inclusive policies bring more people into the entrepreneurship development process, where they can participate in social and economic activities to generate income. Marginalized communities seek support from policy-makers that increase their chances of survival and play their role in economic activities (Somsen, 2017). However, how inclusive ecosystems connect with entrepreneurial ecosystems has yet to be explored by scholars and policy-makers that would capture how attributes of complex systems interact and provide equal opportunities and resources to marginalized communities.

### **3.1. MARGINALIZED COMMUNITIES AS THE FOUNDATION OF THE INTERFACE**

It is required to include marginalized communities to increase the practical significance. To bring inclusive ecosystems to entrepreneurial ecosystems, SDGs have also emphasized on inclusivity aspect of achieving sustainability in a region (Zavyalova et al., 2018). This aspect provides solid conceptualized grounds to find commonalities between inclusive and entrepreneurial ecosystems. For instance, sustainable socio-economic development could not be achieved by ignoring the role of marginalized communities. Today's social context demands sustainability. The goal of the ecosystem is to contribute to sustainable by creating balance and distributing equal resources to achieve social fairness and well-being of every community member (Millennium ecosystem assessment, 2005). Therefore an

explicit connection needs to focus on underrepresented communities in the field of the entrepreneurial ecosystem.

The important question could be raised why does it matter that we bring an inclusive ecosystem back to interface? The theory of inclusive ecosystem by Tansley states interaction of living organisms with the physical environment ensures the continuity of life (Ratcliffe, 2012). Marginalized communities are important players of the inclusive ecosystem. Previously, they were viewed as people living underprivileged lives, but now they consider them as players of value co-creation. Studies have shown inclusion of underrepresented groups fosters wealth creation, regional prosperity, and diversity. There are many success stories in these communities where they have been using competencies and owning a good reputation in their circles. They could involve in routine entrepreneurship processes that include the start-up of restaurants, saloons, and boutiques. Policy interventions could support their functional role in economic activities such as special education institutes, skill centers, inclusive incubators and many more ventures that could be aligned according to the marginalized communities' characteristics, behaviours and competencies. Fig. 2 highlights that only females in marginalized communities have been given more focus in the literature.

This study suggests that the early stage develops industrial districts, networks, and clusters of businesses. The next phase of the entrepreneurial ecosystem should conceptualize with an extended context of inclusion of marginalized communities that determine the overall effectiveness of value creation by entrepreneurial development.

### **3.2. THE ENTREPRENEURIAL ECOSYSTEM AT THE INTERFACE**

According to Wurth et al. (2022), there are ten elements of entrepreneurial ecosystem, including formal & informal institutions, finance, leadership, talent, culture, networks, and physical infrastructure, the knowledge that is necessary for developing entrepreneurship activities. According to Spigel (2017), "A combination of social, political, economic, and cultural elements within a region that support the development and growth of innovative start-ups and encourage entrepreneurs and other actors to take the risks of starting, funding, and otherwise assisting high-risk ventures". In this sense, the entrepreneurial ecosystem is defined in a context and identified as an important contributor to socioeconomic development. The conventional framework of entrepreneurship has focused on personal self-development and small business setup. The entrepreneurial ecosystem explains and measures entrepreneurship beyond self-employment to community development in the form of growth and innovation (Henrekson & Sanandaji, 2014; Stam, 2013).

Recently, scholars have recognized entrepreneurial ecosystems as an important area of research (Audretsch & Link, 2019; Spigel, 2017). The entrepreneurial ecosystem has obtained much attention from scholars and policy-makers (Isenberg, 2010; Spigel, 2017), in both developing and under-developing countries not only because it fosters economic growth but it also captures a holistic view that covers larger ecosystems with the interaction between actors and contextual factors (Autio et al., 2014). Broadly the actors of the

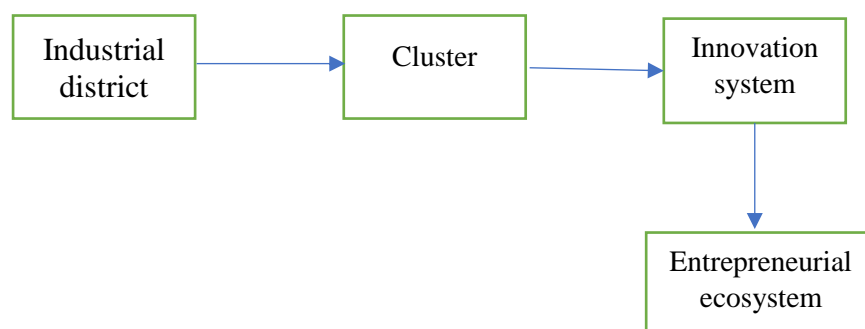
ecosystem include policymakers, large organizations, universities (Stam, 2015), and joint ventures (Audretsch et al., 2017). They interact with factors such as regulatory, social, and economic environment (Stam 2015).

Previously, the literature on entrepreneurship has mostly been concerned with the attributes of individuals and firms (Shane & Venkataraman, 2000). This is true despite the prevalence of numerous fields, including sociology, geography, and business study (Stuart & Sorenson, 2005), where the relevance of the interaction between entrepreneurs and their local economic and social setting has been emphasized (Bahrami & Evans, 1995). Indeed, scholars have stressed the necessity of comprehending entrepreneurship in a broader context, including systemic and multidisciplinary viewpoints (Acs et al., 2014). Nonetheless, this idea lacks a justification for the inclusive involvement and equitable interaction of excluded groups within larger ecosystems.

Although previous studies have focused on how the interaction between entrepreneurs and environmental factors may establish the circumstances for long-term entrepreneurial development (Feldman, 2001). Scholars have recognized the importance of culture and local community that significantly impact entrepreneurship development (Cohen, 2006; Isenberg, 2010). Subsequently, entrepreneurial ecosystem literature extended by researchers in the following dimensions, such as value creation at the regional level (Fritsch, 2013), city level, e.g., Phoenix (Arizona) (Spigel, 2017); multi-country level studies; local factors associated with innovative entrepreneurship (Acs et al., 2014). Despite the literature covering several levels, it devotes the least focus to elucidating the inclusive contextual components required for long-term, sustainable entrepreneurial success. How contextual factors influence the entrepreneurial decision-making of marginalized communities is a critical aspect of the literature on entrepreneurial ecosystems.

### 3.3. ENTREPRENEURIAL ECOSYSTEM COMMONALITY WITH OTHER CONCEPTS

These approaches have a common goal to focus on the external business environment, forces beyond organizational boundaries, and regional firms' competitiveness.



**Fig. 3.** Evolution of related perspectives:

In biological metaphor, division of labour explains every actor has a specialized role in their community. For instance, a hammerer has to perform specific tasks and engages with particular specialized skills to perform. They provide important input of their work through interaction with their social environment. In regional settings, social context sets informal



rules that legitimize specific behaviours that connect them with the networks (Welter & Smallbone, 2011). Within social networks, specific skills and competencies are encouraged that firms' networks demand. Therefore, social networks have embedded resources such as knowledge, skills, and behaviour that fulfill the needs of the local industry competitively.

Fig. 3 explains the evolution of the field where the industrial district approach cannot explain firms' networks' geographical concentration and interaction processes. However, the cluster approach explains the interconnection of the firms in a geographical location. These firms are connected through specialized suppliers, service providers, and institutions and firms in the related firms. However, knowledge creation and spillover have been omitted in explaining the interaction in the network of firms. Besides discussing knowledge spillover coming from universities, and research centre, labs, the regional innovation system explains firms' interaction also generates spillover between firms (Cooke et al., 1997).

The key difference with other approaches explains that the entrepreneurial ecosystem focuses on the development of individual entrepreneurs (instead of large firms' start-ups), the social and economic context surrounding the entrepreneurial process, and high-growth start-ups. These characteristics are not focused on by earlier concepts, including cluster, district and innovation system approaches.

In traditional models, technical knowledge of products and services determines success in the marketplace. The entrepreneurial ecosystem refers to the entrepreneur's knowledge, such as designing business plans, pitching ideas to angel investors and venture capitalists, scaling up the business, and bargaining with suppliers and customers. Knowledge sharing through networking and mentoring helps other entrepreneurs in the network to get optimal benefits within the ecosystem (Mateo et al., 2007).

To an extent, previous studies on Inclusive entrepreneurship connects with the United Nations' sustainable development goals in which policy-makers promote inclusive growth by supporting marginalized communities for poverty alleviation. Policy-makers have shown broad consensus on the definition of inclusive growth, which refers to equal opportunities for all segments of society to participate in economic activities for a sustainable growth process (Baskaran et al., 2019). Inclusive entrepreneurship policies pursue the development of marginalized communities by providing them equal opportunities for inclusive growth. Inclusive policies bring more people into the entrepreneurship development process, where they can participate in social and economic activities to generate income. Marginalized communities seek support from policy-makers that increase their chances of survival and play their role in economic activities (Somsen, 2017). However, how inclusive ecosystems connect with entrepreneurial ecosystems has yet to be explored by scholars and policy-makers that would capture how attributes of complex systems interact and provide equal opportunities and resources to marginalized communities.

Entrepreneurial ecosystems comprise actors and contextual factors that interact to create entrepreneurial opportunities; however, how marginalized communities could achieve social and cultural legitimacy that shapes inclusive contextual conditions is required to

address. Therefore, their inclusive participation in economic activities has brought concern to re-conceptualize the entrepreneurial ecosystem within the new debate on inclusiveness necessary for sustainable development.

### **3.4. CONTEXT OF RESEARCH AT THE INTERFACE**

An inclusive entrepreneurial ecosystem focuses on people of all communities, inclusive networks, and markets. In an inclusive ecosystem living organisms refer to systemic conditions that include networks, leadership, finance, talent, knowledge, and support services considered the heart of the ecosystem. On the other hand, abiotic conditions are framework conditions that refer to social contexts that enable or constrain human interaction. Entrepreneurial success depends on the interaction between systemic elements that play a central role in the ecosystem. Marginalized communities connect effectively in entrepreneurs' network that helps them capture information flow. The entrepreneurial ecosystems effectively distribute knowledge, labor, and capital across all communities. For this purpose, leadership provides direction and promotes success stories of marginalized communities that maintain an inclusive ecosystem. The success stories boost the confidence of investors to invest in marginalized communities. Therefore, investors with entrepreneurial knowledge provide access to funds for marginalized communities that are considered risky and uncertain but valuable and promising for long-term investment portfolios. An inclusive Entrepreneurial ecosystem creates a diverse workforce with unique skills and competencies. Finally, intermediaries like the incubation centre lower entry barriers for marginalized communities to run their entrepreneurial projects successfully.

### **3.5. INCLUSIVE ENTREPRENEURIAL ECOSYSTEMS AND THEORETICAL PERSPECTIVES**

Inclusive entrepreneurial ecosystem conceptualization helps capture all elements necessary for fostering marginalized communities' entrepreneurial development. Isenberg (2015) has six broad dimensions that could extend the research work on the entrepreneurial ecosystem by using an inclusive approach addressing the importance of the relationship between marginalized communities and the entrepreneurial development process. It is important to clarify that this study restricts the claim that the formation of entrepreneurial ecosystems framework and dimensions is inclusively biased. However, this study conceptualized inclusive entrepreneurial ecosystem dimensions that support marginalized communities across regions and countries.

Considering the theoretical limitations on the current understanding of the inclusive entrepreneurial ecosystem (Cline, 2019; Zhao et al., 2021), this study aims to conceptualize this notion with more deeply connected roots of an inclusive theoretical framework that are missing in previous studies. Inclusive theory adheres to the following perspectives, functional limitations framework, minority group, and social construction (Jones, 1996). The inclusive approach refers to engaging all components of regional and national economies and providing equal opportunities to women, youth, disabled people, indigenous people, transgender, and low-income communities (Sevastyanova et al., 2018). However, inclusive

theory needs advancement to extend the current understanding of how marginalized communities could equally and fairly participate in the entrepreneurial ecosystem.

The functional limitations framework have the following assumptions: 1) biological condition, 2) governing self-identity, 3) explanation of problems being faced, and 4) providing support and help. While recognizing self-identity, the marginalized groups seem powerless and seek strategies for dealing with these challenges. For instance, transgender communities develop their self-identities by interacting with society (Kuper et al., 2012). They are not self-chosen identities, but they are born in that way. Their social acceptability requires interventions to give them social legitimacy (Tabassum & Jamil, 2014). After realizing social discrimination, members of the marginalized community share their experiences with other minorities that emerge as a minority group.

All members produce commonalities of experiences (Atkinson & Hackett, 1995). The minority group framework addresses suppression, alienation, and social discrimination (Gary, 2005). This model help to go further down to the complexity of gender discrimination that is acknowledged from environmental factors as well as interacting with the different power structure, discriminatory response, and group identification.

This model suggests that social, gender and social discrimination against the marginalized group could not be fully understood without considering these communities' status in the marginalized environment. In this sense, transgender communities are discriminated against at all levels, including socially, financially, and economically. They are at the bottom of the hierarchy of other marginalized communities. By controlling the functional limitations, the minority group model could spread awareness of the psychological and social consequences of marginalized communities. This notion strengthens the Inclusive entrepreneurial ecosystem by promoting an inclusive environment that controls suppuration and social discrimination.

Considering marginalized communities as socially constructed phenomena, we need to understand them on two dimensions: biological factors and social environment. In fact, a context in which marginalized communities interact they develop their social identity is one of the key aspects of the social constructivist perspective (Gergen, 1985). It is the attitude of the non-discriminated institutes that are more than the biological characteristics of the marginalized that turn characteristics into a handicap. This raises oppression within the social structure that differentiates between inferiority and superiority (Collins, 2002).

By Incorporating all discussed models with an inclusive entrepreneurial ecosystem, the policymakers need to promote a favourable inclusive environment and remove the social structural barriers to avoid discrimination on the basis of gender, race, and ethnic group that raises the social status necessary for their entrepreneurial development. Second, the theoretical roots of an inclusive entrepreneurial ecosystem also rest on inclusive growth principles. First, inclusiveness of socio-economic progression follows principles of equal opportunities and equity in the distribution of resources. This is important for achieving inclusive growth; policy-makers use policy instruments along with the active involvement of all stakeholders, including NGOs, businesses, government, and social target groups (e.g.,

transgender). Due to limited examples of accessibility of accelerators and incubators exclusively dedicated to marginalized communities is an underdeveloped area of research (OECD & Commission, 2019). Therefore these support programs are under consideration by policy-makers where they provide funds. They know that inclusive involvement achieves inclusive growth in a region (Baskaran et al., 2019).

Second, the design of inclusive policy reforms where in APEC 2015 summit, policy-makers emphasized the role of inclusiveness and sustainability, and they showed their concerns related to marginalized communities in the form of structural reforms, small business development, food security, human capital development, and policy reforms (Lazo, 2015).

Theoretical roots of the inclusive entrepreneurial ecosystem could trace from a reform perspective. The reform perspective of entrepreneurship and poverty alleviation refers to how poverty is the result of the exclusion of marginalized social groups and the underlying mechanism to promote inclusiveness. In this view, it is emphasized that social inclusion brings inclusive participation of marginalized communities in the market rather than just providing them with finance (Mair et al., 2012). An inclusive entrepreneurial ecosystem comprises inclusive elements of institutional support, equal accessibility of finance, and inclusive markets that help marginalized communities come out of poverty.

The conceptualization and related dimensions of the new IEE construct are backed on inclusive growth that supports the bottom-up approach (Facca-Miess & Santos, 2014; Gupta, 2021; Weidner et al., 2010). Later refers to the inclusion of marginalized communities in entrepreneurial development for sustainable socio-economic progression. Although extended literature on Inclusive growth has focused on the socio-economic well-being of underrepresented communities, and yet this field has limitations in explaining theoretical and empirical validation. With reference to this point, scholars and policy-makers recognize the importance of inclusive growth and consider it the biggest challenge in the near future.

### **3.6. INCLUSIVE ENTREPRENEURIAL ECOSYSTEMS DEFINITION:**

This study's purpose is to conceptualize an inclusive entrepreneurial ecosystem on the basis of theoretical grounds of inclusiveness that is subsequently targeting to inclusive growth, which is one of the main agenda points of SDGs necessary for socio-economic development.

Inclusive entrepreneurial ecosystems refer to interconnected diversified actors and their interaction with inclusive environmental factors in a particular geographical location focused on providing equal opportunities, promoting inclusive context, acknowledging social status, designing inclusive programs, and ensuring equal distribution of resources to all groups of communities without gender, ethnic, and race discrimination that is necessary for the entrepreneurial development of marginalized communities to achieve inclusive growth.

#### 4. ELEMENTS AND DIMENSIONS OF INCLUSIVE ENTREPRENEURIAL ECOSYSTEMS

Scholars have shown their consensus since Schumpeter's time, that economic development is the main outcome of entrepreneurship and innovation (Ferreira et al., 2017). The entrepreneurial ecosystem is a complex socio-economic structure that drives individual-level actions and their interaction and support with social, cultural, and policy contexts (Spigel, 2017). Inclusive actions determine the overall success of entrepreneurial activities that receive support from inclusive entrepreneurial ecosystem factors. Previously explored dimensions in literature have issues of inclusive ecosystem interface of explaining current concept of the entrepreneurial ecosystem such as social entrepreneurship, sustainable socio-economic development, inclusive growth, and marginalized communities development. With the support of literature, the relevant dimensions are explored to address marginalized communities' inclusive role in the entrepreneurial development process.

The following Fig. 4 reflects the current field standing in the body of knowledge. For instance, top authors in the field have been focusing on social entrepreneurship in which they discuss entrepreneurial activities mostly in the context of social entrepreneurship, inclusive innovation, social enterprises, and entrepreneurial ecosystem by using various theoretical perspective. However, the entrepreneurial ecosystem requires to adoption other communities' ecosystems that describe support systems that legitimize their participation in the current entrepreneurial ecosystem debate.

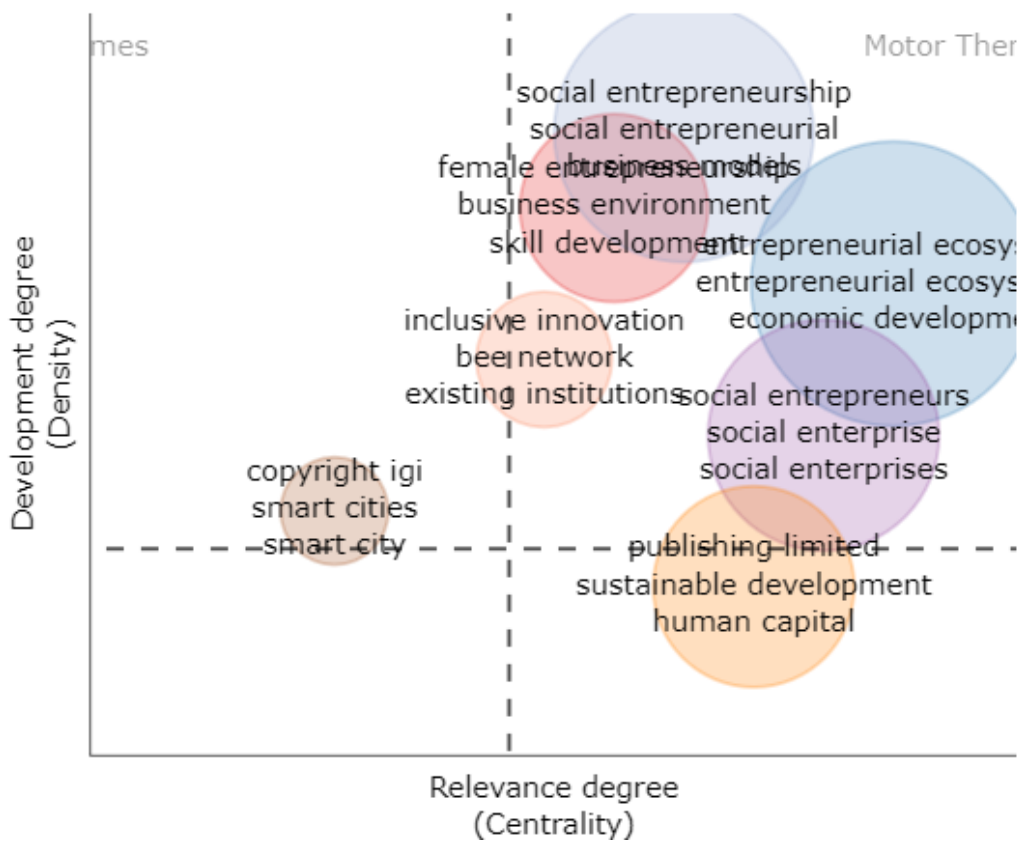


Fig. 4. Literature thematic analysis

#### 4.1. MEASUREMENT GAPS IN ENTREPRENEURIAL ECOSYSTEMS

To date, GEM is considered the best-known approach to measuring the entrepreneurial ecosystem. This approach was discussed in the GEM Consortium, in which they broadly focused on the need in detail understanding of the entrepreneurial environment (Monitor, 2017). So far, over 100 studies in more than 100 countries have been conducted on GEM which also involved more than 300 research and academic institutions. The research broadly focuses on a national level and analyzes countries' differences without focusing on individual communities (Liguori et al., 2019). Secondly, national level entrepreneurial activities develop the panel study of entrepreneurial dynamics (PSED). Similar to GEM, which is primarily used at the national level (Reynolds, 2009), PSED also cannot capture the individual level details. Kauffman Foundation has published many measures for entrepreneurial ecosystems such as Bell-Masterson and Stangler (2015) introduced a scale of the entrepreneurial ecosystem that has included a few indicators but does not capture completely contextual and individual factors. Moreover all available scales on ecosystems have no adequate measures and dimensions that could be used for marginalized communities such as transgender communities. Therefore it is much needed to extend the current research on ecosystems by introducing related dimensions and elements of inclusive entrepreneurial ecosystems.

#### 4.2. GUIDING PRINCIPLES

- The relevant dimensions and elements should be broad enough to capture all contextual dynamics of marginalized communities. Moreover, all dimensions should align with theoretical grounds of inclusiveness. Second, regional entrepreneurial ecosystems differ across communities based on human capital, culture, policy, and economic conditions. Isenberg (2015) suggested embracing the local conditions of a specific community rather than trying to explain what works in other communities.
- Behavior is the best predictor of intentions, and the intentions drive by attitude (Ajzen, 2001; Armitage & Conner, 2001). Increased loan applications in a community may not predict more accessibility to finance, and if communities have general sentiments that banks will not lend them, fewer applications will be received. It is assumed that general intentions capture the critical understanding of the strengths and weaknesses of the marginalized communities' entrepreneurial ecosystems.

#### 4.3. ATTRIBUTION OF INCLUSIVE ENTREPRENEURIAL ECOSYSTEM

After literature analysis, this section integrated inclusive perspective with entrepreneurial ecosystem to enrich the current debate on entrepreneurial ecosystem dimensions that capture a comprehensive framework. For instance, a well renowned work of Isenberg (2011) explained the following dimensions: *finance, culture, policy, markets, human capital and support* without discussing the inclusive context. The conceptualization of the inclusive entrepreneurial ecosystem that has influenced the marginalized is considered as an important stakeholder in the entrepreneurial ecosystem. For sustainable development,

inclusive cultural, social, and material attributes are an important catalyst to generate resources for marginalized communities. Policy-makers and leaders must take into notice the complexity of the inclusive entrepreneurial ecosystem; therefore, their mission should be to deliberately make measurable changes in a short period of time and consider many factors in parallel, and design a systematic strategy to obtain sustainable, inclusive growth in the future.

Literature has explored various dimensions of entrepreneurial ecosystems such as physical resources such as universities, support services, government policies (materialize in the form of tax rebates etc.), and local markets (customer needs and feedback). By using an interface approach within an inclusive context, education institutions should include communities without barriers. Universities should focus on an inclusive education system in which all communities have an equal chance of getting a quality education. Research and development is considered an important outcome possible through academic research cultivating novel ideas such as technological advancement. Many new ideas generate new business opportunities, which attract a large number of investors to maximize their wealth. Later, venture capitalists or angel investors, or financial institutes invest on these technologies for commercial purposes. For marginalized communities, an inclusive education system empowers transgender' students through their learning and skill development. Their creativity and novel insights will create new entrepreneurial activities that could attract many financial institutions. Inclusive education requires giving exposure to digital technologies. Igniting digital technologies allow them to adapt and survive. Moreover, Government policies should focus on providing ease of doing business facilities to this community. For this purpose, the government could introduce policy reform that reduces legal barriers and provide easy of access to funds, tax rebates, and access to purpose-built incubators. Moreover, support services could be provided through giving dedicated counselling services.

**Table 3.** The following section explores the IEE dimensions in detail.

Dimensions	Definition	References
Inclusive policy conditions	The inclusive policy supports marginalized communities by offering a favorable policy environment through inclusive investment support, jump start-up, tax incentives, inclusive venture-friendly legislation, and fair labor and property rights.	(Grandy & Culham, 2022)
Inclusive financial accessibility	It refers to formal and informal channels to provide equitable financial access to marginalized people. The former refers to the channels that include government and non-government development institutes, NGOs, venture capitalist and later refers to the financial support that is coming from family, friends, and other social groups.	(Cao & Zhang, 2022)
Inclusive cultural values and belief	Inclusive culture promotes favorable values by spreading success stories of marginalized communities where they could develop innovative business ideas with their strong beliefs and self-reliance.	(Wang & Richardson, 2021)
Inclusive human capital	Inclusive HC refers to the equal distribution of talent resources that bring prosperity to a region and channel towards overall sustainable socio-economic development.	(Patnaik & Bhowmick, 2019)
Inclusive support	Inclusive support refers to the accessibility of professional, non-government institutional, and infrastructure equal support.	(Lamy, Aristizábal-Velásquez, Obregón-

Dimensions	Definition	References
Inclusive accessibility to domestic and global markets	Inclusive markets cover the availability of potential customers without social and cultural barriers and market segmentation that offers affordable goods and services to marginalized communities.	Gómez, & Osorio-Atehortua, 2021) (A. Gupta, Dey, & Singh, 2017)
Inclusive religious institutes and practices	Inclusive religious practices contribute to trust building in entrepreneurial activities that promote social well-being, inclusive institutional structures, and a code of conduct in a society to give recognition to every community member without gender bias.	(Van Buren, Syed, & Mir, 2020).
Inclusive social attributes	Social attributes define as networks of actors that generate and give equal access to knowledge and resources without gender, race, and ethnic biases for pursuing entrepreneurial opportunities.	(Yoruk, Johnston, Maas, & Jones, 2022)

### 4.3.1. Inclusive policy conditions

An inclusive policy framework considers an important pillar in which government and leadership support entrepreneurial activities that play a significant role in supporting and leveraging up discriminated communities living under poor conditions. Underrepresented communities have unique characteristics, such as their social and economic discrimination, which should be considered while designing inclusive policy mechanisms in a region (Tengeh & Nkem, 2017). In support of marginalized communities, an inclusive policy framework could be measured by covering a holistic perspective that includes inclusive investment support, jump start-up for poor communities, tax incentives, inclusive venture-friendly legislation, and fair labor and property rights. In this regard, policy makers can provide funds, support incubators, and provide inclusive access to their current programs (OECD & Commission, 2019).

Inclusive policy frameworks also determine the role of governance in a region that covers a subdomain called formal institutions. Formal institutions cover four aspects: public services, corruption, the rule of law, government effectiveness, and voice and accountability. Public services cover education, healthcare, and law enforcement. Policymakers have emphasized the role of public services in supporting marginalized communities and helping them get equitable access to resources. In many countries, favourable venturing regulations greatly impact countries' entrepreneurial activities (Kleiner & Krueger, 2010).

### 4.3.2. Inclusive financial accessibility

There has been an important policy problem in the shift from the MDGs to the SDGs, which is providing some structure to recent advancements in finance to make them more accessible to a wider range of people (Asongu & De Moor, 2015). An inclusive Entrepreneurial ecosystem emphasizes the need to provide equitable access to financial resources. There are two channels, including formal and informal channels, that provide funds. First, legal channels include venture capitalists, bank loans, and angel community-based microloan programs (Benjamin et al., 2004).

Secondly, scholars have emphasized the role of Informal financial institutes that offer financial services outside the domain of the formal economic sectors of countries that are



not governed by their regulations. Informal institutes are operated on socially shared values that work outside the regulated channels. There are other examples as well, millers of grain, money lenders, stallholder farmers' schemes, traders' groups, self-help groups, social welfare schemes that are operated by friends, relatives or neighbors, mutual aid groups, and credit associations. Informal channels include founder savings, funds from friends and family members (Kauffman, 2015) are the important informal institutes operate independently in marginalized communities.

### **4.3.3. Inclusive entrepreneurship culture**

Researchers have recognized the importance of culture for business success and entrepreneurial ecosystems performance (Boutillier et al., 2015). Inclusive entrepreneurial ecosystems promote a culture of innovation and creative thinking for venture creation. In this sense, inclusive entrepreneurship largely depends highly on culture and national historical traditions (Henriques & Maciel, 2012). Further, culture develops a certain social attitude that promotes venturing as a viable career choice. There are further attributes such as self-reliance, self-efficacy, and confidence that are linked with entrepreneurship and culture favoring entrepreneurial activities.

Due to the binary division of males and females, conventional gender beliefs powerfully shape the evaluations and behaviors of individuals who are raised in the culture that perpetuates them and, importantly, in ways that are largely implicit and unconscious (Ridgeway & Correll, 2004). These social relational settings are the arenas in which these norms are applied to the behaviour and appraisal of persons. (Ridgeway & Correll, 2004). With reference to this point, within inclusive culture, marginalized communities develop strong beliefs in self-reliance witnessed across regions where success stories of entrepreneurial activities are shared by those people living in poor communities.

Inclusive entrepreneurship culture (informal institution) refers to the degree to which entrepreneurship is valued in marginalized communities and supported within broad social settings. In a region, culture and traditional norms determine the acceptability of inclusive entrepreneurship (Henriques & Maciel, 2012). There are two ways through which entrepreneurship could be measured in marginalized communities. Firstly we could measure entrepreneurship culture indirectly with the prevalence of new start-ups in marginalized communities. New firms indicate the beliefs of community members that they are giving higher value to entrepreneurship as an important career choice. This indicator captures by the Global Entrepreneurship monitor, in which they measured the tendency of self-employment.

Entrepreneurship is the collective response of a community that is deeply influenced by social and cultural values. Inclusive cultural attributes contain underlying beliefs that shape the outlook of entrepreneurship development. Regional cultural outlooks also include and reflect the entrepreneurial practices of transgender communities. Aoyama (2009) explained how regional culture impacts entrepreneurial activities. These practices develop belief and the cultural attitude of taking risk that helps to explore divergent entrepreneurial paths. Inclusive cultural belief build confidence of becoming an entrepreneur. Secondly, success stories need to be projected and vital campaigns are required to be launched.

These practices help to interact success stories of transgender entrepreneurs. They will get inspired by each other, and they will develop unique cultural bonding with each other. This results in creating an environment that supports risk-taking.

#### **4.3.4. Inclusive Human capital**

Inclusive Human capital considers a competitive resource for the overall productivity of the inclusive entrepreneurial ecosystem. Inclusive talent refers to the equal distribution of talent resources that bring prosperity to a region (Beechler & Woodward, 2009) and channel toward overall sustainable socio-economic development. In addition to being a vital component impacting regional economic development, talent resources are also a crucial factor. In conventional economic theories, labour is a significant influencer. The disproportional distribution of talent resources has hindered the promotion of production in some significant way. The distribution of talent resources has exerted a considerable influence on the regional economy, depriving it of a firm foundation for sustainable regional economic development. Inclusive human capital could be measured with the higher education degrees held by marginalized communities and their participation in the labor force with the least secondary education (Goldin, 2016).

#### **4.3.5. Inclusive support**

Overall support considers as an important driving force to provide favorable conditions necessary for the entrepreneurial development process. Overall support is further classified into professional support, non-government institutions, and infrastructure. The role of nongovernment and infrastructure support in entrepreneurial ecosystems provide an equal playing field for all stakeholders in an economy. There are two functions of accessibility: first, the activities related to opportunities and the time and cost (Spiekermann & Neubauer, 2002).

Moreover, sustainable entrepreneurial development requires the participation of disadvantaged communities considered important stakeholders in overall inclusive growth. Indeed, policy-makers have emphasized the role of non-government institutions such as promotion campaigns, business plan contests, and entrepreneurial conferences, raising the role of marginalized communities. Moreover, the extent of debate on inclusive support in terms of legal, technical expertise, and advising has become a great concern for policymakers and scholars. Finally, technological advancement, cluster development, ICT development, supply chain and logistics, and incubation centers provide potential accessibility to available entrepreneurial opportunities.

#### **4.3.6. Inclusive markets**

Inclusive markets provide equal access to marginalized communities that potentially consider a platform for poverty alleviation (Sutter et al., 2017). Entrepreneurs are required to be part of formal markets rather than follow informal norms. In this process, institutional intermediaries or business incubators could support marginalized groups to sell products and services from informal to formal markets (Dutt et al., 2016). They play an important role in ecosystems, where they provide equal access to market resources that help in developing markets in the long run (Kitching et al., 2009). In this regard, these communities

seek guidance from intermediaries to get services such as business licensing, business registration process, and tax-paying mechanisms. Moreover, markets provide facilities to all communities to test new products in the local and global markets.

On the other hand, inclusive activities at the marketplace also offer affordable goods and services to marginalized communities. For example, Garmeen Bank microfinance model; includes rural areas electrification, health insurance and mobile technology (George et al., 2012). Calls are made for further research on contextual conditions of marketplaces in developing economies (Viswanathan et al., 2012). Inclusive markets give access to potential customers, distribution channels, and

The market has a key construct that determines the planning process to identify new products and services that could be reachable to potential customers. Therefore it has two sub-dimensions, including early customers and entrepreneurial networks. At the early stage of business start-up, marginalized groups face the severe challenges of raising and accessibility over affordable finance and that issue to an extent could be resolved by capturing the initial response towards products and services. This market analysis helps marginalized entrepreneurs to develop references based of potential customers. Connecting with entrepreneurial networks belonging to marginalized communities give them information about market dynamics, supply chain networks, and related strategies to become successful entrepreneurs.

Marginalized communities could offer not only new products and services at affordable prices but also, with this strategy, they could interact with fair competition. with local competitors. Marginalized communities are actively involved in these businesses, such as ethnic tourism businesses, saloons, restaurants, and online retail businesses etc.

"Fallacy of market failure inevitability" considers as a big challenge that addresses a paradox in an economy where number of talented people want to implement interesting ideas but they do not have resources. Deeper down to this issue, they complain that no one is willing to finance them as they could not provide sufficient collateral. Inclusive market conditions address this situation where easy access to finance by regulating government grants or loans and SME banks. In developing countries, in Pakistan Akhuwat foundation, Ahasas program, and Kashaf foundation participate in providing easy finance for kick start-ups for marginalized communities.

#### **4.3.7. Inclusive religious institutions support**

Religion is considered as an important macro social force that largely has a significant impact on socio-economic development (Van Buren et al., 2020). It is argued that inclusive entrepreneurial ecosystems drive socio-economic development in the form of social wellbeing and ethical practices in a society. In this regard, religion promotes morality that transforms institutional structures and builds a connection of trust among emerging entrepreneurs (Henley, 2017). Religious practices unite people of different classes, ages, colors, and races without any discrimination. Inclusive religious practices give equal value to marginalized entrepreneurs to access to resources, accept their unique ideologies, and promote their collective well-being. Therefore, Religious institutions favor on ethical and

moral grounds to promote underrepresented communities in a region (Ellison et al., 1989; Pargament & Park, 1995).

Recent studies on entrepreneurship have widely focused on social support, including family and friends, that help in the accessibility of resources necessary for the entrepreneurial development process. The specific support resources within "religion" responsible for its positive impact remain to be determined (Myers & Diener, 1995). Ellison et al. (1989), explained how religious commitment provides resources and supports to individuals to help deal with stressful events. The entrepreneurial development process demands accessibility of resources which could be seen in the marginalized case in the level of support they receive from religious commitment.

Pargament (1997), pointed out such resources as "religious support." He also highlighted that religious support comes in two ways: first, support from community members and society and both help marginalized communities to access resources that are important to become an entrepreneur. The marginalized communities' interaction with religious support increases because an inclusive entrepreneurial ecosystem provides leverage to these groups. Therefore religious support could play a significant role in order to connect with society and other community groups.

#### **4.3.8. Inclusive social attributes**

Social attributes contain entrepreneurial networks, knowledge spillover, financial availability (financial institutes, family-based funding support, & angel investors), mentorship, developing new skills, and human capital. Social attributes define as networks of actors that generate knowledge and resources for business opportunities and new venture creation. Transgender communities work as a catalyst factor of social networks. Their knowledge and skill development are important for overall human capital in a region. For instance, in Asia, India has launched a skill development program for marginalized communities that is important for their capacity building to play their role towards economic activities (Chaturvedi et al., 2019). Moreover, they have emphasized the role of appropriate skills necessary for social networking and accessing social resources. In order to promote transgender entrepreneurial activities, they should get access to finances, skill development through mentoring services, and networking with large firms for client access. Their knowledge and skill development are necessary for regional human capital development that fosters entrepreneurial activities among all social actors rather than providing opportunities to only a limited group of people.

## **5. CONCLUSION**

Recent recognition of global socio-economic challenges has shifted the interest of researchers and policymakers toward inclusive growth, aiming to broaden contextual understanding from narrow economic conditions to the broader socially discriminated groups. An inclusive structure of society where participation of all communities is ensured without gender, race, and ethnic group biases. This study uses inclusive theoretical foundations to conceptualize the construct and emerging dimensions of the inclusive entrepreneurial ecosystem. The inclusive theoretical grounds focused on functional

limitations, minority groups, and social constructionism perspectives. Moreover, the sustainable development goals (SDGs) keep in front that emphasize the design of inclusive programs, resources, and financial access to all social groups. Inclusive growth in a region ensures the optimal interaction of marginalized communities with other actors and factors where they could utilize their competencies and skills more for entrepreneurial activities. Moreover, it is believed to receive equal resource support with a favourable policy environment in terms of incentives, inclusive incubation centres, financial support, and inclusive markets. These efforts direct policymakers and scholars on how interventions on certain contextual factors foster an inclusive entrepreneurial ecosystem toward poverty alleviation, which is the ultimate goal of socio-economic development. By taking a more contextualized view of the entrepreneurial ecosystem and by defining inclusive ecosystem through consideration of the appropriate literature of entrepreneurship, this article has sought to integrate discussion of entrepreneurial activities into a wider conceptual base and frameworks of the marginalized communities and to propose a new model of the inclusive entrepreneurial ecosystem. This model needs further testing in a range of different contexts but has the potential to inform the development of both practice and theory in marginalized communities.

The notion of an inclusive entrepreneurial ecosystem emerges with stated themes from the relationship between the inclusive ecosystem and inclusive entrepreneurship. Further, the role of marginalized entrepreneurs within those ecosystems where they have contextual support. This phenomenon prevails and stated conceptualization and theoretical coherence develop this field to advance in new horizons.

In the future, academic researchers may engage in the empirical validation of the dimensions that have been developed in the field of study. This empirical validation will involve testing the relationships between the developed dimensions and relevant variables within localized contexts. Such an approach to research has the potential to provide valuable insights into the contextual factors that contribute to the experiences and realities of marginalized communities, including transgender individuals, individuals with disabilities, and women residing in remote areas.

Through this research, scholars will have the opportunity to further explore and understand the inclusive contextual factors and favorable environmental conditions that play a role in the lives of these communities. By taking a localized approach to research, scholars will be better equipped to identify the specific challenges and needs of these communities, as well as to develop tailored and effective strategies for promoting equity, inclusion, and sustainability. This type of research has the potential to make significant contributions to our understanding of the complex interplay between social, cultural, and environmental factors and to inform efforts to promote social and environmental justice for marginalized communities.

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Conceptualization, Kamran Hameed, Dr. Naveed Yazdani, Dr. Khuram Shahzad.; methodology, Kamran Hameed and Dr. Naveed Yazdani, Dr. Khuram Shahzad, software, Kamran Hameed.; validation, Kamran Hameed, Dr. Naveed Yazdani, Dr. Khuram Shahzad ; formal analysis, Kamran

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## APPENDIX

**Table 2. Sources**

Sources	Articles
IEEE TRANSACTIONS ON ENGINEERING MANAGEMENT	2
SUSTAINABILITY (SWITZERLAND)	2
2019 IEEE INTERNATIONAL SYMPOSIUM ON INNOVATION AND ENTREPRENEURSHIP, TEMS-ISIE 2019	1
2021 ZOOMING INNOVATION IN CONSUMER TECHNOLOGIES CONFERENCE, ZINC 2021	1
AGRICULTURAL SYSTEMS	1
ASEE ANNUAL CONFERENCE AND EXPOSITION, CONFERENCE PROCEEDINGS	1
CHINESE MANAGEMENT STUDIES	1
CITIES	1
CONTEMPORARY ISSUES IN ENTREPRENEURSHIP RESEARCH	1
CONTRIBUTIONS TO MANAGEMENT SCIENCE	1
CORPORATE COMMUNICATIONS	1
DISP	1
ECONOMIC AND POLITICAL WEEKLY	1
ECONOMIC COMPUTATION AND ECONOMIC CYBERNETICS STUDIES AND RESEARCH	1
ECOSYSTEM SERVICES	1
ELECTRONIC JOURNAL OF INFORMATION SYSTEMS IN DEVELOPING COUNTRIES	1
ENTREPRENEURSHIP: CONCEPTS, METHODOLOGIES, TOOLS, AND APPLICATIONS	1
EUROPEAN JOURNAL OF INTERNATIONAL MANAGEMENT	1
GENDER IN MANAGEMENT	1
HIGHER EDUCATION	1
IIMB MANAGEMENT REVIEW	1
INCORPORATING BUSINESS MODELS AND STRATEGIES INTO SOCIAL ENTREPRENEURSHIP	1
INFORMATION COMMUNICATION AND SOCIETY	1
INTERNATIONAL BUSINESS MANAGEMENT	1
INTERNATIONAL CONFERENCE ON RESEARCH AND INNOVATION IN INFORMATION SYSTEMS, ICRIS	1
INTERNATIONAL JOURNAL OF APPLIED BUSINESS AND ECONOMIC RESEARCH	1
INTERNATIONAL JOURNAL OF ENTREPRENEURIAL VENTURING	1
INTERNATIONAL JOURNAL OF FINANCE AND ECONOMICS	1
INTERNATIONAL JOURNAL OF KNOWLEDGE AND SYSTEMS SCIENCE	1
INTERNATIONAL JOURNAL OF SOCIAL ECOLOGY AND SUSTAINABLE DEVELOPMENT	1
INTERNATIONAL JOURNAL OF TECHNOLOGICAL LEARNING, INNOVATION AND DEVELOPMENT	1
INTERNATIONAL STUDIES IN ENTREPRENEURSHIP	1
IOP CONFERENCE SERIES: MATERIALS SCIENCE AND ENGINEERING	1
JOURNAL OF ADVANCED RESEARCH IN DYNAMICAL AND CONTROL SYSTEMS	1
JOURNAL OF COMMERCIAL BIOTECHNOLOGY	1
JOURNAL OF ENTERPRISING COMMUNITIES	1
JOURNAL OF ENTREPRENEURSHIP AND PUBLIC POLICY	1
JOURNAL OF INNOVATION AND ENTREPRENEURSHIP	1
JOURNAL OF KNOWLEDGE MANAGEMENT	1
JOURNAL OF OPEN INNOVATION: TECHNOLOGY, MARKET, AND COMPLEXITY	1
JOURNAL OF PUBLIC AFFAIRS	1
JOURNAL OF RURAL STUDIES	1
JOURNAL OF SMALL BUSINESS AND ENTREPRENEURSHIP	1

<b>Sources</b>	<b>Articles</b>
JOURNAL OF THE KNOWLEDGE ECONOMY	1
LECTURE NOTES OF THE INSTITUTE FOR COMPUTER SCIENCES, SOCIAL-INFORMATICS AND TELECOMMUNICATIONS ENGINEERING, LNICST	1
LOCAL ECONOMY	1
PUBLIC ADMINISTRATION AND POLICY	1
REVISTA LUSOFONA DE EDUCACAO	1
SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION: ECOSYSTEMS FOR INCLUSION IN EUROPE	1
SOUTH ASIAN JOURNAL OF BUSINESS AND MANAGEMENT CASES	1
SPEAR'S SURGERY OF THE BREAST: PRINCIPLES AND ART	1
STUDIES ON ENTREPRENEURSHIP, STRUCTURAL CHANGE AND INDUSTRIAL DYNAMICS	1
SUSTAINABILITY AND THE FUTURE OF WORK AND ENTREPRENEURSHIP FOR THE UNDERSERVED	1
TECHNOLOGICAL FORECASTING AND SOCIAL CHANGE	1
THUNDERBIRD INTERNATIONAL BUSINESS REVIEW	1
VOPROSY EKONOMIKI	1
WORLD JOURNAL OF ENTREPRENEURSHIP, MANAGEMENT AND SUSTAINABLE DEVELOPMENT	1