# Table of Contents

**Preface** .................................................................................................................................................. xxx

## Section 1

**Global Competitive Advantage**

### Chapter 1
From Competitive Agility to Competitive Leapfrogging: Responding to the Fast Pace of Change....... 1  
*Tabani Ndlovu, Nottingham Business School, UK*  
*Anastasia Mariussen, Oslo School of Management, Norway*

### Chapter 2
Drivers of Global Competitiveness and Economic Growth................................................................. 13  
*Luis Farinha, Castelo Branco Polytechnic Institute of Portugal*  
*Joaquim Borges Gouveia, University of Aveiro, Portugal*  
*Sara Nunes, Castelo Branco Polytechnic Institute of Portugal*

### Chapter 3
Determinants of Convergence and Disparities in Europe: Innovation, Entrepreneurship, and the Processes of Clustering.......................................................................................................................... 28  
*Andreas P. Cornett, University of Southern Denmark, Denmark*  
*Nils Karl Sørensen, University of Southern Denmark, Denmark*

### Chapter 4
Transforming Crises into Opportunities to Generate Sustainable Business in Brazil ...................... 46  
*Marcia Juliana d’Angelo, Fucape Business School, Brazil*  
*Janette Brunstein, Universidade Presbiteriana Mackenzie, Brazil*  
*Emerson Wagner Mainardes, Fucape Business School, Brazil*

### Chapter 5
Workload Control: Emphasizing Speed to Beat the Competition....................................................... 61  
*Nuno O. Fernandes, Instituto Politécnico de Castelo Branco, Portugal*
Section 2
Regional Innovation Systems and Competitiveness

Chapter 6
Regional Innovation Systems in Centralised States: Challenges, Chances, and Crossovers .......... 71
Philip Cooke, Cardiff University, UK & Oxford Institute for Sustainable Development, UK

Chapter 7
Knowledge Intensive Business Services and Regional Policy......................................................... 91
Jonathan Potter, OECD, France & Birkbeck, University of London, UK
Cristina Martinez-Fernandez, OECD, France & University of Western Sydney, Australia

Chapter 8
Social Innovation as Driver of Regional Competitiveness: A Conceptual Framework................. 113
Ayla Esen, Istanbul Kemerburgaz University, Turkey
Ozen Asik-Dizdar, Fairleigh Dickinson University, Canada
Ceyda Maden, Istanbul Kemerburgaz University, Turkey

Chapter 9
Understanding Actual Socio-Economic Behavior as a Source of Competitive Advantage: The Role of Experimental-Behavioral Economics in Innovation ................................................................. 127
P. Hernandez, University of Valencia, Spain
V. Martínez-Molés, University of Valencia, Spain
J. Vila, University of Valencia, Spain

Chapter 10
Beyond the Obvious: Tensions and Volitions Surrounding the Contributions of Universities to Regional Development and Innovation................................................................. 150
Rómulo Pinheiro, University of Agder, Norway
Paul Benneworth, University of Twente, The Netherlands
Glen A. Jones, University of Toronto, Canada

Chapter 11
Who Controls Whom? Interaction Dynamics and Success of University-Industry Initiatives........ 173
Ainurul Rosli, University of Wolverhampton, UK
Peter Robinson, University of Wolverhampton, UK

Section 3
Competitiveness and Clusters

Chapter 12
The Biotechnology System in Oxfordshire: A Long History ......................................................... 188
Helen Lawton Smith, Birkbeck University of London, UK & Oxford University, UK
Saverio Romeo, Birkbeck University of London, UK & Oxford University, UK
Chapter 13
Harnessing Externalities to Enhance Competitiveness in an Industrial Cluster: Experiences in a South African Cluster ................................................................. 202
Mary Jesselyn, University of Southern Queensland, Australia
Bruce Mitchell, Oxford Brookes University, UK

Chapter 14
Strategic Challenges of the Portuguese Automotive Industry: In Search of an Iberian Sourcing Strategy ................................................................. 220
António Carrizo Moreira, University of Aveiro, Portugal
Ana Carolina Soares de Carvalho, University of Aveiro, Portugal

Chapter 15
Cultural Capital and Industrial Cluster Competitiveness: A Case Study of the Cibaduyut Footwear Cluster ....................................................................................................... 242
Asnita Frida Sebayang, Bandung Islamic University, Indonesia
Roel Rutten, Tilburg University, The Netherlands
Dessy Irawati, eduPRIME Education and Research Consultancy, The Netherlands & Bank Negara Indonesia, Indonesia

Chapter 16
What are the Most Critical Factors for Competitiveness of a Tourism Destination? ......................... 261
Cristina Maria dos Santos Estevão, Instituto Politécnico de Castelo Branco, Portugal
Ana Rita Baptista Garcia, Instituto Politécnico de Castelo Branco, Portugal
Sara Margarida Isidoro Frade de Brito Filipe, Instituto Politécnico de Castelo Branco, Portugal

Section 4
Knowledge, Technology, and Innovation

Chapter 17
Academic-Industry Collaboration: Patterns and Outcomes ................................................................. 289
S. Bagchi-Sen, University at Buffalo (SUNY), USA
Changho Lee, University at Buffalo (SUNY), USA
Jessie Poon, University at Buffalo (SUNY), USA

Chapter 18
Identifying the Key Success Factors of Innovation for Improving the New Product Development Process ........................................................................................................... 303
Marcin Relich, University of Zielona Gora, Poland
Jana Šujanová, Slovak University of Technology in Bratislava, Slovakia
Chapter 19
Knowledge Transfer between Universities and Knowledge Intensive Business Services: An Empirical Study ................................................................. 320
   João J. Ferreira, University of Beira Interior (UBI), Portugal
   Cristina Fernandes, Polytechnic Institute of Castelo Branco, Portugal
   Mário L. Raposo, University of Beira Interior (UBI), Portugal

Chapter 20
Innovation in Public Health Care Institutions: The Case of Green Hospitals ........................................ 339
   Arminda Paço, University of Beira Interior, Portugal

Chapter 21
The Effect of R&D Cooperation on Organizational Innovation: An Empirical Study of Portuguese Enterprises ........................................................................ 352
   Lurdes Simao, University of Beira Interior, Portugal
   Mário Franco, University of Beira Interior, Portugal

Section 5
Entrepreneurship and Internationalization

Chapter 22
Entrepreneurship across Regions: Internationalization and/or Contextualization? ............................. 372
   Su Jing, Shanghai Finance University, China & Lund University, Sweden
   Zhai Qinghua, East China Normal University, China & Lund University, Sweden
   Hans Landström, Lund University, Sweden

Chapter 23
Personal and Firm Drivers of Export Entrepreneurship ............................................................................. 393
   Antonio Navarro-García, Universidad de Sevilla, Spain
   Jorge Arenas-Gaitán, Universidad de Sevilla, Spain
   F. Javier Rondán-Cataluña, Universidad de Sevilla, Spain

Chapter 24
The Roles of International Entrepreneurship and Organizational Innovation in SMEs ...................... 410
   Kijpokin Kasemsap, Suan Sunandha Rajabhat University, Thailand

Chapter 25
Internationalisation Strategies of Latvia Entrepreneurs: Cases of STENDERS, Munio Candela, Trousers London, and Primekss ............................................. 439
   Arnis Sauka, Stockholm School of Economics in Riga, Latvia
   Laima Auza, Financial and Capital Market Commission, Latvia

Chapter 26
Exploring How Institutions Influence Social and Commercial Entrepreneurship: An International Study ................................................................................. 454
   Elísabeth Ferri, Universitat Autònoma de Barcelona, Spain
   David Urbano, Universitat Autònoma de Barcelona, Spain
Chapter 27
Clustering Global Entrepreneurship through Data Mining Technique ........................................ 469
Paula Odete Fernandes, Polytechnic Institute of Bragança, Portugal
Rui Pedro Lopes, Polytechnic Institute of Bragança, Portugal

Section 6
Entrepreneurial Strategy and Value Creation

Chapter 28
Strategic Planning in Entrepreneurial Companies: International Experiences .......................... 483
Bobek George Suklev, Ss. Cyril and Methodius University in Skopje, Macedonia
Filip Fidanoski, Ss. Cyril and Methodius University in Skopje, Macedonia
Kiril Simeonovski, Ministry of Finance, Macedonia
Vesna Mateska, Famaki-Ve Ltd., Macedonia
Aleksandra Zlatanoska, Ministry of Labor and Social Policy, Macedonia

Chapter 29
The Challenges of Smart Specialization Strategies and the Role of Entrepreneurial Universities: A
New Competitive Paradigm ........................................................................................................ 537
Domingos Santos, Castelo Branco Polytechnic Institute of Portugal
Nuno Caseiro, Castelo Branco Polytechnic Institute of Portugal

Chapter 30
Entrepreneurial Finance and the Creation of Value: Agency Costs vs. Cognitive Value ........... 552
Peter Wirtz, University Jean Moulin Lyon 3, France

Chapter 31
The Drivers of Entrepreneurial Universities in Emerging Economies: A Turkish Case Study .... 569
Serdal Temel, Ege University, Turkey
Susanne Durst, University of Skövde, Sweden
Rustem Baris Yesilay, Ege University, Turkey
Christoph Hinteregger, University of Liechtenstein, Liechtenstein
Fazilet Vardar Sukan, Ege University, Turkey
Cevahir Uzkurt, Ministry of Science, Industry, and Technology of Republic of Turkey, Turkey

Chapter 32
Enhancing the Formation and Implementation of Sustainability Strategies Using the Balanced
Scorecard: Evidence from the Chemical Industry .................................................................... 589
Gyula Fülöp, University of Miskolc, Hungary
Bettina H. Hernádi, University of Miskolc, Hungary
Marjan S. Jalali, University Institute of Lisbon, Portugal
Ieva Meidutė-Kavaliauskiė, Vilnius Gediminas Technical University, Lithuania &
University Institute of Lisbon, Portugal
Fernando A. F. Ferreira, University Institute of Lisbon, Portugal & University of Memphis, USA
Chapter 33
Social Entrepreneurship and Social Innovation: A Conceptual Distinction ........................................ 616
   Jorge Cunha, University of Minho, Portugal
   Paul Benneworth, University of Twente, The Netherlands
   Pedro Oliveira, University of Porto, Portugal

Chapter 34
Social Entrepreneurship: From Accounting Analysis to Decision Value ............................................. 640
   Rute Abreu, Guarda Polytechnic Institute, Portugal
   Fátima David, Guarda Polytechnic Institute, Portugal
   Liliane Segura, Presbyterian Mackenzie University, Brazil
   Henrique Formigoni, Presbyterian Mackenzie University, Brazil

Chapter 35
Strategy Formulation and Organizational Structure in SMEs: Taking Business Models beyond the Hands of the Founders ......................................................... 658
   Guilherme de Farias Shirashti, Universidade de São Paulo, Brazil
   Saulo Dubard Barbosa, EMLYON Business School, France

Compilation of References ..................................................................................................................... 670

About the Contributors .......................................................................................................................... 757

Index ..................................................................................................................................................... 777