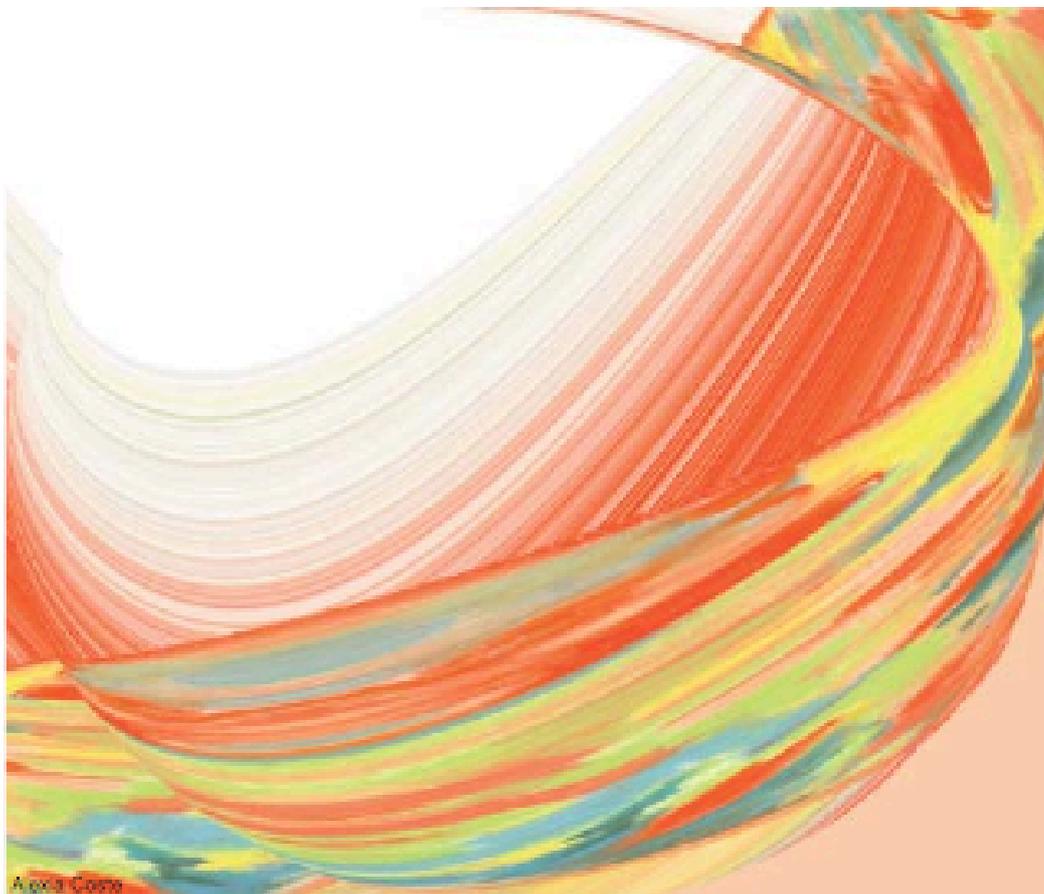




Entrepreneurial Societies and the English-speaking World: Cultures, Contexts, Perspectives

Les sociétés entrepreneuriales et les mondes anglophones : cultures, contextes, perspectives

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Alvin Coste

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Salle 4, Escalier M, 1st floor, 12 place du Panthéon, 75005 Paris



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PARIS 5

Abstracts^{*}

* The abstracts are presented in the alphabetical order of their authors' last names.

Alistair R. Anderson (Skene Centre for Entrepreneurship, The Robert Gordon University, Aberdeen)

Entrepreneurship as a socialised activity

All economic developments, but especially entrepreneurship, are rooted in social interaction. Thus it is possible to argue that social interaction produces economic outcomes and understanding the social interaction processes that underpin enterprise will enable us to better understand both economic and social development. I want to make the argument that all entrepreneurship is inherently social; at least to the extent that business and enterprise are socially embedded. Indeed, they can even be seen to share many of the qualities and characteristics that we seem to reserve for social enterprises. Small businesses are part of the social fabric, they are drawn from and operate within society. Thus as Tony Watson describes them, small businesses and entrepreneurship are socially situated. To this, we can add that they are also socially enacted.

A key attribute of successful interaction is social capital. Social capital has several qualities that serve to facilitate interaction. It can act as a bond to bind members together, thus it has structural qualities. But it also acts to facilitate and lubricate, thus easing social interaction. It serves as a resource but is also an enabler and may even represent a condition, a *habitus*. But critical to understanding both the content and processes of social capital is the notion of trust and how trust forms in social capital.

In this paper I shall discuss how social capital operates. I will endeavour to show how it is created and enacted so that the collaborative outcome is much greater than the sum of the constituent parts. I will illustrate my argument using entrepreneurship examples from both conventional and social enterprise. I will conclude that co-operation, in its many forms, lies at the heart of development.

Biography:

Alistair Anderson is director of the Centre for Entrepreneurship at Aberdeen Business School, Robert Gordon University, Aberdeen. He is also honorary professor at Aberdeen University and an honorary fellow at Lancaster University. He is editor of the journal *Entrepreneurship and Regional Development* and serves on the editorial board of a number of journals.

His research interests centre around the social and cultural aspects of entrepreneurship. He is keen to understand how culture and society shape enterprise and how the economy and society are shaped by enterprise. The micro aspects of social interaction are particularly interesting, especially networking.

Martine Azuelos (EA 4399 CERVEPAS/CREW, Université Sorbonne Nouvelle - Paris 3)

Transatlantic Entrepreneurship and 'Anglo-Saxon' Business Cultures: The case of US-UK Green Projects

In the past few decades sustainable development has emerged as a rising social concern across the globe, and more specifically in the Western world. The need to act now to preserve the planet's limited resources for future generations, a belief shared by a few pathbreakers in the 1980s, has gradually become shared among widening circles, leading to shifts in cultures and values. Making the transition to a 'green economy', however, requires significant changes both on the demand and on the supply side. Innovative approaches, processes and techniques are needed. Not surprisingly, therefore, 'ecopreneurs' have been key players in 'greening' the economy. But has the emerging green economy fostered entrepreneurship that is not only locally, or nationally rooted, and that addresses a global issue by following a transnational path? In other words, is green entrepreneurship embedded in the global economy? If so, have the UK and US driven the new momentum in the way they have driven the globalisation process since the late 1970s? These are some of the questions that this paper means to address.

To do so, the first part seeks to define green entrepreneurship and identify the specific issues raised in the literature on the subject. It also discusses the potential benefits and threats entrepreneurs may face in developing transnational green projects. Finally, in view of the 'special' economic relationship between the US and the UK, it argues that while developing green projects across the Atlantic may make sense, such ventures may not be plain sailing. The second part focuses on a number of case studies illustrating or challenging the various theoretical issues raised in the first part.

Biography:

Martine Azuelos is Professor of Anglo-American studies at the Université Sorbonne Nouvelle - Paris 3, where she founded the Research Centre on Anglo-Saxon Economies (CERVEPAS) in 1991. In addition to directing CERVEPAS, she is in charge of the Master's programme in Foreign Languages and International Business. Her current research deals with contemporary economic issues in Britain and the United States, with specific focus on the part these two countries have played in driving globalisation and regional economic integration.

Eve Bantman-Masum (Université de Toulouse II - Le Mirail)

American Entrepreneurs and Tourism Development in Mexico

Throughout the Twentieth Century, American scientists and travelers have contributed to the emergence and expansion of modern tourism in Mexico. This paper describes how archeologists drew tourists to ancient Maya cities, while anthropologists helped develop alternative tourism in Indigenous Chiapas. Surprisingly, American Mayanists turned out to be gifted entrepreneurs, pioneering methods for developing tourism that were later reproduced by Mexicans in other locations. Recently, American tourism entrepreneurs have specialized in profitable real estate ventures, and formed prosperous expatriate communities in the Yucatan. This analysis covers the relationship between U.S. entrepreneurs and other agents—foreign and Mexican, private and public—who developed tourism in Southern Mexico, emphasizing the importance of American networks and the existence of a pro-American business environment in Mexico. Generally, American communities in Mexico have had a tremendous influence on tourism development in Mexico. This paper is therefore a contribution to the history of American immigration to Mexico—an example of North-South migration—, analyzing the reasons why these foreign entrepreneurs have performed exceptionally well in Mexico, and comparing their experience to that of their Mexican counterparts. Finally, our study forms part of the wider history of the North American economy, and insists the multiple connections between micro and macro processes.

Biography:

Eve Bantman is Associate Professor in American Studies at Université du Mirail (Toulouse, France). A specialist of U.S.-Mexico relations, she devoted her Ph.D. dissertation to Mexican anti-Americanism (EHESS, 2007). Her recent work focuses on tourism and Americanization in Mexico. Her recent publications include “Immigration et antiaméricanisme au Mexique” in Dessajan, Hossard et Ramos (eds.) *Immigration et identité nationale, une altérité revisitée*. Paris: L’Harmattan, 2009, pp. 75-86.

Lucie Bégin (Normandy Business School) & **Didier Chabaud** (Université de Cergy-Pontoise and Normandy Business School)

Family Business Studies: The Need for an Embeddedness View of the Family

There has been a tremendous interest in family business (FB) studies these last years, looking both at scientific events and academic reviews: Sharma (2008) lists more than 12 scientific events for 2008 year and, in the same time, one can observe that more than eight special issues of generalist academic journals are in progress.

If we have to pay due tribute to these studies, as each increases our understanding of the FB, it is nevertheless time to question the universality of our theories and models as we confront them to the diversity of the cultural context in which FBs emerge, grow, pass from generation to generation, flourish or die. Is it possible that a part of our previous researches suffers from ethnocentrism, as Phan and Butler (2008) recently suggest?

Our objective is to address this question and its consequences. To do so, we:

(1) Emphasize the cultural dimensions of family (Sharma and Manikutty, 2005)

(2) Compare case studies arising from several countries, applying a research protocol founded on “reusing of qualitative data” (Thorne, 2004) in order to identify the key problems or differences that arise in the management of the key issue of succession in FB.

1- Research question: What is the nature of family? How can we take into account the diversity of family traits according the diverse cultures, and their impact on FB?

From the sociology of the family, we know that the concept of family is grounded in the cultural and national settings (cf. Sharma and Manikutty, 2005, Todd, 1985). The notion has not the same meaning in Africa as in North America, neither in Japan than in Europe. To fix the ideas, just think of the differences between the family in Sweden, Italia, Tunisia or India: if each one is composed of parents and children, they are different in their values, their sense of obligations through the extended family, the role assigned to each members of the family, and so on.

In the same way, when we look at the field of intercultural management, scholars like Hofstede (1990), Whitley (1999) or Aoki (1988) emphasize the impact of national culture on management practices, and invite us to admit that the American style of management is specific: the American firm is not the universal way of organizing and managing people. By extension, one can consider that the national culture and the institutional environment may affect our conceptualization of the FB, and the way its specific context shapes its behaviour and structure.

Combined with recent works on embeddedness (Aldrich & Cliff, 2003, Steier, Chua, and Chrisman, 2009) and kinship (Carney and Dieleman, 2008), these streams of literature will lead us to reconsider the assumptions in force in FB studies, and (1) to develop a model of family business that accounts for the unique characteristics and diversity of family businesses and (2) to identify some propositions on the management of succession in FB, in the diverse cultural settings.

2- Empirical study: We will use case studies that have been led on family firms in other than Western countries (*cf.* GLOBE Project). In order to do so, we will “reuse qualitative data”, a method that enables to confront and mobilize previous qualitative studies following a coherent protocol of research in order to address new research questions (Heaton, 2004, Thorne, 2004, Glaser, 1962).

3- Opening the debate to the nature of the family will permit to:

- Operationalize FB in diverse cultural settings, leading to “comparative FB studies”, and to completing the picture, by emphasizing some of the difficulties (or need to complement) of classical FB studies, extending the validity domain of our research in the field,
- Increase our knowledge on the diversity of FB around the world, specifically on the topic of succession management in FB, and to discuss the general principles asserted in the literature.

Biographies:

Lucie Bégin is professor of strategic management and is in charge of the "pedagogical hotbed" at Normandy Business School. With a PhD in management from HEC Montréal, she held some positions in Québec, Switzerland, and in France. Her recent research focuses on succession in family business, family entrepreneurship and family business longevity (resilience, strategic renewal).

Didier Chabaud is senior lecturer of management sciences at the University of Cergy-Pontoise. He is member of the Board of the "Académie de l'entrepreneuriat". He is working on entrepreneurial processes, family businesses, and the institutional embeddedness of management practices.

Nathalie Champroux (CERVEPAS/CREW, Université de Paris Est Créteil Val de Marne)

Richard Branson: An Example of Interaction between Entrepreneur and Society

Virgin founder and boss Richard Branson certainly is the most famous and popular entrepreneur in the United-Kingdom. His notoriety comes, of course, from his firm's prosperity. Virgin, the huge branded venture capital organisation which he created in 1970, owns more than 300 branded companies located in 30 countries throughout the world, and its global revenues exceeded £11bn in 2009. But Richard Branson has also cleverly built and defended his popularity. Helped by a society without prejudice against social success and personal fortune-making through work, he has earned himself the image of an entrepreneur-adventurer whom neither anything nor anyone can stop. This complex media animal does not win unanimous support, but he leaves no one indifferent.

Richard Branson has thus been the object of many studies which insist on his original personality guided by the notion of pleasure and the pursuit of adventure. This paper purports to throw another light on the career path of this businessman who is representative of the interactions between entrepreneur and society.

First, we will analyse how the cultural, social, political and economic circumstances in constant evolution over the last forty years in Great Britain have influenced Richard Branson's projects and entrepreneurial choices. We will show that the businessman has always been on the look-out for any opportunity to develop his Virgin business and has always been good at surfing along the most favourable trends.

Secondly, we will study Richard Branson's will to be a real actor of social and economic change. Brought up in the idea that each human being has the power to transform the world, since the very beginning he has tried to improve the functioning of the society where he lives with two different approaches. His first approach is that of progressively transforming the British society by modifying the existing economic and business rules. His other approach is the use of his personal image and of the notoriety of Virgin to serve small social causes as well as huge humanitarian causes and to boost entrepreneurship.

Biography:

Nathalie Champroux is Associate Professor at Université Paris Est Créteil where she teaches English applied to management, economics and finance. Her research primarily focuses on the British monetary policy since 1979 and the governments' decisions regarding the country's participation in European monetary institutions. She is also interested in some specific issues that British enterprises are facing, like the use of the euro ("Les entreprises britanniques et l'euro", art.) or their financing of innovation ("Le financement de l'innovation dans les entreprises britanniques", com.). She is currently writing a book on Richard Branson, to be published soon by French publisher Economica.

Louella M. Cheng (Hong Kong Institute for Humanities and Social Sciences incorporating the Centre of Asian Studies, The University of Hong Kong)

China Modern: The Rhizomic Family Model in Hong Kong

The kinship structure in the traditional Chinese family has been a major focus of attention among leading social scientists. In general, the existing literature reveals greater concern with the specific characteristics of the Chinese family system than with identifying features also found among other family settings which have emerged in a variety of socio-cultural environments elsewhere in the world. For example, the anthropologist Levi-Strauss and the sociologist Freedman concluded that the patrilineal families found in Chinese societies were custom-made for particular clan and inheritance systems. Contemporary scholars working on Chinese family patterns like Wolf and Watson have shown how socio-economic arrangements in the traditional Chinese family setting are related to human hierarchies and gender politics. What is missing from both the traditional and the contemporary approaches is the nature of the kinship network in entrepreneurial societies like Hong Kong whose economies and societies both undergo rapid and sustained development

The starting point for this paper is the rhizomic family model pioneered by early Hong Kong Eurasians who chose to identify with their Chinese parents and their cultural heritage. The paper relates the entrepreneurial features that developed in early Hong Kong society to an evolving kinship pattern that goes beyond a patrilineal/matrilineal dichotomy. The rhizomic family model is seen as being used as a social networking device for a marginal population – the early Hong Kong Eurasians – to overcome two forms of cultural dominance (i.e., Chinese social conventions and the British colonial hierarchy). The rhizomic family pattern of the early Hong Kong Eurasian was a response to a distinctive socioeconomic situation in the late 19th century when Hong Kong was remarkable for its combination of international, commercial and urban characteristics. Its social, economic and political features contrasted sharply with the traditional Chinese social system which was rural and peasant-based. In contrast to Levy's notion of the stem family structure (*famille souche*), the term "rhizomic" highlights the inclusiveness of the familial pattern adopted by the native-born Hong Kong Eurasians. This concept stresses the paradigm in human social bonding that became available for Chinese families in entering the "modern" era and its rapid economic, political and social transformations.

This paper focuses on the innovations initiated by in the early Hong Kong Eurasians in their family organisation. On one hand, their rhizomic family pattern uncovers layers of cultural, economic and political forces to prove powerful influences during the first hundred year of Hong Kong history. On the other hand, in their tailoring of some specific forms of family ties, the innovations found in these Hong Kong families tell us much about the interaction of economic and cultural tensions within the family institution. These family arrangements also foretell a modern experience to be shared by a growing proportion of the Chinese population on entering into the industrial and scientific era. The conclusion of the paper is that the rhizomic family model

displays a modernity which links the “Chinese” experience to a contemporary family in the global enclave.

Biography:

Dr. Louella Cheng is currently a Research Officer of the Hong Kong Institute for Humanities and Social Sciences (incorporating the Centre of Asian Studies) at the University of Hong Kong. She is working on several writing projects. These deal with entrepreneurial family, Eurasians and with popular culture in Hong Kong and Taiwan. Her research interests include Hong Kong and Chinese culture, Modernization and Modernity, Critical theory.

Catherine Coron (CERVEPAS/CREW, Université Panthéon - Assas Paris 2)

Entrepreneurship Post-Graduate Higher Education and the Crisis in the UK, the US and France: A Comparative Perspective

Context

First, the financial slump, and then the economic recession have questioned the Anglo-Saxon model of “dynamic capitalism” and with it the Schumpeterian type of entrepreneur as capable of boosting growth and employment and thus make innovation benefit to the whole economy. This paper aims at highlighting cultural peculiarities as well as new strategies in terms of entrepreneurship higher education thanks to a comparative survey conducted in the UK, the US, and France.

Hypothesis

This paper will first make an attempt at defining entrepreneurship higher education culture in the UK, the US, and France. It will then try to establish the similarities and differences in the different entrepreneurial approaches, more particularly in the way they reacted to the recent crisis.

Theoretical background

Alain Fayolle and Benoît Gally tried to define the part played by specific management programmes in higher education on entrepreneurial intentions, behaviours and processes [“Evaluation d’une formation en entrepreneuriat: prédispositions et impact sur l’intention d’entreprendre”, *Management*, 12 (3), 176-203, 2009]. After defining human capital as “reflecting the underlying entrepreneurial abilities of the population” [*The Entrepreneur, An Economic Theory*, Elgar, 1982, p. 10], this presentation will review the main recent and relevant writings on the topic as well as present an empirical approach to these notions.

Methodology

The main characteristics of each country’s entrepreneurial training and higher education programmes will be analyzed bearing in mind the fact that the objective is to find out about the cultural specificities. The answers to the central questions mentioned in this study will rely to a large extent on a comparative enquiry. The panel will be made of some of the most prestigious management programmes within each country. This method will also enable us to try to examine the interactions between entrepreneurship and societies.

Biography:

Catherine Coron is Associate Professor at Université Panthéon-Assas, Paris 2, where she teaches English applied to management, economics and finance. Her research focuses on the economic impact of training and education issues in the United Kingdom, human capital, the training paths of entrepreneurs as well as the British model of capitalism. She is a member of the CERVEPAS, a Sorbonne Nouvelle - Paris 3 University research centre which focuses upon the economic life of English-speaking countries.

Jacques-Henri Coste (CERVEPAS/CREW, Université Sorbonne Nouvelle - Paris 3)

**Financial American Entrepreneurship as Disruptive Agency
and Institutional Governance: the George Soros Case**

This paper purports to show that financial entrepreneurship is an original form of economic agency and social interstructuration influenced by contexts, that also shapes institutions and steers the socio-economic orientation of post-modern societies. Hedge fund entrepreneurs are innovative actors producing economic outcomes and powerful institutional agents enacting change and promoting societal models through the implementation and vindication of their economic and more philanthropic projects. The recent crisis, the excesses of a form of “unproductive” financial entrepreneurship as a quick value return practice by flamboyant, but egotistical, fund entrepreneurs, has revealed the dark side of this “disruptive”, but often “destructive” approach, if not the limitations of the “absolute value” principle based on the efficient-market hypothesis. Radical Schumpeterian entrepreneurship, however, is not restricted to the mavericks and black knights of the financial world. Establishment entrepreneurs like Warren Buffet and the controversial George Soros, have been active proponents of hedge fund entrepreneurship while launching numerous social programs and donations worldwide. The Hungarian-American immigrant hedge fund entrepreneur has made his fortune mostly as a financial speculator. Yet, he claims that he is a social and geopolitical entrepreneur intent on solving global civil society problems and responding to international market failures through his lucrative funds, “Open society” foundations, universities, and transnational philanthropic initiatives. Such institutional governance or even global “governmentality” requires building trust and legitimacy through discourses and a widespread network of elites, media partners, and political coalitions: e.g. “distributed agency”. How to explain Soros shifting identities, “morphing enterprising selves” but also the polymorphy of their institutional governance? Financial entrepreneurs may be paradoxical agents of global social change turning to political rent-seeking and national influence to preserve their former financial stakes and maintain their lobbying power. These outspoken actors play an active role in the globalization process and exert a strong social agenda setting function embedded in American interests.

We first examine the issues of entrepreneurship agency and institution shaping. We then analyse the case of George Soros as the ideal-type of transnational business and social entrepreneurship. We argue that Soros encapsulates the disruptive agency and polymorphous governance function of the heroic business innovator turned successively, philanthropist, social, political, policy and even intellectual entrepreneur. The cosmopolitan post-modern entrepreneur must span a bridge between his well self-understood interests and more civic virtues. American financial entrepreneurship would appear as a form of strategic networking and reflexive governance of societies characteristic of the late modernity political economy.

Biography:

Jacques-Henri Coste is Associate Professor of Anglo-American studies at the Sorbonne Nouvelle - Paris 3 University and Director of the B.A programme in Foreign Languages and International Business. He also lectures at the Lyon Institut des Etudes Politiques on the US economic model. He holds a PHD in American studies from the University of Lyon. He has published various scholarly articles on the role and place of business enterprise in American society and the Anglosphere. His current research adopts a transdisciplinary and transnational perspective to study the socio-cultural dimension of Anglo-American entrepreneurship, as well as the recent evolutions of the American business model. He is an active member of the Cervepas and co-organized both the previous "Culture and Context" entrepreneurship conference in Aberdeen and the present conference. He serves on the editorial board of several journals and occasionally consults to a number of non-profit and European educational institutions.

Alain Fayolle (EM Lyon Business School)

**Necessity Entrepreneurship and Job Insecurity:
the Hidden Face of Entrepreneurship**

Who would dream of associating the figure of the entrepreneur with poverty and precariousness? Traditionally, society and the literature paint a very different picture of the entrepreneur, who embodies such values as risk and initiative-taking, a strong sense of responsibility, action- and result-orientation, and even opportunism, etc. We argue in this paper that present (and past) measures intended, in the French context, to encourage the creation of new jobs and new ventures by job seekers and/or individuals in precarious situations contributes greatly to the development of some forms of 'forced' entrepreneurship, which may have dramatic consequences for the individuals concerned and society at large. Our objective here is to shed some light on these particular forms of entrepreneurship, which are likely to increase in the current context of uncertainty and change.

Biography:

Alain Fayolle is a full time professor of entrepreneurship, and the founder and director of the entrepreneurship research centre at EM Lyon Business School, a leading European institution. He is also visiting professor at Solvay Brussels School of Economics and Management and is regularly invited by international universities.

Alain has leadership experience in France and internationally. In French-speaking, European and Mediterranean countries, he is making an important contribution in structuring the field of entrepreneurship: designing research programs, supervising PhD students, advising politicians and university deans and training teachers, trainers and researchers.

Alain published over fifteen books and numerous articles in leading international and French-speaking scientific journals. Among his editorial positions, he is notably an Associate Editor of *JSBM* and an Editor of *Revue de l'Entrepreneuriat* and *L'Expansion Entrepreneuriat*, two leading French-speaking journals.

Olivier de Gromard (CERVEPAS/CREW, Université Sorbonne Nouvelle - Paris 3)

A Model of Entrepreneurial Strategy in the Age of Globalisation: the Case of HSBC

Achieving sustainable corporate success, even in adverse circumstances, is one of the main challenges currently facing the chief executive of a firm no matter whether he is an entrepreneur managing a new firm or a chief executive of a well-established firm of all sizes. With a wider economic scene, a globalised economy has accelerated since the end of the 1970s and has given some impetus to this challenge.

How to cope with this is a central question to the fields of strategy and entrepreneurship. This paper is to clarify some of the issues related to this question, in the light of the concept of entrepreneurial strategy and through the analysis of the impressive development achieved by the British bank HSBC during the past thirty years.

Back in 1979, the Hongkong and Shanghai Bank was the quasi-central bank of the British colony, mainly focusing on the geographic area of Hong Kong and Asia and with a future that was uncertain and unpromising. In 2010, thirty years later, the bank has changed completely. Its name is HSBC, which echoes its roots, but its headquarters have shifted to London. Today it is among the largest bank in the world in terms of size, market capitalization, and profitability, comprising more than 8,000 offices in 88 countries and territories in Europe, Asia, the Americas, and Africa.

By such an analysis, we are to demonstrate that what HSBC has pursued since the end of the 1970s is a convincing illustration of a successful entrepreneurial strategy. This pro-active strategy has changed and developed the colonial bank of Hong Kong created in 1865 by some Hong Kong entrepreneurs, to the point that it is now one of the world's largest banking and financial services group.

Biography:

Olivier de Gromard began his professional career as a consultant, then went into banking management before turning to research and teaching. After a MBA from UCLA (1977), he completed a doctoral thesis in 2004 at the Sorbonne Nouvelle University, covering the economic development of Hong Kong during British sovereignty. He is a member of CERVEPAS. His fields of expertise and areas of research include the economic and social aspects of Anglo-Saxon and Chinese societies, as well as business management and finance.

Anne Groutel (CERVEPAS/CREW, Université Paris 1 Panthéon Sorbonne)

How Can the Irish Diaspora Help Indigenous Firms Drive Growth?

After fifteen years of outstanding economic growth, largely due to the presence of foreign multinationals, Ireland's economy is at a crossroads. Over the years, the country has gradually lost many of its original assets and numerous multinationals now prefer to invest in locations deemed more attractive. Moreover, the country has been severely hit by the current global economic downturn. This state of affairs has heightened discussion about entrepreneurship in Ireland. Various reports commissioned by the Irish authorities have laid stress on the pivotal part that Irish entrepreneurs can play in boosting economic growth, development, and job creation. Forfás, Ireland's national policy advisory body for enterprise and science, has recently set out its vision of Ireland as "an entrepreneurial society", a blueprint to drive increased entrepreneurial activity. Even if there is a strong entrepreneurial spirit in Ireland, many challenges lie ahead; over 97% of indigenous businesses employ less than 50 people, and of all companies only a small number innovate, grow and internationalise. This paper will highlight some of the attitudinal, "internal" (lack of expertise in international markets, weak management capability, etc.), and "external" reasons for this failure to grow.

The potential role of diasporas in the development of their homeland is a growing area of interest for research and policies. Ireland has a long history of outward migration. A recent study shows that 70 million people worldwide claim Irish descent. The Irish diaspora could help Ireland's economy in various ways as evidenced in a report published by The Ireland Funds. This paper focuses primarily on how the diaspora can help indigenous firms achieve scale through networking and mentoring, and thus overcome the attitudinal and internal factors which seem to hinder the growth of a majority of them.

In recent years, Enterprise Ireland, the state agency in charge of the promotion of indigenous companies, has been involved in nurturing and facilitating the creation of various types of networks involving members of the Irish diaspora, yet the Irish authorities are aware that the potential of the diaspora remains largely untapped. The economic problems the country is currently facing have given added urgency to the need to develop a more strategic relationship with the Irish diaspora particularly in the economic sector. The last part of this paper will concentrate on the Irish government's attempt to harness the potential of the diaspora. The benefits Irish small firms can draw from this initiative and the limits of what can be expected from the diaspora will be assessed.

Biography:

Anne Groutel is Senior Lecturer at the University of Paris 1 Panthéon-Sorbonne. She published a book on the economic co-operation between the two Irelands and several articles, in books and journals, on Ireland's economy and the role of the state in economic development. Her current research focuses on the role the Irish diaspora can play in assisting indigenous companies and reviving the ailing Irish economy.

Daniel Hjorth (Copenhagen Business School)

Entrepreneurship as 'Social' Change: On the Sociality-creating Potential of Public Entrepreneurship

Starting from a conviction that entrepreneurship belongs primarily to society rather than to the economy (Hjorth and Steyaert, 2003), and that we need to go after life rather than simply business to understand entrepreneurial processes (Hjorth, 2004a), we suggest locating entrepreneurship in the public. Let us contextualise our problem/focus. The customary division of society into two sectors, one called public and one called private, today seems to be dissolving and therefore possibly less adequate. Traditionally, public duties like schooling, sanitation and official transportation, are in many countries often taken care of by private enterprises, and, various traditionally private businesses, are often run by governments, nationally or locally. More importantly, during the past decade, a third sector has emerged as an alternative to the above order. It is sometimes referred to as the social economy. We suggest, that there needs to be a more critical reflection on this dissolution of the traditional order or emergence of a third sector, intimately associated with the Anglo-American discourse on 'social entrepreneurship.' From the perspective of a potential resonance between a Scandinavian welfare state idea and the ancient meaning of 'public', we inquire into the creative-resisting potential of the concept of 'public entrepreneurship.'

We will present six cases, all from Sweden, which illustrate the point with thinking and practicing sociality-creating processes that enhance citizens' possibilities for living as 'public entrepreneurship.' This recasts the discourse on social entrepreneurship in a new (historical) light.

Biography:

Daniel Hjorth (Dr.Ph.) is Professor of Entrepreneurship and Organisation, Research Director of the Management research group, and Study Program Co-ordinator for the social science master program in 'Organisational Innovation and Entrepreneurship', at the Department of Management, Politics and Philosophy, Copenhagen Business School.

Daniel is the author of numerous articles in scholarly journals and co-editor of the *International Review of Management*, guest editor of several special journal issues, and author and editor of several books including, *Rewriting Entrepreneurship* (2003), *Entrepreneurship and the Experience Economy* (2007), and co-editor of the *New Movements in Entrepreneurship* book series: *New Movements in Entrepreneurship* (2003), *Narrative and Discursive Approaches in Entrepreneurship* (2004), *Entrepreneurship as Social Change* (2006), and *The Politics and Aesthetics of Entrepreneurship* (2009). Daniel is also member of the centre for Art and Leadership at Copenhagen Business School, and chairing the organisational committee of the Copenhagen Innovation Symposium.

His research interests cover entrepreneurship, organisational creativity and innovation, philosophy of management, design and writing.

Tsai-man Clare Ho (Centre of Asian Studies, The University of Hong Kong)

**Territoriality and Trans-border Entrepreneurship:
Taiwanese Players, Hong Kong's Position
and the Sketching of the Greater China**

For over three decades, the economic growth and achievement in China has been largely attributed to the effect of FDI. The evolving shape of cutting-edge industries grows out not of China's own demand, but out of the global economy. The larger portion of capital comes from Greater China, that is to say, Hong Kong, Macao and Taiwan. Some of the capital moving to China has a 'global' source, but at the very beginning, most of the companies moving to China from Hong Kong and Taiwan were small and medium-sized in terms of capital. This paper proposes the concept of territoriality to explain trans-border entrepreneurship and the sketching of the Greater China by using the companies based in Taiwan, but also headquartered in Hong Kong, as our strategic cases.

Geographically speaking, the economic integration of the so-called Greater China has emerged if we look at the increasing statistical data of imports and exports in this region. Hong Kong's inward foreign direct investment is featured with its registration off-shore and its return to Hong Kong, as companies set their operation bases in the southern part of China. Similarly, Taiwanese companies adopt the same path. The typical process for cross-border Taiwanese capital is to register a paper company in Bermuda or Cayman, set up a subsidiary company in Hong Kong and then get it listed in Hong Kong's stock market. In practice, one could say this path just reveals how unwelcome by the Taiwanese government cross-strait investment is, and Hong Kong just plays the role of a spring board or buffer zone while the political tension remains. However, a more complicated reason stands behind this phenomenon. During the mid 1980s, anticipating Hong Kong's handover to China, the Hong Kong government started to review the companies' ordinance. Consequently, despite the handover, the colonial government decided to posit Hong Kong's commerce on the basis of the common law system used in England, and other Commonwealth countries. It is in this sense that the trans-border companies from Taiwan are moving not only geographically, but also transforming their corporate entities, and sequentially getting themselves embedded in a system of the English-speaking world. It is the system within which the economic actors take actions, and that draws the lines and boundary of territorialities. The challenges the entrepreneurs are faced with are the ability to cross the borders.

Although they are 'Chinese firms', either from Taiwan or Hong Kong, the way they cross the borders, tells the boundaries of territoriality. If it is not about politics, at least it is about 'us' and 'them', 'here' and 'there'. The territoriality will bring in more the social contexts on the top of the spatial economy. Some have already noticed the weak explanatory role which accompanies the embeddedness approach. The embeddedness concepts struggle to differentiate between social influences and pure economic activity, and accordingly, have downplayed the 'social context' into 'pale background scenery' (Jones 2008:72).

Scholars have also criticized the inability of embeddedness to tackle power and inequality in the theorization of capitalist economic activity (Sayer 2003; Yeung 2005). Through the concept of 'territoriality', this paper will not only give color to the pale side in the embeddedness theory, but also trigger more discussions on the political economy of these moving spaces.

Biography:

Ho, Tsai-man Clare is a Post-doctoral fellow in Hong Kong Institute for the Humanities and Social Sciences (inc. The Centre of Asian Studies), the University of Hong Kong. She obtained her Ph.D. degree in sociology at Tunghai University, Taiwan. Her thesis tackled the transition and adaptation of a Taiwanese firm from a small and medium-sized scale to a giant supplier with the move of assembly lines to China and of financial capital in the Hong Kong stock market. Her research interest includes globalization and its impact on Asia, and the development of capitalism in Chinese Societies. She is working together with other team members on a research project, Hong Kong as Financial Gateway for Taiwanese Enterprises.

Régine Hollander (CERVEPAS/CREW, Université Panthéon - Assas Paris 2)

The Ethnic Factor in Family Entrepreneurship in the United States: is there an American Way?

How does ethnic family entrepreneurship in the US fit in the nature vs nurture debate? In other words, is the US a natural breeding ground or a magnet for enterprising families? And, in either case, to what extent do hyphenated Americans draw on their ethnic (or multiethnic) cultural background and community resources to operate family enterprises successfully? Finally is ethnic family entrepreneurship passed on from one generation to the next?

A review of the literature on ethnic enterprise and family entrepreneurship provides the necessary theoretical framework to tackle these questions. To confirm or invalidate the theories, this paper analyzes recent statistics on ethnic and non-ethnic family enterprises. Using Roger Waldinger's framework of analysis (opportunity structures, group characteristics and strategies), it tries to show how culture and context may impact a family's ability to create a business and make it thrive. Among other things, the paper examines how the chosen sectors of activity, firm sizes, sources of financing, type of governance and innovative drive are affected by the fact that businesses are family-owned and operated. It also endeavors to show that, even though there is an American way, family firms are ethnic-specific and imply a different set of motivations, values and ethics, to create and manage their businesses, and make them thrive.

Biography:

Régine Hollander is an associate professor at Université Panthéon-Assas, Paris II, where she teaches financial English to Magistère Banque-Finance students. She is the co-head of the language department (about 40 permanent teachers and 20 temporary ones) of Paris II. She is a member of CERVEPAS and her research focuses on SMEs and ethnic entrepreneurship in the United States.

Jill Kickul (Stewart Satter Program in Social Entrepreneurship, Stern School of Business, Berkley Center for Entrepreneurial Studies, New York University)

Social Entrepreneurship in the United States – The Pursuit of Impact and Change in an Ever-Changing World

Social Entrepreneurship is more than a set of tools and techniques for starting and growing a business. It's a mindset, a way of looking at things that is opportunity focused and creative. It's about passion -- doing what you love. It's about creating wealth in all its forms: money, independence, power, innovation, and making a difference and having an impact in the communities we serve.

While numerous different definitions of social entrepreneurship exist, there appears to be broad consensus about two issues:

1. Social entrepreneurship involves the creativity, imagination and innovation often associated with entrepreneurship; and
2. The outcomes of social entrepreneurship are focused on addressing persistent social problems particularly to those who are marginalized or poor.

The breadth of the social entrepreneurship spectrum encapsulates the double bottom line and the broad array of sectors that could be considered under the concept of “social needs”. Social entrepreneurship indeed “transcends traditional nonprofit sectors and applies as equally to health, environment, education and social welfare as it does to economic development or job creation programs” (Alter, 2007).

In the United States and at the NYU Stern School of Business, the mission of the Stewart Satter Program in Entrepreneurship is to educate, challenge, and inspire social entrepreneurs to leverage intellectual, social, and financial capital resources with a focus on social change, innovation, sustainability, and impact. The program provides support and creates an environment in which social entrepreneurs’ ideas and initiatives take shape and flourish. The program involves four major aspects:

- Providing the training and skills that enable social entrepreneurs to create, grow, and accelerate their businesses and social value propositions.
- Allowing opportunities that secure strategic technical support and financial resources for social firm sustainability and impact.
- Imparting new approaches and methodologies that align practice and research to improve the overall effectiveness and impact of the social venture.
- Creating a community of students, scholars, and industry leaders devoted to improving the social sector.

In this presentation, opportunities and challenges unique to teaching social

entrepreneurship at multiple levels within the United States will be discussed. In addition, strategies and techniques of how to integrate social entrepreneurship topics and cases within the classroom will be offered. Finally, a recent course, 'International Social Impact Strategies (ISIS)' will be highlighted with recommendations of how social entrepreneurship learning can be facilitated across different cultures.

Biography:

Jill R. Kickul is the Director of the Stewart Satter Program in Entrepreneurship in the Berkley Center for Entrepreneurial Studies at New York University Stern School of Business. In her faculty position, Professor Kickul teaches courses in both entrepreneurship and social entrepreneurship.

Her primary research areas of interest include innovation and strategic processes within new ventures, micro-financing practices and wealth creation in transitioning economies, and more recently, social entrepreneurship. Professor Kickul is the author of *Entrepreneurship Strategy: Changing Patterns in New Venture Creation, Growth, and Reinvention* (Sage Publishing).

Pui-Tak Lee (Centre of Asian Studies, The University of Hong Kong)

**Compradorial Entrepreneurship in British Colonial Hong Kong:
Ho Tung and the Bankruptcy Case of Ho Sai Leung in 1934**

It is commonly said that a comprador was an employee of a Western firm, who took charge of negotiations with his employer's Chinese counterparts, examining the quality of silver tales used in transactions and headed up a team of Chinese workers comprising interpreters, coolies, servants, etc. After the Opium War, a comprador was usually an 'independent merchant,' who, in addition to working for Western firms, also conducted business on his own accord. The comprador system was imported into Hong Kong soon after British firms began opening businesses within the colony, and lasted until the outbreak of the Second World War, that is longer than in any other Chinese coastal cities. The comprador system generated three different sources of income: salary, commission and profit from businesses they established with support of their employers but with a status as 'independent merchants.' Substantial capital was accumulated through the receipt of commissions from both Chinese and foreign merchants on each business transaction. The relationship between compradors and Western firms was more conflictual than assumed. On one hand they were business partners, but on the other they could be business competitors. This paper is aimed at discussing the relationship between Ho Tung and the Jardine, Matheson and Company in 1934, when he was summoned by the company to pay off the loss caused by his guarantor, the other comprador of Jardine Ho Sai Leung.

Ho Tung became known as the founder of the 'comprador family'. Ho introduced his two younger brothers, Ho Fuk and Ho Kom Tong, to Jardine as assistant compradors, eventually succeeding the elder Ho upon his retirement. Ho Tung's adopted son, Ho Sai Wing, became a comprador for the Hongkong and Shanghai Banking Corporation during the thirty-four years between 1912 and 1946. In turn, Ho Sai Wing's four brothers all became compradors: Ho Sai lu as a comprador for the Mercantile Bank of India; Ho Sai Kwong for David Sasson & Co.; Ho Sai Leung for Jardine, Matheson & Co.; and Ho Sai Ki for Arnhold & Co. Finally, Ho Sai Wa, the son of Ho Kom Tong, became an assistant comprador in Mercantile Bank, while Ho Fuk's son is said to have assisted him with Jardine's work.

In 1934, after Ho Sai Leung committed suicide because of his failure in speculating in the stock market, Jardine claimed Ho Tung was responsible for the losses of the company since Ho Tung had signed his name as guarantor in the comprador agreement of Ho Sai Leung in 1920. This paper will be based upon the archives of the Jardine, Matheson & Company in the University of Cambridge to discuss the negotiation process between Ho Tung and Jardine which took place from January to December and between Hong Kong and London. From this long- winding negotiation we can know that not only the amount of the compensation, but also the terms of the comprador agreement originally signed by Ho Sai Leung, could all be negotiable. Three critical people, that is, M.K. Lo, Lady Ho Tung, and Howard Chang, who were respectively Ho Tung's personal representative, wife and private secretary, played a role in the negotiation process. This paper will shed light on compradorial

entrepreneurship, particularly on the relationship between the comprador and the British firm in colonial Hong Kong, as network capital and guarantorship constituted the major components of compradorial entrepreneurship. To what degree Jardine was involved in Ho Sai Leung's failure in speculating in the stock market, will be another question to address.

Biography:

Dr. Lee Pui-tak was born and educated in Hong Kong. He received his bachelor degree of history from the Chinese University of Hong Kong in 1988; a master and doctoral degree of East Asian history from the University of Tokyo in 1991 and 1995 respectively. Currently, he is Research Officer and Honorary Assistant Professor in Hong Kong Institute for the Humanities and Social Sciences (inc. Centre of Asian Studies), University of Hong Kong. In 2004, he received the Fulbright Hong Kong Scholar Award to conduct a visiting fellowship at Cornell University. In 1996, 1998 and 2000 respectively, Dr. Lee convened the First, Second and Third Chinese Business History Conference in Hong Kong. In 2007, he received a grant from The Toyota Foundation to organize a research network of Chinese Business History in Asia and to convene the Chinese Business History Forums. In 2005-2006, he was the chief editor of the *Hong Kong Journal of Modern Chinese History*. Since 2009, he has edited the book series on Chinese Business History for the Hong Kong University Press.

Elizabeth C. Macknight (University of Aberdeen)

Co-operative Entrepreneurship and Tertiary Education

The co-operative sector comprises 140 million members across Europe and 800 million members worldwide. What role does this sector have to play in debates about the entrepreneurial process? How might the internationally recognised values and principles of co-operation assist future generations of entrepreneurs to respond to global challenges? This conference paper presents a Knowledge Transfer Partnership funded by the Scottish Government and the Economic and Social Research Council to promote understanding of co-operative, mutual, and employee-owned business models within tertiary education. The partnership between the University of Aberdeen and the Co-operative Education Trust Scotland (CETS) will support students who wish to apply their enterprising skills to create new co-operative businesses. Materials are being designed for use in universities and will be available on an open access basis. These materials include resource packs for teaching undergraduates and postgraduates, a website to support e-learning and distance learning, a toolkit for young entrepreneurs, and placement projects. The University of Aberdeen and CETS will work with Co-operative Development Scotland (CDS), which is a subsidiary of Scottish Enterprise, and the Scottish Institute for Enterprise (SIE) to market and promote the materials through workshops, training, and seminars. The Scottish Government, funding councils, and the European Commission are calling for university-enterprise linkages to support and maintain dynamic knowledge-based economies. This KTP project responds to high-level policy directives and offers practical outcomes to broaden engagement with democratic ethical entrepreneurship across the tertiary sector.

This conference paper presents a Knowledge Transfer Partnership funded by the Scottish Government and the Economic and Social Research Council to promote understanding of co-operative, mutual, and employee-owned business models within tertiary education. The partnership between the University of Aberdeen and the Co-operative Education Trust Scotland (CETS) will support students who wish to apply their enterprising skills to create new co-operative businesses. Materials are being designed for use in universities and will be available on an open access basis. These materials include resource packs for teaching undergraduates and postgraduates, a website to support e-learning and distance learning, a toolkit for young entrepreneurs, and placement projects.

Biography:

Dr Elizabeth Macknight is a lecturer at the University of Aberdeen. In 2010 she became the lead academic for a Knowledge Transfer Partnership with the Co-operative Education Trust Scotland funded by the Scottish Government and the Economic and Social Research Council. Her interest in ethical democratic enterprise, the social values of co-operation, and the international co-operative movement originates in a project to research and write a commissioned history of a credit union. She is a member of the University of Aberdeen's Centre for Entrepreneurship.

Salah Oueslati (MIMMOC, Université de Poitiers)

Policy Entrepreneurship and Socio-political Changes in the US: from a Liberal to a Conservative ‘Hegemony’

Political scientists who contributed to the agenda setting literature identify policy entrepreneurs as people who seek to initiate dynamic policy changes. Most often, they highlight the role of ideas as the chief determinant of policy outcomes. As for interest group models, they tend to focus on lobbyists' strategic interaction with one audience only: either group members or government officials. In addition, they assume that interest groups constitute the main if not the single driving force behind policy changes. As John Campbell correctly states, “to ask whether *either* interests *or* ideas are the chief determinant of policy outcomes is a misleading way to pose the issue because it neglects the possibility that it is the interaction between the two that counts” (emphasis in the original, Campbell, 1998: 379). The same author concludes that theoretical progress could be made by blending elements of those two perspectives.

Using the two approaches, this paper will attempt to demonstrate that liberal public interest groups that emerged in the 1960s and their conservative rivals that gained influence since the late 1970s, have been the primary political forces behind enduring and dramatic political and social changes in the US during the last few decades. The paper will focus on the leaders of these groups who, as policy entrepreneurs, assumed two fundamental tasks. First as precursors of new strategic approaches who managed to maintain the cohesion of disparate groups of individuals and organizations. Second, as initiators of innovative solutions who challenged a government deemed either corrupt or too interventionist.

Biography:

Salah Oueslati is associate professor of American civilization at the University of Poitiers. He also teaches at the Institut d'Études Politiques de Paris (Political Science Studies Institute). He received his doctorate in American studies from the University of La Sorbonne (Paris IV). His research focuses on American political institutions, interest groups and social movements. He is the author of numerous articles on interest groups in the U.S.

Marie-Christine Pauwels (Université de Paris Ouest Nanterre La Défense)

**Peer-to-Peer Lending in the USA:
An Alternative Approach to Credit through Social Networks**

The recent crisis has made glaringly apparent the limits of a system dominated by impersonal and predatory financial structures, dubbed “too big to fail”. In this particular climate of disrepute which now taints the whole credit market, a new form of access to credit among individuals who loan each other money via internet platforms has been gaining visibility on the web over the past five years. Called *peer-to-peer lending*, this new system undergoes a phenomenal rate of growth today.

Peer-to-peer lending is booming not only because lending conditions are often more attractive than those offered via regular bank loans or credit cards, but also because it brings together individuals fed up with the anonymity of traditional lending and who value sharing and solidarity. Platforms such as Prosper.com or Lending Club create a sense of belonging to a virtual community and restore trust in the whole lending process.

What can we make of these new trends? What kind of consequences can this alternative credit market have on traditional banks and credit agencies? Should we interpret this individualization of credit as the advent of a virtuous cycle and the revenge of Main Street over Wall Street? This would signal the end of the era of limitless greed and reaffirm the power of the social link between individuals, what sociologist Michel Berry calls “the power of us”, (*Les vrais révolutionnaires du numérique*, éditions Autrement, 2010).

Conversely, we shall see whether this trend cannot to some extent be interpreted as a form of hijacking by a small number of “niche entrepreneurs” who take advantage of such platforms to serve their own interests.

Peer-to-peer lending is a good illustration of the perspectives along which entrepreneurial societies are developing today. These new social networks are testimony to the strong need felt by individuals to restore meaning and cohesion within their lives, yet they are also fraught with many ambiguities.

Biography:

A former student at the Ecole Normale Supérieure, Marie-Christine Pauwels is an associate professor at the University of Paris Ouest Nanterre la Défense, where she teaches American civilization. She has authored several books on the United States published by Hachette and regularly updated (*The American Dream*, *American Civilization*, *Civilization of the United States*). She has also published extensively on issues of education, ethnic marketing, affirmative action and minority integration. She is a member of the research center affiliated to her university (Politiques Américaines – CREA) and an associate member of the CERVEPAS (Université Sorbonne Nouvelle - Paris 3). She regularly attends conferences on ethnicity both in France and in the United States, especially the annual conference of the National Association for Ethnic Studies (Washington D.C. 2010; Atlanta 2008; UCLA, Los Angeles 2007; San Francisco 2006). In 2002, she was awarded a Fulbright scholarship for a six-week summer research program at NYU.

Michel Péron (CERVEPAS/CREW, Université Sorbonne Nouvelle - Paris 3)

The Entrepreneurial Spirit and Anglo-Saxon Capitalism

The merchant-adventurers, the Pilgrim Fathers, and the pioneers, undisputed forerunners of our entrepreneurs considered exploring the world as part of their mission. Those entrepreneurs were not exclusively sensitized to economic problems. They were the products of their society, their culture, their religion. The community of interests they represented shared the English and American values so perfectly described by Ralph Waldo Emerson. The merchant-adventurers were the initiators of technological changes in many sectors as today's researchers on the look-out for some competitive advantage in innovation or invention.

The Tudor period was one of expanding trade, capital accumulation and increasing need for financial instruments. Merchants, like Sir Thomas Gresham played a growing role in the financing of foreign trade. The development of credit favored a rapid commercial expansion, but was also responsible for several financial crises triggered by the unbridled capitalism of goldsmiths and bankers. An incipient financialisation led to speculative bubbles (South Sea Bubble, Mississippi Bubble). The reason for those crises was the total absence of regulation which resulted in today's wild capitalism with a perfect similarity between the solutions put forward.

The managed economy the mercantilists were subjected to without knowing it, had already been battered during the Renaissance period by the entrepreneurs who considered as they still do today, that rules and norms represented as many barriers to their initiatives. The statist managed capitalism was running counter to the capitalist entrepreneurs' ambitions.

The somewhat utopian aspect taken by the entrepreneurial society of Dave Audretsch is reminiscent of the concept of sympathy developed by Adam Smith in his Theory of Moral Sentiments preceding The Invisible Hand principle of the Wealth of Nations.

What is expected from the business community is that it should become altruistic by responding to the environmental responsibility and address the concerns of their stakeholders in and outside the workplace with regard to their professional life as well as their home life without forgetting to provide a fair return to their shareholders. Such a comprehensive definition could represent the Anglo-Saxon entrepreneurial society stemming from some kind of emotional capitalism underscoring the current theme of entrepreneurial compassion.

Biography:

Michel Péron is a Professor Emeritus at Université Sorbonne Nouvelle - Paris 3. His research focuses on lexicology, the history of ideas, intercultural communication and corporate ethics. Part of his research on intercultural issues includes a contribution to *L'Europe Interculturelle: Mythe ou Réalité* (Editions d'organisation, 1992) and his direction of *Transdisciplinarité: fondement de la pensée managériale anglo-saxonne* (Paris: Economica, 2002). He wrote several articles on corporate ethics (Eska 1995, PSN 2005), the premises of liberalism (Economica 1994) and has been a regular contributor to a PUL collection, *Analyse, Epistémologie, Histoire*. He is a member of CERVEPAS and an active participant in its publications. His experience as a mayor elected for four consecutive terms has developed his awareness of problems related to "entrepreneurial societies."

Valérie Peyronel (CERVEPAS/CREW, Université Sorbonne Nouvelle - Paris 3)

Entrepreneurship and Social Reconstruction in Post-conflict Northern Ireland

For decades, but more particularly from the late 1960s to the early 1990s, Northern Ireland was plagued with a violent cross-community conflict, which seriously deteriorated its social and economic conditions. Before that period of Troubles, the economy of Northern Ireland had already suffered from structural weaknesses and had failed to recover the private entrepreneurial spirit which had characterised it before the 1921 Partition. This was illustrated, for instance, by the exaggerated share of public employment on the job market. The Troubles then acted as a further deterrent for private entrepreneurship, making ventures more difficult and more risky.

In the 1990s, though, the combined effect of global growth and the peace process, leading to the signing of the Good Friday Agreement in 1998, was to encourage economic development, providing private enterprises, both national and international, with renewed opportunities, reducing the share of public services in employment in particular.

This paper will examine the circumstances and driving forces of this new entrepreneurial spirit in the post-Troubles Northern Ireland, its scope, and its consequences on the economic and social structures and patterns in the Province.

Biography:

Valérie Peyronel is a Professor in British and Irish area studies at Université Sorbonne Nouvelle - Paris 3. Her research focuses on economic issues in Britain and Ireland, on the one hand, and the Northern Ireland conflict, on the other hand. She has published various articles related to these issues, as well as two books: *Economie et conflit en Irlande du Nord*, Paris, Ellipses, 2001, et *Les relations communautaires en Irlande du Nord : une nouvelle dynamique*, Paris, PSN, 2003. She is a member of CERVEPAS. She is also the vice-president of SOFEIR (Société Française d'Etudes Irlandaises), in charge of international relations, a board member of EFACIS (European Federation of Associations and Centres of Irish Studies), and the president of ANLEA (Association Nationale des Langues Etrangères Appliquées).

Elen Riot (ESC Rennes School of Business)

**“Alors Fernand, on roule à l’américaine?” :
The influence of the Anglo-Saxon Entrepreneurial Model
on Non-Anglo-Saxon Artists**

Entrepreneurial societies have been presented as a copy of the American model, yet theoreticians as Joseph Schumpeter and George Doriot were originally from European countries (Austria and France) which remained quite resistant to the “entrepreneurial free society” of streets paved with gold for “heroic entrepreneurs”. Although many researches evoked the anglo-saxon model for globalization (Pralhad & Doz, 1987; Bartlett & Goshal, 2000) and the entrepreneurial spirit of global diasporas (Saxenian, 2006), little attention has been paid, so far, to the cultural alliances of traditional idiotic cultures and a more or less international crave for free entreprise drawn from the American model of society. This might be explained by the difficulty for management to analyze complex alloys of different cultures despite a great focus on the creation of a new global culture (Castells, 1999; Rifkin, 2000). We believe contemporary art and creation might be an entry into that complex world. Recently, more and more attention has been paid to the artistic representations of entrepreneurs and the entrepreneurial society (Kisseleva, 1999; Toma, 2006; Bonnefous-Boucher, 2010).

Although most artists presented as models for the creative industries are European, the Anglo-Saxon models of the Brisbane School are now influencing the rapid reform of public and private support for the arts. If we assimilate artistic activities to the world of private activity and labour (Chiapello, 1999; Geertz, 2000), we can note a series of important changes in art and creation value chains. As pointed out about global business (Becker, 2006), competition has been rapidly increasing whereas not all actors are ready to benefit from new opportunities. We distinctly perceive changes in the hierarchy of arts and artists related to the fit of organizational structure and international strategy (Pugh, 1998; Mc Grath, 2006). We take the example of ten artists based in France who have a clear intention to tackle the issue of art and entrepreneurship and have reacted to the recent introduction of the creative industries model. We use a fine-grained, qualitative method (Geertz, 1972; Van Maanen, 1979; Becker, 1989) to describe the allied and sometimes conflicting influences of local and anglo-saxon global styles of representation. We consider that they are key to artists production and identity. We isolate three strategic choices for artists: over-adaptation, resistance and the creation of idiosyncrasic small worlds animated with a life of their own.

Biography:

Elen Riot is currently an assistant professor of strategy at the ESC Rennes School of Business. She is a previous student of the ENS de Lyon and she graduated from HEC. She defended her Ph-D at HEC in October 2010. It dealt with creative industries and the interactions between various professionals such as managers, entrepreneurs, artists and experts from different countries. Her fields of research are international strategy and creativity.

Brian T. Schmitt (Université de Cergy-Pontoise)

Facts or Fix? A Critical Analysis of the Entrepreneurial Society

Proponents of the "entrepreneurial society" argue that the world has changed dramatically over the past decades and that the institutional arrangements that worked well for the post-World War II "managed economy" are ineffective in a world of globalization. A consensus among government, business, and labor, the preparation of white-collar and blue-collar workers for life-time employment in large corporations, and above all, huge investments in physical capital, were all that was needed for the United States to secure success at home and garner prestige from abroad. But now, these proponents argue, globalization is pushing the US economy towards a comparative advantage based not on physical capital but on knowledge and, to realize the social and economic advantages of knowledge, the US must become an "entrepreneurial society." In contrast to David Audretsch's one-sided perspective which claims that entrepreneurship is a "positive and productive response to the new global era," this paper argues that the phenomenon is more complicated.

This paper argues that the current popularity of entrepreneurship can also be understood as (1) a sociological response to the diminished role of white males in an increasingly colored and gendered American society, as well as (2) a "class segment" response to the latest expression of the inherent contradictions of capitalism. With regard to the first argument and following on the work of G. William Domhoff, I examine the "representativeness" of individuals & organizations (e.g., the Eli Lilly Foundation, the Ewing Marion Kauffman Foundation, etc.) cited in Audretsch's book *The Entrepreneurial Society*, and the massive under-representation of women in the field of traditional venture capital. I argue that by heroizing the role of the "entrepreneur," white American males have discovered a trope that lets them re-establish themselves as the torchbearers of *universal* progress. With regard to the second argument, I contend that the "entrepreneurial society" is better explained, à la Polanyi, as capitalism's ongoing colonization of society and its relentless quest for profits. Rather than being a solution to globalization, as Audretsch asserts, I argue that entrepreneurship as a domestic economic policy is a response to the scarcity of investment opportunities and the current expression of globalizing capital. As David Harvey argues, the current quest for profits has become increasingly more difficult as the economic base upon which it is built expands to a truly gargantuan size. So, while after World War II, it was still possible that society could manage the economy, now we must put society at the service of an "entrepreneurial" capitalism in order to guarantee the necessary conditions for capital accumulation. Whether entrepreneurship is the next best hope for economic growth and broad social progress or the latest "fix" in another late stage of capitalist development (or something in between) has important implications for what role it can play as a tool for social and economic policy, not just in the US, but elsewhere too.

Biography:

Since September 2010, Brian SCHMITT has been maître de conférences in the UFR Langues

at the Université de Cergy-Pontoise. For the previous four years, he taught at the Faculté de Droit et de Science Politique and Institut de Science des Entreprises et Management at the Université de Montpellier 1. His research interests include American economic development policy, urban development, and the role of finance in American society. Before moving to France in 2005, he worked for ten years as a researcher in the United States specializing in American urban and economic development policy. Between 2000 and 2005, he was the Director of Research at the Community Development Venture Capital Alliance, a trade association based in New York City that represents development-oriented venture capital funds. Before that he was a research associate at the Center for Urban Policy Research at Rutgers University in New Brunswick, New Jersey. He has a doctorate in Urban Planning and Public Policy from the Bloustein School of Planning and Public Policy at Rutgers University.

Emilie Souyri (Université de Nice Sophia-Antipolis)

Entrepreneurship and Reform in U.S. Public Schools

Social entrepreneurship seems to be at the heart of American education reform nowadays. But the notion, which has been vastly sustained by a bipartisan combination of think tanks and government and business leaders, still lacks a clear definition. Gramsci's concept of cultural hegemony and Foucault's analysis of power relationships in discourse and practice help showing that entrepreneurship in education is instrumental to consensus building. The NewSchools Venture Fund (NVF) is a case in point. This non-profit investment fund which finances projects deemed innovative in education has had, so far, rather impressive results that participate in strengthening support for such an approach. Nevertheless the results of schools sponsored by NVF have to be qualified. Indeed high attrition rates among students and turnover among teachers and staff have jeopardized the viability of such a project on a national scale.

Biography:

Emilie Souyri is an Associate Professor at the University of Nice Sophia Antipolis. In 2009, she received the Marie France Toinet award of the SENA (société d'études nord américaines) for her PhD dissertation (*The Influence of Corporate America on Public K-12 Education in the U.S. Today*) presented under the supervision of Malie Montagutelli (Université Sorbonne-Nouvelle - Paris 3). Her research concentrates on the relationships between philanthropy, businesses, think tanks and school reform. She is also interested in the social and political impact of TV fiction in America.

Marie-Claude Strigler (Université Sorbonne Nouvelle - Paris 3)

Native American Entrepreneurship: Myths and Reality

Native Americans have long been objects of stereotypes. According to the latest one, gaming has made some tribes rich, which is more myth than reality, as only one third of the tribes are concerned. But there are current promising signs of entrepreneurship and economic development in Indian country. Therefore, indigenous entrepreneurship appears as an emergent field, distinct from ethnic entrepreneurship. Studying that field implies interdisciplinary research: the resources of sociology and anthropology, as well as economics, politics, history, philosophy and religion studies, interact with management scholarship in investigating the phenomenon of indigenous entrepreneurship. We shall have to wonder how compatible the demands of entrepreneurship are with the cultural heritage of indigenous people.

Although there are still many obstacles to overcome, many tribes now are viewing new business development as a key economic growth strategy. It is part of the larger agenda of rebuilding their communities and nations.

Nearly all of the Indian-owned companies are first-generation businesses. Today's owners are truly pioneers. Despite having no examples to follow and despite having no relations who could lead them into getting that first good start, today's American Indian entrepreneurs are helping each other by sharing important information and consolidating what resources they have or can get. They have set up their own support groups, whether in the States, or in Canada. In addition, there is a new focus on educating Native youths about entrepreneurship as a career option. Entrepreneurship curricula are being created, that will be used by tribal colleges and universities across North America. Networks of entrepreneurs and entrepreneurship development programs provide a forum to share ideas, lessons learned, and resources among Native American businesses. The indigenous cultures of North America have an entrepreneurial potential that should not be ignored, although it has to be noted that their economic goals are generally also a means to social ends.

Biography:

Marie-Claude Strigler was associate professor at the Université Sorbonne Nouvelle - Paris 3, and a member of CIMMA (Identity Building and Mobilization in the English-Speaking world), a Paris-Est Créteil University research group. After her doctoral dissertation on the economic policy of the Navajo tribal government, she wrote three books on various aspects of the Navajo culture and economy. She has also written a number of articles, both in French and in English, about the current economic and political evolution of Native American nations.

Siu-Lun Wong (Centre of Asian Studies, The University of Hong Kong)

Creative Destruction: The Rise of Entrepreneurial Society in China

Entrepreneurship is blooming in China today. Yet forty years ago, it was hardly visible on the Chinese Mainland. How did this new entrepreneurial force emerge out of a socialist planned economy in the People's Republic of China (PRC)? In this paper, I shall argue that it owed its origin mainly to two major events, namely the Great Proletarian Cultural Revolution and the reversion of Hong Kong to Chinese rule. The Cultural Revolution stimulated entrepreneurship for three reasons: it had weakened state control over the dynamic peasantry; it had altered the opportunity structure in society through a 'decentering' process; and it had created massive internal migration that gave birth to nascent entrepreneurs. On the other hand, negotiations over the future of Hong Kong which began in the early 1980s posed a great challenge to the Chinese leadership. It had to come to grips quickly with the inner workings of a capitalist system as practice in the British colony. The nationalistic call to recover sovereignty over Hong Kong had also made it legitimate for communist cadres at various levels of the PRC administration to endorse the peaceful co-existence of capitalist elements within socialist system. I conclude with some observations on the tension and problems associated with this spectacular outburst of entrepreneurial energy in contemporary China.

Biography:

Professor Wong obtained his Bachelor of Social Sciences degree at the University of Hong Kong in 1971, his M.Phil. degree at the Chinese University of Hong Kong, and his B.Litt. and D.Phil. degrees at the University of Oxford. His academic career began with teaching in the Department of Sociology at the University of Hong Kong where he was later appointed Professor and Head of Department. He was appointed Director of the Centre of Asian Studies in 1996 and Executive Director of the Institute for the Humanities and Social Sciences (Inc. the Centre of Asian Studies) at the University of Hong Kong from 2009-2010. He was on retirement from July 2010 and is now Honorary Professor of the Institute.

His research interests include the study of entrepreneurship, business networks, migration, social indicators, and the development of sociology in China. He is the author of *Sociology and Socialism in Contemporary China* (1979), and *Emigrant Entrepreneurs: Shanghai Industrialists in Hong Kong* (1988). He is also the co-author of *Chinese Family Enterprises in Hong Kong: Case Studies* (2004), and co-editor of *Indicators of Social Development: Hong Kong 2004* (2006).

Currently, he is the Member of the Sustainable Development Council, Vice-Chairman of the Hong Kong Policy Research Institute Limited and the Member of the Asian Studies Association of Hong Kong. He has also been appointed as Senior Research Fellow of the Hong Kong Institute of Asia-Pacific Studies, The Chinese University of Hong Kong from 2010-2012. He was the Convenor of the Social Sciences Panel of the Research Assessment Exercise (RAE) 2006 conducted by the University Grants Committee (UGC) of Hong Kong and was the President of Hong Kong Sociological Association from 2004-2006. He was the Chairman of the Citizens Advisory Committee on Community Relations, Independent Commission Against Corruption [ICAC] from 1998-99. He was also Member of the Task Force on Employment, Government of the Hong Kong Special Administrative Region from 1998-2002 and Member of the Academic Advisory Committee of the Institute of Sociology, Academia Sinica of Taipei.

Victor Zheng (Centre of Asian Studies, The University of Hong Kong)

**The Greater China Economies
and the Haiwankong Financial Network:
A Lesson from the European Union**

This paper is part of the *Hong Kong as Financial Gateway for Taiwanese Enterprises* project which is funded by the Hong Kong Research Grants Council (Project Ref. No. HKU 7549/08). We would like to thank our research assistants Mr. Ivan Chan and Ms Jocko Yuen for their assistance. Thanks must also be given to Mr. Roger Luk, former executive director of Hang Seng Bank, for his valuable comments.

The paper attempts to examine the development of family businesses and stock markets in three greater China locations: Shanghai, Taiwan and Hong Kong. Of particular interest are the effects of public listing on the transformation of family businesses and the growth of economies through opening markets to private enterprises. First, a short history of the Shanghai, Taiwan and Hong Kong stock markets will be given. Then, their similarities and differences will be analyzed. As the three markets have different characteristics, specializations and comparative advantages, a collaborative financial network of these three places—Haiwankong—is proposed that may further enhance their competitiveness on the global economic stage with special reference to the development of Europe from a highly divisive collection of states to a European Union under a single currency.

Biography :

Dr. Victor ZHENG is currently Research Assistant Professor of the Hong Kong Institute for the Humanities and Social Sciences, the University of Hong Kong. His research interests include: Chinese family business and inheritance; Hong Kong commercial history and society; Hong Kong and Macao social indicators and social research; social transformation and identity; and gender studies.

His recent authored or co-authored books include: *The Ho's Women* (Joint Publishing, 2010); *Wills and Women Stories* (Joint Publishing, 2010); *Grand Old Man of Hong Kong: Sir Shouson Chow* (The University of Hong Kong, 2010), *Chinese Family Business and the Equal Inheritance System* (Routledge, 2009); *Hong Kong General: Ho Shailai* (Joint Publishing, 2008); *Grand Old Man of Hong Kong: Sir Robert Ho Tung* (Joint Publishing, 2007); *A History of the Hong Kong Stock Market* (Joint Publishing, 2006); *Hong Kong Chinese Family Businesses: Case Studies* (Mingpao Publishing, 2004). In addition, he has also published a number of journal papers, book chapters and join-edited a number of books.

Christine Zumello (CERVEPAS/CREW, Université Sorbonne Nouvelle - Paris 3)

Entrepreneurship and Uncertainty on Wall Street and in Washington: Robert Rubin

Robert Rubin started his “political career” in 1993 when Bill Clinton chose to appoint him as the first chairman of the *National Economic Council*. In 1993, Robert Rubin had already spent more than twenty years in Wall Street at Goldman Sachs where he had started as an arbitrager and later became a senior partner with the firm. In 1995, Robert Rubin leaves the NEC and becomes Treasury Secretary in the Clinton Administration. He will resign in 1999 and go back to Wall Street, his *alma mater*, to join Citigroup in a « triumvirate » chairmanship.

When one considers Robert Rubin’s financial and political careers, one realises that they cannot be set apart in simple binary opposition. What seems to be a common thread in both his career as a banker and as a politician is his probabilistic vision of the unfolding of events. The evaluation of risk and the degree of uncertainty are fundamental elements in his strategic decision making.

We will address the components of this intellectual reasoning which led to “Rubinomics”. Furthermore, Rubin, as a liberal democrat, also needs to be considered in the wider context of gradual deregulation and selective disengagement of the state.

Biography:

Christine Zumello is an associate professor in contemporary American politics at the Université Sorbonne Nouvelle - Paris 3. Her research focuses on the interactions between politics and finance in the United States and, more particularly, on the ways they inform—or deform—democracy and representation. She has co-edited *L'entrepreneur et la dynamique anglo-saxonne* (Economica, 2003); *Voter dans les Amériques* (Editions de l'Institut des Amériques/La Documentation Française, 2005) et *Egalité - Inégalité(s) dans les Amériques* (Editions de l'Institut des Amériques/La Documentation Française, 2008).