

# Typology on Entrepreneurship Support in Emerging Markets

Iftekhar Ul Karim\*

## Abstract

In the backdrop of role of business in poverty alleviation, stimulating entrepreneurship by involving the entrepreneurs in forming their ventures has been considered fruitful. In doing so, the crucial factor remains the underlying heterogeneity of entrepreneurs due to their arrays of business requirements to cater to miscellaneous market segments and niches. In this context, the first section delves into the phenomenon of supporting the diversified start-up entrepreneurs (SEs) with their intensely different start-up needs, wants and desires, and focuses on how diversity of entrepreneurship demands diversified services as well. This leads to the broader scenario of why and how the entrepreneurship support centres (ESCs) develop and change keeping pace with the growing or changing requirements and environments of the start-up entrepreneurs (SEs). Subsequently, section one reveals the underlying research question of the study focusing on the ESCs dealing and configuring with the heterogeneous start-up entrepreneurs (SEs). The study aimed at developing a typology on the entrepreneurship support centres (ESCs) facilitating services for heterogeneous start-up entrepreneurs (SEs) focusing on the services of ESCs, particularly from the perspective of their configurations. In this context, the general research question explored different configurations of the entrepreneurship support centres (ESCs) facilitating services for heterogeneous start-up entrepreneurs (SEs).

Adopting a systematic literature review, section two critically reviews a number of relevant papers extracted from the scientific and scholarly databases with regard to entrepreneurship support. Pinpointing theoretical perspectives from several contemporary angles, it reports the state-of-the-art knowledge in supporting the multifaceted entrepreneurship and dynamic start-up entrepreneurs. Spanning from the most obvious to the most cutting-edge ones, this section highlights works on the following theoretical perspectives: knowledge-based

and resource-based views, social capital theory, social learning theory, theory of planned behaviour, theory of growth of the firm, Uppsala model of international entrepreneurship, theory of cultural dimensions, and market orientation.

The research has been conducted in the context of Bangladesh due to relevant ground of the study; furthermore, it is angled from the perspective of BiD Network Foundation which contributes to sustainable economic growth in emerging countries through entrepreneurship. Based on this notion, section three elaborates the research context where Bangladesh is an interesting zone for BiD Network and helping the ESCs and SEs of Bangladesh has turned out to be a challenge for it. Thereby, in terms of the methodological aspects of the research, followed by an extensive web search and other contacts, a number of potential ESCs, SEs and entrepreneurship consultants in Bangladesh were selected accordingly. As the nature of the study is qualitative and the underlying approach is theory building, thereby case-by-case in-depth interviews were spotted as the most suitable data collection means. For the analysis, the raw data have been analysed checking the interviews and were organised into a tabular study in a comparative format.

Consequently in section four, the results have been arranged into parts reflecting upon the research questions of this study, and critically analysing the results attempting to answer the research questions chronologically, and thereby leading to the developed theoretical model. Based on the local expert advice of the entrepreneurship support centres (ESCs) and in consultation with the entrepreneurship consultants (ECs), three groups among the start-up entrepreneurs (SEs) in Bangladesh were distinguished: G1 type of young SEs, G2 type of child SEs, and G3 type of aged SEs. It can be said that although their needs and requirements revolve around few similar areas, i.e. funding, networking, training etc., nevertheless

\* ULAB School of Business, University of Liberal Arts Bangladesh (ULAB), Dhaka, Bangladesh.  
Email: [iftekhar.karim@ulab.edu.bd](mailto:iftekhar.karim@ulab.edu.bd)

the nature of needs for each of the G1 type of young SEs, G2 type of child SEs, and G3 type of aged SEs are quite tailor-made depending on their different circumstances and personal stories. On the other side, considering the known needs and requirements of the SEs, the ESCs configure themselves in a number of facets, e.g. resource configuration, network configuration, training configuration and structural configuration. The ESCs have similar configuration themes, and depending on their personal circumstances and priorities they differently configure themselves based on the needs and requirements of the SEs. ESCs also adapt to the SEs in various means considering the situation of the respective SEs. Most of the ESCs have agreed upon the need to provide tailor-made services for the SEs showcasing their adaptation nature toward the SEs. Followed by the analysis, the synthesis recollects the emerged patterns together and incorporates into a theoretical model from the standpoint of entrepreneurship support.

Finally, section five discusses the key findings of the research delineating the limitations of the research and implications for BiD Network and the theory. Based on the limitations, the results would be more convincing if other demographic variables including gender and geography comprising direct rural and peripheral zones were added to the research together with multiple and multifaceted data collection methods in addition to interviews. Particularly considering the added contribution of the theoretical model, it can be implied that the needs and requirements of the SEs are fulfilled when the resources of ESCs are up-scaled accordingly - which can be propositioned in future researches. For BiD Network, this model is useful in terms of understanding of the wants of the different groups, how the wants are to be met by the prospective services and the consequences of the desired resources.

To conclude, considering the current scenario of the entrepreneurship support centres (ESCs) and start-up entrepreneurs (SEs), requirements are prominent with the SEs and in line with this, ample resources are lacking with ESCs. The support system which could help the ESCs become up-scaled and fortified in terms of growing demands and necessary resources, is going to be instrumental for the effective entrepreneurship support configurations of the ESCs.

**Keywords:** Entrepreneurship Support, Start-up Entrepreneurs, Typology

## Introduction

### Background of the Study

Given the role of business in poverty alleviation (Viswanathan & Rosa, 2010), a constructive way to alleviate poverty is through stimulating entrepreneurship (Senik, Scott-Ladd, Entekin, & Adham, 2011) and by involving the entrepreneurs more and more in forming their ventures (Toledo-López et al., 2012). As the meaning suggests, entrepreneurship denotes undertaking innovations and introducing new business insights transforming innovations into economic goods and marketable products (Shane, 2003). The underlying notion of newness with entrepreneurship involves a new dimension (Radosevic & Yoruk, 2013) all the time that has to be continually reforming and revolving to retain its newness and uniqueness in the long run. While entrepreneurship is understood as a combination of different progressive stages (Javalgi et al., 2012), entrepreneurs are heterogeneous and dynamic in nature with varieties of changing needs (Puri & Robinson, 2013). The heterogeneity of entrepreneurs is due to their arrays of business requirements translated to adjustably cater to miscellaneous market structures, segments and niches (Aghdaie et al., 2013) meeting both the demands of themselves as entrepreneurs and their targeted and rotating customers down the line.

In this swing of changing and adapting needs (Puri & Robinson, 2013), start-up entrepreneurs (SEs) being an enterprising initiator and recent innovator in this world of entrepreneurship face the utmost challenge to design this metamorphosis (process of change) mechanism (Ponchione, 2013) for their business start-ups (newly created/started businesses) right in the very early stage of their birth. A proper guidance of these newly born start-up entrepreneurs (SEs) with intensely different start-up needs, wants and desires (Bullough & Renko, 2013; McCall, 1975) along with an up-to-date incubation of their brainchild business ideas becomes another challenge from the perspective of supporting entrepreneurship and creating more and more economic scopes (Lee et al., 2013).

In order to support and develop the multifaceted entrepreneurship (Javalgi et al., 2012) with diversified start-up entrepreneurs, hence tailor-made, market-driven and customised services and resources become instrumental (Feng et al., 2013). Given the fact that diversity of entrepreneurship demands diversified services

as well (Bishop, 2012), the entrepreneurship support centres (ESCs) also develop and change keeping pace with the growing or changing requirements and environments of the start-up entrepreneurs (SEs) (Ma et al., 2013). In this context, the study of this nature of ESCs becomes vital for the growth and success of the SEs.

Concurrently, the mode of entrepreneurship support is devoid of a universal structure (Knight, 2013; Lau et al., 2012) that is unanimously accepted or marketably tested globally. Notwithstanding the recent emergence of business support services worldwide (Hoffman & Radojevich-Kelley, 2012), academic studies with regard to this service for its start-up entrepreneurs are still minimal. Thereby, finding out effective configurations of this entrepreneurship support, especially in the perspective of start-up entrepreneurs is a growing challenge of business world where heterogeneous entrepreneurs need to be served first way before they start to serve the societies with their new services. “Effective configurations” here imply the right mixes or combinations of structures, networks and services for entrepreneurship support in line with the growing or changing needs of the start-up entrepreneurs. Furthermore, no relevant research has been conducted in this regard so far, posing this study as a new contribution. In this search of effective configurations for entrepreneurship support, several existing configurations are brought under one umbrella to closely understand the different combinations and permutations of the entrepreneurship support centres (ESCs) in the following part.

Globally, the entrepreneurship support centres (ESCs) facilitating special training programmes and services for start-up entrepreneurs (SEs) are termed as business incubators or accelerators (Price, 2004; Wiggins & Gibson, 2003). Generally and apparently, both the accelerators and incubators are capacity development organisations (CDOs) that provide critical inputs – a combination of business development assistances to the business start-ups. Distinctively, “business accelerators” are for-profit business organisations (mostly private) designed to support business start-ups through various resources, e.g. seed financing (initial funding to start and grow the business), business networking with investors and other stakeholders, business experts’ advice/ coaching etc., whereas, “business incubators” are business support centres (mostly government) which are principally designed to support business start-ups through basic

infrastructure needs (e.g. office space, internet etc.) and business advise only (Baird, Hedinger, & Seekins, 2012; Hoffman & Radojevich-Kelley, 2012; Christiansen, 2009; Price, 2004).

Historically, since 2005 the growth of the business accelerators are ever on the increase and in 2011 approximately 110 business accelerator programmes were functioning across the globe (Huijgevoort, 2012). Further to that, to date over 75 business accelerators have been found out to be working in emerging markets providing critical inputs to emerging entrepreneurs (Baird et al., 2012). Alongside, researchers and marketers have also shown particular interest in the emerging markets, especially the subsistence markets comprising more than four billion people who dwell in or near to a subsistence level (Ingenbleek et al., 2013; Viswanathan & Rosa, 2010; Prahalad & Hart, 2002), and which uplift a market for potential attractive business opportunities toward resolving the poverty conditions of the base of the pyramid (BOP) countries (Toledo-López et al., 2012).

Microfinance institutions (MFIs) are another key role player in this context of entrepreneurship support providing financial services to micro-entrepreneurs and small businesses those lack access to traditional banking services (Christen et al., 2004). Micro-franchising in this regard is also noteworthy to microenterprise development, where needy micro-entrepreneurs can own and manage their own businesses through a ready-made business in a box or replicating the proven business models, traditional franchising or tested marketing techniques (Davis, 2012). In recent times, social business centres and social enterprise sectors have also become popular with the youth focused to lead a social cause or resolve a social/environmental problem through a social business for the betterment of the society and environment (Yunus, 2009). Considering the role of business in poverty mitigation (Viswanathan & Rosa, 2010), the importance of such business support entities in emerging economies has become noteworthy, especially when they are supposed to provide critical inputs – a combination of business development assistances to the business start-ups (Baird et al., 2012; Hoffman & Radojevich-Kelley, 2012; Christiansen, 2009).

Provided the aforementioned scopes in start-up support, the problem underlines the missing effective and holistic entrepreneurship support configurations for the business start-ups, especially in emerging economies.

## Research Objective

The objective of this research project is thereby to develop a typology on the entrepreneurship support centres (ESCs) facilitating services for heterogeneous start-up entrepreneurs (SEs). The typology aims at studying the types and characteristics of the entrepreneurship support, apparently understood as the services of business incubators or accelerators or other such entities, particularly from the perspective of their configurations.

## Research Questions

**GRQ:** What are different configurations of the entrepreneurship support centres (ESCs) facilitating services for heterogeneous start-up entrepreneurs (SEs)?

In the formation of the typology, it is vital to understand the ESCs focusing on the needs and requirements of their participated/prospective SEs. Ultimately, toward a better construction of entrepreneurship with better ingredients and support for entrepreneurs and right configurations for their business growth, the business support centre adapts itself in line with the actual and desired status of start-up entrepreneurs.

**SRQ1:** What are the needs and requirements of the start-up entrepreneurs (SEs)?

**SRQ2:** How do ESCs configure themselves based on their available and required resources?

**SRQ3:** How do ESCs adapt themselves to SEs in line with their growing/changing needs?

## Research Context

The research delves into the entrepreneurship context of Bangladesh and supporting its start-up entrepreneurs, beset with the setting and configurations of its entrepreneurship support centres (ESCs). Bangladesh is considered the birthplace of microfinance providing financial services to micro-entrepreneurs and small businesses those lack access to traditional banking services (Christen et al., 2004). Notwithstanding the opportunities posed by this market, Bangladesh currently is devoid of a rightly configured business develop mentholistic service for its start-up entrepreneurs. The number of visible and active entrepreneurship support centres in Bangladesh is also negligible, in both the public and private sectors. At this stage, the entrepreneurship support centres being both

catalytic instruments (Wiggins & Gibson, 2003; Hoffman & Radojevich-Kelley, 2012) and capacity development institutes (CDIs) (Baird et al., 2012) can be positioned with right configurations to accelerate the growth of the start-ups in Bangladesh toward meeting the current and future needs of the start-up entrepreneurs.

## Outline and Approaches of the study

Taking a theoretical and qualitative approach into consideration, a contemporary literature review is being conducted under section two to explore the recent facets of entrepreneurship mentoring, start-up developments, changing trends in business ventures in order to achieve the sense of effective configurations of the entrepreneurship support centres (ESCs). Underpinning the theoretical perspectives section two brings in the questions of this qualitative study in the place where they are originated. The constructed concept design is being tested in a greater context of serving the ESCs in section three namely methodology. Alongside, in-depth case by case interviews investigating the core and customised needs and requirements of the incubators focusing on their participated/prospective start-up entrepreneurs are being designed here, which are later outputted and analysed in the fourth section about results. Finally the discussion part occurs under section five where the ultimate typology on the entrepreneurship support centres (ESCs) facilitating services for start-up entrepreneurs (SEs) is being synthesised followed by the conclusion and recommendation for future strategic corporate guidelines.

## Literature Review

Adopting a systematic literature review, this section critically reviews a number of relevant papers extracted from the scientific and scholarly databases with regard to entrepreneurship support. Discussing potential theories and perspectives to better understand the entrepreneurship support centres (ESCs) is the fundamental goal of this section that sums up the in-depth review in the orderly fashion, spanning from the most obvious to the most cutting-edge ones chronologically. Pinpointing perspectives from several contemporary angles, it reports the state-of-the-art knowledge in supporting the multifaceted entrepreneurship and dynamic start-up entrepreneurs defining both the relevance and rationale of the positioned viewpoints concomitantly.

Delineating the process further, in doing so, the systematic literature review underwent two probing phases to underpin the right and related literature underlying entrepreneurship support. In the first phase of literature review, the search focused upon fundamental keywords “entrepreneurship/entrepreneur” and/or “entrepreneurship support” in the context of “developing countries” to pinpoint the thematic setting of the literatures. It confined to the literature search in the contemporary Social Science field only, to avoid irrelevance and far-flung concepts, and also to find out the strongest relevancies and relations- it queried for contents directly under article titles, abstracts and keywords of the published scientific articles. This phase resulted in 59, 54 and 25 articles respectively, while looking for “entrepreneurship/ entrepreneurs” firstly, “entrepreneurship support” secondly, and after that in combination with “entrepreneurs” thirdly-all in the context of “developing countries” at the well-known scholarly database namely SciVerse Scopus. For a broader insight into literatures, the first two lists of higher literature numbers (59 and 54) were considered initially, as the lowest one (25) was already included herein.

After closely observing the robustly cited and theoretically used perspectives in the contemporary domain of “entrepreneurship/ entrepreneur” and/ or “entrepreneurship support” in the context of “developing countries”, a number of key relevant theoretical

perspectives were spotted, traversing from the most palpable ones (e.g. “knowledge”, “resources” and “social capital” etc.) to the most pioneering ones (e.g. “market orientation” etc.) sequentially as shown in Table 1. By this time occurs the rationale of the second probing phase of the literature search that is to dig deeper into identifying the related works of the underpinned perspectives more profoundly. After initially reviewing some general studies for delineation purpose irrespective of regions and also being restricted to the articles appeared recently in the contemporary social science domain (i.e. 2010 →), the number of literatures regarding the spotted perspectives individually was then filtered out based on more specific aspects, i.e. regions indicating emerging economies and services signifying early entrepreneurs likewise. Another used technique to find out the more specific contents and references in action regarding the prioritised perspectives was to filter out the related literature items coinciding the aforesaid inputted key words with the outputted article titles directly further to the article abstracts and article keywords. This phase resulted in a number of outputs at various degrees under different combinations as discussed. The chronological key words, sorting outs and filtration steps- all eventually refer back to the relevance and rationale of the current research concerns as a cross-checking linchpin in this literature exploration.

**Table 1: Key Relevant Theoretical Perspectives**

Theoretical Perspectives	Seminal literature	Total Ref.#	Questions originating from perspectives and corresponding to the study
Knowledge-based and Resource-based views	Grant (1996); Barney (1991); Wernerfelt (1984)	7	<ul style="list-style-type: none"> <li>• How challenging is the entrepreneurship support in developing countries (especially in terms of knowledge/resource)?</li> <li>• What resources do ESCs have and avail currently?</li> <li>• What resources do ESCs lack/miss and need in future?</li> <li>• What is the reason of knowledge and resource insufficiency?</li> <li>• What advantages and services do SEs get through ESCs?</li> <li>• Who are the key role players in ESCs?</li> <li>• How the competitive advantage is determined for ESCs?</li> </ul>

Social Capital Theory (SCT)	Putnam (1993)	14	<ul style="list-style-type: none"> <li>• What social/entrepreneurial network and institutional affiliations do the ESCs and SEs maintain/lack/require for win-win deals?</li> <li>• How do all the stakeholders concerned interact with and benefit from each other?</li> <li>• How does social relationship form the social capital essential to entrepreneurial startup and growth?</li> <li>• What obstacles hinder the access to social capital?</li> <li>• Why do few social relationships sustain, and few collapse?</li> <li>• How can the linkages be sustainable and more beneficial?</li> </ul>
Social Learning Theory (SLT)	Bandura (1968)	6	<ul style="list-style-type: none"> <li>• How do the SEs learn through ESCs for start-ups?</li> <li>• How does the peer learning occur among the SEs?</li> <li>• How do the investors learn about SEs finally?</li> </ul>
Theory of Planned Behaviour	Ajzen (1985)	8	<ul style="list-style-type: none"> <li>• How does the entrepreneurial intention of SEs lead to actual start-ups?</li> <li>• What entrepreneurial intentions lead to receive mentoring?</li> <li>• What motives and intentions underline the SE support?</li> <li>• What is the attitude toward supporting the ESC itself?</li> </ul>
Theory of Growth of the Firm	Penrose (1959)	10	<ul style="list-style-type: none"> <li>• What are the current and future needs of SEs for growth?</li> <li>• What are the changing and developing needs of ESCs?</li> <li>• How do the needs revolve and reform at different stages of entrepreneurial growth?</li> <li>• How do the ESCs and SEs survive over the period of time?</li> </ul>
Uppsala model of International Entrepreneurship	Johanson & Paul (1975)	8	<ul style="list-style-type: none"> <li>• What drives of SEs lead them to international markets?</li> <li>• How and why local SEs aim for global markets?</li> <li>• How do ECSs show the pathway to reach other markets?</li> <li>• How do the ESCs and SEs maintain international networks?</li> </ul>
Theory of Cultural Dimensions	Hofstede (1984)	7	<ul style="list-style-type: none"> <li>• What factors are important for entrepreneurship support in the cultural contexts of developing countries?</li> <li>• How the entrepreneurship support in emerging markets is culturally/contextually/locally different?</li> <li>• How do the ESCs customise their services for the locally popular and traditionally/culturally/religiously inspired start-ups and ventures?</li> </ul>
Market orientation	Kohli (1990)	2	<ul style="list-style-type: none"> <li>• What level of market orientation do the ESCs practice?</li> <li>• How do the ESCs deal with and focus on SEs based on market orientation?</li> <li>• What process, values and practices are required by the ESCs to embrace the SEs more inclusively?</li> </ul>

Table 1 corresponds to four individual columns. Starting with the theoretical perspectives, it then covers the adjacent seminal literature column that refers to the concept paper or the core literature of origin underlying the chosen perspective or viewpoint. Most of the seminal papers, upon identifying key perspectives, have been extracted from the well-known scholarly databases namely JSTOR and/or Google Scholar, and furthermore from the IS Theory Database of York University. Followed by that, the adjacent column indicates the total reference found in the systematic literature review under both the phases

based on the aforesaid steps and validity. Interestingly, this table finally also pinpoints the fundamental questions originating from the positioned perspectives relating to the current study based on the finally extracted and reviewed papers core to this study topic. From the table above, it is also vivid to realise how many numbers of references correspond to this research, e.g. higher in social perspective and lower in market orientation perspective making it a pioneering concept in this regard, are rarely used.

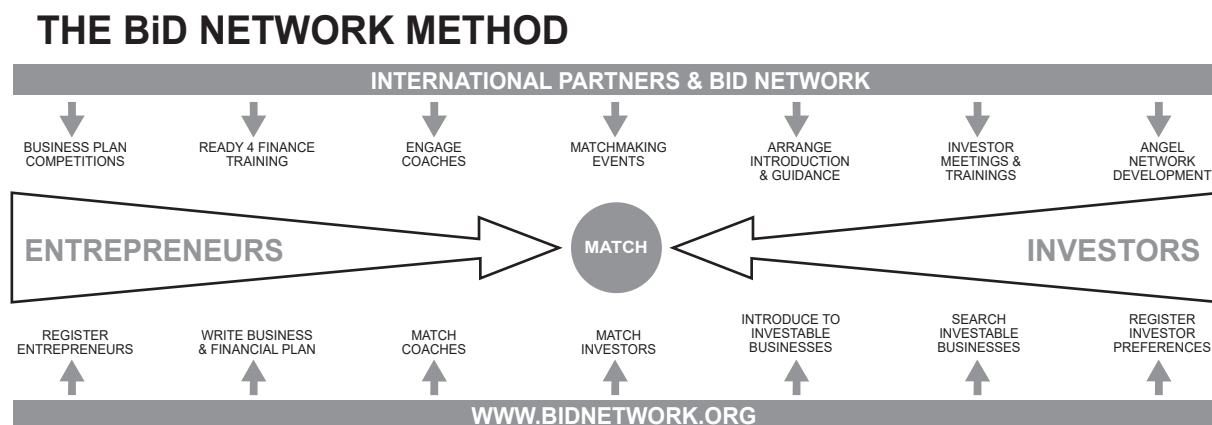
## Methodology

The research has been conducted in the context of Bangladesh due to relevant ground of the study; furthermore it is angled from the perspective of BiD Network Foundation.

## Research Context

With the business motto of “preparing emerging market entrepreneurs for investors”, BiD Network (BiDN) contributes to sustainable economic growth in emerging countries through entrepreneurship. Basically, BiD Network is interested in one simple thing: to get businesses started, growing and financed in emerging markets, given the fact that the web-platform “Bidnetwork.org” (bidX) is the world’s largest online community for entrepreneurs from emerging markets. Professionally, BiD Network

provides corporate services to entrepreneurs, coaches, investors, business angels and business support centres. In this context, “business angel” is a person with enough disposable income and interest to invest capital in business, while the benefit of a business angel investment over more formal forms of finance is that they also tend to fulfill an advisory role toward the entrepreneur (Sanders & Jong, 2010). An international network of partners operating in 16 countries helps make it possible through facilitating local connections between local entrepreneurs, coaches and financiers. International partners of BiD Network include business support centres, business incubators (i.e. organisations providing initial supports to initial businesses), universities/business schools, NGOs and angel networks (association of business angel groups often run through a central secretariat). In summary, the key method and services of BiD Network are pointed out in the following figure:



**Fig. 1: The BiD Network Method**

To date, over 75 business accelerators have been found out to be working in emerging markets providing critical inputs to emerging market entrepreneurs (Baird et al., 2012). Notwithstanding the global emergence of business accelerators, Bangladesh currently is devoid of a holistic business accelerator service for its start-up entrepreneurs. Contextually for BiD Network, Bangladesh is an interesting zone which is enlisted under Least Developed Countries (LDCs) with the Development Assistance Committee (DAC) list of Official Development Assistance (ODA) recipients (OECD, 2013), and ODA enlisted countries are priorities for BiD Network. Hence, uplifting the existing business incubators/entrepreneurship support centres in Bangladesh to become financially sustainable business accelerators have become a challenge for BiD Network, given a pool of promising business entrepreneurs in

Bangladesh already detected through the online platform of BiDx start-up database and research.

## Selection of Entrepreneurship Support Centres (ESCs)

Followed by an extensive web search, the following four potential business incubators in Bangladesh were selected accordingly for this study:

### Business Innovation & Incubation Centre (BIIC)

Business Innovation & Incubation Centre (BIIC) Ltd is the first private business incubator (founded in 2011) of Bangladesh. It is a rather new initiative for Bangladesh by some visionary and renowned successful businessman, business conglomerates and techno-business professionals

to enhance a community entrepreneurial climate, building or accelerating growth in a local industry, and diversifying micro and macro economy.

**Future Start-up (FS)**

Future Start-up is working toward developing young & small entrepreneurship as a solution to youth unemployment and wide spread poverty in Bangladesh and to assist start-up entrepreneurs to bring their initiative into success. Future start-ups are meticulously designed collection of information, insights, ideas, inspiration, and knowledge for start-up entrepreneurs with a noble mission to inspire and equip people to make impact by taking initiative.

**Pranon Entrepreneurship Incubator / Entrepreneur Republic (ER)**

Pranon Entrepreneurship Incubator or Entrepreneur Republic (ER) is a recently established incubator that collaborates with BIIC for expertise. ER is focused on IT-based entrepreneurship ventures of start-up entrepreneurs, the mode of which is basically online. Interestingly, ER is founded by and related to an independent venture of a SE called Pranon- also covered under the SE section.

**Micro Industries Development Assistance and Services (MIDAS)**

MIDAS is a not-for-profit organisation established in 1982 with USAID assistance to address the challenge of poverty alleviation in practical means. As a front-line business development service provider in Bangladesh, MIDAS is focused to help individuals with limited resources start small businesses and hence creation of employment opportunities in the country.

The selection criteria shown in Table 2 played a vital role while finalising the list of selected incubators.

**Table 2: Selection Criteria**

Incubators	Common Selection Criteria
(a) BIIC	-Need to be accelerated
(b) FS	-Market to produce more entrepreneurs
(c) ER	-Visibility and online presence
(d) MIDAS	-Accessibility and Availability
	-Potential willingness to collaborate
	-Already dealing with entrepreneurs
	-Interested in SME development

To find out and select the aforementioned incubators, a thorough web search was performed and it appeared that BIIC, FS and MIDAS - these three incubators are currently dealing with the start-up entrepreneurs in Bangladesh considerably. On this note, interview appointments with these three entities were scheduled beforehand, whereas ER was snowballed afterwards based on BIIC, which is also an affiliate of it in terms of formation and functioning. Moreover, another potential incubator namely Bangladesh Small and Cottage Industries Corporation (BSCIC) was also appeared in the web search but it was later withdrawn due to non-accessibility.

**Selection of Start-up Entrepreneurs (SEs) and Entrepreneurship consultants (ECs)**

Unlike ESCs, which were mostly scheduled, SEs and entrepreneurship consultants (ECs) were mostly snowballed based on the ESCs’ networks and affiliates. ESCs and SEs are the core part of the study, while Entrepreneurship consultants/researchers advised on determining the categories of SEs in the context of Bangladesh along with the ESCs.

The following four start-up entrepreneurs (SEs) were approached:

- (1) Pranon
- (2) Filament Engineering Ltd./ Muspana
- (3) A4 Formula Dairy
- (4) Freelancer Graphics Designer

The following two entrepreneurship consultants were consulted further to the dual consultancy roles of the ESCs as well in addition to their entrepreneurship support/ services:

- (1) Team Engine (TE)
- (2) SPEED

Entrepreneurship consultants are basically mediators those who facilitate entrepreneurship oriented activities, e.g. organising National Entrepreneur Summits, specialised trainings, accomplishing research etc. From the above, Team Engine (TE) was an interesting contact as it recently organised the 1st National Entrepreneurship Summit in Bangladesh in collaboration with many of the interesting co-partners and strategic partners in entrepreneurship. Based on which it could suggest the latest phenomena

of entrepreneurs in Bangladesh. Alongside, Services for Professional Education and Enterprise Development (SPEED) was an interesting contact as it offers training and coaching supports to the rising sectors in Bangladesh. The role of MIDAS and FS appeared as a duality as they both act as Entrepreneurship consultants as well side by side their regular entrepreneurship support/services. Hence, the aforementioned four Entrepreneurship consultants appeared into consideration.

### Data Collection Method

As the nature of the study is qualitative and the underlying approach is theory building (rather than theory testing), thereby case-by-case in-depth interviews were spotted as the most suitable data collection means. Table 3 shows the exact interview distribution.

**Table 3: Interview Distribution**

Entities	ESCs	SEs	ECs
Interviews per category	04	04	04
Total Interviews	12		

With regard to interacting with the ESCs and SEs, in-depth open-ended interviews were conducted with the key personnel (e.g. founders/ managers/ directors) lasting on average about 60 minutes each and regarding ECs, the mode of interactions were informal meetings with the representatives which were noted down accordingly. Moreover, interactions with ESCs those who played dual roles as ECs as well, were considered in-depth interviews separately in the perspectives of ECs. As many of the interviewees were found out reluctant in having the total discussion voice-recorded, both the notebook and Digital Voice Recorder (DVR) were considered as the means to transcribe their answers/points into laptop. In particular, two of the interviews were recorded (i.e. FS and Filament/ Muspana) and all the interviews were noted down during the interactions and interview sessions. For the purpose of relevance and relations, the transcription process was not exactly verbatim, rather thematically converted into inputs as phrases, key points and salient features while jotting them down accordingly.

Apart from in-depth open-ended interviews and generic meetings, another two complementary methods of data collection were the observation and desk research.

The observation was limited in nature, coupled up with interviews or web research and it basically took place with the participants and with their online presence via designated websites. While explaining their respective circumstances, scenarios and stories- the participants were deeply observed to gain deep insights of their actual situations. The added advantage of this method was that most of the interviews were held in their respective offices/ premises and the researcher traveled to their venues to meet and interview them. As a result, the combined observation technique suited with understanding the exact conditions in line with the context of this research. On the other hand, desk research basically involves scrutiny of the website contents, collected brochures and pamphlets to better understand the nature of the aforesaid entities. In short, the URLs shown in Table 4 were utilised in the two aforesaid data collection methods.

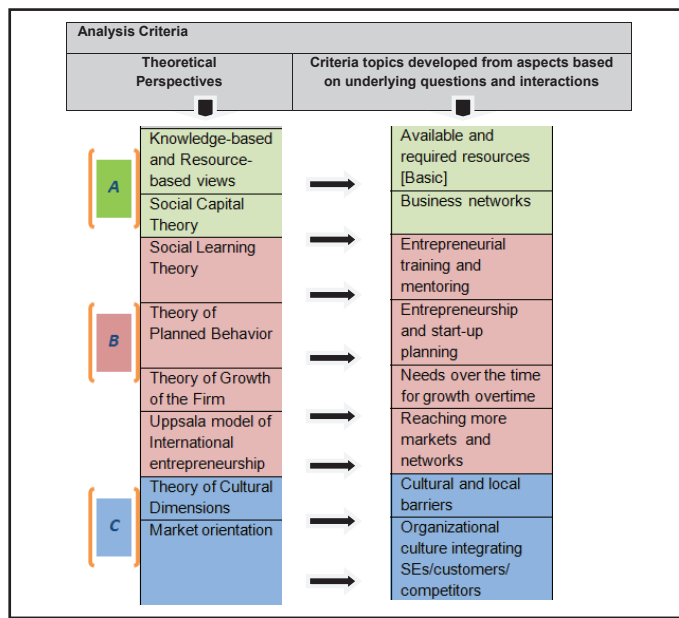
**Table 4: URLs Utilised in Data Collection Methods**

Entities	URLs
<b>ESCs:</b>	
BIIC	<a href="http://www.biic.com.bd/">http://www.biic.com.bd/</a>
FS	<a href="http://futurestartup.com/">http://futurestartup.com/</a>
ER	<a href="http://incubator.pranon.com/">http://incubator.pranon.com/</a> and <a href="http://www.enp.pranon.com/">http://www.enp.pranon.com/</a>
MIDAS	<a href="http://www.midas-bd.com.bd/">http://www.midas-bd.com.bd/</a>
<b>SEs</b>	
Pranon	<a href="http://www.pranon.com/">http://www.pranon.com/</a>
Filament / Muspana	<a href="http://www.muspana.com/">http://www.muspana.com/</a>
A4 Formula Dairy	To be launched soon
Freelancer Graphics Designer	To be launched in near future
<b>ECs</b>	
TE	<a href="http://www.tm-engine.com/">http://www.tm-engine.com/</a> and <a href="http://riseforgdp.com/">http://riseforgdp.com/</a>
SPEED	<a href="http://speed-bd.com/">http://speed-bd.com/</a>

### Interview Protocol and Analysis Plan

Interview protocol and analysis plan are closely related in this study, as such they are described under this section simultaneously. As to the interview protocol, interview questions originated from the relevant theoretical perspectives already enlisted under the previous section

along with the relevant literatures side by side. While generating topic lists of the questions, the key elements of the theoretical perspectives were kept back of mind and the relevant RQs of the study were instilled accordingly. At the outset, the general experiences in entrepreneurship support in the context of Bangladesh were inquired with the organisations and informants and gradually the main aspects were approached. When only the interview proceeds further and becomes comfortable, at a later time almost close to the end, cultural and personal barrier oriented questions were revealed due to its sensitive nature. Developed topics are illustrated under the following figure preceded by the inter-linked analysis plan. ESCs together with ECs helped develop the groups of SEs, and the interview protocol principally deepened with ESCs and SEs. Moreover, the interview guides for the ESCs and SEs are placed under the appendix.



**Fig. 2: Analysis Criteria**

For the analysis, the raw data have been analysed checking interview by interview and were organised into a tabular study in a comparative format. It emerged as an overview of outputs as well as a comparative study of interviews based on salient features presented in line with a number of criteria originating from the thematic topics interacted with the entrepreneurship support centres (ESCs) and start-up entrepreneurs (SEs). The tabular study (shown in Appendix) interprets the premature results alongside the criteria concerned. The aspects originated from the respondents have been adjusted under the criteria, in this way the developed criteria are considered the common

factors based on which the patterns, commonalities and circumstances of the respondents were streamlined. As depicted Fig. 2, the analysis criteria were developed based on three broad segments: A, B and C which imply the broad resources, needs and practices respectively depending on the aspects originating from theoretical perspectives and cross-adjusted or related aspects originating from the interactions with entrepreneurship support centres (ESCs) and start-up entrepreneurs (SEs). Followed by the analysis, the synthesis recollects the emerged patterns together and incorporates into a theoretical model from the standpoint of entrepreneurship support.

## Results and Findings

The results section has been arranged into parts reflecting upon the research questions of this study, and critically analysing the results attempting to answer the research questions chronologically, and thereby leading to the developed theoretical model.

### The Needs of SEs and Services They Require

Based on the local expert advice of the entrepreneurship support centres (ESCs) and in consultation with the entrepreneurship consultants (ECs), the three groups, shown in Table 5, among the start-up entrepreneurs (SEs) in Bangladesh as per the current setting were distinguished.

**Table 5: Groups of SEs**

G1: Young SEs (Age 20 – 35)	G2: Child SEs (Age 13 – 18)	G3: Aged SEs (Age 50 – 60)
→ Both male and female youngsters	→ School drop-outs in villages (boys/girls)	→ Emerging category of retired persons

As overviewed in Table 5, Group 1 deals with the young start-up entrepreneurs between the age group of 20 – 35 comprising both male and female youngsters. Subsequently, Group 2 deals with the child start-up entrepreneurs between the age group of 13 – 18 comprising school drop-outs in villages (both boys and girls). Finally, Group 3 is an emerging category of aged start-up entrepreneurs comprising mainly retired persons those who want to start their own ventures belatedly. Direct in-depth interactions and interviews were held with Group 1, while due to their residing in distant villages (Group 2) and newly emerging lately (Group 3) as opined by the experts, indirect means

of interacting with the informants of the later two groups on behalf of them were adopted. As such, the entities those who played the role of informants of SEs are the ECs and the ESCs already listed out in the previous section and their inputs are also considered in the results.

The focus on these three aforesaid groups of SEs revolves around the need of the entrepreneurship support understood from the prevailing context of Bangladesh, further to the expert advice by ESCs and ECs whereas G1 due to unemployment and passion for own ventures, G2 due to income generation and supporting their village families, and G3 due to utilise their time after retirement and finding extra means decide to pursue their own respective ventures. Interestingly, all the ESCs and ECs did not opine for all these groups of SEs agreeing upon with one another mutually. Depending on the nature of entrepreneurship support and their experience with the entrepreneurship in the country they suggested for these groups, and the table above holds the collective viewpoint in terms of culminating into three distinguished categories of SEs for this research. For instance, all of the ESCs and ECs readily agreed upon the G1 type of young SEs as a promising category that was especially endorsed by Team Engine which organised the nationwide entrepreneurship summit in Bangladesh recently and closely experienced the G1 type of young SEs mostly. Apart from this, G2 type of child SEs and G3 type of aged SEs were found out existed with few of the ESCs/SEs, especially MIDAS and Muspana those who engage this category in their venture or provide entrepreneurship services/ training to this categories. For instance, MIDAS directly provides services of school drop-out children in rural villages and assist/train them in their rural ventures, e.g. mobile phone service stations, electronics shops, beauty parlours, tailor houses etc. as a part of its project. Furthermore, MIDAS has pointed out the emergence of the aged SEs recently those are coming to them occasionally, especially those who are retired personnel and require information to start their own ventures. Again, Muspana referred to engaging disabled aged people in roadside tea-stall ventures where mobility is not required and the disabled persons are also utilised as entrepreneurs.

The needs of the different groups of SEs and why these have different needs are interesting to underline in this context. Regarding the needs, G1 type of young SEs, G2 type of child SEs, and G3 type of aged SEs – are all different from each other in their age groups, and hold both similar and dissimilar needs and requirements depending on their circumstances. To start with G1 type of young

SEs, this category is passionate about their ventures and identifies huge networking base as a core need for their venture development, as Pranon opined, “Not only finance, but also huge networking is needed”. When talking about networking they usually mean to extend their current pool of networks and contacts so that better clientele and investors are within the reach than ever before. This networking or extended networking is considered a vital asset to them based on which they plan to grow with faster pace. In terms of finance, active presence of venture capitals in the country is something that is extremely required of this category. “The current venture capitals of the country, e.g. BD venture and EEF of Bangladesh Bank are not active and relevant for young SEs”, Pranon proclaimed. Understanding the red-tapes and complicated rules of the public oriented venture capitals, more private venture capitals and angel investors are to be required by the young SEs of the country. After the initial finance, what is more needed is the training on financial management, “No mere finance, but full financial management”- indicates the training need of Pranon for managing the finance of the venture comprising of right understanding of the sources of funds, proper allocations of funds and disbursements in relation to its venture. In addition to financial management, also marketing management was considered vital for ESCs. As Muspana thinks, “The first stage of profit making out of new products is one of the initial challenges of the young SEs”- which requires especial training to understand how to correctly position the product in the market and target the relevant customers – which was phrased by Filament/ Muspana as “proper product definition and differentiation”, therefore they also suggest for “more care and expertise in start-up phase than mid-phase” indicating ample training for the young SEs. All of the young SEs agreed upon the importance and necessity of getting proper business development support for their ventures and required proper training supports for their venture developments. Especially A4 focused on “need for new clients searching advice for quick and regular returns on production”- implying networking is not only facilitation or mediation but also a training need to learn how to search for the right contacts and networks. Apart from these, training on the characteristics of successful entrepreneurs have been pointed out by Pranon while mentioning, “Special training for young SEs on leadership, entrepreneurship, entrepreneurial personality and art of living/meditation are also required”. Finally, Freelancer GD suggested having the necessary exposure as a requirement for business growth by stating the need of “web and social media publicity”.

On the contrary, G2 type of child SEs are quite differently positioned for their entrepreneurship support needs as mostly they are school drop-outs and reside in rural villages. MIDAS suggested that the basic challenge for this category is to “Identification of business opportunities in the rural context” and “necessary skills and expertise developments” for running the started ventures. The skills and expertise those are considered necessary for this category comprise of basic hand-on experience to handle and fix mobile devices, basic electrical knowledge, dressmaking/ embroidery skills, make-up skills etc. The peer learning plays a vital role in this category, hence according to MIDAS, “Training in groups collectively works out well for child SEs in collaboration with rural community centres”. In addition to this, especial training regarding the product costing knowledge and above all finding suitable sources of funding for their ventures remain a greater challenge for this category as indicated by MIDAS- the main informant of this category. Networking requirement for this category is much guided and from the scratch due to their inexperience and locally collaborated. MIDAS has furthermore shared a unique experience that for training the illiterate child SEs, they sometimes have to use “pictorial training” rather than traditional training

sessions, where things are arranged as per the knowledge of the children.

As an emerging category, G3 type of aged SEs require the necessary information to start their ventures accordingly and the information has to be concrete and relevant to them as suggested by MIDAS. “Basic skills in how to start a venture, proper channeling for business development and expertise in start-ups are required for them as they switch careers after retirement and almost start from the scratch”, MIDAS proclaimed identifying the growing trends of aged SEs. For them, the service package needs to be tailor-made considering the especial requirement of and providing the special space for the aged entrepreneurs. Networking requirement for this category is based on referrals due to their experiences in line with their age and they require of information sessions as per their queries.

In summary, it can be said that although their needs and requirements revolve around few similar areas, i.e. funding, networking, training etc., nevertheless the nature of needs for each of the G1 type of young SEs, G2 type of child SEs, and G3 type of aged SEs are quite tailor-made depending on their different circumstances and personal stories.

**The Configuration of ESCs: Available and Required Resources**

For a clear understanding of the ESCs, Table 6 presents an overview of them.

**Table 6: Overview of ESCs**

S/N	Name of the ESC	Attributes
1	Business Innovation and Incubation Centre (BIIC)	<ul style="list-style-type: none"> <li>➔ First private business incubator (founded in 2011) of Bangladesh</li> <li>➔ Supported and mentored by business conglomerates &amp; professionals</li> <li>➔ Provides skills and entrepreneurship development coaching and assistance</li> <li>➔ Almost Sector-agnostic (supports start-ups from all sectors, but special care for IT based start-ups)</li> <li>➔ Possibilities of seed funding through private resources/investments</li> </ul>
2	Future Start-up (FS)	<ul style="list-style-type: none"> <li>➔ Young and Small entrepreneurship centric business support centre</li> <li>➔ Focused on youth unemployment and wide spread poverty in Bangladesh</li> <li>➔ Mentored by business teachers</li> <li>➔ Provides right direction and consultation for entrepreneurs</li> <li>➔ Sector-agnostic (supports start-ups from all sectors, not caring for one)</li> <li>➔ No funding possibilities, only business coaching and advice</li> </ul>
3	Pranon Entrepreneurship Incubator/ Entrepreneur Republic (ER)	<ul style="list-style-type: none"> <li>➔ Specialises in helping grow sustainable ICT business ventures</li> <li>➔ Focuses on the outsourcing sector business domain</li> <li>➔ Supported and mentored by IT experts</li> <li>➔ Sector-specific (only IT and web-based start-ups are supported)</li> <li>➔ Provides incubations and trainings</li> </ul>

4	Micro Industries Development Assistance and Services (MIDAS)	<ul style="list-style-type: none"> <li>➔ Aims at contributing to poverty reduction in Bangladesh through employment creations</li> <li>➔ Supports micro, small and medium-scale enterprises in development and exploiting new business scopes</li> <li>➔ Mentored by business experts</li> <li>➔ Provides entrepreneurship development training</li> <li>➔ Sector-agnostic (supports start-ups from all sectors, not caring for one)</li> <li>➔ Possibilities of seed funding through private resources/investments along with managerial and technical assistance</li> </ul>
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Considering the known needs and requirements of the SEs, the ESCs configure themselves in a number of facets described as follows.

### Resource Configuration

In the resource configuration, all the ESCs have more or less agreed to have at their disposal rich information, database, consulting knowledge, necessary IT skills and strategy supports (BIIC, FS, ER, MIDAS). In particular, BIIC claims to have a rich information and database on how to support SEs that they deem as strong available resources. Likewise, ER holds the IT skills comprising web project development, web programming, graphics design etc. as an asset to the SEs. Likewise, FS is in ownership of consulting knowledge comprising of how to start a venture in the context of Bangladesh and MIDAS has a long-cherished strategy support resource accumulated from their successful projects where they can assist the SEs in applying the right strategies in their start-ups. Apart from the available resources, among the ESCs, ER requires “finance and expertise for big projects” together with “collaborations with active VCs” and BIIC requires “expertise for training special sector SEs (e.g. FMCG)”. FS requires the support in “paid services package development” and creation of “SEs fellowship opportunities via proper funding schemes”. MIDAS requires new ways of “revenue generation from R&D” and “hygiene and sanitation for child SEs and agro-SEs”. Even though the resources they possess seem similar, all having expertise and knowledge in their respective fields to support the SEs, nonetheless the required resources differ based on their nature and type of ESC.

### Network Configuration

In the network configuration, MIDAS despite having its local networks as a resource; is highly interested in and requires of international collaborations with donor groups for entrepreneurship supports. According to

MIDAS, “Trust factor is the most crucial aspect while collaboration with international bodies”- and once trust is set, working with international networks becomes easy as per MIDAS’s experience. BIIC, on the other hand despite having its general networks, further seek “tailor-made networks depending on business” and holds its own “seminar approach” for facilitating right networking with the SEs. This seminar approach is about facilitating or partaking in seminars where SEs are also invited together with other stakeholders and from the tailor-made suitable or customised networking can be picked up easily. For grassroots SEs, e.g. child SEs, according to MIDAS, “district - wise networking approach together with local liaison for local supports” is essential and required for the SEs, even though they have it currently limitedly. FS interestingly, holds its own unique “FS Talks” where experienced entrepreneurs appear as guests and facilitate information for the young SEs and this considered a good networking resource that they would like to extend anyhow. ER, despite having its IT networks, is also focused on “scaling-up approach” in terms of international collaborations and hence it claims it is “open to outsiders interested in local incubations” and “interested in external investments, VCs and franchising” for going more global and networked.

### Training Configuration

In training configuration, BIIC gathers training information about the prospective SEs based on “market surveys” and “seeking out goal-oriented SEs through their networks”. BIIC is configured to provide “short-term mentorship with long-term business experience” in terms of training the prospective SEs and requirement of “training skills for special sector SEs (e.g. FMCG)”. ER uniquely develops “course, curriculum and credits based formal SE training” for the young SEs – which is the part of their in-house incubation process. ER also integrates “leadership training for SEs” and is configured to provide “combination of customised and general mentorships” and

requires of more tailor-made training sessions for their IT-oriented SEs. MIDAS generally provides “business plan and tailor-made start-up financing and marketing support” for the prospective SEs and requires more integration in its supports through “tailor-made training sessions”. Interestingly, FS is configured to avail “an environment of online ES schooling” coupled with “open source learning opportunities” for the prospective SEs alongside their “community based sharing approach through unique FS Talks”. Given their online training resources, FS would like to upgrade these resources through strong online ES platforms more meticulously and holistically designed for the SEs.

### Structural Configuration

In the structural configuration, most of the ESCs (BIIC, ER, MIDAS) have the necessary space and infrastructure to accommodate the SEs, except FS whose essential infrastructure is missing and in lieu of that web presence is instrumental (FS). This implies that most of the ESCs have unique spaces where most of the SEs can have their own spaces to develop on and receive training for their ventures, and FS requires such facilities in future, but not currently due to their online mode of operations. Differently, MIDAS rent the spaces like community based centres in rural communities to train up the rural SEs. Structurally similarly configured like FS, ER also bases its entrepreneurship support considerably online, but the results of it and not the means itself, i.e. ER helps create online ventures focusing on “IT ventures which are ICT/web-based” even though it helps the prospective SEs through in-house incubations and trainings. BIIC in terms of its structures has clarified that “ESCs are different from microfinance institutes (MFIs)” and more focused on “planning to support SEs” and BIIC also supports the SEs through in-house incubations. In future, FS would like to seek “development of an entrepreneurship support (ES) online platform” for its prospective SEs as well.

In summary, the ESCs have similar configuration themes, and depending on their personal circumstances and priorities they differently configure themselves based on the needs and requirements of the SEs.

### How ESCs Adapt to SEs

ESCs adapt to the SEs in various means considering the situation of the respective SEs. Most of the ESCs have

agreed upon the need to provide tailor-made services for the SEs showcasing their adaptation nature toward the SEs (BIIC, FS, ER, MIDAS). Apart from that, in the context of Bangladesh, general entrepreneurs are not considered socially dignified as discussed by ER and Pranon, which is why ER dignifies the SEs by providing them specialised training on leadership and other skills with the sense of empowerment. Quoting Pranon, “We create jobs, and others seek jobs”- that is a focal empowerment notion with which the ESCs try to adapt to SEs and making their social acceptance more adaptive in the society. As MIDAS needs to support SEs across various districts in Bangladesh, it has to adapt itself to the SEs considering their “miscellaneous needs and district-wise different cultures” as advised by MIDAS. Apart from that “adapting to the tribal and Hill-tracts (different than main lands) SEs has always remain a core challenge and uniqueness of MIDAS” as shared by it. ER has also complained that for adapting to the latest needs of the SEs, “there is no special arrangement for infrastructure developments from government’s side for ESCs” and “to some extent the government remains less responsiveness”. FS needs to provide the online resources to many sorts of SEs, and in doing so as the information are in English language, they adaptively create and “support the local people in local language” with the necessary information. Apart from that, FS also holds “especial FS talks for female SEs” considering the need of a separate care for them.

More holistically to adapt to the changing needs of the SEs, BIIC conducts “need assessments for core needs of the SEs” and MIDAS also takes the approach of “follow-up with SEs after trainings over phone” to better understand their aftermaths. ER alongside “develops the entrepreneurship support curriculum together with the SEs” in order to make it more adaptive to the needs of the SEs. Moreover, BIIC regularly “participates in the (a) meet the press events and (b) entrepreneurship summits” to better understand the latest trends of the SEs, whereas FS regularly “conducts FS talks for prospective youth SEs” and help them accordingly. All of the ESCs maintain database of SEs which they update regularly based on their personal accumulated information which also paves the path for ESCs to adapt to the growing needs of the SEs.

### Development of the Theoretical Model

The aforementioned points give rise to a number of interesting patterns instrumental to the study. Firstly, the needs and requirements of the SEs are deemed to be the

baseline depending on which secondly, the services of the ESCs are streamlined. Thirdly, in order to provide the SEs with the required services for their growth and meeting

their necessity, the resources of ESCs are bound to be up-scaled. Depending on these patterns extracted from the results above, the following theoretical model has been developed:

### Typology

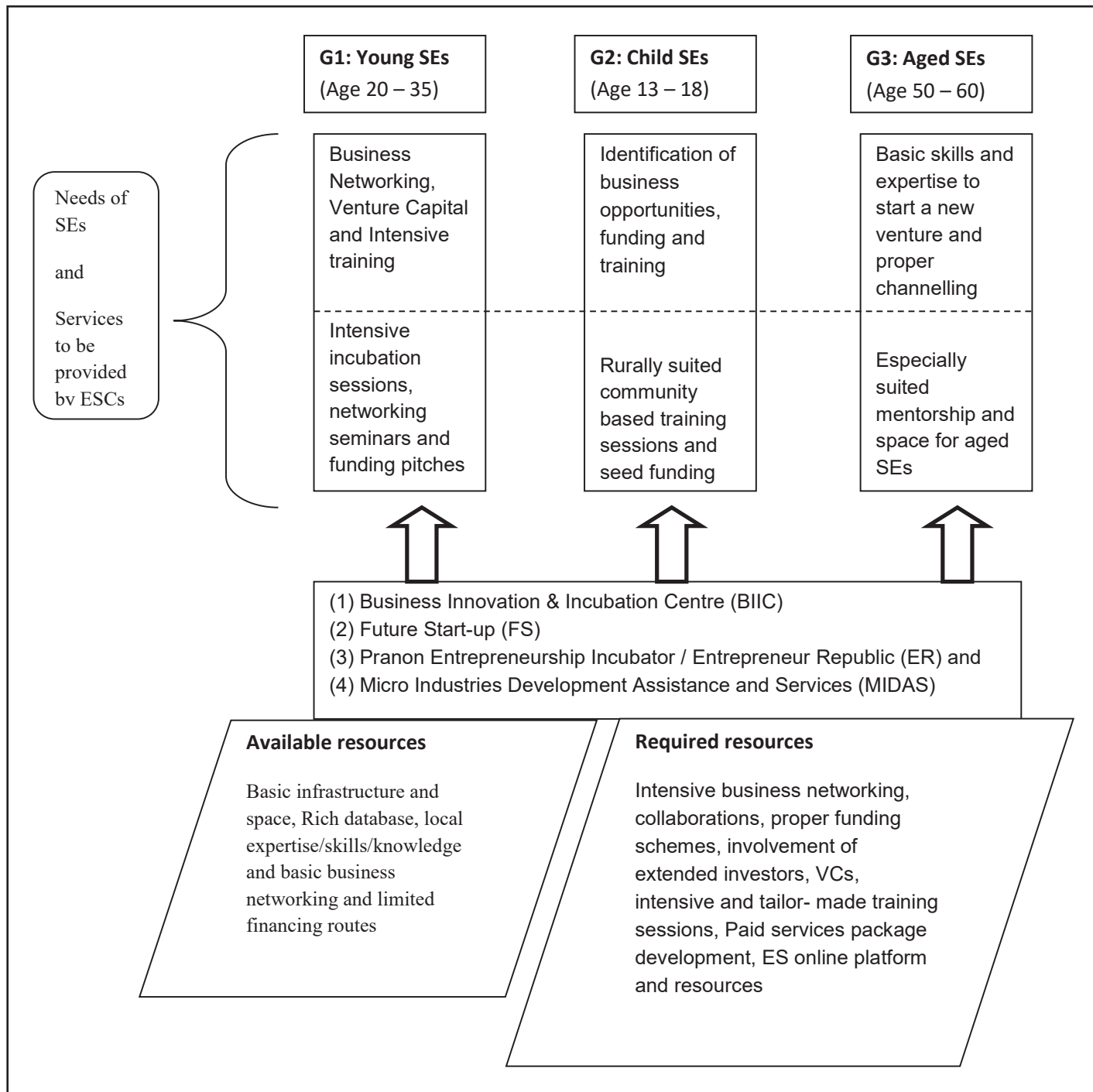


Fig. 3: Typology

The aforementioned synthesis recollects the emerged patterns together and incorporates into a model from the standpoint of entrepreneurship support. For BiD Network, this model is useful in terms of understanding of the wants of the different groups, how the wants are to be met by the prospective services and the potential effects of the desired resources – which are also summarised in the following section.

## Discussions and Conclusion

### Conclusion

The study aimed at developing a typology on the entrepreneurship support centres (ESCs) facilitating services for heterogeneous start-up entrepreneurs (SEs) focusing on the services of ESCs, particularly from the perspective of their configurations. In this context, the general research question explored different configurations of the entrepreneurship support centres (ESCs) facilitating services for heterogeneous start-up entrepreneurs (SEs).

The needs and wants of the different groups emerged from the research reveal quite closely related requirements apparently, but from the perspective of entrepreneurship support the configurations are unique in terms of dealing with the groups differently. The vigorous young SEs with their heterogeneous business ideas and/or ventures require a tailor-made intensive business incubation followed by extended avenues of venture financing, business networking and opportunities to reach both local and global markets. On the contrary, the child SEs are more interested and involved in finding local means, hand-on training and exploiting local opportunities from their rural avenues. Further to this, aged SEs are focused on the necessary idea generation and incubation process and would hail in and around their desired venture once understood properly.

The current resources as available with the entrepreneurship support centres (ESCs) at their disposals can serve these unique arrangements partially and nominally, and are devoid of effective tailor-made services in reinforcing the growth of the aforementioned groups. The generic supporting nature of the ESCs, both for the sector-specific and sector-agnostic services are required of further resources to meet up with the growing and dissimilar needs of the SEs. The results vividly showcase how the ESCs with their current pool of resources attempt

to streamline the requirements of SEs, and a lot more resources are required to adapt to the circumstances of the SEs fully. As present configurations suggest, the wants of young SEs, child SEs, and aged SEs are not met properly, and desired resources by the ESCs could eventually design the effective configurations to serve the key heterogeneous groups of SEs minutely.

Considering the current scenario of the entrepreneurship support centres (ESCs) and start-up entrepreneurs (SEs), requirements are prominent with the SEs and in line with this, ample resources are lacking with ESCs. The support system which could help the ESCs become up-scaled and fortified in terms of growing demands and necessary resources - is going to be instrumental for the effective entrepreneurship support configurations of the ESCs.

### Limitations

The research is not exclusive of limitations. Even though the level of education and knowledge of ESCs and SEs about entrepreneurship support were praiseworthy, nonetheless the underlying limitations of this study serve interesting directions for the outcomes. Firstly, with regard to the identification of the categories of the SEs, a general tendency of the ESCs and ECs has been detected to suggest for youth SEs on the first place prior to anything else. This of course involves a great deal of their experiences; rather the room of opinion bias of the urban ESCs/ECs based on the capital city of metropolitan Dhaka was not verified and compared to those of based on rural Bangladesh. The possibility of the entities based on rural or peripheral parts of the country suggesting for agro-based middle-aged SEs could not be ruled out, which was indeed beyond the scope of this research.

Secondly, reaching out to all the groups of SEs fully or directly was not convenient in the context of this research; thereby the dependency on the informants of the SEs to some extent was a key limitation of this study. It is always more accurate to come in touch with all the detected categories of the SEs in person and interact accordingly, but due to the location and less prominence it was not possible to interact with the child SEs and aged SEs directly. The angle of thinking of the ECs and ESCs must have been different, no matter how experienced they were, in comparison with those of the real SEs in ground with their self-spoken needs and wants. Even though it was accurately possible to deal with the young SEs in person and also quite holistically, the faces of original child SEs

and aged SEs remain strangers to this study leading to less sufficient results devoid of fewer representations.

Thirdly, particularly looking into the aspects of female SEs was beyond the scope of the study, even though one of the young SEs was female, yet again this issue in the context of Bangladesh serves more values. Under the domain of this research, the gender based needs of the SEs were not focused upon, and this gives the impression for the results applicable to masses without special gender-oriented trends. Had it been separate studies based on male SEs and female SEs distinctively, the results might have been of different patterns, and this possibility could not be phased out as well.

Fourthly, depending on the current timeframe and political instability in Bangladesh, the number of ESCs, ECs and SEs had to be limited and as per conveniences whichever where possible. Another potential incubator namely Bangladesh Small and Cottage Industries Corporation (BSCIC) was also appeared in the web search but it was later withdrawn due to non-accessibility. Further to that, due to unavailability, few appointments were not approved with the prospective entities like Bangladesh Federation of Women Entrepreneurs (BFWE), Institute of Micro Finance (InM) and Yunus Centre. Had it been possible, then the implications would have been more based on experienced inputs.

Fifthly, the findings might have been influenced by the chosen method of interviews where the informants were given their optimum freedom in inserting their points as per the open-ended nature of the interaction. As the mode of interaction was Bangla, later on translating and transcribing salient features of the study might not be flawless and would have been more accurate when combination of both structured, semi-structured and open-ended interviews were integrated with the passage of the research. In this context, the nature of comparability of the results was not sufficient and had it been also coupled with extended observations with more time in their (i.e. ESCs and SEs) day to day activities, then the results would have been more justifiable.

Based on the above, the result would be more convincing if other demographic variables including gender and geography comprising of direct rural and peripheral zones were added to the research together with multiple and multifaceted data collection methods in addition to interviews.

### **Implication and Recommendation for BiD Network and Other Relevant Parties**

From both the research and business perspectives, the findings of this research will appeal to those who are interested in entrepreneurship supports. Though the findings suggest that ESCs have their own set of resources to some extent, the government and other actors like MFIs, ECs and Investors working in entrepreneurship development sectors can extend their programmes in the entrepreneurship development in Bangladesh. This is mainly due to the fact that ESCs require a lot more resources to meet up with the growing needs of the SEs. Based on the findings, the researcher recommends them to focus on the resources, training and networking aspects of the SEs for the development of entrepreneurship in the country. ESCs in particular, can re-strategise their resources, network, training and structural configurations in line with the growing demands of the SEs in the country. In doing so, they have to look into the aspects of upgrading them in line with the prospective sectors of SEs in the country and gain more specialties to cater to them with the matching services.

Especially for BiD Network, looking into the needs and wants of the different groups of SEs, it is important to understand that the needs are quite closely related but require to be served differently. The support services thereby need to be quite tailor-made and customised as per their reality and contexts. Whereas for supporting ESCs, uplifting the existing business incubators/ entrepreneurship support centres in Bangladesh to become financially sustainable business accelerators needs ample attention as per the requirement of resources of the ESCs. Looking into the required resources of ESCs e.g. extended collaborations and networking, involvements of VCs and paid services package development to become more financially sustainable in terms of better survival and also supporting the SEs, it is commendable to link them up with local and international stakeholders more profoundly and train them well in necessary package developments for SEs. In this regard, local liaison with local supports and/ or international projects coupled with tailor-made local business networking and training is considered a robust means. Hence, for paving the path for BiD Network in Bangladesh, it is advised to develop a local integration mechanism in near future for a self-sustaining entrepreneurial route. In terms of developing tailor-made packages of ESCs to be provided to SEs, BiD Network can play a vital role in training up the ESCs utilising their

experiences in other developing countries of the world. As finally the ESCs also require of an online platform of entrepreneurship support, in this very regard the online BiDx platform of BiD Network should be integrated to meet up the necessary facilitations for both the ESCs and SEs in Bangladesh.

### Implications for Theory

In the light of the chosen theoretical framework of this study, this research contributes to the current literatures as well. Linking my own research with those of others found in the contemporary literatures, a number of vital points have come into limelight. Gedajlovic et al. (2013) put forth a robust relationship between social capital and entrepreneurship, where we have seen that rooted in social networks and social relations, social capital is established for non-economic purposes with economic consequences for the entrepreneurs. In this relation, the current study unfolds the growing need of the business networking and social contacts for the SEs and as understood by the ESCs in the course of entrepreneurship development. Whereas Gedajlovic et al. (2013) also emphasized on the negative perspective of social capital where a network closure may set situations where individual liberty is restricted, in contrary to this it has been found out in developing country like Bangladesh the possibility of network closure is quite minimal as the wide support for social networks have come from all the informants of the research without any especial consideration to its negative consequences. Apart from that, the collaborative learning as proposed by Dodgson (2011) to be deemed as effective for the entrepreneurs were not found exactly same for all the types of SEs. For instance, for the child SEs this could be a useful approach but for the youth SEs and aged SEs depending on their personal ventures, the learning is both generally collaborated and independently customised or tailor-made. When talking about developing country entrepreneurs having strong entrepreneurial intentions as pointed out by Iakovleva et al. (2011), in addition to this it has been found out that their intentions are quite connected to their needs and requirements. The SEs not only intend to start and continue their own ventures, rather they strongly intend to obtain the resources to reach their fulfillments. The research is in conformity with the research of Thakur (1999) that initially available resources influence the range of choices of entrepreneurs, furthermore it also could influence the choices of ESCs about whom to serve and at what degree. As such, depending on their initially available resources ESCs, especially FS was seen to support the

SEs through online means only, and planned to support them more extensively given more resources. Particularly considering the added contribution of the theoretical model, it can be implied that the needs and requirements of the SEs are fulfilled when the resources of ESCs are up-scaled accordingly- which can be propositioned in future researches.

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Appendices

Table A1: Overview of the interpreted outputs

Analysis Criteria		Overview of Interpreted Outputs			
		Start-up Entrepreneurs (SEs) and/or Informants of SEs (i.e. ECs)	G1: Young SEs (Age 20 – 35) (Direct)	G2: Child SEs (Age 13 – 18) (Indirect)	G3: Aged SEs (Age 50 – 60) (Emerging)
Theoretical Perspectives	Criteria topics developed from Perspectives based on underlying questions	<p>Entrepreneurship Support Centres (ESCs) (BIIC, FS, ER, MIDAS)</p> <ul style="list-style-type: none"> <li>-Skills, IT, space and Infrastructure resources available</li> <li>-Rich database and studies</li> <li>-Rich information</li> <li>-Intl. collaborations and donors (MIDAS)</li> <li>-Huge consulting knowledge</li> <li>-Info. resource centres</li> <li>-Basic free services</li> <li>-Strategy supports</li> </ul>			
	Available and required resources [Basic]	<ul style="list-style-type: none"> <li>-Few infrastructure missing/weak set-ups (i.e. FS)</li> <li>-Finance and expertise for big projects required</li> <li>-Paid services package development</li> <li>-Web-media restructuring</li> <li>-Developing ES online platform</li> </ul>			
Social Capital Theory	Business networks	<ul style="list-style-type: none"> <li>-Tailor-made networks depending on business</li> <li>-Donor group affiliations and projects</li> <li>-District-wise networking approach</li> <li>-Trust factors for international networks</li> <li>-Local liaison for local supports</li> <li>-FS talks and networking</li> </ul>	<ul style="list-style-type: none"> <li>-Smooth network integration</li> <li>-Prevailing and extended networks</li> <li>-social and web-media</li> <li>-seminars</li> <li>-Firms and NGOs</li> </ul>	<ul style="list-style-type: none"> <li>-Guided networking from scratch</li> <li>-Network building activities</li> <li>-Local collaboration and venues</li> </ul>	<ul style="list-style-type: none"> <li>-Network referrals</li> <li>-Open discussions with ESCs</li> </ul>

<p>Social Learning Theory</p>	<p>Entrepreneurial training and mentoring</p>	<ul style="list-style-type: none"> <li>-Market survey based info. as to SEs</li> <li>-Seeking out goal-oriented SEs</li> <li>-Suitability and relevance of prospects</li> <li>-Short-term mentorship with long-term business experience</li> <li>-Training through experience and success</li> <li>-Course, curriculum and credits based formal SE training</li> <li>-Leadership training vital for SEs</li> <li>-Human skills development</li> <li>-Combination of customised and general mentorships</li> <li>-Business plan and tailor-made start-up financing and marketing support</li> <li>-Self-learning of ESCs</li> <li>-Learning through R&amp;D</li> <li>-Environment of ES schooling</li> <li>-Open source learning</li> <li>-Community based sharing (FS Talk)</li> </ul>	<ul style="list-style-type: none"> <li>-Leadership skills learning</li> <li>-Training in batches</li> <li>-Boost of IT SEs due to no seasonal restrictions</li> <li>-SEs interested in web-based ventures</li> <li>-Peer learning</li> <li>-Learning via competitors and retailers</li> <li>-Students learning through university projects</li> <li>-Business inspirations</li> <li>-Govt. Trainings - Attachments to the successful ventures</li> <li>-Business ideals (e.g. Aarong)</li> <li>-University business contests</li> <li>-Group-works</li> <li>-Pilot studies</li> <li>-volunteering</li> </ul>	<ul style="list-style-type: none"> <li>-Collectively in groups at villages</li> <li>-Pictorial training for illiterates</li> <li>-Peer learning</li> </ul>	<ul style="list-style-type: none"> <li>-Info. sessions</li> <li>-Informal meetings</li> </ul>
			<ul style="list-style-type: none"> <li>-T&amp;D in latest techs and tools</li> <li>-Incubations</li> <li>-Fellowships</li> <li>- T&amp;D, R&amp;D</li> <li>-Self-learning</li> <li>-Replication strategies for learning</li> <li>-Training on exports and imports</li> </ul>		
<p>Theory of Planned Behaviour</p>	<p>Entrepreneurship and start-up planning</p>	<ul style="list-style-type: none"> <li>-Differentiation from MFIs programmes</li> <li>-Clarity in vision and planning to support SEs</li> <li>-Sometimes special focus on IT ventures, ICT/Web based and Agri-SEs</li> <li>-Sustainability livelihood creations</li> </ul>	<ul style="list-style-type: none"> <li>-Futuristic and visionary ideas and characteristics</li> <li>-Passion for web-platforms and digitisation</li> <li>-Exit strategy</li> <li>-Passion for creativity and innovation</li> <li>-Freedom with creativity</li> <li>-Focused entrepreneurship and 100% engagements</li> <li>-Patience while dealing with red-tapes, delays in profits and during failures</li> </ul>	<ul style="list-style-type: none"> <li>-Survival reasons due to school drop-outs</li> </ul>	<ul style="list-style-type: none"> <li>-Action orientation and work continuation after retirement</li> </ul>

<p>Theory of Growth of the Firm</p>	<p>Needs over the time for growth overtime</p>	<ul style="list-style-type: none"> <li>-Expertise for training special sector SEs (e.g. FMCG)</li> <li>-Sustainable business models</li> <li>-Hygiene and sanitation for child SEs and agro-SEs</li> <li>-Revenue generation from R&amp;D</li> <li>-SEs Fellowship opportunities</li> <li>-Sources of funding</li> <li>-Challenge for raw materials</li> </ul>	<ul style="list-style-type: none"> <li>-Huge networking base</li> <li>-SEs qualities</li> <li>-Not finance but financial management</li> <li>-Active venture capitals (VCs)</li> <li>-Getting through right info. and right person</li> <li>-First stage of profit making out of products</li> <li>-Institutional support</li> <li>-Product definition and differentiation</li> <li>-Care and expertise in start-up phase than mid-phase</li> <li>-Training for out-of-the box ventures</li> <li>-Quick returns and regular compensations</li> <li>-New clients searching advise</li> <li>-Multi dimensional business units (e.g. dairy, poultry)</li> <li>-service growths</li> <li>-Proper channelling and mediation</li> <li>-Direct channelling with the SEs</li> <li>-Web and social media publicity</li> <li>-Sustainability through back-up plans and proper switching</li> </ul>	<ul style="list-style-type: none"> <li>-Skills and expertise</li> <li>-Identification of business opportunities</li> <li>-Product costing knowledge</li> </ul>	<ul style="list-style-type: none"> <li>-Emerging category</li> <li>-Concrete information</li> <li>-Basic SE trainings</li> <li>-Basic skills and expertise due to switching careers</li> <li>-Proper channelling</li> <li>-Clarity on funding</li> </ul>
<p>Uppsala model of International entrepreneurship</p>	<p>Reaching more markets and networks</p>	<ul style="list-style-type: none"> <li>-Open for outsiders interested in local incubations</li> <li>-Scaling-up</li> <li>-Interested in external investments</li> <li>-Franchising</li> <li>-International collaborations</li> </ul>	<ul style="list-style-type: none"> <li>-extended outsourcing</li> <li>-creative works valued globally</li> <li>-recognised and reputed intl. bodies</li> <li>-Exports and Imports facilities</li> </ul>	<p>-neighborhood villages</p>	<p>-n/a</p>

<p>Theory of Cultural Dimensions</p>	<p>Cultural and local issues/ barriers</p>	<ul style="list-style-type: none"> <li>-Social acceptance</li> <li>-Corruptions in society</li> <li>-District-wise different cultures (e.g. tribal)</li> <li>-Hill-tracts different than main lands</li> <li>-No special arrangement for infrastructure developments from govt. side for ESCs</li> <li>-less responsiveness</li> <li>-English language barriers for local people</li> <li>-FS talks for female SEs</li> </ul>	<ul style="list-style-type: none"> <li>-Less respect for SEs than officials/ civilians</li> <li>-Entrepreneurship culture in family and society</li> <li>-Friendship leading to entrepreneurships</li> <li>-Tough requirements of bank loans (e.g. secured area under company)</li> <li>-Transportations and traffic</li> <li>-BSTI quality maintenance</li> <li>-Registrations in Joint stock company</li> <li>-Theoretical vs Practical trainings (govt. centre vs. real dairies)</li> <li>-Political instability and strikes</li> <li>-Software restrictions</li> <li>-backdated technology and tools</li> <li>-Time consumptions and focus deviations in/from ventures</li> <li>-Social business dimension</li> <li>-Feminisms and entrepreneurships</li> <li>-Risks in Family investments</li> <li>-Highlight risk and not return</li> <li>-Less passion for locally produced/prepared products</li> <li>-Passion for imported products</li> <li>-Fear of new brands</li> <li>-Wastage of time of SEs while dealing with red-tapes</li> <li>-Starting ventures in student life and less support from academia</li> <li>-Boredoms when starting late</li> </ul>	<ul style="list-style-type: none"> <li>-Drop-outs face problems initially</li> <li>-Adolescent girls need local supports</li> </ul>	<ul style="list-style-type: none"> <li>-Family encouragements</li> <li>-Disabled and aged persons</li> </ul>
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<p>Market orientation</p>	<p>Organisational culture integrating SEs/ customers/ competitors</p>	<ul style="list-style-type: none"> <li>-Regular seminars for interacting with SEs and unemployed youths</li> <li>-Meet the press events</li> <li>-Entrepreneurship summits</li> <li>-Learning from competitors</li> <li>-Collaboration with local entities (even competitors)</li> <li>-Conducting need assessments for core needs</li> <li>-Follow-up with SEs after trainings over phone</li> <li>-Focusing on seasonal Women SEs on festivals</li> <li>-Feasibility studies for SEs</li> <li>-Database of entrepreneurship support</li> <li>-Conducting FS talks with SEs</li> <li>-Curriculum development with SEs</li> </ul>	<ul style="list-style-type: none"> <li>-Web-based customers for reaching out directly</li> <li>-Reasonable prices for poor customers</li> <li>-Adding business angles and including all the stakeholders</li> <li>-Gaining the thinking of the consumers</li> <li>-Skeleton-flesh approach (Skeleton by the SEs and flesh by the consumers)</li> </ul>	<ul style="list-style-type: none"> <li>-Group dynamics</li> <li>-Locally designed ventures</li> </ul>	<ul style="list-style-type: none"> <li>-More integration required</li> </ul>
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**Table A2: Interview guide for the ESCs (followed by generic introduction)**

Topic lists	Interview Questions
Available and required resources [Basic]	<ul style="list-style-type: none"> <li>• How challenging is the entrepreneurship support in developing countries (BD) (especially in terms of knowledge/resource)?</li> <li>• Who are the key role players in ESCs?</li> <li>• What resources and services do ESCs have and avail currently?</li> <li>• What resources/services do ESCs lack/miss and need in future?</li> <li>• What is the reason of knowledge and resource insufficiency?</li> <li>• How the competitive advantage is determined for ESCs?</li> </ul>
Business networks	<ul style="list-style-type: none"> <li>• What social/entrepreneurial network and institutional affiliations do the ESCs maintain/lack/require for win-win deals?</li> <li>• How do all the stakeholders concerned interact with and benefit from each other?</li> <li>• How does social relationship form the social capital essential to entrepreneurial startup and growth?</li> <li>• What obstacles hinder the access to social capital?</li> <li>• Why do few social relationships sustain, and few collapse?</li> <li>• How can the linkages be sustainable and more beneficial?</li> </ul>
Entrepreneurial training and mentoring	<ul style="list-style-type: none"> <li>• How do the SEs learn through ESCs for start-ups?</li> <li>• How do the investors learn about SEs finally?</li> </ul>
Entrepreneurship and start-up planning	<ul style="list-style-type: none"> <li>• What motives and intentions underline the SE support?</li> <li>• What are the prospective categories of SEs (demographics)?</li> <li>• What is the attitude toward supporting the ESC itself?</li> </ul>
Needs over the time for growth overtime	<ul style="list-style-type: none"> <li>• What are the changing and developing needs of ESCs?</li> <li>• How do the needs revolve and reform at different stages of entrepreneurial growth?</li> <li>• How do the ESCs survive over the period of time?</li> </ul>
Reaching more markets and networks	<ul style="list-style-type: none"> <li>• How do ECSs show the pathway to reach other markets?</li> <li>• How do the ESCs maintain international networks?</li> </ul>
Cultural and local issues/barriers	<ul style="list-style-type: none"> <li>• What factors are important for entrepreneurship support in the cultural contexts of developing countries?</li> <li>• How the entrepreneurship support in emerging markets is culturally/contextually/locally different?</li> <li>• How do the ESCs customise their services for the locally popular and traditionally/culturally/religiously inspired start-ups and ventures?</li> </ul>
Organisational culture integrating SEs/ customers/ competitors	<ul style="list-style-type: none"> <li>• What level of market orientation do the ESCs practice?</li> <li>• How do the ESCs deal with and focus on SEs based on market orientation?</li> <li>• What process, values and practices are required by the ESCs to embrace the SEs more inclusively?</li> </ul>

**Table A3: Interview guide for the SEs (Followed by generic introduction)**

Topic lists	Interview Questions
Available and required resources [Basic]	<ul style="list-style-type: none"> <li>• How challenging is the start-ups in developing countries (BD)?</li> <li>• Who are the key role players in start-ups?</li> <li>• What resources do SEs have and avail currently?</li> <li>• What resources do SEs lack/miss and need in future?</li> <li>• What advantages and services do SEs get through ESCs?</li> <li>• How the competitive advantage is determined for SEs?</li> </ul>
Business networks	<ul style="list-style-type: none"> <li>• What social/entrepreneurial network and institutional affiliations do the SEs maintain/lack/require for win-win deals?</li> <li>• How do all the stakeholders concerned interact with and benefit from each other?</li> <li>• How does social relationship form the social capital essential to entrepreneurial startup and growth?</li> <li>• What obstacles hinder the access to social capital?</li> <li>• Why do few social relationships sustain, and few collapse?</li> <li>• How can the linkages be sustainable and more beneficial?</li> </ul>
Entrepreneurial training and mentoring	<ul style="list-style-type: none"> <li>• How do the SEs learn through ESCs for start-ups?</li> <li>• How does the peer learning occur among the SEs?</li> <li>• How do the investors learn about SEs finally?</li> </ul>
Entrepreneurship and start-up planning	<ul style="list-style-type: none"> <li>• How does the entrepreneurial intention of SEs lead to actual start-ups?</li> <li>• What entrepreneurial intentions lead to receive mentoring?</li> </ul>
Needs over the time for growth overtime	<ul style="list-style-type: none"> <li>• What are the current and future needs of SEs for growth?</li> <li>• How do the needs revolve and reform at different stages of entrepreneurial growth?</li> <li>• How do the SEs survive over the period of time?</li> </ul>
Reaching more markets and networks	<ul style="list-style-type: none"> <li>• What drives of SEs lead them to international markets?</li> <li>• How and why local SEs aim for global markets?</li> <li>• How do the SEs maintain international networks?</li> </ul>
Cultural and local issues/barriers	<ul style="list-style-type: none"> <li>• What factors are important for start-ups in the cultural contexts of developing countries?</li> <li>• What personal / cultural barriers do the start-ups face?</li> </ul>
Organisational culture integrating SEs/customers/competitors	<ul style="list-style-type: none"> <li>• What level of market orientation do the SEs practice?</li> <li>• How do the SEs deal with their customers based on market orientation?</li> <li>• What process, values and practices are required by the SEs to embrace their customers more inclusively?</li> </ul>