

**Research Assessment Exercise 2020**  
**Impact Case Study**

<b>University:</b>	Hong Kong Baptist University
<b>Unit of Assessment (UoA):</b>	22 – Business
<b>Title of Case Study:</b>	Stimulating entrepreneurship amongst small business and under-served communities

**(1) Summary of the impact**

This research at HKBU on entrepreneurship and small business was begun in the early 2000s and has had significant impact on various stakeholders including: (i) the development of government policies on a Local Markets Programme to stimulate economic activities in newly developed districts; (ii) providing entrepreneurship and marketing skills and knowledge to the public and new ventures through training and joint research; (iii) providing expert advice to governments, NGOs, and the private sector; and (iv) the creation of a social enterprise for marketing and entrepreneurial capacity building for over 200 low-income women.

**(2) Underpinning research**

The underpinning research conducted by Siu (Professor, at HKBU since 1990) commenced in the early 2000s and its application and impact is ongoing. Three interlinked research themes provide the underpinning research:

Drivers of entrepreneurship intentions and new venture creation in the Chinese context

Siu's research (1) advances the body of knowledge on entrepreneurial cognition by investigating the relationship between self-perceptions and new venture creation. Survey-based findings suggest cultural contingency in the cognitive model; for the Chinese, who place more value on their connectedness with others, their perceptions of what the influential people in their lives (e.g., family, friends, and colleagues) think about new venture creation have a highly significant impact on their entrepreneurial intentions.

Effective marketing practices for small firms

Siu's research [(3) (4) and (5)] extends the western marketing paradigm to the Chinese context and identifies the role of marketing in relation to small firm's performance across different regions in greater China and between eastern and western societies. The research has received grants from the National Natural Science Foundation of China and the Hong Kong Research Grants Council Joint Research Scheme. In total, 128 Chinese, 33 Hong Kong, and 90 Taiwanese business owners and/or CEOs participated in the research during 2003-2004. Based on this researcher-practitioners' collaboration, Siu interviewed and performed marketing audits for participating firms. The resulting publications further enrich our understanding of the development of "yuan" (used by Asians as an explanation for personal outcomes by reference to fate, predetermination, and external control) and the interplay of government intervention, manufacturing systems and the business approach in influencing small entrepreneurs' performance, including new product development (NPD) and innovation [(2) and (3)].

Relationship between entrepreneurial conditions and entrepreneurial ethics

Siu's research (6) extends the existing literature by examining entrepreneurial ethics, an under-researched area. He proposes that entrepreneurial ethical decision making is driven not only by work characteristics (participative management, team building), organizational characteristics (work discretion), and individual characteristics (locus of control), but also by environmental factors (e.g., turbulence, hostility, dynamism). Findings from this research have important implications for researchers and for managers concerning what actions are essential to achieving ethical practice and entrepreneurship simultaneously.

Together, these three interlinked research themes establish the importance of understanding the distinctiveness of "doing marketing" as an entrepreneur in the Chinese context. The research makes the point that entrepreneurs should consider the interplay of various factors when doing marketing in China, including individual and social characteristics such as self-efficacy, belief in yuan, social relationships, cultural values orientation, and ethics; work and organizational characteristics such as participative management; and environmental considerations such as government and manufacturing systems.

### **(3) References to the research**

- (1) **Siu, W. S., & Lo, S. C.** (2013). Cultural contingency in the cognitive model of entrepreneurial intention. *Entrepreneurship Theory and Practice*, 37(2), 147-173.  
*Google Scholar = 125; SSCI citations = 43; Scopus = 41*
- (2) **Siu, W. S.** (2008). Yuan and Marketing: The Perception of Chinese Owner-Managers. *Journal of World Business*, 43(4), 449-462.  
*Google Scholar = 9; SSCI citations = 4; Scopus = 5*
- (3) **Siu, W. S., Lin, T., Fang, W., & Liu, Z. C.** (2006). An institutional analysis of the new product development process of small and medium enterprises (SMEs) in China, Hong Kong and Taiwan. *Industrial Marketing Management*, 35(3), 323-335.  
*Google Scholar = 70; SSCI citations = 18; Scopus = 33*
- (4) **Siu, W. S., & Liu, Z. C.** (2005). Marketing in Chinese Small and Medium Enterprises (SMEs): The State of the Art in a Chinese Socialist Economy. *Small Business Economics*, 25(4), 333-346.  
*Google Scholar = 56; SSCI citations = 23; Scopus = 28*
- (5) **Siu, W. S.** (2001), Small Firm Marketing in China: A Comparative Study. *Small Business Economics*, 16(4), 279-292.  
*Google Scholar = 42; SSCI citations = 15; Scopus = 23*
- (6) **Chau, L., & Siu, W. S.** (2000). Ethical decision-making in corporate entrepreneurial organizations. *Journal of Business Ethics*, 23(4), 365-375.  
*Google Scholar = 83; SSCI citations = 25; Scopus = 23*

### **(4) Details of the impact**

#### Influencing Government Policies and Practices on Local Markets:

Siu worked with the vetting committee of the Tin Sau Bazaar (TSB), set up by the Hong Kong SAR Government with HK\$10 million funding to help grassroots communities sustain themselves. In 2013, he was commissioned to formulate the selection criteria for stall owners and the adopted selection criteria reflect the impact of Siu's expert advice [1]. Siu was also

invited by the Tung Wah Group of Hospitals (TWGHs), a major charitable organization in Hong Kong, to provide marketing and entrepreneurial capacity building programmes and consulting services to TSB stall owners. His significant contribution to TSB has been well acknowledged by the Community Secretary of the TWGHs, the organizer of TSB: *“In essence, your research and advice enhances the design of our training programs... our students, and tenants in Tin Sau Bazaar (approximately 30 NGOs/social enterprises and 152 residents of Yuen Long), were empowered with entrepreneurial skills and knowledge, and provided with valuable opportunity and support in realizing their own small business dreams.”* [3]

From 2016 to 2018, Siu contributed to the “Pathways to Local Markets in Hong Kong” programme of the Hong Kong Council of Social Service (HKCSS) for 9 local markets with 10,000 participants. Siu not only influenced the practices of the programme, but also provided entrepreneurship and marketing training for over 90 owners in the markets. This programme emphasizes the connectedness among the owners and with the community, which reflects Siu’s research on the importance of collectivist value systems, social norms, and being customer oriented in the Chinese context. Siu’s central involvement in this programme resulted in a guidebook published by HKCSS, through which Siu disseminated the practical implications of his research insights to owners. [3]

#### Providing entrepreneurship and marketing skills and knowledge to public and new ventures:

Based on his expertise and contribution to local markets, in 2017 Siu was invited by HKCSS to work on the Small Community Business project [4]. This work draws on his research pertaining to the effects of team/coalition building on entrepreneurial ethics. Siu and his collaborators recommended the establishment of a hub in order to facilitate the development of alliances among small community businesses. This recommendation was accepted by the sponsor JP Morgan Chase, and Siu and others were invited to write a proposal for establishing such a hub to assist small business in another low-income district in Hong Kong [5].

#### Providing expert advice:

Siu’s impact is further supported by his appointment to several public and other bodies. He was recently appointed as a co-opted member of the Hong Kong Government’s Social Innovation and Entrepreneurship Development Fund (SIE) Task Force, set up under the Commission on Poverty to oversee how the \$500 million fund can be used as a catalyst for social innovation [6]. He was a member of the panel of judges of the Hong Kong Corporate Citizenship Award from 2016 to 2018, which recognizes the promotion of social responsibility and ethical managerial practices [7].

Siu’s impact extends beyond Hong Kong, into the international arena. He is a member of the steering committee of BRICKS (Building Research Innovation for Community Knowledge and Sustainability) of the British Council, whose work on the development of global social enterprises spreads across 29 countries [8]. Siu has been recently invited by the Global Entrepreneurship Development Center (GEDC), a non-profit organization registered in Kyrgyzstan, Central Asia, to be a speaker and coach for the International Micro-Enterprise Development Seminar for Kyrgyzstan citizens in Tokmmok and Bishkek [9].

#### Creating a Social Enterprise to Empower Low-Income Women:

Building on his research on entrepreneurship intention and new venture creation, beginning in 2011 Siu has created a social enterprise, Entrepreneurship Workshop Ministry Limited (EWML). Siu trains low-income women in marketing and entrepreneurship skills to enable them to establish businesses selling self-made goods. The Director of EWML has made the following comments: *“Prof. Siu and his works have also inspired EWML to... react and respond much more properly and timely in serving the low income communities...With Prof. Siu’s kind support, our students (approximately a group of 200 underprivileged persons) were equipped with entrepreneurial skills and knowledge, cultivated with positive and healthy psychological mind-set towards business venturing, and provided with valuable opportunity and support in entering into employment or starting their own small businesses.”* [10]

**(5) Sources to corroborate the impact**

- [1] Tin Sau Bazaar – Selection Criteria & Methods in Vetting Committee
- [2] Tin Sau Bazaar – Testimonial by Community Secretary of the TWGHs
- [3] Pathways to Local Markets – Invitation Letter from HKCSS
- [4] Small Community Business Project – Invitation from HKCSS
- [5] Small Community Business Project – Follow-up Project with JP Morgan Chase
- [6] SIE Development Fund – Invitation Letter
- [7] Corporate Citizenship Awards – Invitation from Hong Kong Productivity Council
- [8] BRICKS – Invitation to Co-deliver Guidance Session
- [9] GEDC – Invitation as Speaker and Coach for training and seminar
- [10] EWML – Testimonial by Director of EWML