MASTER´S THESIS

Candidate No: 5

Course Code: BE307E

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How do NGOs Perform Strategic Entrepreneurial Activities to Achieve Competitive Advantage?

Date: 29/11/2022

Total number of pages: 93

NORD University

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Abstract

This study aims at studying the intrapreneurial behavior of non-government organizations (NGOs) through their respective strategic entrepreneurship practices within the organization. The purpose is to study the strategic entrepreneurial activities and performances of NGOs which as a result are supposed to help them achieve and sustain competitive advantage in their organizations. An intrapreneurial/innovative internal environment is considered crucial for maintaining strategic entrepreneurship in an organization. Thus, to build theoretical constructs, theories of strategic entrepreneurship, intrapreneurship, social entrepreneurship, and internal environments' dimensions have been discussed. A qualitative research methodology has been chosen to reach the outcome of this paper. Designated employees from NGOs in Bangladesh were interviewed via semi-structured in-depth interviews for primary data collection. The analysis of the paper leads an insight on the importance of organizations' social value as well. The findings of this paper indicate to NGOs having few vital dimensions of internal environment with improved induction of innovation and sustained strategic entrepreneurship within the organization.

Keywords: Strategic entrepreneurship; Innovation; Intrapreneur; NGO (Non-government organization); Social entrepreneurship; Competitive advantage.

Preface

This thesis paper is written as the final requirement for my master's degree completion at the business school of Nord University (HHN) in Bodø, Norway. The thesis consists of 30 credits with the specialization on 'Innovation and Entrepreneurship'.

I am fascinated by the activities and performances of non-government organizations and mostly that of in the south-east countries. Thus, I decided to apply my academic learnings into this sector's strategic entrepreneurial actions. In order to write and analyze this paper, I have come across a lot of people e.g., my friends, contacts, interview participants to whom I extend my gratitude for their self-less generosity.

I am extremely grateful to my humble and brilliant supervisor, Professor Bjørn Willy Åmo for his constant support through his honest and constructive feedbacks and guidelines. He has been very persistent with my works so that I could deliver a well-researched and meaningful paper. I have learned a lot about research from him and he has my utmost respect and admiration always.

I acknowledge the opportunity and sincere support that Nord University and the professionals working in have provided me by considering my conveniences and knowledge dissemination over this whole period.

Finally, I would like to express my gratitude to my family for their endless support. I am very grateful to my kind father, Mr. Noor Hossain who nurtured and led my dream to pursue higher studies in abroad. I cannot thank enough my husband, Mr. Aftarul Islam for believing in me and being the most supportive partner throughout this journey.

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1. Introduction

This is an introductory chapter discussing the research overview with its problem, the research question, context and purpose. Through this chapter the thesis is to be understood on the base level of the study.

1.1. Background of the Study

This paper is aimed at identifying strategic entrepreneurial differences of local and foreign NGOs which means how they differ in maintaining their intrapreneurship through social, economic, environmental and such sustainable innovations within the organization.

The business environment is constantly and rapidly evolving in today's times. Organizations and businesses need to adapt to the current shift as the environment gets more challenging every day. New perspectives are necessary in the competitive corporate environment. Being strategic and entrepreneurial let the businesses to sync with this competitive environment. The need of managing entrepreneurial resources or behaviors strategically to get the competitive advantage is emphasized by strategic entrepreneurship, which shapes entrepreneurial activity from a strategic viewpoint (Habbershon, Williams and MacMillan, 2003; Takhtshahi and Maroofi, 2017). Strategic entrepreneurship encourages innovation, which helps organizations to improve their operations, boost profitability, and establish a sustainable competitive advantage over their competitors (MIT ID Innovation, 2022). It is not only for-profit organizations but also for non-profitable organizations like NGOs since social entrepreneurs of these NGOs also participate in global challenges through their innovation generating activities. Though the motive behind these innovations is rather socially impactful than profit-making financial goals (Spitzeck, 2010).

Strategic entrepreneurship involves the activities which are taken by firms to exploit current opportunities as well as exploring new advantages or opportunities at the same time which leads to sustaining a firm's capability to create value for the firm over time. *Strategic entrepreneurship* is a new term that is used to frame a firm's efforts to continuously exploit current opportunities while also exploring for new creations and innovations which will function as future competitive advantage. The concept of Strategic Entrepreneurship is kind of new for researchers, academics, and firm managers (Ireland and Webb, 2007). 'Strategy' is related to the organization's long-term developments (Ghemawat, 2002). The long-term development refers to lots of elements like deciding and designing firm's scope, what resources to acquire and how to manage, and developing competitive advantage resources (Hofer and Schendel, 1978). Strategic entrepreneurship assists organizations in their attempts to find the finest opportunities and then capitalize on them using the structure of a strategic business plan. The goal of strategic entrepreneurship is to consistently generate competitive advantages. And this continuous procedure leads a firm to reach its maximum wealth creation (Tülüce and Yurtkur, 2015).

Impactful strategic entrepreneurship assists a business in positioning itself to be capable of correctly reacting to the sorts of severe environmental changes that many of today's firms encounter. Change is an ever-present and increasingly severe issue for today's organizations because of a variety of factors, including worldwide competition and quickly evolving technological advances. If anything, the importance of the challenge to organizational performance that continual change presents is projected to grow in the next decades. According to Ireland and Webb (2007), the reality of ongoing and demanding environmental change may need a shift in businesses' approach to generating and using competitive advantages as a means of achieving superior performance. They also said that this superior performance can be attainable through well strategic entrepreneurial practices within the firm.

Schumpeter (1934) mentions about the importance of innovation and creativity within the organization. In his view, innovativeness is highly involved in stimulating wealth creation. Effective innovations and sustaining these innovations are a factor of a successful and progressive firm. Innovation can be a new addition to the production process, a new service to the customers, new business processes, new supplies, new ways of distribution, entering new markets and so on. However, the innovator of a firm always looks for entrepreneurial opportunities that can be effective for the wealth creation of the firm. The innovator or the entrepreneur is/are the person/s who identify best opportunities for innovations, apply them and then may sustain them or move on to the next innovation. This intrapreneurial process leads an innovator/entrepreneur to achieving strategic entrepreneurship. Strategic entrepreneurship is an imperative theory that suggests that both new ventures and established businesses must be entrepreneurial and strategic at the same time (Hitt et al., 2001).

Social entrepreneurs are indifferent in case of playing role of an intrapreneur. He is not exceptional from a corporate entrepreneur as he also responds to change, be it; social, environmental and/or partly financial too. Social entrepreneurs must play the same creative role when it comes to social demands and concerns. Innovation, exploration, experimentation, and resource mobilization are all processes used by social and corporate entrepreneurs to discover or create opportunities. The way a corporate entrepreneur would approach for strategic entrepreneurship, a social entrepreneur also has to perform similarly but of course with different motives he has in mind for upholding the social issues. Thus, active social entrepreneurs have all the capacity to meet social issues in the same way as corporate entrepreneurs do in what economist Laureate Edmund Phelps refers to as "dynamic capitalism" (Dees, 2007).

Social organizations like NGOs are the major practitioners of social intrapreneurship. They make sure that social needs are met, and global challenges are initiated. To make the societal changes, NGOs perform various business and entrepreneurial activities that cause the strategic entrepreneurial effect. Here, the contribution of NGOs to strategic entrepreneurship has been prioritized.

1.2. Problem Statement

According to Brown and Eisenhardt (1998), the new economic sector is characterized by continual change. For example, the digital revolution is disrupting the basic manner in which businesses do business in order to generate income (Stopford, 2001). As a result of such massive changes, which question the essence of the business model organizations utilize to achieve varied goals, they are curvilinear and complicated (Hitt, 2000). This transition, fueled mostly by new technology and globalization, has resulted in a competitive environment riddled with uncertainty in the business world (Bettis and Hitt, 1995; Ireland and Hitt, 1999).

Whereas strategic management and entrepreneurship evolved largely independently of one another, they both focus on how firms adapt to environmental change and capitalize on opportunities created by uncertainties and discontinuities in wealth creation (Hitt and Ireland, 2017; Venkataraman and Sarasvathy, 2001). As a result, numerous researchers (e.g., McGrath and MacMillan, 2000) have lately proposed for the combination of strategic and entrepreneurial thinking. This thinking is not only limited to corporates but also to social sectors. Along with creating social value, the social enterprises like NGOs have the capabilities to engage into strategic entrepreneurship approaches. NGOs profitable or not works for people, society and the wellbeing of the world. There are people or employees inside the organization who play the vital role of experimenting, creativity and innovation, and thus how these organizations reach the people. NGOs also have to maintain intrapreneurial activities through innovative programs and projects so that the ordinary people can hear them; so that the donors and the social workers can hear them.

The activities that NGOs perform to make societal and global changes exist visibly to us but their entrepreneurial activities as strategies for the business are not quite known. The theory and knowledge based on NGOs' strategic entrepreneurial actions is inadequate. This matter appeared to the researcher as a cry out for theory in the contexts of both strategic and social entrepreneurship.

1.3. Research Objective and Research Question

This paper focuses on identifying the intrapreneurial process of four NGOs. The intrapreneurial behavior of these four NGOs will confirm if they are maintaining strategic entrepreneurship application or not and if yes, then what are their roles, actions and activities in gaining competitive advantage.

To accomplish this objective, this paper will concentrate on an exploratory study with grounded theory approach that will be performed post in-depth data collection from interviews collected from four individual NGOs. In line with the research objective, a research question has been developed which is following-

"How do NGOs Perform Strategic Entrepreneurial Activities

to Achieve Competitive Advantage?"

1.4. Context of the Study

According to Kaufman (2009), Individual and organizational success might be accomplished intentionally, rather than as an outcome of maximum effort at one or more levels of an organization.

NGO (non-governmental organization), commonly defined as a subset of third-sector groups primarily involved in development or humanitarian activity at local/regional, national, and international levels. Vakil (1997, p. 2060) provides a reasonably succinct description of NGOs, stating that they are “self-governing, private, not-for-profit organizations” that are focused on enhancing the quality of life for disadvantaged people. NGOs have existed in various forms for millennia, but they rose to prominence in international development and expanded substantially in the 1980s and 1990s. In Bangladesh, NGOs have created a position for themselves in the gap between society and state, trying to broaden the welfare of the people through grassroots initiatives and development projects ranging from relief and rehabilitation to microcredit lending programs and education to water treatment tactics. In a country where many people are unemployed or jobless, NGOs provide much-needed work options by encouraging small business growth and inspiring and equipping people from historically agricultural societies to pursue non-farm livelihoods. In summary, NGOs play an essential role in collaborating with foreign development partners to supply critical resources to the country during times of destruction/hazards, as well as in conducting health education and literacy initiatives. Few nations have seen as rapid expansion in NGOs as Bangladesh, which has more than 26,000 NGOs registered with the NGO Affairs Bureau till date (ADB, 2008; Edwards 1999). Therefore, NGOs working in Bangladesh have been chosen for this study.

Every company gathers quantitative data on metrics such as profit, return on investment, and shareholder value creation, and these figures allow them to compare their performance to that of competitors. Measuring "success" for a mission-driven nonprofit, on the other hand, is significantly more challenging (Sawhill and Williamson, 2001). However, competitive advantage has also been considered a main factor in recent years to measure the performance well. This way the organizations can be differentiated well enough. In this study, we are choosing competitive advantage as the measuring factor of success. According to Tülüce and Yurtkur (2015), Companies that gain competitive advantages but lose their capacity to spot lucrative entrepreneurial possibilities are unlikely to maintain those advantages over time. The goal of strategic entrepreneurship is to maintain a competitive advantage throughout time. In this regard, Ireland and Webb (2007, p. 50) said, “Strategic entrepreneurship is a term used to capture firms’ efforts to simultaneously exploit today’s competitive advantages while exploring for the innovations that will be the foundation for tomorrow’s competitive advantage.” Often organizations fail to motivate employees in ways that encourage them to seek entrepreneurial opportunities, resulting in a loss of competitive advantage (Day and Wendler, 1998). Furthermore, entrepreneurs may spot and seize opportunities that provide momentary rather than long-term competitive advantages. This most frequently occurs when firm owners mismanage resources, which makes it more difficult to sustain the present competitive advantage (Hitt et al., 2001). Strategic renewal, domain redefinition, sustained regeneration, organizational rejuvenation, and business model reconstruction are the five types of strategic entrepreneurship (Covin and Miles, 1999). All types of strategic entrepreneurship provide one thing in common: they all include the demonstration of organizationally significant innovations used to gain a competitive advantage. Continuous or sustained innovation is what strategic entrepreneurs do. This paper focuses on NGOs' strategic entrepreneurial performance. This study is conducted with hope to bring light on what other NGOs in Bangladesh do in regard to strategic entrepreneurship.

1.5. Purpose of the Study

This study aims at finding the context of strategic entrepreneurial activities of NGOs and then discusses the performance of those activities of both local and foreign ones. The probability of identifying such type of activities is yet not known at this part. But as this thesis moves forward to the theoretical and analytical parts, the projected outcome is supposed to be seen and then analyzed thoroughly with practical implications. This study will offer a clear and pragmatic understanding of the application of strategic entrepreneurship by the chosen organizations.

2. Literature Review

This chapter focuses on the literature that would emphasize on the theoretical background of the research question. The theories will broadly discuss topics: strategic entrepreneurship, social entrepreneurship, intrapreneurship and the inter-connectivity among these.

2.1. Strategic Entrepreneurship

The significance of entrepreneurship, that has been a common topic in recent years, is progressively growing. Not only is entrepreneurship a driving force in development, but so is strategy and strategic thinking, particularly in the context of businesses. To create wealth and compete in today's business world, entrepreneurs and strategic thinkers are required. Under this context, the concept of strategic entrepreneurship, which is the conjunction of entrepreneurship and strategic management, appears in management literature as a unique method. Many researchers in the literature examine the convergence of entrepreneurship and strategic management and argue that entrepreneurship and strategic management are relevant to wealth creation and should be combined. In this regard, the strategic entrepreneurship approach is encountered, which is a new topic in business and management literature. The merger of entrepreneurship and strategic management underpins strategic entrepreneurship (Dogan, 2015).

In present era, the business environment is constantly changing. This environment is getting highly complex, and organizations or firms must adjust to this development. To remain competitive in today's corporate world, new viewpoints are required. Concepts such as hyper-competition power, innovativeness, speed, aggression, adaptability, and flexibility can be used to define today's complicated environment. These ideas are also applicable to the realm of entrepreneurship. As a result, today's businesses must be adaptable, strategic, and entrepreneurial (Dogan, 2015, p. 1291; Genç, 2012, p. 72,73; Christensen, 2004).

Strategic entrepreneurship is a newer concept in management literature. As the corporate environment evolves, new approaches must be outlined. It is also a process that can be found in every management concept (Dogan, 2015).

2.1.1. Definition of Strategic Entrepreneurship

In general, strategic entrepreneurship is entrepreneurial action with a strategic viewpoint and it results from the convergence of entrepreneurship and strategic management knowledge (Hitt et al., 2001; 1997, p. 480; Ireland, Hitt and Sirmon, 2003, p. 966). More precisely, entrepreneurial action from a strategic perspective is beneficial in selecting the optimal opportunities to exploit and then facilitating the exploitation of these opportunities in order to constantly create competitive advantages that lead to maximum wealth creation (Ireland et al., 2001; Hitt et al., 2002). Strategic entrepreneurship is concerned with combining and synthesizing "opportunity-seeking behavior and advantage-seeking behavior" in order to increase wealth generation (Ireland, Hitt and Sirmon, 2003, p. 966). Beyond just helping the company, strategic entrepreneurship may result in improvements that benefit society "through innovative value propositions that better satisfy the requirements of some part, or the entire, of society" (Schendel and Hitt, 2007, p. 1).

Strategic entrepreneurship is dependent on the combination of entrepreneurship and strategic management. Strategic entrepreneurship is the combination of entrepreneurial (opportunity-seeking activities) and strategic (advantage-seeking activities) views in order to design and implement entrepreneurial strategies that generate wealth. Thus, strategic entrepreneurship is defined as "entrepreneurial action conducted with a strategic viewpoint" (Hitt et al., 2001, p. 480; Monsen and Boss, 2009, p. 73). "Strategic entrepreneurship results in superior firm performance" (Ireland, Hitt and Sirmon, 2003, p. 966; Monsen and Boss, 2009, p. 73).

Strategic entrepreneurship emphasizes the need of managing entrepreneurial sources or activities strategically in order to gain a competitive advantage by defining entrepreneurial activity from a strategic viewpoint (Tantau, 2008). Both academic subjects, entrepreneurship and strategic management, are concerned with capitalizing on opportunities and adjusting to change. As a result, one of the most obvious links between entrepreneurship and strategic management is the concept of opportunity. Both entrepreneurship and strategic management are centered on opportunities. It may, for example, be included as part of a SWOT analysis. Companies build value by identifying and capitalizing on possibilities with their own external environment. They then establish a competitive advantage to use them (Kraus and Kauranen, 2009, p. 38, 41), which has now become a concern of many regarding the place of strategic entrepreneurship on the intersection of strategic management and entrepreneurship is that "How can companies succeed creating and maintaining competitive advantage while determining the new opportunities and trying to utilize them?"

(Dogan, 2015, p. 1292). As a result, strategic entrepreneurship is a concept associated with the behaviors of seeking opportunity and advantage that result in the production of value for society, organizations, and/or people (Karadal, 2013, p. 35).

In a brief, strategic entrepreneurship is concerned with how "the behavior of seeking opportunity and the behavior of seeking advantage" will be integrated with the goal of producing wealth (Ireland, Hitt and Sirmon, 2003, p. 966). It is critical to recognize that strategic entrepreneurship is not restricted to large established organizations or the field of corporate entrepreneurship (Monsen and Boss, 2009, p. 74). Likewise, according to, both new and existing businesses should be entrepreneurial and strategic simultaneously, and small and large businesses should realize how to place the combination of strategic entrepreneurship and cooperative innovation for creating wealth (Ketchen, Ireland and Snow, 2007, p. 371)

2.1.2. Relevant Model of Strategic Entrepreneurship in Business

To construct the strategic entrepreneurship as in an innovative and different framework, Ireland, Hitt and Sirmon (2003) identified six important dimensions crucial to wealth creation in business and created the following model.

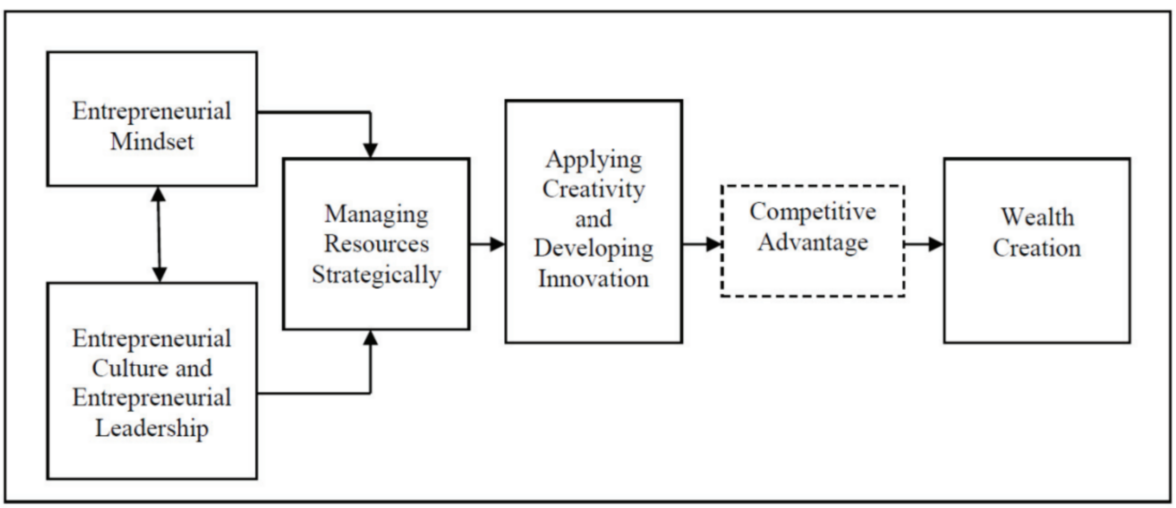

Figure 1: R. Duane Ireland, Michael A. Hitt and David G. Sirmon, “A Model of Strategic Entrepreneurship: The Construct and its Dimensions”, Journal of Management, 29(6), 2003, p. 967.

This figure contains the model of strategic entrepreneurship the way it constructs and also its' dimensions. Moreover, six junction areas between strategic management and entrepreneurship have been proposed. Internationalization, top management teams and governance, innovation, organizational learning, growth, organizational networks, adaptability, and change are some of them. A robust and efficient strategic entrepreneurship model based on these junction areas, capable of providing organizations with a competitive advantage, and consists of four strategic entrepreneurship dimensions, has been proposed. These are an entrepreneurial attitude, entrepreneurial culture, leadership and strategic resource management, and the application of creativity and innovation (Foss and Lyngsie, 2011, p. 9). Recognizing these intersection domains enables entrepreneurs to engage in higher-quality entrepreneurial and strategic activities (Karadal, 2013, p. 37). As a result of these considerations, a strategic entrepreneurship model, depicted in Figure 1, was developed.

Entrepreneurial mindset is fundamentally linked to the capacity to recognize new opportunities, to be on the ball, and to successfully capitalize on such opportunities. Entrepreneurial culture is a state in which new ideas and creativity are fostered, taking risks is welcomed, failure is understood, learning is supported, product, process, and management innovations are defended, and continual change is acknowledged as a source of opportunity (Foss and Lyngsie, 2011, p. 9).

Taking risks, being active in an uncertain environment, discovering opportunities and benefits, adaptability, diversity, competing in complexity, and environmental harmony are all characteristics of entrepreneurial culture. Entrepreneurial culture is concerned with opportunities, demands, and gaps. Briefly, entrepreneurial culture is founded on an assessment of one's strengths, weaknesses, opportunities, and threats, or SWOT. This is a traditional method to strategic management. Entrepreneurial leadership is focused on coordinating sources and guiding them toward the goals. It is a process where the company's abilities are assessed, the environment is assessed, and the emphasis is on long-term expertise-based goals. Strategic entrepreneurship is also synonymous with strategic source management. Strategic management is long-term in nature and is based on the synchronization of sources for long-term aims following an evaluation of the company's strengths and weaknesses, potential opportunities, and threats. Generally, strategic source management is a company's response to environmental demands. Furthermore, it is the process of maximizing the value of the organization's skilled human resources. Nonetheless, being inventive in today's competitive world is a must for businesses from the "creativity" and "innovation" viewpoints. In order to gain and retain a greater competitive advantage, creative conduct is required (Genç, 2012, p. 75).

Creativity is defined as the generation of novel and beneficial ideas in all fields. Creativity is the root of all changes and the beginning of all innovation. In this view, collective and individual creativity is regarded as a beginning point for innovation. The execution of new ideas generated by creativity is referred to as innovation. To put it another way, innovation as a process is the apparent, physical, and substantial outcome of creativity (Iraz, 2005, p. 16,78).

In addition, innovation is described as "the act that endows resources with a new capacity to create wealth." and innovation becomes a distinct tool for entrepreneurship (Drucker, 1993, p. 30). The ability of an entrepreneur, whose primary duty in modern societies is to continually materialize innovations, is measured by his or her ability to create ideas and translate these inventions into actual commercial items (Duran and Saracoglu, 2009, p. 60). By emphasizing the significance of innovation within the context of market dynamics in his research, Schumpeter (1942) hoped to describe a process in which old values are continually destroyed and new ones are generated, resulting in a consistent shift in economic structure "creative destruction". The major force transforming the economic structure from the past to the present, establishing the competition environment within this structure, and determining the competitive power of enterprises is innovation. Companies that offer and implement innovations following the creative process claim that innovation seems to be the only best way to gain a competitive advantage over its competitors, increase the share of profit and income stream, rank ahead of the industry, and leap forward in competition; thus, innovation is the most effective competition weapon if properly acknowledged (Iraz, 2005, p. 83, 84).

As a consequence, firms must consolidate entrepreneurship and strategy with the goal of earning maximum profit. Consolidation of entrepreneurship and strategy will steer organizations towards a successful method for maximal income, expansion, or growth (Genç, 2012, p. 74). An effective strategic entrepreneurship assists businesses in developing relatively durable competitive advantages (Ireland and Webb, 2007, p. 50) and responding to all types of significant environmental changes (Tantau, 2008, p. 79).

2.1.3. Dimensions of Strategic Entrepreneurship

An entrepreneurial culture and entrepreneurial leadership, strategic resource management, and the use of creativity to develop innovations are all important aspects of SE (Ireland, Hitt and Sirmon, 2003, p. 1; Foss and Lyngsie, 2011, p. 9; Tantau, 2011). Strategic entrepreneurship necessitates the development of an entrepreneurial culture or attitude. Risk taking, working in a dynamic environment, seeking possibilities and benefits, adaptability, variability, competing in complexity, and environmental orientation are all characteristics of an entrepreneurship culture. The organization's entrepreneurial conduct is strengthened by culture. An entrepreneurial culture is concerned with possibilities, demands, and gaps. In a nutshell, entrepreneurial culture is based on examining strengths, weaknesses, opportunities, and threats, often known as SWOT analysis. This is the traditional approach of strategic management (Genç, 2012).

Entrepreneurial leadership is the second facet of strategic entrepreneurship. An entrepreneurial leadership theory is based on organizing resources and directing them to their intended destinations. This is a method of focusing on long-term goals, reviewing the firm's strengths, examining the environment's circumstances, and deciding on specialization. A strategic leader affects employees in the pursuit of the firm's goals. It unites employees around the firm's goals (Genç, 2012).

Strategic entrepreneurship is also known as strategic resource management. Strategic management is dependent on the long-term goals for organizing the firm's resources after examining the firm's strengths and limitations, as well as the opportunities and challenges it confronts. Strategic resource management is a firm's response to environmental needs in terms of resource utilization. It also applies top managerial qualities to the firm's activities. It is the act of acquiring the most out of the organization's skilled human resources (Genç, 2012).

Finally, the final pillar of the strategic entrepreneurship method is the use of creativity to produce innovations. In order to compete in today's environment, businesses must be creative. Innovative activity is required to obtain and maintain a better competitive edge. Entrepreneurial innovative activities come in a variety of forms. Tantau (2011, p. 74) states that the entrepreneur is the inventor who implements change inside markets through the execution of novel combinations. The implementation of new combinations can occur in several ways, including: 1) the launch of the new good or quality thereof, 2) the invention of new production method, 3) the entering into a new market, 4) the invasion of a new source of supply of new components and products, and 5) the implementation of any new organization or industry (Tantau, 2011, p. 74; adapted from Schumpeter, 1934; Drucker, 1986; Genç, 2012).

2.1.4. Importance of Strategic Entrepreneurship in Business World

Strategic entrepreneurship is a novel and strategic approach to business. In addition, strategic entrepreneurship takes a more management approach to business. The new strategy promotes entrepreneurship activities and gives them a more coherent aspect. Entrepreneurial competitiveness will increase as a result of a strategic approach. They'll be on the lookout for possibilities while weighing their advantages. Strategic entrepreneurship, according to Ireland, Hitt and Sirmon (2003), combines opportunity-seeking and advantage-seeking behaviors and leads in greater business performance. Strategic Entrepreneurship is also associated with firm performance, and it may be regarded to be a means of achieving excellent performance. Firms can achieve superior performance by improving their profitability or market share through strategic entrepreneurship.

2.2. Social Entrepreneurship

Lately, entrepreneurship researchers have paid greater attention to social entrepreneurship, a subdiscipline within the area of entrepreneurship. In contrast to personal or shareholder wealth, social entrepreneurship entails the identification, appraisal, and exploitation of possibilities that result in social value — the basic and long-standing requirements of society — rather than personal or shareholder wealth (Austin, Stevenson and Wei-skillern, 2006). Social value has nothing to do with profitability and instead entails meeting fundamental and long-standing requirements such as providing food, water, housing, education, and medical care to members of society who need it.

2.2.1. Definition of Social Entrepreneurship

The fact that social entrepreneurship has emerged in both the academic and corporate realms, there is significant debate in the academic literature over its precise definition. The conflict, however, is aligned with comparable difficulties addressed in the broader context of entrepreneurship (Peredo and McLean, 2006). Some essentially various ideas and interpretations of the concept of entrepreneur and the entrepreneurial function exist which are also agreeable on a definition of the field in terms of the entrepreneur is perhaps an undertaking as Venkataraman (1997, p. 120) observed.

Social entrepreneurship is the practice of tailoring one's operations to be primarily linked to the ultimate objective of creating social value (Abu-Saifan, 2012). According to Zahra et al. (2008, p. 118), “Social entrepreneurship encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner.”

Austin, Stevenson and Wei-skillern (2006) identified two forms of entrepreneurship to comprehend social entrepreneurship. Commercial entrepreneurship, according to their concept, is the identification, appraisal, and exploitation of profitable prospects. Social entrepreneurship, on the other hand, refers to the identification, appraisal, and exploitation of opportunities which leads to social value. The capacity of an entrepreneur to identify when there is either supply or demand for a value-creating product or service is reflected in opportunity awareness and identification (Kirzner, 1973).

The emphasis on social value is shared by definitions of social entrepreneurship (e.g., Peredo and McLean, 2006; Shaw and Carter, 2007). Aside from this emphasis on social good rather than private wealth, the concepts of commercial and social entrepreneurship are very same. These parallels underpin Dees' (1998, p. 2) assertion that "social entrepreneurs are one species in the genus entrepreneur." Austin, Stevenson and Wei-skillern (2006, p. 2) describes social entrepreneurship as "innovative, social value producing activity that can occur inside or beyond the nonprofit, commercial, or government sectors." Regarding this definition, two key elements considered are: 1) The term emphasizes the importance of innovation. Social entrepreneurship is probably defined as the use of a new technology or method to generate social value. The emphasis on innovation is compatible with the Schumpeterian perspective of entrepreneurship, which stresses the significance of invention in entrepreneurship; social entrepreneurs may thus be considered social innovators (Casson, 2005). According to Dees (1998, p. 4), social entrepreneurs perform the role of change agents in the social sector through in a process of constant innovation, adaptation, and learning. 2) The term emphasizes the numerous circumstances in which social entrepreneurship may occur. Individual entrepreneurs, new or existing organizations (both nonprofit and for-profit), or governments may all be involved in social entrepreneurship. In other words, there is no one sort of social entrepreneur (Certo and Miller, 2008)

2.2.2. Who Are Social Entrepreneurs?

Dennis R. Young (1986) defined a social entrepreneur as a non-profit entrepreneur who is different than other typical entrepreneurs who are setting new rules in managing the business, they are creating new programs and rendering new services. As Young presumed that this non-profit entrepreneur can be an important factor through government activities/programs or in non-profit sectors as well. Another definition of social entrepreneur has directed them to as leaders who are involved in the private sector and these entrepreneurs have crucial roles on generating 'catalytic changes' focusing on public sector and social issues (Waddock and Post, 1991).

According to Thompson, Alvy and Lees (2000), social entrepreneurs can be successful entrepreneurs, but they need more innovative visions, ideas, management/leadership skills and of course the intention of helping others. So, social entrepreneurs are those who recognize an opportunity to address an unfulfilled need that social welfare will not or cannot meet, and who assemble the required resources (usually people, frequently volunteers, money, and establishments) and utilize them to 'make a difference'. Later he also added that social entrepreneurs are business entrepreneurs who works in the community and care for the motive of helping or contributing to society rather than making profits.

Barendson and Gardner (2004) named social entrepreneur as a 'changemaker' leader. Light (2005, p. 17) established a definition based on some primary assumptions, "A social entrepreneur is an individual, group, network, organization, or alliance of organizations that seeks sustainable, large-scale change through pattern-breaking ideas in what and/or how governments, nonprofits, and businesses do to address significant social problems." An entrepreneur's intent, strategies, goals and long-term purposes were put into spotlight through this definition. However, the 8 basic assumptions that have been made into this definition are:

- Social entrepreneurs aren't always people; they may be small groups or teams of persons, organizations, networks, or even communities working together to generate pattern-breaking change.

- Societal entrepreneurship might entail pattern-breaking ideas in how or what is done to address major social challenges.
- Social entrepreneurs strive for long-term, significant shift.
- Social entrepreneurs may be found in and across all industries.
- To be successful, social entrepreneurs do not need to participate in social business or enterprises or employ market-based techniques.
- As conditions change, the level of social entrepreneurship may and does ebb and flow.
- The amount of social entrepreneurship varies widely among persons and entities. Some social entrepreneurs are more entrepreneurial than others, while others may limit their entrepreneurial activities to a certain program or unit.
- Social entrepreneurs fail at varying rates, which are yet to be quantified. Regardless matter how hard they try to achieve pattern-breaking change, they confront significant obstacles, not the least of which is the inclination of the status quo to fight back against pattern-breaking change (Light, 2005, p. 18,19).

Since this definition allows here to know the characteristics of a social entrepreneur, it can also be discovered that these social entrepreneurs are not only limited to enthusiastic individuals, instead they can also be entities through government programs, non-profits firms, businesses or something that is in between these.

For the last few years, NGOs, the non-governmental organizations which basically are the non-profit organizations with leaders intended to make social changes, have contributed to massive social changes among the needy, helpless, and underprivileged people. These NGOs are not only helping people but also demanding priorities from country leaders to rethink their country policies, environmental developments, educational development with the goal of setting up an equal living place for every people on this earth. Local NGOs operates within a state/village/city and limit their activities within own country. But global NGOs open their branches all over the world and thus operate the activities through various programs in a lot of countries so that they can bring societal or environmental change among more nations. Such global NGOs who have been able to make influential changes among the global society are BRAC, MSF, Danish Refugee Council, ASHOKA, Grameen Bank, Mercy Corps, Save the Children, Oxfam and so on (Lequericaonandia and Sánchez, 2018).

2.2.3. How Social Entrepreneurship is Different?

Social entrepreneurs can identify or create possibilities (Alvarez and Barney, 2007) and start ventures in order to maximize profits, create wealth, or balance social and economic necessity (Elkington and Hartigan, 2008; Perrini, 2006). Such social initiatives can be founded by both independent entrepreneurs and companies (Prahalad, 2006). Since profit- and non-profit-seeking social initiatives create jobs and build the systems and foundations required for development, they have the potential to be a globe powerhouse of economic and social progress.

According to Austin, Stevenson and Wei-skillern (2006), there are at least three basic approaches to distinguish between commercial and social entrepreneurship. First, in terms of overarching mission, new commercial and social businesses vary. Although commercial entrepreneurs are generally involved with making a profit for themselves, social entrepreneurs are more focused on offering societal benefit. Of course, commercial entrepreneurs may create social value while making private advantages, and social entrepreneurs may make private gains while creating social value (Emerson and Twersky, 1996). Regardless of these possible side benefits, these two sorts of companies are driven by quite distinct purposes.

Commercial and social entrepreneurship vary substantially in terms of performance measurement, which is directly tied to their goals (Austin, Stevenson and Wei-skillern, 2006). Performance in commercial entrepreneurship is often judged in terms of revenue growth. Profitability (like ROA and ROE) and sales growth are two examples of financial performance measurements. Since financial success criteria are standardized, entrepreneurs and investors can identify and appreciate them.

Performance indicators for social entrepreneurship, on the other hand, are less standardized and more distinctive to the specific organization. Consider a new enterprise founded to give educational services to youngsters in inner-city areas. How the venture's executives would evaluate performance. Profitability as a performance metric is unlikely to be beneficial because the organization's objective does not entail generating monetary gains. A study designed to analyze the program's impact on kids' test results, on the other hand, may be more beneficial. Furthermore, an increase in the number of kids served may be another sign that the program is well appreciated by the local community. While evaluating the effectiveness of a social business remains challenging, creating tools to assist ease this difficulty is a crucial challenge in establishing the validity of social entrepreneurship as a field of academic study (Mair and Mart, 2006). Our knowledge of how to quantify social value is limited, despite the fact that new metrics exist to measure value in the social sector (Young, 2006).

Finally, resource mobilization differs between commercial and social entrepreneurship (Austin, Stevenson and Wei-skillern, 2006). When it comes to financial resources, maybe the significance of this disparity is most clear. When it comes to attracting financial resources, commercial entrepreneurs have one crucial tool at their disposal: the appeal of prospective profits. Angel investors and venture capitalists, for instance, offer funds to commercial entrepreneurs in the aim of receiving further capital in the future. Human resources, in addition to financial resources, are used in resource mobilization. Commercial enterprises can hire personnel based on the same criterion: prospective profits. When people elect to work for commercial entrepreneurs, they usually do so with the expectation that their efforts will be rewarded financially in the form of pay, perks, future windfalls (i.e., stock options), or any mix of these incentives (Austin, Stevenson and Wei-skillern, 2006).

2.2.4. Practice of Social Entrepreneurship in Business World

According to Sassmannshausen and Volkmann (2013), Social Entrepreneurship and Social Business, inclusive business, enterprises with a social effect, and businesses with a greater purpose are all gaining traction in academics and the business world. The practice of social entrepreneurship through social enterprises or businesses has proliferated in the last few years. Dr. Muhammad Yunus, the founder of Grameen Bank has contributed to the perspectives of other leaders throughout the world who would come forward with social missions.

The primary goal of the Social Entrepreneurship and Social Business is to reduce global vulnerabilities and social disparities. Indeed, these two are developing as practitioners of market forces that play an integrative role in integrating sustainable business models with societal demands, which persist as a result of opportunities created by government gaps. One of the purposes of social entrepreneurship and social business is to eliminate poverty (Yunus, 2010; Barki et al., 2015).

Since government funding are scarce and philanthropic donations are often designated for a certain purpose, social entrepreneurs typically begin their work by creating unconventional ways to generate enough revenue to fund social projects. According to Froelich (1999) and Anderson, Dees, and Emerson (2002), examples of revenue diversification strategies in a nonprofit organization include the development of mission-related businesses, commercial activity unlinked to an agency's mission, mergers with other nonprofits, collaborations with venture philanthropists, and so on. Indeed, Weisbrod (1998) contends that, of all revenue streams available to nonprofit organizations, revenue from commercial activity is the most beneficial to an agency's mission due to its unrestricted nature, and that as a result, this kind of income should be more widely used by nonprofits seeking to maintain their services (Germak and Singh, 2009).

Grameen Bank is an example of an entrepreneurial social initiative created to meet a commercial requirement. Muhammad Yunus and Grameen Bank, co-winners of the Nobel Peace Prize in 2006, have successfully answered Bangladesh's need for economic independence by building a huge system of micro-credit. Muhammad Yunus's Grameen Bank has offered micro-loans of as low as $30 to economically unprivileged Bangladeshis since 1976, assisting 5.3 million individuals to develop credit, support their families, build houses, and achieve economic independence. Historically, since few micro-loans have failed and there is an ever-increasing demand for such loans, Yunus has been able to build his bank to the point where it both profits and benefits the poor—a truly sustainable social enterprise (Norwegian Nobel Committee, 2006). Furthermore, Sappenfield and Trumbull (2006) discuss how Yunus planned to establish Grameenphone, a cooperation with a Norwegian mobile phone carrier that would deliver solar-powered cellular phone service to around 260,000 villages in Bangladesh. Now, Grameen Telecom which is another entity has been operating Village phone program with the help of Grameenphone. Grameen Telecom (GTC) is now the only telecommunications service provider to wide number of rural villages of Bangladesh. GTC has received recognition for its unique Village Phone Program. Village Phone operates as an owner-operated GSM payphone, with a borrower taking a loan of BDT 12,000 (US$200) from Grameen Bank to subscribe to Grameenphone and then being instructed on how to run it and charge others to use it profitably. As of September 2006, more than 255,000 Village Phones were in use in 55,000 villages throughout Bangladesh. This approach has been repeated in a number of other African nations, including Uganda and Rwanda. GTC and its Chairman, Professor Yunus, have received numerous of awards, including the First ITU World Information Society Award in 2005, the Petersburg Prize for "Use of Information Technology to

Improve Poor People's Lives" in 2004, and the GSM Association Award for "GSM in Community Service" in 2000 (Wikipedia and Grameenphone Website, 2021).

From this brief overview of Muhammad Yunus's work, it is clear that social entrepreneurship, when effective, has the potential to ameliorate some societal issues while also spawning other much-needed businesses. Essentially, a social enterprise's economic stability and the availability of revenues allow for commercial expansion, which is uncommon in traditional social work groups.

2.3. What is Intrapreneurship?

Employee initiatives to engage in new business activities are referred to as intrapreneurship. Although intrapreneurship and corporate entrepreneurship are similar, they differ in the following ways. Corporate entrepreneurship is typically described at the organizational level and refers to a top-down approach, i.e. a method that management may use to encourage additional projects and/or attempts to accomplish change from their workforce and organization. Intrapreneurship is about bottom-up, proactive work-related efforts of individual employees at the interpersonal level. Intrapreneurship is a subset of entrepreneurship and so has many essential behavioral qualities with this broad term, such as taking initiative, seeking opportunities, and a sense of 'newness.' At the same time, intrapreneurship falls under the purview of employee behavior, and as such, it is subject to the constraints that a corporate hierarchy and intraorganizational context may impose on individual initiative, as well as the specific opportunities for support that an existing business may provide to a nascent intrapreneur (Bosma, Stam and Wennekers, 2010).

Opportunity perception, idea development, developing a new product or another recombination of resources, internal coalition building, convincing management, resource procurement, planning, and organizing are major actions associated with intrapreneurship. Personal initiative, active information search, outside-the-box thinking, voicing, advocating, taking action, finding a solution, and some degree of risk taking are key behavioral characteristics of intrapreneurship (Kanter, 1988, Lumpkin, 2007).

Intrapreneurship is described as entrepreneurship within a company, referring to an organization's emergent behavioral goals and actions that are associated to deviations from the customary. Intrapreneurial processes take place within any current business, regardless of size. Intrapreneurship encompasses not only the formation of new businesses, but also other creative actions and perspectives such as the development of new goods, services, technology, administrative processes, strategies, and competitive postures. Its distinctive aspects are new business venture, product/service innovation, process innovation, self-renewal, risk taking, proactiveness, and competitive aggressiveness (Antoncic and Hisrich, 2003). Intrapreneurs, according to Pinchot (1987, p. 14-19), are "dreamers who do." As a result, two stages of intrapreneurship may be distinguished: "vision and imagination" and "preparation and emergent exploitation" (Bosma, Stam and Wennekers, 2010, p. 8). An intrapreneur is a person who might be the creator or innovator, but he is the dreamer who looks for ways to turn his idea into a reality (Pinchot, 1987; Duncan et al., 1988).

2.4. Social Intrapreneurs with Strategic Entrepreneurship Approaches

Intrapreneurs are actually the innovators working within an organization. Social innovators are people who are influenced by not only profit maximization but also social and environmental impacts and who thrive to make new innovations. These type of intrapreneurs do not base their entire focus in financial benefits but rather on making real changes into the society. By exploiting businesses' resources and competencies, social intrapreneurs generate innovations that are both socially and commercially favorable. The social intrapreneurs view the global challenges that occur now and then as great opportunities to work with (Spitzeck, 2010). There are four types of social enterprises those work with social motives (CFI Team, 2021). These enterprises can either be involved with innovation within the enterprise or not, when the employees practice innovation they are called as social innovators or intrapreneurs. In case of these innovations, the primary goal of social firms is to make societal impacts rather than other goals of intrapreneurship like financial gains, personal authority/power, sense of achievement etc. (Spitzeck, 2010). If the innovation of these social intrapreneurs in the firm remain constant (Ireland and Webb, 2007) which means the thirst for development/entrepreneurship is continuous then this process is termed as Strategic Entrepreneurship. Strategic entrepreneurship can be from different aspects: domain redefinition, strategic renewal, sustained regeneration, organizational rejuvenation and reconstruction of business model (Covin and Miles, 1999).

Social intrapreneurs also act based on dynamic capabilities like sensing and shaping opportunities and then seizing those opportunities if those are associated with the goals linked to social mission.

Dynamic capability refers to the ability of an organization on intentional creation, expansion and alteration of the organization's resource base. This particular resource base can contain the business tangible, intangible or human resource or even the capabilities that the organization already has with control and access over (Helfat et al., 2007, p. 4). According to Wang and Ahmed (2007), dynamic capabilities contribute to a company's behavior orientation that strives for integration, redesign, update, and develop new materials as well as its key competencies, and, most crucially, modernize and reconstruct in reaction to the environment's transition acquire and retain a competitive advantage. As Spitzeck (2010, p. 6) says, "Putting the capabilities and resources of major transnational corporations to good social value profitably is exactly what Social Intrapreneurs do." Social intrapreneurs put the dynamic capabilities and resources of big transnational firms into profiting beneficial social value. Spitzeck called the process of identifying and continuing as a social intrapreneur as the 'Yunus Inside'. Here, he also mentioned the example of Professor Muhammad Yunus. The potential of innovation in facing societal constraints and then smartly taking up actions to eradicate them gradually has been an amazing demonstration of social intrapreneurship set by Muhammad Yunus. Since social entrepreneurs face the same obstacles as described above, they must first establish the appropriate infrastructures and organizations. The benefit of a social intrapreneur, or the 'Yunus Inside,' is that capabilities and infrastructures already exist; all they need to do is put them to use. These self-appointed innovators bring bottom-up change to established firms by using a firm's capabilities for social benefit. They incubate and deliver business ideas that benefit society as well as the bottom line. They make use of the "sweet spot" between economic demands and environmental imperatives (Spitzeck, 2010). However, to maintain the continuous innovation and strategic entrepreneurial behavior in the firm, the social intrapreneurs also have to be in the right organizational eco-system.

According to Stokvik, Adriaenssen and Johanessen (2016, p. 351), "If an organization aims to develop strategic entrepreneurship and increase intrapreneurial intensity, it should develop an intrapreneurial culture." So, according to this theory, if a social enterprise also wants to nurture as an intrapreneur, it must establish an intrapreneurial culture too. This way the organization can achieve strategic entrepreneurial attitude among the employees and thus can sustain innovation along the way.

2.5. CEAI and SCES Dimensions

According to Morris, Kuratko and Covin (2011), an organization's internal work environment is supposed to be promised with strategies taken by managers who would prompt for sustained innovations and initiations within the organization. Kuratko, Hornsby and Covin (2014) and Kuratko et al. (2017) identified some key antecedents for an organization to establish social corporate entrepreneurship and create social values. Kuratko, Hornsby and Covin (2014) previously mentioned five major dimensions of the CEAI (Corporate Entrepreneurship Assessment Tool) and later added four more factors to this CE model to further explain the social value of organizations in association with corporate entrepreneurship.

Kuratko, Hornsby and Covin (2014) explained that they discovered these internal organizational dimensions which are supposed to be supporting and promoting an environment for innovation. This can be a support for 'continuation of innovation' or as previously mentioned 'Intrapreneurship' in an organization. In this way, managers can ensure healthy internal working environment for the employees and thus can induce innovative and entrepreneurial behaviors among them.

2.5.1. CEAI Dimensions

For measuring the entrepreneurial behavior of an organization, Kuratko, Hornsby and Covin (2014) established five antecedents: 1) Management support, 2) Work discretion, 3) Rewards/Reinforcement, 4) Time availability and 5) Organizational boundaries, which are crucial predictors of entrepreneurship level within an organization. These dimensions are framed into an analytic tool, Corporate Entrepreneurial Assessment Instrument (CEAI). This tool is one of very few research-based instruments that attempts to assess a company's cultural competence for entrepreneurial activity. The CEAI's validity and application for corporate entrepreneurial preparedness provide an ideal foundation for including specific characteristics reflective of social entrepreneurial behavior and constructing a new scale of "corporate social entrepreneurship" (Kuratko, Hornsby and Covin, 2014).

2.5.2. SCES Dimensions

A distinct statutory organizational category known as for-benefit companies has even emerged because of the explicit focus on the growth of social value that has increased over the past ten years both for-profit businesses and nonprofit organizations. The social value is as distinctive as financial value is. Thus, social value is susceptible to ongoing changes in the external environment of the company. These changes bring in possible opportunities and threats to the company. While corporate entrepreneurship creates space for financial value, the importance of social value occurs as a new vital factor to corporate entrepreneurship strategies. So, there was a new need for a right measurement tool that could verify the social value of firms. Since there is lack of any proposed tool for organizations to measure their social value, Kuratko et al. (2017) strikes again with a new instrument which can measure not only the organizational antecedents relevant in yielding financial values but also in creating social values. Basically, this instrument is just the extended version of CEAI tool. This tool is named as Social Corporate Entrepreneurship Scale. This scale provides new essential dimensions for identifying and exploiting social value-bearing opportunities. The extended dimensions in this scale are: 1) Management Support, 2) Work Discretion, 3) Rewards/Reinforcement, 4) Resources, 5) Organizational Structure, 6) Social Proactiveness, 7) Stakeholder Salience, 8) Governance and 9) Transparency. Kuratko et al. (2017) claim that their new scale provides a way to gauge those perceptions since sustained efforts in generating social in addition to financial value rely on each members' willingness to engage in innovative behavior based on their favorable perceptions of the essential organizational preconditions for social corporate entrepreneurship (Kuratko et al., 2017). In other words, managers may assess whether staff believe the internal environment supports social corporate entrepreneurial activities using the new scale. This instrument is considered most crucial since this can measure the NGOs value. Since the chosen organizations for this research are NGOs, the matter of social value creation remains significant.

2.6. Conceptual Framework/Model

Considering the theoretical background of this thesis, a framework or model has been developed that shows the functionality of a social firm’s intrapreneurial ways through strategic entrepreneurship in gaining competitive advantage. The success of an NGO is explained through the following model as in how an innovator or intrapreneur (self or employee) uses the social firm’s dynamic capabilities with his intrapreneurial thinking and thus identify and exploit an opportunity. This behavior or activity then channels with the CEAI dimensions (Kuratko, Hornsby and Covin, 2014) which outcomes the competitive advantage of the firm. Then it further integrates the SCES dimensions (Kuratko et al., 2017) and thus creates social value for the organization. Since this research's organizational focus is NGOs, so social value remains a factor. When this type of action is continued after one or more implementations, the behavior is taken as sustained strategic entrepreneurship. This whole process indicates to competitive advantage is achieved through strategic entrepreneurial behavior, based on assumptions conducted from theories.

In the following research model, an innovator (self-appointed or an employee) of a social enterprise makes an intrapreneurial intent utilizing the dynamic capabilities of the organization, which leads him/her to identify, explore and finally exploit a potential opportunity in a preferable and flexible intrapreneurial environment (mix of CEAI and SCES dimensions) of the organization. By doing this, he/she obtains competitive advantage for the organization which also brings in the organization's another motive which is 'Social value'. And, when this process is a thorough, extended, and continuous practice in the organization, it means the organization has sustained strategic entrepreneurship.

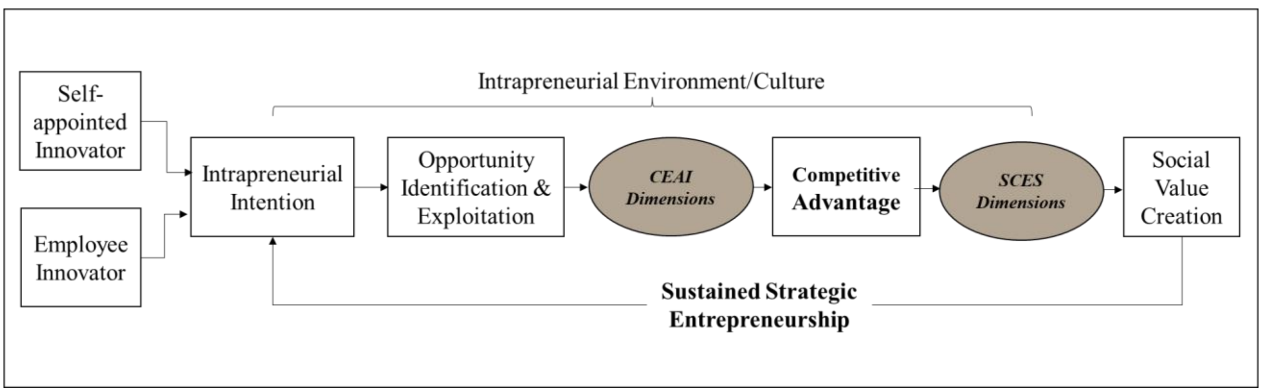

Figure 2: Research Model

3. Methodology

A researcher's research design is the framework for the methodologies and strategies he or she will use in doing research. The design enables researchers to focus on research methodologies that are appropriate for the topic matter and ensure the success of their investigations. In this chapter, the presentation of research methods of this paper is discussed aiming to receive the answer to the research question and thus reach the goal of this thesis paper. Keeping the mission in mind, the chapter has been presented through explaining the philosophical foundation, the research design, data collection and analysis methods used for the thesis research.

Qualitative research methods have been chosen for this research. Both primary and secondary data have been used for study. Four top management personnel have participated in in-depth interviews to support the researcher's goal. These interviews are the primary data source while secondary sources include respective NGO's annual reports, their websites and other relevant literatures as well.

3.1. Philosophical Foundations

Research philosophy seems to be the process of determining the best research technique based on the agreed-upon research strategy for data collection and analysis, which occurs early in the research process, the research methodology taken into account as the basic notion of portrayal of work acquired from consumers or employees and transformed from research case study. Research philosophy is involved in all forms of understanding creation in research studies, it is also able to represent the norms and study hypotheses. Each study should include the research methodology, which is the first topic of the research. To ensure the development of acceptable quality and study findings, the researcher should be well-versed in research philosophy (Easterby-Smith et al., 2021). The scientific research paradigm, according to Gliner and Morgan (2000), is the strategy or way of thinking about the research, the process of doing it, and the technique of implementation. Easterby-Smith, Golden-Biddle and Locke (2008) identify three essential elements of the scientific research paradigm, or three approaches to understanding research philosophy. The three paradigms: positivist, constructivist, and critical which differ in ontological, epistemological, and methodological elements are also frequently included in academic paradigm categorization.

Hermeneutic Constructivism philosophy approach holds that the primary behavior and attitude or attitude toward the world that every person attributes is one of understanding (Peck and Mummery, 2018). Hermeneutic approaches are often particularly fit for interpreting empirical data from a study and then incorporating them towards a theoretical framework. So, for a qualitative study like interview, hermeneutic constructivism paradigm is set on so that relativistic reality can be socially or experimentally based through hermeneutic philosophical approach.

3.2. Context

This chapter states the thematic background of this research which are: NGO sector and the different scenarios of Bangladeshi and International NGOs.

3.2.1. NGO Sector

There are an overwhelming number of names used in the field of NGOs. While ‘NGO’ is a commonly used phrase, there are several other terms that overlap it, including nonprofit, volunteer, civil society and development organizations. In many instances, the usage of several words is not an indication of descriptive or analytical rigor, but rather the result of the many histories and cultures in which ideas about NGOs have developed. NGOs have been around in different forms for centuries, but in the 1980s and 1990s they gained significant significance in global development and sharply surged in number. Due to the lack of thorough or trustworthy information, it is challenging to determine the exact number of NGOs. If official and unofficial groups are included, some puts the number at a million, but the actual number of licensed NGOs receiving foreign money is likely near to million (Lewis, 2010). The United Nations Development Program estimated that there are roughly 40,000 NGOs in the world, along with hundreds of thousands of community-based groups but figures on the number of NGOs globally are inadequate (APA). A non-governmental organization (NGO) is a subgroup of third-sector groups that focuses on local, national, and worldwide development or humanitarian activities. Vakil (1997) provides a helpfully succinct definition, stating that NGOs are "self-governing, private, not-for-profit enterprises that are aimed toward raising the standard of living for disadvantaged people" (Lewis, 2010; Smillie, 1995).

3.2.2. The Situation in Bangladesh

According to the 2019, Human Development Index published by the United Nations, Bangladesh is a country with an intermediate level of human development, coming in at number 133 out of 189. In the belief that certain change will at least offer a satisfying resolution to conflicts that weren't earlier accessible, NGOs are taking part in grassroots legal reform in Bangladesh that targets and empowers the most disadvantaged segments of the people. The 1940s and following decades saw a number of natural calamities and political unrest in Bangladesh, which served as the catalyst for the growth of what is currently one of the leading NGO sectors in the world. In addition to delivering education programs and literacy and health related activities, NGOs play a crucial role in collaborating with foreign development partners to supply valuable resources to the nation during times of crisis. Due to the legal void that prevents weaker groups from enforcing their rights, NGOs in Bangladesh are now playing a wider range of roles in tackling legal and political challenges outside of their usual areas of expertise, such as bolstering economic and social initiatives. Locally, NGOs are collaborating with foreign assistance organizations like the US Agency for International Development to promote traditional conflict resolution and mediation processes in rural communities. This strategy is becoming more popular in developing nations where customary law still rules (ADB, 2008). For flexible internal working environment within NGOs, the NGO employees primarily recommend developing compatible legislation and norms, uniting all NGOs under a single regulatory framework, enhancing cooperation and coordination between all parties involved in this sector, increasing credibility and visibility in NGO activities, providing more training, ensuring the welfare and wages of NGO employees, implementing computerized knowledge banks, etc. (Hasnain, 2013). There is a difference between the motives of a charity worker and an NGO employee. Since in Bangladesh the earnings of NGO staffs are dependent on the survival of their NGO, they are interested in helping the organization succeed as well as outcomes in addition to reduced poverty. While the NGO staff acknowledges that trying to carry out their charitable mission involves significant challenges, these challenges are identified as organizational in nature and the result of an inadequacy of insight between project funders (in the end, international donors) and the ordinary employees on why this is necessary for the employees to be eligible to work in accordance with their set norms (Arvidson, 2008).

3.2.3. International NGOs' Scenario in Bangladesh

As of 2016, 2,457 NGOs have been officially registered as NGOs operating with foreign grants. NGOs with foreign funding are a diverse mix. Organizational structures, funding sources, job areas, goals, and available manpower and material resources all varied greatly (Muhammad, 2018). Several local NGOs in Bangladesh operate with the assistance of reputable international NGOs. These NGOs have grown more powerful and are interfering in many domestic issues in Bangladesh. Numerous international NGOs, including Oxfam, Caritas, World Vision, Greenpeace, Save the Children, Amnesty International, and Transparency International, exert pressure on our government to carry out their agendas in addition to influencing local NGOs' operations. The International NGOs (INGOs) prefer to work in their own pathway. Rather than adopting local employment norms, the INGOs apply their respective policies and procedures, that occasionally causes uncertainty in the local labor market. This involves approaches to financial, legal, human, and other resources as well. To regulate the NGOs operations, the government of Bangladesh implemented regulations through the official regulatory body NGO Affair Bureau. And the NGOs with the foreign grants and international ones also fall under this authority's monitoring umbrella (Hassan, 2015). Collaborations involving foreign teams facilitate operations and effects, which include control on the local governments or other international entities like the World Bank (Florini and Simmons, 2000; Keck and Sikkink, 1998). Due to these partnerships, NGOs run the risk of being perceived as the agents of foreign political, religious, and cultural agendas (Bratton, 1989). In addition, it is simple to grow reliant on resources which cannot be maintained locally. Relying on outside resources and principles can damage an NGO's reputation and credibility in the perspective of both supporters and detractors, undermining the potency of the organization as a development accelerator (Brown and Kalegaonkar, 2002).

From the above statements, it is evident that there are many differences in the activities and performances of local and foreign NGOs in Bangladesh. They all follow their own policies and pathways. So, this research's supportive literature which is basically not originated from this country or Asia or South-Asia region, requires to be more relevant in terms of judgement of the cases chosen for this study, which is why a thorough qualitative study can be a fit as this study's research type. A qualitative study can further unveil the true necessities of the theory already explained and the theory that is actually required.

3.3. Research Design

The specific requirement for case studies stems from the need to comprehend intricate social processes. The case study approach enables researchers to conserve the comprehensive and significant aspects of real-life occurrences (Yin, 2002; p. 4). According to Yin (2002), a case is a contemporary phenomenon relying within its' actual or real-life context, notably when the distinctions delineating a phenomenon from its context are indistinct and the researcher has limited influence over the phenomenon and context (p. 13). A case study is an empirical investigation that examines a case or instances meeting the criteria outlined above by addressing the "how" and "why" issues pertaining to the phenomena of interest (p. 14).

So, to address the phenomenon in-depth and real-life context of this study, a case study approach (Yin, 2002) has been chosen which will clearly distinguish the theoretically established phenomenon and real-life context of the four NGOs represented as cases within this study. The case study approach will enable in-depth designing and empirical analysis of the strategic entrepreneurial behaviors of the selected cases.

3.4. Data Collection

The sampling method that is more suitable for qualitative research is purposeful or judgmental sampling, especially when participants are chosen for specific conditions. When choosing examples for this sample process, an expert's opinion is used, or the researcher chooses cases with a particular goal in mind. In three different case study scenarios, purposive sampling is helpful: (1) if a researcher seeks to choose distinctive, particularly instructive cases; (2) if a person seeks to choose members of a hard-to-reach, specific population; and (3) if a researcher chooses to narrow down specific case categories for in-depth research. Instead of attempting to generalize the results, the goal is to get a better insight of those specific sorts of cases (Neuman, 2009; Ishak and Abu Bakar, 2014). This paper's study is similar to that of the 3rd option. By using Purposive sampling, this study has been conducted. Likewise, the 3rd option researcher, this study narrowed down to considering participants with all of the following criteria:

i. Citizen of Bangladesh who are also currently working in Bangladesh,
ii. Employed in NGOs, which are actively engaged with development activities in Bangladesh (national or foreign),

iii. Designated as middle-managers or higher working authorities (Department Head or such),
iv. Decision makers and problems solvers within the organization,
v. Participates on intrapreneurial/innovative activities of the organization.

By categorizing and combining the criteria, four participants were found to be interviewed for the data collection of this study.

3.5. Interviews as Data Collection Method

A major and excellent qualitative research approach is the interview, which allows the researcher to gather information straight from the participants. Interviews are important in revealing perspectives, experiences, values, and numerous other factors of the individuals being studied. They are typically used in conjunction with other research methodologies like surveys, focus groups, and others (Showkat and Parveen, 2017).

This study has been performed based on In-depth interviews. An in-depth interview, sometimes referred to as a one-on-one interview, is an effective way to gather more specific information or a thorough grasp of a topic or concept. In-depth interviewing is also known as qualitative interviewing since it is regarded as a qualitative approach of primary data collecting. This paper’s primary data also originate from the four in-depth interviews taken from the participants. The majority of in-depth interviews are lengthy, one-on-one conversations held in order to accomplish specific aims. An in-depth interview fosters and incentivizes participants to talk extensively about the topic. When conducting an in-depth interview, the interviewer is flexible and persistent and asks the interviewee the questions out loud while recording the responses. In-depth interviews may also come in a variety of forms. Instead of using simple questionnaires or rating scales, in-depth interviews are conducted to elicit more detailed data as to the interviewee's experience and perspective. One of the most significant advantages of an in-depth interview is how much it helps to unearth more specific and in-depth data than other data gathering methods like surveys, despite being more efficient and less regimented. In contrast to other interview forms, these are in-depth interviews with people that are often performed from a small number of participants (Showkat and Parveen, 2017).

There are three fundamental methods of doing qualitative interviews (Patton, 1987). These include the typical open-ended interview, the general interview guide technique, and casual conversational interviews (Showkat and Parveen, 2017). For this paper's thorough analysis and further investigation, an interview guide (see appendix A) and a consent form (see appendix B) were made by the researcher. Then it was approved by the NSD (Norsk Senter for Forskningsdata). The interview guide was then approached with the chosen specific questions followed by open-ended questions as the conversation continued. The interviews served as the main data collection tools of this paper's qualitative research.

3.6. Conducting Final Interviews

The initial choice for the interviews' informants were middle managers. But as the opportunities of interviewing the higher positioned individuals in the reputed NGOs arrived, the researcher grasped this golden opportunity. This opportunity led to gathering information much more than expected. In total, 4 interviews were conducted. All of the informants were contacted through phone calls and emails for the appointments. On the appointed days, the interviews were done face-to-face with first 3 interview participants at their offices in the respective NGOs. The 4th participant was away from the researcher's destination at the time of the interview. So, the 4th interview was conducted via an audio call on Zoom meetings application. The length of the interviews varied from 30 minutes to 2 hours as the participants wished to speak. Before conducting interviews, the consent forms were read and signed by them. All of the interviews' audio were recorded at that moment. Then the researcher transcribed all the interviews in written form for further analysis.

The interviewed participants are designated at different positions in the respective non-governmental organizations (NGOs): CCDB, Traidcraft Exchange, BRAC and SwissContact in Bangladesh. Their descriptions are discussed in the following:

1st Interview Participant or IP-1: **IP-1** is the Head of CPRP (Comprehensive Poverty Reduction Program) of the faith-based NGO in Bangladesh which's name is CCDB (Christian Commission for Development in Bangladesh). He has been working in CCDB since 1995. He studied in agricultural and development background. Though he is responsible for monitoring and working on poverty reduction, food security and livelihood program activities, he has particpated in almost all program areas of CCDB. So, his innovative expertise, knowledge and 27 years' experience is invaluable in the history of CCDB.

2nd Interview Participant or IP-2: **IP-2** is the Country Director of the UK based NGO Traidcraft Exchange's Bangladesh program. Since 2004, he has been in Traidcraft Exchange. He has worked for both INGOs (International NGOs) and corporate organizations for long 30+ years; both in Bangladesh and abroad. He holds prestigious degree from business background. With his excellent educational background, experienced skills and innovative and useful expertise, he demonstrated fine-working experience in 'Trade & Development' sector. As a country director, he oversees and participates in all program activities of Traidcraft Exchange Bangladesh.

3rd Interview Participant or IP-3: **IP-3** is Deputy Manager of Market Outreach and Communications at the Health Enterprise of the famous local NGO BRAC. He also worked on the previously called HNPP which has started its journey as the Health Enterprise on April 2022. He has educational background on Pharmacies. Their research started while being on HNPP (Health, Nutrition and Population Program). They did research on this idea of enterprise for around 3 to 4 years. Currently they are a team of 6 members. The number will be 23 ultimately based on head-office team. They have 20 to 25 health centers and in each center, there will be mostly around 60 people.

4th Interview Participant or IP-4: **IP-4** is working as sector manager in Swisscontact Bangladesh. She did her academics on Business with the focus on Management from prestigious University of Dhaka. She has over 13 years' work experience in the development sector. Her program's name is 'B-Skillful' (Building Skills for Unemployed and Underemployed Labour). In this program, they work in 3 sectors: light engineering, furniture making and leather boots. This is the 2nd phase of the program and the duration is of 4 years. This started in 2020 and they aim to work with 800 enterprises until August 2024.

3.7. Data Analysis

The procedure of describing, categorizing, and connecting phenomena with the researcher's concepts is known as qualitative data analysis. Initially, a thorough description of the phenomenon under research is required. Then a theoretical foundation must be constructed, and the data must be categorized in order for the researcher to be capable of understanding and report the findings. Concepts can then be developed and linked to one another after that (Dey, 1993).

In this paper, the researcher made a thematic analysis which appeared as a systematic method. This method allows the researcher to arrange research in a linear fashion as in collecting data and analyzing data concurrently (Lacey and Luff, 2009). This method benefits by saving time and letting the researcher to focus diligently on the whole part of qualitative data analysis.

i) Here, for the analysis, the researcher first transcribed the tape-recorded semi-structured interviews. Then according to the cues, the relevant data were highlighted with necessary notes. Then the data were read repetitively to be familiarized with same information in all interviews.

ii) Then a thematic framework was developed from the *priori* learned from the CEAI tool used in the later analysis (see Chapter 4)

iii) In this stage, the researcher used textual codes (the antecedents of CEAI tool) and further invented few more codes as in sub-elements like adapting new methods, freedom for creativity and autonomy etc.

iv) Then the researcher used headings from the thematic framework, created thematic tables (see table 1, 2 etc.) and put the relevant data from each interview under each main and sub-category.

v) After all the thematic presentations, a cross-case analysis of the overall information was presented for the visual display of the final analysis and discussion of interpretations.

After all the interpretations and analytical results, the researcher draws the revised research model of this paper.

3.8. Validity and Reliability

During qualitative research, "the researcher is the instrument," whereas the credibility of quantitative research rests on the design of the instruments (Patton, 2002, p. 14). Therefore, it appears that when quantitative researchers discuss research validity and reliability, they often refer to research which is credible, but the credibility of a qualitative study relies mostly on researcher's skill and effort. In qualitative research, reliability and validity are not considered independently, unlike how they are in quantitative studies. Instead, words like credibility, transferability, and trustworthiness are employed, which incorporate both.

Yin (2002) said that case study researchers must ensure construct validity (by triangulating various evidence sources, chains of evidence, and member checking), internal validity (by employing tried-and-true analytical methods like pattern matching), external validity (via analytic generalization), and reliability (via case study guidelines and database systems). In this paper, the Yin method has been applied and it promises to rely on these tests which are crucial for the data validation of the case study. The internal validity was checked by data rereading and comparison of the interviews with each other. For the construct validity, the data were checked with that of their own data in their websites and other online platforms. The overall data validity was also achieved through the trustworthiness test. Lincoln and Guba (1985) stated that validity does not exist if there is no reliability. So, the test of validity and reliability are interconnected with the issue of trustworthiness (Seale, 1999). For the reliability with the trusted contacts, an official agreement was also signed by the researcher on the arrangement of the 1st interview, which was a requirement for the organization's management process for any external research works. This was successful as in the researcher was able to inquire more data from the organization even after the completion of the interview. The audio recordings can be disorganized due to technical errors and forgetful misinformation. Thus, the data were reviewed, corrected and rearranged by the researcher according to consequential accuracy.

3.9. Research Ethics

A researcher must consider any unfavorable consequences the study may provide regarding any of the subjects. Although the researcher will undoubtedly make every effort to foresee any potential ethical problems, unanticipated negative consequences may still arise, where in case the study ought to be stopped or adjusted. Researchers must also think about the process by which they intend to protect the participants' confidentiality and anonymity. While evaluating the study's findings, researchers have to make every effort to uphold moral principles (Dooly, Moore and Vallejo, 2017).

The interview participants willingly participated in the interviews with maintaining the code of conduct of their respective organizations. No returns or rewards were offered or received for their kind participations. Only one of the participants wished to receive a copy of this thesis paper after the completion and submission which will be very much appreciated. Though all the participants did not hesitate to share their identities but in order to protect their perspectives and opinions and the respective organizations' management, their names are kept confidential in this paper. Their consent and their rights are clearly mentioned in the consent papers they signed. The researcher will ethically maintain and anonymize their data, and will not publish the data elsewhere for self or else purposes. As an ethical guidance, the consent form was prepared accordingly and was also approved by the NSD.

4. Findings

This chapter focuses on the empirical findings or results from the research that have been conducted. The interviews are brought into the light of some very important dimensions that Kuratko, Hornsby and Covin (2014) and Kuratko et al. (2017) identified as antecedents for an organization to establish social corporate entrepreneurship and create social values. In this chapter, CEAI and SCES dimensions are supported and further explained in the context of each of the interviews. The goal is to unfold the factors that can provide answer to this paper's research question.

4.1. CEAI Dimensions

Kuratko, Hornsby and Covin (2014) introduced five internal organizational dimensions: 1) Management support, 2) Work discretion, 3) Rewards/Reinforcement, 4) Time availability and 5) Organizational boundaries. According to their research, these five dimensions are found as vital antecedents necessary for constructing an innovation-friendly internal environment. Corporate Entrepreneurial Assessment Instrument (CEAI) is an analytical tool to explain these dimensions. The CEAI tool evaluates the extent to which employees within a company view the five dimensions as fundamental to creating an atmosphere that supports individual entrepreneurial activity. A corporate entrepreneurial strategy must be considered with the importance of being able to recognize and assess an organization's internal environment towards entrepreneurial activity. CEAI is an excellent tool that can benefit organizations' entrepreneurial activities immensely (Kuratko, Hornsby and Covin, 2014).

Since this research has been conducted based on thematic framework, this paper has concentrated on the themes of the interviews. The case study research approach let the researcher distinguish between the theoretically established CEAI tool and real-life contexts received from the interviews. First, the CEAI tool for each dimension was studied. Then, the interviews were read again for dialogue/quote cues that falls under each dimension. So, the dimensions are seen as main elements. Then the researcher decided to categorize those selective quotes from the interview more particularly to make the analysis thorough. So, the main elements were then divided into some sub-elements or sub-sections and then the supportive quotes were assembled to explain the assessment better under each element and sub-element. Each sub-element's name was discovered according to the CEAI tool's assessment and the similar/related hints from the interviews.

4.1.1. Management Support

It has been discovered that top management support has a significant impact over an organization's innovative results. Here, top management support indicates to the degree to which one believes that top management supports, facilitates, and promotes entrepreneurial behavior, such as embracing and instilling new ideas/innovations and giving the employees right kind of resources (e.g., financial, institutional, skills etc.), based on what these employees will take entrepreneurial actions (Kuratko, Hornsby and Covin, 2014). In this case, the human resource hierarchy is not same in all types of organizations. The sub-elements researched under the category of Management Support are: Adapting New Working Methods, Management's Awareness & Innovation Experience, Resource and Managements Action, Organization's Support in Risk-Taking Behavior and Failure-Acceptance and Sharing Ideas to Other Employees.

- **Adapting New Work Methods**

The management's support in initiating and adapting new work methods add value to organization's entrepreneurial behavior. While **IP-1** commented about touching other sectors for the need of more scopes of development, he also mentioned about this system they created for the people they serve where everyone is welcomed to participate and make their own planning for their development, because only they will understand their requirements and he adds *"..we started the PPP (People's Participatory Planning) process and then the total thinking process of CCDB had changed"*. **IP-1** also said they later conducted this whole process into a comprehensive program through which all sectors (Poverty, gender, employment etc.) will be worked on altogether. Then **IP-2** said about a new innovative word they invented to work with skillful people. He said *"…we started incentivizing 'Community Waste Management System*" which is about making new innovation within existing project and introducing the idea of circular economy in Bangladesh throughout their prospective project by which they intend to make peoples' lives better. **IP-3** discusses his intention to go into mental health awareness opportunities through his heath enterprise activities. So, be it a new work method, process or an entire new type of project, these 3 organizations show their interest likewise.

- **Management's Awareness and Innovation Experience**

Top management's awareness about new techniques and their experience in innovative works is also seen as a major factor. **IP-1** himself involved in various developing projects being the Head of a department. He is the innovator within the NGO and also introducing globally trending ideas like banana fiber projects in Bangladesh. But he also speaks about his hurdles with extra pressure and getting no answer from donors in midst of working on projects. The extra pressure he passes on by hiring new skilled employees in the field sector who help him without bothering always. HE said, *"My main objective is to design and develop the program…the team will be able to effectively implement the program without minimum support system"*. **IP-2** also commented on this matter, as he said he monitors all the activities in the organization while there are people appointed to do their own activities. He said, *"the idea is generated locally from the people we work for"* which means their thinking of ideas and innovation arises from post-work learnings they receive from people they work for.

- **Resources and Management's Actions**

In case of urgencies, the management must make sure enough resources and take necessary actions. **IP-1** says that all arrangements are taken care of by the management but the problem they face when the donor makes late payments, at that time the works are handled by self-funds. **IP-2** also talks about facing problems in getting funds from donors since it's a long time-consuming process and pleasing the donors with innovative ideas is a big factor too. The most positive answer was from **IP-3** who said they have a privilege of having a 'Social Innovation Lab' which measures every project's feasibility first and he also added, *"we think about the business viability of that and if that complies with the values of BRAC, then we proceed"*. He also talks about the flexibility of working with the top management's constant support. **IP-4** told they also have a Team that oversees the scoping/feasibility study of projects. She mentioned about having different resources plans in the organization for different program structure as she said*, "In INGOs, there is a separate country-team…In Swisscontact, there is a team named 'Portfolio'…They are not part of the implementation. Their work is to idea generate."* **IP-4** mentioned about having different policies within organizations in case of any kind of problems in the organizations which no one else talks about. These policies are maintained centrally with special concerns by proper authorities.

- **Organization's Support in Risk-taking Behavior and Failure-acceptance**

The management's help and encouragement in other's risk-takingness and failure is a great support to promote entrepreneurial behavior among employees. **IP-1** talked about how a new idea was appreciated in the organization even when it couldn't get approved in this country's context. **IP-2** says how he operates with his keen support in all kinds of problems. He also said that in Bangladesh, it is tough to proceed while there are many natural and political constraints. But he also said, *"What happens is that the project is physically hampered but the hidden learning stays."*. Whereas **IP-3** again strikes with confident answer how management handles all problems and supports in his business-focused social enterprise. The answer from **IP-4** is very different than that of others because she said, *"Country team always try to retain employees who are capable and eligible."*. So, she speaks about the management's sincere interest in retaining skilled employees who get dismissed through project's misfortune.

- **Sharing Ideas to Other Employees**

If there's a system where employees tend to share their ideas and thoughts to other colleagues, then the entrepreneurial mindset makes growth by getting appreciation or corrections. **IP-1**, **IP-2** and **IP-3** all said their organization has an environment where everyone shares their ideas to others. While **IP-2** says the data flow through monthly meetings and **IP-3** says subordinates shares their ideas to their own supervisors as *"It's an open task to everyone to share"*. **IP-1** says sharing happens when others do not understand a certain idea.

In the following table, the data as in quotes are found relevant in accordance with the dimension Management Support and the sub-sections particularly pick out the connection of the interview items.

Table 1: Data Structure Supporting the ‘Management Support’ dimension of CEAI

Elements	*Sections*	*Supportive/Relative Quotes from Interview Participants*
Management Support	Adapting New Work Methods	*“we thought that we need to touch other sectors...related to gender, health…this was the right initiative at that time to touch different sectors, otherwise a single sector can’t develop.”* ***(IP-1)*** *“..If poor people got involved in their planning process, this process would be the most appropriate planning for their development…So we started the PPP (People’s Participatory Planning) process and then the total thinking process of CCDB had changed.”* ***(IP-1)*** *“…we changed again the strategy of this program and transformed to the Comprehensive Poverty Reduction Program where all the people can strongly form their people’s organization.”* ***(IP-1)*** *“Like this we innovated step wise, according to our learnings...We introduced one word ‘Co-petition’, combining two words ‘Competition’ and ‘Cooperation’. This means they will cooperate while gathering knowledge but will compete each other while selling off their products in the market.”* ***(IP-2)*** *“So Traidcraft made a new innovation on project called ‘Group savings and investments project’. They would form group, make savings within the group and also invest within the group.”* ***(IP-2)*** *“..we established new idea of business that it’s their responsibility to dispose the wastages created from plastics and other stuffs that they are trading and consuming… they would…try to create their circular economy. So we started incentivizing ‘Community Waste Management System’.”* ***(IP-2)*** *“Another thing that is booming in Bangladesh now is mental health. We also want to work with mental health awareness.”* ***(IP-3)***
	Management’s Awareness & Innovation Experience	*“There are many aspects within my career that included implementing programs. Like now I look after this main program CPRP which has several sub-programs.”* ***(IP-1)*** *“There is another program that I have designed which is Banana Fiber. This is a new area. Our farmers don’t know about this yet... At present, I am developing two banana fiber projects...This is a new innovation, a new idea for CCDB too.”* ***(IP-1)*** *“We hardly can involve in two or more programs since it takes a lot of time…It is very difficult for me sometimes to accommodate the time required... Sometimes, I also didn’t get answers from the existing donors. I faced these types of problems.”* ***(IP-1)*** *“…for one innovative program, I employ or will employ a person who will continue…and implement the project without all the time asking for my assistance…Otherwise, it is very difficult to implement all the programs by myself…my main objective is to design and develop the program. And the team will be able to effectively implement the program without minimum support system.* ***(IP-1)*** *“..what we have done is normally learning from doing. We learnt from them then we discussed with them. So the idea is generated locally from the people we work for.”* ***(IP-2)*** *“Every project has it partner since we don’t work on it solely. So for every project, there is one project manager who will oversee the project. And I am monitoring all the projects meanwhile.”* ***(IP-2)***
	Resources and Management’s Actions	*“All the arrangements for programs are always ready from CCDB’s side so that we can implement any program smoothly.”* ***(IP-1)*** *“Sometimes funding got stopped…after completion of the designing part for approval from donor, we have to submit the design to NGO Affairs Bureau...they need several months to*

Elements	Sections	Supportive/Relative Quotes from Interview Participants
		approve the design...and even after approval, sometimes we don't receive funds from the donors...So in this case, we had to take advance from CCDB's own funds." ***(IP-1)*** *"Main resources come from donors like FCD, UK Aid...main partners are European Union and EPDT...for the resources an organization can only approach. It is done centrally. I can do it for Bangladesh program. But I have to submit it to the Head office."* ***(IP-2)*** *"No delays in case of funding. Sometimes the time to get the funds can be longer. But once the fund is approved, it is easier to get. The approval is what takes time. It's a long process."* ***(IP-2)*** *"Whatever we do, we have to sell the idea to the donor. So idea has to be really attractive."* ***(IP-2)*** *"We have an innovation lab…Social Innovation Lab. In this social innovation lab, our proposals are sent. The team of the lab do the feasibility study of the proposals. After the feasibility study, they send the reports to us with the pros and cons. Then we think about the business viability of that and if that complies with the values of BRAC, then we proceed."* ***(IP-3)*** *"The main advantage in BRAC is getting easy access to the top management. We go to the top management for everything. If we go to them with a good idea, they will accept it."* ***(IP-3)*** *"In INGOs, there is a separate country-team. Every organization has this and they call it different names. In Swisscontact, there is a team named 'Portfolio'. This team does program or concept designing. They are not part of the implementation. Their work is to idea generate."* ***(IP-4)*** *"Every grant program has own structure like mine has. Based on these two structures, different resources plans are made."* ***(IP-4)*** *"There's a special structure for things like these as in who will solve the problem and how. We can say it is risk management policies or structure. There are divisions to it too if it is programmatic risk and who will handle it. And if there's harassment issue, then who will monitor it. Then it will go to safeguarding responsible personnel. We have a country manual. And few donors have special instructions. Country manual is controlled centrally. So everything's structured for what kind of problem may occur and who is responsible for solving it."* ***(IP-4)***
	Organization's Support in Risk-taking Behavior and Failure-acceptance	*"Like a new idea got stopped...the cause is different…the program has already been implemented in India and Nepal before and wanted to introduce the same program in Bangladesh. We designed the program as we signed the agreement. The fisheries department of Bangladesh didn't approve the program, so we didn't implement it…also didn't receive the money from donors…it was a new innovative program but would hamper the country's export...so cannot be permitted by the govt. So according to the government's perspectives, it was a right decision."* ***(IP-1)*** *"If the problem is minor in the field, the field team solves it and if it is major, we try to solve it with our project managers, partners and other stuffs. And if the problem has to be solved immediately then as a team chairman, I can take instant decision of which I will inform others later. And there might be problems with donors, in that case we have to inform the donors about major changes to solve the case."* ***(IP-2)*** *"Works that get late are actually beyond our control like natural things: flood, heavy rainfall, Strike; political problems…Covid happened. Many problems keep occurring when doing a project in Bangladesh. But we try to take-in the knowledge from these problems. What happens is that the project is physically hampered but the hidden learning stays."* ***(IP-2)*** *"Management provides any kind of support…for the enterprise"* ***(IP-3)*** *"Country team always try to retain employees who are capable and eligible."* ***(IP-4)***

Elements	Sections	Supportive/Relative Quotes from Interview Participants
	Sharing Ideas to Other Employees	*"I am thinking something, but their thoughts are not alike. But in this case, we sometimes need to motivate other colleagues to experience the process. So, this type of things I have faced."* ***(IP-1)*** *"We have Program Team who are responsible to develop the project, generate the idea. In our office, everyone is told to share any kind of ideas they might have at any time. We try to capture any kind of ideas generated. Every month we hold meetings with the staffs to discuss if anyone have any ideas."* ***(IP-2)*** *"It's an open task to everyone to share any idea with their supervisors."* ***(IP-3)***

Support from the top management can lead an organization to contain innovative results from its activities (Kuratko, Hornsby and Covin, 2014). In case of management support, **IP-1** and **IP-2** shows great innovation experience and support from the organization. **IP-4** does not mention about applying new work methods whereas others mention a lot of things. In terms of management's actions for resources, **IP-1**, **IP-2** and **IP-3** shares the funding process from donors which can be a long and difficult process and **IP-4**'s NGO is secured by own funds. But **IP-3** specially talks about having risk management policies controlled according to the country manual as an INGO itself. Only **IP-3** and **IP-4** say about having special team for innovation control. For failures and problems, **IP-1** and **IP-2** talk about or kind of blame the consequential problems in Bangladesh in terms of climate, politics, legal guidelines etc. But **IP-4** only talks about retaining failed employees. **IP-3** remains neutral here. Sharing ideas is sometimes crucial for **IP-1** whereas **IP-2** and **IP-3** say it is a practiced notion among them.

4.1.2. Work Discretion

This points to the degree to which one believes an organization accepts failure, allows for decision-making autonomy and freedom from intrusive surveillance, and transfer authority and responsibility to lower-level managers and employee (Kuratko, Hornsby and Covin, 2014). Work discretion/autonomy lets the employees identify their own capabilities and thus know true self. It also makes distinction between organization's leadership and bossiness of the supervisors. The chosen sub-factors from interviews' data were found as relevant categories for work discretion, which are: Freedom for Creativity and Autonomy and Utilization of Capabilities.

- **Freedom for Creativity and Autonomy**

The freedom and autonomy spark out the creativity among people and let the ideas flourish. **IP-1** says people can be hindrance in understanding new idea; so the audience (internal or external) have to be right for it to be successful. He proves himself as a good leader who delegates his works to his subordinates and make them well-understand about everything so they can work solely and make their own decisions. **IP-2** says about complimenting the people with support who generate ideas since there's no special team. **IP-3** says his works flows with the organization's systematic structure since they have freedom from management to share and implement their ideas. **IP-4** here says completely different thing as in they can only alter approaches but do not have the freedom to expand, evolve or change completely as she said, *"programs in our development sector is a bit different…So the theory of change is fixed but we can change some strategic directions"*. And she also shares that if there's any delays, it is the employees who will be held responsible for their own actions.

- **Utilization of Capabilities**

Identifying the skilled, capable and just the needed person in the team can contribute to more innovative behavior and nature of the system. Since Traidcraft Exchange is not in the development sector to do charity but to create trade justice in the country, **IP-2** makes sure they have appointed the right candidates they need on their professional circumstances like he said, *"for field projects, we prefer agricultural graduates or agricultural diploma holders"*.

Table 2: Data Structure Supporting the 'Work Discretion' dimension of CEAI

Elements	*Sections*	*Supportive/Relative Quotes from Interview Participants*
Work Discretion	Freedom for Creativity and Autonomy	*"New hindrance is that sometimes people do not accept certain type of innovation… This depends on the context too whether those people are the right audience or not. Sometimes situations are different."* ***(IP-1)*** *"…and the team will be well self-supported, they will be more efficient and able to effectively implement the program without minimum support system."* ***(IP-1)*** *"There's no separate team for formulating innovative thinking. What we do is compliment people with support based on the knowledge established."* ***(IP-2)*** *"For example, if there is a need of innovation or idea generation in the marketing, I will send the proposal to the top management since I am at the lead of marketing. And if the top management approves the proposal, then I will move onto the implementation."* ***(IP-3)*** *"The programs in our development sector is a bit different. I cannot expand based on individual decisions…what we would want to see as result; what we call 'Theory of Change' in the language of development sector. So the theory of change is fixed but we can change some strategic directions… We cannot deviate everything but things that can cause broader level risks or can hamper the program's results; in that case we can change the approach by newly obtained approval concluding the changed approach."* ***(IP-4)*** *"We have to take responsibilities for what got delayed for one year, We have to manage anyhow."* ***(IP-4)***
	Utilization of Capabilities	*"Other than business graduates…We have social science graduates because, we need environmental and development expertise. And for field projects, we prefer agricultural graduates or agricultural diploma holders."* ***(IP-2)***

Work discretion discusses employees' freedom to innovation and creativity, and also allows them the autonomy to take decisions on their own. In this part, all participants share about having that freedom except **IP-4**. She repeatedly mentions how the organizational structure doesn't let them exceed more than it is asked other than few strategic decisions. Also, the stake of any negative result will rest upon the doer, the organization does not take responsibility for it. So, except the case of **IP-4**'s organization it can be said that the rest 3 NGOs allow for work liberty. **IP-2** brings on how they provide chance to people use their abilities by right recruitment preference.

4.1.3. Rewards/Reinforcement

Reward schemes that encourage risk taking and innovation were found to have a significant impact on individuals' proclivity to act entrepreneurially. This dimension is the point to which one believes the organization employs incentive systems based on entrepreneurial activity and achievement (Kuratko, Hornsby and Covin, 2014). The chosen sub-elements from interviews' data were found as relevant categories for rewards/reinforcement, which are: Organizational Appreciation and Sense of being Useful.

- **Organizational Appreciation**

Rewards like promotions, increments are big determinants of appreciation recognized by organizations. Both **IP-3** and **IP-4** speak about rewards like promotions, increments and performance awards; sometimes referred by supervisors based on set organizational key performance indicators. **IP-3** also mentions about different awards given based on organizational values. He mentioned, *"There are rewards such as promotions, performance awards, then awards for 4 values (Integrity, innovation, inclusion and effectiveness)"*. This highly showcases organization's efforts to appreciate employees' entrepreneurial and innovative behaviors all along.

- **Sense of being Useful**

This point follows a completely different arena in regard of rewards. The development sector implies on the idea that employees must enter the organization with the thinking of duty and responsibility, and being useful and capable up to their potentials. So, **IP-1** addresses on this matter that in this sector, appreciations on work are not practiced that much since he said, *"Actually in NGO sector, it is thought that it is an ongoing duty and responsibility of the staff members."*. **IP-2** says that the job description clearly states the employees job responsibilities which also clarifies that they have to be creative and have a respectful mind of serving people through the organization's activities and thus adding value to their lives. **IP-4** also adds that her progress is related to the change and impact for people that she can bring through her work. She said, *"Success to me or for my project is when I can ensure the support needed"*. So, yes, it is another dimension to be discussed how appreciation works in the development sector.

Table 3: Data Structure Supporting the 'Rewards/Reinforcement' dimension of CEAI

Elements	*Sections*	*Supportive/Relative Quotes from Interview Participants*
Rewards and Reinforcement	Organizational Appreciation	*"There are rewards such as promotions, performance awards, then awards for 4 values (Integrity, innovation, inclusion and effectiveness). So we are given awards annually based on the 4 values of the organization."* ***(IP-3)*** *"Every organization has its own policies. In Swisscontact, we call it Annual Performance Assessment. Since contract are renewed yearly, so the system is we get increment or promotion yearly based against our set KPI (Key Performance Indicators). It varies from person to person and from LM (Line manager) to LM."* ***(IP-4)***
	Sense of being Useful	*"Actually in NGO sector, it is thought that it is an ongoing duty and responsibility of the staff members. So we didn't get any extra rewards from the authority. This is fine. And many times, it was difficult for others to understand my innovative plans, plans were not understood parallelly. Sometimes others think of the processes as normal processes."* ***(IP-1)*** *"See, I can come up with any type of ideas until and unless I am free to disseminate this learning with people who will apply it. This is not a scientific math discovery rather it is a raw idea generation that needs more inputs and elaborations and then the utilization. It cannot be done solely. It is a collective work. And this is my job. It is written in my job description that I have to be creative and be a part of this organization… people who work for these projects can say that he has done something in his life to make the poor and helpless people's lives better. I can say my achievement is that I have improved 4,500 people's lives better through one project".* ***(IP-2)*** *"Success to me or for my project is when I can ensure the support needed for technical and business development service to the people doing business within these enterprises…A positive change or impact that I can bring through my program's activities to these people and their business is where my success lies."* ***(IP-4)***

Whereas **IP-3** and **IP-4** talk about having regular form of appreciations like promotions, awards and increments, **IP-1** and **IP-2** specifically point out the employees of an NGO are given the chance of a sense of responsibility to make the society better. The perception of working for people and making their lives better is actually where employees success and organizational offerings rest upon. But **IP-4** also mention about the practice of awarding employees based on their 4 social values (one of which is for **innovation** value) in NGO.

4.1.4. Time Availability

According to research, managers' availability of time is an essential resource for developing entrepreneurial projects (Kuratko, Hornsby and Covin, 2014). Workload timetables are perceived to provide additional time for people and groups to explore innovations, with positions organized to promote such initiatives and meet long and short organizational goals.

- **Workload Schedule**

An organization's operational success depends a lot on workload schedules because time is an important factor. And in the development sector, maintaining time is extremely understandable since projects have limited durations. **IP-1** and **IP-2** discusses how time is a major constraint for them, but **IP-2** also adds that *"Traidcraft is very particular about personal well-being of the employees, so we have to manage that employees don't get bogged down. So when we hire people, we ask them if they have the passion to work in the development sector."* Whereas **IP-3** says they strictly follow their Gantt Charts and move with the very structured system of organization. So, overtiming is a rare occasion. **IP-4** says the delays and period extensions is an inconvenient matter and can occur due to natural or political consequences. She also adds how their project periods are strictly followed and since there's work pressure because of too many projects, they are lagging.

- **Time for Problem-Solving**

Problem-solving time set is a progressive idea of organizations. The special time given onto this matter can highly affect an organization's response to employee's entrepreneurial and innovative behavior. Only **IP-2** and **IP-3** state on this matter. **IP-2** says there are specific authorities who perform depending upon the nature of the problems and **IP-3** says, *"Problem solving time is set depending upon problem's nature."*

Table 4: Data Structure Supporting the 'Time Availability' dimension of CEAI

Elements	***Sections***	***Supportive/Relative Quotes from Interview Participants***
Time Availability	Workload Schedule	*"Time is also a constraint. Now I am working on two projects. The partners want me to work on one project within short time and another one also has to get done within this time frame. Sometimes it is very much difficult for me."* ***(IP-1)***
		"For every project there are project staffs appointed and separate partners too. Every project has it partner since we don't work on it solely…Time becomes a big factor and thus becomes a constraint. Traidcraft is very particular about personal well-being of the employees, so we have to manage that employees don't get bogged down. So when we hire people, we ask them if they have the passion to work in the development sector." ***(IP-2)***
		"By anyhow, we have to follow the Gantt chart Actually everything is within the structure of BRAC. Everything is very structured here…We work like we are moving within a flow. So, overtime can be for very minimum period." ***(IP-3)***
		"Delays occur based on circumstances (political reasons or natural calamities or like covid…it's mostly external factors.) Then the extension of period is made against donor's approval…the donors make the period extension for 3 to 6 months so that a better outcome can be achieved." ***(IP-4)***
		"There's work pressure. We cannot go beyond our project duration. But since there are so many project activities running all the time, so we are lagging behind." ***(IP-4)***

Elements	Sections	Supportive/Relative Quotes from Interview Participants
	Time for Problem solving	*"If the problem is minor in the field, the field team solves it and if it is major, we try to solve it with our project managers, partners and other stuffs. And if the problem has to be solved immediately then as a team chairman, I can take instant decision of which I will inform the others later." **(IP-2)*** *"Problem solving time is set depending upon problem's nature." **(IP-3)***

Workload schedules of these participants are quite tight as they talk about it since project durations and receiving donors' fundings can be time-consuming. But **IP-2** particularly says they mention this matter to employees during recruitment and hire them only after they have acknowledged of going through this work pressure because this NGO does not want its employees sunken in monotony and exhaustion. Problems' nature allows employees to set extra time for solving according to **IP-2** and **IP-3**.

4.1.5. Organizational Boundaries

This points to the degree to which one sees functional organizational boundaries to be beneficial in supporting entrepreneurial activity since they improve the dissemination of knowledge between the external environment and the firm, including between deptartments inside the business. Organizational boundaries can assure that innovation-enabling resources are used productively (Kuratko, Hornsby and Covin, 2014). The sub-section found within this category is Expected Performance, which is measured according to amount, quality and time productivity.

- **Expected Performance (in terms of amount, quality and output timelines)**

Organization set the boundaries regarding organization's performance which leads it to meet the entrepreneurial needs. **IP-1** said in this matter that because of lots of cause, the output timelines cannot be always met. **IP-2** mentions *"there are action plans for employees"* which clearly states projects' requirements from employees. **IP-3** discusses how their work is well-maintained by time parameters and how they collectively decide over outputs/results and its timings to meet the expectations. He also explains how their founder the famous social entrepreneur in the development sector Dr. Fazle Hasan Abed KCMG used to say, *"Small is a beauty but scale up is necessary"*. **IP-4** elaborates on how they face boundaries regarding: proposals, approvals etc. She repeatedly brings up how they do not have freedom to do whatever they wish because of the program's expected needs, outputs and timings. She said, *"No one can do anything by whatever they wish."*

Table 5: Data Structure Supporting the ‘Organizational Boundaries’ dimension of CEAI

Elements	*Sections*	*Supportive/Relative Quotes from Interview Participants*
Organizational Boundaries	Expected Performance (in terms of amount, quality and output timelines)	*“It is also not possible sometimes to complete the project within the time fame. There are many causes.”* ***(IP-1)*** *“According to project’s definition, a set of activities to achieve certain goal/s within given resources (fund, time). So everything has to be done according to project’s requirements. No one can do or go otherwise in this matter. Other than that, there are action plans for employees where many types of milestones are set about what has to be done and how to be done as per timeline.”* ***(IP-2)*** *“Our founder Sir Fazle Hasan Abed always used to say, ‘small is a beauty but scale up is necessary’.”* ***(IP-3)*** *“In our country, delays can be due to political reasons or government rules. Normally we don’t do delays. Once its decided, it gets done. But if there is a lot of political unrest or like pandemic that slowed down our works, other than that we do not really slow down our activities. We follow our Gantt chart very strictly.”* ***(IP-3)*** *“Sometimes we extend the time. Then the whole team sits together to think why it didn’t get done, what was the obstacle and what would be the best way out? Maybe the work should be handed over to another person who has more expertise. So we altogether try to extract the output as fast as possible.”* ***(IP-3)*** *“We write everything in the proposal after research and then submit information on multiple layers. This is strictly followed by all programs in Swisscontact…we must justify why I would shift from an approach…We have to convince otherwise we do not get those approvals. We submit these to NGO Bureau periodically with justifications. No one can do anything by whatever they wish.”* ***(IP-4)*** *“Only that the project is being completed within time and the structure is followed thoroughly. Like I said we have some leverage.”* ***(IP-4)***

The organizational boundaries are set on expected performances. **IP-1** and **IP-4** talk about the difficulties of performing according to the expectation from the organization. But these difficulties also happen organizationally due to time constraints, fundings, project proposals, legal justifications. **IP-3** stays positive here too saying about work dissemination while needed. But **IP-2** and **IP-3** mentions about having and strictly following organizational action plans and Gantt charts for employees so expected work from them can be done accordingly. **IP-3** says a statement of their reputed belated founder on the importance of organizational development even though acknowledging the fact that small firms have the convenience and comfort.

4.2. Summary of CEAI Dimensions

Corporate entrepreneurship has been identified as an important strategy to promote dynamic competitive environment by maintaining entrepreneurial activation. CEAI helps to measure the financial value of organizations with the motive of channeling more entrepreneurial activities within the organization. Kuratko, Hornsby and Covin (2014) explain their goal was to present a workable and useful diagnostic tool for assessing employees' impressions of the essential components of an internal environment that supports entrepreneurial activity. The initial and most crucial stage in creating a corporate strategy for entrepreneurial activity, the usage of this tool and the knowledge acquired from its findings can serve as a basis for strengthening certain areas of the business or functional unit. Applying this tool on the interviews led to significant findings.

It can be observed from the that the management support dimension is quite a part of these NGOs. The financial resources management can be lengthy and complicated for the NGOs if they are not self-funded. Rich resources like risk management policies and innovation control teams are only part of big local NGO or INGO in Bangladesh. Though management's support in sharing and failure acceptance is practiced, constraints and boundaries those result of political, legal, environmental consequences remain constant which ultimately hampers employees' activities. Only an INGO is said to retain its failed employees. Work discretion/autonomy is practiced as per limited demands and in small divisions, but big things will be through only by the management's own decisions. Employees' capabilities are acknowledged only by one organization. It can be observed that rewards have very different meanings in the NGO sector. While the organization's structure allows to conventional rewards, it also very much implies on reminding employees their own job responsibilities of contributing to better social and human development. Time can be a real hurdle from very beginning to the completion of any project in NGOs and can be worked out if given proper schedules and problem-solving time. As previously mentioned about the limitations and constraints of developmental activities in Bangladesh, this also disrupts the expected output, performance and work quality desired from employees engaged in developmental activities. However, activities are to be performed according to strictly followed action plans and work dissemination in times of need. Regarding the expected outcome, the great social entrepreneur of BRAC, Dr. Fazle Hasan Abed KCMG said, *"Small is a beauty but scale up is necessary"*. So, in spite of knowing the real truth and difficulties of running an NGO in Bangladesh, his skillful management mind thrived to scale up diverse development activities in this country.

4.3. SCES Dimensions

According to Kuratko et al. (2017), There is no comparable tool for social value generation, despite the constantly expanding curiosity in social entrepreneurship. Furthermore, despite the notion that corporate social responsibility (CSR) has been studied for some time, opportunities to create, deliver, and acquire social value have not received as much attention from CSR scholars as opportunities to preserve the organization's social license to operate in society by fostering goodwill (Auld, Bernstein and Cashore, 2008; Bansal and Roth, 2000). So, to measure the social values of companies, Kuratko et al. (2017) felt the need of introducing one more assessment instrument. The name of the tool is Social Corporate Entrepreneurship Scale or SCES in short. This scale promises to evaluate the perception of the employees in concern of the importance of organizational antecedents necessary for social corporate entrepreneurship and if they are agreeable to put efforts in implementation of social and innovative activities, it will eventually bring in social value for the organization (Kuratko et al., 2017).

For measuring the social value of an NGO, this scale seemed closely relevant. This scale comes up with 7 dimensions; 5 of which already exist from the CEAI tool. Though the names are slightly changed in the Kuratko et al. (2017) paper, it is mentioned that the new SCES tool consists of having 4 new dimensions along with previous 5 dimensions of CEAI. The newly introduced dimensions are: 1) Social Proactiveness, 2) Stakeholder Salience, 3) Governance and 4) Transparency. Since the 5 dimensions of CEAI are already discussed here before, in the following pages, these 4 dimensions will be discussed in terms of the interviews taken. Likewise, in CEAI discussion, these 4 dimensions are also seen as main elements and some sub-elements were discovered by the researcher according to the SCES scale's assessment and the similar/related hints from the interviews.

4.3.1. Social Proactiveness

Rather of reacting out of necessity or survival, socially proactive companies attempt to influence and transform their environments. Proactiveness entails keeping track on customers and rivals; proactiveness might be time-consuming, but it also helps greatly in retaining competitiveness (Sandberg, 2002). Identifying possibilities, challenging the existing quo, and generating favorable conditions are examples of proactive activities. These traits are comparable to the approach used by corporate entrepreneurs and probable social corporate entrepreneurship's elements (Kuratko et al., 2017). The sub-elements found within the category of social proactiveness are: Socially Impactful Innovation, Long-Term Effect and Success Factor.

- **Socially Impactful Innovation**

This directs to the organization having far vision and undertaking projects that would be innovative with the contrast of social impact. **IP-1** talks about the future prospects of the programs he built for the organization. He emphasizes on the social and sustainable value these can bring through the activities. **IP-2** states on introducing a global sustainable system 'circular economy' through their very innovative and impactful program as he said, *"We established new idea of business 'Community Waste Management System' that it's their responsibility to dispose the wastages created from plastics and other stuffs that they are trading and consuming."*. **IP-3** also mentions about setting new heath treatment goals for people travelling on international platforms as their enterprise mission. According to him, *"BRAC is trying to create a role model for treatment pattern in Bangladesh"*. So, it can be seen that these organizations are very proactive in terms of social innovations.

- **Long-term Effect**

IP-4 hereby states on having long-term goals for the people they serve, so that it can bring long-term effects on people's lives, and they can be benefitted for longer periods even after program's endings and organization's movement to others. She adds, *"people can grow and develop even after Swisscontact has stopped providing them services."*

- **Success Factor**

The social value driven organizations tend to set goals that will be socially impactful and successful. Each of the interviewee states that achieving social positive change or impact is where their actual success lies. The purpose is to touch people's lives and bring in a sustainable change or system into their livelihoods so they can live in the society with financial stability, social dignity, equality and peace. For **IP-1** it is, *"if different people have been benefitted from the project…then it is the final success for us"*. **IP-2** adds, *"My success is in touching people's lives and bringing in a change permanently and sustainably into their lives."*. **IP-4** thinks her success prevails in this too.

Table 6: Data Structure Supporting the 'Social Proactiveness' dimension of SCES

Elements	*Sections*	*Supportive/Relative Quotes from Interview Participants*
Social Proactiveness	Socially Impactful Innovation	*"What I shared with you about People's organization; this is a very innovative and successful model for CCDB. If you can scale up this innovation around the country, it will be a huge success for this country to help the poor people." (**IP-1**)* *"At present, I am developing two banana fiber projects. But since its very new idea, hopefully it will be possible." (**IP-1**)* *"We established new idea of business 'Community Waste Management System' that its their responsibility to dispose the wastages created from plastics and other stuffs that they are trading and consuming. So they would manage this and try to create their circular economy." (**IP-2**)* *"BRAC is trying to create a role model for treatment pattern in Bangladesh…When people will do the diagnosis in BRAC and get the result, they will be able to carry this to international hospitals… we will ensure that patients get the same value of results at different locations." (**IP-3**)*
	Long-term Effect	*"Swisscontact does not work only to make changes that are temporary or for short-time period or only to change people's lives halfway around. But its motive is to make a long-term effect on everyone so that people can grow and develop even after Swisscontact has stopped providing them services." (**IP-4**)*
	Success Factor	*"If I get the approval from the donor, at that time, it is the first success. And finally, if we implement any program or project, then we see the evaluation of the project if different people have been benefitted from the project or not. If yes, then it is the final success for us." (**IP-1**)* *"My success is in touching people's lives and bringing in a change permanently and sustainably into their lives." (**IP-2**)* *"We will ensure that patients get the same value of results at different locations. This will be a success parameter. We are trying to set a standard." (**IP-3**)* *"A positive change or impact that I can bring through my program's activities to these people and their business is where my success lies." (**IP-4**)*

In terms of social innovations, **IP-1**, **IP-2** and **IP-3** share the most interesting and innovative type of activities that they are about to initiate in upcoming days. Their socially impactful minds keep thinking about new ways to do development activities. **IP-4** hereby says how her organization thrives to leave its mark in people's lives even after completion of the projects by making long-term developmental changes. All of them mention that their success factor rests on benefitting people, touching their lives, setting health standards, and bringing positive social impact.

4.3.2. Stakeholder Salience

Clients, employees, and shareholders are the firm's major stakeholders in financial entrepreneurial activity (Kuratko, Hornsby and Goldsby, 2007). For more socially oriented entrepreneurial activity, the firm's corporate social behavior is often directly influenced by its ties with a larger range of stakeholders (Agle, Mitchell and Sonnenfeld, 1999; Waddock and Graves, 1997).

IP-1 talks about few stakeholders that his NGO find prominent. He talks about how they serve people by including them in the projects since they think *"poor people can be the main actor for their development"* and listen to their 'say' and also make a good communication system for them in relation to developing projects. He also said that a good relationship with donors is what lets them indulge into innovative works. **IP-2** mentions, *"The people who are the beneficiaries of the project, we do not call them beneficiaries anymore rather we call them Project Participants"*. He also said that the learnings mostly come from discussions with these people. He also said that projects benefits are not only enjoyed by people but also by the NGO. **IP-4** also emphasizes on communication with donors and the NGO bureau.

Table 7: Data Structure Supporting the 'Stakeholder Salience' dimension of SCES

Elements	***Sections***	***Supportive/Relative Quotes from Interview Participants***
Stakeholder Salience		*"A number of workshops were organized that time and it found that poor people can be the main actor for their development like this is actually People's Participatory Planning Process (PPP Process)."* ***(IP-1)*** *"Market system means there are many stakeholders in the market who are wholesalers, local traders, producers…and also the consumers are available here…in this system, we connect all these stakeholders in one place so they can understand each other."* ***(IP-1)*** *"Obviously it was not possible to transform ourselves into develop new innovative projects easily without good relations with developing partners."* ***(IP-1)*** *"The people who are the beneficiaries of the project, we do not call them beneficiaries anymore rather we call them Project Participants. Because if they are benefitting, so are we... Solutions and ideas normally come from learnings like this. We along with project participants discuss stuffs."* ***(IP-2)*** *"If I can collect my funding and approval and prove to the concerning authorities like donors and NGO Bureau and proceed; then I am able to run my project"* ***(IP-4)***

Though no relevant statements of stakeholder salience were found from **IP-3**, the rest of them share about considering various stakeholders. Among these stakeholders, the ordinary people who are the beneficiaries that the NGOs serve and help, are the major stakeholder. Other than that, these NGOs also consider donors, partners and legal authorities as very important stakeholders for their social connections.

4.3.3. Governance

Given today's rapidly evolving global economic environment, the notion of a governance structure that combines control and cooperation may be the most favorable to social impact activities (Sundaramurthy & Lewis, 2003). There's not much that has been said by the participants regarding governance. **IP-3** says, *"So team will be big. But right now it is small."* And **IP-4** talks about the organization having manuals for controlling problems. However, this research also looked on all of the organization's company profiles. And it can be seen that CCDB as a Christian mission has a HR structure of an executive director, a chairman, a vice-chairman and other members of commission. Since Traidcraft Exchange is an INGO, it has a senior management team of a CEO, a Director of Programmes, a Head of Finance and IT along with other country directors and program managers, one of who is our interview participant. And they have board of trustees as well. and other BRAC has a very wide structure consisting executive management and directors both nationally and internationally. Swisscontact is also an INGO. So, it has one CEO, a foundation council of foundation board, Finance and Audit Committee, Nomination & Remuneration Committee, Head of Corporate Affairs and an executive board consisting of all the program and regional directors.

Table 8: Data Structure Supporting the 'Governance' dimension of SCES

Elements	***Sections***	***Supportive/Relative Quotes from Interview Participants***
Governance		*"We have just started our team…we have 20 to 25 centers and in each center there will be mostly around 60 people. So team will be big. But right now it is small." (**IP-3**)* *"There's a special structure for things like these as in who will solve the problem and how…Country manual is controlled centrally. Local NGOs do not have this type of manuals." (**IP-4**)*

All of these NGOs have wide governance over the organizational activities and their operations. CCDB, the **IP-1**'s organization is relatively small comparing to its local roots and operations. **IP-2** and **IP-4** work in International NGOs (INGOs) which is why their operations arena is very broad and manuals are controlled centrally. But BRAC, **IP-1**'s organization is massive despite its origin. It has managed to operate worldwide, help millions of people, and also employ thousands of people in the meantime through their programs and activities.

4.3.4. Transparency

Extensive transparency along with disclosure of performance at every level (environmental, social, and economic) is a vital component for any organization's social entrepreneurship mission (Kuratko et al., 2017).

- **Vision with Social Movement**

The organizations must have clear vision of what they do, deliver and that those doings are supported with social movements. **IP-2** shares the social creative idea with all the stakeholders and plans to make a broader sustainable well-being system for everyone in the society. He clearly states his mission on staying a small organization with very specific mission. **IP-2** and **IP-4** shares same respectively, *"output has to bring in an impact"* and *"systematic impact measurement…So, all programs are result-based with indicators"*. **IP-3** concludes on the organization being socially impactful all the time too.

- **Social Advocacy**

IP-2 shares one interesting topic as he says that his NGO is doing the social advocacy for anti-carbon trade since carbon emission has caused huge harm to this country. He said, *"Bangladesh is facing huge climate change because of worldwide carbon emissions…We are claiming justice to the World Policy makers to compensate us"*.

Table 9: Data Structure Supporting the 'Transparency' dimension of SCES

Elements	***Sections***	***Supportive/Relative Quotes from Interview Participants***
Transparency	Vision with Social Movement	*"Suppose when Marico comes to distribute Parachute oil bottles at the grocery stores, they would take away the empty bottles from those plastic bins and pay to local people. This is how we are trying to encourage businesses in rural areas. This 2nd business idea yet hasn't been implemented. We are talking to companies, and we are asking them to make the initial investments." (**IP-2**)* *"Activity completion is not a success. Even output achievement is not a success. That output has to bring in an impact." (**IP-2**)* *"We are a small organization, and we want to remain small. Our work is to disseminate the knowledge that we have gathered so that people can use it for improvement." (**IP-2**)* *"Even though we are enterprise, but we also work thinking of social impact…BRAC's value is that we must think about social impact." (**IP-3**)* *"Swisscontact mainly works for systematic impact measurement. So, all programs are result-based with indicators that we will observe." (**IP-4**)*

Elements	*Sections*	*Supportive/Relative Quotes from Interview Participants*
	Social Advocacy	*"We are also against Carbon trade…working on less carbon emissions' advisory. We are claiming justice to the World Policy makers to compensate us because the capitalist and high industrialist countries emitted so much carbon that we are facing the consequences right now. Bangladesh is facing huge climate change because of worldwide carbon emissions. We have faced irregular floods, droughts, disasters which are the result of carbon that has already been emitted." (**IP-2**)*

IP-1 did not say anything relative to transparency whereas **IP-2** had a lot to share. **IP-2** and his organization have vision of the organization's goals and its social movement through clear communication with stakeholders, transparent meaning of success and impacts and knowledge dissemination among people. **IP-3** and **IP-4** also shares about their organization's vision and movement through social value and systematic impact measurement. **IP-2** here talks about something that is out of context yet very important discussion in today's world. He says how they participate in social advocacy against the carbon trade that has drastically damaged the world's climate and particularly of Bangladesh, a country where people suffer tremendously every year due to environmental hazards.

4.4. Summary of SCES Dimensions

Kuratko et al. (2017) said that their attempts to create a tool for evaluating a company's willingness for social corporate entrepreneurship are exploratory, but they are happening at a time while emphasis on social entrepreneurship, the development of social value, and the necessity for corporate sustainability to embrace continuous innovation have reached an all-time high. Thus, in realizing the need of social value's creation and an innovative internal environment necessary for a social corporate entrepreneurship in an organization, SCES (Social Corporate Entrepreneurship Scale) serves itself as the just-needed assessment tool to measure organizations' readiness to achieve social value.

Findings on social proactiveness dimension state that these NGOs are quite progressive in terms of setting ambitions on innovations that are and would be socially impactful. One INGO even discusses its thoughtful nature of keeping an eye on long-term developmental effects on people's lives even after completion of the projects. In respect to the stakeholder salience dimension of SCES scale, the interviews shaded light on average level of relationship with the stakeholders. They treat their beneficiaries well, but only few other stakeholders are mentioned to have been acknowledged. The most fascinating matter is the employees of these NGOs set their success factors at leaving social impacts in people's lives through their work which clearly indicates how socially proactive they are. The two local NGOs and the two INGOs have balanced command and control structure in terms of their nature. CCDB is small with its ongoing operations locally, yet it offers fair share of control structure with minimal stakeholders. The INGO are needless to be explained as their structure and compensation controls are normally well-handed according to INGO policies. But BRAC here leaves an example of excellence with their very wide control over human resource management and organizational resources structure, which is the very first thing to happen in local NGO history of Bangladesh. All of these NGOs have very clear vision with clear goals of social movements as the employees talked about understanding of social value and meaningful success. The biggest worthwhile topic came out of context as the employee of Traidcraft Exchange mentioned about their inclusion in social advocacy against carbon footprint and carbon trade in Bangladesh. This kind of realization and choice of activity among the employees is way ahead in the history of development activities in Bangladesh.

4.5. Reconsidering Other Issues

There is some significant information from the interview participants which are not relevant to the any of the dimensions of Kuratko, Hornsby and Covin (2014) and Kuratko et al. (2017). There is no such term as related to '**Organizational Capacity**' in any of the dimensions. Organizational capacity refers to the capability of an organization to coordinate its human, financial, and other resources to positively impact the communities and customers it serves, and organizations generally take part in capacity building to improve their effectiveness (Leonard, 2018). This can be an important fact behind employees' abilities and performances. Leonard (2018) also said that non-profits that engage in enhancing more of their organizational capacity ultimately increase their survival game and long-term sustainability. **IP-1** mentioned that since the INGOs have entered directly to implement programs in Bangladesh, the organizational capacity of local NGOs seems to be declining. He said, *"What happened actually is it indirectly reduced the capacity of local organizations and also reduced the funds for the local organizations."* Whereas **IP-2** said, *"We are a small organization, and we want to remain small…we cannot do all types of works as we do not have the capacity as a small organization."* So, despite of being an INGO, **IP-2**'s organization Traidcraft Exchange is focused on only certain capacities for certain developmental goals. And if the organizational structure and resources of BRAC would have been observed, it could have showed their constant attempts on capacity building since it is the biggest local development organization right now implementing wide ranges of projects and businesses across 64 districts of Bangladesh with over 100,000 staffs as of 2019. So, organizational capacity remains a missed option/dimension to discover in an internal environment.

In the Rewards/Reinforcement dimension, there is a mention about **personal job challenges** of employees. The researcher wanted to discover this factor from the interview participants. But this data could not be obtained. The researcher got to know about overall challenges during project implementation but not about a single individual’s own job challenges. This could be a reason because research choice was based on NGOs and the CEAI or SCES tool was invented to measure corporate organizations’ entrepreneurial movement. So, the differences will remain. In addition to this, **IP-3** mentioned about having very different goals, organizational structure, and activities than that of corporate organizations.

5. Conclusion and Implications

This chapter concludes the final answer to the research question of this paper. The research question, *“How do NGOs Perform Strategic Entrepreneurial Activities to Achieve Competitive Advantage?”* was developed to identify intrapreneurial processes and strategic entrepreneurial behaviors of four NGOs (non-government organizations) in Bangladesh. To do the analysis of this research question, an empirical study was conducted through interviews from employees of four different NGOs which are currently operating in Bangladesh. The analysis consisted of two assessment tools CEAI and SCES (Kuratko, Hornsby and Covin, 2014; Kuratko et al., 2017) which would measure the antecedents for innovative/intrapreneurial internal environment of these organizations. One of the tools has been proved to be useful whereas the CEAI (Corporate Entrepreneurship Assessment Instrument) tool has been modified by the researcher to connect the relevance with the empirical data. The researcher proposes that after few modifications in the CEAI tool particularly for an NGO’s structure, the results lead an NGO to achieve its competitive advantage. But for this result, an NGO’s internal environment must offer certain dimensions to its employees so they can be innovative and intrapreneurial towards their goal of achieving competitive advantage. These dimensions are the part of the modifications that the researcher proposes in this type of context.

5.1. Theoretical Implications

In this paper, the researcher shows how innovator/s within an NGO achieve competitive advantage by formulating an intrapreneurial internal environment and activities that would support to sustain strategic entrepreneurship in the organization. Thus, the assessment models of Kuratko’s were applied. While the dimensions of these two assessment models fit right into corporate organizations structure, the researcher had to do broad analysis and insert sub-themes to fit those dimensions in case of NGOs’ perspectives. In this chapter, the researcher develops an understanding by creating bridge between the theoretical contribution and the empirical findings.

According to Hornsby et al. (2009), along with insights into the importance level of numerous contextual aspects in various industry, market, and organizational settings, the CEAI serves as a foundation for understanding the ways in which manageable elements inside the internal work environment affect employee behaviors. So, it can be said that CEAI offers to serve other organizations and industries other than organizations which are involved in corporate entrepreneurship. Any corporate entrepreneurial strategy must be able to recognize and evaluate an organization's internal environment for entrepreneurship and so the CEAI can be a useful analytic tool for managers to use in identifying the factors that are crucial for an internal environment supportive of entrepreneurship (Kuratko, Hornsby and Covin, 2014). To determine this, the CEAI level was perceived as a promising tool by the researcher to assess a different type of organization which is NGOs with a hope to measure its entrepreneurial activities. SCES scale measures the employees' perception of the internal environment of the organization if it is favorable to social corporate entrepreneurial behaviors (Kuratko et al., 2017). The NGOs are mainly the organizations which work for upholding social value in the society. Thus, the SCES was adapted by the researcher to present the interviews in light of a social value assessment.

While finding the relevance of the interviews with the CEAI and SCES models, the researcher fits important information from the informants under the umbrella of these two models' dimensions. As these models were seemed appropriate measurement tools for the interviews initially, the researcher did breakdown of the dimensions into some sub-dimensions for better interpretations. The researcher faced quite a lot of problems during doing this breakdown because these sub-dimensions were not titulary in any of the assessment models; they were rather items of the assessment scales. All the items of the scales are not relevant for all kind of organizations. So, only the items that seemed particular and symmetrical with the interviews' contents were chosen as sub-dimensions and given different names afterwards. During this process, as the information were added later, the sub-dimensions had to be edited few times for accurate titles that can fit all data into sub-dimensions and the main dimensions. As in the 'Utilization of capabilities' sub-dimension from Work Discretion/Autonomy was very hard to fit in the dimension. There was not even much relevant data from all the interviews but only one quote was seen and included in this area. So, the researcher decided to include this sub-dimension. Then comes the sub-dimension 'Sense of Being Useful' from the Rewards/Reinforcement dimension, which was not even an element of the Rewards dimension. But as the reward process of NGOs were acknowledged by the researcher, this was thought as an essential sub-dimension to put in to rightly discuss how the NGOs in Bangladesh appreciates their employees' activities by their sense of responsibility of being in an NGO. The 'Organizational Boundaries' dimension was a difficult one to be in for inclusion because very little data was found to be relevant. But the researcher decided to take one element from the scale and took it up as a sub-dimension under which expected performance was able to fit in with few elements like output quality, timeline, amount etc. From the SCES scale's extended dimension, 'Stakeholder Salience' and 'Governance' became problematic to fit in for the interviews. The interview participants did not talk about a lot regarding these two topics which is why the researcher could not even create any sub-dimension for these dimensions. The interviews were studied repetitively for relevance of any kind of data. So, to ultimately decode the dimensions' content, the sub-dimensions were not easily pertained.

For a better understanding of the dimensional discussion, the researcher conducts a cross-case analysis of the findings from the interviews which is following:

Table 10: Cross-Case Analysis of CEAI and SCES Antecedents

Antecedents	CCDB	Traidcraft Exchange	BRAC	Swisscontact BD
Management Support	Highly adaptive to new methods; Well-aware and has vast innovative experience with extreme work pressure; Hectic Resource Process; Moderate support in risk-takings and failures	Adaptive to new methods; Aware and thoughtful to innovative experience; Untimely Resources; Moderate support in risk-takings and failures;	Adaptive to new methods; Excellent Own Resource Support; High support in risk-takings and failures	Moderate Resource and Policy Support; Goes extra mile to retain failed employees
Work Discretion/ Autonomy	Moderate delegation with given freedom	Moderate support for creativity; Right recruitment and most utilization of capabilities	Systematic support for creativity	No freedom and strict delegation
Rewards/ Reinforcement	Very limited appreciation on work	Rewards are replaced by sense of being useful and dutiful	Rewards like promotion, financial increment, performance awards and organizational values awards	Rewards like promotion and increment based on KPI
Time Availability	Limited time availability	Time constraints but also considers employee well-being; Extra time-set for problem solving	Structured and on-time work schedules; Extra time-set for problem solving	Time constraints along with hectic work pressure
Organizational Boundaries	Output timelines expectations unmet	Action plans stating performance expectations from employees	Collective and timely performance; Highly ambitious organizational goals	Little freedom to meet the expectations
Stakeholder Salience	Good relations with the stakeholders	Prioritize on including beneficiaries as project participants		Great emphasize on relationship with stakeholders

Antecedents	CCDB	Traidcraft Exchange	BRAC	Swisscontact BD
Social Proactiveness	Future social prospects through activities; Success through mindset of social impact	Introducing the sustainable idea of Circular Economy; Success through mindset of social impact	Setting new socially-value added goals; Success through mindset of social impact	Long-term social goals for people even after program served; Success through mindset of social impact
Governance	Small but controlled governing structure	INGO with wide governance throughout the channel countries designating required governing persons	Well-planned team; local NGO but with a very broad network of governance both within and outside the country	Command structure controlled through Country Manual; INGO with wide governance structure worldwide
Transparency		Have transparent social goals with minimum vision; well-maintained performance disclosure with the stakeholders	A champion in the sector of social impact and social entrepreneurship	Works for systematic impact measurement with a focus on results only

From the above analysis, it can be seen that CCDB has the lowest relevance to the dimensions. In all of the organizations, the Support from Management, Stakeholders Salience, Social Proactiveness and Transparency seem to be the only prominent dimensions with average and above average level of persistence to the scales. The rewards system of an NGO is a way of motivating employees with worldly goals; goals that are bigger than own establishment or organization development since they practice appreciating employees on performing their work duties which consist of no special tangible rewards for the employees. This also triggers how NGOs are unable to offer more tangible rewards for employee satisfaction. Work discretion/Autonomy and Time Availability for the employees in NGOs are not as same as that is in other organizations. Because every organization has their own structure and non-government, or non-profitable organizations can offer very limited time and inflexible schedules since they have to get fund approvals from other organizations and all project/program has its own time frame which must be followed accordingly. But the problem is that employees cannot mold their activity time as they wish because they have strict boundaries and fewer independence to install their own strategies. This shows how the employees are not able to cope up with work discretion and time availability while being caught up with the organizational boundaries. The limited time and lack of autonomy thus also limits their approach to innovation. And to achieve success and competitive advantage in all kinds of organizations, innovation is considered a dominant factor (Kuratko, Hornsby and Goldsby, 2012).

Other than donors, developing partners, beneficiaries and government-controlled NGO bureau, these NGOs do not seem to collaborate or work with any other stakeholders. So, the understanding of stakeholder salience is very clear among the employees as they know who to serve and who to satisfy. There is very little known about their actual organizational structure and their relationship among all because the interview participants could not have revealed this type of data because of their confidentiality. The researcher was asked to find the organizational structures from their own websites and annual reports. Thus, lack of information quite does not add up to the level of information required. Transparency level is at average level in all NGOs since the employees have the idea that they are working towards social value. Their goal is to boost the organizations already established or aimed social value by their own contributions. But transparency asks for more from employees as in if they are aware that their or the organization's contribution is acknowledged by others (Kuratko et al., 2017) for example if all employees of Traidcraft Exchange are aware of the organization's social advocacy against Carbon Trade. So, it can be said that employees know about organizational vision which is based on social movement as in impactful productivity and output or systematic impact measurement. But how the organizations broadcast or publicly state their social movement is still not wholly known to all employees because everyone is involved in different projects with different aims.

While the three dimensions: Stakeholder Salience, Social Proactiveness and Transparency of Social Corporate Entrepreneurship scale finds average level relativity in the interviews, except the Management Support from the CEAI scale no other dimensions show required level of relevance. It can be seen that the NGOs are nurturing social values to the employees through their social internal environment, but the corporate innovative environment of these NGOs is not even bare minimum. This directs to these NGOs having internal environment which is not conducive to corporate entrepreneurial activities. This behavior of non-government organizations let down their employees' intrapreneurial intention and intrapreneurial activities even if they will for social value inducing missions. While BRAC is an exception as a local NGO in Bangladesh for its own social achievements and big entrepreneurial success, the empirical findings of the antecedents do not assure its intrapreneurial internal environment for employees. So, it is evident from the empirical findings that CEAI and SCES tools cannot be totally applicable for the NGOs in Bangladesh. Empirically it is established that NGOs face a lot of challenges in Bangladesh since problems like political unrest, climate hazards, legal regulations etc. can disrupt the development sector's activities in numerous ways. These problems are faced by both local and international NGOs. So, when an NGO cannot perform according to their action plans and pre-planned early goals, they reshape their program structure and way of activities which affects employees' intrapreneurial behavior in the end. In case of INGOs, the purpose of organization faces breakdown and different meanings while they arrive at a distant different country like Bangladesh which has very different social communities and culture context than it is in the developed/highly developed parts of the world. So, it can be said that employees are not completely aware of the vision and mission of the organization. They also have little freedom to imply any strategies. The time constraints are constant drawbacks since most of the NGOs in Bangladesh must wait and thrive for prolonged fundings with countless complications like writing correct and articulated proposals for donors, getting legal approval from NGO Bureau, managing development partners, reaching the right beneficiaries and convincing them to believe in the programs etc. Introducing new innovative projects are also carried by uncertainties like banana fiber project idea and disapprovals like project idea rejected by the fisheries department of Bangladesh for export reasons.

Based on the new insights from the discussion of the empirical findings and theoretical contributions, the research model has been reshaped which gives a lead to the research question of this paper. The revised research model is presented below:

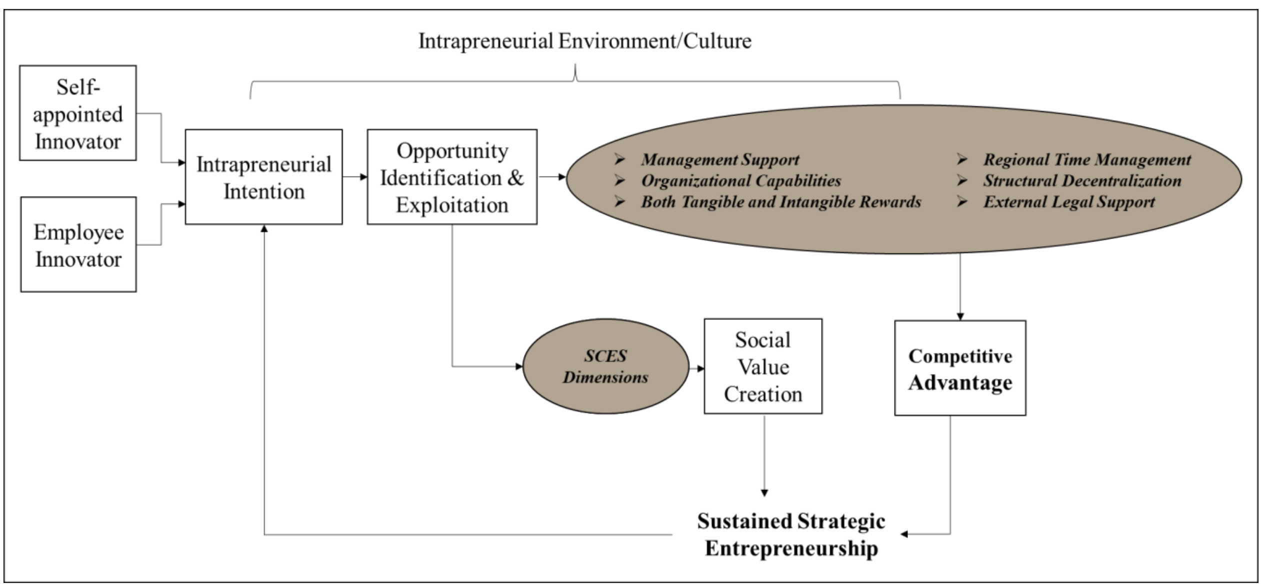

Figure 3: Revised Research Model

Though the Governance dimension's findings were not at desired level because of insufficient empirical data, it is assumed that significant data would have had delivered plenty level of

Governance to the assessment. Since the later 4 SCES antecedents of an NGO's intrapreneurial internal environment are found to be true to some extent from the empirical findings, these dimensions will persist as those would upbring social value for the organization. But in the place of CEAI's 5 dimensions, some new factors are to be formulated which are: 1. Management Support (As it was in CEAI tool), 2. Organizational Capabilities, 3. Rewards (Both tangible and intangible), 4. Regional Time Management, 5. Structural Decentralization and 6. External Legal Support.

5.2. Practical Implications

The new framework signals to new understandings established through the analysis of this paper. NGOs, local or international, have their own policies to run the projects. Instead of following own procedures, INGOs should start adopting locally originated employment norms which will improve transparency and work discretion in the organization. In case of INGOs in Bangladesh, structural decentralization will allow freedom to local employees. And in case of local NGOs, structural decentralization will have to work through divisional and locally rooted managements like in field sectors. Structural decentralization will give each employee an authority to perform from their very best without seeking support/advice from the foreign/local headquarters management. Beneficiaries who are the primary customers of NGOs must always be considered the most prominent stakeholders of NGOs. Since these beneficiaries can be good source of learnings and knowledge in the country context, the NGOs have to approach these beneficiaries more to know more about their opinions, perspectives and expectations. Through this process the management of NGOs can design their programs/projects according to their customers' actual needs. Since the funding process is quite complicated and hectic in NGOs, the donors should set up more relaxed funding process because a lengthy funding and approval process lessens the productivity of the projects. Acknowledging Organizational Capabilities will improve the structure of dynamic capabilities and help employees make their intrapreneurial intent stronger. Since NGOs' employee appreciation is not recognized enough by materialistic and tangible rewards, so both tangible and intangible rewards must be considered significant for NGOs' managers and employees. Time management should be prioritized in regional or local work stations according to their own time frames so that employees can cope up with self-time management as well. This will also lead NGOs acquire quality expected performance from the employees. External Legal Support means if the NGOs are not able to start or implement any ideas/programs due to legal regulations and challenges, an external Legal Authority will work here as a legal advocate for the NGOs to defend their demands and the social need of that certain idea. This legal support can be an initiative from the government to help the nation's development sector. All these factors that are perceived as antecedents to an NGO's internal environment will induce innovation among the employees. So, then employees as innovators can perform entrepreneurial activities with their intrapreneurial intent within the intrapreneurial environment. Thus, they can achieve competitive advantage for the NGO. All of the dimensions mentioned in the new framework are to be perceived aptly to gain competitive advantage and social value for a non-government organization (NGO). And when this behavior is continued, the Strategic Entrepreneurship is sustained within the NGO.

5.3. Limitations of the Paper

This study has been conducted based on four case interviews from four NGOs that are currently operating in Bangladesh. There are thousands of NGOs currently active with their operations in Bangladesh and each NGO works for different type of motives. Thus, concentrating on selective few could not avail more data. Since the socio-economic, religious, cultural, political, and environmental context of Bangladesh is not similar to that of other countries in the west, the differences can be seen within the development sector too. So, the findings might have been more precise if the data could be acquired from more NGO employee personnel or in more country contexts.

The qualitative research method has also limited the scope of research as it compelled the researcher to put less relevant data to distinguish theoretical and real-life phenomenon. The choice of a mixed method of both qualitative and quantitative could be a better option to fit into this paper's empirical analysis.

5.4. Future Research

The new understanding and knowledge developed from this research paper directs to new research scopes. Local NGOs and INGOs cannot be fallen under the same tree because of their varied organizational structures and operations. So, separate further analysis can be conducted based on only the local NGOs or the INGOs. However, more thorough quantitative research consisting of interviews and surveys should be used to extract more distinctive findings. One future research idea can be how do NGOs capture people to work in the development sector. Another interesting reflection can be brought up on how social entrepreneurs are doing business in the development sector of Bangladesh, since big local NGOs are now thriving for big businesses.

Another research could be on how the government regulate the NGO sector in Bangladesh, to understand the relationship, challenges, and conflicts.

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Organization Name:

Head Office Address:

Region:

Type of Informant: Project/Program Leader/Manager working in Operations/Management/Innovation department of the projects/programs

Name of Informant:

Designation:

Core Responsibility:

Common Investigations (all possible departments-middle management): You are part of a well reputed NGO in Bangladesh. Briefly describe the attributes and activities that lead your organization to today's position in the market of NGOs and how can you respond and support to the new entrepreneurial activities within the organizational boundaries (process/structures/technology/resources/management/network/communication etc.)

Questionnaire:

1. What is/are the goal/s of the organization? What activities do your department serve?
2. What are the main functions of your department? Who are involved and what are their responsibilities?
3. How do managers manage the subordinates in keeping the organization entrepreneurial and innovative? Is the support from the top management well-facilitated?

4. How do you start a project? Where and how does the idea of a particular program/project circulate?
5. How often do you think of making a change? Does it involve starting a new project or bringing innovation within an existing project?
6. What is the average duration of a certain program/project? Are there occasional delays in completing project? Which factor/s delays the completion of the project?
7. Do you have any support/extra team for generating innovative ideas? If yes, who is/are they? What are their activities?
8. Is there any reward system for encouraging the employees into risk taking and innovation?
9. How flexible are the workload schedules? Do employees get enough free time to think and develop new ideas?
10. For the activities, how do you manage resources? What is the role of the top management in providing resources?
11. Does the top management monitor the projects in case of any possible obstacles in the project work? Is there any time set for problem-solving?
12. What values do these activities contribute to the organization’s goals?
13. Does the organization maintain strictness or boundaries so that the work is well structured and done?
14. How do you measure success? Is being competitive than other NGOs have any emphasis on your mission? Is ‘competitive advantage’ a success measure for you?
15. What challenges/obstacles do you face in the way of the projects’ implementations?

(Other open-ended questions and relevant queries according to conversation turnouts)

Informed consent for the processing of personal data about participants in research projects.

Do you want to participate in the research project on strategic entrepreneurial activities performed by NGOs in achieving competitive advantage?

This is a question for you to participate in a research project whose purpose is to explore which strategic entrepreneurial activities are performed by NGOs and how these NGOs gain competitive advantage by performing these actions. In this paper, we provide you with information about the goals of the project and what participation will mean for you.

Purpose

The purpose of this project is to understand the intrapreneurial behavior of NGOs to confirm if they maintain strategic entrepreneurship in their organizations or not and if yes, then what are their roles, actions and activities in gaining competitive advantage.

Social organizations like NGOs are the major practitioners of social intrapreneurship. They make sure that social needs are met, and global challenges are initiated. To make the societal changes, NGOs perform various business and entrepreneurial activities that cause the strategic entrepreneurial effect. Here, the contribution of NGOs to strategic entrepreneurship has been prioritized. Strategic entrepreneurship is a process through which an organization continuously maintain innovative approaches and grab new entrepreneurial opportunities that can bring it success.

In this paper we will focus on the following research question: Strategic entrepreneurial activities performed by NGOs in achieving competitive advantage. The information is being collected for a master's thesis paper and that is all it will be used for.

Who is responsible for the research project?

The department of Innovation and Entrepreneurship from the HHN (Business School) of Nord University is responsible for the project.

Why are you asked to participate?

The research project requires further information on NGOs in Bangladesh and the employees working within these NGOs. I managed my personal contact within my friends and acquaintances and thus I found out about the informants who would cooperate to do interview for my purpose.

What does it mean for you to participate?

If you choose to participate in the project, it means that you agree to take part in an interview. The interview will take approximately 30-45 minutes. I will take audio recordings and notes from the interview. Interview will be semi structured. I will conduct interview on the chosen topic and ask the participants about the work process, resources, decision choices, management etc. I will also use the information provided on the NGOs' websites and other websites available on the internet to get more relevant and thorough information.

Voluntary participation

Participation in the project is voluntary. If you choose to participate, you may withdraw your consent at any time without giving any reason. All your personal information will then be deleted. It will not have any negative consequences for you if you do not want to participate or later choose to withdraw.

Your privacy - how we store and use your information:

- We will only use the information about you for the purposes we have stated in this letter. We will only use your name and designation as personal data. We treat the information confidentially and in accordance with the privacy policy.
- Your name will be presented anonymously. Only your designation will be written in the main report as it is.

- Only me, Nazia Hossain Sunja and my supervisor, Bjørn Willy Åmo will have access to this data.

What happens to your information when we finish the research project?

The information is anonymized when the project is completed, which is according to plan within 15th May 2022. The personal data and audio recordings will be stored for a year after the end of the project because of verifiability and/or further research. After that it will all be deleted. All the information will be stored in anonyms form.

Your rights

As long as you can be identified in the data material, you are entitled to:

- get insight into which personal information is registered about you, and to obtain a copy of the information,
- obtain personal information about you,
- get your personal information deleted and/or changed, and
- send a complaint to the Data Inspectorate regarding the processing of your personal data.

What gives us the right to process personal information about you?

We process information about you based on your consent. On behalf of Nord University, NSD

- Norsk senter for forskningsdata AS has considered that the processing of personal data in this project complies with the privacy regulations.

Where can I find out more?

If you have questions about the study, or wish to exercise your rights, please contact:

- Nord University by Nazia Hossain Sunja, email: (nh.sunja250@gmail.com) and/or Bjørn Willy Åmo (Project supervisor), email: (bjorn.w.amo@nord.no). In a student project, contact information for the supervisor/project manager must appear, not only about the student.

- Our Privacy Ombudsman: Data Protection Officer, Nord University, email (personvernombud@nord.no), Phone +47 74 02 27 50.

If you have any questions related to NSD's assessment of the project, please contact:

- NSD - Norwegian Center for Research Data AS by email (personverntjenester@nsd.no) or by phone: (10 am – 2 pm): +47 55 58 21 17 (press 1).

With best regards

Nazia Hossain Sunja / Bjørn Willy Åmo

(Researcher / Supervisor)

Consent statement

I have received and understood information about the project on strategic entrepreneurial activities performed by NGOs in achieving competitive advantage and have been given the opportunity to ask questions. I agree to:

- to participate in the interview
- that my personal data is stored after the end of the project, for a year.

I agree that my information will be processed until the end date of the project

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(Signed by project participant, date): Consent form

Appendix C: Approval from NSD

NSD NORSK SENTER FOR FORSKNINGSDATA

Assessment

Reference number

778788

Project title

Thesis Interview Guide

Data controller (institution responsible for the project)

Nord University / Business School / Innovation and entrepreneurship

Project leader (academic employee / supervisor or PhD candidate)

Bjørn Willy Åmo, bjorn.w.amo@nord.no, tel: 4775517245

Type of project

Student project, Master's thesis

Contact information, student

Nazia Hossain Sunja, nh.sunja250@gmail.com, tel: +8801720256961

Project period

01.01.2022 - 15.05.2022

Assessment (1)

17.03.2022 - Assessed

ABOUT OUR ASSESSMENT
Data Protection Services has an agreement with the institution where you are carrying out research or studying. As part of this agreement, we provide guidance so that the processing of personal data in your project is lawful and complies with data protection legislation.

We have now assessed the planned processing of personal data. Our assessment is that the processing is lawful, as long as it is carried out as described in the Notification Form with dialogue and attachments.

SHARE THE NOTIFICATION FORM
It is mandatory for students to share the Notification Form with their supervisor (the project leader). You do this by clicking on "Share project" in the upper-left corner of the form. If your supervisor does not accept the invitation within a week then the invitation must be sent again.

TYPE OF DATA AND DURATION
The project will be processing general categories of personal data until the date documented in the Notification form.

LEGAL BASIS
The project will gain consent from data subjects to process their personal data. We find that consent will meet the necessary requirements under art. 4 (11) and 7, in that it will be a freely given, specific, informed and unambiguous statement or action, which will be documented and can be withdrawn.

The legal basis for processing general categories of personal data is therefore consent given by the data subject, cf. the General Data Protection Regulation art. 6.1 a).

PRINCIPLES RELATING TO PROCESSING PERSONAL DATA

We find that the planned processing of personal data will be in accordance with the principles under the General Data Protection Regulation regarding:

lawfulness, fairness and transparency (art. 5.1 a), in that data subjects will receive sufficient information about the processing and will give their consent

purpose limitation (art. 5.1 b), in that personal data will be collected for specified, explicit and legitimate purposes, and will not be processed for new, incompatible purposes

data minimization (art. 5.1 c), in that only personal data which are adequate, relevant and necessary for the purpose of the project will be processed

storage limitation (art. 5.1 e), in that personal data will not be stored for longer than is necessary to fulfill the project's purpose

THE RIGHTS OF DATA SUBJECTS
As long as the data subjects can be identified in the data material, they will have the following rights: access (art. 15), rectification (art. 16), erasure (art. 17), restriction of processing (art. 18) , data portability (art. 20).

We find that the information that will be given to data subjects about the processing of their personal data will meet the legal requirements for form and content, cf. species. 12.1 and art. 13.

We remind you that if a data subject contacts you about their rights, the data controller has a duty to reply within a month.

FOLLOW YOUR INSTITUTION'S GUIDELINES

We presuppose that the project will meet the requirements of accuracy (art. 5.1 d), integrity and confidentiality (art. 5.1 f) and security (art. 32) when processing personal data.

If you use a data processor (online survey tool, cloud storage or video interviewing platform) the processing must meet requirements under arts. 28 and 29. Use a data processor that your institution has an agreement with.

To ensure that these requirements are met you must follow your institution's internal guidelines and / or consult with your institution (ie the institution responsible for the project).

NOTIFY CHANGES
If you intend to make changes to the processing of personal data in this project it may be necessary to notify us. This is done by updating the Notification Form. On our website we explain which changes must be notified: https://www.nsd.no/en/data-protection-services/notification-form-for-personal-data/notify-changes-in-the-notification-form

Wait until you receive an answer from us before you carry out the changes.

FOLLOW-UP OF THE PROJECT
We will follow up the progress of the project at the planned end date in order to determine whether the processing of personal data has been concluded.

Good luck with the project!