

Humane Entrepreneurship

White Paper | 61st Annual ICSB World Conference

www.humaneentrepreneurship.org



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Introduction

Section I | The Humane Entrepreneurship Theory

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Background

- As countries and organizations move towards holistic growth, enterprises should extend their priorities beyond the profit margin
- These companies should shift this focus onto its people, the environment, and society
- This study seeks to identify the importance of various characteristics, the 10 Es of Humane Entrepreneurship
- As the focus of entrepreneurship shifts from culture to culture, this study seeks to identify which characteristics are important for different countries and organizations

The Humane Entrepreneurship Model



The Humane Entrepreneurship Model

The Human Cycle

- Empowerment
- Ethics
- Equality
- Engagement
- Ecosystem

The Enterprise Cycle

- Envisioning
- Enthusiasm
- Enlightenment
- Experimentation
- Excellence

The Human Cycle

- The ideologies from which the Human Cycle has been founded upon take into consideration factors which foster a well-rounded business ecosystem
- These elements focus on the workforce, the shareholders, and the environment where the organization belongs

The Human Cycle

Empowerment

Enthusiasm with a big dream

- Entrepreneurs should provide the organizational mission and vision, share it with employees, and encourage them to dream
- They should pursue the spirit of openness and collaboration by transferring works and empowering employees to increase work scope and autonomy in doing their jobs

Ethics

Ethical leadership

- Entrepreneurs which serve as stewards taking social responsibility should have a high level of ethics, accountability, responsibility, and should foster holistic growth to make the enterprise reliable and admired.

The Human Cycle

Equality

Ecological thinking

- Entrepreneurs should keep the mindset of opening, sharing, and cooperating with employees
- They also should maintain a spirit of fairness and equality through unimpeded human relations, while pursuing external stimulus and viability focusing on the workforce

Engagement

Motivational leadership

- Entrepreneurs should recognize crisis driven by environment changes promptly, and should be able to overcome those crisis, changing threats into opportunities through crisis construction and engagement by encouraging and motivating employees
- Nurturing skills and talents of employees are needed

The Human Cycle

Ecosystem

Development and collabo-nomics

- Entrepreneurs should cultivate a healthy business ecosystem as well as have an ecosystem friendly mind, thereby creating collaboration and trust among ecosystem participants through altruistic oriented relationship management

The Enterprise Cycle

- The second group of factors which comprise the Enterprise Cycle are founded on more traditional doctrines of entrepreneurship
- These characteristics focus more on elements which companies must incorporate into their culture and environment in order to achieve organizational growth

The Enterprise Cycle

Envisioning

Inspiration and proactive investment

- Entrepreneurs should be able to predict future environment changes, capture new opportunities, provide vision, and thereby proactively pursue and push for innovation with initiative

Enthusiasm

Perseverant challenge

- Entrepreneurs should keep a challenging spirit, risk taking despite uncertainty, and exploit new opportunities

The Enterprise Cycle

Enlightenment

Creative thinking

- Entrepreneurs should ceaselessly pursue changes, improvements for processes, development of new technology, thereby creating and producing higher added value

Experimentation

Chance seeking for new market

- Entrepreneurs should keep creative thinking for developing new products, through which they could exploit new market, and develop new business

The Enterprise Cycle

Excellence

Capability building against competition

- Entrepreneurs should pursue and exploit excellence in execution to achieve goals and better performance in terms of cost, quality, technology development, and operations

Survey Overview

- Respondents are asked to rate each item in terms of:
 - Importance, a personal assessment of the characteristic mentioned, and
 - Actual State, how they think their country fares in relation to the characteristic mentioned
- These characteristics are scored using a five-point Likert scale (Very low, Low, Neutral, High, Very High)
- After rating each characteristic separately, the respondent would be asked to rank them in terms of Importance and Actual State (1st to 5th, the former being the highest)

Survey Overview

- The questionnaire has been translated into various languages in order to accommodate respondents from all around the globe:

English version: <http://goo.gl/forms/istQjo9Hli>

Spanish version: <http://goo.gl/forms/PSDgmtLX1s>

Italian version: <http://goo.gl/forms/X0LHVt1iPSL2th9y2>

Japanese version: <http://goo.gl/forms/gyd79whzrM>

Korean version: <http://goo.gl/forms/3lTHr0tilu>

Bahasa version: <http://goo.gl/forms/bFrdgcFBZE>

Chinese versions: <http://goo.gl/forms/7PR5mcyRFD>

<https://www.surveymonkey.com/r/humanentrepreneurship>

Survey Chairs and Country Representatives

Ki-Chan Kim, President, International Council for Small Business

Salvatore Zecchini, Chair, OECD Working Party on SMEs

Hermawan Kartajaya, ICSB Indonesia, President

Ted Zoller, President, USASBE, Professor, University of North Carolina

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USA, **Ayman El Tarabishy**, Executive Director, ICSB

VIETNAM, **Dr. Nguyen Viet Khoi**, Vietnam National University

Respondents

- The total of 1,721 responses have been obtained, the number per country are shown below:

- | | | | | |
|-----------------------------|------------------|----------------|--------------------|---------------------|
| ○ Argentina: 78 | ○ China: 210 | ○ Ireland: 2 | ○ Philippines: 14 | ○ Taiwan: 5 |
| ○ Australia: 1 | ○ Colombia: 3 | ○ Italy: 31 | ○ Poland: 1 | ○ Turkey: 33 |
| ○ Austria: 37 | ○ Cyprus: 1 | ○ Japan: 152 | ○ Russia: 1 | ○ United Kingdom: 8 |
| ○ Bosnia and Herzegovina: 1 | ○ Denmark: 1 | ○ Jordan: 1 | ○ Serbia: 152 | ○ USA: 9 |
| ○ Brazil: 1 | ○ Ecuador: 1 | ○ Malaysia: 16 | ○ Singapore: 16 | ○ Vietnam: 96 |
| ○ Bulgaria: 101 | ○ Egypt: 4 | ○ Mexico: 53 | ○ Slovakia: 1 | |
| ○ Cambodia: 13 | ○ Finland: 1 | ○ Myanmar: 238 | ○ South Korea: 198 | |
| | ○ Indonesia: 199 | ○ Peru: 1 | ○ Spain: 41 | |

- A full breakdown is available in: www.humaneentrepreneurship.org

Respondents

- To provide a preliminary demonstration of how the measures work, 13 countries whose valid responses to date have exceeded 30 have been included for comparison:

1. Argentina

2. Austria

3. Bulgaria

4. China

5. Indonesia

6. Italy

7. Japan

8. Mexico

9. Myanmar

10. Serbia

11. South Korea

12. Turkey

13. Vietnam

A person wearing a blue suit jacket and a white shirt is holding a smartphone. The person's hands are visible, and they appear to be looking at the screen. The background is blurred, showing what looks like a desk or a table with some papers or documents. The overall lighting is soft and natural.

Results

Section II | Analyses of Survey Data



Global Overview

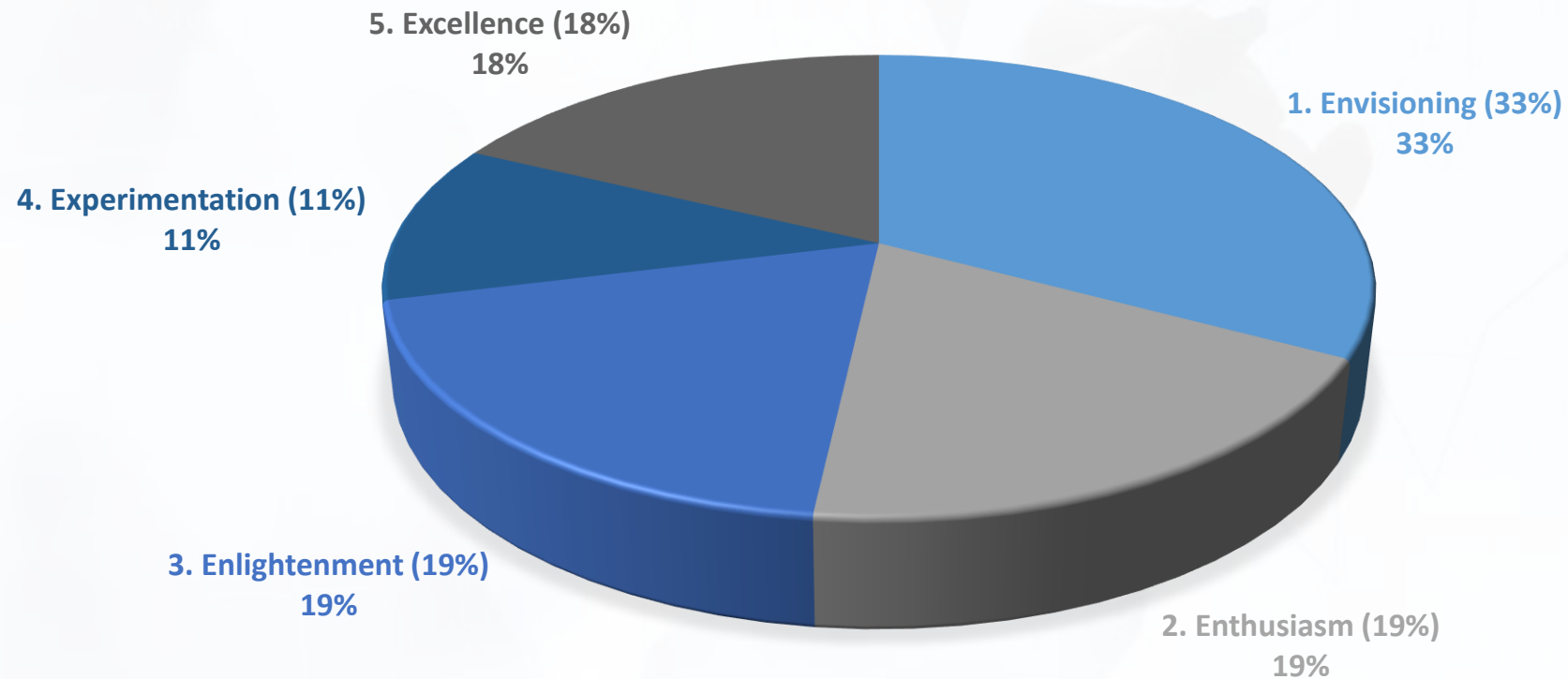
Part I | Analyses of Global Averages

2.1.1 Global Overview

- On the average, the countries perceive Envisioning and Empowerment as the most important elements of Humane Entrepreneurship with 33 and 37 percent of the total respondents choosing these
- The rest of the elements have received scores close to 19 percent except for Experimentation and Equality which are the lowest
- The perceived status of Humane Entrepreneurship falls mostly around 3 out of 5, the lowest being Ethics and Equality at 2.81 and 2.82
- There is also a general gap between the perceived importance and the actual state with Empowerment and Ethics having the largest gap, and Experimentation and Excellence having the lowest

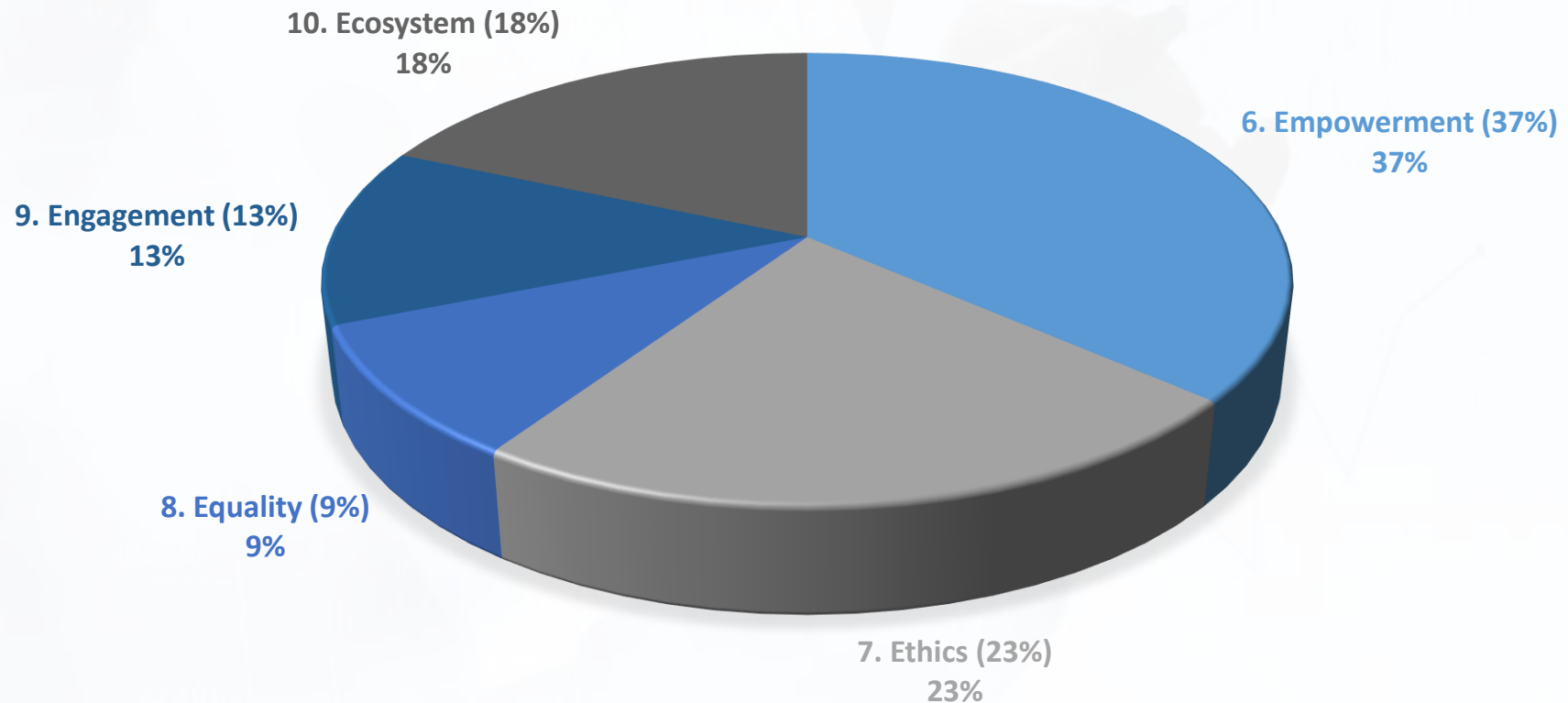
2.1.1.1 Enterprise Cycle Importance Ranking

GLOBAL AVERAGE



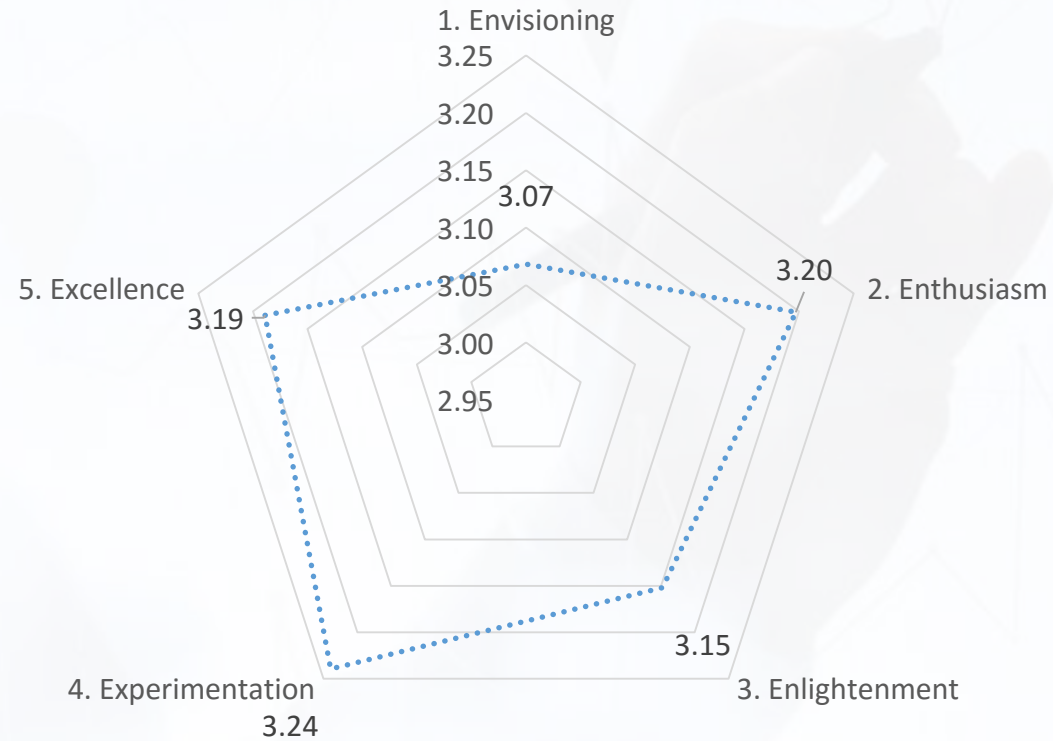
2.1.1.2 Human Cycle Importance Ranking

GLOBAL AVERAGE

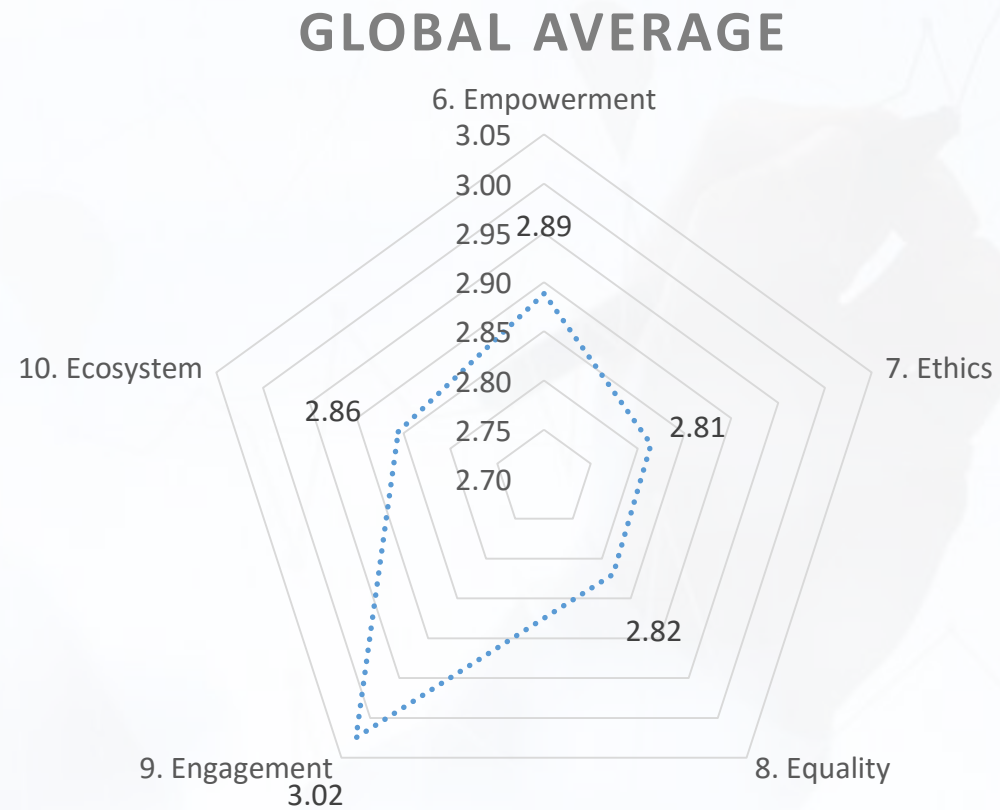


2.1.2.1 Enterprise Cycle Status Score

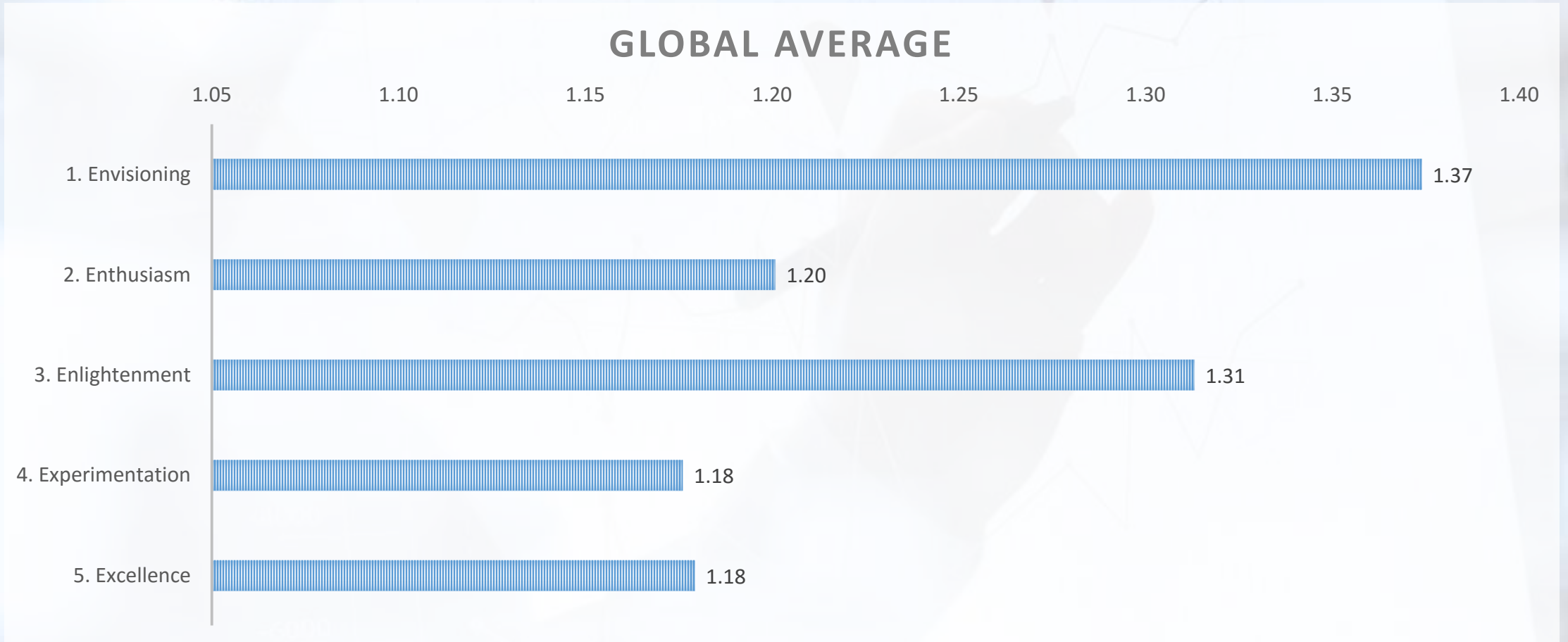
GLOBAL AVERAGE



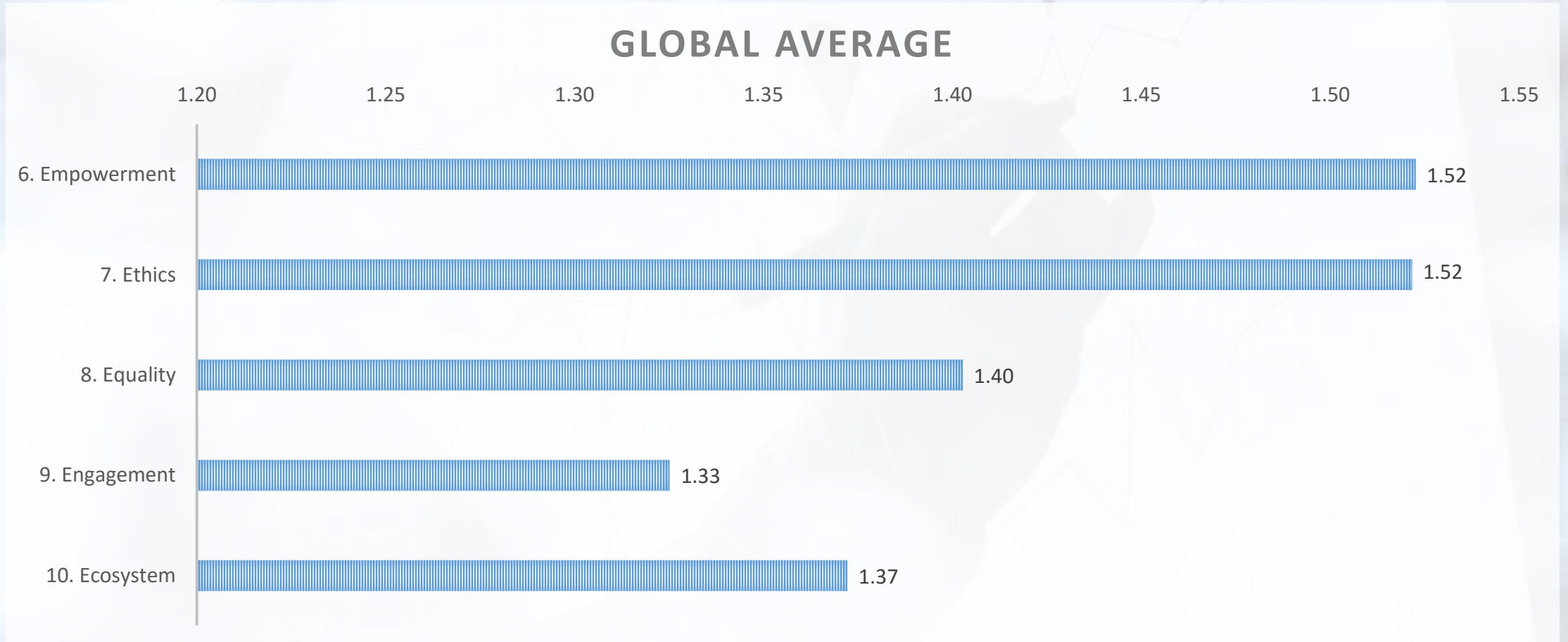
2.1.2.2 Human Cycle Status Score



2.1.3.1 Enterprise Cycle Gap



2.1.3.2 Human Cycle Gap





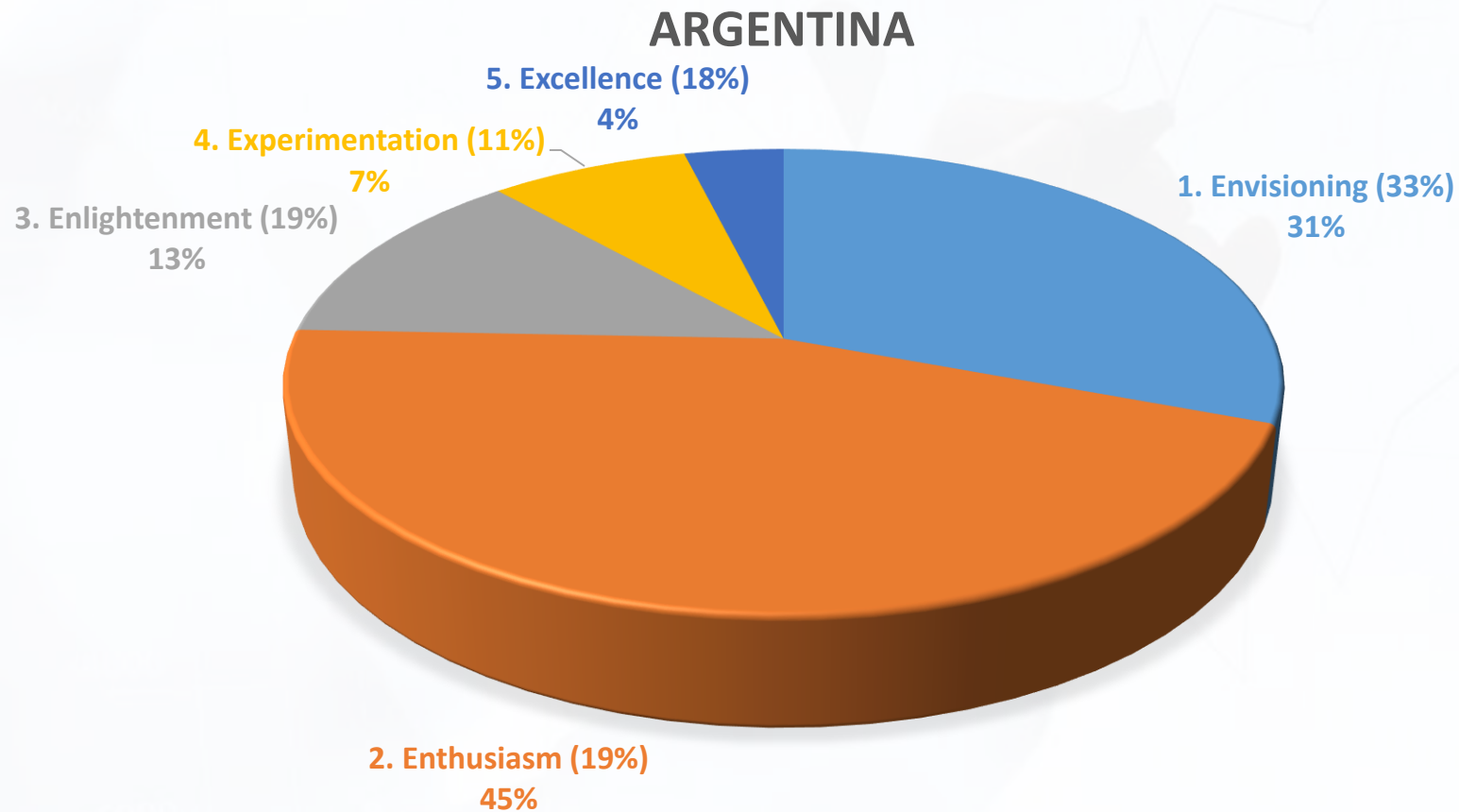
Country Profiles

Part II | Analyses per Country

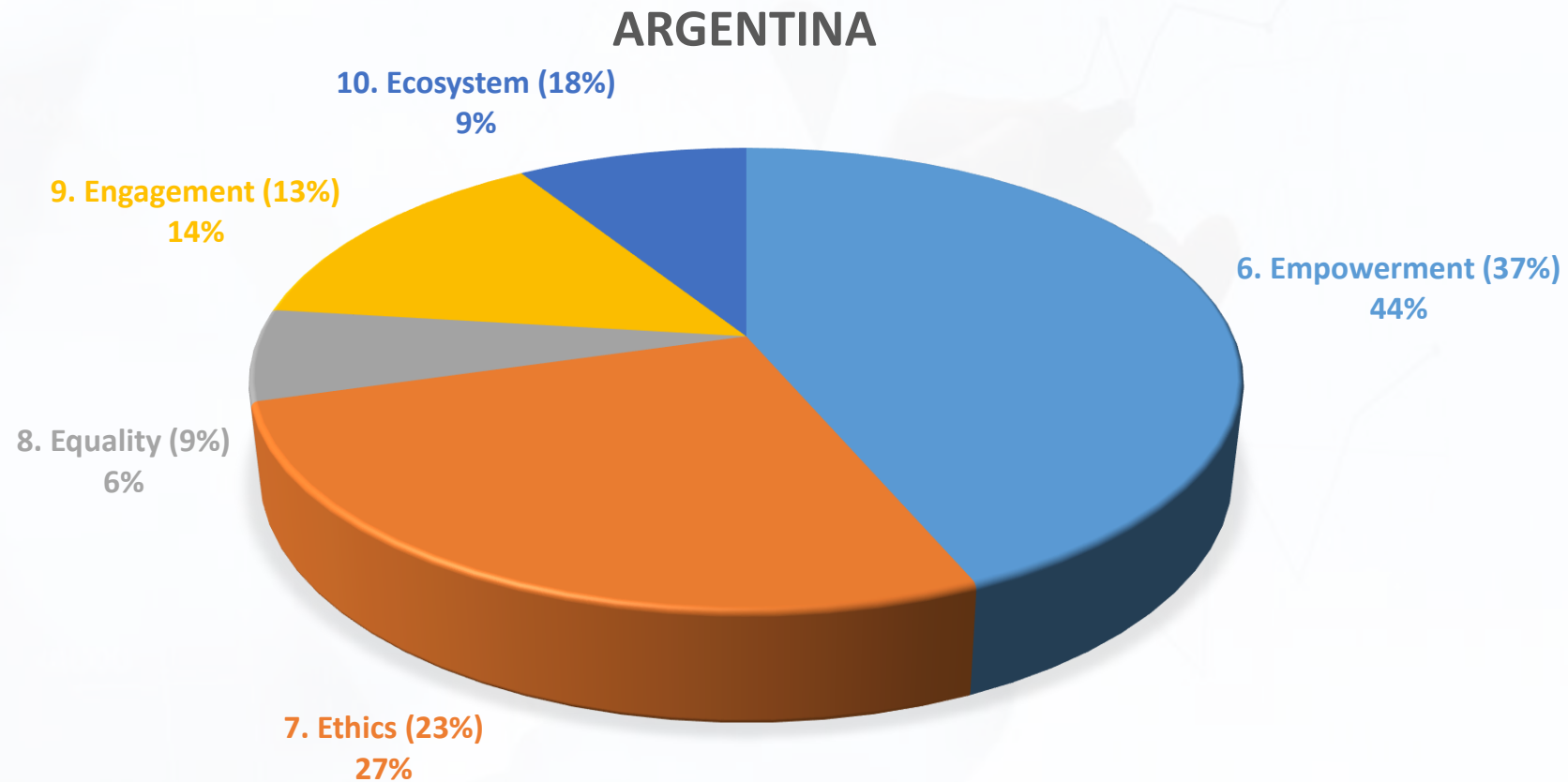
2.2.1 Argentina

- Argentina perceives Enthusiasm and Empowerment to be the most important elements of Humane Entrepreneurship with 45 and 44 percent of their respondents choosing these
- Scores for these two factors are above the Global Average of 19 and 37 percent, respectively
- The perceived status of Humane Entrepreneurship is however mostly below the Global Average for all elements, except for Enthusiasm
- They also perceive there to be a general gap between their perceived importance and the actual state with marks higher than the Global Average, again except for Enthusiasm

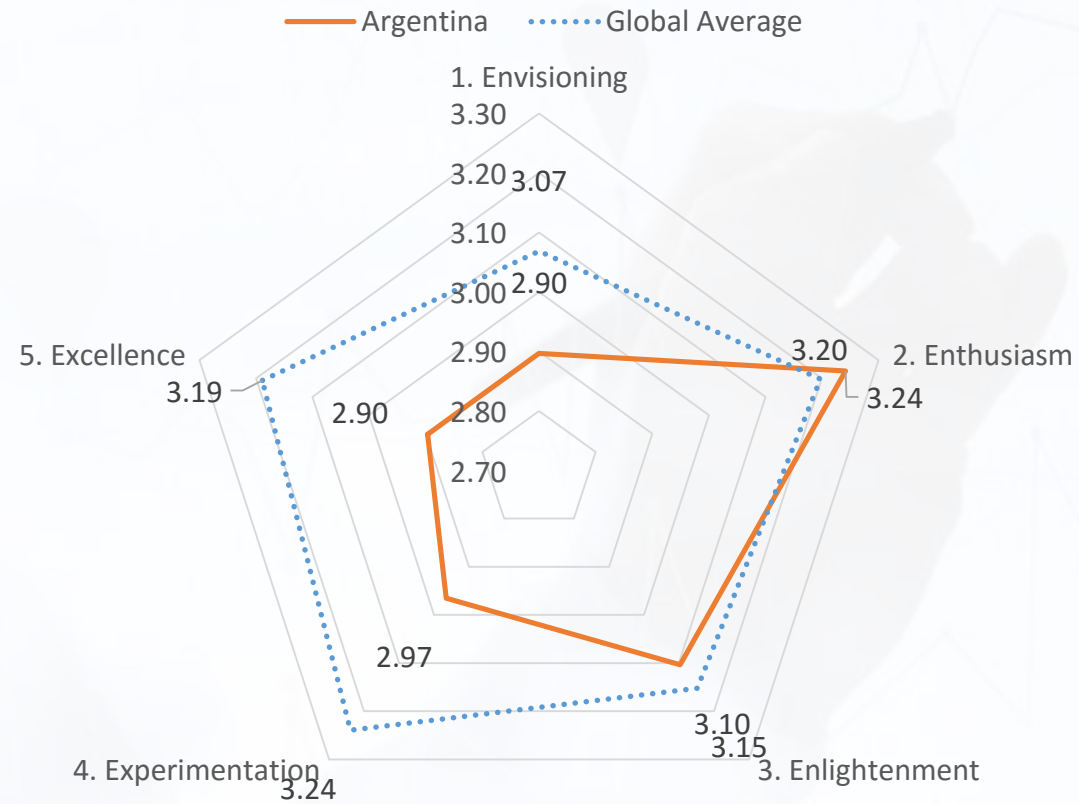
2.2.1.1.1 Enterprise Cycle Importance Ranking



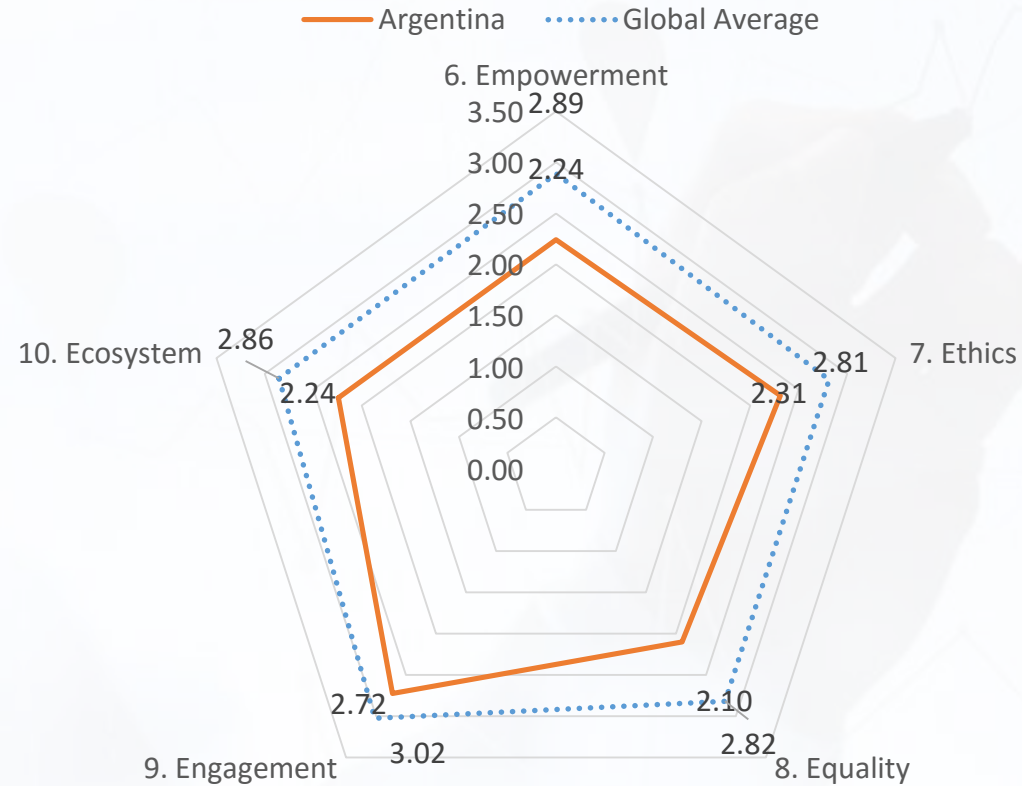
2.2.1.1.2 Human Cycle Importance Ranking



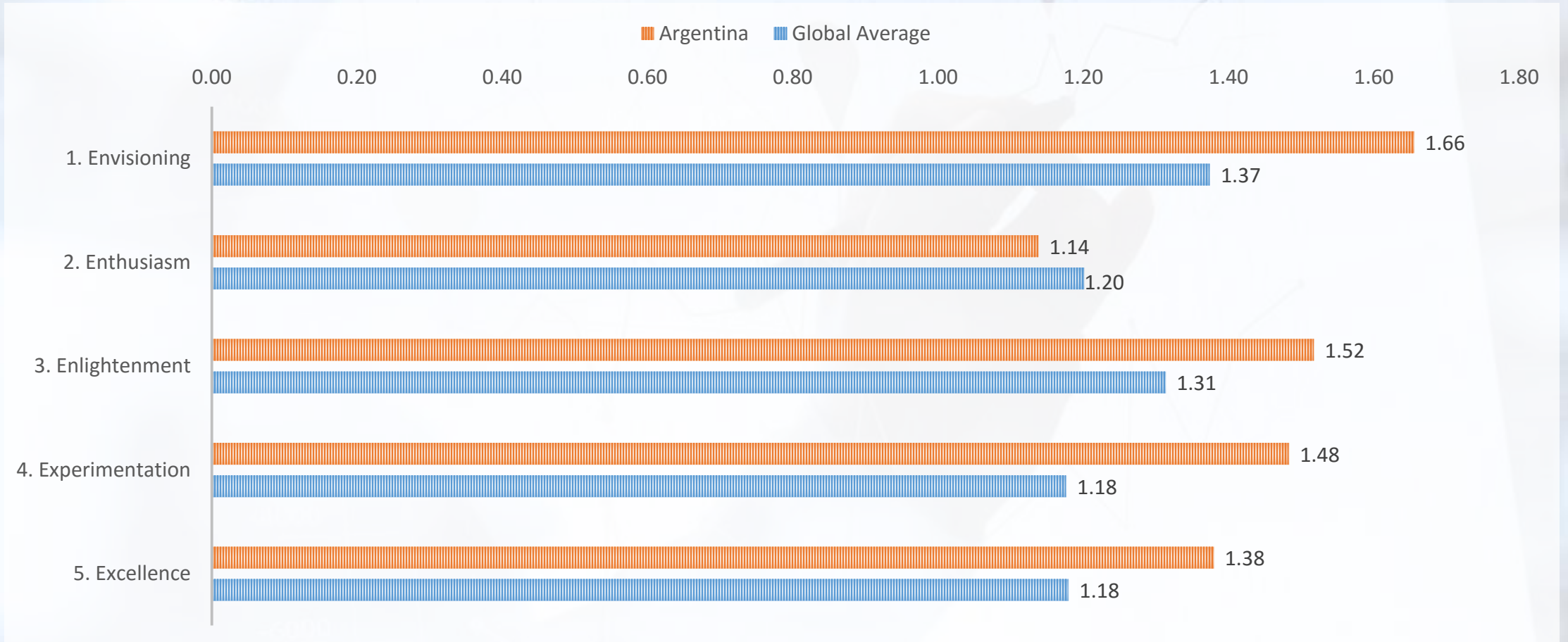
2.2.1.2.1 Enterprise Cycle Status Score



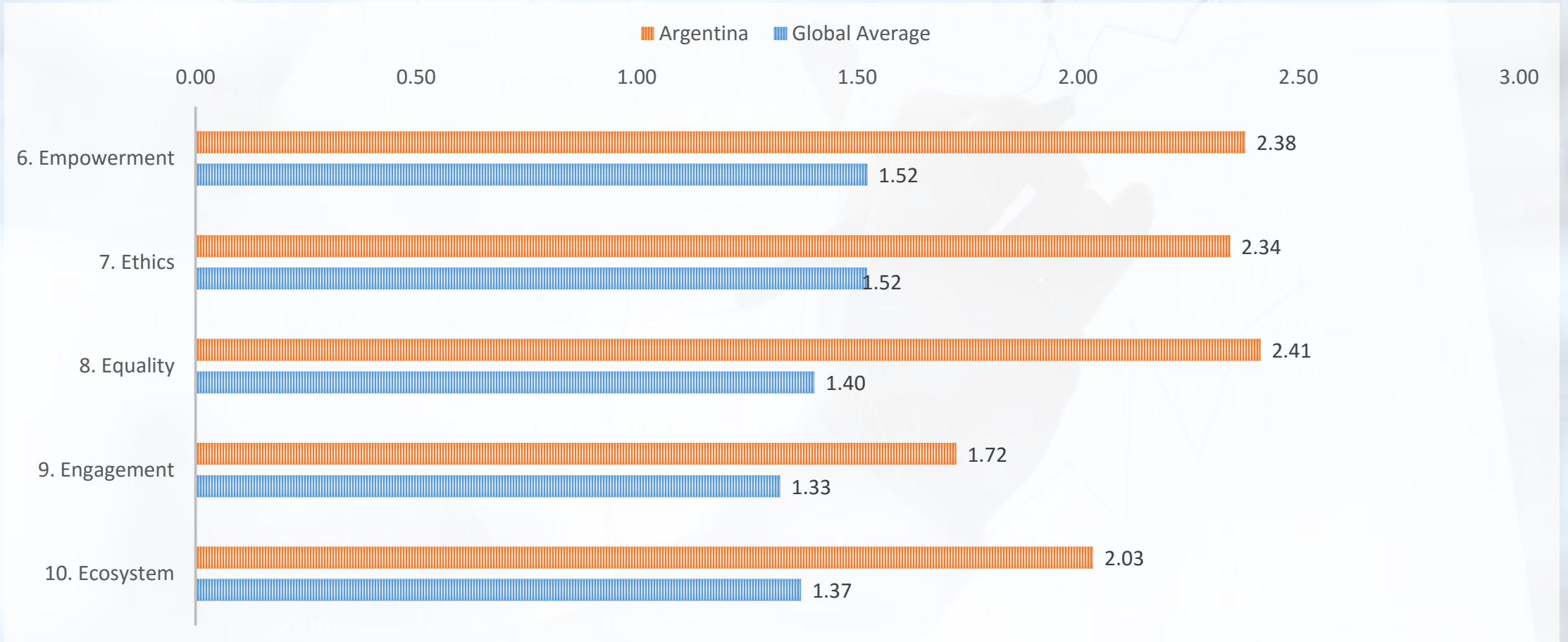
2.2.1.2.2 Human Cycle Status Score



2.2.1.3.1 Enterprise Cycle Gap



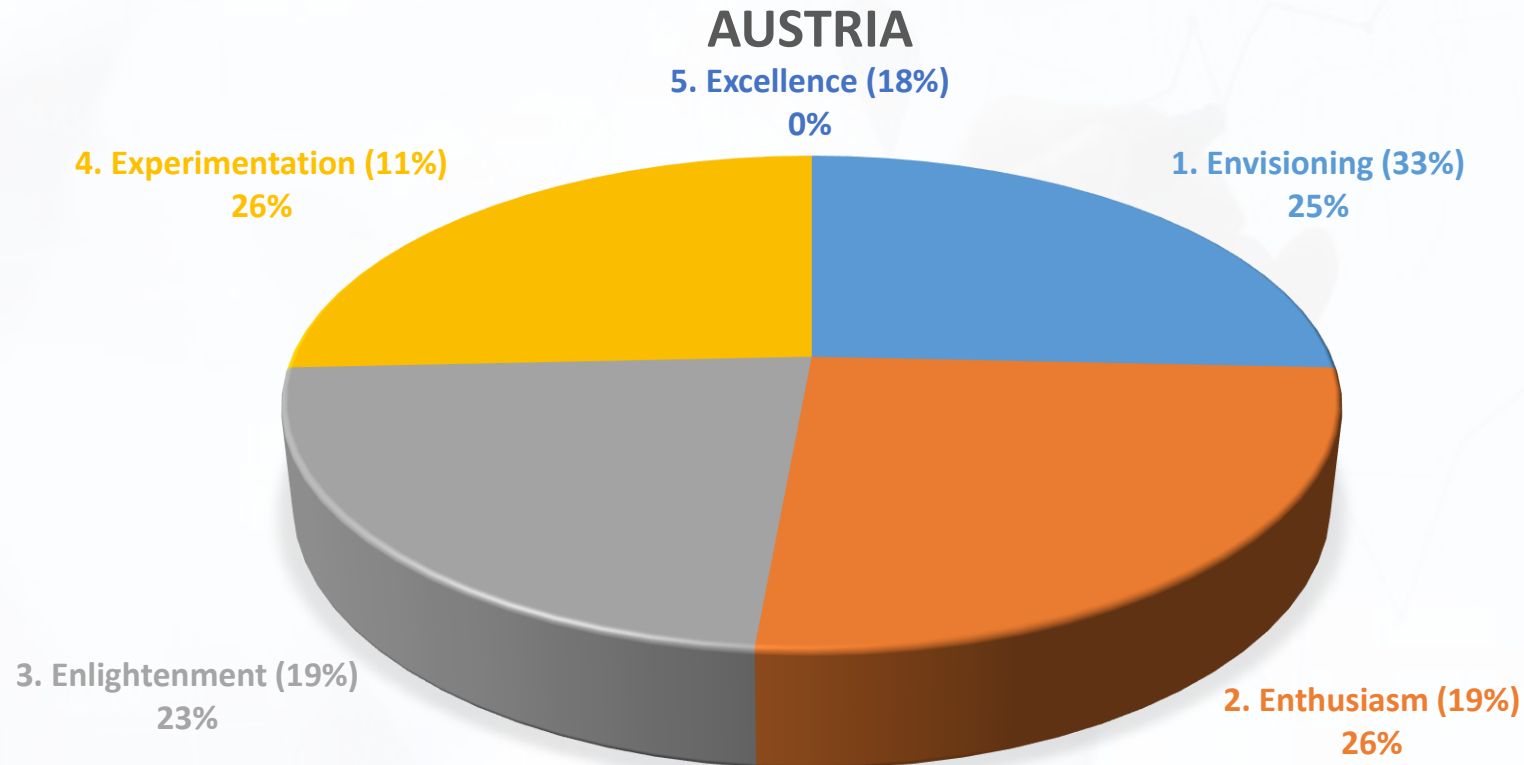
2.2.1.3.2 Human Cycle Gap



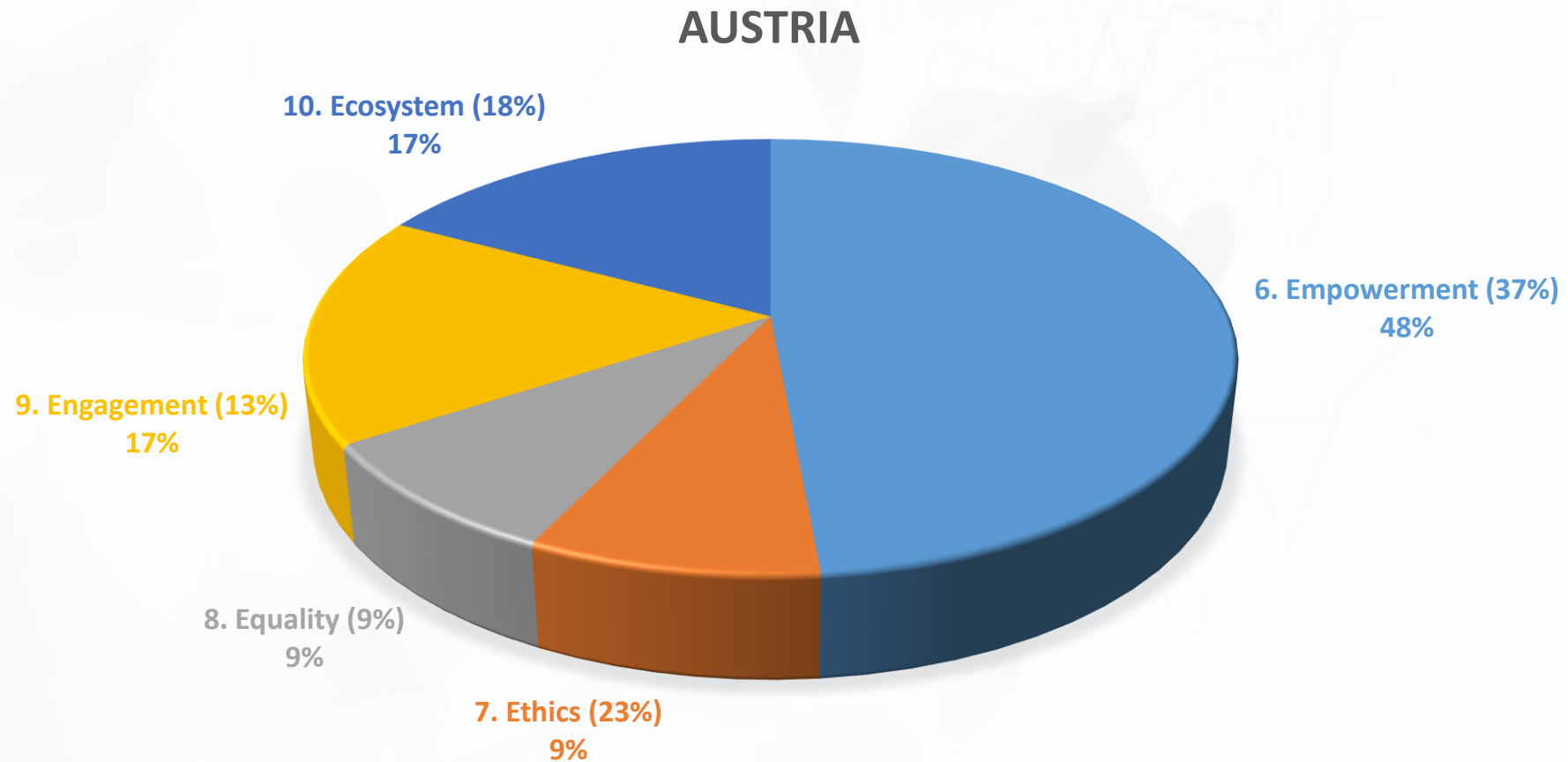
2.2.2 Austria

- Austria perceives Empowerment to be the most important element of Humane Entrepreneurship with 48 percent with most of the Enterprise Cycle almost equal except for Excellence with got 0
- The score for Empowerment is above the Global Average of 37 percent
- The perceived status of Humane Entrepreneurship is however mostly above the Global Average for all elements, except for Enthusiasm
- They also perceive there to be a general gap between their perceived importance and the actual state, however their marks are lower than the Global Average, again except for Enthusiasm

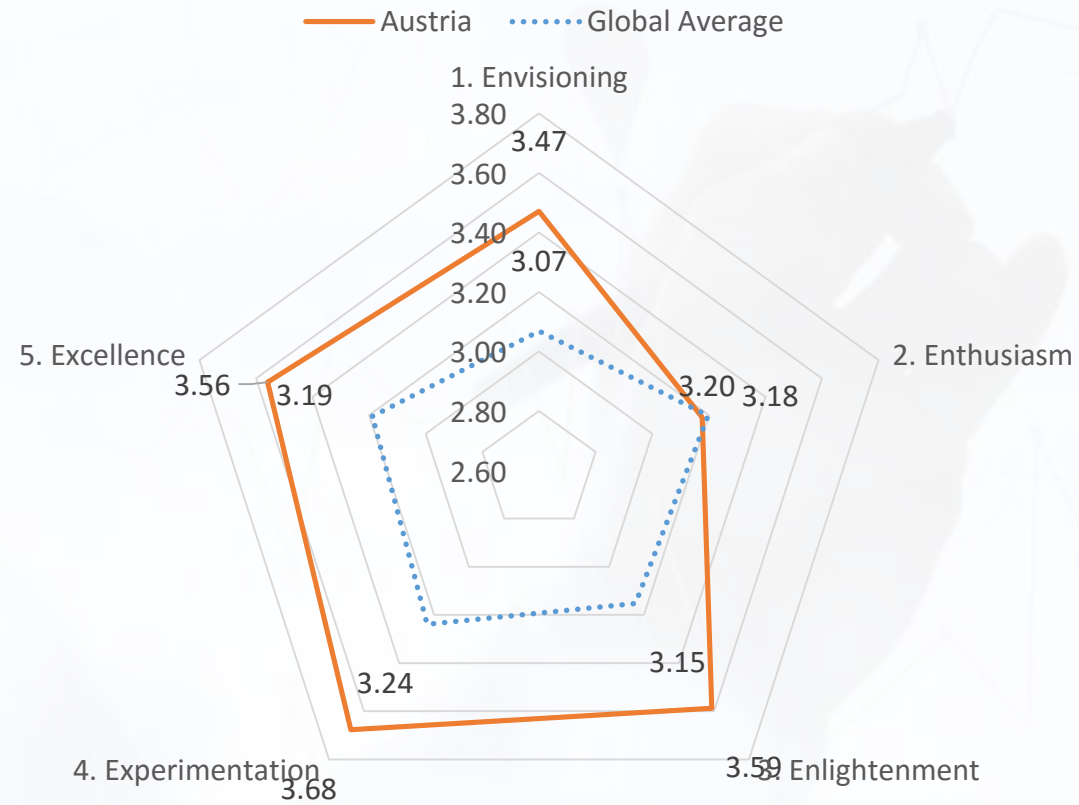
2.2.2.1.1 Enterprise Cycle Importance Ranking



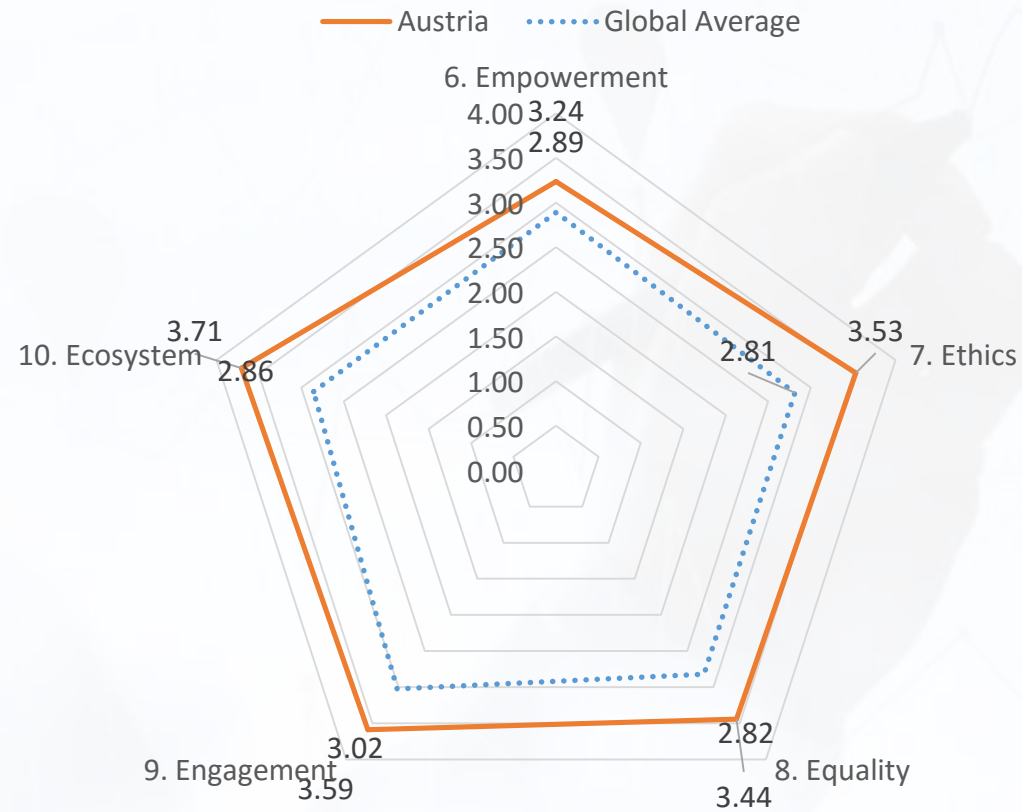
2.2.2.1.2 Human Cycle Importance Ranking



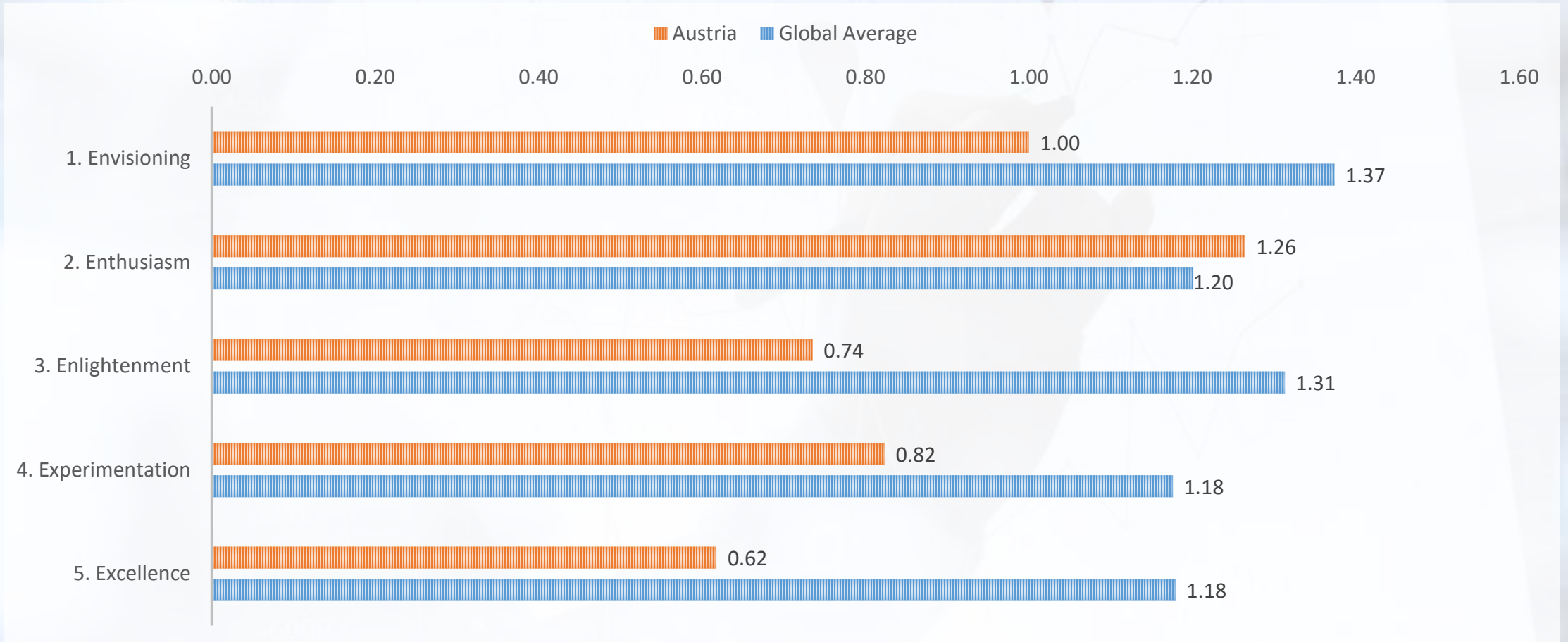
2.2.2.2.1 Enterprise Cycle Status Score



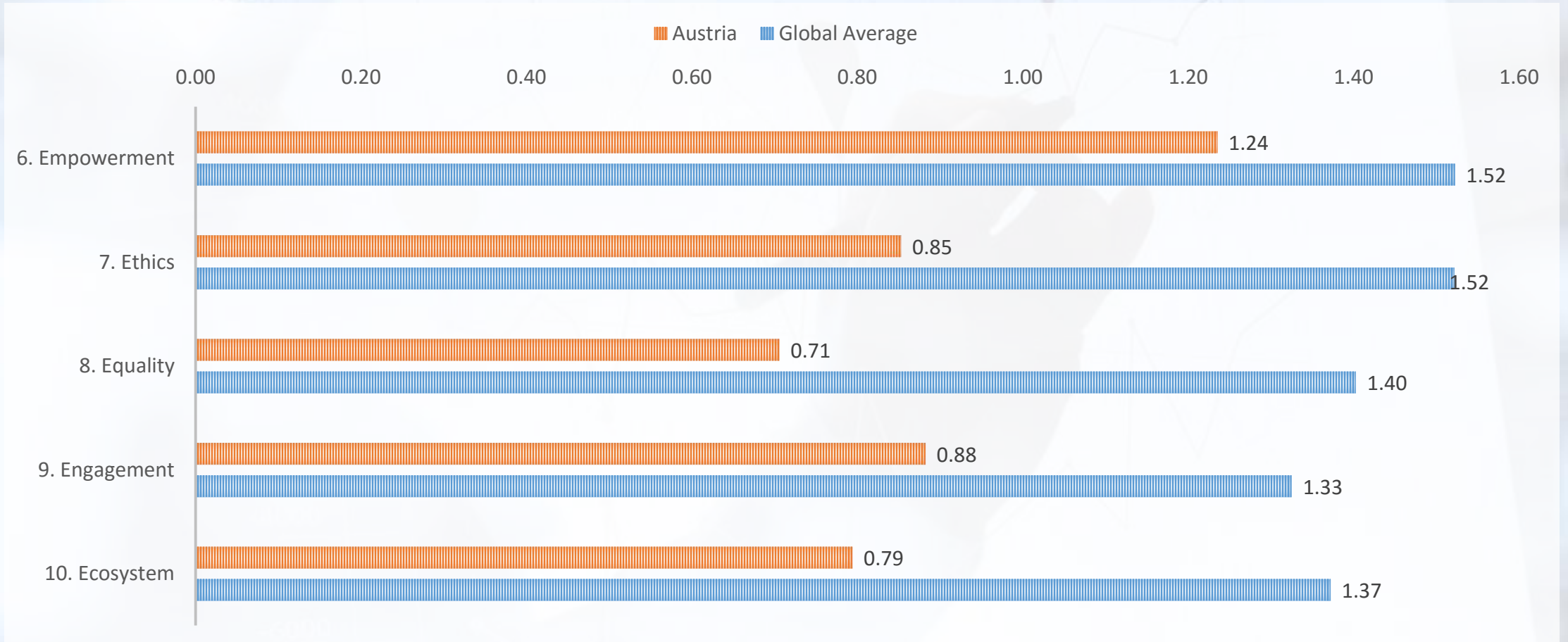
2.2.2.2.2 Human Cycle Status Score



2.2.2.3.1 Enterprise Cycle Gap



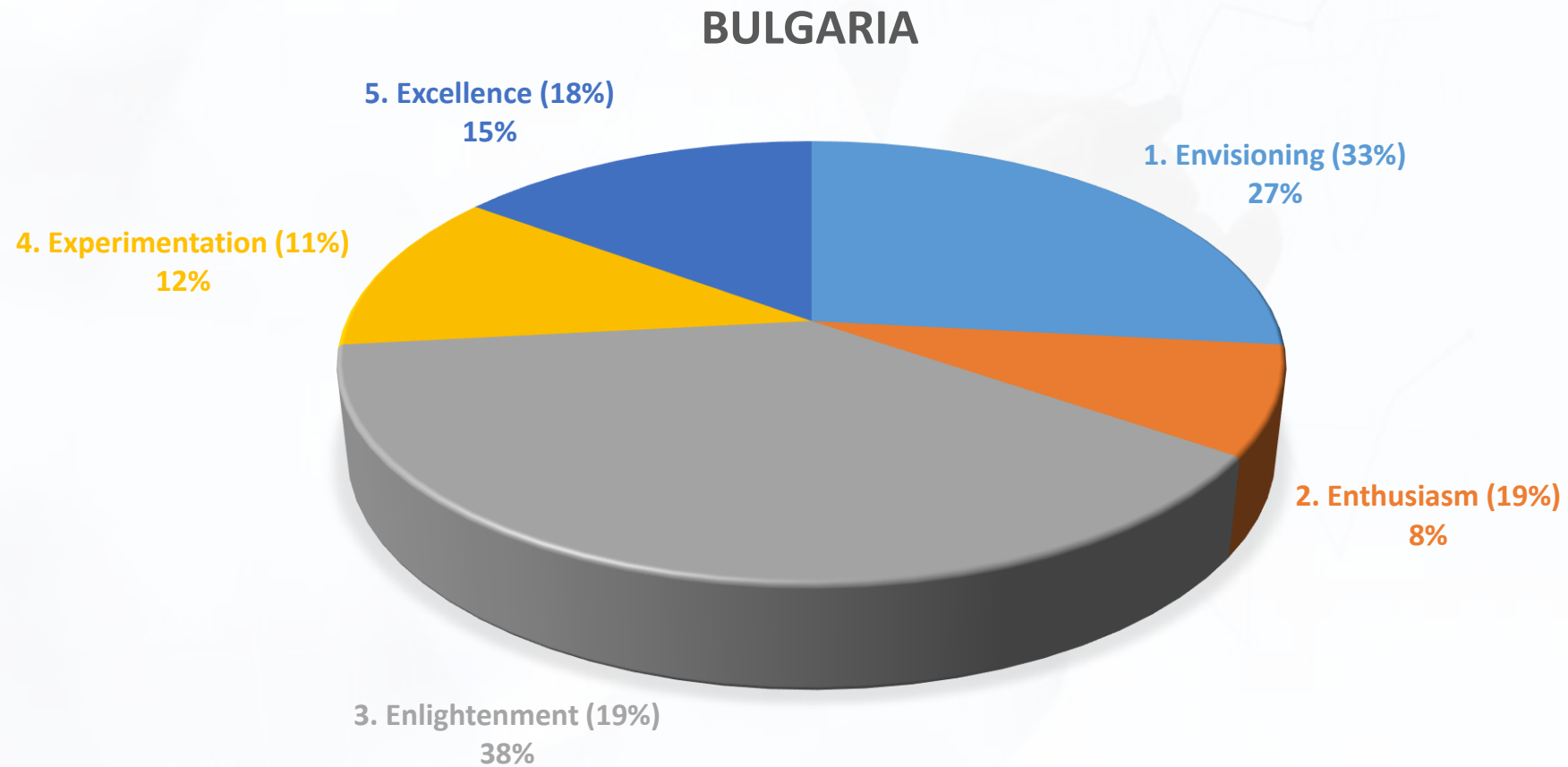
2.2.2.3.2 Human Cycle Gap



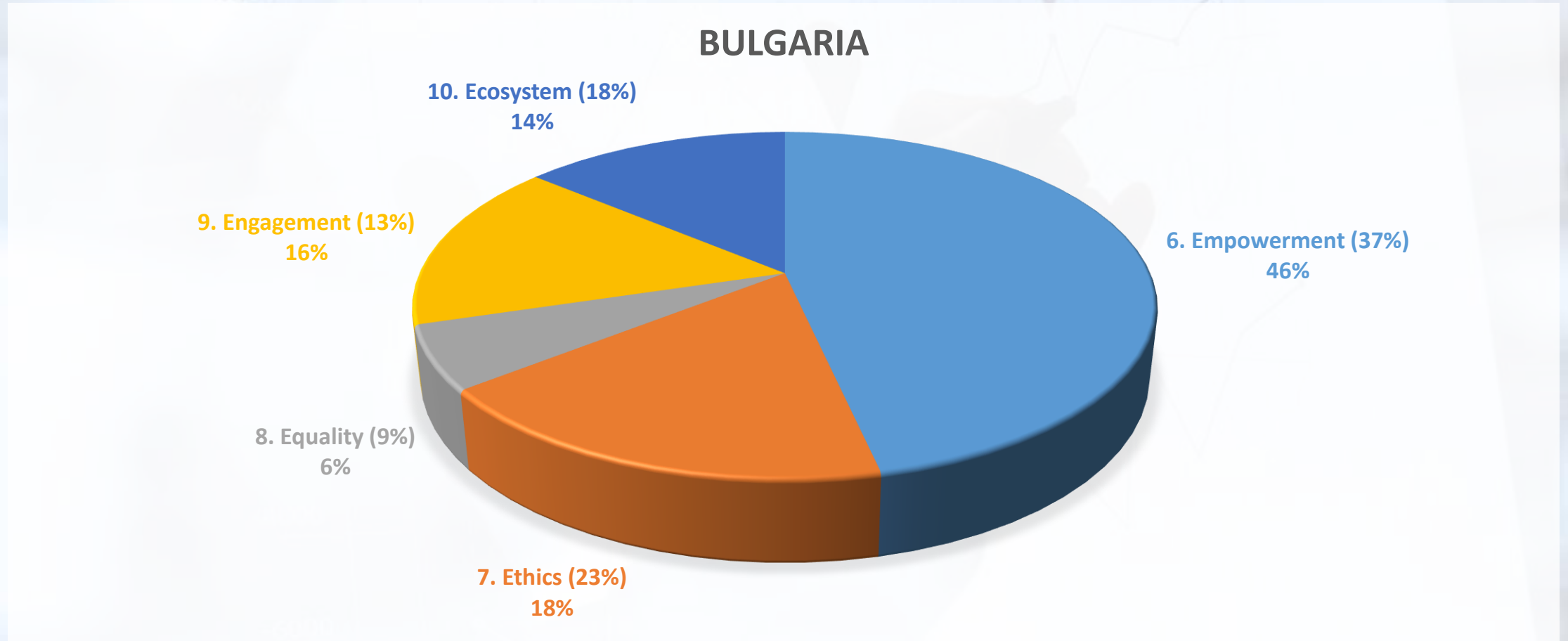
2.2.3 Bulgaria

- Bulgaria perceives Enlightenment and Empowerment to be the most important elements of Humane Entrepreneurship with 38 and 46 percent of their respondents choosing these
- Scores for these two factors are above the Global Average of 19 and 37 percent, respectively
- The perceived status of Humane Entrepreneurship is however below the Global Average for all elements
- They also perceive there to be a general gap between their perceived importance and the actual state with all marks higher than the Global Average

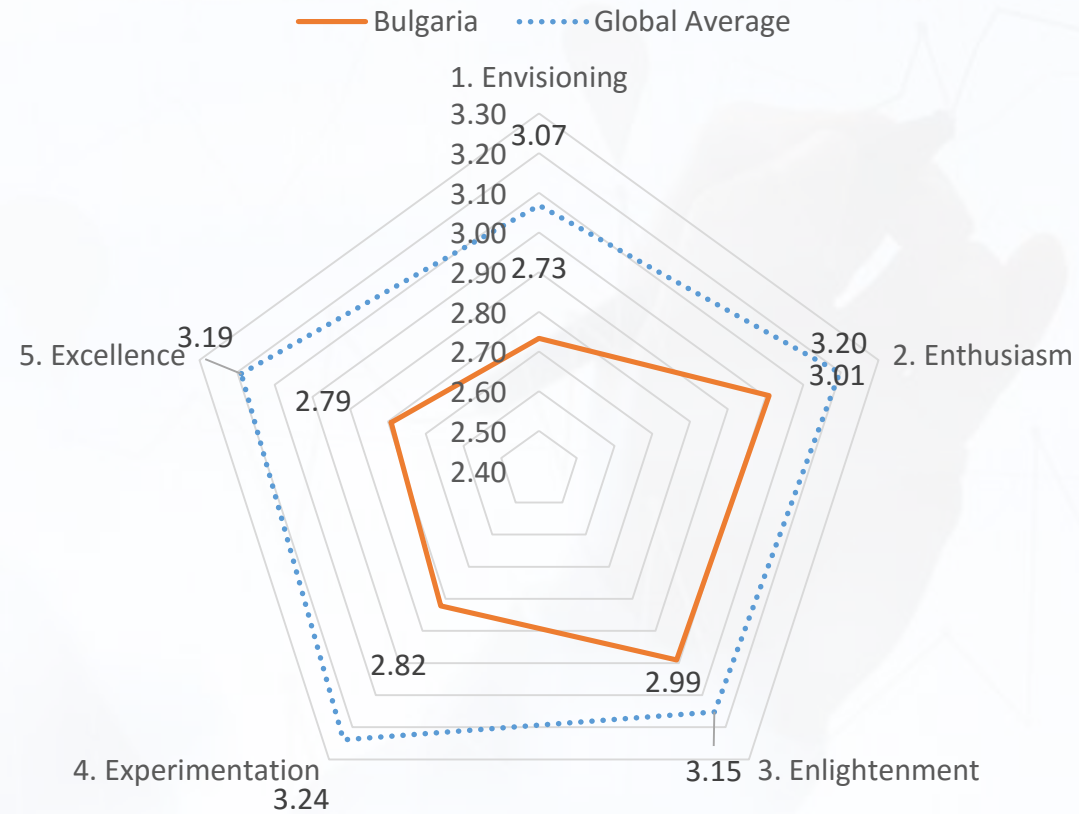
2.2.3.1.1 Enterprise Cycle Importance Ranking



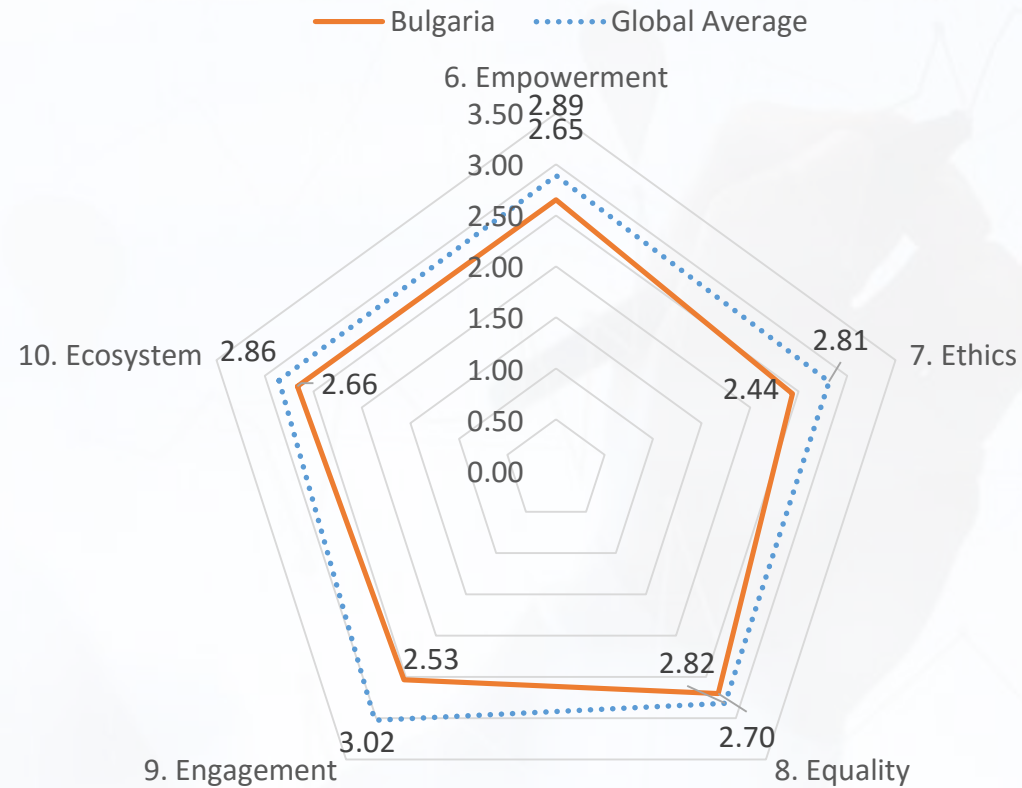
2.2.3.1.2 Human Cycle Importance Ranking



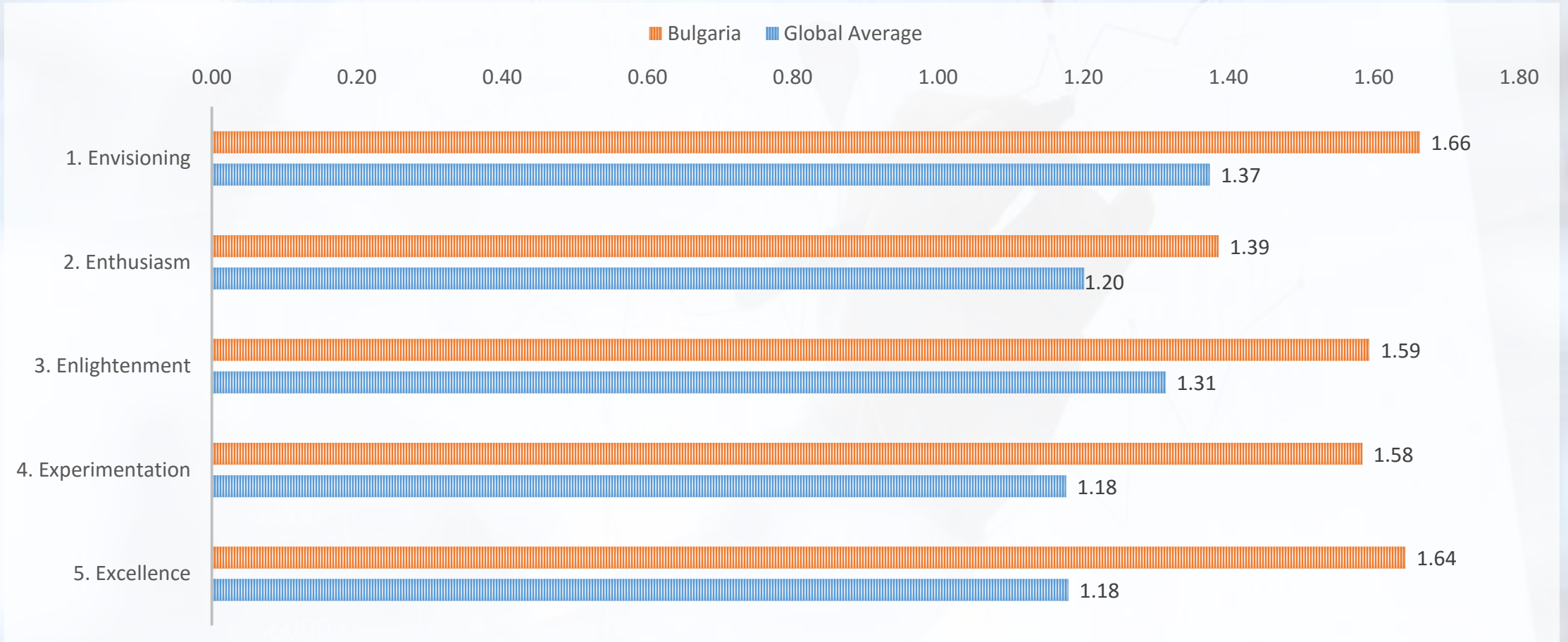
2.2.3.2.1 Enterprise Cycle Status Score



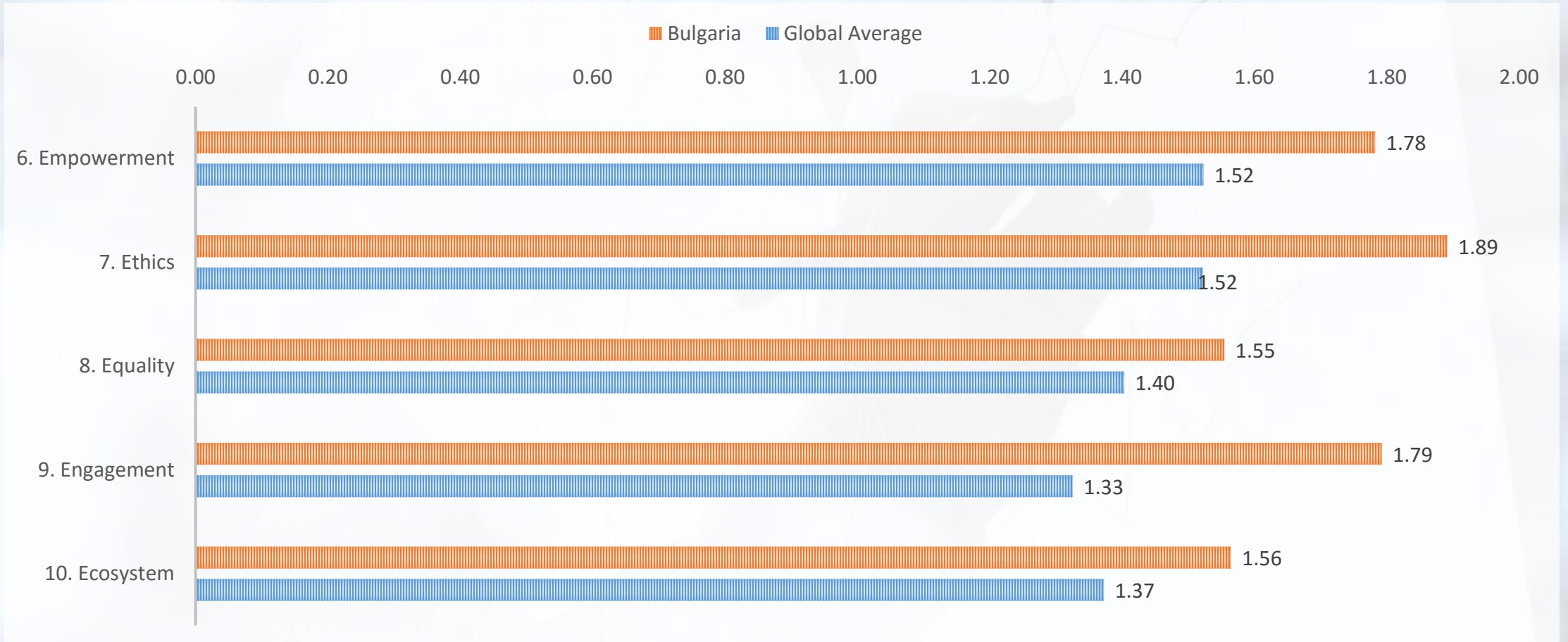
2.2.3.2.2 Human Cycle Status Score



2.2.3.3.1 Enterprise Cycle Gap



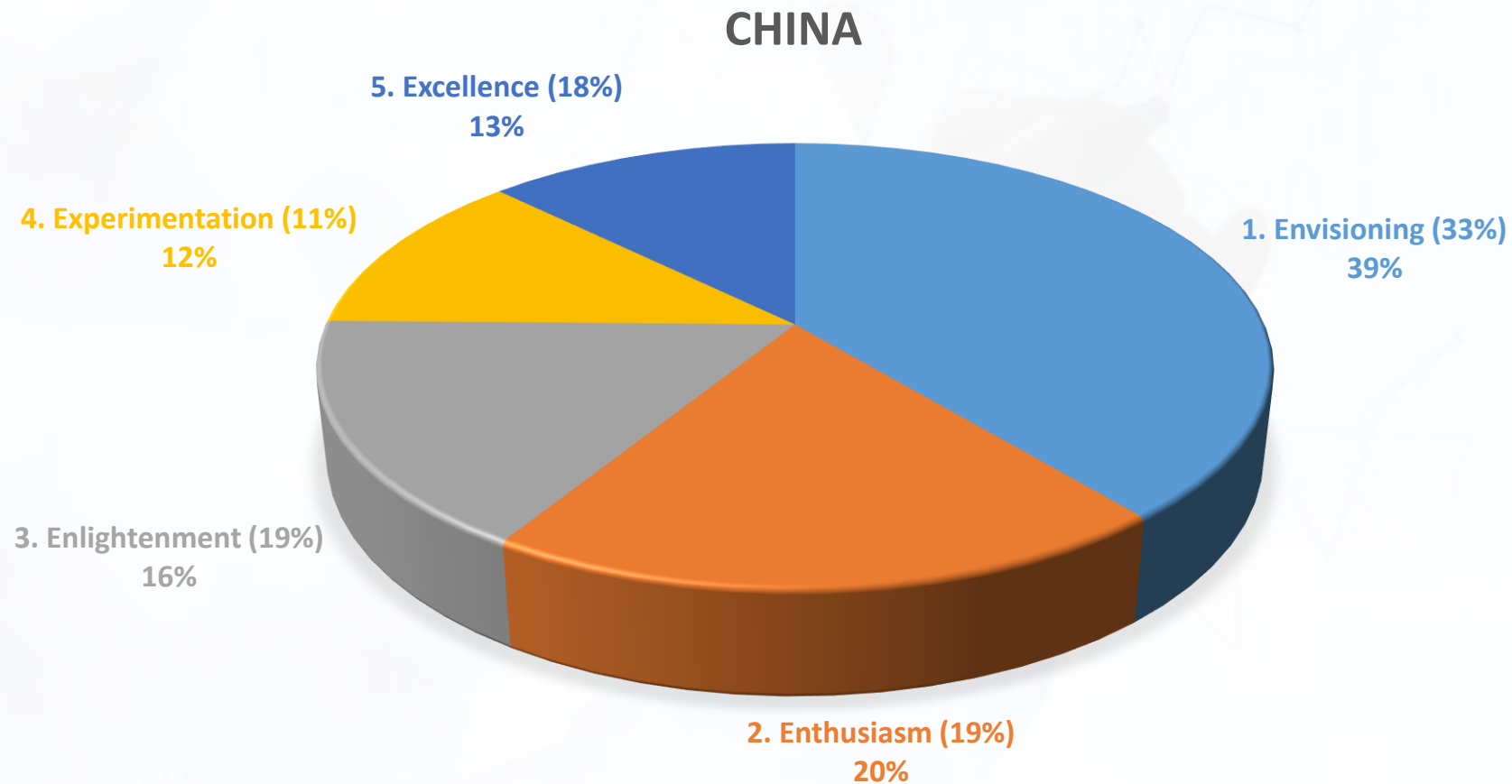
2.2.3.3.2 Human Cycle Gap



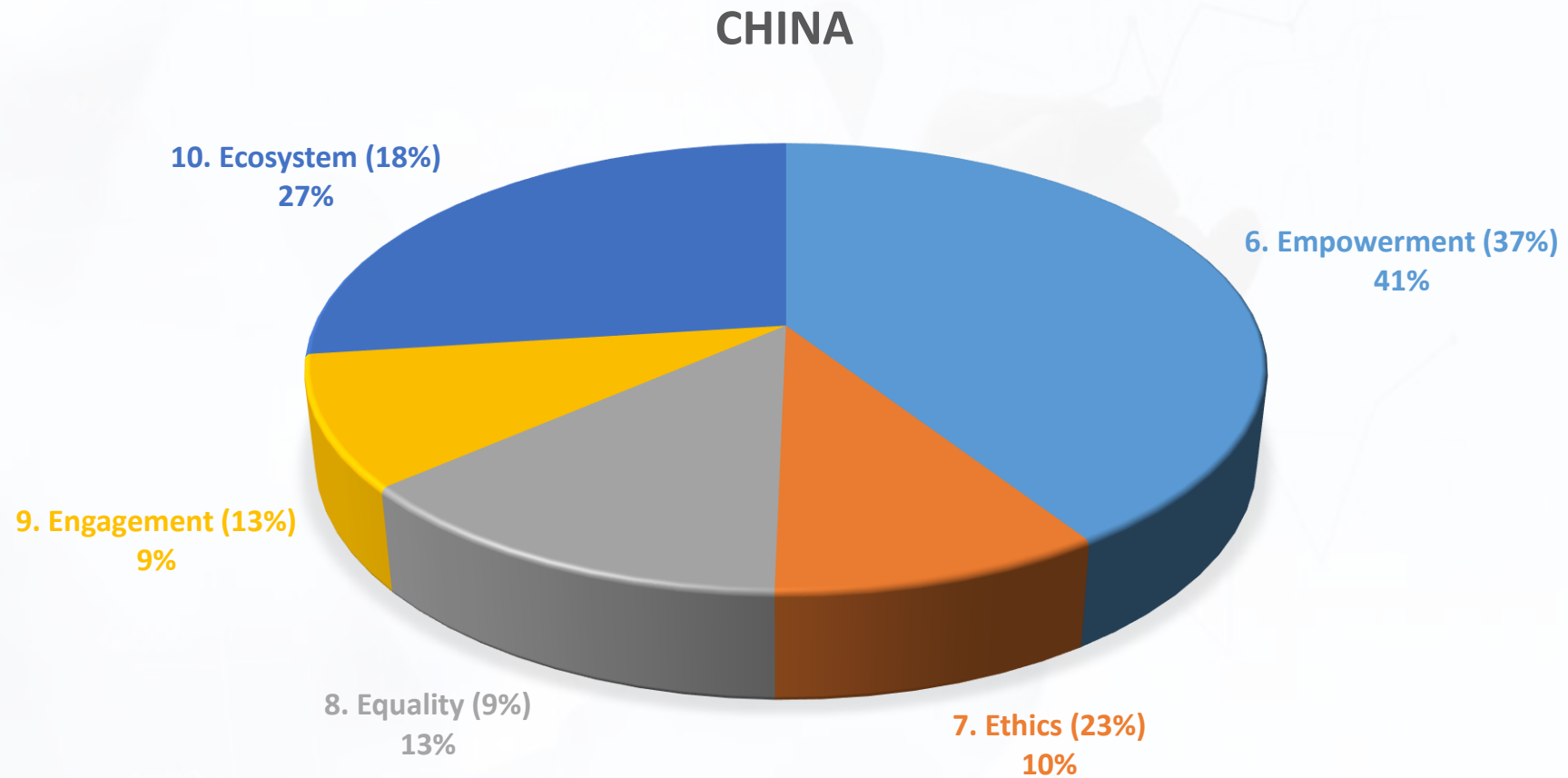
2.2.4 China

- China perceives Envisioning and Empowerment to be the most important elements of Humane Entrepreneurship with 39 and 41 percent of their respondents choosing these
- Scores for these two factors are above the Global Average of 33 and 37 percent, respectively
- The perceived status of Humane Entrepreneurship is however above the Global Average for most elements except Engagement, Equality and Ethics
- They also perceive there to be a general gap between their perceived importance and the actual state with all Enterprise Cycle marks lower and most Human Cycle marks except Empowerment above average

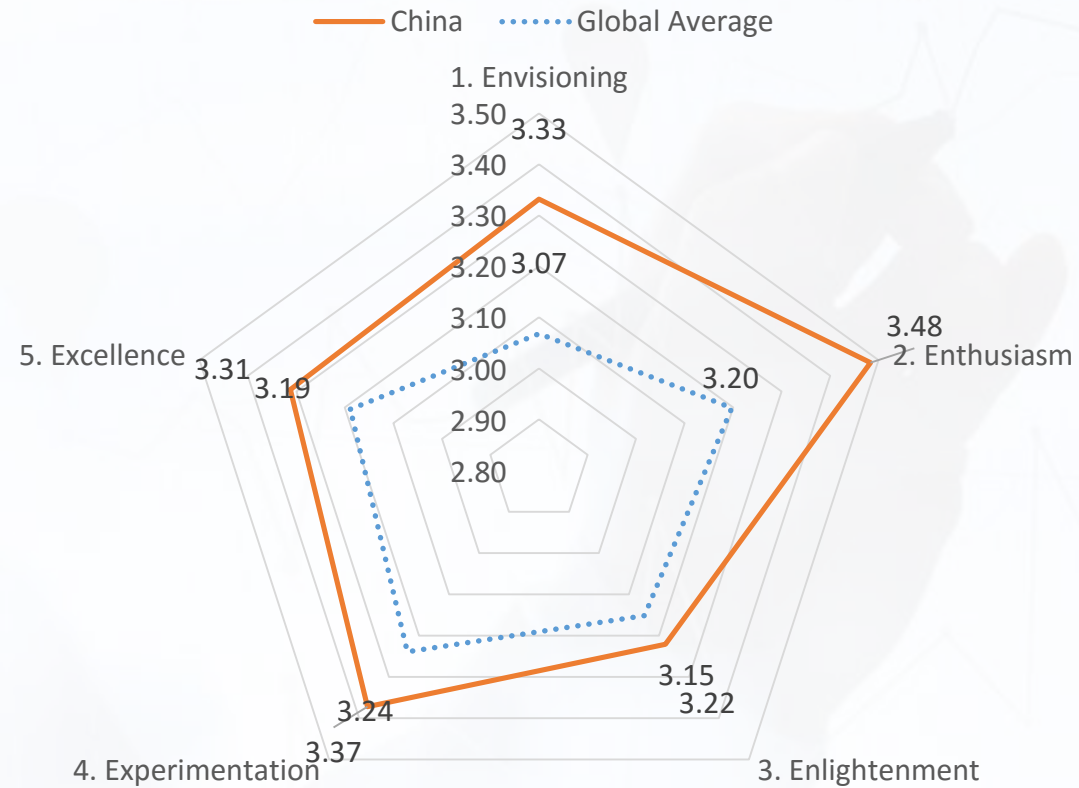
2.2.4.1.1 Enterprise Cycle Importance Ranking



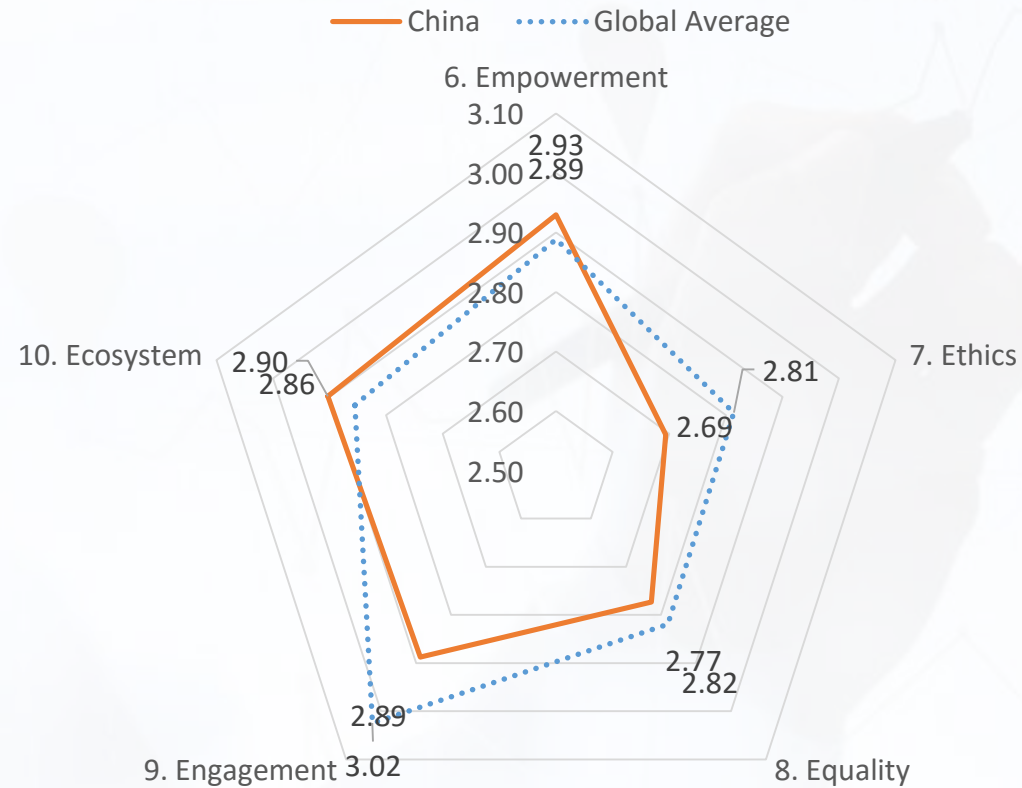
2.2.4.1.2 Human Cycle Importance Ranking



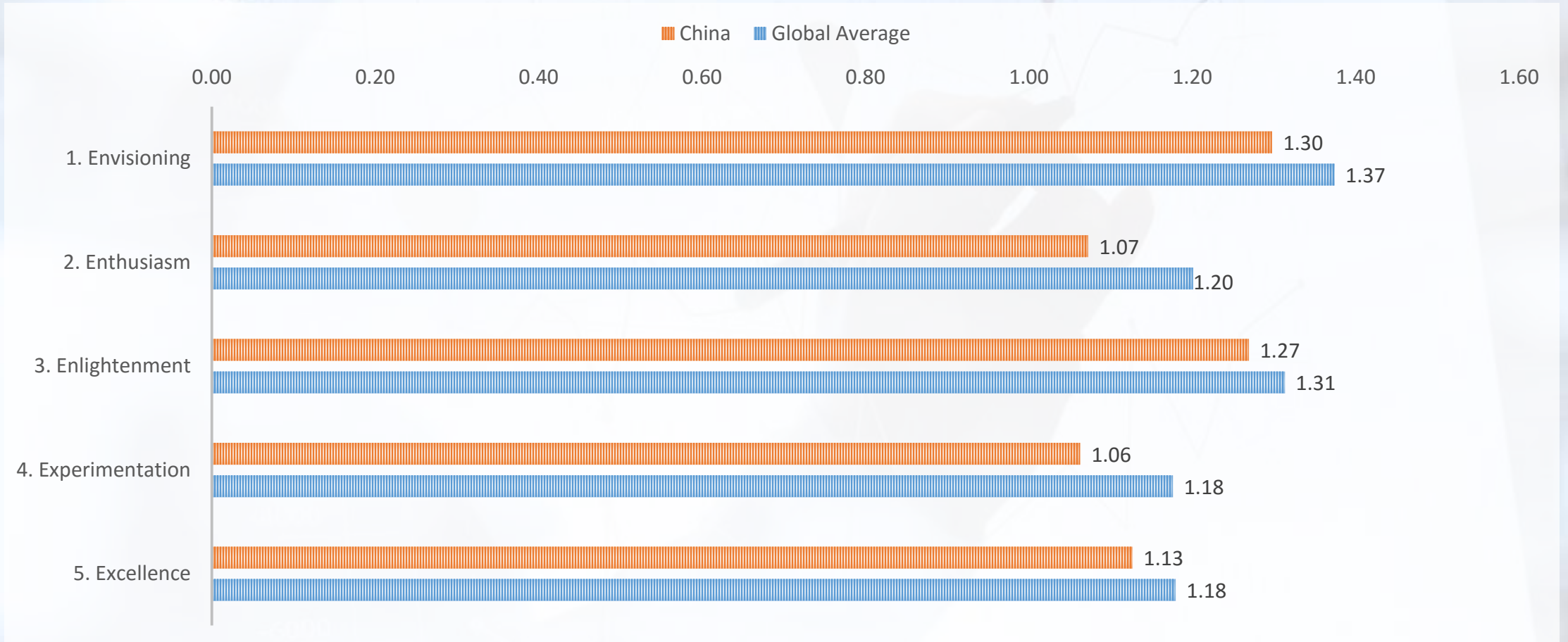
2.2.4.2.1 Enterprise Cycle Status Score



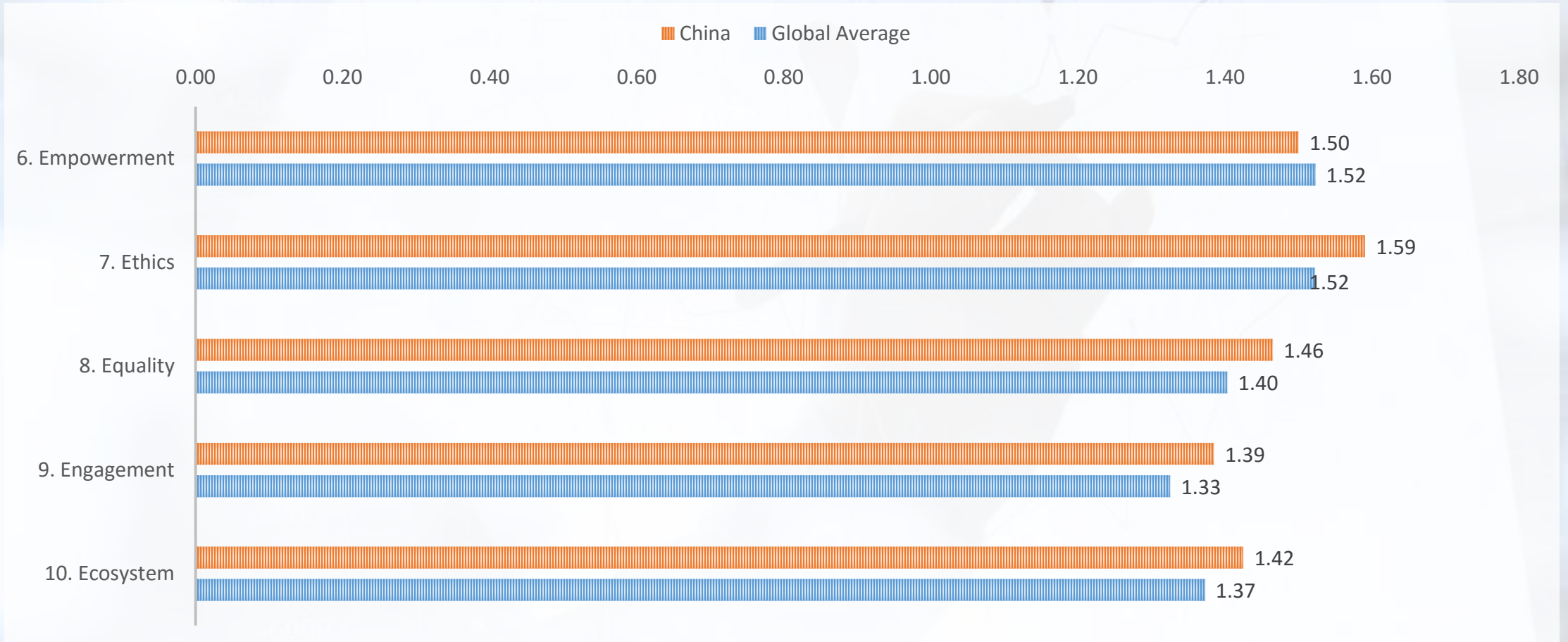
2.2.4.2.2 Human Cycle Status Score



2.2.4.3.1 Enterprise Cycle Gap



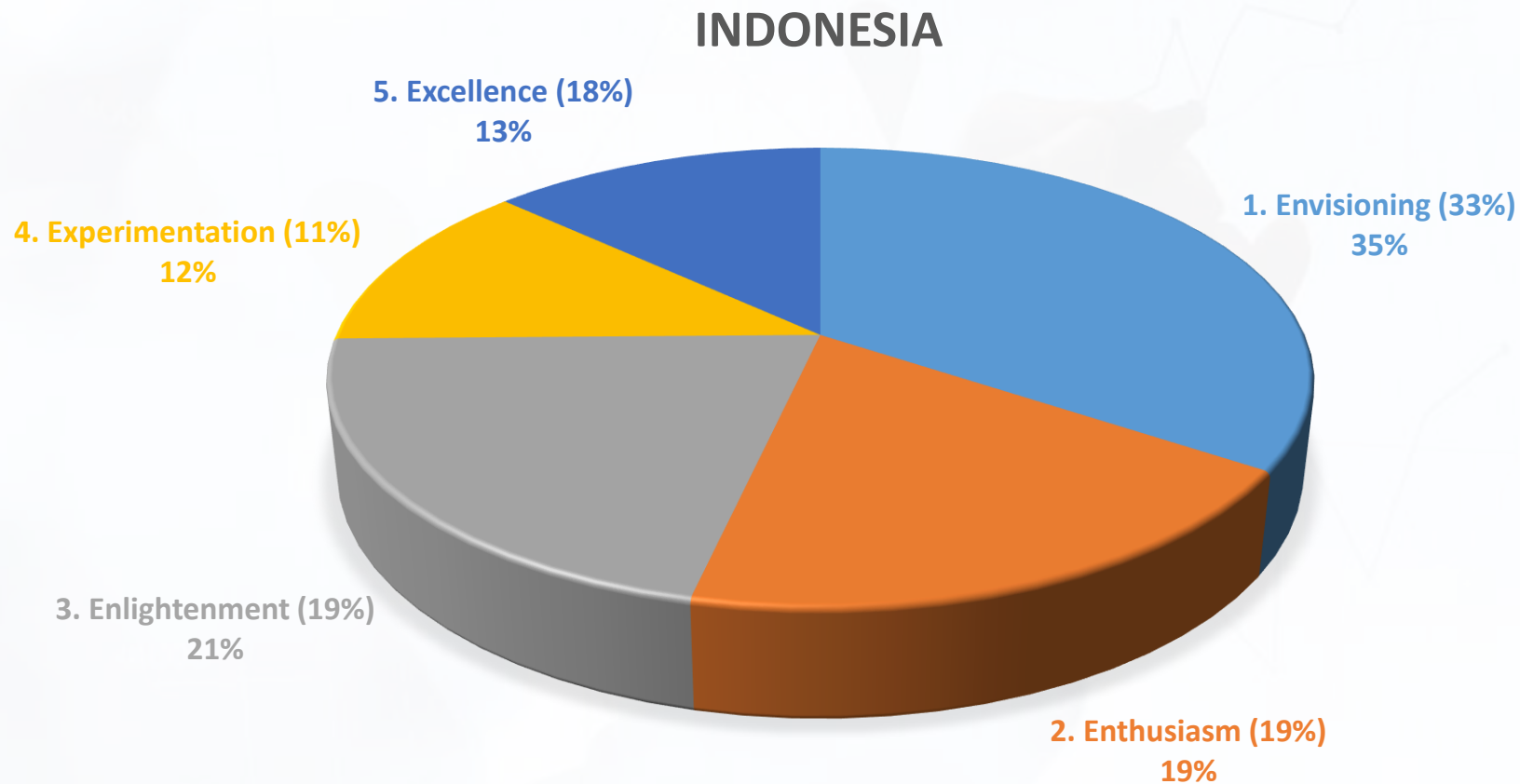
2.2.4.3.2 Human Cycle Gap



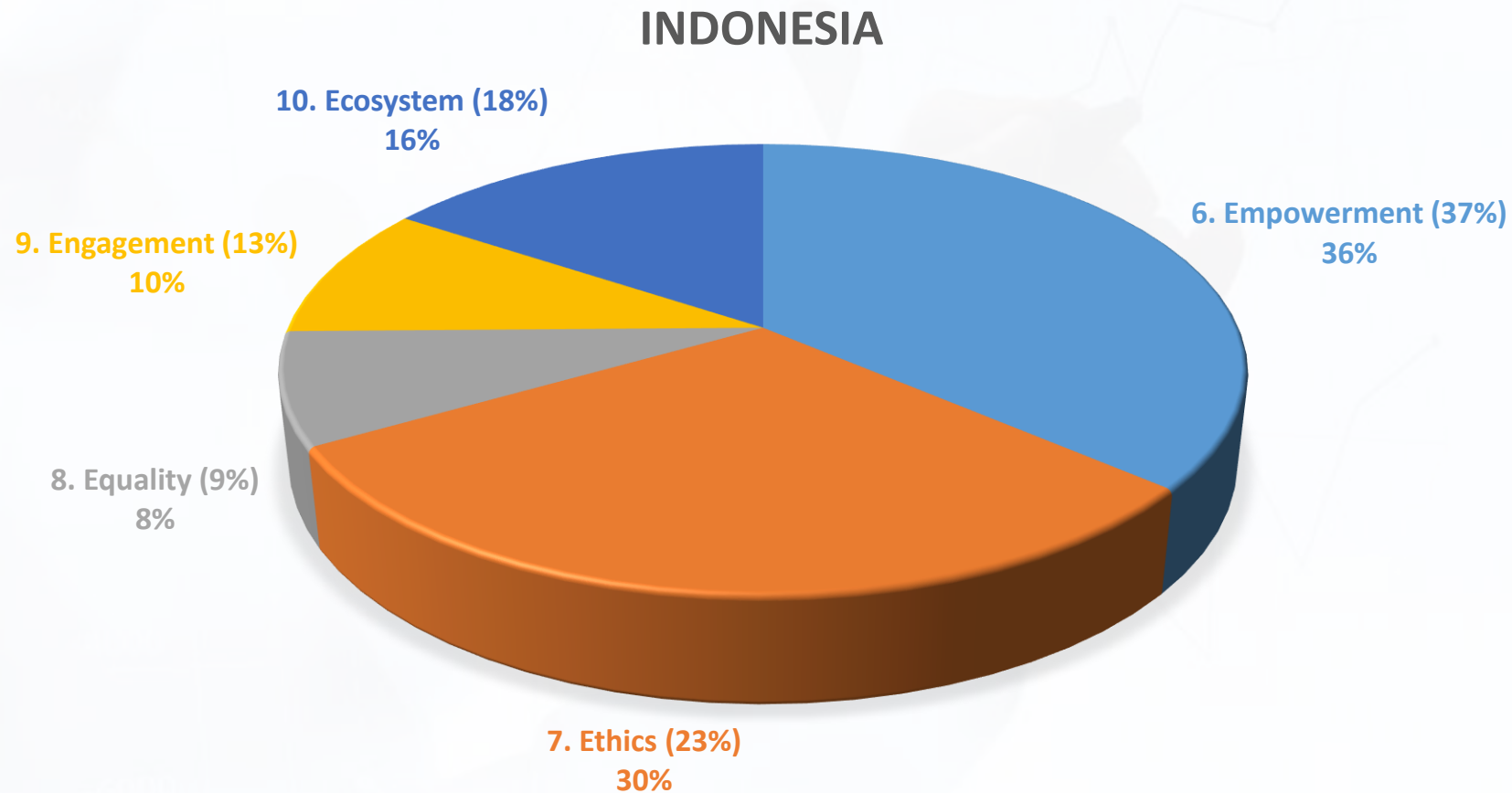
2.2.5 Indonesia

- Indonesia perceives Envisioning and Empowerment to be the most important elements of Humane Entrepreneurship with 35 and 36 percent of their respondents choosing these
- Scores for these two factors are above the Global Average of 33 and 37 percent, respectively
- The perceived status of Humane Entrepreneurship is however above the Global Average for most elements except Envisioning, Excellence and Engagement
- They also perceive there to be a general gap between their perceived importance and the actual state with all marks lower than the Global Average

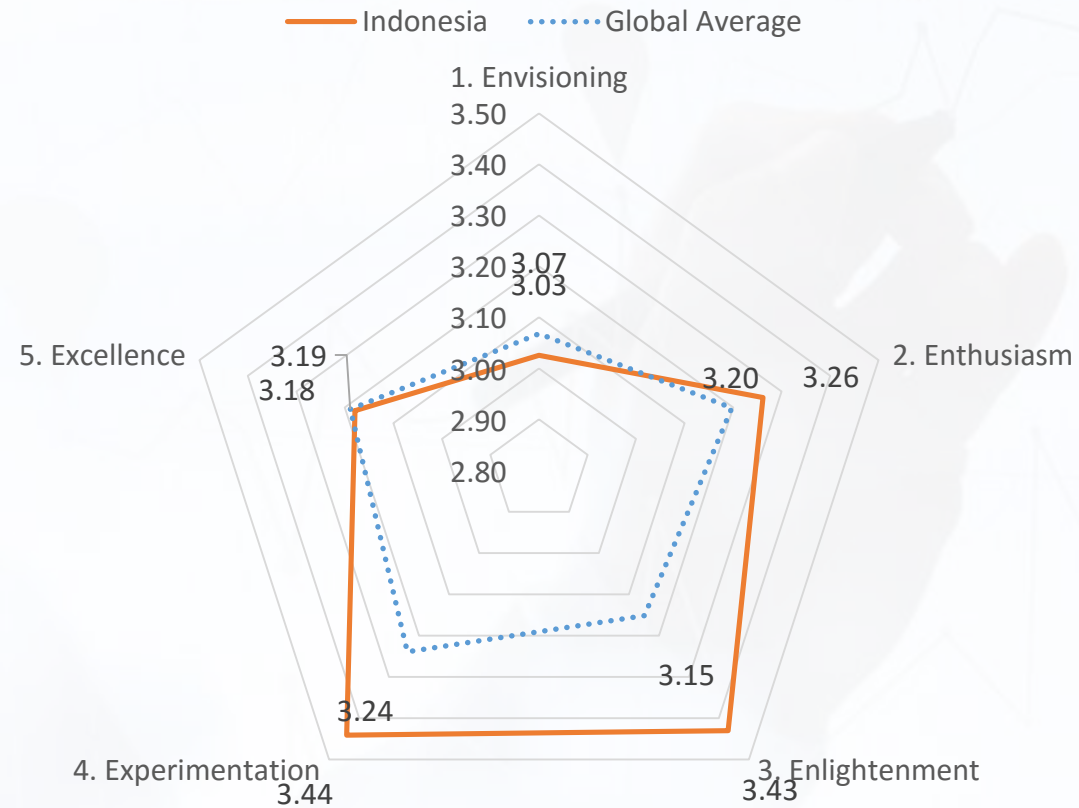
2.2.5.1.1 Enterprise Cycle Importance Ranking



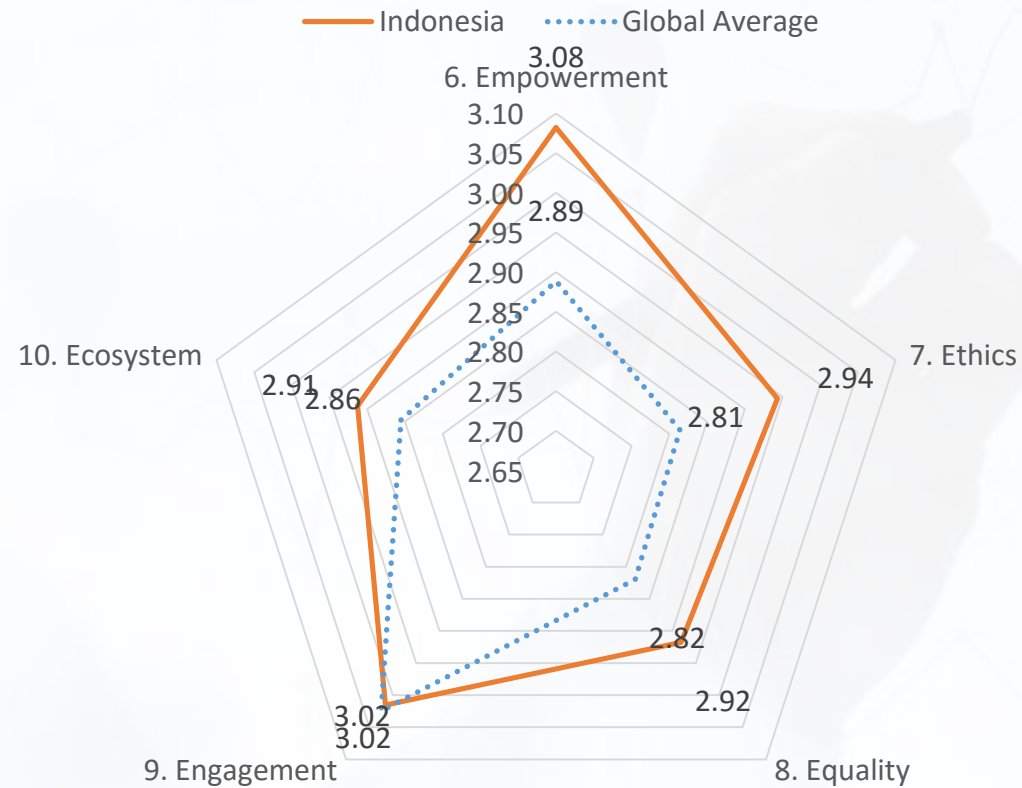
2.2.5.1.2 Human Cycle Importance Ranking



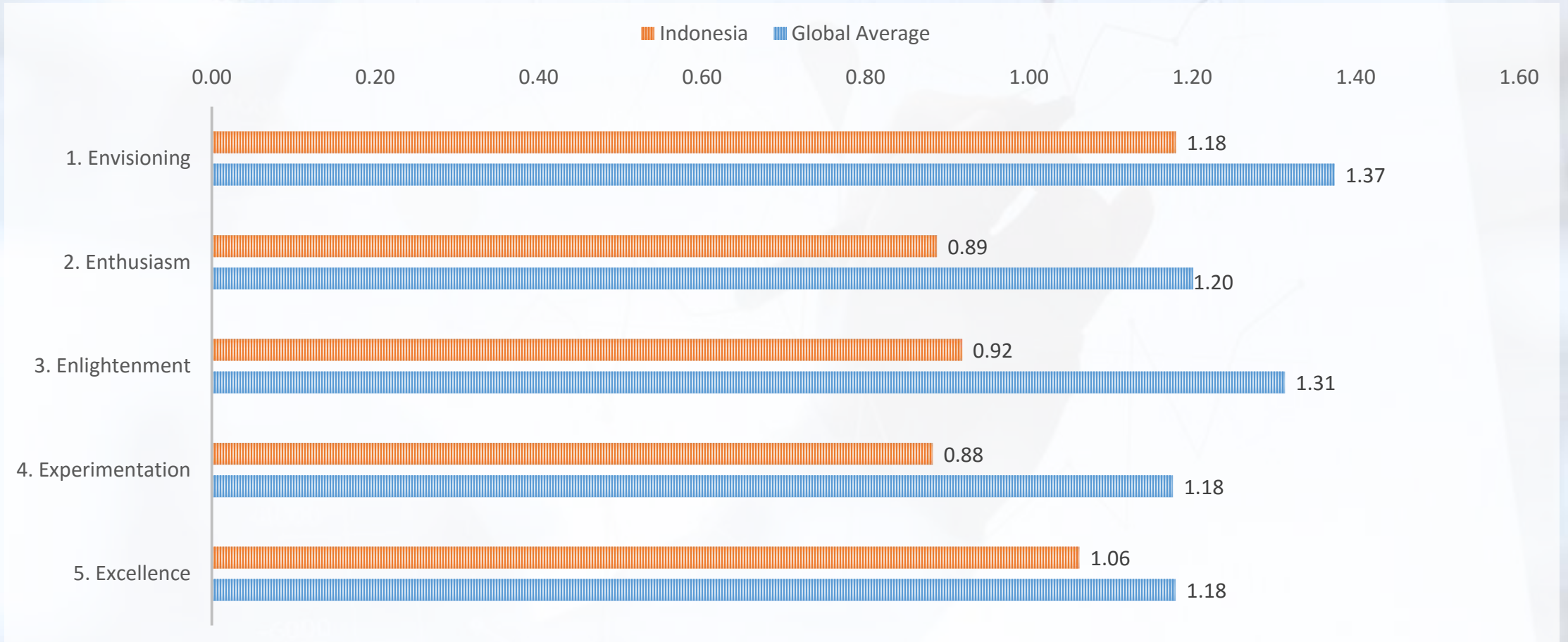
2.2.5.2.1 Enterprise Cycle Status Score



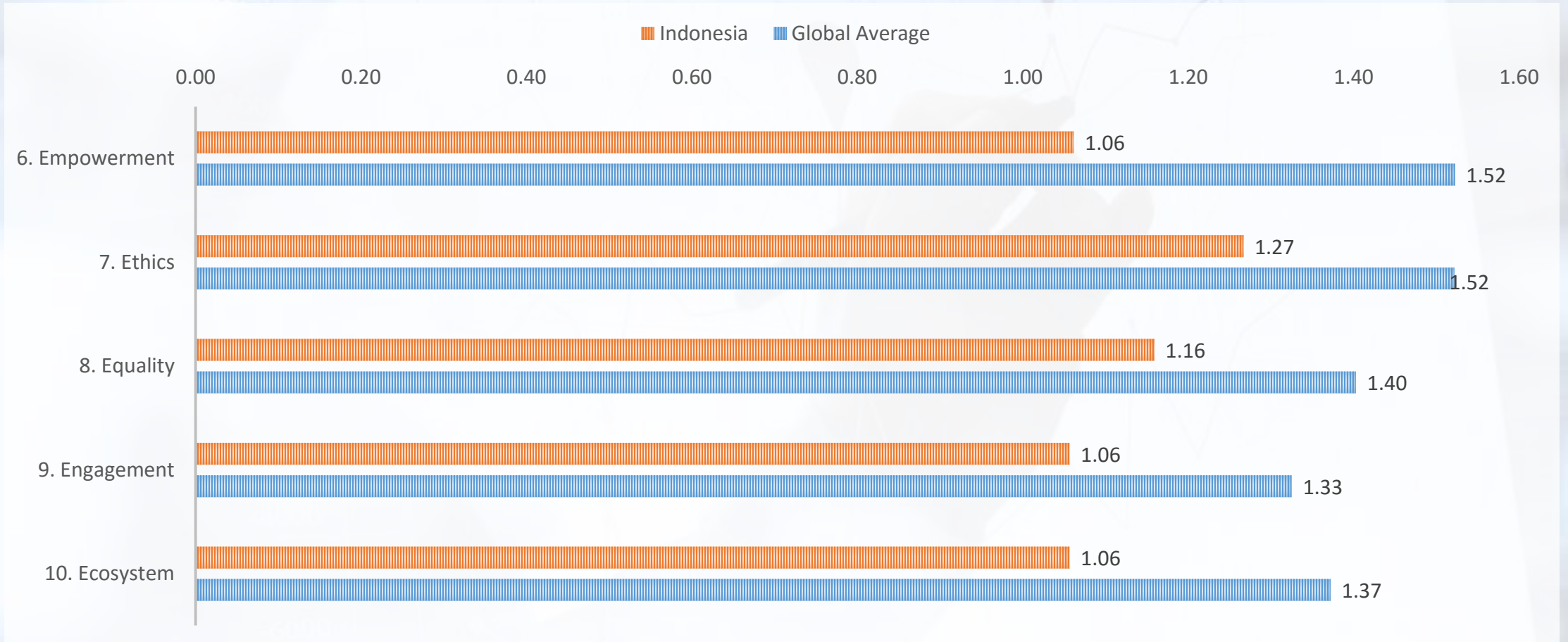
2.2.5.2.2 Human Cycle Status Score



2.2.5.3.1 Enterprise Cycle Gap



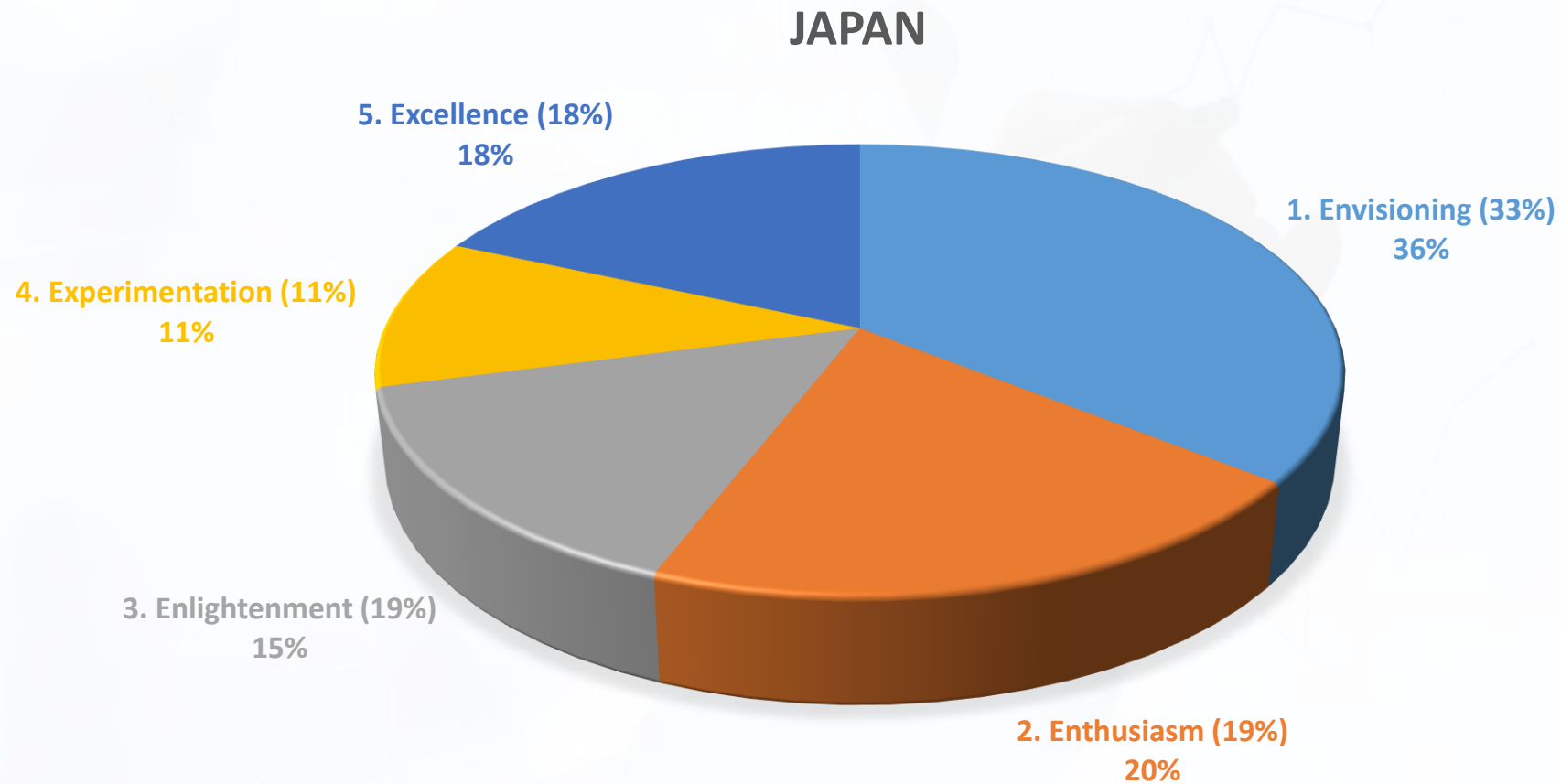
2.2.5.3.2 Human Cycle Gap



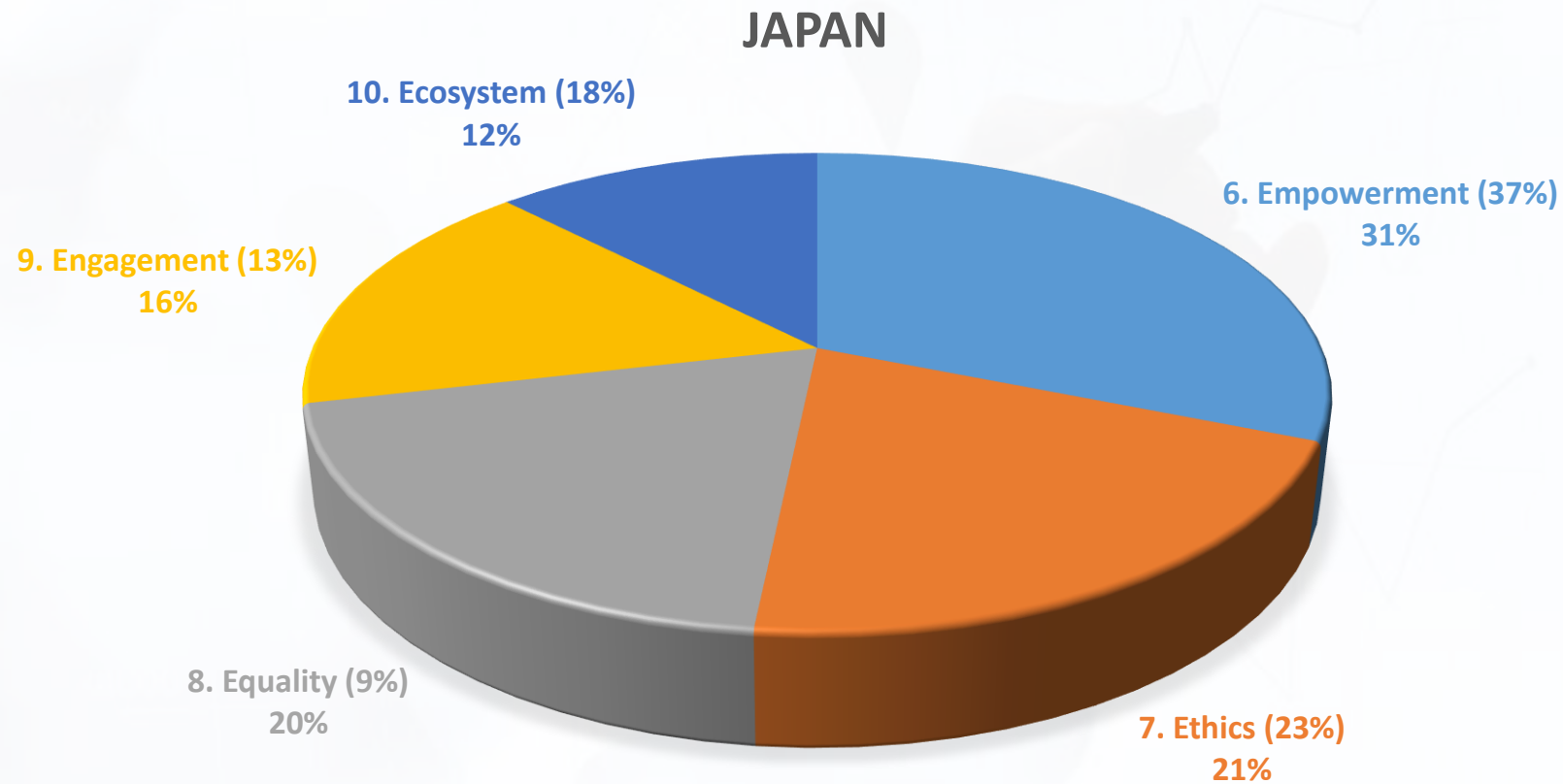
2.2.6 Japan

- Japan perceives Envisioning and Empowerment to be the most important elements of Humane Entrepreneurship with 36 and 31 percent of their respondents choosing these
- Scores for the former is above, but the latter is below the Global Averages of 33 and 37 percent, respectively
- The perceived status of Humane Entrepreneurship is however below the Global Average for most elements except for Ethics and Equality
- They also perceive there to be a general gap between their perceived importance and the actual state with all marks remarkably lower than the Global Average

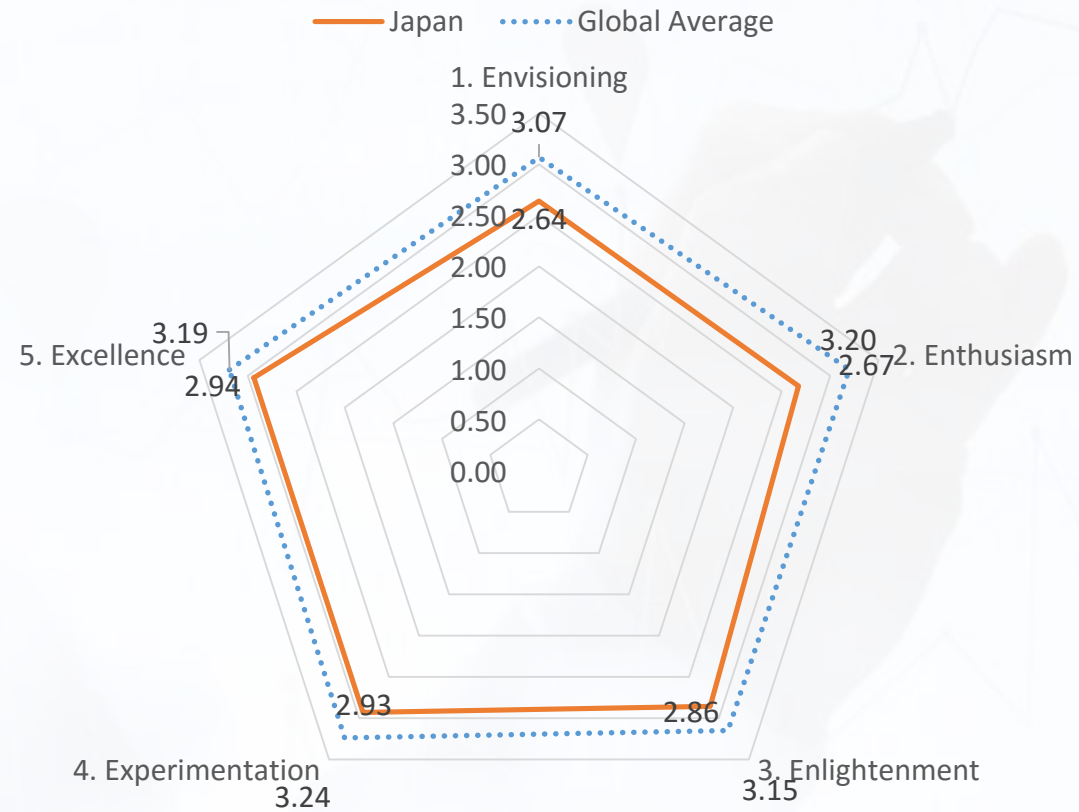
2.2.6.1.1 Enterprise Cycle Importance Ranking



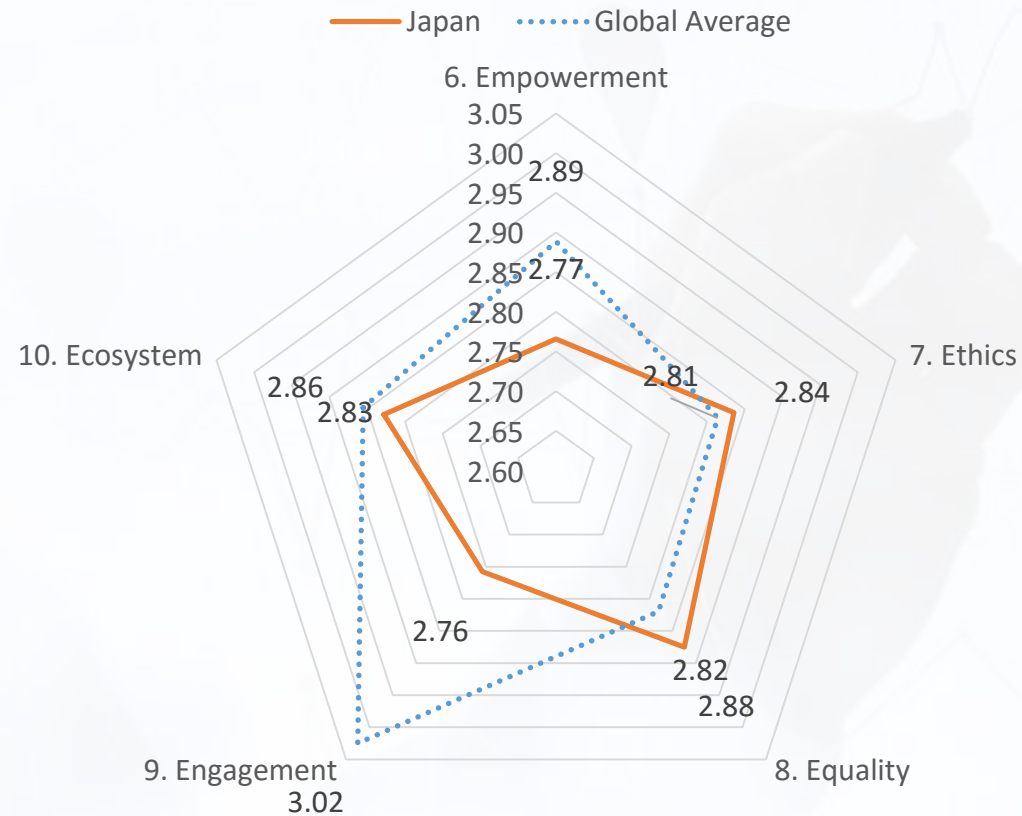
2.2.6.1.2 Human Cycle Importance Ranking



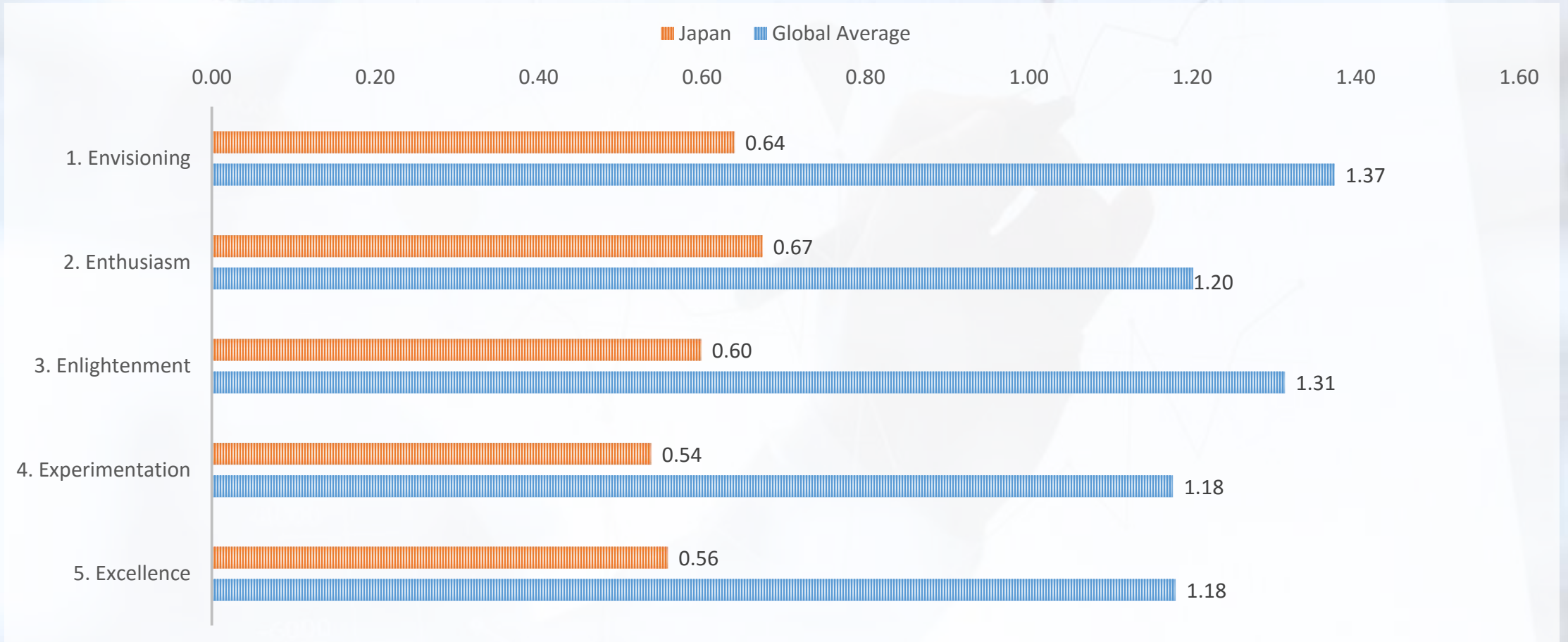
2.2.6.2.1 Enterprise Cycle Status Score



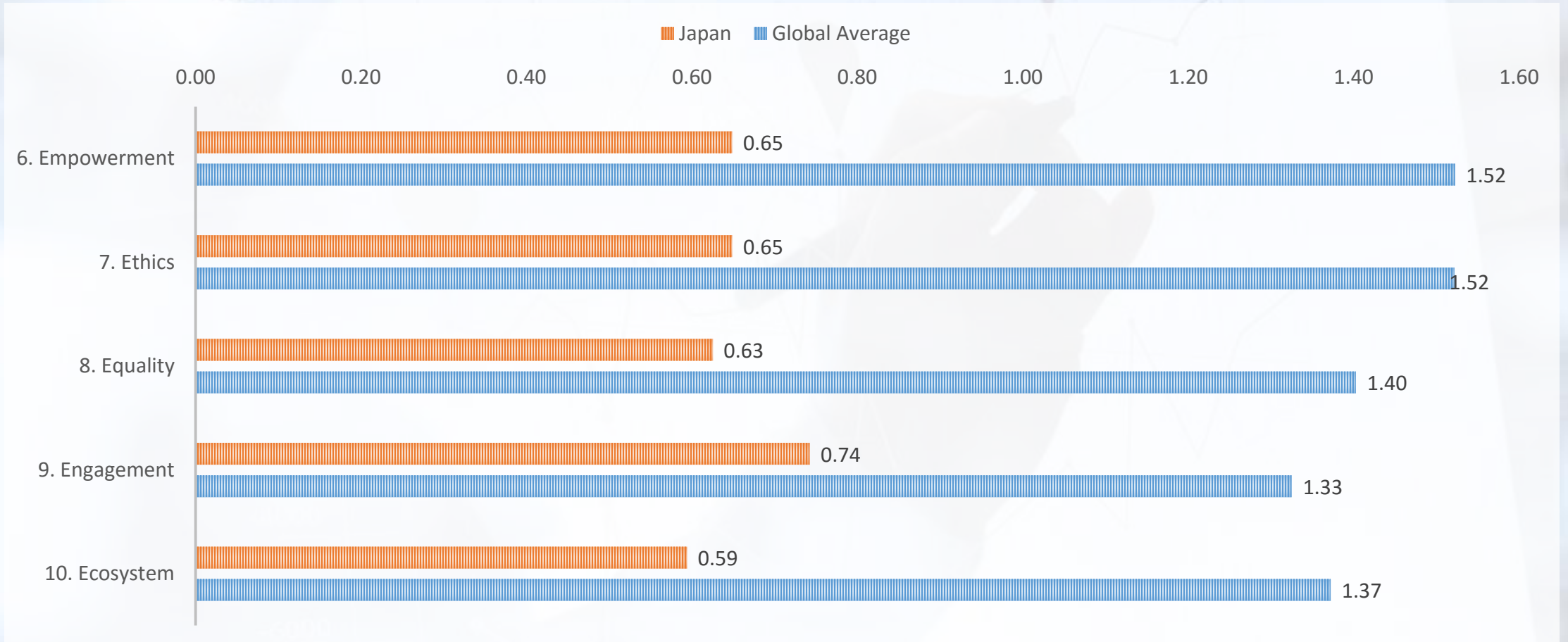
2.2.6.2.2 Human Cycle Status Score



2.2.6.3.1 Enterprise Cycle Gap



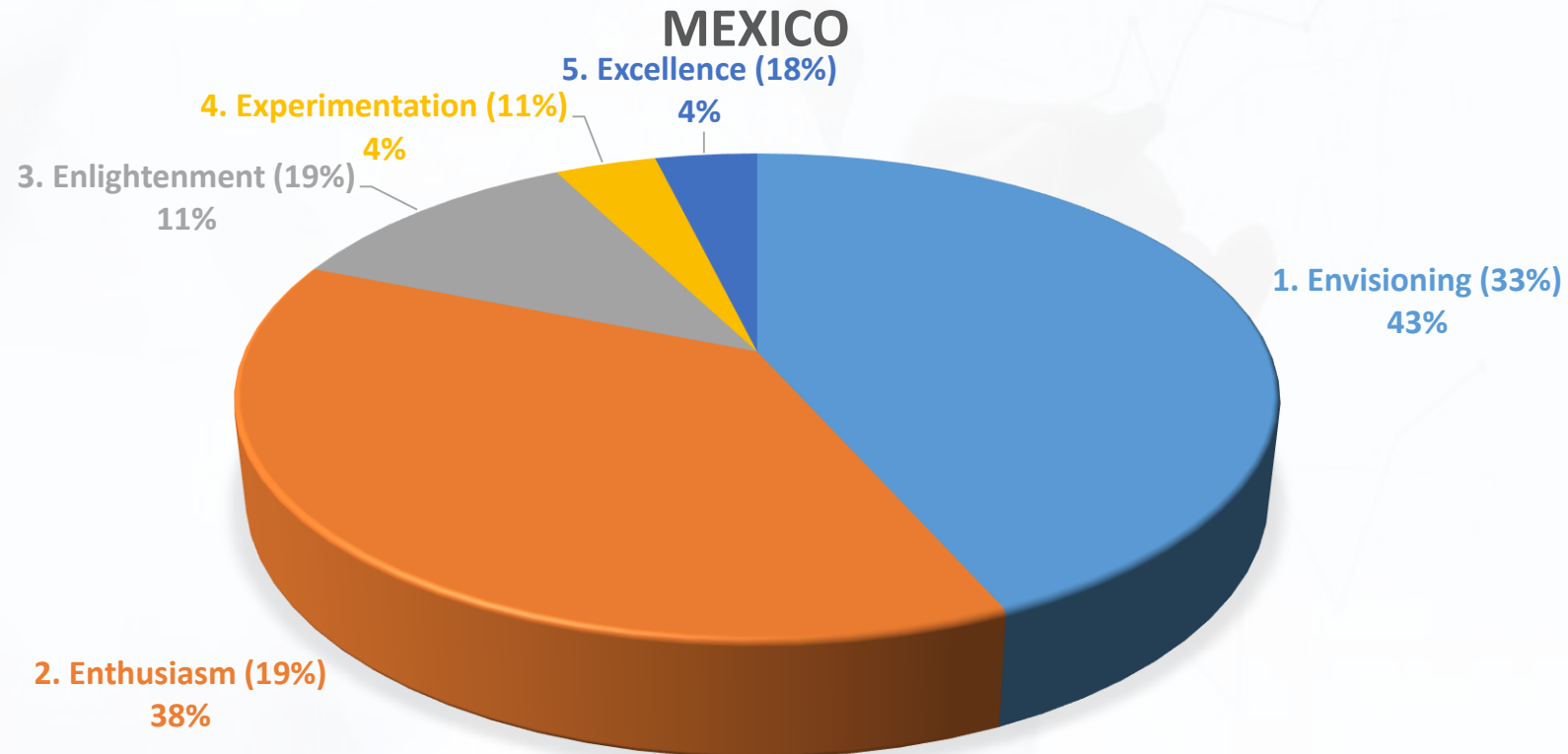
2.2.6.3.2 Human Cycle Gap



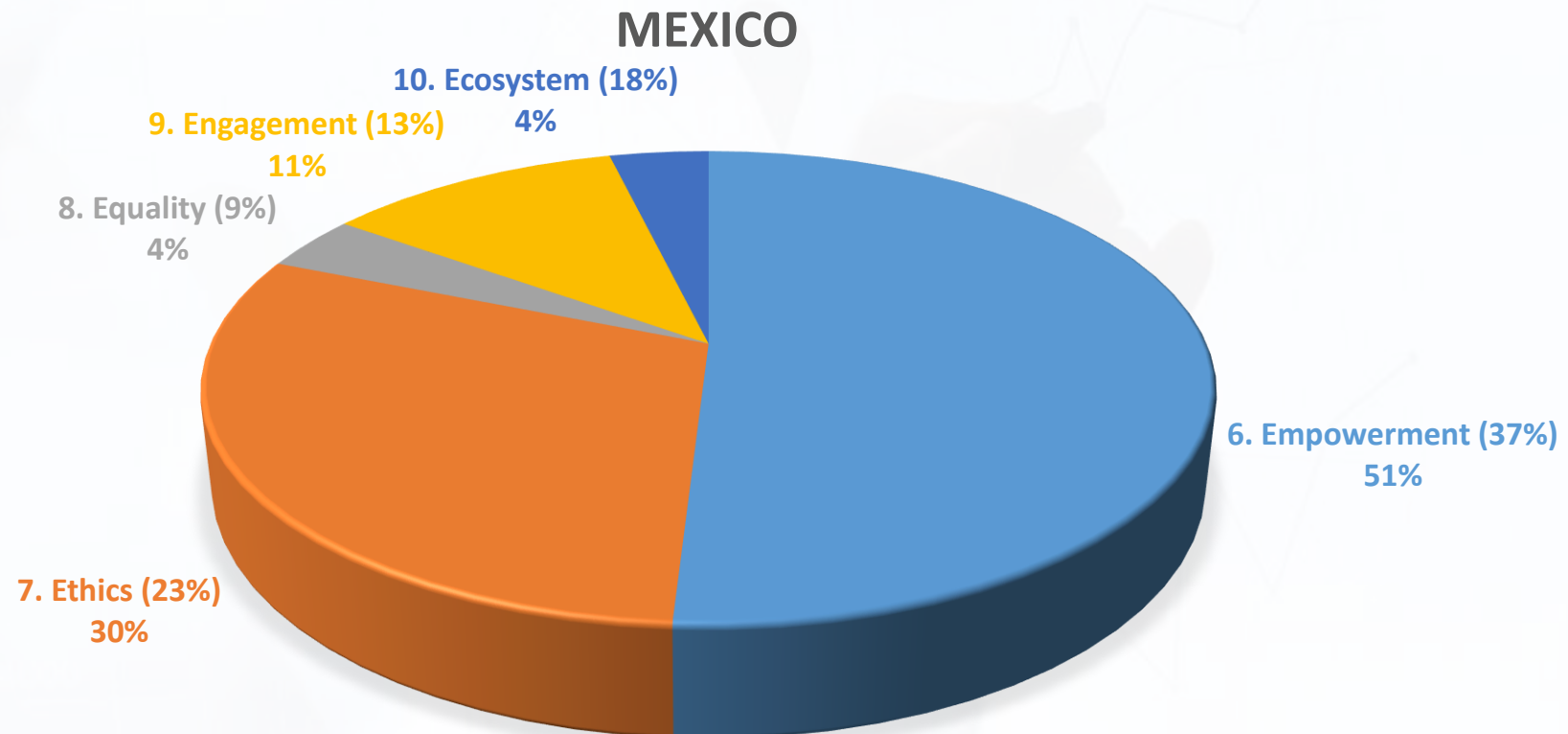
2.2.7 Mexico

- Mexico perceives Envisioning and Empowerment to be the most important elements of Humane Entrepreneurship with 43 and 51 percent of their respondents choosing these
- Scores for the these are above the Global Averages of 33 and 37 percent, respectively
- The perceived status of Humane Entrepreneurship is however above the Global Average for most elements except for Enlightenment, Ecosystem, and Ethics
- They also perceive there to be a general gap between their perceived importance and the actual state with most marks lower than average, except for Envisioning, Enthusiasm, and Enlightenment

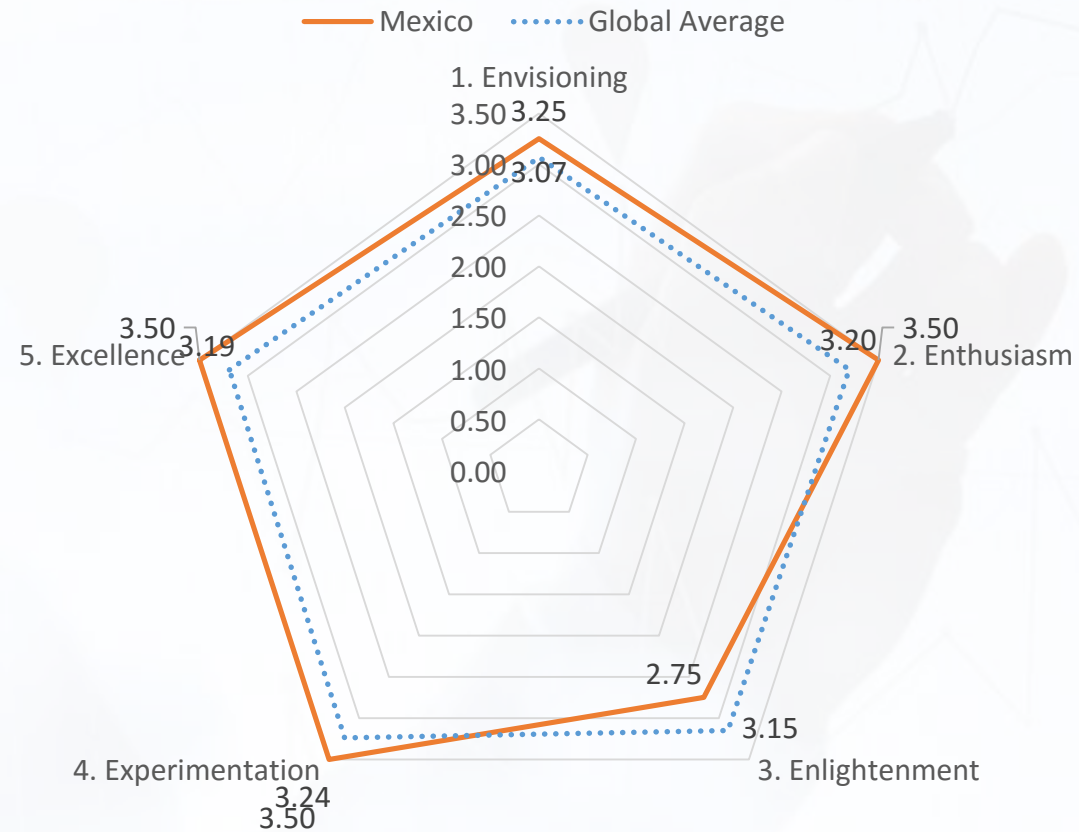
2.2.7.1.1 Enterprise Cycle Importance Ranking



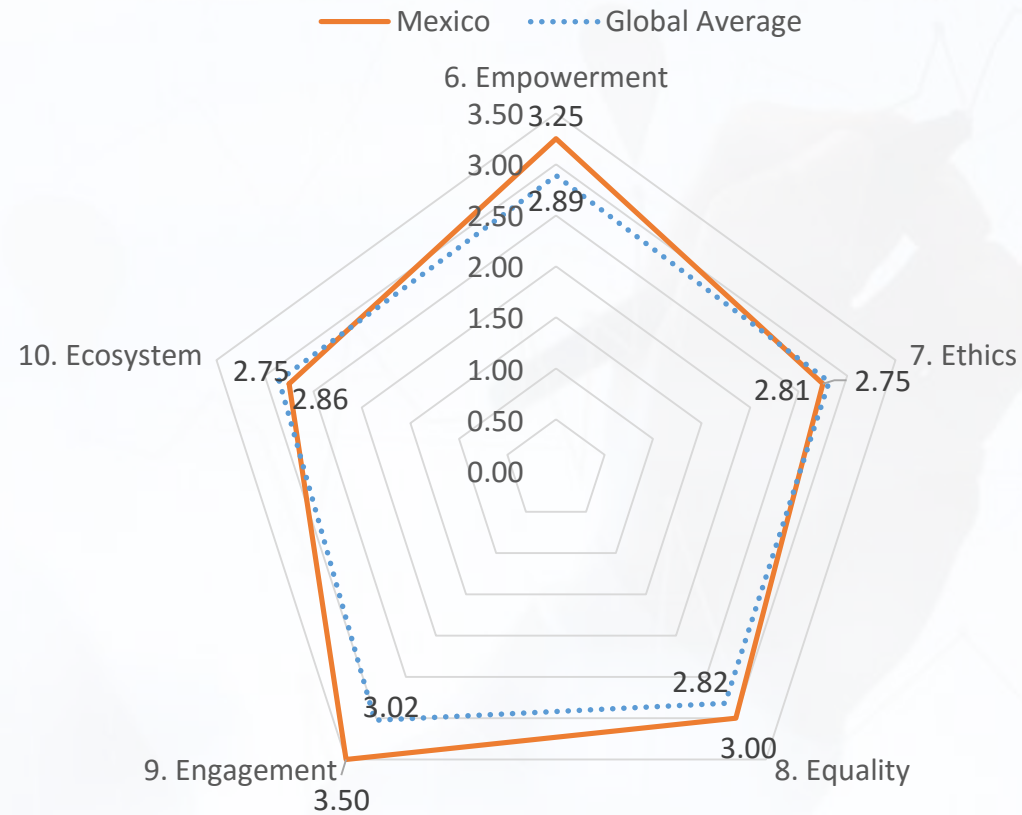
2.2.7.1.2 Human Cycle Importance Ranking



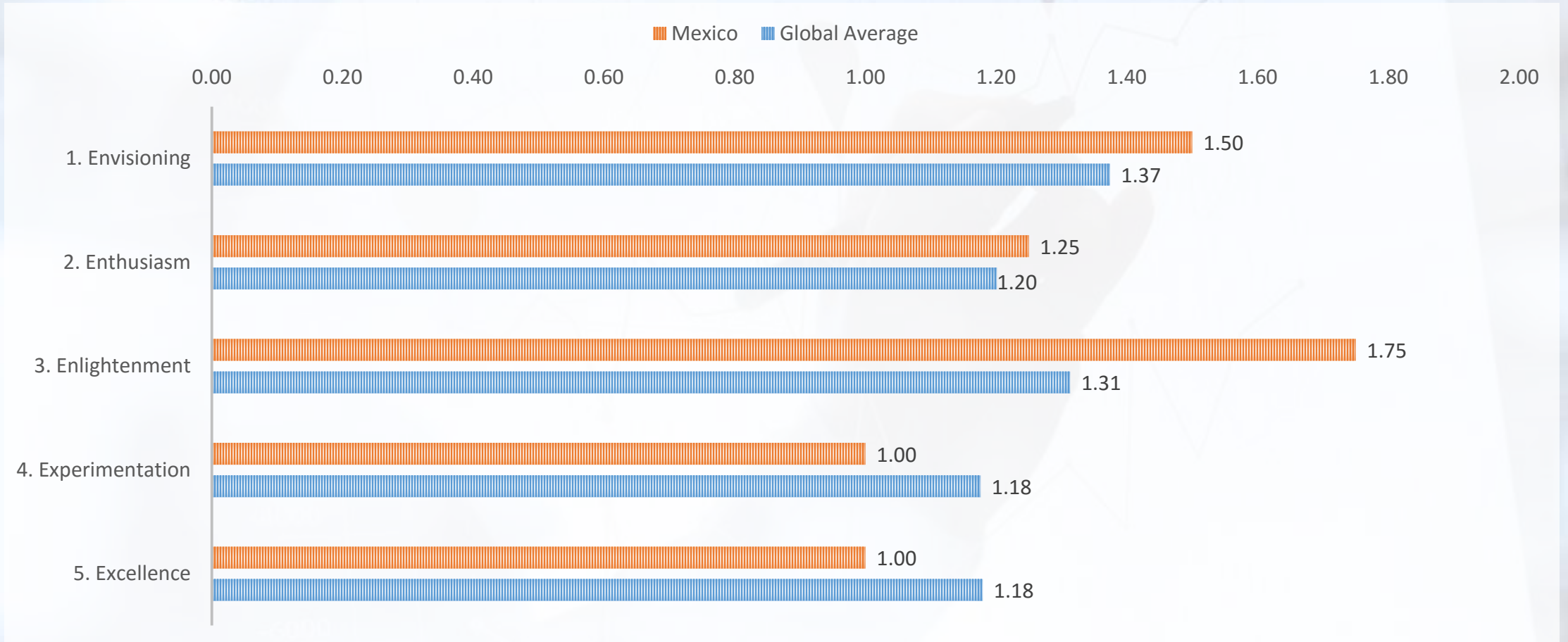
2.2.7.2.1 Enterprise Cycle Status Score



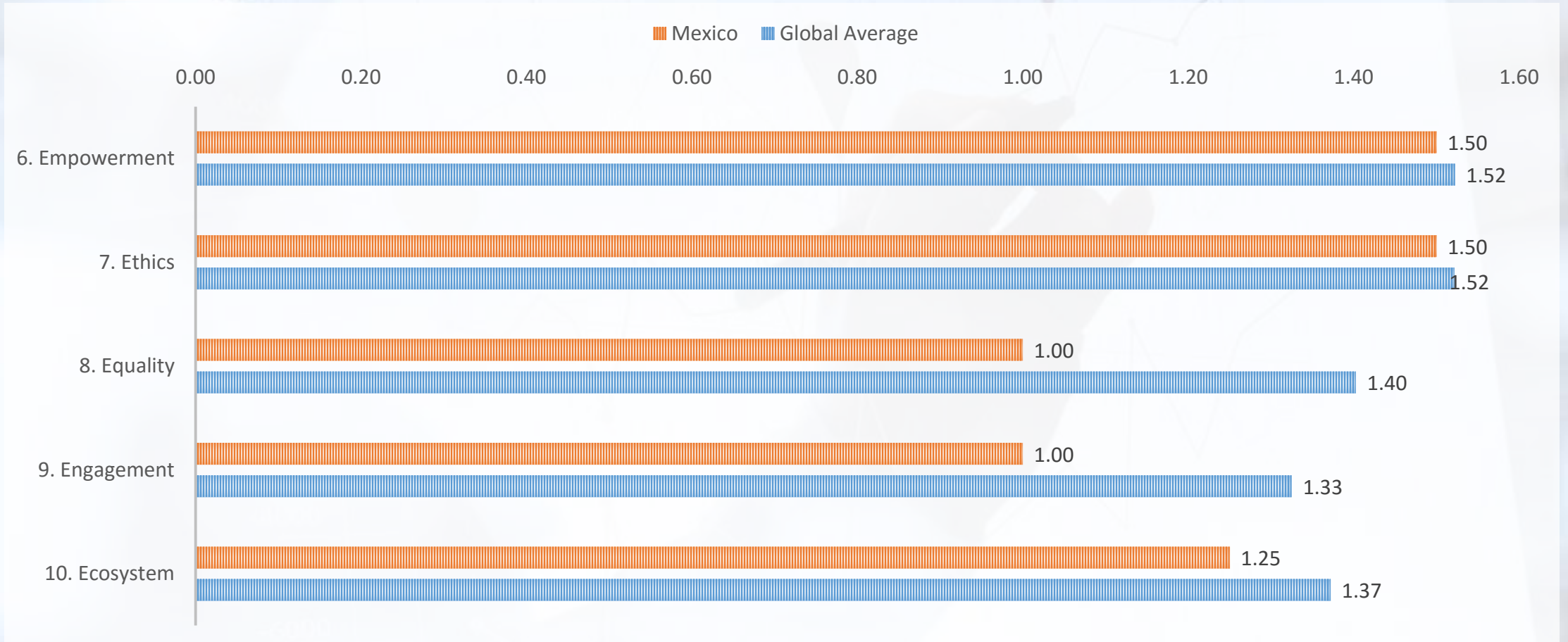
2.2.7.2.2 Human Cycle Status Score



2.2.7.3.1 Enterprise Cycle Gap



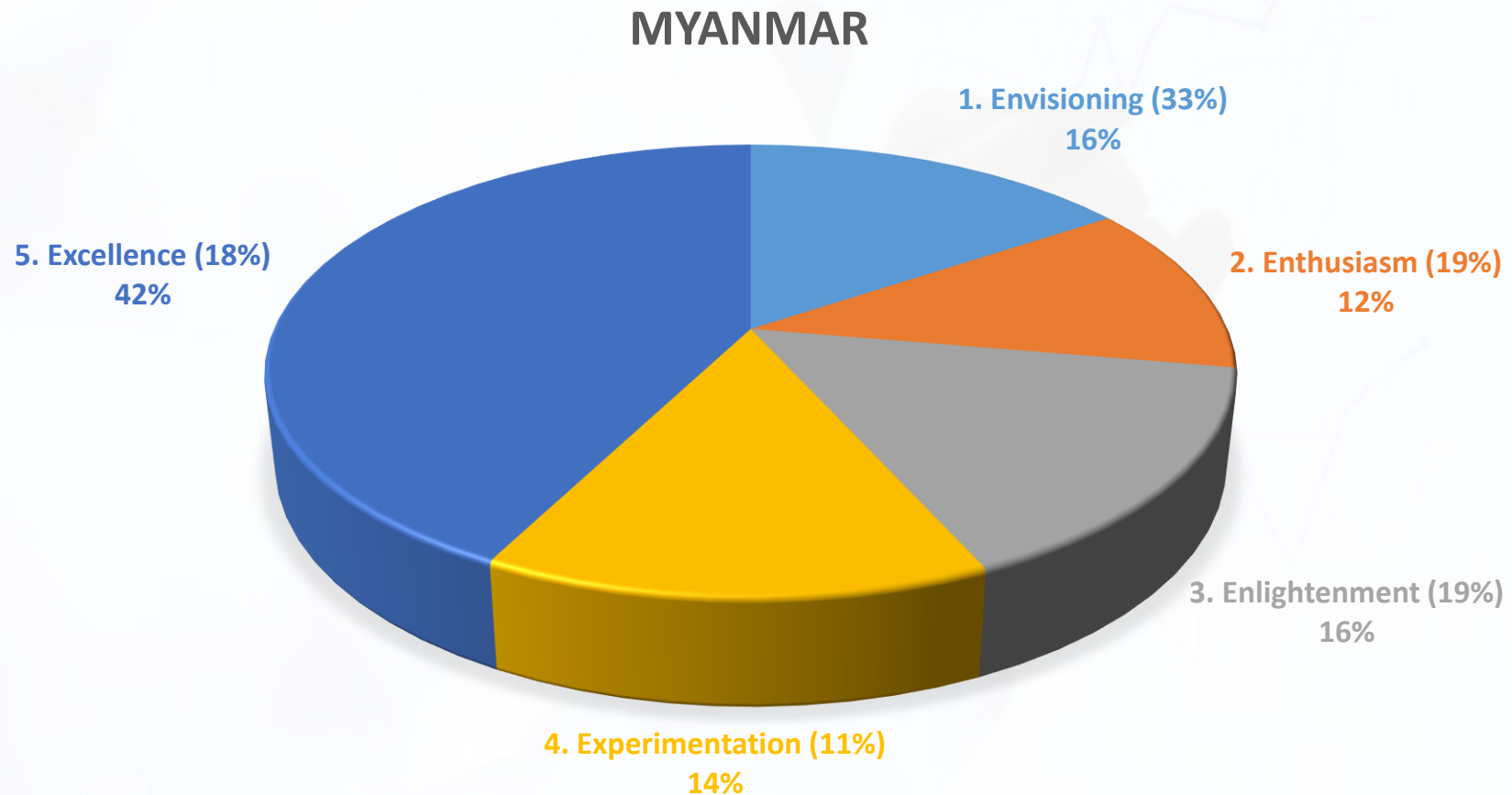
2.2.7.3.2 Human Cycle Gap



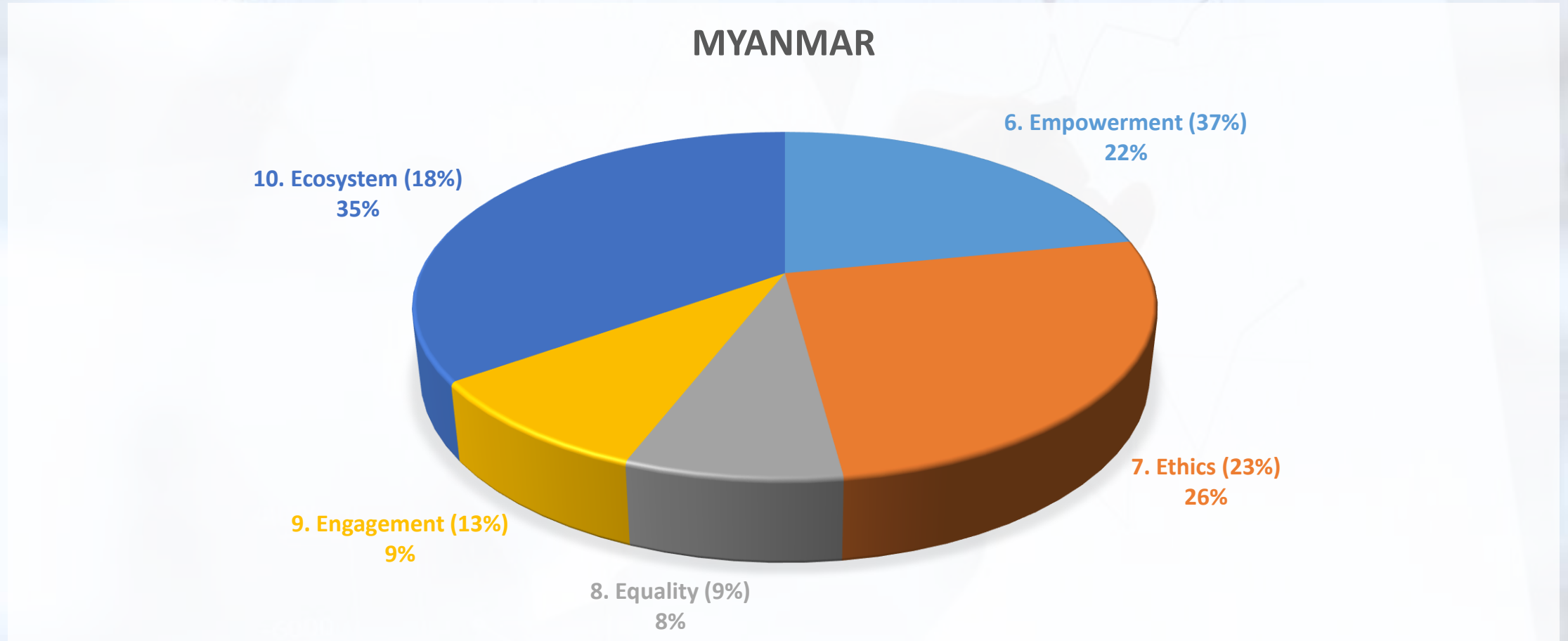
2.2.8 Myanmar

- Myanmar perceives Excellence and Ecosystem to be the most important elements of Humane Entrepreneurship with 42 and 35 percent of their respondents choosing these
- Scores for the these are above the Global Averages of 18 percent for both of the elements
- The perceived status of Humane Entrepreneurship is however remarkably above the Global Average for all elements
- They also perceive there to be a general gap between their perceived importance and the actual state with all marks remarkably lower than average

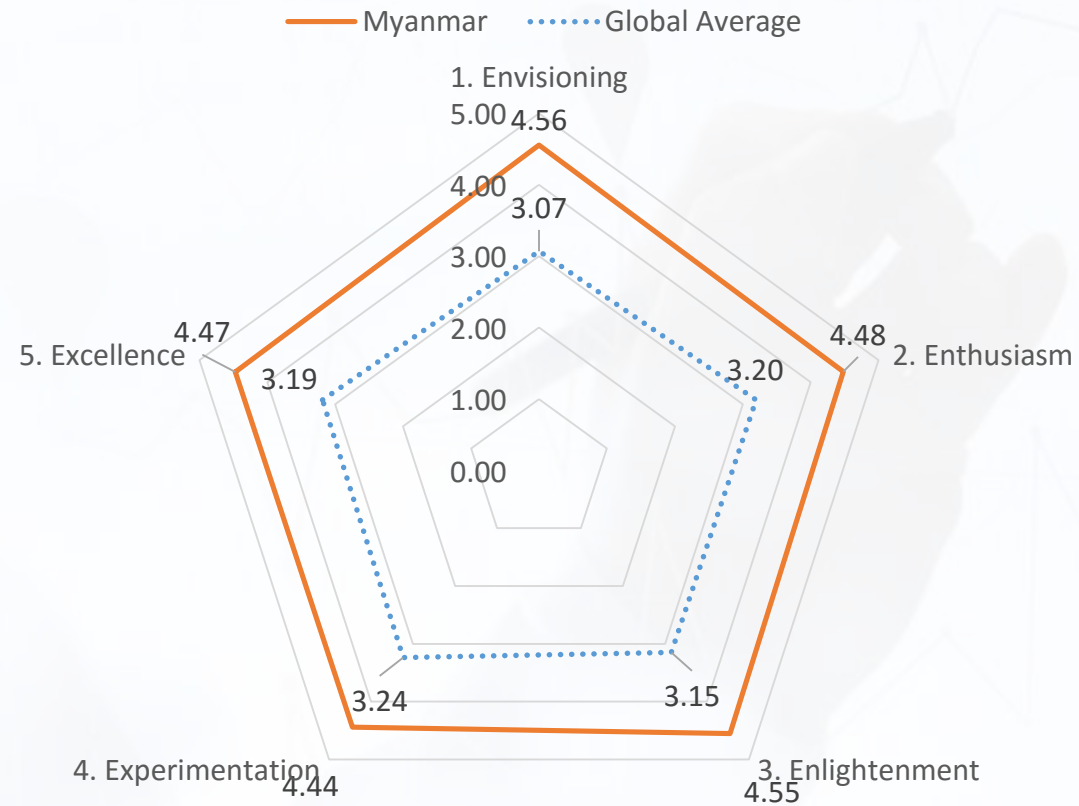
2.2.8.1.1 Enterprise Cycle Importance Ranking



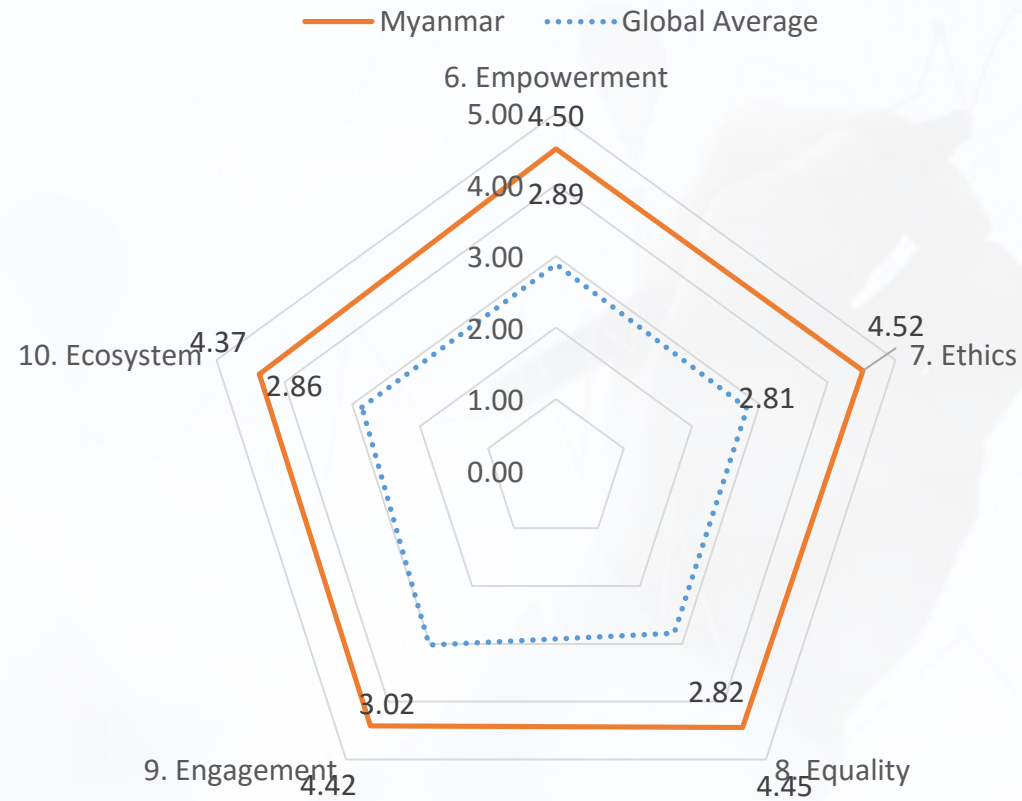
2.2.8.1.2 Human Cycle Importance Ranking



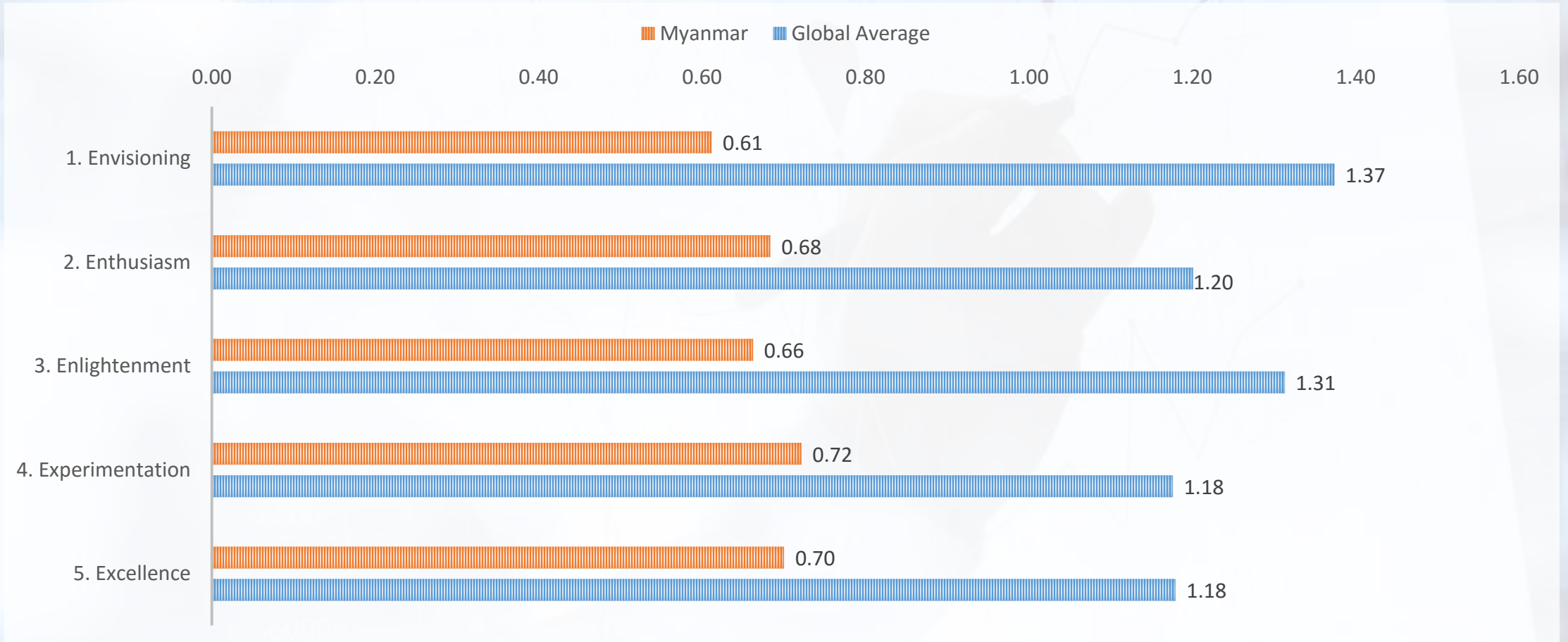
2.2.8.2.1 Enterprise Cycle Status Score



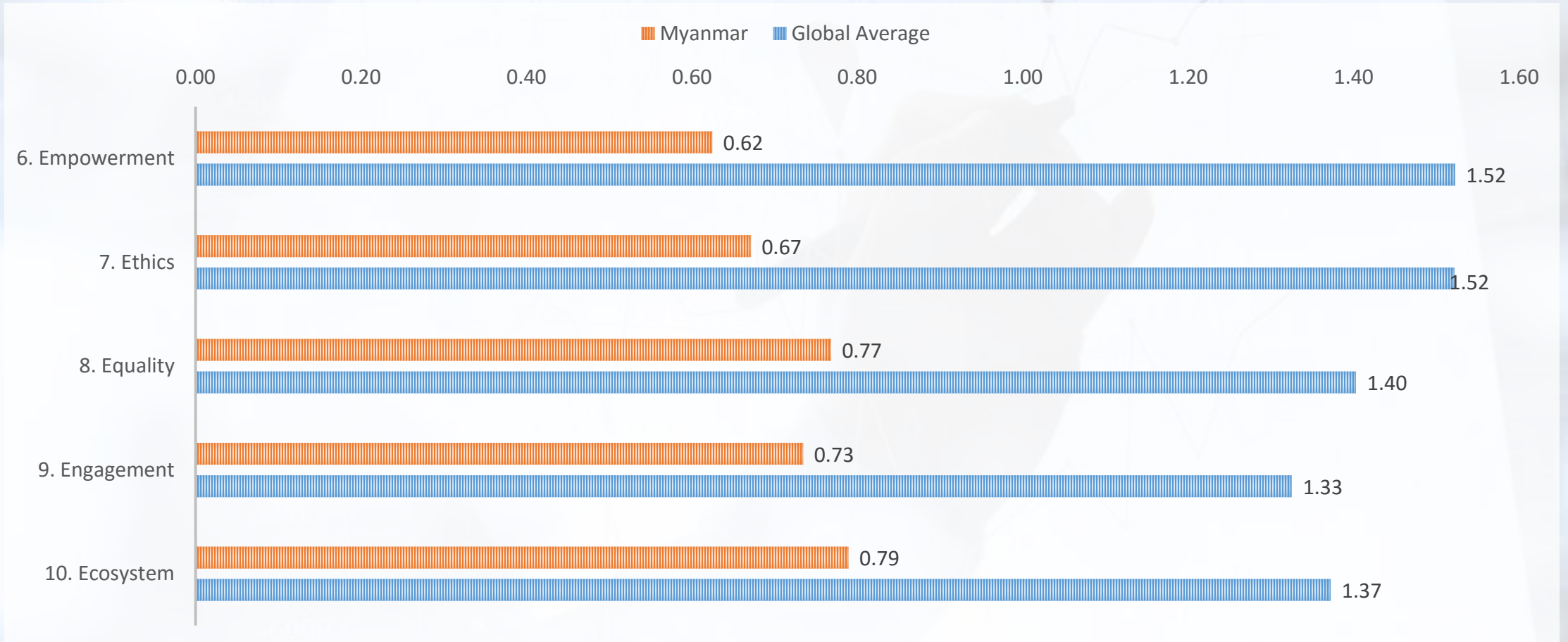
2.2.8.2.2 Human Cycle Status Score



2.2.8.3.1 Enterprise Cycle Gap



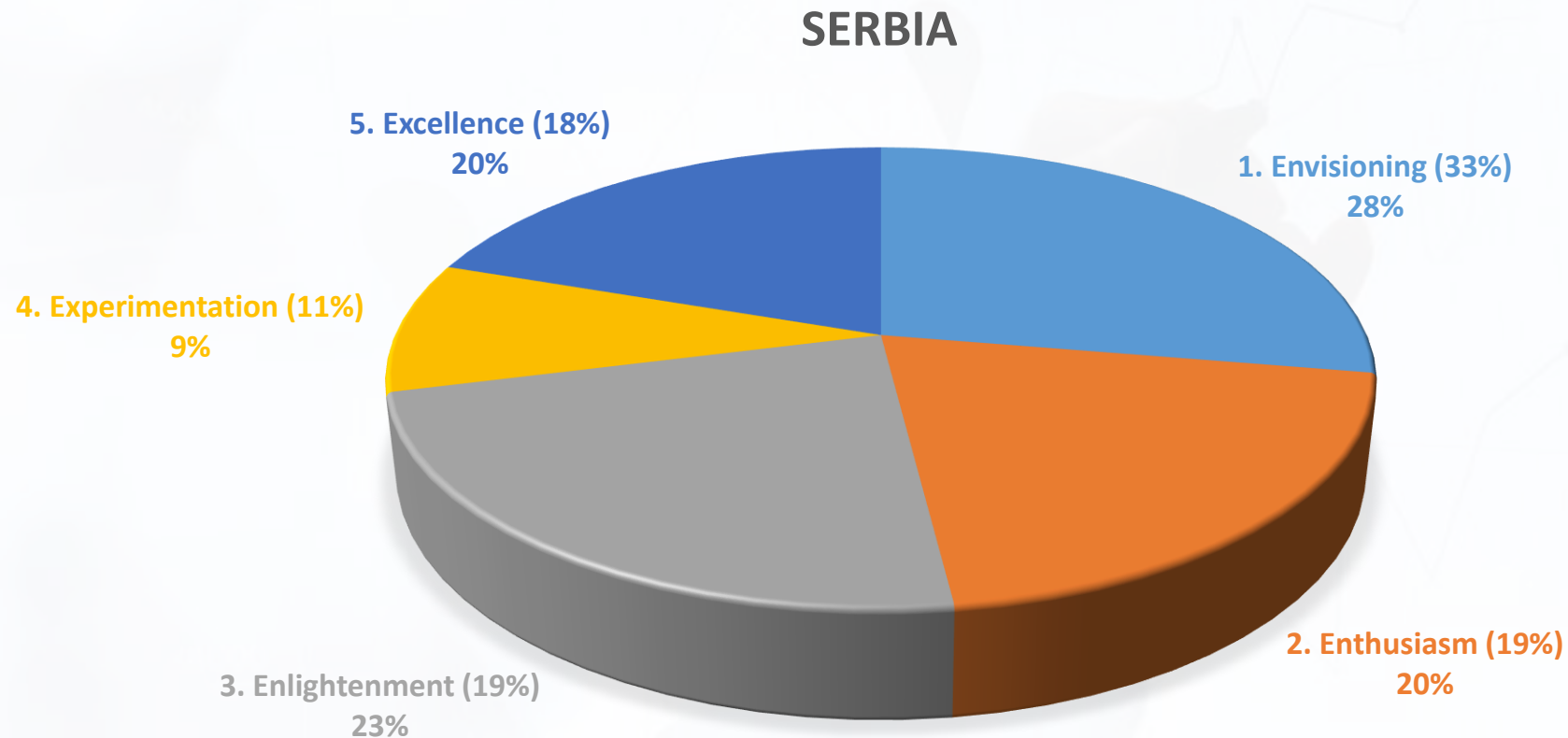
2.2.8.3.2 Human Cycle Gap



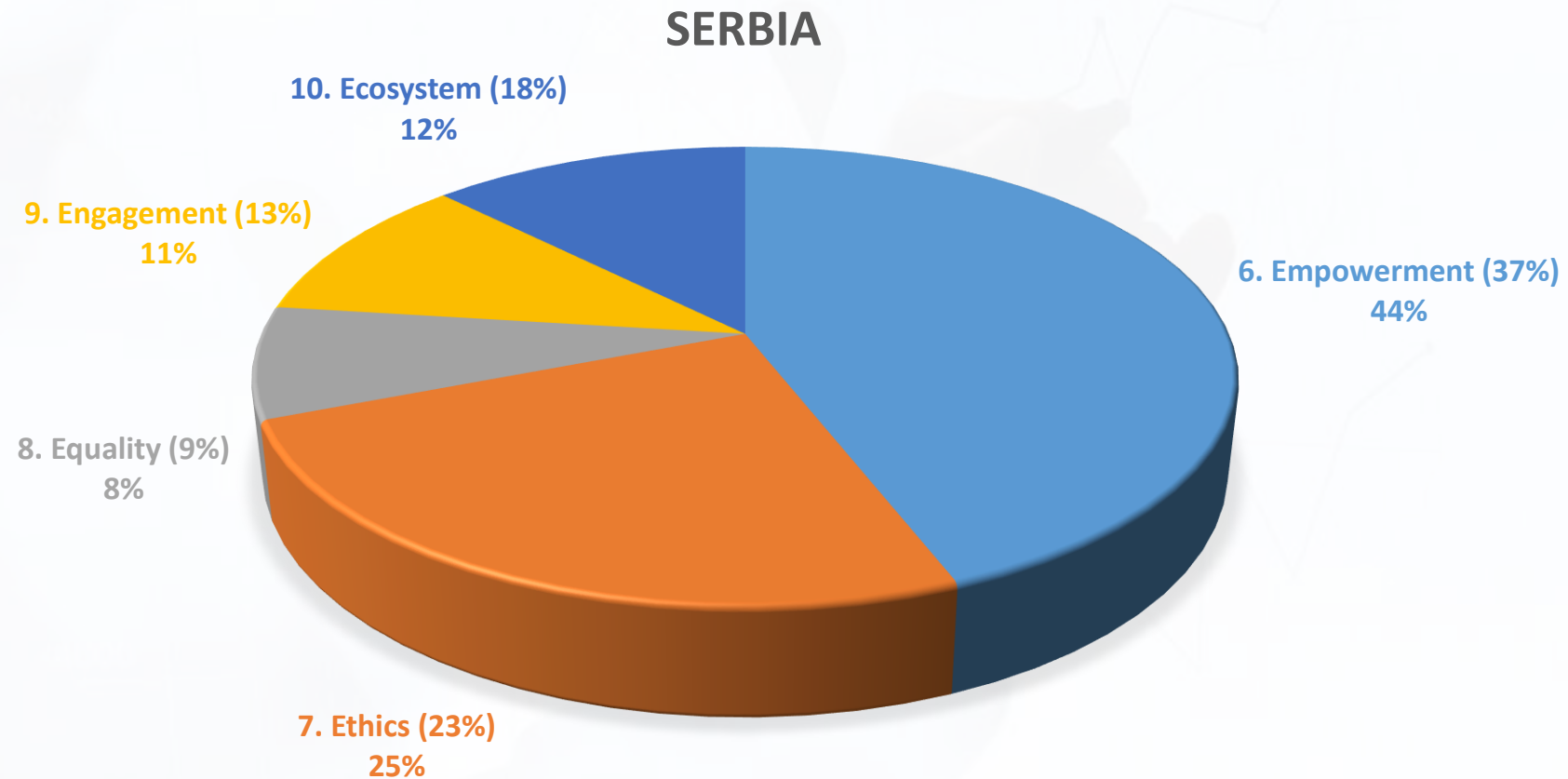
2.2.9 Serbia

- Serbia perceives Envisioning and Empowerment to be the most important elements of Humane Entrepreneurship with 28 and 44 percent of their respondents choosing these
- Scores for the former is less than, with the latter greater than the Global Averages of 33 and 37 percent, respectively
- The perceived status of Humane Entrepreneurship is however above the Global Average for all elements
- They also perceive there to be a general gap between their perceived importance and the actual state with all marks higher than the Global Average

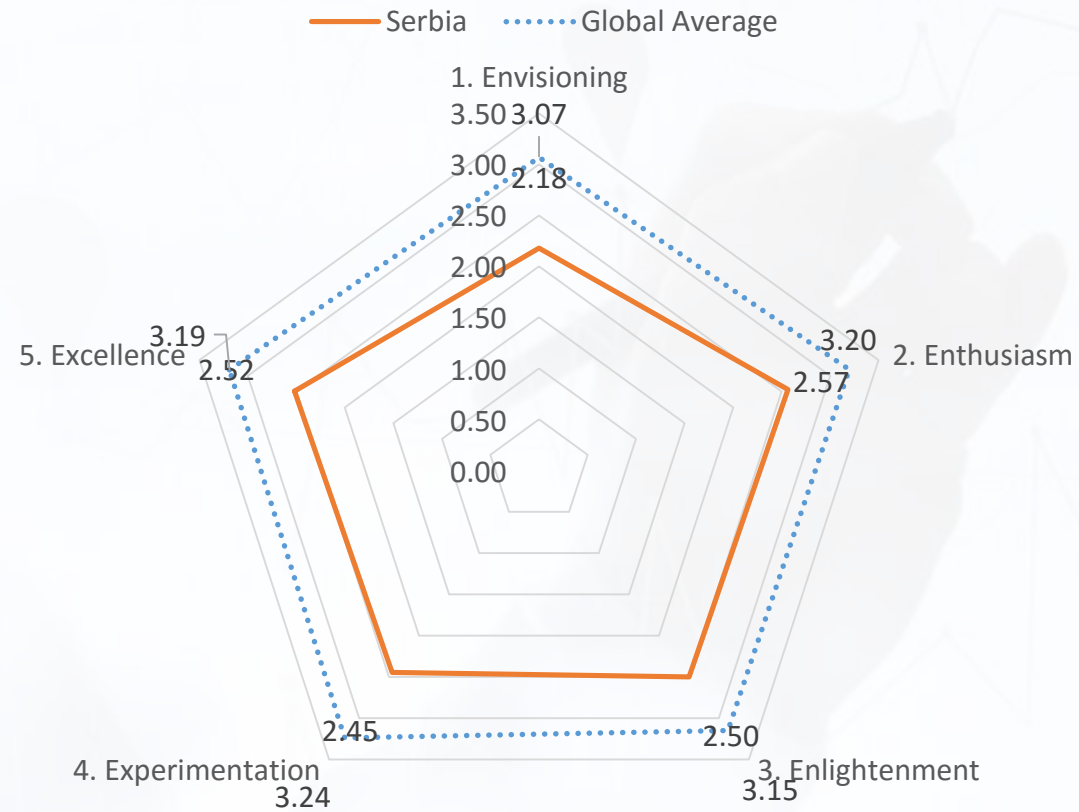
2.2.9.1.1 Enterprise Cycle Importance Ranking



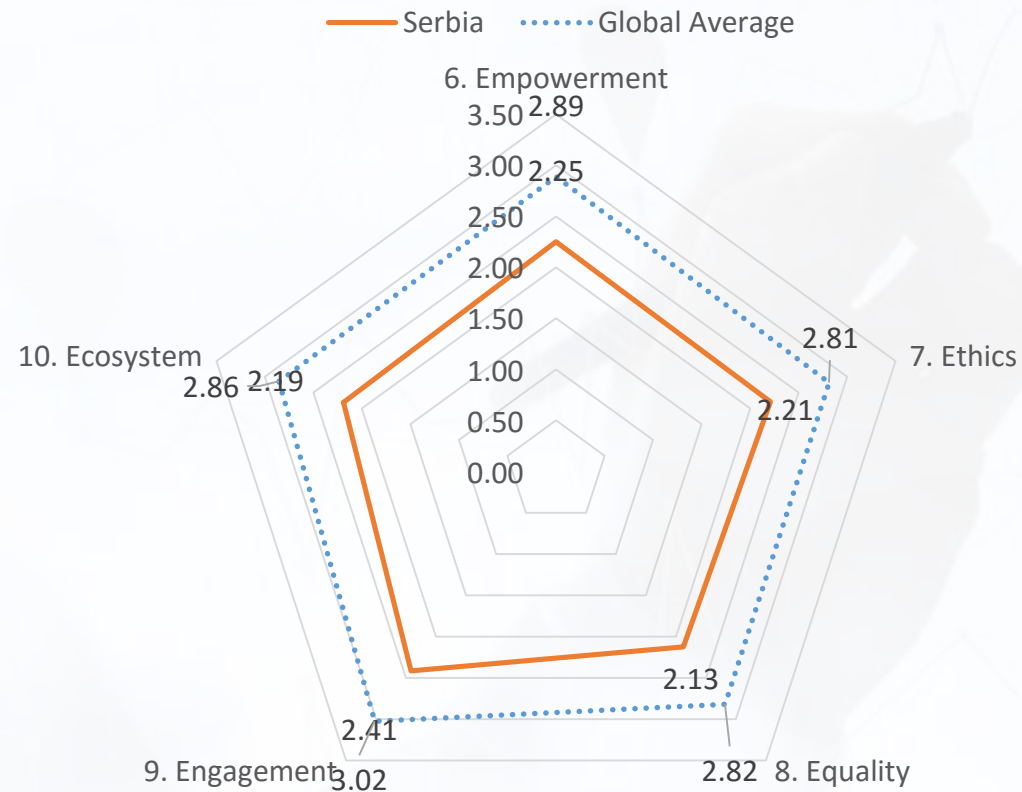
2.2.9.1.2 Human Cycle Importance Ranking



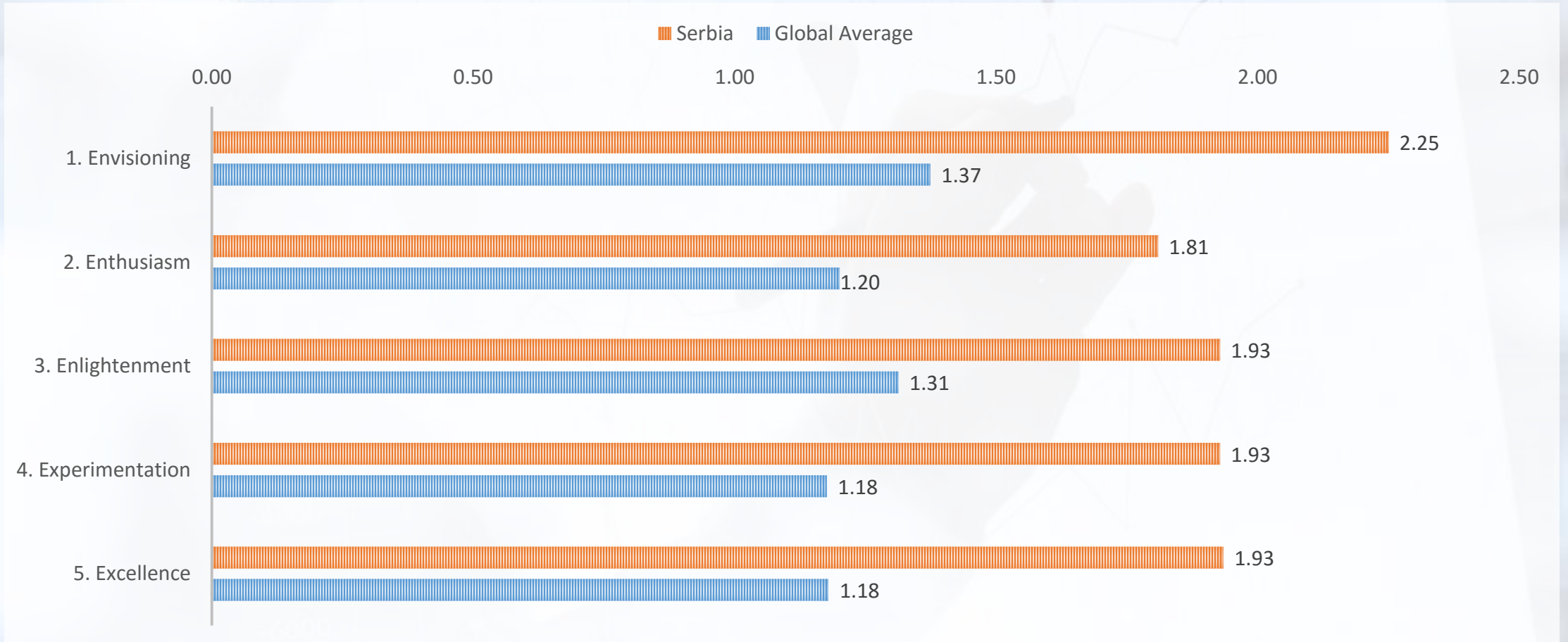
2.2.9.2.1 Enterprise Cycle Status Score



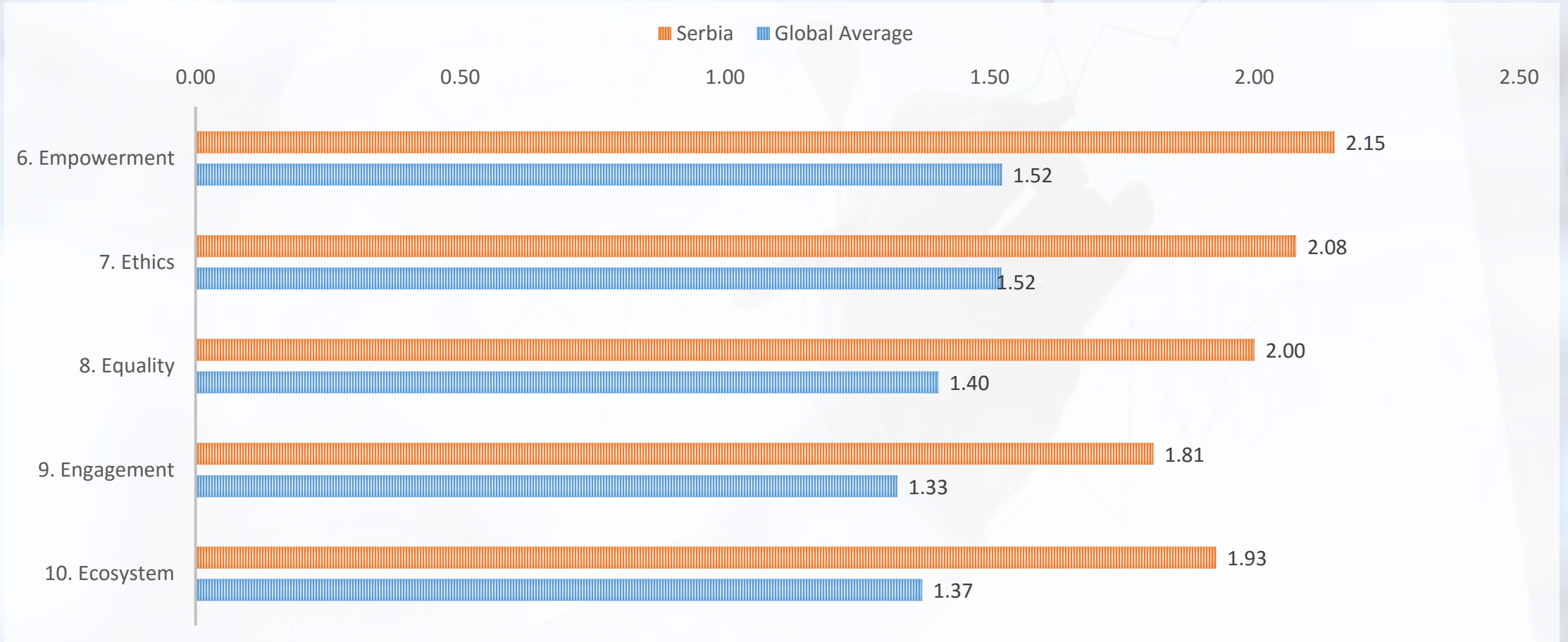
2.2.9.2.2 Human Cycle Status Score



2.2.9.3.1 Enterprise Cycle Gap



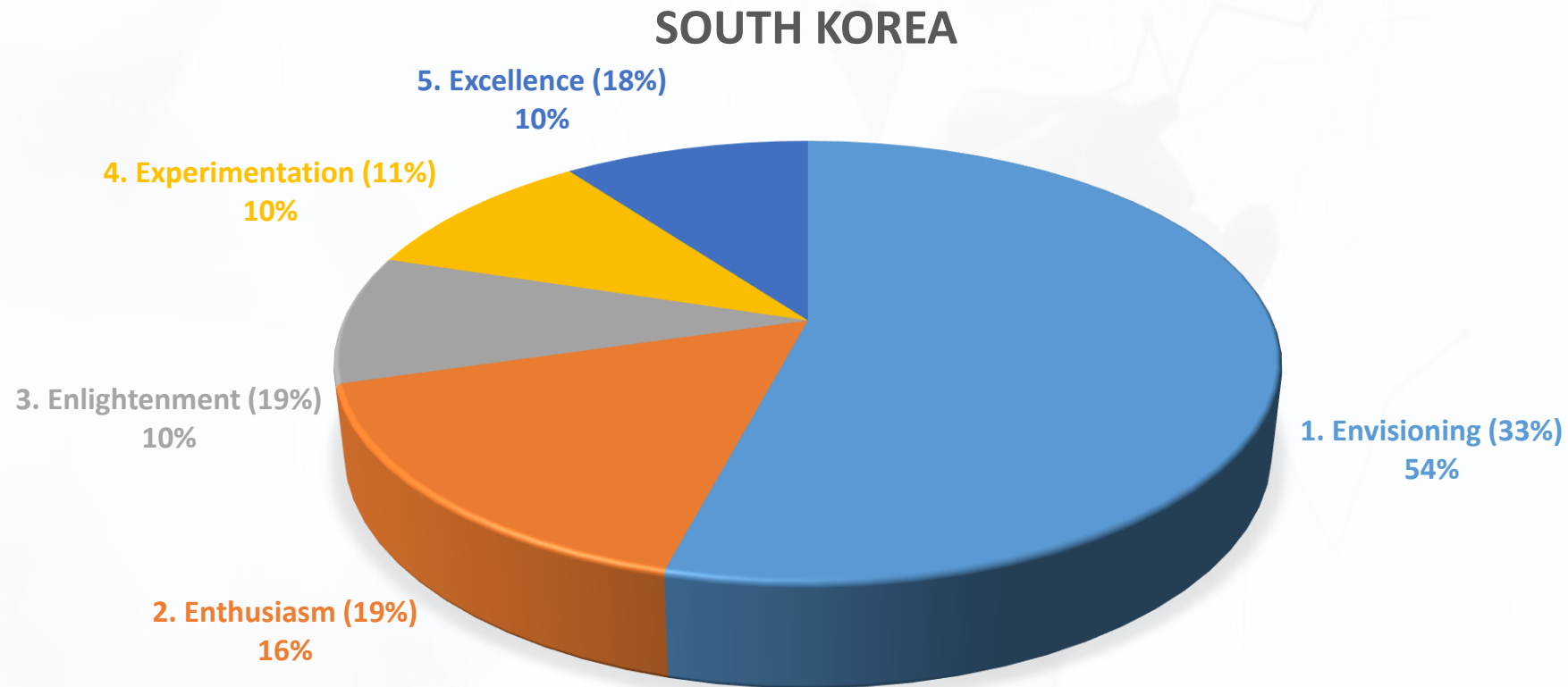
2.2.9.3.2 Human Cycle Gap



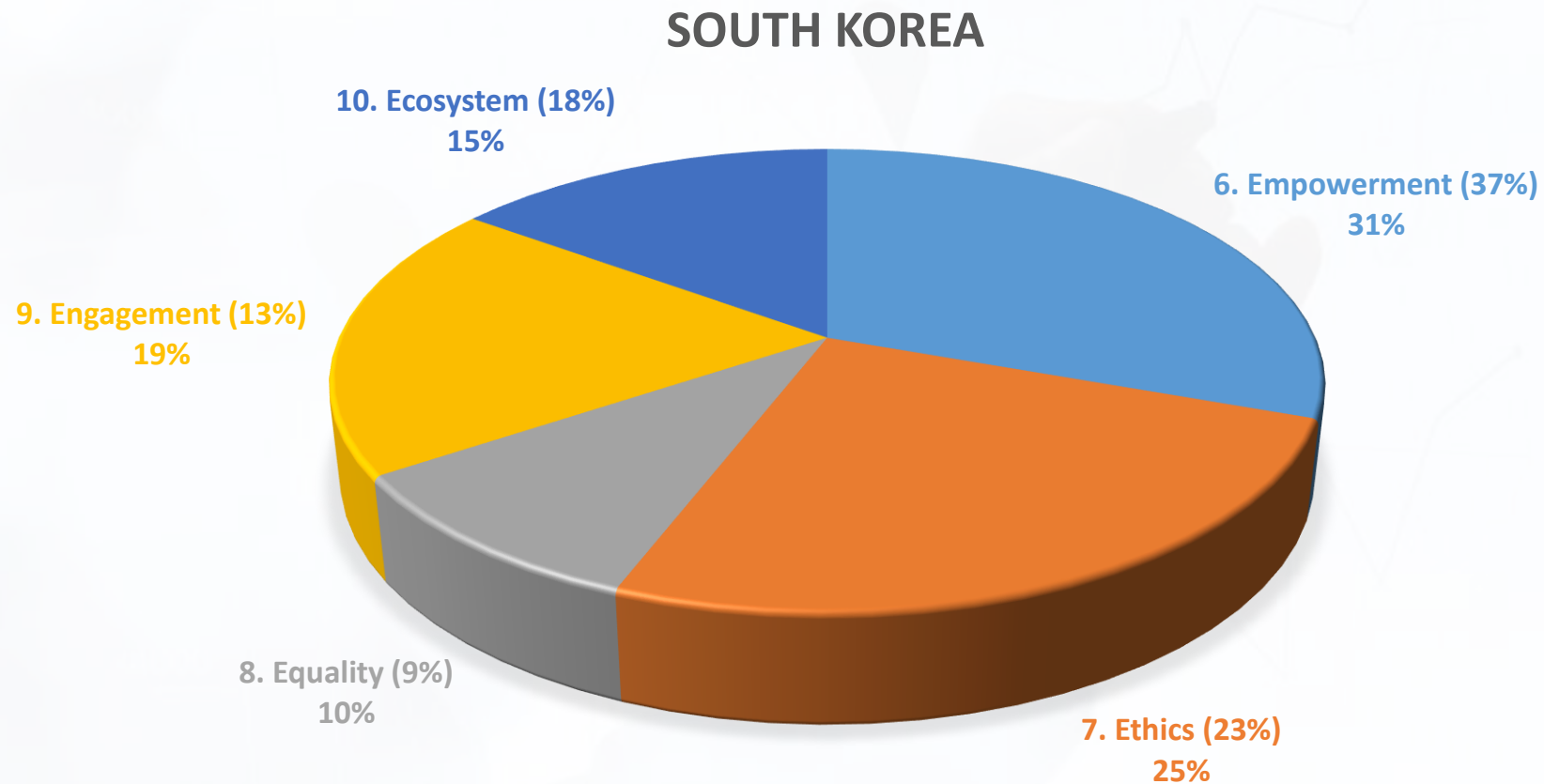
2.2.10 South Korea

- South Korea perceives Envisioning and Empowerment to be the most important elements of Humane Entrepreneurship with 54 and 31 percent of their respondents choosing these
- Scores for the former is higher than, with the latter less than the Global Averages of 33 and 37 percent, respectively
- The perceived status of Humane Entrepreneurship is however above the average for all Enterprise and below for all Human Cycle elements
- They also perceive there to be a general gap between their perceived importance and the actual state with most marks higher than the Global Average, except for Enlightenment and Excellence

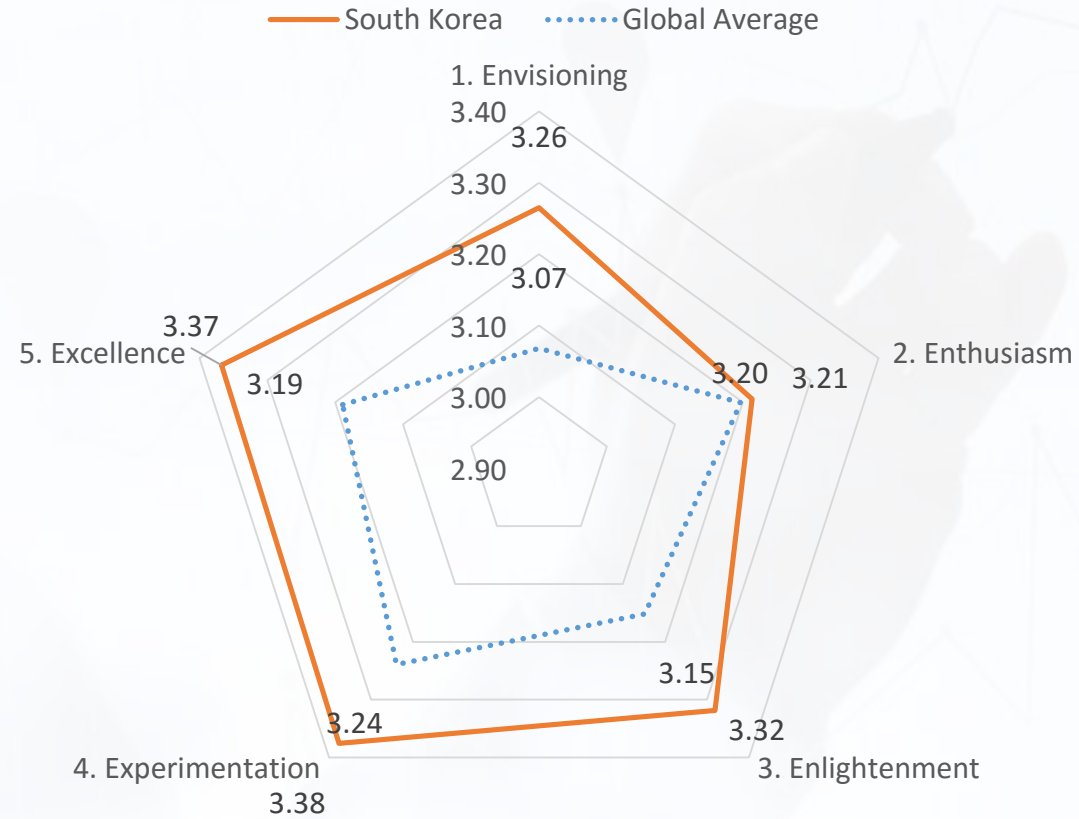
2.2.10.1.1 Enterprise Cycle Importance Ranking



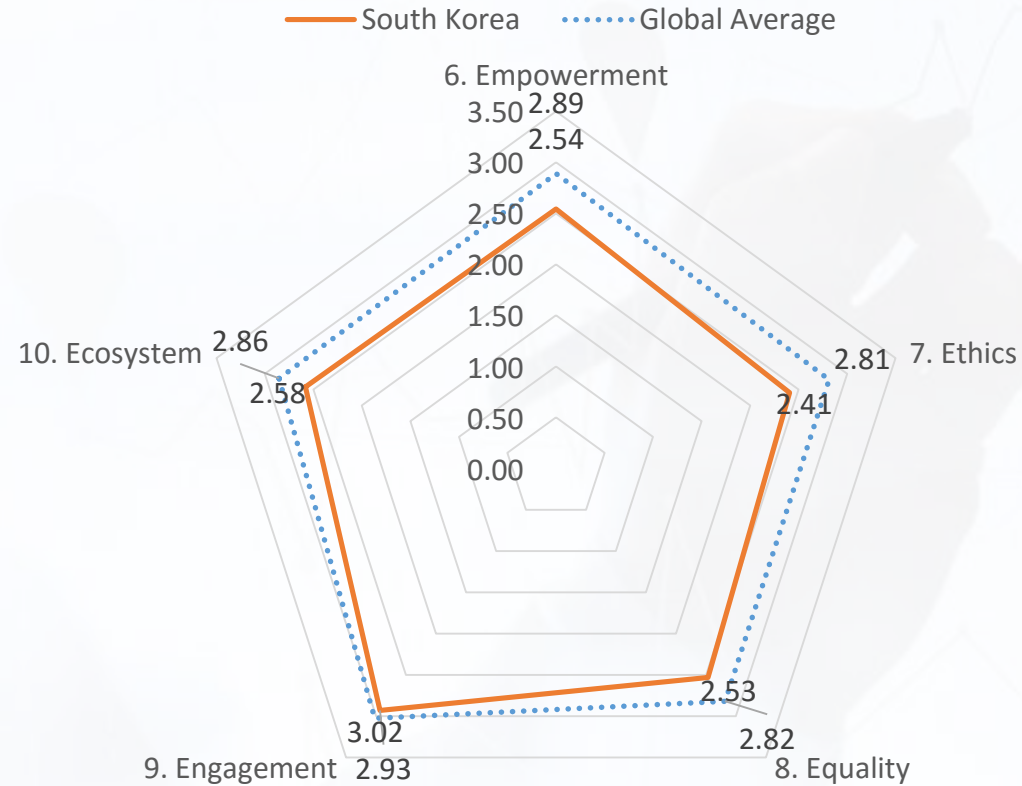
2.2.10.1.2 Human Cycle Importance Ranking



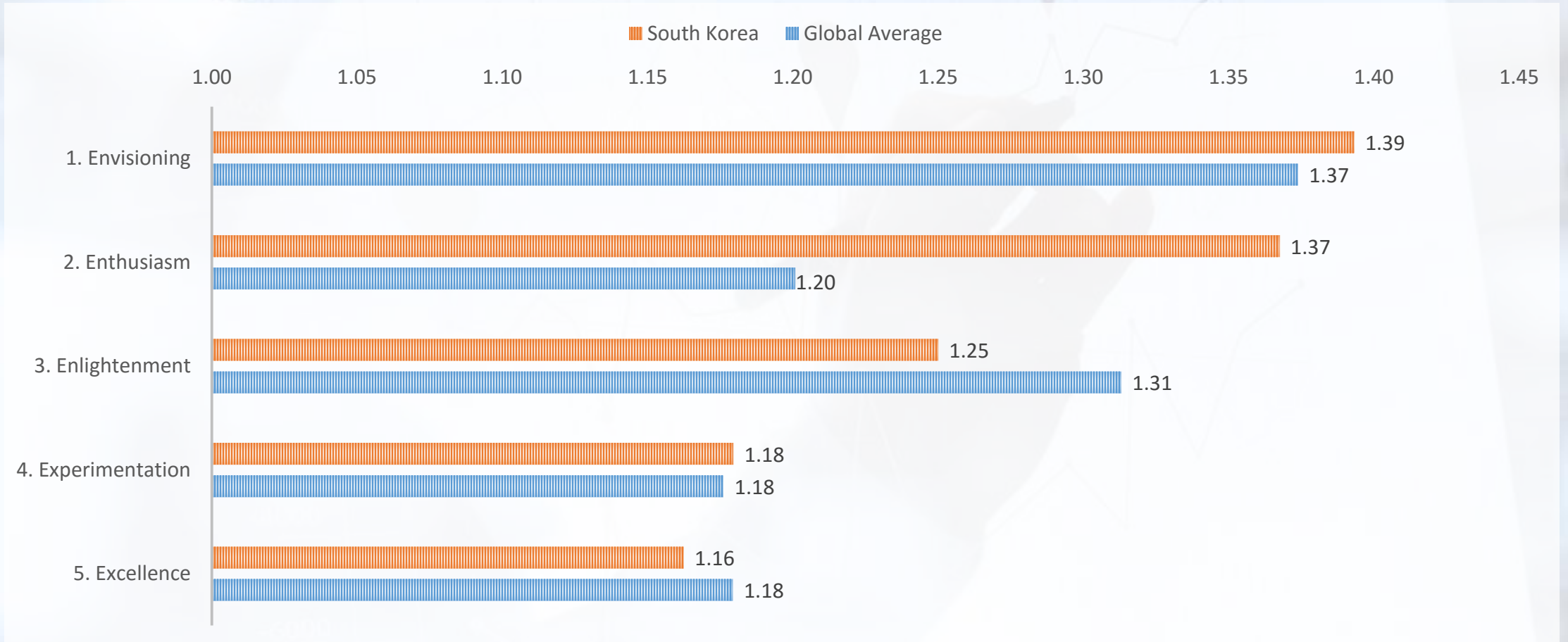
2.2.10.2.1 Enterprise Cycle Status Score



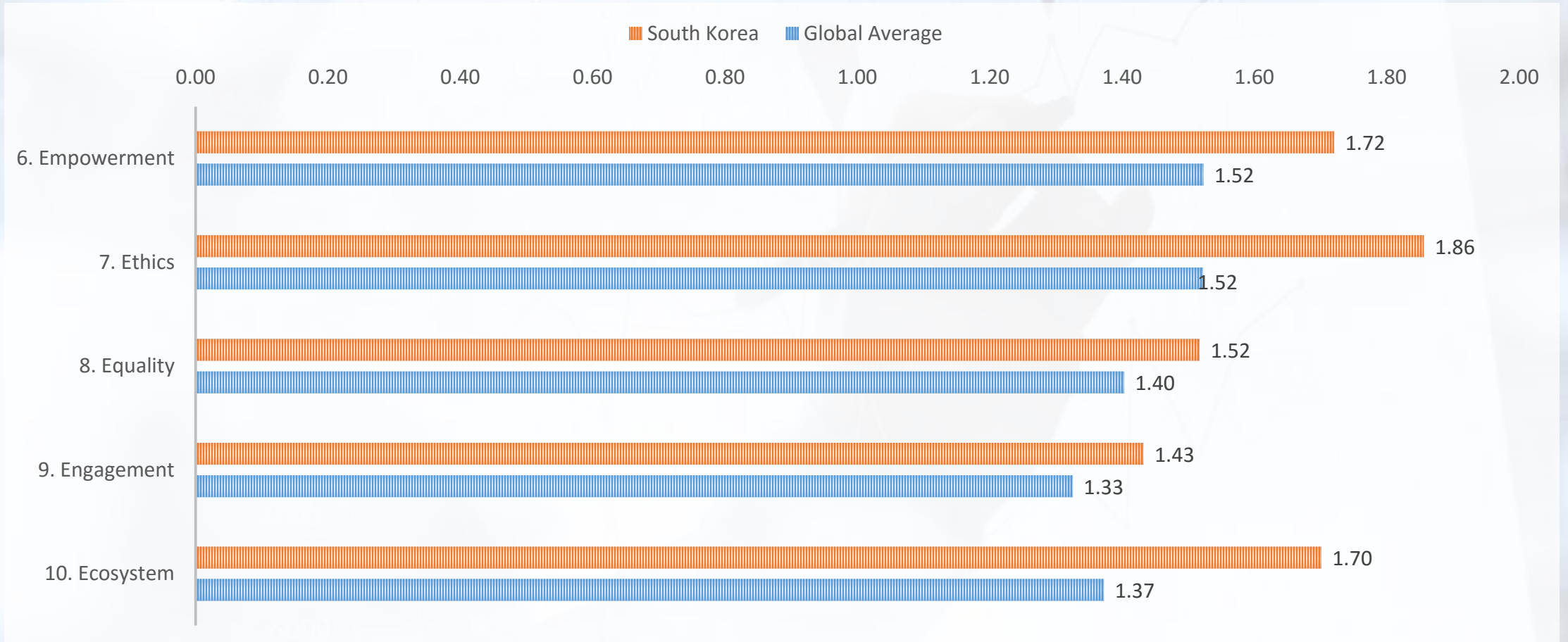
2.2.10.2.2 Human Cycle Status Score



2.2.10.3.1 Enterprise Cycle Gap



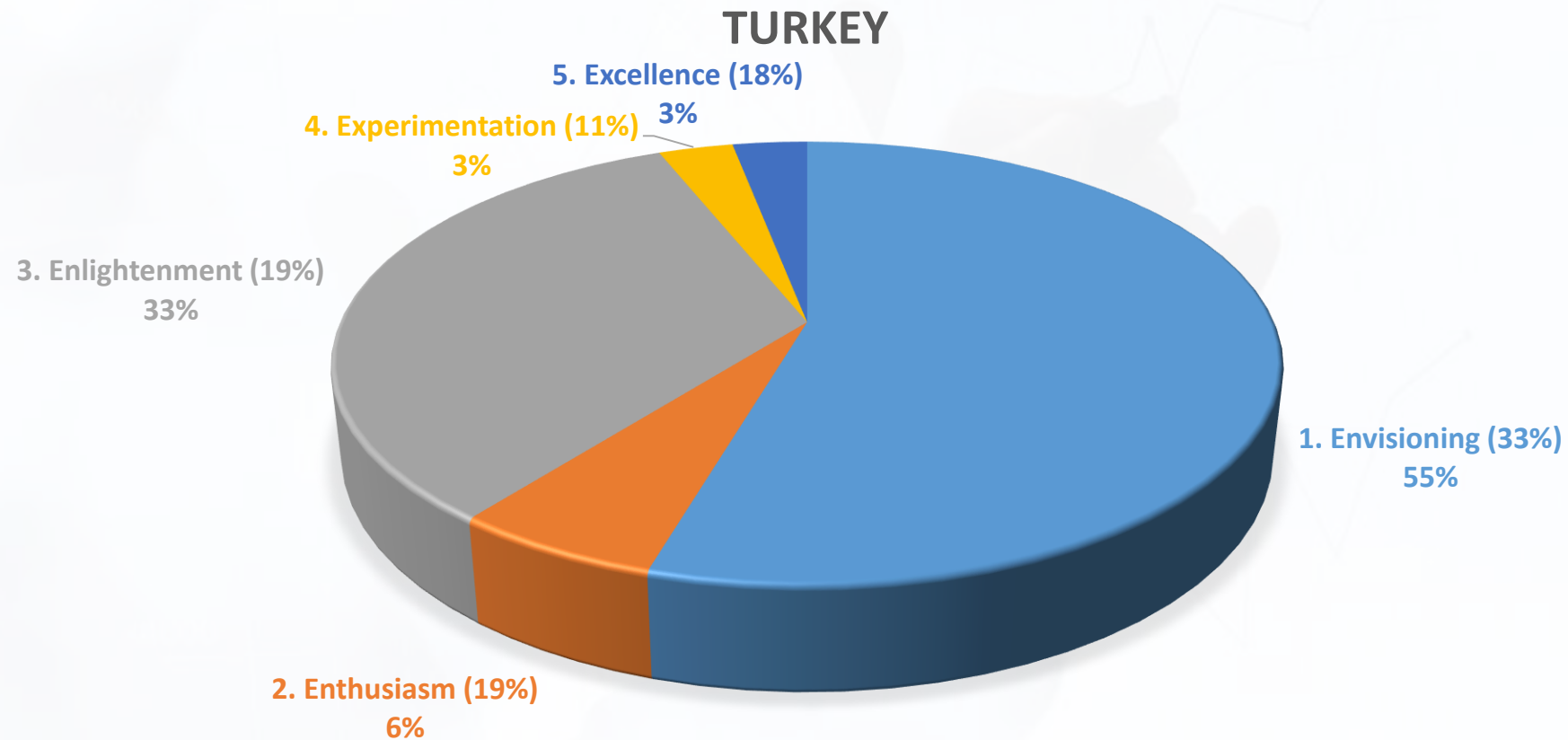
2.2.10.3.2 Human Cycle Gap



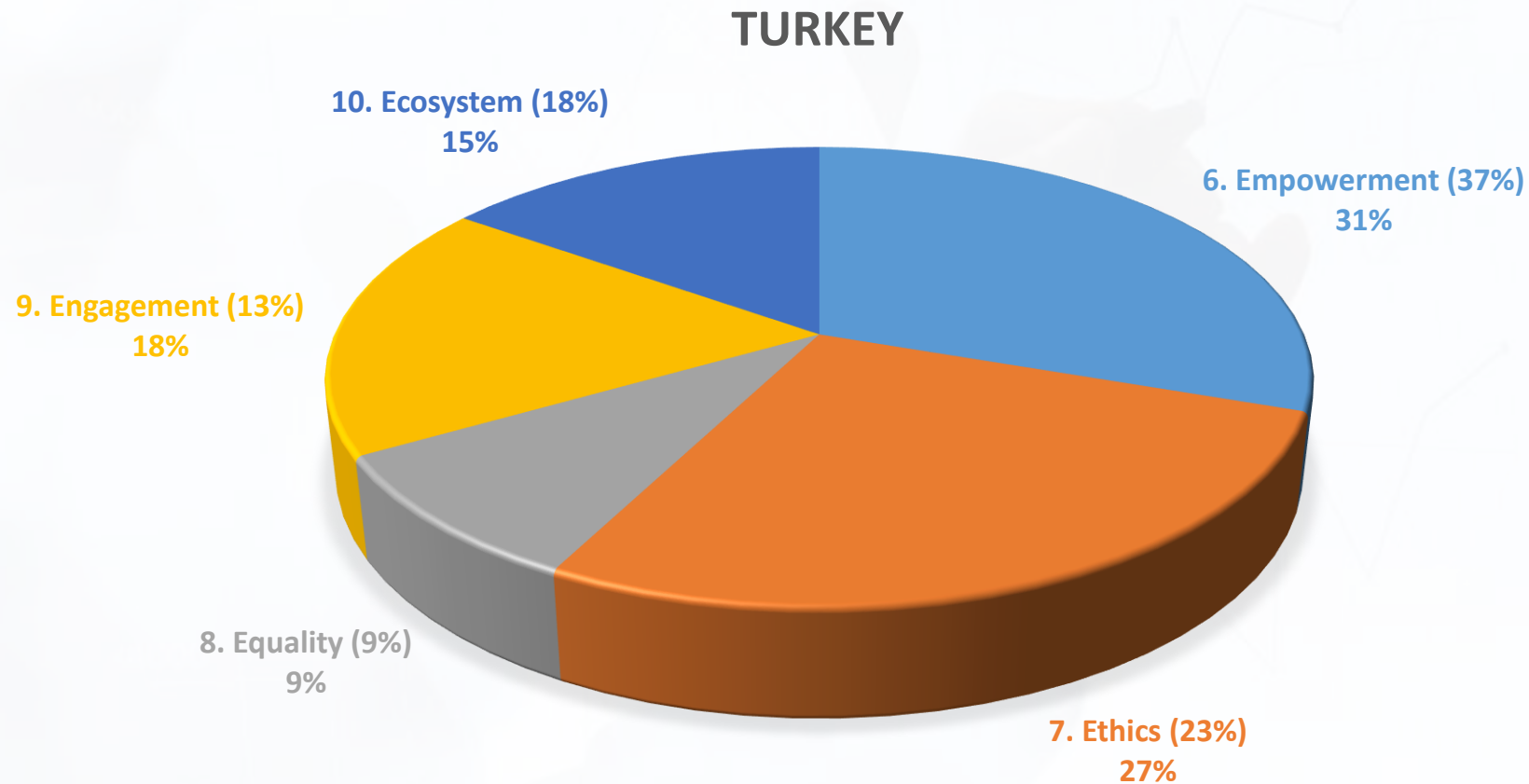
2.2.11 Turkey

- Turkey perceives Envisioning and Empowerment to be the most important elements of Humane Entrepreneurship with 55 and 31 percent of their respondents choosing these
- Scores for the former is higher than, with the latter less than the Global Averages of 33 and 37 percent, respectively
- The perceived status of Humane Entrepreneurship is however below the Global Average for all elements
- They also perceive there to be a general gap between their perceived importance and the actual state with all marks higher than the Global Average

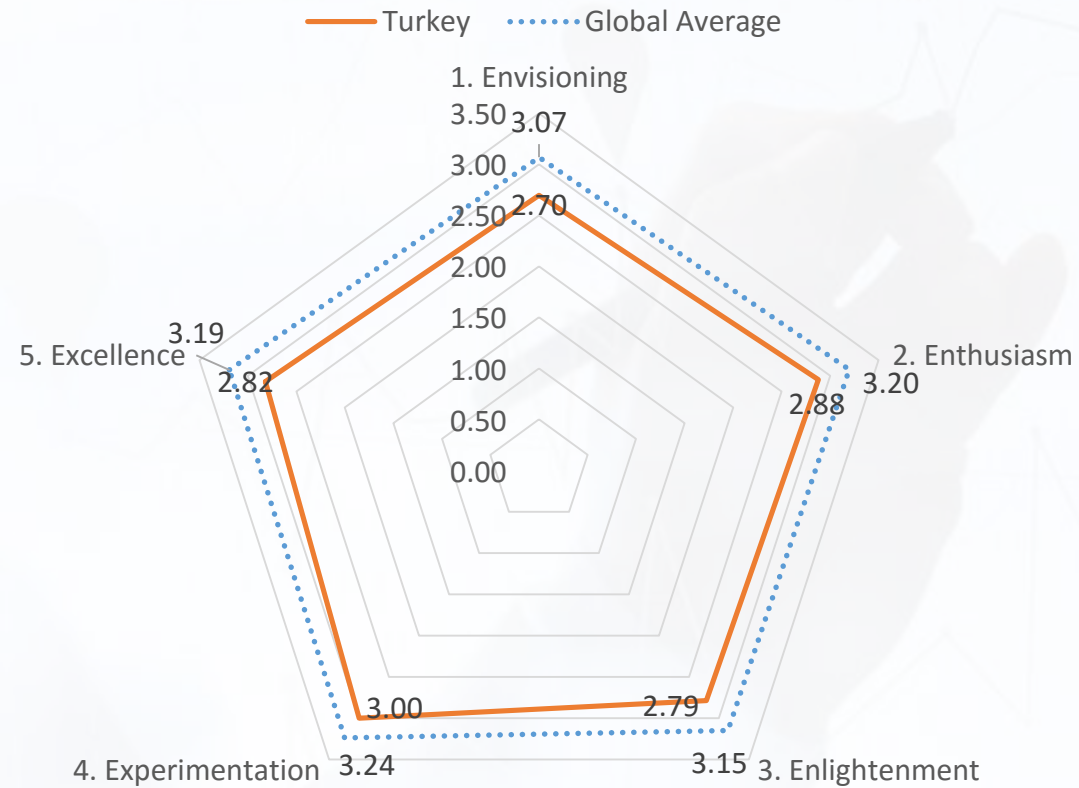
2.2.11.1.1 Enterprise Cycle Importance Ranking



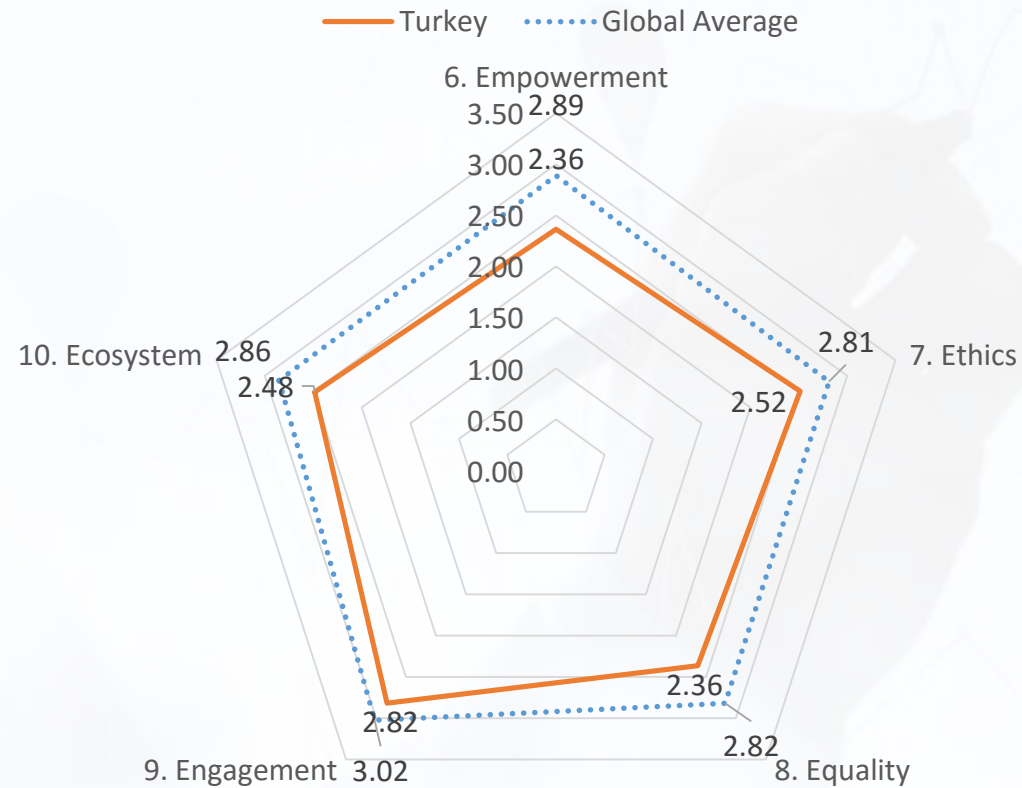
2.2.11.1.2 Human Cycle Importance Ranking



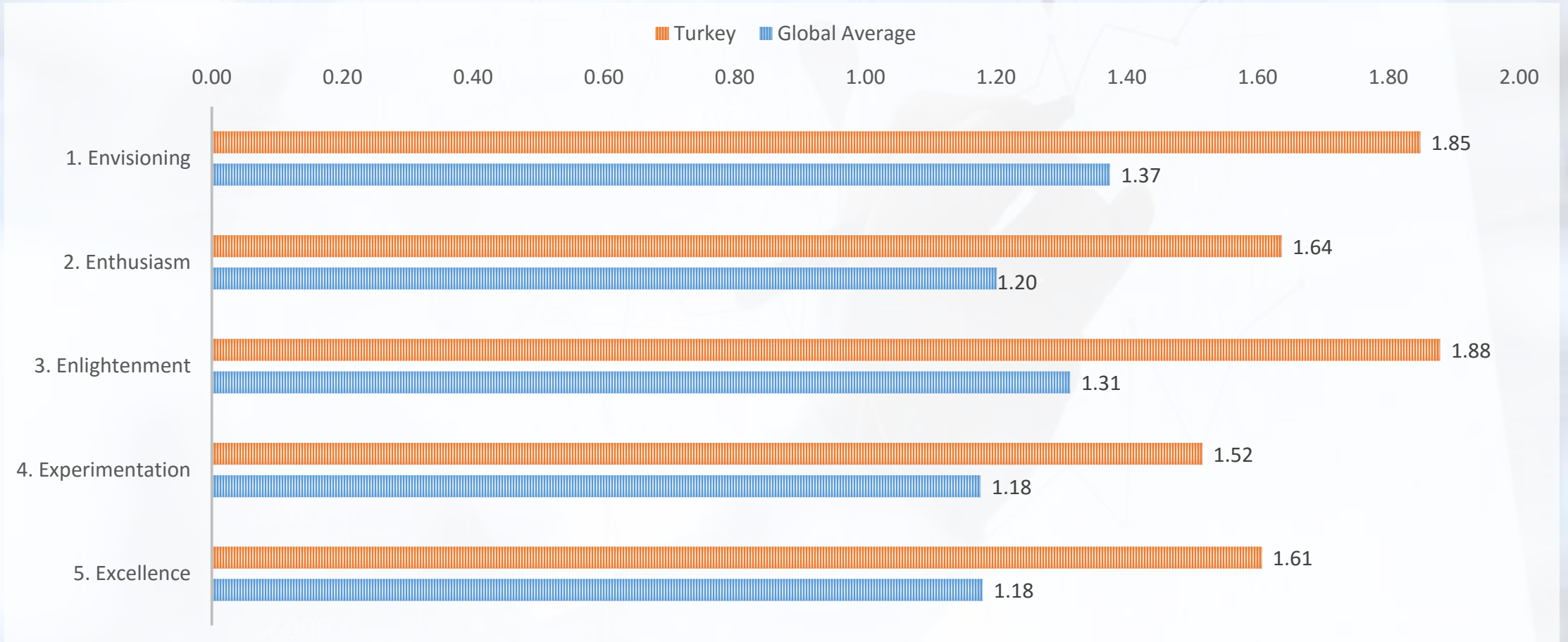
2.2.11.2.1 Enterprise Cycle Status Score



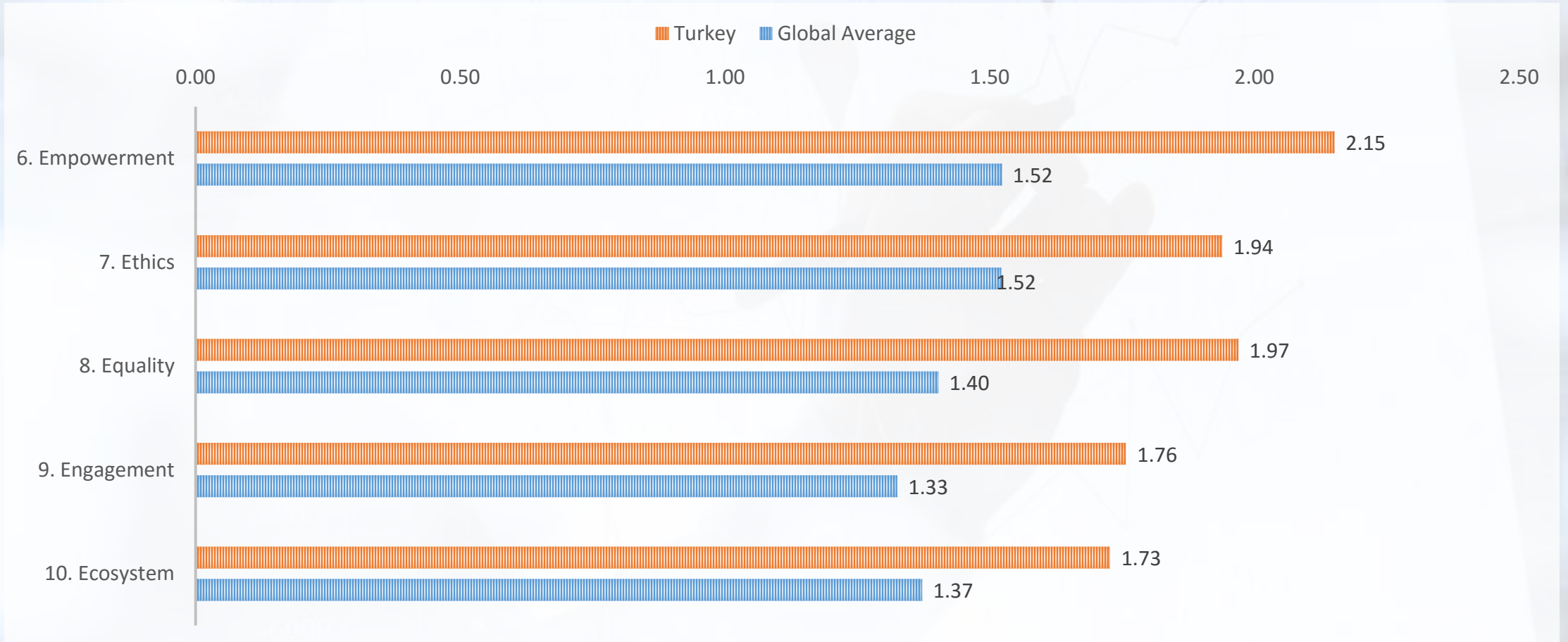
2.2.11.2.2 Human Cycle Status Score



2.2.11.3.1 Enterprise Cycle Gap



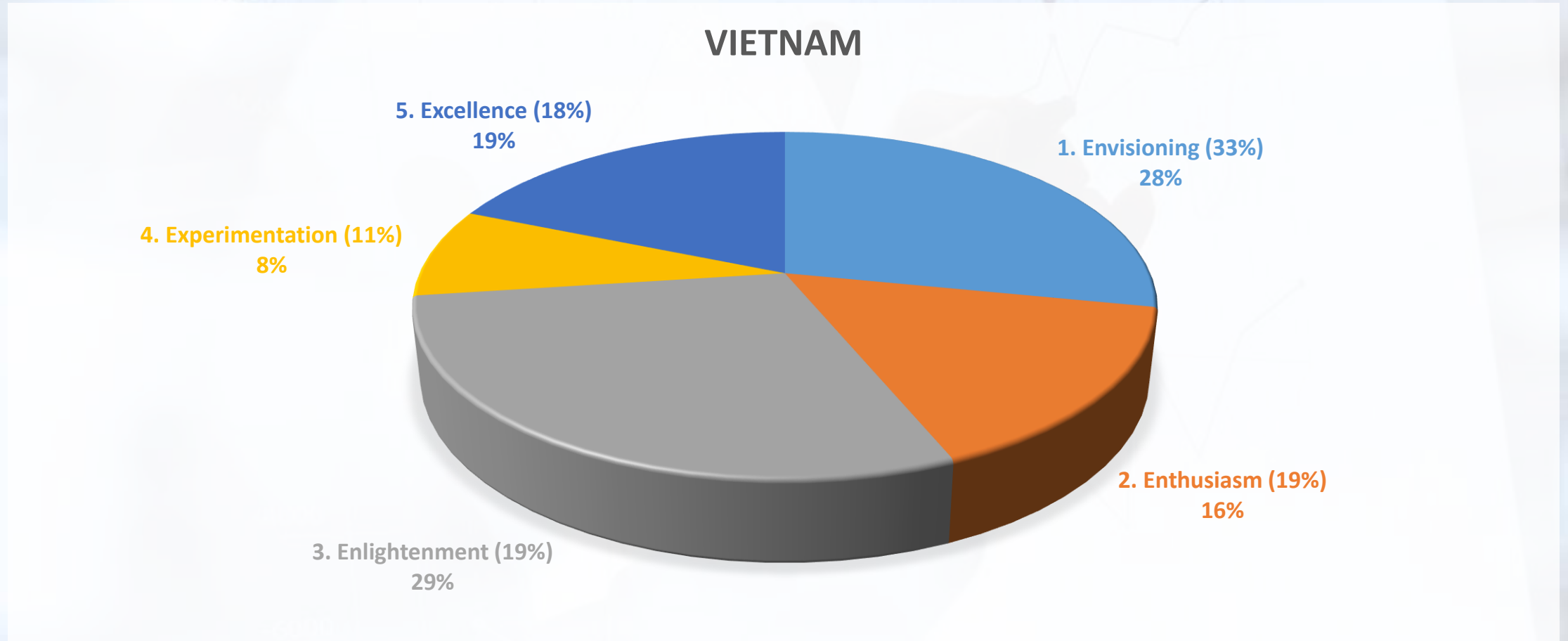
2.2.11.3.2 Human Cycle Gap



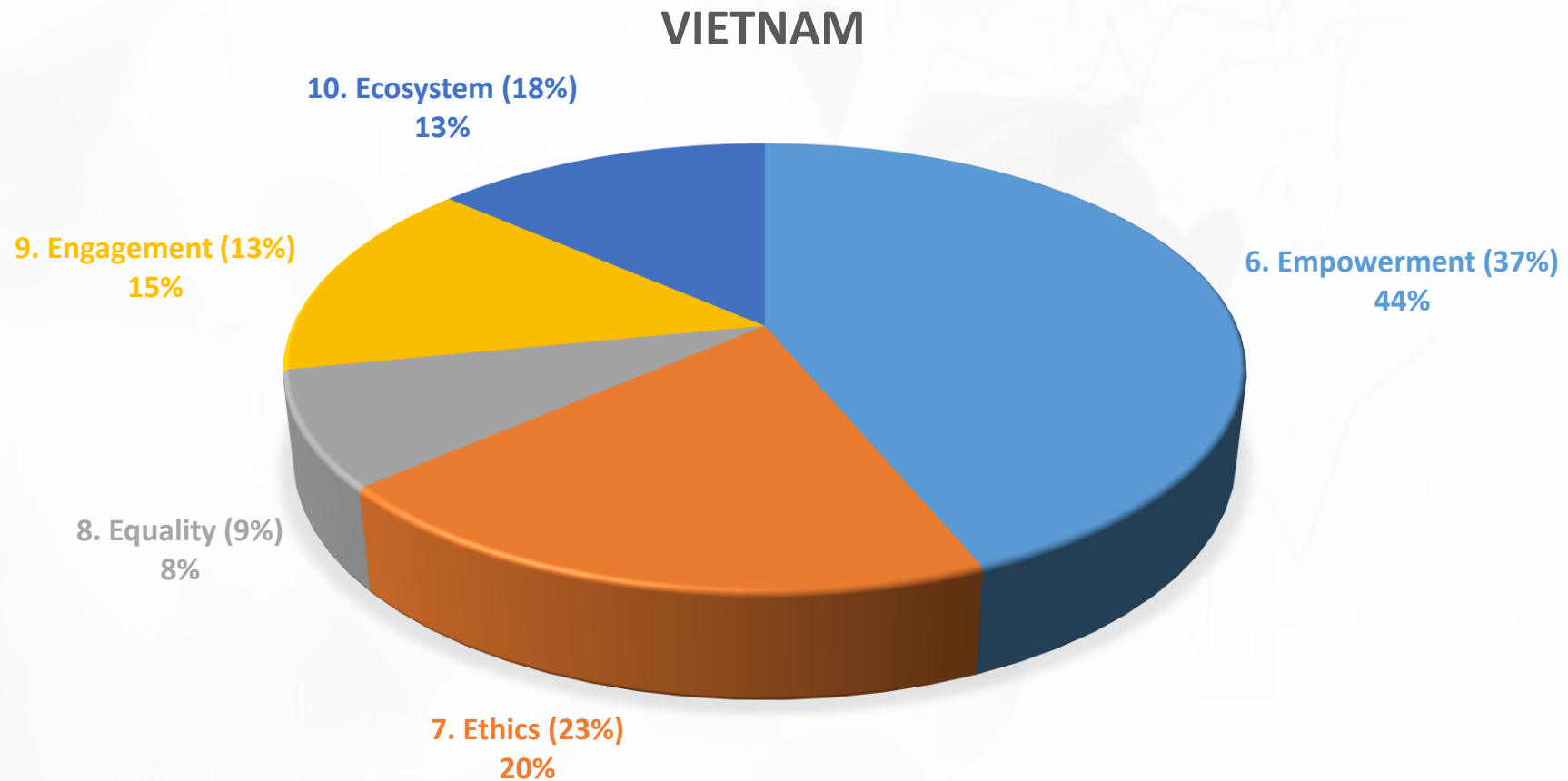
2.2.12 Vietnam

- Vietnam perceives Enlightenment and Empowerment to be the most important elements of Humane Entrepreneurship with 29 and 44 percent of their respondents choosing these
- Scores for both are higher than the Global Averages of 19 and 37 percent, respectively
- The perceived status of Humane Entrepreneurship is however below the Global Average for all elements
- They also perceive there to be a general gap between their perceived importance and the actual state with marks greater than or equal to the Global Average

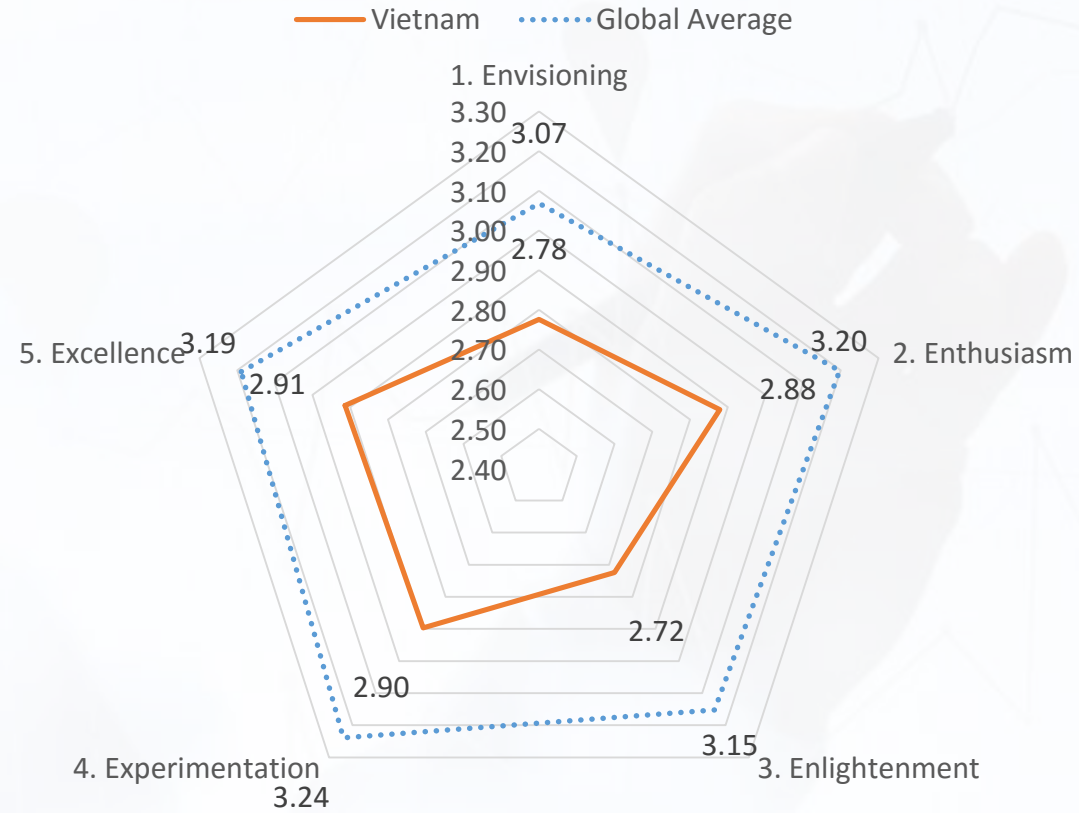
2.2.12.1.1 Enterprise Cycle Importance Ranking



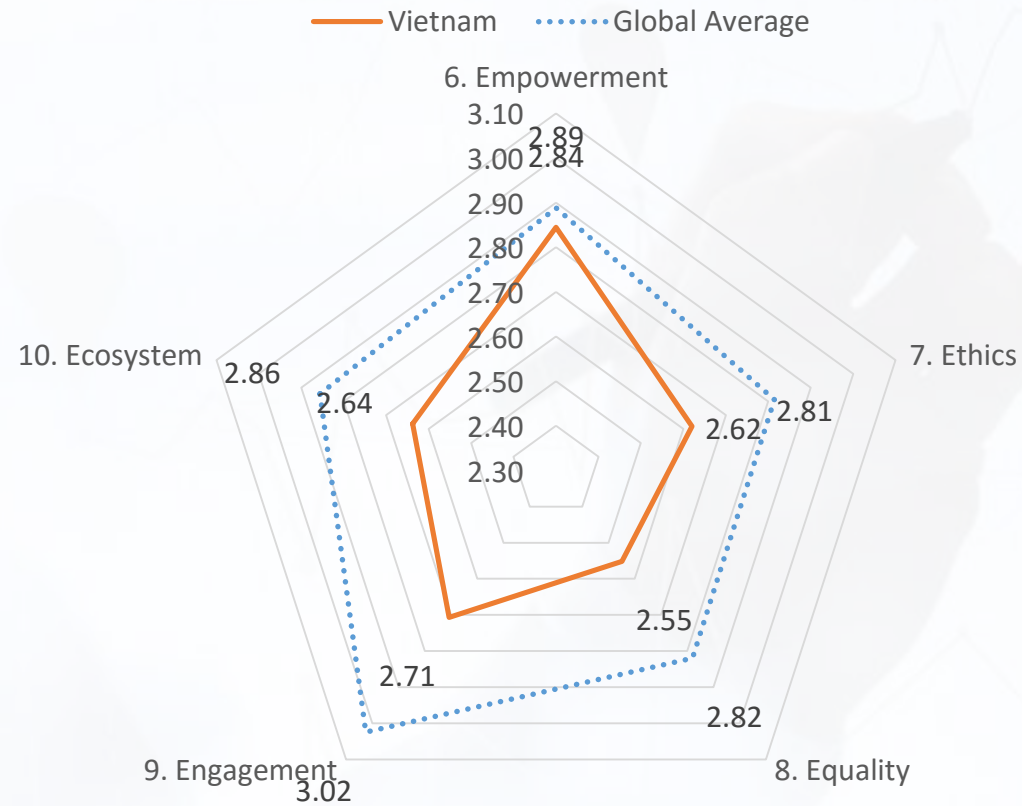
2.2.12.1.2 Human Cycle Importance Ranking



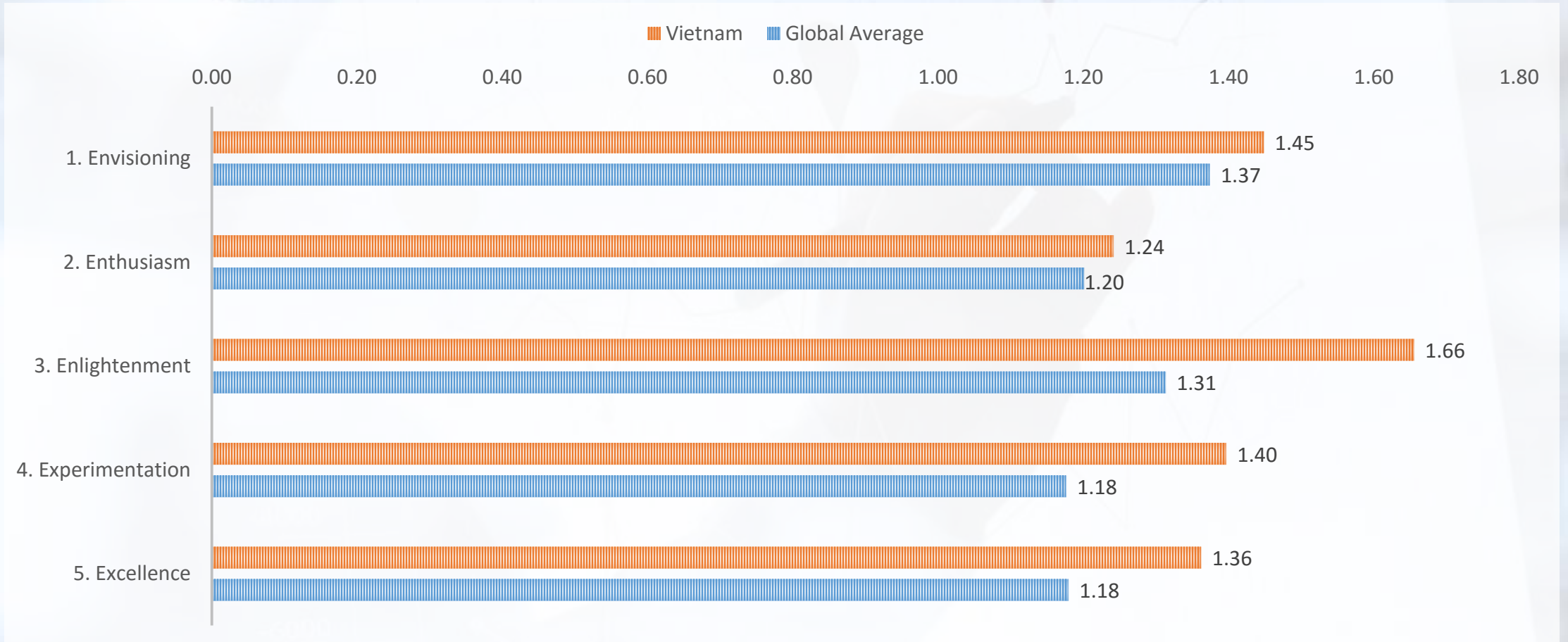
2.2.12.2.1 Enterprise Cycle Status Score



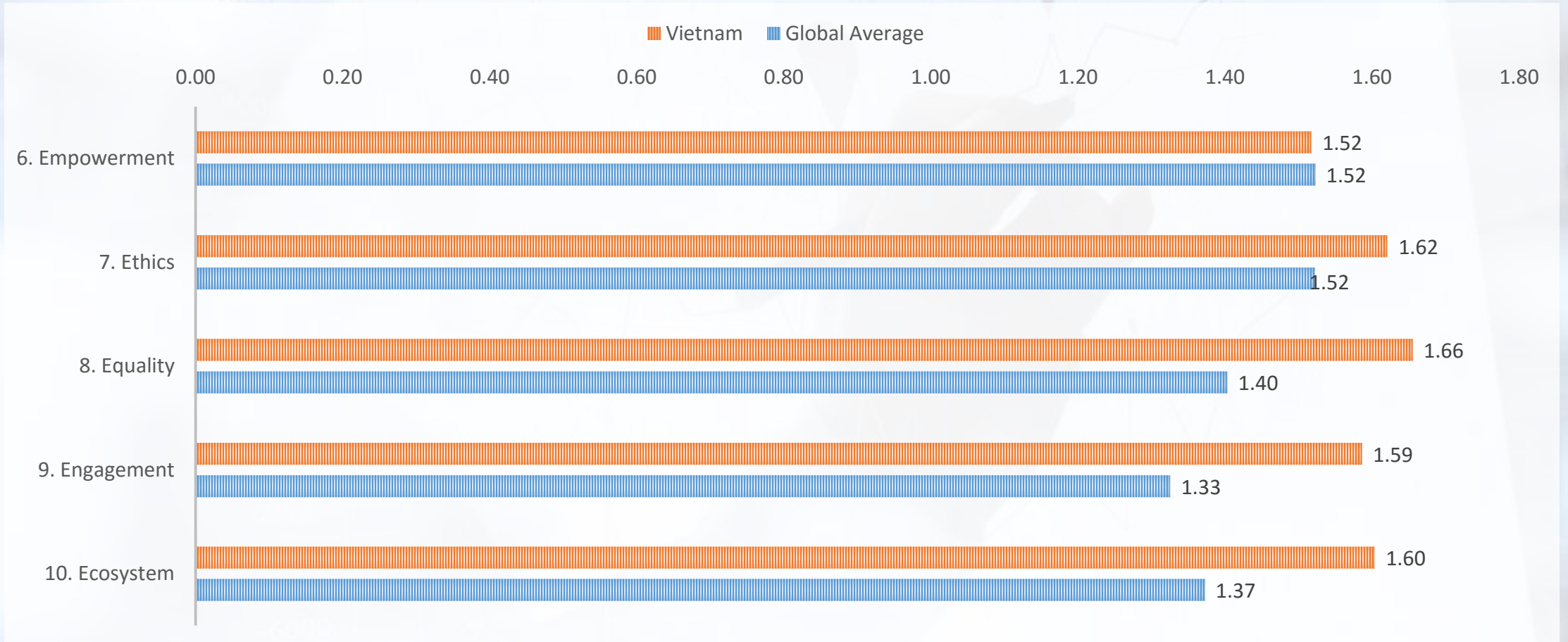
2.2.12.2.2 Human Cycle Status Score



2.2.12.3.1 Enterprise Cycle Gap



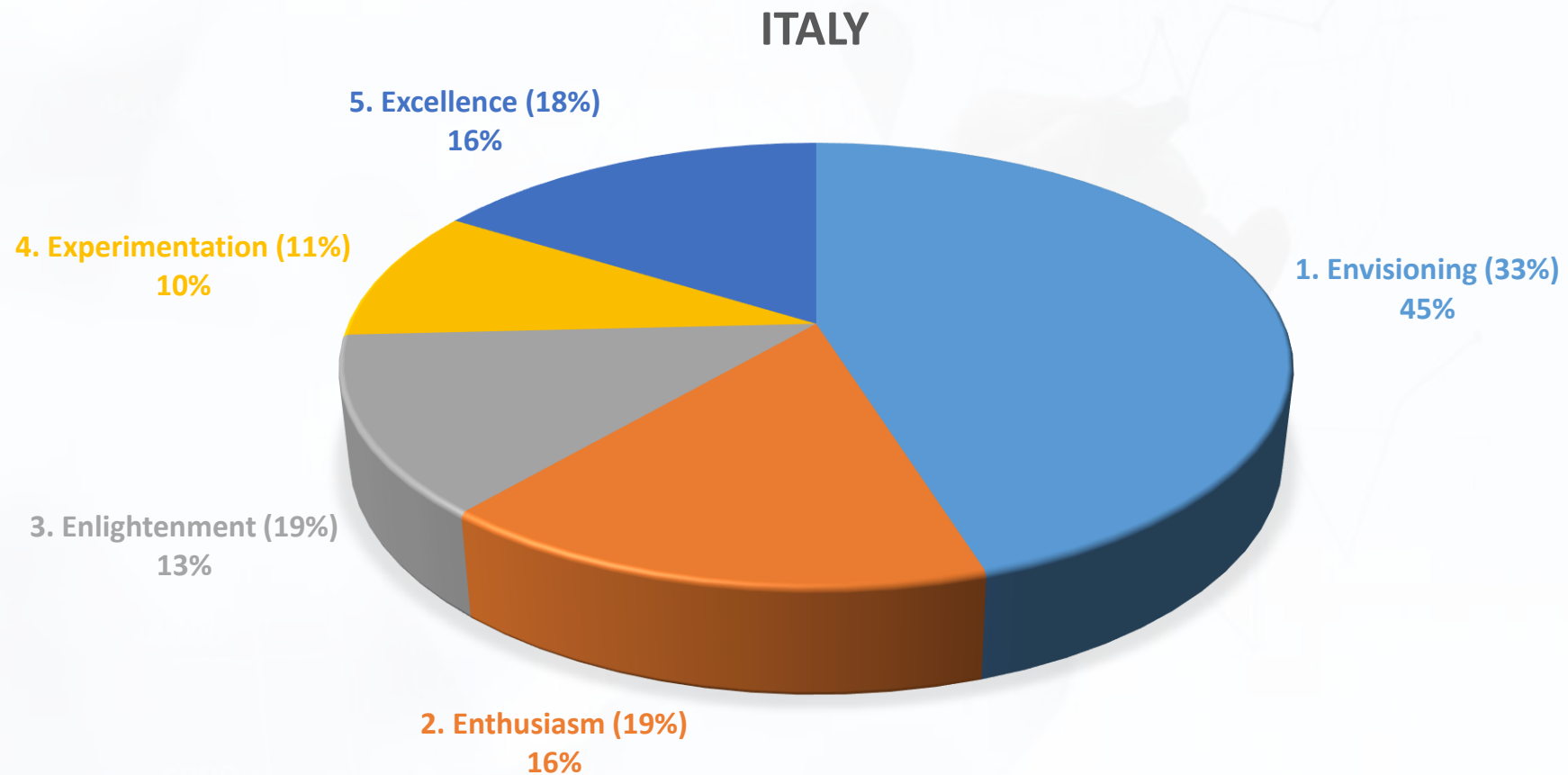
2.2.12.3.2 Human Cycle Gap



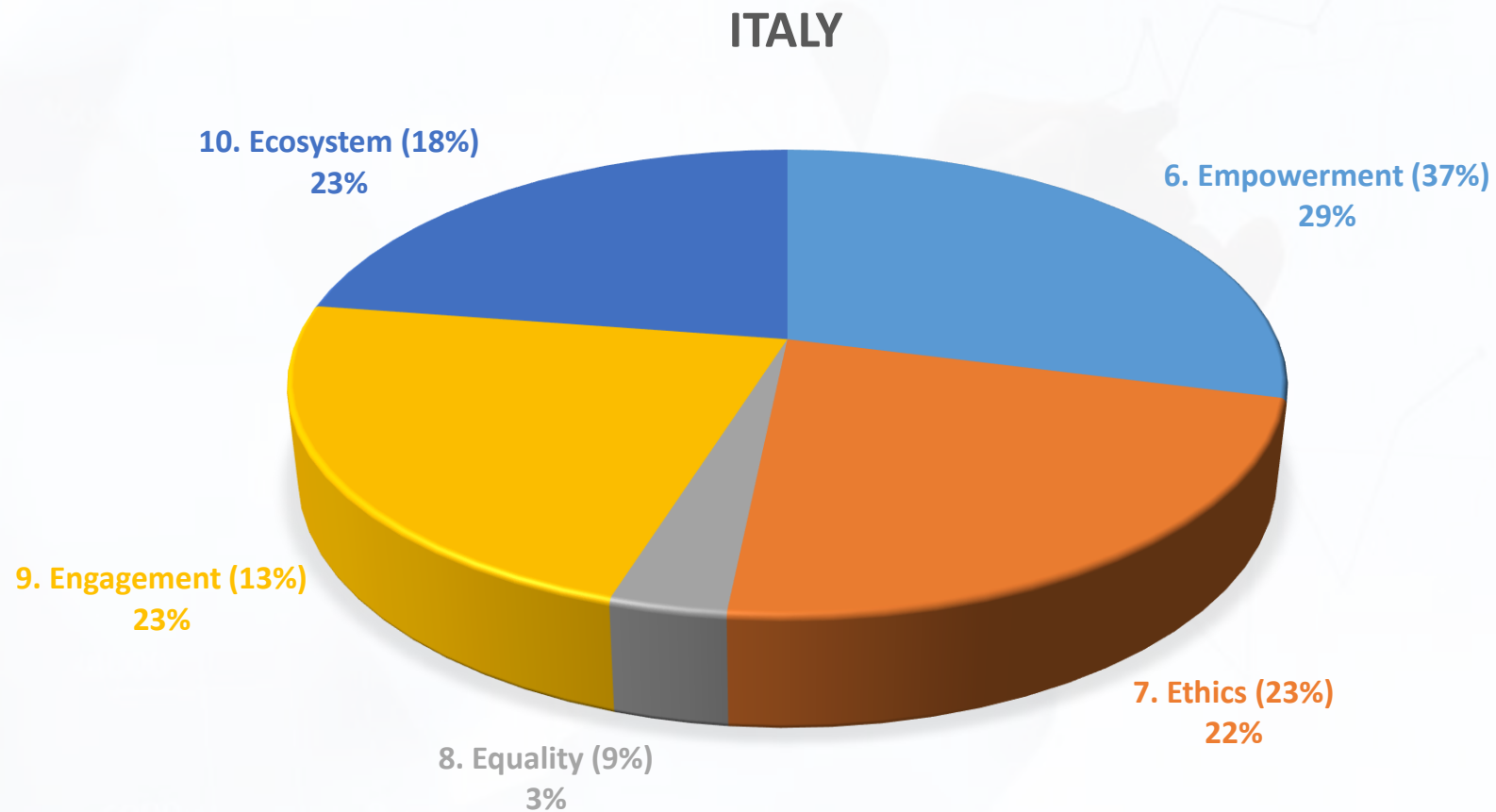
2.2.13 Italy

- Italy perceives Envisioning and Empowerment to be the most important elements of Humane Entrepreneurship with 44 and 30 percent of their respondents choosing these
- Scores for Envisioning is above the Global Average of 33 while Empowerment is below 37 percent average
- The perceived status of Humane Entrepreneurship is however below the Global Average for most elements except for Engagement and Ecosystem
- They also perceive there to be a general gap between their perceived importance and the actual state with most marks higher than the Global Average except for Enlightenment

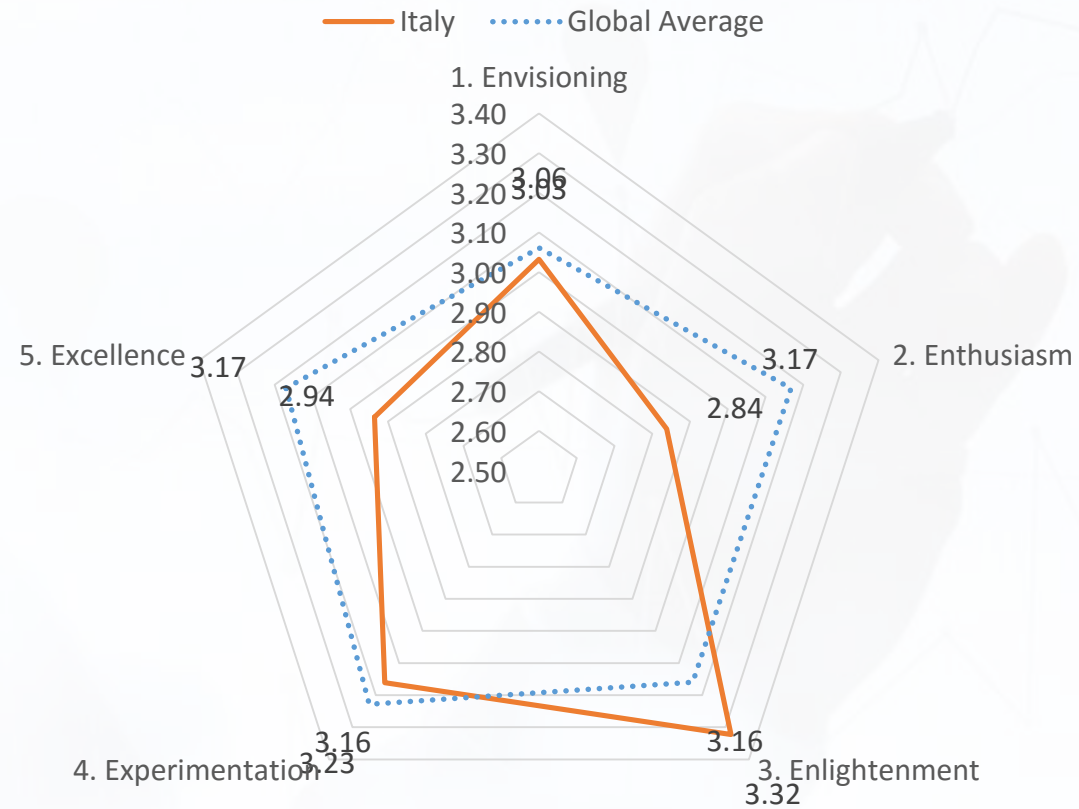
2.2.13.1.1 Enterprise Cycle Importance Ranking



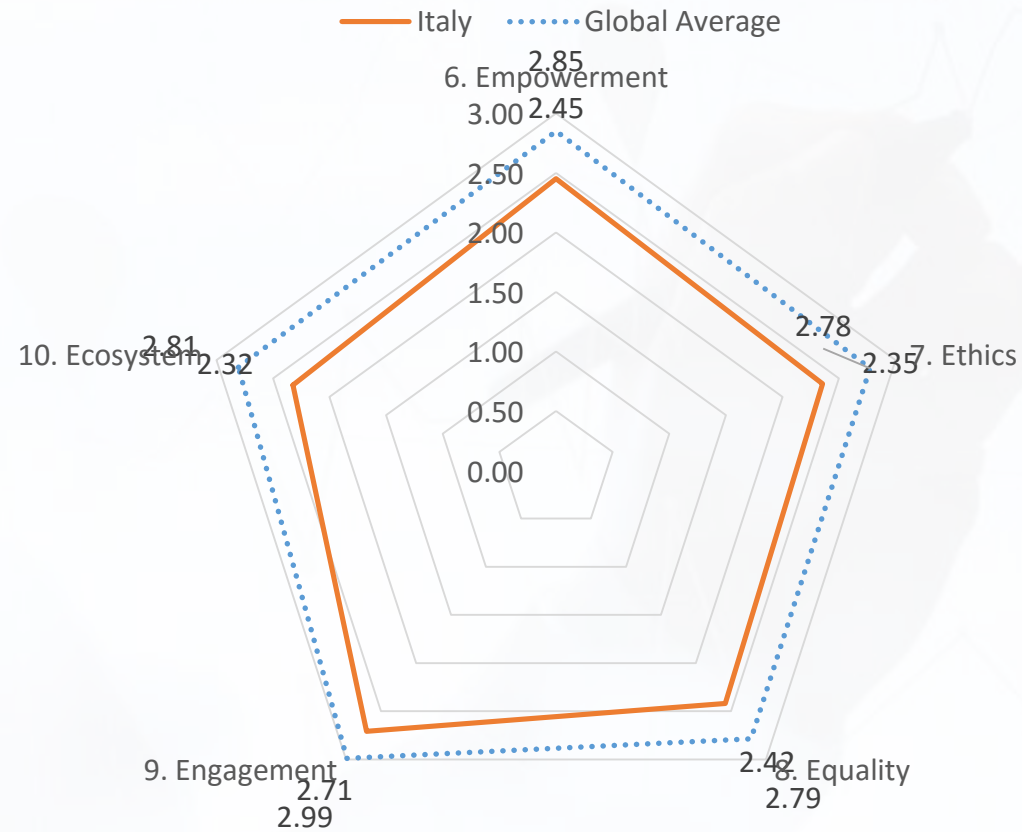
2.2.13.1.2 Human Cycle Importance Ranking



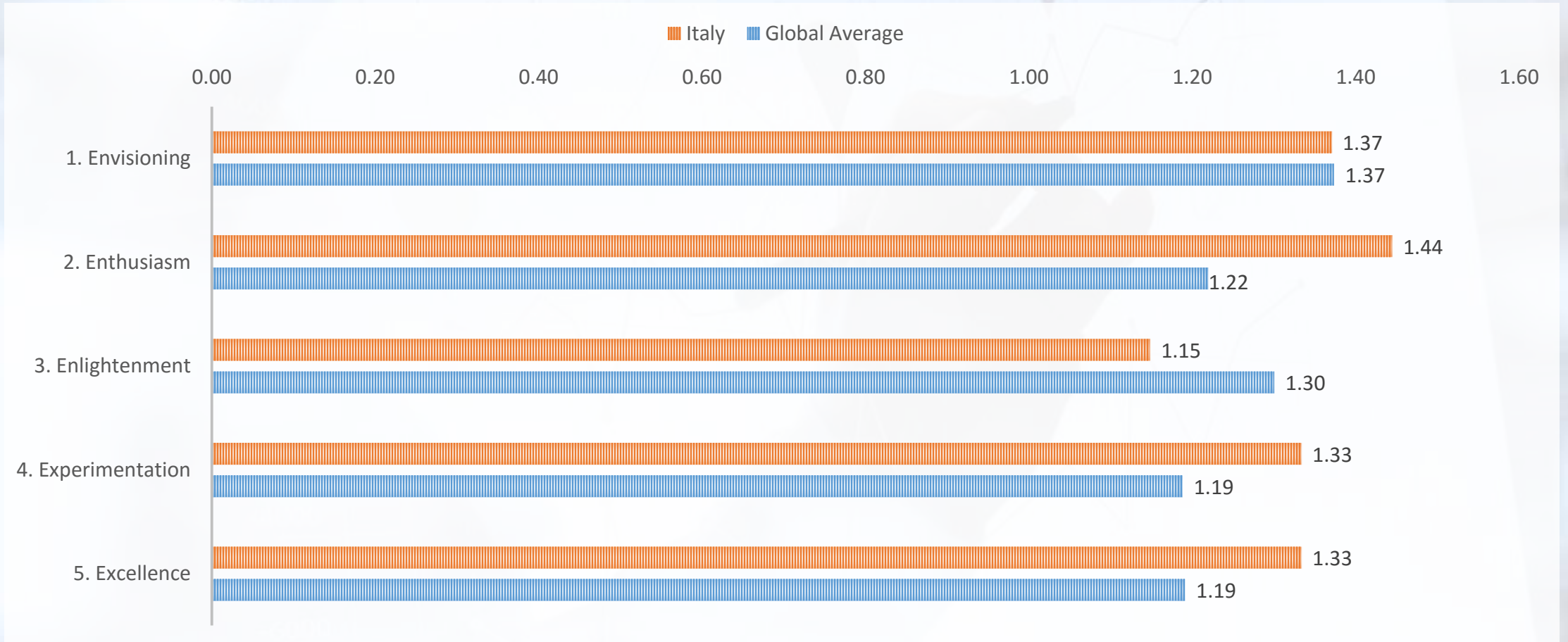
2.2.13.2.1 Enterprise Cycle Status Score



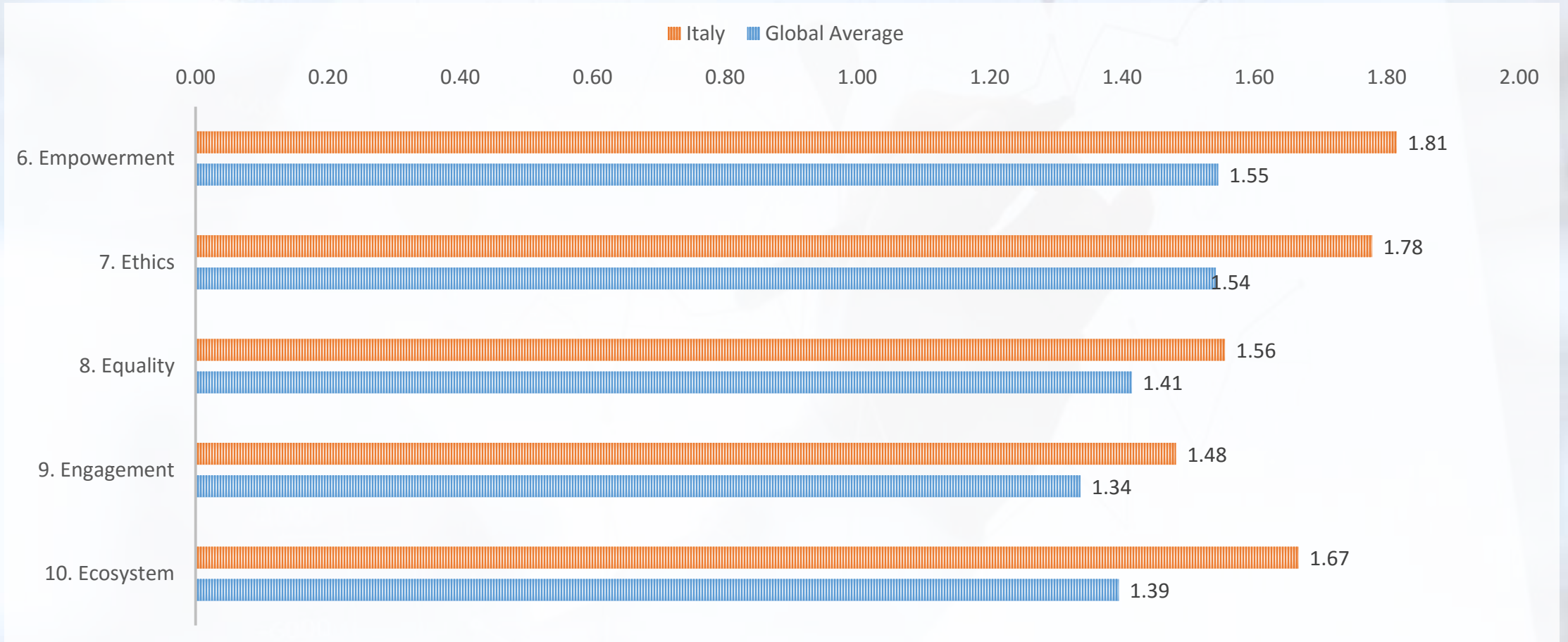
2.2.13.2.2 Human Cycle Status Score



2.2.13.3.1 Enterprise Cycle Gap



2.2.13.3.2 Human Cycle Gap





Summary

Part II | Overall Global Data

2.3.1.1 Enterprise Cycle Importance Ranking

	Envisioning	Enthusiasm	Enlightenment	Experimentation	Excellence	Valid Cases
Argentina	31%	45%	13%	8%	4%	78
Austria	27%	24%	22%	27%	0%	37
Bulgaria	27%	8%	39%	12%	15%	101
China	39%	20%	16%	12%	13%	182
Indonesia	34%	20%	21%	12%	13%	199
Italy	45%	16%	13%	10%	16%	31
Japan	36%	20%	15%	11%	18%	120
Mexico	43%	38%	11%	4%	4%	53
Serbia	28%	20%	23%	9%	20%	152
South Korea	56%	16%	9%	9%	9%	193
Turkey	55%	6%	33%	3%	3%	33
Vietnam	28%	16%	29%	8%	19%	96
Total	34%	19%	19%	11%	17%	1513

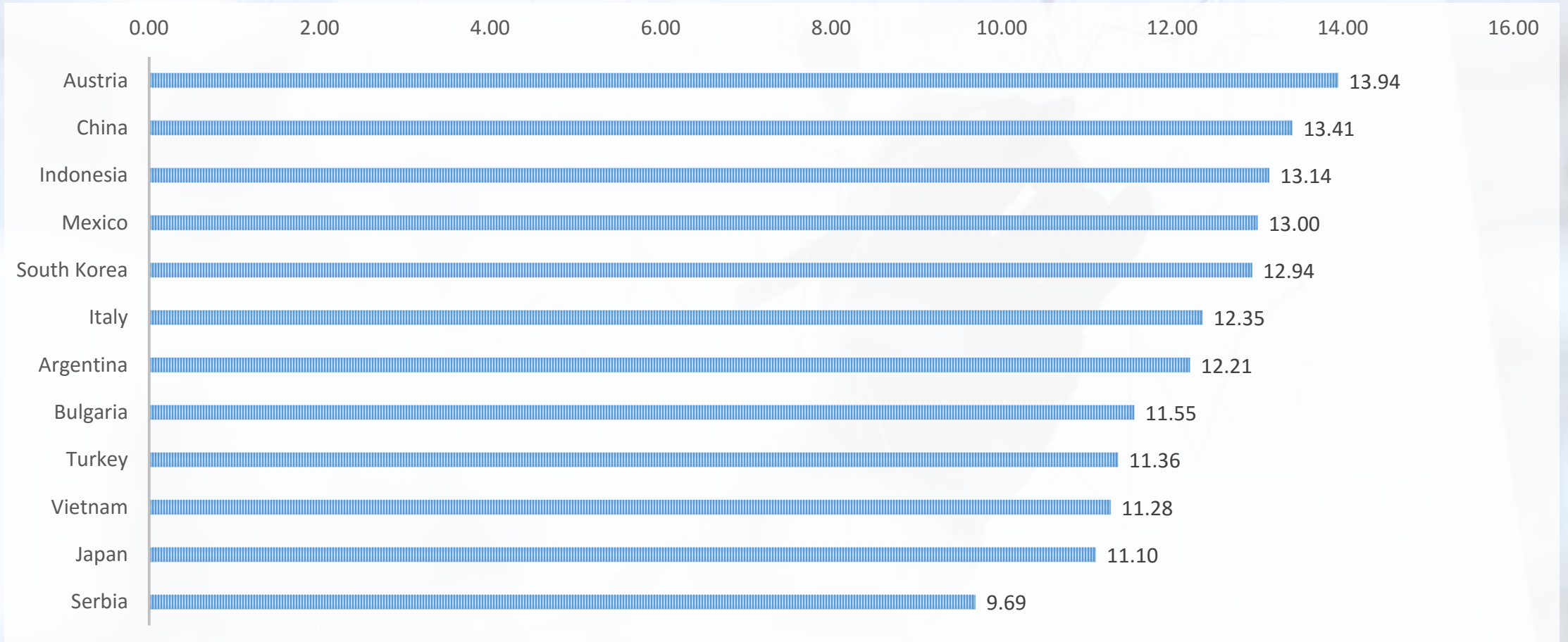
2.3.1.2 Human Cycle Importance Ranking

	Empowerment	Ethics	Equality	Engagement	Ecosystem	Valid Cases
Argentina	44%	27%	6%	14%	9%	78
Austria	46%	8%	8%	19%	19%	37
Bulgaria	47%	18%	6%	16%	14%	101
China	41%	9%	13%	9%	27%	159
Indonesia	36%	31%	8%	10%	16%	199
Italy	29%	23%	3%	23%	23%	31
Japan	31%	20%	20%	16%	12%	122
Mexico	51%	30%	4%	11%	4%	53
Serbia	44%	25%	8%	11%	13%	152
South Korea	30%	27%	9%	17%	17%	189
Turkey	30%	27%	9%	18%	15%	33
Vietnam	44%	20%	8%	15%	14%	96
Total	36%	23%	9%	13%	19%	1488

2.3.2.1 Enterprise Cycle Status Score

	Envisioning	Enthusiasm	Enlightenment	Experimentation	Excellence	Valid Cases
Argentina	38%	31%	14%	10%	7%	29
Austria	24%	12%	15%	18%	32%	34
Bulgaria	18%	26%	23%	14%	20%	96
China	31%	19%	10%	22%	17%	176
Indonesia	33%	18%	18%	16%	15%	197
Italy	17%	17%	21%	21%	24%	29
Japan	33%	11%	19%	16%	21%	90
Mexico	50%	0%	25%	0%	25%	4
Serbia	20%	25%	22%	12%	21%	141
South Korea	32%	23%	12%	15%	18%	142
Turkey	24%	12%	12%	42%	9%	33
Vietnam	30%	20%	17%	20%	13%	54
Total	31%	18%	15%	16%	20%	1260

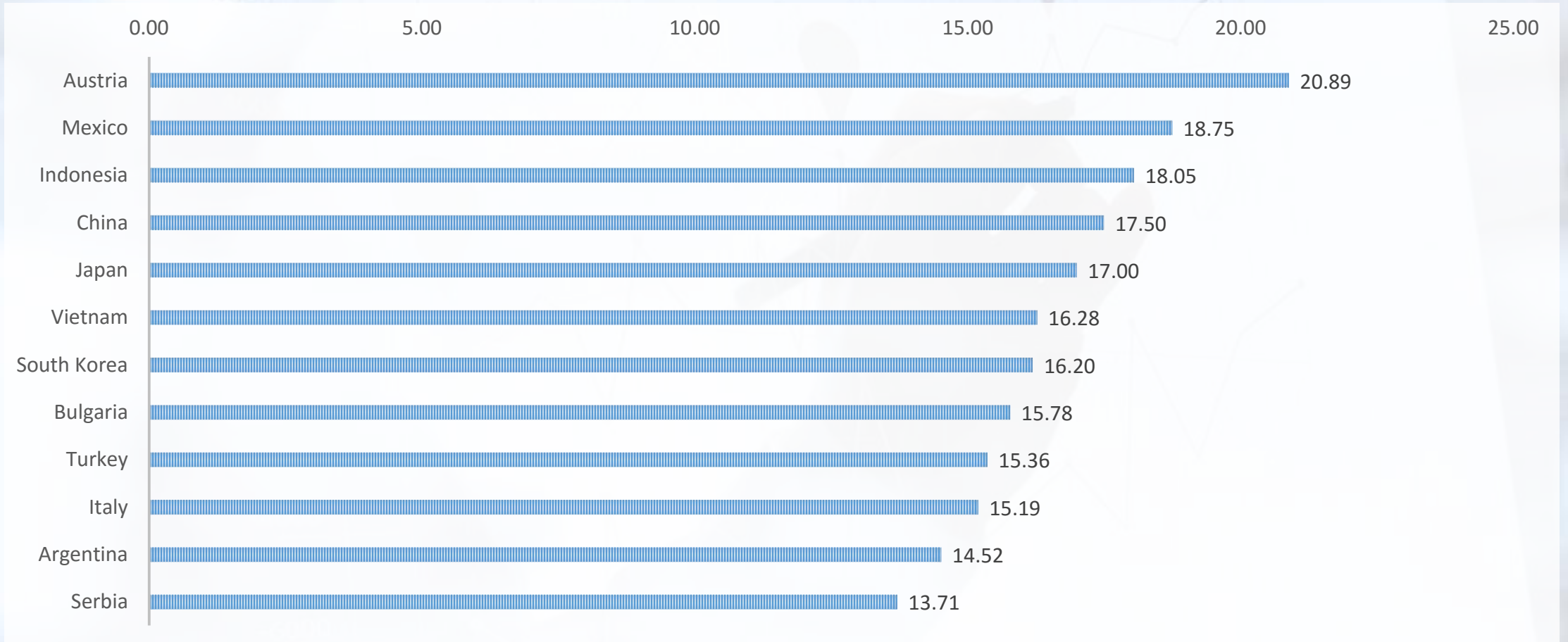
2.3.2.1 Enterprise Cycle Status Score



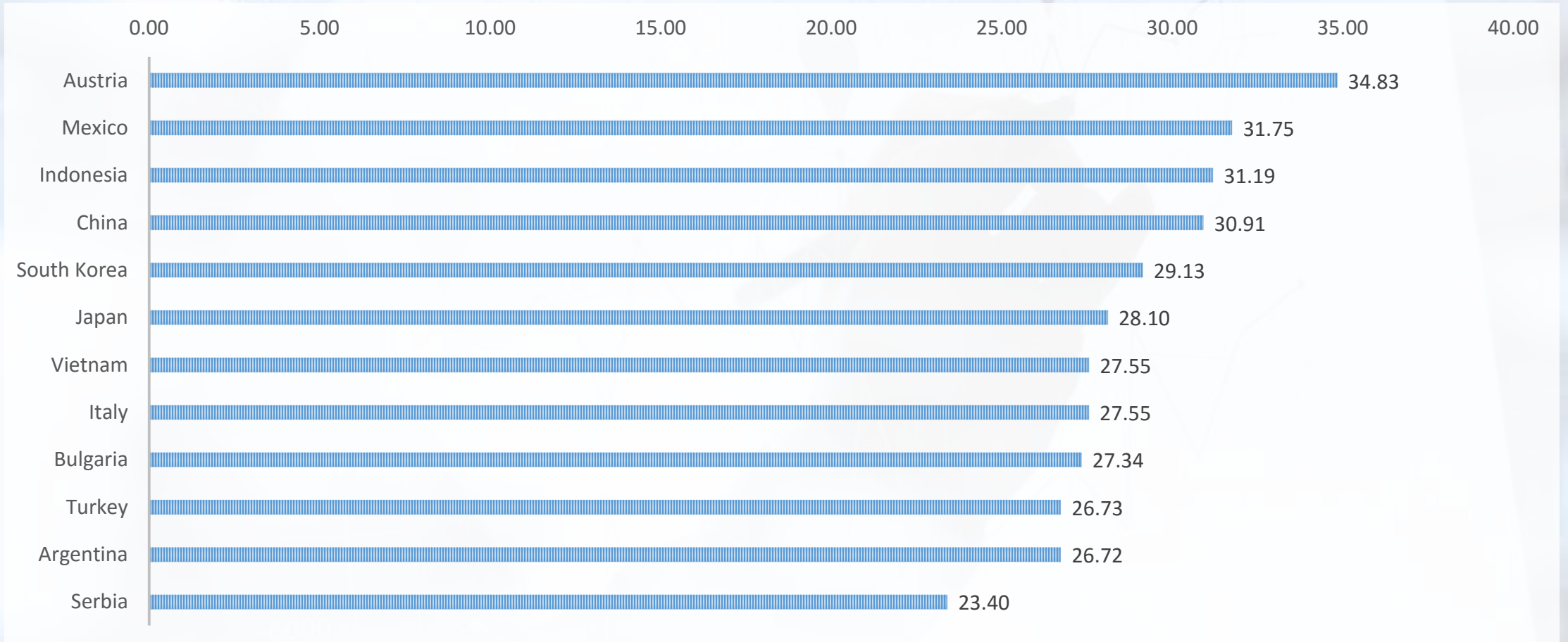
2.3.2.2 Human Cycle Status Score

	Empowerment	Ethics	Equality	Engagement	Ecosystem	Valid Cases
Argentina	48%	7%	7%	14%	24%	29
Austria	17%	14%	25%	19%	25%	36
Bulgaria	48%	3%	8%	27%	13%	89
China	25%	10%	13%	11%	42%	159
Indonesia	43%	14%	8%	19%	16%	195
Italy	47%	0%	3%	27%	23%	30
Japan	41%	18%	12%	19%	10%	83
Mexico	75%	0%	0%	0%	25%	4
Serbia	45%	12%	6%	24%	13%	139
South Korea	33%	11%	5%	38%	13%	132
Turkey	42%	3%	12%	30%	12%	33
Vietnam	32%	14%	14%	29%	11%	56
Total	39%	13%	9%	21%	18%	1222

2.3.2.2 Human Cycle Status Score



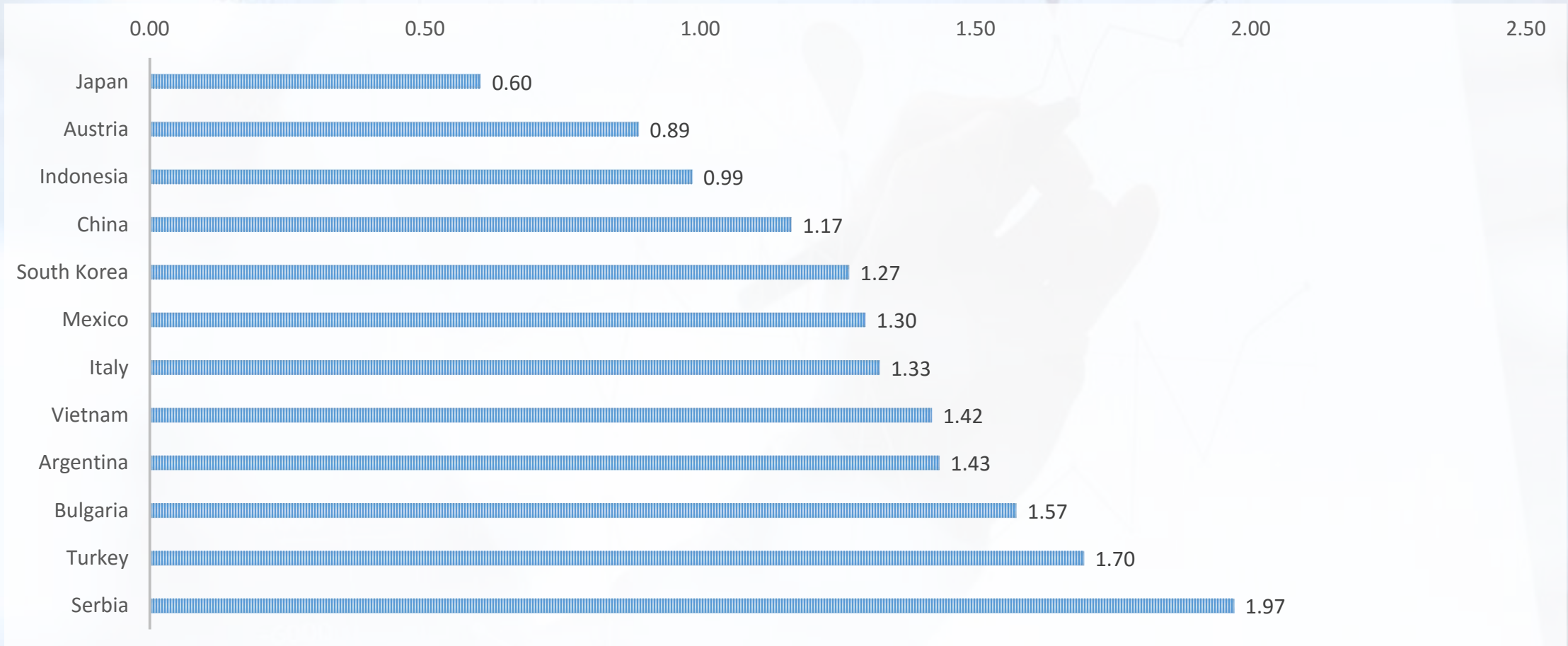
2.3.2.3 Total Score by Country



2.3.3.1 Enterprise Cycle Gap

	Envisioning	Enthusiasm	Enlightenment	Experimentation	Excellence	Valid Cases
Argentina	1.66	1.14	1.52	1.48	1.66	29
Austria	1.00	1.26	0.74	0.82	1.00	34
Bulgaria	1.66	1.39	1.59	1.58	1.66	96
China	1.30	1.07	1.27	1.06	1.30	176
Indonesia	1.18	0.89	0.92	0.88	1.18	197
Italy	1.37	1.44	1.15	1.33	1.37	29
Japan	0.64	0.67	0.60	0.54	0.64	90
Mexico	1.50	1.25	1.75	1.00	1.50	4
Serbia	2.25	1.81	1.93	1.93	2.25	141
South Korea	1.39	1.37	1.25	1.18	1.39	142
Turkey	1.85	1.64	1.88	1.52	1.85	33
Vietnam	1.45	1.24	1.66	1.40	1.45	54
Average	1.37	1.22	1.30	1.19	1.37	1260

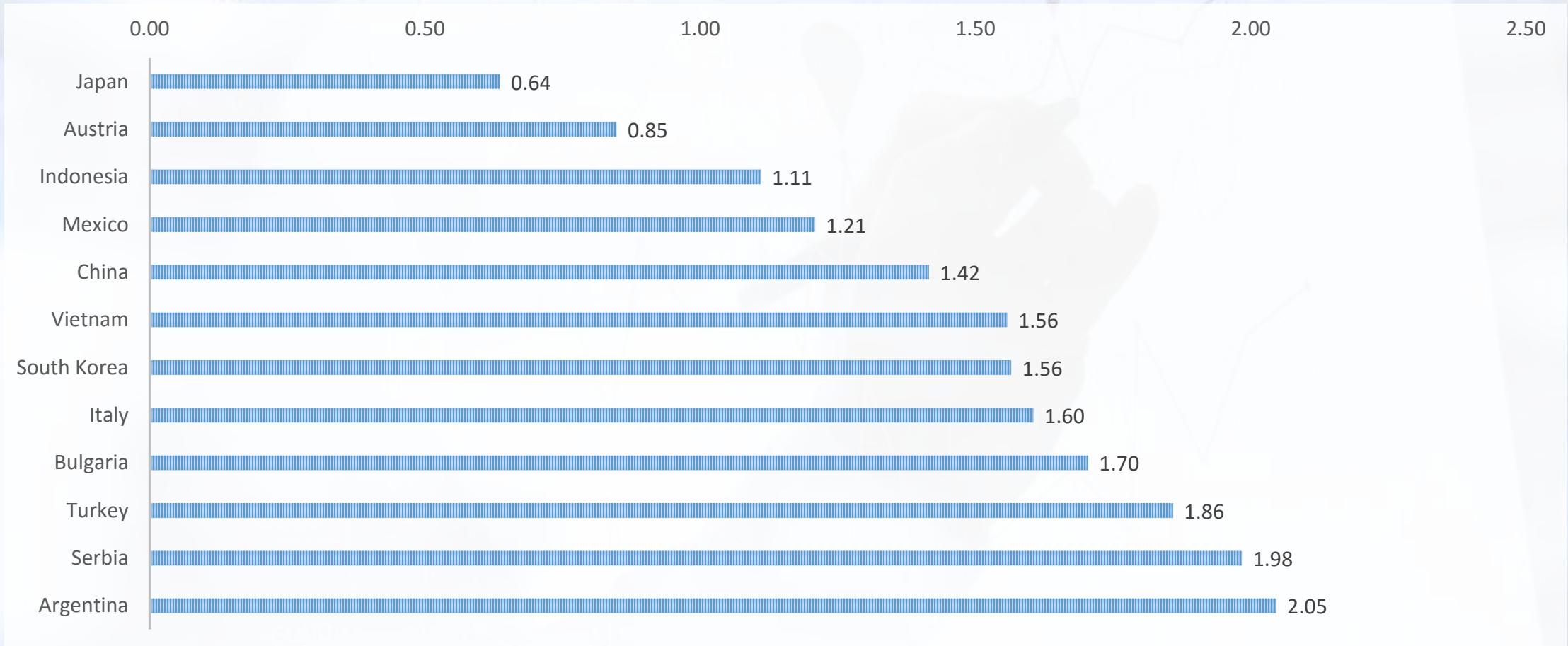
2.3.3.1 Enterprise Cycle Gap



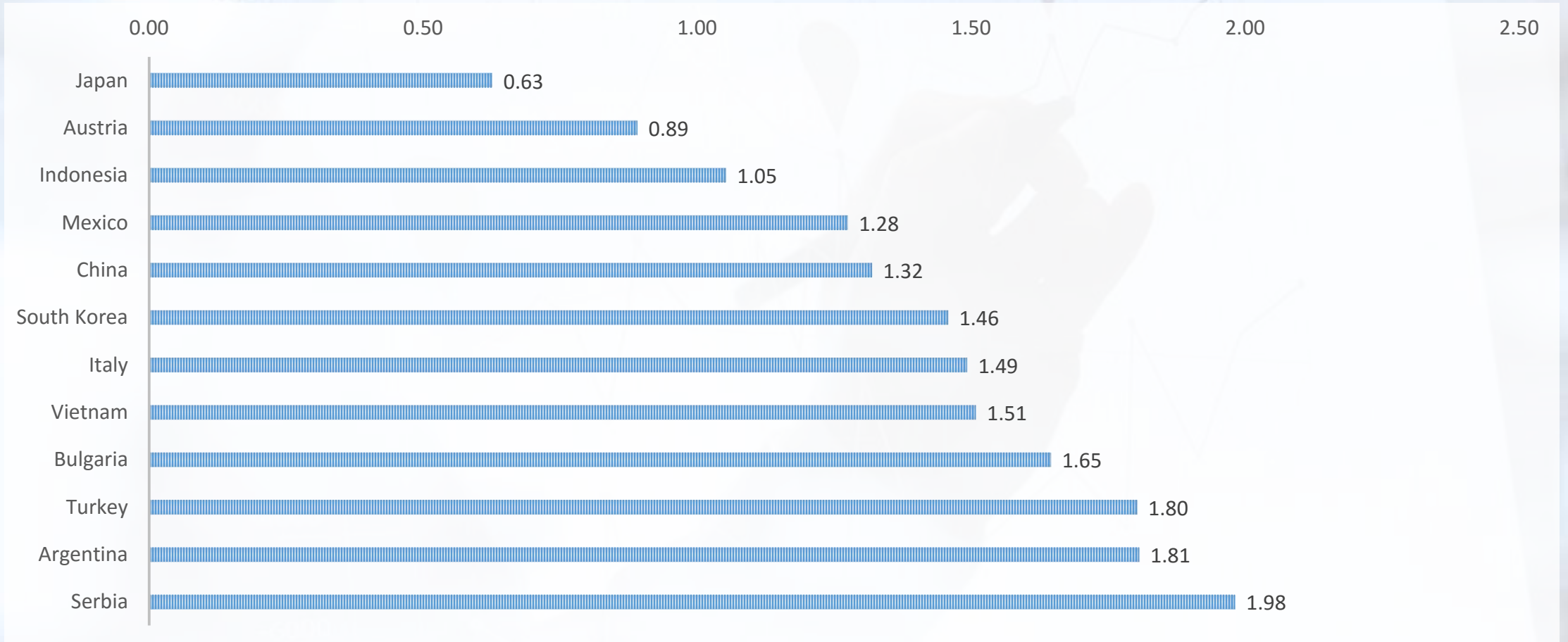
2.3.3.2 Human Cycle Gap

	Empowerment	Ethics	Equality	Engagement	Ecosystem	Valid Cases
Argentina	2.38	2.34	2.41	1.72	2.03	29
Austria	1.24	0.85	0.71	0.88	0.79	36
Bulgaria	1.78	1.89	1.55	1.79	1.56	89
China	1.50	1.59	1.46	1.39	1.42	159
Indonesia	1.06	1.27	1.16	1.06	1.06	195
Italy	1.81	1.78	1.56	1.48	1.67	30
Japan	0.65	0.65	0.63	0.74	0.59	83
Mexico	1.50	1.50	1.00	1.00	1.25	4
Serbia	2.15	2.08	2.00	1.81	1.93	139
South Korea	1.72	1.86	1.52	1.43	1.70	132
Turkey	2.15	1.94	1.97	1.76	1.73	33
Vietnam	1.52	1.62	1.66	1.59	1.60	56
Average	1.55	1.54	1.41	1.34	1.39	1222

2.3.3.2 Human Cycle Gap



2.3.3.3 Total Gap by Country





Humane Entrepreneurship

Section III | Findings and Implications

Importance

- Of the 13 countries included, only Myanmar considered the Ecosystem Principle as the most important factor
- For the rest of the countries, Empowerment is deemed to be the most important principle in the Human Cycle
- This is followed in average by Ethics, Ecosystem, and Engagement, with Equality placing last
- This follows the premise that there are general values which transcend culture in relation to the Human Cycle

Importance

- On the other hand, the importance of elements in Enterprise Cycle prove to be less cohesive, as they generally differ per country
- While Argentina finds Enthusiasm very important, the same cannot be said for Bulgaria who finds it unimportant
- While Bulgaria thinks Enlightenment is very important, South Korea seems to think otherwise
- As a whole however, it was found that Envisioning is the most valuable principle, followed by Enthusiasm and Enlightenment, and closely trailed by Excellence, with Experimentation being the last

Actual State

- While importance reflects the personal values of the respondents, Actual State should show the perceived status of each element in the respondents' respective countries
- It can be observed that in terms of the Humane Cycle, the Engagement is perceived to have the highest state in South Korea, while it is deemed basically nonexistent in Mexico
- Austria on the other hand, deems the state of Equality being the highest in the country
- All in all, Empowerment has the highest perceived actual status, followed by Engagement, Ecosystem, Ethics, and lastly Equality

Actual State

- While Experimentation is deemed high in Turkey, it is generally rated as the low everywhere else
- For countries like Bulgaria and Serbia, Enthusiasm are perceived as the highest while opposite results are observed for the other countries
- Considering the entire dataset, Envisioning is deemed to be regarded as having the highest actual state, followed by Excellence, and Enthusiasm, with Enlightenment and Experimentation tied at last place

Areas for Future Research

- The study at hand aims to provide a way to show how each country views each element of the Humane Entrepreneurship model
- Further analysis could be done using this dataset, and with more responses from more countries, results would prove to better represent each country
- Analysis of this dataset stratified through organization types, and geographical regions could subsequently be done as well through collaboration with other global researchers

Humane Entrepreneurship

As countries and organizations move towards holistic growth, enterprises should extend their priorities beyond the profit margin. These companies should shift this focus onto its people, the environment, and society.

Great entrepreneurs with strong humane mindsets fuel the concept of Humane Entrepreneurship. Human oriented businesses are deemed to perform better and come up with better products and services, ultimately satisfying their customers.

We believe that Humane Entrepreneurship as a key to sustainable development not only of enterprises but of society as a whole. With you, Humane Entrepreneurship could become more than just a dream but a reality.

For more information visit:

www.humaneentrepreneurship.org