**Indian Institute of Science (IISc), Bengaluru, India**

in collaboration with

**Adelaide University, Australia**

*Presents*

Three Day International Conference on

# INNOVATION AND ENTREPRENEURSHIP FOR DEEP TECH STARTUPS: ROLE OF ENTREPRENEURIAL UNIVERSITIES

**20 – 22 May 2026**

Venue:
JN TATA Auditorium
IISc
Bangalore
Karnataka
India

## Indian Academic Partners

Rajendra Mishra School of Engineering Entrepreneurship
*Indian Institute of Technology Kharagpur*

IIT BOMBAY
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Department of Management Studies
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MANIPAL
*(A constituent unit of MAHE, Manipal)*

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# PROCEEDINGS

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# About the International Conference

*The widespread emergence and exit of tech startups have been a distinctive phenomenon of the global economy in the 21st century. While thousands emerge, only a few hundred survive and a few tens scale up.*

*In this startup landscape, though deep-tech startups (which provide radical solutions to diverse socio-economic problems) account for a negligible fraction, their relative share seems to increase during the later stages of the startup life cycle, implying a higher rate of survival and scaling up.*

*However, a critical success factor for these deep-tech startups is a strong base of research & innovation and engineering, which takes place in some of the higher education institutions globally. Such institutions, which consciously encourage the blossoming of entrepreneurship, in addition to teaching and research, are termed "Entrepreneurial Universities". There is a need to progressively encourage "Entrepreneurial Universities" to promote and support deep-tech startups.*

*It is to discuss and arrive at a comprehensive understanding of how to promote entrepreneurial universities to support innovation and entrepreneurship, particularly in the deep-tech space, that we propose to hold this International Conference involving experts and stakeholders from diverse fields of startup ecosystems.*

*The Conference is conducted through two broad platforms as follows:*

1. *Start-up Platform: Start-Up Founders, Angels, VCs, Private Equities, Chiefs of Accelerators / Incubators / Co-Working Spaces, Heads of Entrepreneurship Cells at Higher Education Institutions, Business Mentors, Technology Mentors, Large Companies which Nurture Start-Ups, Smart SMEs and Government Officials*

2. *Researchers' Platform: Faculty Members, Research Scholars, Research Associates, Project Associates, Project Assistants and PG Students*

# Message from the Chair


## Prof. M H Bala Subrahmanya

*Professor, Department of Management Studies*
*Indian institute of Science (IISc), Bengaluru*


*Entrepreneurial ecosystems for startups are undergoing remarkable transformation across the globe, particularly since the last decade. While thousands of ecosystems are emerging, hundreds are evolving, but only a few would have achieved maturity whereas those which can be considered 'self-sustainable' are exceptional. In these ecosystems, thousands of startups are emerging daily, but only a few hundred sustain, and only a few tens scale up. The initial few successful models (in the developed economies) are replicated (mostly in developing economies) either without any variation or with a few incremental innovations. These startups account for the majority. But only a few account for radical innovations, known as deep-tech startups, which are path-breaking offering solutions to a wide variety of socio-economic problems. Such deep-tech startups have a strong base of research and innovation, which invariably occurs in higher education institutions. Many of these higher education institutions consciously promote entrepreneurship, as a supplement to teaching and research.*

*These are "entrepreneurial universities" which explicitly promote transfer of academic knowledge through commercialization for the creation of deep-tech startups. Such deep-tech startups are considered to have a higher rate of survival in the startup world. Though they would account for a negligible share among the newly emerged startups, their account for a higher share among those which have survived beyond their first year of operations, and still a higher share among those who proved successful and scaled up. Therefore, they account for a disproportionately higher share in the startup contributions to national employment, innovations and income. Given this, there is an explicit need to promote "entrepreneurial universities" globally as a means of contributing to national economies for accelerating socio-economic development, particularly in emerging economies.*

*It is to discuss and arrive at a comprehensive understanding of how to promote entrepreneurial universities to support innovation and entrepreneurship, particularly in the deep-tech space, that we propose to hold this International Conference involving experts and stakeholders from diverse fields of startup ecosystems. We invite entrepreneurship researchers, entrepreneurship teachers, research scholars, startup founders, prospective startup founders, angels and VCs, business and technology mentors, other startup ecosystem stakeholders, and policy makers to join us in this unique International Conference and contribute to its success.*

# Message from the Co-Chair


## Prof. Noel J Lindsay

*Pro Vice Chancellor Entrepreneurship*
*The Adelaide University, Australia*


*It is my pleasure to welcome you to the International Conference on Innovation and Entrepreneurship for Deep-Tech Startups: Role of Entrepreneurial Universities, taking place from 20–22 May 2026 at the JN Tata Auditorium, IISc Bangalore.*

*Deep-tech startups are reshaping industries and solving complex global challenges. Their success hinges on robust research, innovation, and strategic support - elements that entrepreneurial universities are uniquely positioned to provide. This conference offers a timely and vital platform to explore how academia can actively foster deep-tech entrepreneurship through interdisciplinary collaboration, education, and commercialization.*

*We are proud to convene a diverse group of thought leaders, researchers, entrepreneurs, investors, and policymakers to share insights, showcase innovations, and build partnerships. With dedicated tracks for both startups and researchers, the conference promises rich engagement and actionable outcomes.*

*I invite you to join us in this global dialogue to advance the role of entrepreneurial universities in nurturing the next generation of deep-tech ventures.*

# Advisory Committee

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Former Distinguished DRDO Scientist

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Prof. Arun Kumar G
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IIT Delhi

# Organizing Committee

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Prof. M H Bala Subrahmanya
Professor, Department of Management Studies
IISc, Bangalore

### Conference Co-Chair

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Australia

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IIT Madras

Dr. K Ganesaraman
FMC, MSRUAS

Prof. K M Sharath Kumar
FMC, MSRUAS

Prof. Gourav Dwivedi
IIT Delhi

Dr. S. Ajitha
FMC, MSRUAS

# About the Host Institutes

*The Department of Management Studies at IISc was founded in 1954 to train executives for India's newly industrializing public sector enterprises, making it one of the oldest management departments in the country. Housed within one of India's premier science and engineering institutions, the department has evolved into a research-active unit that works at the intersection of quantitative methods, formal modelling, and the study of complex systems. It is quantitatively more rigorous than a conventional management school, and more oriented toward societal consequence than a typical engineering department.*

*Over seven decades, the department has served not only as a centre of research and education but as a training ground for management scholars across India. Its PhD programme has been a feeder for faculty positions at institutions across the country, with doctoral alumni now serving as professors at IIMs, IITs, and other reputed management schools nationally and internationally.*

## *RESEARCH AREAS*

**Innovation Ecosystems & Intellectual Property**
Sustainability transitions, responsible patent strategy, technology partnerships, and deeptech commercialization.

**Water Systems & Resource Management**
Game-theoretic models of transboundary river allocation, basin optimization, ML for water infrastructure, and institutional analysis of resource governance.

**Financial Engineering & Quantitative Markets**
Options pricing, high-frequency trading models, portfolio optimization, and neural networks for counterparty credit risk.

**Data Governance & AI for Society**
Data pricing frameworks, non-personal data policy, and AI tools designed for low-income and underserved communities.

**Energy Transitions & Sustainability**
Techno-economic modelling of rural energy access, biomass and green hydrogen, demand response, and decarbonization pathways.

**Health Systems & Social Equity**
Maternal health access, healthcare inequity, SDG coverage, & epidemiological modelling using nationally representative datasets.

## *ACADEMIC PROGRAMMES*

**Master of Management (2 years)**

- Analytical foundations: economics, statistics, probability, finance
- Soft core courses drawn from IISc engineering and science departments
- Six-month project in an organization, policy institution, or research setting

**PhD in Management (4–5 years)**

- Research training with interdisciplinary coursework across IISc
- Active doctoral research in all six areas listed above
- Graduates serve as faculty at IIMs, IITs, and business schools nationally and internationally

## *Contribution to the ENU4 Theme*

*The conference theme — the role of entrepreneurial universities in sustaining deep-tech startups — sits at the heart of the department's research agenda. IISc is itself a defining example of an entrepreneurial university, and the department asks the management questions this context generates: How does scientific knowledge translate into ventures? What intellectual property strategies support or impede sustainability transitions? How should university-industry partnerships be governed? How do innovation ecosystems in emerging economies differ from those in advanced economies, and what does this mean for policy? These are among the department's primary research concerns.*

*The department has a demonstrated track record in this space. In January 2025, it organized the REEN Conference — the International Conference on Entrepreneurship and Entrepreneurial Ecosystems in the Global Economy: Role of Returnee Entrepreneurs — at the JN TATA Auditorium, IISc, drawing together researchers, policymakers, and practitioners to examine how entrepreneurial ecosystems form and function across economies. ENU4 continues and deepens that engagement, bringing the specific lens of deep-tech startups and the entrepreneurial university to the same forum.*

*Formally established on January 1, 2026, Adelaide University represents a historic union between the University of Adelaide (151 years old) and the University of South Australia (UniSA). This university, one of the largest in Australia, was designed to be a contemporary powerhouse, blending over 150 years of academic tradition with a modern, industry-aligned curriculum. It currently stands as a member of the prestigious Group of Eight (Go8) and ranks among the top 100 universities globally.*

*Adelaide University is defined by its scale and for South Australia mission. With a student body exceeding 60,000 and a network of campuses across the Adelaide CBD (North Terrace, City West, and City East) and regional areas, it is the largest higher education provider in the state. The university operates under the Adelaide Attainment Model, which ensures that every degree—from Law to Engineering—integrates core competencies in AI, ethics, intercultural understanding, and entrepreneurship. This model is designed to produce future-ready graduates who are not just job-seekers, but job-creators. What truly sets Adelaide University apart is its aggressive focus on commercialization and the start-up mindset. The institution serves as a central hub for South Australia's innovation ecosystem through several key pillars:*

***ThincLab***
*This is the university's primary business incubator. It provides students, staff, and alumni with access to:*

- *The Australian eChallenge: A high-stakes competition where teams develop business models for cash prizes and course credit.*
- *ThincHer: A dedicated program designed to support women in entrepreneurship by building leadership and investment-ready capabilities.*
- *Incubation Space: Physical co-working offices in the heart of the city where founders receive mentorship from industry experts.*

***Innovation & Collaboration Centre (ICC)***
*The ICC acts as a bridge between research and industry. It hosts the Venture Catalyst program, which supports high-growth start-ups in sectors like space, hi-tech, and social enterprise. By being co-located with the Australian Space Agency at the Lot Fourteen innovation precinct, the university gives student entrepreneurs direct proximity to global tech leaders.*

***Australian Centre for Business Growth***
*While many universities focus only on "starting" a business, Adelaide University also focuses on scaling. This centre provides executive-level programs for CEOs of small and medium enterprises (SMEs), using data-driven frameworks to help local businesses expand into international markets.*

*The university is supported by a $200 million perpetual research fund and an additional $50 million Accelerator Research Fund. These resources are specifically geared toward rapid seed investment for high-potential projects, ensuring that academic breakthroughs don't just sit in journals but are moved into the marketplace. By 2034, the university is projected to contribute an additional $500 million annually to the South Australian economy, largely through these entrepreneurial outputs and industry partnerships in defence, renewable energy, and health sciences.*

# About the Co-Host Institutes

## MANIPAL INSTITUTE OF TECHNOLOGY
MANIPAL
*(A constituent unit of MAHE, Manipal)*

*The Manipal Institute of Technology (MIT), established in 1957, stands as a beacon of academic excellence and a pioneer in private engineering education in India. What makes MIT Manipal truly extraordinary is its unique blend of rigorous academics, a vibrant multi-cultural environment, and a legacy of innovation. Nestled in the university town of Manipal, the campus offers an ecosystem where learning transcends the classroom. MIT has 12 undergraduate programs and 9 dual degree programs, 28 master's programs and Doctoral programs in all streams of Engineering and Science under 5 different schools. One of its most unique features is the Innovation Centre, which fosters a culture of entrepreneurship and provides students with the resources to turn ideas into reality. This spirit of "learning by doing" is further exemplified by student-led major projects like Formula Manipal and Project Mars Rover, which consistently compete and win on international stages.*

*Distinctive features:*

- *Global Alumni Network: MIT boasts an illustrious alumni base. (including world-renowned leaders like Satya Nadella, CEO of Microsoft), proving its calibre in shaping global industry icons.*
- *Diverse Student Life: With students from across the globe, the campus is a melting pot of cultures, fostering a global mindset and lifelong networking opportunities.*
- *Research Excellence: The institute emphasises interdisciplinary research, encouraging students to collaborate across various engineering streams and medical sciences through the Manipal Academy of Higher Education (MAHE).*
- *State-of-the-Art Infrastructure: From high-tech labs to one of the largest academic libraries in the country, the facilities provide an ideal environment for holistic development.*

*MIT Manipal isn't just an engineering college; it is a life-changing experience that equips students with the technical prowess and the character to lead in an ever-evolving world.*

## RV Institute of Management®

***RV Institute of Management (RVIM), Bangalore,*** *is a premier management institution established in 1999. It is part of the renowned Rashtreeya Sikshana Samithi Trust (RSST), which has been a pioneer in providing quality education since 1940 and manages a wide network of institutions across disciplines.*

*RVIM is approved by AICTE and affiliated with Bengaluru City University. The institute has earned significant academic recognition, including accreditation with an 'A+' grade by NAAC and a Diamond rating from QS I-Gauge, reflecting its commitment to excellence in management education. The institute offers a two-year full-time MBA programme with specializations such as Marketing, Finance, Human Resources, Business Analytics, Supply chain and Entrepreneurship, designed to meet contemporary industry requirements.*

*The institution emphasizes holistic development through a blend of academic rigor, industry interaction, and research orientation. Its pedagogy integrates case-based learning, experiential activities, and strong industry linkages, supported by experienced faculty with both academic and corporate backgrounds. RVIM also houses several centers of excellence in areas such as research, innovation, social responsibility, and international collaborations, enabling students to gain global exposure.*

*With modern infrastructure, a strong placement support system, and a focus on value-based education, RVIM strives to nurture competent, ethical, and socially responsible business leaders. Guided by its vision to become a world-class management institute, it continues to contribute to academia, industry, and society through quality education and research*

## *NMIMS University (Bengaluru Campus)*

*NMIMS started operations at Bengaluru (Koramangala) in 2008. Now it has a full-fledged main campus located on Bannerghatta Road. NMIMS School of Business Management, Bengaluru is pleased to have been placed 6th in the Business Today Zonal Rankings and has once again been ranked 2nd in the city by Business India. Pushing the boundaries of excellence NMIMS Bengaluru Ranked with A+++ by 'Business India' 2025. India Today Magazine ranked SBM, NMIMS Bengaluru as the 2nd in the 'City-wise' category and 5th in the 'South-zone' category awarding it an overall Private B-School rank of 16. Fortune India and Open Magazine placed it as 1st in the 'City-wise' category, and 7th in the 'South-zone' category. NMIMS Bengaluru Rank 10th B-School in South India and Rank 16th in Private University by Times B School 2024. The Institute of Institutional Rankings (IIRF) positioned NMIMS as the 13th in the 'South-Zone' category and 5th spot in the 'State-wise' ranking.*

*In the MBA program, (now in the 15th year), NMIMS offers specializations in the fields of Finance, Marketing, Operations and HR, and Analytics. We also offer several UG programs like B.Sc. Economics, B.Sc. Finance, B.B.A., B.Com. & B.A., LL.B. (Hons), B.B.A., LL.B. (Hons). The Bannerghatta campus is 7 kms from IIM-Bangalore and 9 kms from Electronic City. Set up on a sprawling 8.5 acres and the buildup area to 25000 sq. m of built-up area, the interiors of the campus have been designed with an emphasis on securing open spaces and optimal use of natural light and air. It includes outdoor and indoor sports and an ultra-modern kitchen and cafeteria.*

***AIMS Institutes** is a leading group of private higher education institutions located in Peenya, Bangalore, Karnataka. Founded in 1994 by a group of visionary educationists and philanthropists, AIMS was established with a vision to "transform youth into professionals of global excellence with a deep concern for the society".*

*Starting modestly with 2 undergraduate programmes and 60 students under AIMS (Acharya Institute of Management Sciences), AIMS Institutes today offers more than 16 programmes at doctoral, postgraduate, undergraduate, and higher secondary levels with more than 1,000 students pursuing respective programmes under AIMS (Acharya Institute of Management & Sciences), AIMS Centre for Advanced Research, and AIMS PU College, and boasts a strong alumni network of more than 25,000 graduates.*

*AIMS is accredited by NAAC with 'A' Grade (3.25 on a scale of 4) in the second cycle, and we are under the process of being granted "autonomous institution" status (awaiting official notification from Bangalore University). All the business and commerce programmes offered under AIMS are accredited by IACBE, USA, reflecting its commitment to global standards in education. From a humble beginning with just two undergraduate programs and 60 students, AIMS has grown significantly and now offers more than 16 programs across doctoral, postgraduate, undergraduate, and pre-university levels. These programs span disciplines such as Business & Commerce, Information Technology, and Hospitality, including PhD, MBA, BBA, B.Com, M.Com, MCA, BCA, BHM, and specialized programs like BBA in Aviation Management and Swiss Diplomas.*

*The institution places a strong emphasis on entrepreneurship through its AIMS Entrepreneurship Excellence Centre (AEEC), which serves as a dynamic platform to nurture entrepreneurial thinking and innovation. AEEC supports students through incubation, mentoring, start-up guidance, industry interactions, and skill development initiatives, enabling them to transform ideas into scalable and sustainable business ventures.*

*2025 Accolades & Rankings*

- *#2 Best private hotel management institution in India ("Super Excellence" - GHRDC).*
- *#5 Best private institution in India for BBA ("Super Excellence" - GHRDC).*
- *#20 Ranked private business school in South India (Business Today).*
- *#36 Ranked private business school in India (The Week).*
- *#41 Ranked private business school in India for future orientation (Business Today).*
- *Recognized as one of the best education brands by ET Now!*

*AIMS Institutes partners with leading global institutions and industry bodies to deliver career-focused education. Collaborations with EHL (Switzerland), CII, and IHCL enhance the quality of our specialized programs. These alliances provide practical training, international exposure, and globally recognized certifications. They also boost internship and placement opportunities, preparing students for the global job market. Guided by its vision, AIMS Institutes continues to develop competent, research-oriented, and entrepreneurial professionals equipped to thrive in a dynamic, technology-driven global environment.*

***BML Munjal University (BMU), a Hero Group Initiative*** *established in 2014, was envisioned as an Entrepreneurial University, nurturing purpose-led leaders equipped to create meaningful societal impact. Conceived as a multidisciplinary institution, BMU integrates engineering, management, law, commerce, economics, and liberal studies within a collaborative ecosystem that fosters inquiry, innovation, and responsible leadership. Guided by its Vision 2030 - Nurturing Entrepreneurial Spirit for Societal Impact, BMU believes entrepreneurship is not merely about building ventures, but about cultivating a mindset that empowers individuals to solve complex problems, challenge conventions, and lead with integrity. The University's approach is anchored in three defining graduate attributes: self-esteem, spirit of inquiry, and responsible leadership.*

*BMU today holds a NAAC Grade A accreditation, a QS I·GAUGE Diamond rating with Gold in Entrepreneurship, ranks among NIRF's Top 100 B-Schools for six consecutive years, and has been recognised as the No.1 private university in Haryana for Engineering & Technology by EW India 2025-26. Entrepreneurship at BMU is embedded into the institutional architecture rather than being confined to a standalone programme. The Institute of Innovation and Entrepreneurship ($I^2E$) enables entrepreneurial thinking across schools through foundational courses, interdisciplinary electives, specialised minors, advanced specialisations, and doctoral programmes in Innovation and Entrepreneurship.*

*The Institutional Innovation Council (IIC), recognised with a 4-star AICTE-MoE rating, further strengthens this culture of innovation. BMU's flagship International Conference on Entrepreneurship, Innovation & Society (EIS), now in its fourth edition, brings together policymakers, investors, founders, researchers, and academicians to shape conversations around innovation-led societal transformation. BMU's industry-linked Centres of Excellence in Automation & Robotics, Advanced Materials, Computational Sciences, Artificial Intelligence, and Sustainability have contributed to 97+ patent filings and cutting-edge interdisciplinary research. Global collaborations with institutions such as Deep Science Ventures, UC San Diego, the University of Eastern Finland, and Universidad María Auxiliadora further enrich the academic and innovation ecosystem.*

*The on-campus ACIC-BMU Foundation and Propel Incubator, supported by Atal Innovation Mission (NITI Aayog), MeitY Startup Hub, and Startup India Seed Fund, nurture ventures across cleantech, mobility, assistive technology, and spacetech. Collectively, BMU's entrepreneurial ecosystem has supported 111+ startups, enabled valuations exceeding ₹850 crore, facilitated ₹110+ crore in funding, and contributed to the creation of 700+ jobs. At its core, BMU remains committed to shaping graduates who think independently, act responsibly, and approach real-world challenges with courage, empathy, and a spirit of enterprise.*

## *Faculty of Management & Commerce, Ramaiah University of Applied Sciences*

*"Shaping Future-Ready Leaders for Industry 4.0 and Beyond"*

*The Faculty of Management and Commerce (FMC) at Ramaiah University of Applied Sciences (RUAS) is committed to delivering competency-driven, outcome-oriented management and commerce education. Through an interdisciplinary and global approach, we foster critical thinking, analytical skills, and problem-solving abilities, nurturing independent thinkers with a passion for lifelong learning.*

*FMC also emphasizes the creation of new knowledge through cutting-edge research, innovation, and scholarly publications in management, commerce, and technology. The world is evolving at an unprecedented pace, reshaping how we think, work, and live. The business landscape, too, has transformed by the Industry 4.0 where automation, artificial intelligence, data analytics, and digital platforms drive efficiency and innovation.*

*As we stand at this threshold, a new paradigm is taking shape: Industry 5.0. The transformative technologies include Business Analytics, Automation, Artificial Intelligence, Machine Learning, Cloud Computing, Big Data, the Internet of Things, Blockchain, and Simulation. These innovations are reshaping industries by enabling data-driven decision-making, operational efficiency, and new business models. As we move into Industry 5.0, the emphasis shifts from pure automation to human-machine collaboration, sustainability, resilience, and people-centric innovation. This next evolution highlights the importance of creativity, empathy, and ethical responsibility alongside advanced technology, ensuring that businesses grow with purpose and social impact.*

*At FMC, we believe management and commerce education must remain agile, continuously evolving with these technological shifts. As we move towards Industry 5.0, the role of future leaders extends beyond technology adoption it requires blending innovation with human creativity, empathy, sustainability, and ethical responsibility. At FMC, we prepare our students to thrive not only as digital-age professionals but also as forward-thinking leaders who can shape a more sustainable, human-centric future.*

# Macro Programme Schedule

## Inaugural Function

20 May 2026

CHAIRMAN

**PADMA SHRI DR. PRAHLADA RAMARAO**
Former Distinguished Scientist - DRDO

CHIEF GUEST

**DR. SUJAI SHIVAKUMAR**
Director and Senior Fellow
Renewing American Innovation
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Washington D.C., USA

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Conference Co-Chair
Pro Vice-Chancellor Entrepreneurship
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Former Director
IIM Bangalore

GUEST OF HONOUR

**PROF. M P GUPTA**
Director
IIM Lucknow

GUEST OF HONOUR

**PROF. DEBABRATA DAS**
Director
IIIT Bangalore

GUEST OF HONOUR

**PROF. MILIND ATREY**
Deputy Director
IIT Bombay

GUEST OF HONOUR

**PROF. B S MURTY**
Director
IIT Hyderabad

## Valedictory Function

22 May 2026

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**PADMA SHRI DR. PRAHLADA RAMARAO**
Former Distinguished Scientist - DRDO

CHIEF GUEST

**DR. RAMANAN RAMANATHAN**
Founding Mission Director -
ATAL Innovation Mission and
Governing Board Member - India AI Mission

GUEST OF HONOUR

**DR. ANSHUMAN AWASTHI**
Sr. VP and Head for Powertrain Engineering
Mercedes-Benz Research &
Development India Pvt. Ltd.

GUEST OF HONOUR

**PROF. NOEL J LINDSAY**
Conference Co-Chair
Pro Vice-Chancellor Entrepreneurship
The Adelaide University, Australia

INTERNATIONAL CONFERENCE ON

# INNOVATION AND ENTREPRENEURSHIP FOR DEEP-TECH STARTUPS: ROLE OF ENTREPRENEURIAL UNIVERSITIES

## DAY 1 — 20 May 2026, Wednesday

**08:00 am - 08:45 am** Registration
**09:00 am - 11:00 am** Inaugural Function
**11:00 am - 11:30 am** High Tea

### 11:30 am - 01:00 pm

*Panel Discussion - 1: How to Promote Entrepreneurial Universities?*

**Moderator**

**PROF. B GURUMOORTY**
CEO, Foundation for Science Innovation and Development
IISc

**Panelists**

**PROF. NOEL J LINDSAY**
Pro Vice-Chancellor Entrepreneurship
The Adelaide University
Australia

**PROF. M P GUPTA**
Director
IIM Lucknow

**PROF. MILIND ATREY**
Deputy Director
IIT Bombay

**PROF. DEBABRATA DAS**
Director
IIIT Bangalore

**PROF. RISHIKESHA T KRISHNAN**
Former Director
IIM Bangalore

**PROF. B S MURTY**
Director
IIT Hyderabad

**01:00 pm - 02:00 pm** Lunch Break

### 02:00 pm - 03:30 pm

*Topics for Invited Session - 1 **

**PROF. B GURUMOORTY**
CEO, Foundation for Science Innovation and Development
IISc
Entrepreneurship Activities and Experience of IISc

**MR. NAOTO NAKADATE**
Japan External Trade Organization
Bangalore
The Bridge Role of Government and Industry for Entrepreneurial Universities Realization

**PROF. AJAY K MANRAI**
University of Delaware
USA
Marketing for Tech Entrepreneurs

**03:30 pm - 04:00 pm** Tea Break

### 04:00 pm - 05:30 pm

*Topics for Invited Session - 2 **

**PROF. REKHA RAO-NICHOLSON**
University of Essex
UK
From Lab to Market: How Entrepreneurial Universities Create Deep-Tech Breakthroughs

**DR. SUDEENDRA KOUSHIK**
IEEE-TEMS
Research & Innovation for Deep-Tech: Role of Universities & Beyond

**PROF. OLUBAYI OLUBAYI**
Cavendish University
Uganda
The Private Sector Should Establish World-Class Entrepreneurial Universities in Africa



**05:30 pm - 07:30 pm** Cultural Programme

Bharatanatyam by:
**Smt. Rama Prasad's Team**
Flute by:
**Venu Brahma Vid B K Anantharam & Team**


**07:30 pm - 08:30 pm** Banquet Dinner

** Parallel Paper and Pitch Deck Presentations at Halls A, B and C*

INTERNATIONAL CONFERENCE ON

# INNOVATION AND ENTREPRENEURSHIP FOR DEEP-TECH STARTUPS: ROLE OF ENTREPRENEURIAL UNIVERSITIES

## DAY 2 — 21 May 2026, Thursday

### 09:00 am - 10:30 am

*Topics for Invited Session - 3 **

**PROF. ANGELINA YEE**
Asia Pacific University of Technology and Innovation
Malaysia

University Incubator Consortium: A Collaborative Model for Entrepreneurship and Research

**PROF. CHARAN SINGH**
Founder and CEO
EGROW Foundation
NOIDA

Strengthening Interaction between Academia and Industry: Role of MSME University

**DR. PRAJAKTA KHARE**
Meiji Gakuin University
Japan

New and Emerging Startup Ecosystems: Insights from Tokyo

**10:30 am - 11:00 am — Tea Break**

### 11:00 am - 12:30 pm

*Topics for Invited Session - 4 **

**PROF. TAKAHIRO SATO**
Research Institute for Economics and Business Administration
Kobe University
Japan

Management Practices and Firm Performance: Evidence from Japanese Companies Operating in India

**PROF. AVVARI MOHAN**
Monash University
Malaysia

Enhancing Entrepreneurship Education Initiatives in Universities through Strategic Partnerships

**MR. THEJASVI D S**
IREU

AI Diffusion Across Industries: Shaping the Next Generation of Deep-Tech Founders

**12:30 pm - 01:30 pm — Lunch**

### 01:30 pm - 03:00 pm

*Panel Discussion - 2: From AI-Based Deep-Tech Startups to Scalable Innovation **

**Moderator**

**MR. KIRAN BETTADAPUR**
Blaze Ventures

**Panelists**

**MR. AKHIL G**
Mercedes-Benz Research and Development India Pvt. Ltd.

**PROF. S NAGARAJAN**
Director
Innovation ScaleUp Advisors Pvt. Ltd.

**MR. GIRISH KHAROSEKAR**
Scalewise Advisors LLP

**DR. ANJU GUPTA**
Partner
IvyCap Ventures

**MR. ABHISHEK UPPERWAL**
Founder
Soket Labs

**03:00 pm - 03:30 pm — Tea Break**

### 03:30 pm - 05:00 pm

*Topics for Invited Session - 5 **

**DR. FLORIAN TAUBE**
RKW Competence Centre
Germany

The Role of Ecosystems and Policy for Deep-Tech University Spin-Outs: Evidence from Germany

**MR. RAVI JAIN**
Investment Director
TDK Ventures

India's Deep-Tech: What to Build Next

**MR. KAUSIK MANDAL**
Founder
ETQ Global

Entrepreneurial Thinking for Everyone - in the Age of AI

### 05:00 pm - 06:30 pm

*Panel Discussion - 3: How to Publish in Top Journals? **

**Moderator**

**PROF. AVVARI MOHAN**
Monash University
Malaysia

**Panelists**

**PROF. AJAY K MANRAI**
University of Delaware
USA

**PROF. KIRANKUMAR MOMAYA**
IIT - Bombay

**PROF. NOEL LINDSAY**
The Adelaide University
Australia

**PROF. REKHA RAO-NICHOLSON**
University of Essex
UK

**PROF. SREEVAS SAHASRANAMAM**
University of Glasgow
UK

**06:30 pm - 08:00 pm — Cultural Programme**

**08:00 pm - 09:00 pm — Networking Dinner**

*** Parallel Paper and Pitch Deck Presentations at Halls A, B and C**

INTERNATIONAL CONFERENCE ON

# INNOVATION AND ENTREPRENEURSHIP FOR DEEP-TECH STARTUPS: ROLE OF ENTREPRENEURIAL UNIVERSITIES

## DAY 3 — 22 May 2026, Friday

### 09:00 am - 10:30 am

*Topics for Invited Session - 6 **

**PROF. JON THOMAS**
University of the Fraser Valley
Canada

Science and Technology Commercialization for Social Impact

**PROF. ROLAND HAAS**
Adjunct Professor
IIIT Bangalore and Co-Founder:
Bumblebee Folks GmbH
ARAI Solutions

Building Deep-Tech Startups Through Co-Creation

**PROF. SREEVAS SAHASRANAMAM**
University of Glasgow
UK

Biomedical Innovation in India: Co-creating Ecosystems for Health and Impact

**10:30 am - 11:00 am** — **Tea Break**

### 11:00 am - 12:30 pm

*Topics for Invited Session - 7 **

**PROF. RAJEEV KAMINENI**
The Adelaide University
Australia

Hasta La Vista, Baby: Is It Goodbye, or Is There a Role for Universities in Movie Industry Deep-Tech Start-ups?

**DR. GAYITHRI KARNAM**
Former Professor
Institute for Social and Economic Change

Fiscal Incentives for Tech Startups and Deep-Tech Startups and Their Implications

**DR. JOANNA STRYJEK**
Warsaw School of Economics
Poland

The Role of Universities in the Context of the Internationalisation of Startups

**12:30 pm - 01:30 pm** — **Lunch**

### 01:30 pm - 03:00 pm

*Panel Discussion - 4: Financing of Deep-Tech Startups **

**Moderator**

**MR. AVNISH SABHARWAL**
MD
Accenture Ventures &
Ecosystem Lead

**MR. ROHIT JHUNJHUNWALA**
Partner
IN44 Capital

**MR. RAVI JAIN**
Investment Director
TDK Ventures

**Panelists**

**MR. ANEESH REDDY**
CEO
Capillary Technologies

**MR. M D RAMASWAMY**
Founder
AIPod

**MR. V LAXMIKANTH**
Managing Partner
Pavestone Capital

**03:00 pm - 03:30 pm** — **Tea Break**

### 03:30 pm - 05:00 pm

*Panel Discussion - 5: University Ecosystem for Deep-Tech Startups*

**Moderator**

**PROF. BHASKAR BHOWMICK**
IIT Kharagpur

**Panelists**

**PROF. G ARUN KUMAR**
IIT Madras

**PROF. GOURAV DWIVEDI**
IIT Delhi

**PROF. B V PHANI**
IIT Kanpur

**PROF. KIRANKUMAR MOMAYA**
IIT - Bombay

**DR. NAGESH KINI**
CTO
Vimano EWA Pvt. Ltd.

**MR. MAITRAI MAKA**
Founder
Rekise Marine

**05:00 pm - 07:00 pm** — **Valedictory Session**

**07:00 pm onwards** — **High Tea**

** Parallel Paper and Pitch Deck Presentations at Halls A, B and C*

# Presentation Schedule

## DAY 1 (20 May 2026)
## PAPER AND PITH DECK PRESENTATIONS

**Venue : HALL A**
**Date : 20 May 2026**
**Time : 14:00 - 15:30**
**Track : Social Entrepreneurship**
**Chair : Prof. Angelina Yee-Asia Pacific University, Malaysia**
**Co-Chair : Prof. Narayani Ramachandran, NMIMS**

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 279 (ABS) | Social Entrepreneurship in Assam: A Study of Selected Non-Governmental Organizations Driving Positive Change | Dipakshi Das; Gitanjali Goswami |
| 2 | 212 (FP) | A proposed CPS system for managing S. incertulas populations in Assam | Dhrupad Das; Angad B. Sodhi; Rahul Barman; Sheikh R. Islam; Jesu N. Borah; Zubin Islam |
| 3 | 238 (ABS) | Nourishing Western Kenya – Back to the Land: Revitalising Kenya's Smallholder Agriculture through Innovation and Inclusion | Olweny Calleb; Olubayi O; Oscar Correia |
| 4 | 204 (ABS) | Managing ESG Uncertainty in FMCG: An Entropy-Fuzzy Logic Approach to Sustainable Entrepreneurship | Ruchika Locha; Luckshay Batra |

**Venue : HALL A**
**Date : 20 May 2026**
**Time : 16:00 - 17:30**
**Track : Technology Transfer and Commercialization**
**Chair : Prof. M R Narayana, Fiscal Policy Institute, Bangalore**
**Co-Chair : Dr. H S Srivatsa, MSRUAS**

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 294 (ABS) | A Triple Helix - PMBOK Framework for IP Commercialisation in TBI: Reconceptualising Technology Transfer Governance | Rithika Chandran; Lalit Sharma; Prakash Kumar; Dhurvi Patel |
| 2 | 215 (ABS) | Institutional and Systemic Foundations of Ethical Technology Transfer in the Era of Generative AI | Shivika Saxena |
| 3 | 237 (ABS) | Strategic Digitalization for Competitive Advantage and Sustainable Growth in High-Tech Startups | Purari Kumar; Gourav Dwivedi |
| 4 | 331 (ABS) | Rising Trends of Digitalization: A case study on Women Entrepreneurs in Bengaluru | Kush Kalra; Ameya Sapre |

**Venue : HALL B**
**Date : 20 May 2026**
**Time : 14:00 - 15:30**
**Track : Women Entrepreneurship**
**Chair : Dr. Florian Taube-RKW Competence Centre, Germany**
**Co-Chair : Dr Sangita Dutta Gupta, BMU**

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 219 (ABS) | Advancement of women entrepreneurship through emerging entrepreneurial universities: Comparative insights from the innovation ecosystem of two leading Indian higher education institutes (HEIs) | Ajeeta Srivastava |
| 2 | 266 (ABS) | Beyond the incubation : configural pathways for entrepreneurial universities to empower women in deep tech ecosystems | Nagaraj B V; Nandeesh V Hiremath; Gireesh Y M |
| 3 | 202 (FP) | Endogenous Environmental Corporate Social Responsibility Decisions of firms in Mixed Triopoly | Srishti Gupta; Aishwarya Harichanda |
| 4 | 274 (ABS) | Evaluating the Effectiveness of Government Initiatives for Promoting Sustainable Finance in MSMEs: A Structural Policy Framework Analysis with Evidence from Bangalore | Rasna Rameshan; Bindu Nambiar; Varsha T; Rohit Venkatesh Alur |

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|---|---|
| **Venue** | **: HALL B** |
| **Date** | **: 20 May 2026** |
| **Time** | **: 16:00 - 17:30** |
| **Track** | **: Entrepreneurial University / Technology Transfer and Commercialization** |
| **Chair** | **: Prof. Charan Singh-Founder & CEO, EGROW Foundation, NOIDA** |
| **Co-Chair** | **: Dr. Yogesh Pai P, MIT, Manipal** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 209 (FP) | The university of the future and the future of the university | Lopa Mudra Chowdhury |
| 2 | 211 (ABS) | Developing a semiconductor ecosystem in India using corporate entrepreneurship | Santhi Perumal ;Shyam Sreekumaran Nair |
| 3 | 324 (ABS) | Entrepreneurs, Entrepreneurial, or Event Managers? A Micro-Macro Conceptual Framework of Entrepreneurship Faculty Roles in India | Kulbir Singh Lamba |
| 4 | 259 (ABS) | Leveraging AI-enabled performance measure systems for deep tech innovation: insights from emerging entrepreneurial ecosystems | Gaurav Dilip Tikas; Kovvuri Krishna Reddy |

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| **Venue** | **: HALL C** |
| **Date** | **: 20 May 2026** |
| **Time** | **: 14:00 - 15:30** |
| **Track** | **: Entrepreneurial Economics** |
| **Chair** | **: Prof. Sreevas Sahasranamam- University of Glasgow, UK** |
| **Co-Chair** | **: Dr.T N Anuradha & Ms Kanchana, AIMS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 229 (ABS) | Financial Contagion in SME markets: Cross-border spillovers and policy response in emerging economies | Riny Raju ; Anju Susan Thomas; Raju G |
| 2 | 243 (ABS) | Overloaded and Overlooked: IT Departments in African Organisations | Oscar Correia |
| 3 | 209 (ABS) | The Shift to Meritocracy: How Strategic Collaboration is Redefining Entrepreneurship in the Entrepreneurial Ecosystem | Trina Das |
| 4 | 251 (ABS) | Advancing the Knowledge Spillover Theory of Entrepreneurship through Sociotechnical Systems: A Framework for Encouraging Deep-Tech Innovation and Societal Impact | Gaurav Dilip Tikas ; Venkateswara Prasad Manapoty |

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|---|---|
| **Venue** | **: HALL C** |
| **Date** | **: 20 May 2026** |
| **Time** | **: 16:00 - 17:30** |
| **Track** | **: PITCH DECK** |
| **Chair** | **: Mr. V. Laxmikanth-Pavestone Capital** |
| **Co-Chair** | **: Dr Purushottam Bung, RVIM** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 215 (PD) | Foucault Pvt Ltd | Anurag Raghuvanshi; Rakesh Kashyap H R |
| 2 | 205 (PD) | INDIBIOTEK | Bhawen Maroo; Subhadeep Mukherjee |
| 3 | 217 (PD) | Oxigreen Healthcare Pvt Ltd | G Thiyagarajan |

## DAY 2 (21 May 2026)
## PAPER AND PITH DECK PRESENTATIONS

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|---|---|
| **Venue** | **: HALL A** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 09:00 - 10:30** |
| **Track** | **: Entrepreneurial Innovations and Technology** |
| **Chair** | **: Prof. Roland Haas- IIIT, Bangalore** |
| **Co-Chair** | **: Dr Srikanth P, RVIM** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 249 (ABS) | Breaking Generics Boundaries: How Can Dr. Reddy's Lead India's Pharma Exports in Complex Generics and Biosimilars? | Vetrivel P; Saswati Behera; Shivakumar S M |
| 2 | 296 (ABS) | Analysing the Determinants of AI Start-ups Competitiveness: modified total interpretive structural model (m-TISM) Approach | Khushnuma Wasi; Jayashree Patnaik; Nakul Parameswar; Deepak Thati |
| 3 | 291 (ABS) | Examining Digital Technology Adoption in Social Entrepreneurship: A DEMATEL-Based Analysis | Satyam Pathak; Amandeep Kaur |
| 4 | 282 (ABS) | AI-Driven Self-Healing Cybersecurity Architecture Fog-Edge Deep-Tech Ecosystems | V.G. Prasuna ; Durgesh Nandan |

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| **Venue** | **: HALL A** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 11:00 - 12:30** |
| **Track** | **: Technology Transfer and Commercialization** |
| **Chair** | **: Prof. G Arun Kumar-IIT Madras** |
| **Co-Chair** | **: Dr.Hemanth Kumar S & Dr Srihari, AIMS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 219 (FP) | A Communitarian Framework for Deep-Tech Commercialization in Higher Education Institutions (HEIs) of Sub-Saharan Africa: A Ugandan Case Study | Edison Kagon; Kimwise Alone; Oscar Correia |
| 2 | 293 (ABS) | To Use or Not to Use: Exploring Entrepreneurial Attitudes toward AI Advisors for Decision-making | Devanshi Thakur; Binita Tiwari; Atasi Mohanty |
| 3 | 239 (ABS) | Understanding the Foundations of Tech-Enabled Sustainable Business Models through Systems Theory | Gourav Dwivedi; Seema Sharma ; Akriti Chandra |
| 4 | 213 (FP) | Uncovering Archetypes in India's Sustainability Startup Funding Landscape | Sruthi Kannan; Bhaskar Bhowmick |

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| **Venue** | **: HALL A** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 13:30 - 15:00** |
| **Track** | **: Entrepreneurial University and Education** |
| **Chair** | **: Dr. Gayithri Karnam, Institute for Social and Economic Change, Bangalore** |
| **Co-Chair** | **: Dr Akriti Chandra, BMU** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 317 (ABS) | Extending the Pathways Between Entrepreneurial Self-Efficacy and Intention Among Students: A Moderated-Mediation Analysis. | Manisankar Datta; Amrutha |
| 2 | 220 (ABS) | The Model of Entrepreneurial University Driving Social Change, Tech-Startups, and Economic Growth: A Case Study of Tata Institute of Social Sciences (TISS), Mumbai | Archana Singh |
| 3 | 203 (FP) | Policy Interventions for Fostering Innovation: Enhancing Startup and MSME Ecosystems | Lopa Mishra Jana |
| 4 | 228 (ABS) | Nurturing Entrepreneurial Skills in Higher Education Institutions: The Faculty Perspectives | Girisha K R ; Sarala K. S. |

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| **Venue** | **: HALL A** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 15:30 - 17:00** |
| **Track** | **: Empowerment of Entrepreneurs** |
| **Chair** | **: Prof. Shyam, IMT Nagpur** |
| **Co-Chair** | **: Dr Vaishali Sharma, BMU** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 323 (ABS) | Networks, Norms, and Negotiations: A Social Capital Perspective on Rural Women's Entrepreneurship in Jharkhand | Avani Bharadwaj alias Preeti Aagneya; Durga Ghosh; Akanksha Yadav |
| 2 | 232 (FP) | Empowing inclusion through deep tech: A Sustainable Financial equality model for democratizing entrepreneurship | Rakesh Mohanty; Annaya Jyoti Mahanta; Sushama Bhoi |
| 3 | 332 (FP) | The Entrepreneurial Ecosystem for Tech Start-ups in Chennai: Structure and Gaps | Tamizharasi D; Jahnavi M |
| 4 | 254 (ABS) | Cognitive Determinants of Entrepreneurial Success:Evidence from Bootstrapped Startups | K M Sharath Kumar; Annette Nikita |

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| **Venue** | **: HALL B** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 09:00 - 10:30** |
| **Track** | **: Innovation and Startup Competitiveness** |
| **Chair** | **: Dr. Joanna Stryjek- Warsaw School of Economics, Poland** |
| **Co-Chair** | **: Dr. Neelima Watve, NMIMS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 269 (ABS) | International Competitiveness of Indian AI Analytics EMNEs: A Case Study of Fractal Analytics | Mohit Tiwari; Shivakumar S M |
| 2 | 325 (ABS) | Innovation as a Differentiator: Tech and Non-Tech Start-ups in India – Key Sources, Determinants, and Outcomes | D B Sreevatsa |
| 3 | 212 (ABS) | Understanding the Deep-Tech Continuum: A Framework for University Entrepreneurial Ecosystem Mechanisms | KVVNR Chandra Mouli; Vikas Kumar Srivastav; Raja Phani Pappu |
| 4 | 302 (ABS) | Bridging Gaps in Assistive Technology Market: Entrepreneurial Challenges and Sustainable Business Models | Pallabi Mund; Anicar D Manavi |

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| **Venue** | **: HALL B** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 11:00 - 12:30** |
| **Track** | **: Financing of Startups and MSMEs** |
| **Chair** | **: Prof. Gourav Dwivedi- IIT Delhi** |
| **Co-Chair** | **: Dr. Jitendra Kumar & Dr Chetan Hiremath, MSRUAS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 239(FP) | Systematic Literature Review: Social Entrepreneurship in the Global Artisan and Craft Sector- Models, Mechanisms, and Future Pathways | Shreya Chakraborthy; Priyam Ghosh; Vaibhavi Dalvi |
| 2 | 326 (ABS) | Demystifying the Credit Gap: An Empirical Study of SME Financing Using IMF FAS Surveys and Bank Annual Reports | Suman Sourav |
| 3 | 298 (ABS) | Entrepreneurial Ecosystems and Innovation Networks: A Bibliometric Assessment of Universities, Technology, and Deep-Tech Startups | Selva Kumar D |
| 4 | 304 (ABS) | Decoding Seed Funding: Predictors of Early-Stage Investments in Deep-Tech Startups in India | Subhajit Bhattacharjee; Rana P Mardana; Nakul Parameswar |

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| **Venue** | **: HALL B** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 13:30 - 15:00** |
| **Track** | **: Startup and Innovation Policy** |
| **Chair** | **: Prof. Rajeev Kamineni- The Adelaide University, Australia** |
| **Co-Chair** | **: Dr. Dileep S, NMIMS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 201 (FP) | Mathematical Analysis of Interested Parties Expectation in Project Management of Defence Aerospace | Lakshman Singh |
| 2 | 218 (FP) | Systematic Literature Review on Sustainable Entrepreneurship in Emerging Markets: Trends, Challenges, and Policy Implications | K Carolina Edal Queen; Nalini G S |
| 3 | 214 (FP) | Investigating the Mediating Role of Big Five Personality Traits in the Growth and Success of Social Entrepreneurship | Mamatha. A; Chandra Sen Mazumdar |
| 4 | 240 (ABS) | Information Shocks, Volatility, And Strategic Behaviour In Digital Food Platforms: An Entropy and Flux Limiter Approach | Luckshay Batra; Sumit; Ruchika Lochab |

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| **Venue** | **: HALL B** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 15:30 - 17:00** |
| **Track** | **: Entrepreneurial Leadership** |
| **Chair** | **: Mr. Naoto Nakadate, Japan External Trade Organization** |
| **Co-Chair** | **: Dr Ramesh Raj Ayer & Mr.Vijayaraj K S, AIMS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 273 (ABS) | The Narcissism Advantage? How Resilience and Venture Capital Funding Interact to Shape Venture Performance | Puran Singh; Gautam Mishra |
| 2 | 277 (ABS) | A Study of Female Entrepreneurship and Emotional and Cultural Brand Storytelling: The Case of Parama | Agnijita Mukherjee; Madhupa Bakshi |
| 3 | 247 (ABS) | Breaking Cost Barriers: How Can Indian Public Giants Lead The International Green Hydrogen Exports | Anuj Yadav ; Manisha Mandal; Padmanav Adhikari |
| 4 | 305 (ABS) | Interaction of Effectuation and Causation in Opportunity Recognition for Sustainable Entrepreneurship | Mantry Priyathee;Jayashree Patnaik |

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| **Venue** | **: HALL C** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 09:00 - 10:30** |
| **Track** | **: Entrepreneurial Innovations and Technology** |
| **Chair** | **: Prof. Bhaskar Bhowmick-IIT Kharagpur** |
| **Co-Chair** | **: Dr Deepak Pandit, BMU** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 272 (ABS) | Defining Startups Through Technology Readiness Levels: A TRL-Based Framework | Neha Jaswal;Puran Singh |
| 2 | 320 (ABS) | Factors That Influence The Ideation Of A Hardware-Based Tech Startup For Idea Relevance | Muthukumaraswamy D P K; Bala Subrahmanya Mungila Hillemane |
| 3 | 218 (ABS) | Enhancing Innovation and Startup Competitiveness through Human Resource Management and Alignment with the UN SDGs | Rashmi Uchil; M R Suji Raga Priya |
| 4 | 217 (FP) | A study on Entrepreneurial Innovations and Technological Evolution in the Laboratory-Grown Diamond Segment: Sustainable Branding and Consumer Dynamics | Nancy; Pawan Kumar; Aayushi Jain |

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| **Venue** | **: HALL C** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 11:00 - 12:30** |
| **Track** | **: Science Commercialization & Financing of Startups and MSMEs** |
| **Chair** | **: Prof. Jon Thomas, University of the Fraser Valley, Canada** |
| **Co-Chair** | **: Dr. Sumukh S Hungund, MIT, Manipal** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 229 (FP) | Internal and External Determinants of New Venture Emergence: A Structural Mediation Analysis of Prototype Development | Usha J. C.; Ganesaraman Kalyanasundaram; Srikantha Dath |
| 2 | 262 (ABS) | Technology transfer offices in indian universities: entrepreneurial collaboration as a driver for increasing the commercilization of research | Sridhar Chakravarthi Mulakaluri |
| 3 | 255 (ABS) | Flower-Like $NiFe_2O_4$@NiCo-LDH and Sheet-Like $NiFe_2O_4$ Nanoparticles: Morphology-Driven Electrochemical Properties for Energy Storage Applications | Sardhar Basha S J; Kaaviyakanth K |
| 4 | 327 (ABS) | Structural Equation Modelling (SEM) based Approach for Analyzing the Determinants of Technology Transfer & Commercialization from Public-Funded Space Organization: SAC/ISRO | Hemant Jain; Vivek Pandey; Ravishankar J |

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| **Venue** | **: HALL C** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 13:30 - 15:00** |
| **Track** | **: PITCH DECK** |
| **Chair** | **: Mr.Ravi Jain- TDK Ventures** |
| **Co-Chair** | **: Dr Aparna Rao, RVIM** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 202 (PD) | NiLiCo Green Technologies Pvt Ltd | Ravi Malavat |
| 2 | 207 (PD) | Dentech-32 | Sivaranjani Gali |
| 3 | 209 (PD) | Nakshatra | Uttam Singh Somvanshi |
| 4 | 218 (PD) | Greenox Mobility Pvt Ltd | Karthik Saravana Raja |

| | |
|---|---|
| **Venue** | **: HALL C** |
| **Date** | **: 21 May 2026** |
| **Time** | **: 15:30 - 17:00** |
| **Track** | **: Entrepreneurial Education** |
| **Chair** | **: Prof. S. Nagarajan-Innovation ScaleUp Advisors Pvt Ltd, Bangalore** |
| **Co-Chair** | **: Dr. Bindu Nambiar, MSRUAS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 276 (ABS) | The Path to Technopreneurship: The Role of Institutional Support and Experiential Learning on Engineering Students' Entrepreneurial Intention | S. Kavitha; Abhik Kumar Mukherjee; Tonoy Dey |
| 2 | 278 (ABS) | Fostering Employee to Entrepreneurial Transition: The Impact of Entrepreneurial Innovative Strategies on Tech Startup Formation | Eswar Prasad Manapuram |
| 3 | 248 (ABS) | Lean Startup and Design Thinking : Catalysing MSMEs Through Frugal Innovation | Jayshree Patnaik; Nakul Parameswar; Ahla Hashir |
| 4 | 280 (ABS) | The Strength Within and Around: Individual Entrepreneurial Orientation and University Support as Antecedents of Entrepreneurial Intention | Puran Singh; Dharmender Kumar Yadav |

## DAY 3 (22 May 2026)
## PAPER AND PITH DECK PRESENTATIONS

**Venue** : HALL A
**Date** : 22 May 2026
**Time** : 09:00 - 10:30
**Track** : Entrepreneurial Innovations and Technology
**Chair** : Prof. Olubayi Olubayi-Cavendish University, Uganda
**Co-Chair** : Dr. Lidwin Kenneth Michael, MIT, Manipal

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 235 (FP) | Deep Tech Adoption and Financial Risk Management in Indian New Age Startups: The Mediating Role of Digital Operational Resilience | Subhadeep Mukherjee; Navajit Borah; Jitendra Kumar; Pallabi Mund; K. M. Sharath Kumar |
| 2 | 204 (FP) | Examining the Impact of the Business Resilience Model on the Firm Performance of Deep-Tech Startups | N Surajkumar; Usha J. C.; Anicar D Manavi |
| 3 | 330 (ABS) | The Role of Structural and Relational Embeddedness in the Entrepreneurial Process: Evidence from Indian Tech | Anusha Sabhahit; Bala Subrahmanya Mungila Hillemane |
| 4 | 233 (FP) | A Sustainable digital entrepreneruship startup model | Rakesh Mohanty; Harshitha Dua; Sushama Bhoi |

**Venue** : HALL A
**Date** : 22 May 2026
**Time** : 11:00 - 12:30
**Track** : Entrepreneurial University
**Chair** : Prof. Gaurav Dilip Tikas, IIM Visakhapatnam
**Co-Chair** : Dr Anirudh Agrawal, BMU

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 211 (FP) | Startup Dreams: What Drives Gen Z and Millennials toward Entrepreneurship? | Chandra Sen Mazumdar; B S Sushma |
| 2 | 265 (ABS) | Role of Students' Entrepreneurial Intentions and Characteristics in the Development of Undergraduate Curricula in Ghana: Implications for Entrepreneurial Universities | Reginald Djimatey; H S Srivatsa |
| 3 | 225 (FP) | Entrepreneurial Dreams Falter: Examining the Role of Financial Literacy and Investment Behaviour in Career Shifts toward Employment | Karanam Kavitha; Vanishree K |
| 4 | 206 (FP) | Entrepreneurial Universities as Catalysts for Deep-Tech Startups: Fostering Innovation and Survival in the Global Startup Ecosystem A Case Study of Jain University | Ravichandran Krishnamoorthy; Premalatha K P |

**Venue** : HALL A
**Date** : 22 May 2026
**Time** : 13:30 - 15:00
**Track** : Entrepreneurial Networking & Entrepreneurial Innovations and Technology
**Chair** : Mr. Thejasvi DS- IREU, Bangalore
**Co-Chair** : Dr. Parthesh R. Shanbhag, TAPMI Bengaluru

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 287 (ABS) | Designing a Multi Stage Validation Framework for Deep Tech Incubators | Jeya Malhotra |
| 2 | 275 (ABS) | Linking Entrepreneurial Ecosystems to MSME Performance: A Cluster-Mediated Analysis from Industrial Clusters in Karnataka | Pushpa Hongal; Avinash Pawar |
| 3 | 297 (ABS) | How do Entrepreneurial Team members resolve their conflicts? Building theory from multiple case study of Entrepreneurial team members of Early-Stage Ventures | Rajashri Karbhari Gethe ;Ashish Pandey |
| 4 | 281 (ABS) | What Do We Know About Student Entrepreneurship? An Umbrella Review with a Future Research Agenda | Gautam Mishra; Neha Jaswal; Puran Singh; Dharmender Kumar Yadav |

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| **Venue** | **: HALL B** |
| **Date** | **: 22 May 2026** |
| **Time** | **: 09:00 - 10:30** |
| **Track** | **: Entrepreneurial Education** |
| **Chair** | **: Prof. Takahiro Sato-KOBE University, Japan** |
| **Co-Chair** | **: Dr. Srinivas Murthy, JNNCE** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 300 (ABS) | Engineering Management Strategies (EMS) and Generative Artificial Intelligence (Gen AI) as Catalysts for Entrepreneurial University and Education. | Harsha Latha K S;Yogesh Pai P; Debika Layek |
| 2 | 231 (ABS) | Factors influencing sustainable entrepreneurial intention among students: the mediating role of entrepreneurial education | Soumya M; Yadunandan NS; Somya Agarwal; S Ajitha |
| 3 | 316 (ABS) | Business model in social enterprises: Decoding the non-linear impact pathways. | Manisankar Datta |
| 4 | 238 (FP) | From Compliance to Competency: A Framework for Mapping NEP 2020 and OBE to Deep-Tech Entrepreneurial Outcomes in Management PG Programs | Hemanth Kumar S; B. M. Ramamurthy; V. Saravana Kumar |

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|---|---|
| **Venue** | **: HALL B** |
| **Date** | **: 22 May 2026** |
| **Time** | **: 11:00 - 12:30** |
| **Track** | **: Domestic Entrepreneurship & Entrepreneurial Education** |
| **Chair** | **: Prof. Rekha Rao-Nicholson- University of Essex, UK** |
| **Co-Chair** | **: Ms Rashmi Dhondale & Ms Srividya H, AIMS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 220 (FP) | Understanding SME Internationalisation within an Emerging Economy: A Youth Entrepreneurship Perspective | Dannie Delanoy Carr Quiros; Rajeev Kamenini; Noel Lindsay |
| 2 | 285 (ABS) | Innovation Intermediation In Deep-Tech Under Institutional Voids | Rangan Das; Nilam Kaushik |
| 3 | 309 (ABS) | How Caste Shapes the IEO–Succession Intention Link: A Study of Indian University Students | Akshra; Puran Singh |
| 4 | 290 (ABS) | Institutional Environment Entrepreneurial Intention and Firm Performance: Evidence from Technology Business Incubatees | Stutee Shruti Mohanty; Rajeeb Kumar Panda |

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|---|---|
| **Venue** | **: HALL B** |
| **Date** | **: 22 May 2026** |
| **Time** | **: 13:30 - 15:00** |
| **Track** | **: Social Entrepreneurship/Family Entrepreneurship/ Technology Transfer** |
| **Chair** | **: Dr. Parveen Arora, Department of Science and Technology, GoI** |
| **Co-Chair** | **: Dr Noor Firdoos Jahan, RVIM** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 234 (FP) | Gendered Leadership in Deep-Tech Startups: A Comparative Study of Governance, Financing, and Scaling in Bengaluru | Nagavani Kaggallu; Muralidhar S |
| 2 | 257 (ABS) | Does entrepreneurial orientation mediate the relationship between dimensions of knowledge sharing and competitive performance of indian family businesses | Ajitabh Dash |
| 3 | 322 (ABS) | Comparative Insights into Deep Tech Entrepreneurship: A Qualitative NVivo Perspectives Analysis on Gender-Based Disparities | Renee Namratha; Shivakami Rajan |
| 4 | 314 (ABS) | Adaptive Intelligence as a Driver of Intrapreneurship in Indian Incumbents: A Conceptual Framework | Sachin Kumar Malik; Prabha Bhola |

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| **Venue** | **: HALL C** |
| **Date** | **: 22 May 2026** |
| **Time** | **: 09:00 - 10:30** |
| **Track** | **: Entrepreneurial University** |
| **Chair** | **: Dr. Y Vijay Kumar, The Jawaharlal Nehru National College of Engineering, Shimoga** |
| **Co-Chair** | **: Dr.Kalpana Venugopal & Ms.Srijita Biswas, AIMS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 231 (FP) | From campus to commerce: understanding the decision making of student entrepreneurs | Anuradha Sharma; Akhil Jain; Shivangi Tiwari |
| 2 | 246 (ABS) | The Private Sector Should Establish Worldclass Entrepreneurial Universities in Africa. | Olubayi Olubayi |
| 3 | 234 (ABS) | Entrepreneurial Adoption of Organic Agricultural Innovations: Exploring Key Determinants among Farmers | Ismail Zabiulla Sharief; Vimal Raj L; Suchithra T; Aditi Kaul |
| 4 | 271 (ABS) | Catalysing Entrepreneurial Intentions Beyond Classroom Walls Through Extra-Curriculum Support: An Empirical Investigation | Sonia Chawla ;Manpreet Kaur |

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|---|---|
| **Venue** | **: HALL C** |
| **Date** | **: 22 May 2026** |
| **Time** | **: 11:00 - 12:30** |
| **Track** | **: Entrepreneurial Economics** |
| **Chair** | **: Prof. Prajakta Khare-Meiji Gakuin University, Japan** |
| **Co-Chair** | **: Dr. Chandra Sen Mazumdar, MSRUAS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 310 (ABS) | Developing and Validating a Scale for Measurement of Financial Literacy of Startup Founders in India | Mohit Maheshwary; Puran Singh |
| 2 | 299 (ABS) | Thematic Analysis of Entrepreneurial Behaviour and Sustainability Among MSMEs in Karnataka's Industrial Clusters | Vaishaly Bopaiah G; Chetan Hiremath; Gururaj Phatak; Arthur Fernandes |
| 3 | 268 (ABS) | Modified Total Interpretive Structural Modelling (m-TISM) and MICMAC analysis approach to understand the Hierarchical Relationship of factors in the context of Strategic Alliances in Startups. | Nakul Parameswar ; B Vinod Kumar |
| 4 | 221 (FP) | Internet Adoption, Gender and Productivity in Informal Firms in India | Jayati Chatterjee; Subash S; Rajesh S. N. Raj |

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|---|---|
| **Venue** | **: HALL C** |
| **Date** | **: 22 May 2026** |
| **Time** | **: 13:30 - 15:00** |
| **Track** | **: Entrepreneurial Economics / Domestic Entrepreneurship** |
| **Chair** | **: Prof. Ajay K. Manrai, University of Delaware, United State** |
| **Co-Chair** | **: Dr. Awantika Rajauria, NMIMS** |

| Sl. No. | Code | Title | Author/s |
|---|---|---|---|
| 1 | 260 (ABS) | Comparing regional entrepreneurial ecosystems in india and japan through the lens of ecosystem anchors: insights from japan | Kirankumar Momaya; Prajakta Khare |
| 2 | 215 (FP) | Innovation Begins Indoors: Crafting Success Through Domestic Enterprise | Malini M Patil; Bhavya N Javagal; Manjusha Kulkarni |
| 3 | 313 (ABS) | Financial Dynamics and Growth Trajectories of IT Startups in Smart City Bhubaneswar: A Stepwise Regression Analysis | Sathish Chandra Velpula; Bindu Nambiar |
| 4 | 208 (FP) | Leadership succession and sustenance in Indias Family Conglomerates | Rimpa Pal; Bhaskar Bhowmick |

# Abstracts and Pitch Decks

## Domestic Entrepreneurship

# A Study on Entrepreneurial Innovations and Technological Evolution in the Laboratory-Grown Diamond Segment: Sustainable Branding and Consumer Dynamics

**Nancy,** Research Scholar**; Pawan Kumar; Aayushi Jain,** Assistant Professor
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## Abstract

The global diamond industry is changing due to the rising popularity of lab-grown diamonds (LGDs) as an eco-friendly substitute for natural diamonds. The study aims to conduct a thorough assessment of the lab-grown diamond market, examining the entrepreneurial approach and ethical brand practices that influence consumers of natural diamonds.

This research relies solely on existing secondary data to examine the entrepreneurial trend and consumer behaviour regarding lab-grown diamonds (LGDs). We studied the global lab-grown diamond market to gain key insights into the industry.

The findings reveal that the characteristics of lab-grown diamonds are identical to those of natural diamonds, presenting a profitable opportunity for entrepreneurs to enter the diamond industry. Also, the younger generation is the key driver of change in the diamond industry, with evolving choices and growing acceptance of lab-grown diamonds across domestic and global jewellery markets.

This research highlights the rising popularity of lab-grown diamonds and will help entrepreneurs earn increasing profits by analysing the key drivers of consumer behaviour, an area that remains unexplored. The research adds value to existing literature and offers actionable insights for marketers and key industry players.

## Keywords

Lab-Grown Diamonds, Entrepreneurship, Sustainability, Consumer Perception, Ethical

# Innovation Begins Indoors: Crafting Success Through Domestic Enterprise

**Malini M Patil; Bhavya N Javagal; Manjusha Kulkarni**
R V Institute of Technology and Management, Bangalore
malinimp.rvitm@rvei.edu.in; bhavyanj.rvitm@rvei.edu.in; manjushamk.rvitm@rvei.edu.in

## Abstract

Entrepreneurs identify problems and their innovative solutions. These solutions provide opportunities to build new business ideas. The business can start from home, then reach the country level, and may land on an international platform. The word “Entrepreneurship” hails from the French verb “entreprendre”, which means to undertake or to begin. Entrepreneurs contribute to economic growth through innovation, which involves envisioning new solutions to problems. As mentioned, we identify a target market for this opportunity to gain greater benefit; in that market, it becomes “Domestic” National Autonomy. This article aims to understand the focus of domestic entrepreneurship and to provide the context and strategy for making a business domestic. This study summarises internal national resources that businesses rely on, using case studies to examine how domestic businesses have shaped history. The Indian entrepreneurial ecosystem has evolved significantly with the convergence of technological advancements, policy interventions, and changing socio-economic aspirations. Initiatives such as *Startup India*, *Make in India*, and *Atmanirbhar Bharat* have created a supportive environment for local ventures to thrive in manufacturing, services, and digital sectors. The paper also highlights real-world challenges faced when creating innovative industry/business models, as well as key strategies for success in the domestic market. In the AI era, the pioneers of economic growth will be those who create jobs and achieve self-sufficiency, building the country's future. Indian entrepreneurs are increasingly leveraging indigenous resources, frugal innovation, and localised business models to meet domestic demands and enhance global competitiveness. Domestic entrepreneurship is also called the Engine of the Nation's Economy!

## Keywords

Business Opportunities, Domestic Entrepreneurship, Entrepreneurship, Economic Growth, National Autonomy

# Understanding SME Internationalisation within an Emerging Economy: A Youth Entrepreneurship Perspective

**Dannie Delanoy Carr Quiros; Rajeev Kamineni; Noel Lindsay**
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## Abstract

The following research aims to explore the barriers, implications, and solutions to the adoption of internationalisation in Small and Medium-sized Enterprises (SMEs) led by young entrepreneurs in Latin America. Drawing inspiration from the historical figure of Tupac Yupanqui, a powerful Inca Empire ruler who had the goal to internationalise his empire and faced several challenges in his way. For this, a thematic analysis was conducted on a sample of 25 semi- structured interviews with entrepreneurs from the Young Leaders of America Initiative (YLAI) network. Among the findings, the main barriers to internationalisation in SMEs were regulations and institutional challenges, cultural and market differences, and language barriers. The implications of these barriers for SMEs were limited market reach and growth, reduced visibility and brand positioning, and hampered business opportunities. Meanwhile, the solutions for overcoming these barriers involved forming strategic alliances and collaborations, developing and leveraging networking, and conducting benchmarking. This research stands out by shedding light on an overlooked population in the field of international business: young Latin American SME entrepreneurs. SMEs and policymakers should develop partnerships, collaborations, and networks locally and internationally, and foster benchmarking activities.

## Keywords

Entrepreneurship in Emerging Markets, Internationalisation, International Business, Small-and-Medium-Sized Enterprises (SMEs)

# Empowerment of Entrepreneurs

# Empowering Inclusion Through Deep-Tech: A Sustainable Financial Equality Model for Democratizing Entrepreneurship

**Rakesh Mohanty; Ananya Jyoti Mahanta; Sushama Bhoi,** Foundation & Emerging Computing Technologies Lab, Life-skills Organisation on Values and Empathy, Bengaluru
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## Abstract

Empowering inclusion is central to sustainable innovation and equitable entrepreneurship in the digital era. Persistent disparities in income, opportunity, and access to financial resources continue to hinder inclusive growth and democratic participation in enterprise ecosystems. We propose a mathematical model for financial equality. Then we introduce a novel Sustainable Financial Equality Model (SFEM), a data-driven computational framework designed to democratise entrepreneurship through algorithmic equity modelling. The SFEM incorporates a Locality Index Model, which minimises local wealth inequality. Our proposed SFEM Model also formalises a two-person equality index, which can be extended to a scalable K-person Financial Equality Index, enabling algorithmic policy formulation, modelling, simulation, and subsequent implementation. By linking theoretical rigour with practical governance insights, SFEM contributes to the emerging discourse on inclusive innovation, responsible capitalism, and democratic entrepreneurship aligned with the United Nations Sustainable Development Goals (SDGs) such as SDG 8 - Decent Work and Economic Growth, SDG 9-Industry, Innovation and Infrastructure, and SDG 10 - Reduced Inequalities. The extended Deep-Tech SFEM Framework can be integrated with AI-based financial pattern recognition, blockchain-enabled transparency, and policy-simulation modules to model inclusive entrepreneurial ecosystems aligned with the UN SDGs.

## Keywords

Sustainability, Financial Equality, Inclusive Entrepreneurship, Democratization, Social Economy, Wealth Distribution

# Entrepreneurial Economics

# Financial Contagion in SME Markets: Cross-Border Spillovers and Policy Responses in Emerging Economies

**Riny Raju,** Research Scholar; **Anju Susan Thomas,** Assistant Professor; **Raju G,** Professor & Area Head of Finance
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Xavier Institute of Management and Entrepreneurship (XIME), Bangalore
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## Abstract

SMEs account for over 90 per cent of businesses in emerging economies. To overcome the persistent financing challenges faced by SMEs, many economies have established capital market platforms dedicated to SMEs, such as NSE SME Emerge (India), NEEQ (China), and Bovespa Mais (Brazil). However, this exposes the SMEs to market volatility and systematic risks. Studies show that India's SME market exhibits high idiosyncratic volatility along with persistent volatility shocks. This study aims to evaluate whether financial shocks transmit across international SME markets and create systematic vulnerabilities. It is crucial to understand cross-border spillovers to design resilient and stable capital-market financing for SMEs.

This study will provide comprehensive evidence on cross-border contagion effects. The findings suggest that policymakers should implement dedicated SME market surveillance frameworks, distinct from those for main market monitoring. International regulatory coordination mechanisms are necessary to manage cross-border spillover risks, and investors must recognise the potential limitations of geographic diversification during crisis periods. The study will contribute theoretically by extending contagion theory to information-asymmetric markets and, empirically, by introducing systemic risk measurement approaches for alternative financing markets.

## Keywords

Financial Contagion, Spillover, Policy, Emerging Economy

# Advancing the Knowledge Spillover Theory of Entrepreneurship through Sociotechnical Systems: A Framework for Encouraging Deep-Tech Innovation and Societal Impact

**Venkateswara Prasad Manapoty,** Sr. Product Manager; **Gaurav Dilip Tikas,** Assistant Professor
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## Abstract

Effective corporate entrepreneurship and Deep-tech Innovation are essential for creating value and driving sustainable business growth and competitiveness. The Knowledge Spillover Theory of Entrepreneurship (KSTE) explains how Deep-tech innovation occurs at both the Individual and firm levels through knowledge translation under specific contextual conditions (Audretsch *et al.*, 2025). This study aims to understand the additional factors influencing knowledge spillover in the context of digital transformation or sociotechnical systems.

The enhanced Knowledge Spillover Theory of Entrepreneurship (KSTE) in the context of Sociotechnical systems, with additional parameters such as 'knowledge level', 'authenticity', 'Latency', and 'value', will be a valuable contribution to future research and a deeper study. This enhanced KSTE theory can be integrated into R&D teams to drive both disruptive and incremental innovation with every release. By incorporating these parameters, policymakers can design more effective interventions that utilise the full potential of entrepreneurship as a driver of deep-tech innovation, economic growth, and societal impact (Bacq *et al.*, 2025).

## Keywords

Knowledge Spillover, Sociotechnical Systems, Innovation, Threat Rigidity Theory, Digital Transformation

# Thematic Analysis of Entrepreneurial Behaviour and Sustainability Among MSMEs in Karnataka's Industrial Clusters

**Gururaj Phatak,** Assistant Professor; **Vaishaly Bopaiah G**, Assistant Professor; **Chetan Hiremath,** Professor; **Arthur Fernandes,** Associate Professor
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## Abstract

The purpose of this study is to explore the lived experiences, challenges, strategies, and entrepreneurial behaviours of MSME entrepreneurs operating within the Hubli-Dharwad Auto Component Cluster and the Belgaum Foundry Cluster. Through qualitative inquiry using in-depth interviews and focus group discussions, the study aims to identify key themes shaping entrepreneurial decision-making, marketing practices, and sustainability in cluster-based manufacturing environments. The objective is to develop a deeper understanding of how entrepreneurs navigate the market, market dynamics, resource constraints, labour challenges, technological shifts, and personal antecedents, thereby contributing rich qualitative insights into MSME entrepreneurship in Karnataka.

The study shows that MSME entrepreneurs in Karnataka's industrial clusters rely on experiential learning, strong customer relationships, self-funded capital, and continuous adaptation to market, labour, and technological challenges. Personal antecedents- Education, experience, and family background-shape entrepreneurial behaviour, while cluster environments support knowledge sharing and market access.

Entrepreneurs should strengthen skill development, adopt technology upgrades, improve labour management, and focus on diversification and sustainability. Policymakers must enhance cluster-level training, technology support, and financial assistance. Strengthening networks, mentorship platforms, and sustainability-focused schemes will improve MSME resilience and long-term growth.

## Keywords

Thematic Analysis, Entrepreneurial Practices, MSME Sustainability, Industrial Clusters, Entrepreneurial Antecedents

# Developing and Validating a Scale for Measurement of Financial Literacy of Startup Founders in India

**Mohit Maheshwary; Puran Singh**
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## Abstract

India's startup ecosystem, ranking third globally with over 159,000 DPIIT-recognised startups (Key Milestones of Startup India, n.d.), contends with a 90% failure rate, with 38% attributed to financial mismanagement (CB Insights Why Startups Fail Top 12 Reasons, n.d.). This highlights the crucial role of financial literacy for an entrepreneur. Current measurement tools, however, are designed for SMEs or general populations and fail to address the unique, high-risk startup environment (IS et al., 2025). This research addresses this gap by developing and validating a dedicated financial literacy scale specifically for Indian startup founders to improve venture sustainability.

Financial literacy, defined as the competencies needed for sound financial decision-making (Measuring Financial Literacy, 2012), is crucial for entrepreneurial success and correlates with improved business performance (Burchi et al., 2021). Established scales (Lusardi & Mitchell, 2014); (Measuring Financial Literacy, 2012) target households, not the unique context of startups. A standardised, context-specific measure for entrepreneurs is lacking (Anshika & Singla, 2022), and global instruments have not been adapted to India's financial ecosystem. This study addresses this gap by developing a validated financial literacy scale tailored for Indian startup founders.

This study employs a sequential mixed-methods approach to develop and validate a contextualised financial literacy scale for Indian startup founders. The methodology includes: (1) a systematic literature review of established scales; (2) qualitative interviews with startup founders to identify domain-specific competencies; (3) a Delphi study with financial and entrepreneurial experts for content validation; and (4) a large-scale survey using Cronbach's Alpha for reliability and Exploratory Factor Analysis and Confirmatory Factor Analysis for content, construct and criterion validity, ensuring the scale is both empirically sound and contextually relevant for the target population.

The study aims to develop a validated financial literacy scale tailored for Indian startup founders, addressing critical gaps in existing measurement tools. Anticipated findings include identifying key financial competencies unique to startups that are overlooked in conventional scales. Results will likely reveal founders' financial literacy levels, with significant correlations between specific competencies and startup survival rates. This research will provide the first contextualised framework for assessing entrepreneurial financial literacy in India, offering valuable insights for policymakers, educators, and investors to develop targeted interventions that enhance startup sustainability and growth.

This study will provide the first validated financial literacy scale tailored to Indian startup founders, addressing a critical measurement gap. The findings from the study offer actionable insights: founders can use the scale for self-assessment to identify skill gaps in venture financing and cash flow management. For policymakers, this enables targeted financial education programs within startup incubators. Investors may incorporate the scale into due diligence to assess founder competency. Ultimately, these applications will strengthen financial decision-making, potentially reducing the high failure rates attributed to financial mismanagement in India's startup ecosystem.

## Keywords

Financial Literacy, MSME, Sustainable Entrepreneurship, Entrepreneurs, Startups

# Systematic Literature Review on Sustainable Entrepreneurship in Emerging Markets: Trends, Challenges, and Policy Implications

**Carolina Edal Queen K,** Research Scholar**; Nalini G S,** Assistant Professor
Thiagarajar School of Management, Madurai, Affiliated to Alagappa University, Karaikudi
edalqueencarolina@gmail.com

## Abstract

The phenomenon of sustainable entrepreneurship strives to achieve economic, social, and environmental balance worldwide, including addressing issues such as climate change, poverty, and inequality. It, however, has not been studied in detail in emerging markets, even though its positive contribution to global sustainable entrepreneurship is thesis in emerging markets. This research is a Systematic Literature Review (SLR) of 102 peer- reviewed articles published between 2000 and 2025, following PRISMA guidelines.

The review identifies some methodological diversity comprising 35 quantitative studies, 30 qualitative studies, 23 systematic reviews, and 13 bibliometric studies. Comparative and impact-based research remains scarce. Of the 102 studies, only 27 focus on emerging markets, most notably India, China, Malaysia, Bangladesh, and Brazil. These studies identify the following major challenges: financing gaps, the absence of standardised sustainability metrics, scarce skills, and weak regulatory frameworks. Digital finance, frugal innovation, social entrepreneurship, and resilient business models are suggested as pathways to address these gaps.

The proposed policy toolkit comprises four pillars: catalytic finance mechanisms, metrics- based standards, education and capacity-building programs, and ecosystem support. It also includes longitudinal studies, cross-country research, and a greater emphasis on inclusivity, gender, and indigenous entrepreneurship as part of a research agenda.

The integration of research, policy, and practice can promote sustainable entrepreneurship, enabling inclusive and resilient growth in emerging markets and contributing to the UN Sustainable Development Goals (SDGs).

## Keywords

Sustainable Entrepreneurship, Emerging Markets, PRISMA, Circular Economy, Digital Innovation, Policy, SDGs, Inclusive Growth

# Internet Adoption, Gender and Productivity in Informal Firms in India

**Jayati Chatterjee,** PhD Research Scholar**; Subash S,** Professor**; Rajesh S N Raj**
Department of Humanities and Social Sciences, IIT Madras, India; Department of Economics, Sikkim University
jchatterjee95@gmail.com; subash@iitm.ac.in

## Abstract

This study examines the impact of internet adoption on firm productivity in India's unorganised sector through a gender lens. Prior research has highlighted persistent productivity differences between male- and female-led enterprises, but evidence on how internet adoption influences these differences remains limited. Using data from the NSSO surveys spanning 2010-11 to 2023-24, we find that productivity has increased by an average of 28% among informal-sector firms that have adopted the internet. Our findings also confirm the persistence of gender-based productivity gaps: female-owned firms, on average, exhibit substantially lower productivity than male-owned firms by almost 48 per cent. However, internet adoption is positively associated with productivity in women-owned enterprises. Internet adoption yields an estimated 25 per cent productivity gain for female-owned enterprises, thereby narrowing the gap relative to non-adopters. These results highlight the importance of digital technology in bridging productivity gaps in the informal sector, offering valuable insights for policymakers aiming to foster inclusive digital growth.

## Keywords

Informal Sector, Small Firms, Digitalisation, Gender

# Entrepreneurial Dreams Falter: Examining the Role of Financial Literacy and Investment Behaviour in Career Shifts toward Employment

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## Abstract

This paper examines how entrepreneurial dreams translate into job searches, with an emphasis on the role of financial literacy and investment behaviour in career change. Most people begin their entrepreneurial careers with great expectations, but they often reevaluate them due to financial losses, market uncertainty, and other factors. This study focuses on how financial literacy knowledge about budgeting, saving, investing, and financial risk management contributes to these decisions. Furthermore, investment behaviour, such as the ability to withstand risk and to make resource-allocation-based decisions, is of paramount importance in how individuals cope with entrepreneurial failures and subsequent career changes. The paper adopts a mixed-methods approach, using surveys and interviews to investigate how these factors prompt the entrepreneur to become interested in traditional work. By examining the correlation between financial knowledge, investment strategies, and career change, the study will help present the psychological and economic reasons behind individuals giving up on their entrepreneurial ambitions in favour of job security. The results will provide practical suggestions for helping budding entrepreneurs mitigate financial risks and make informed decisions about career change.

## Keywords:

Financial Literacy, Investment Behaviour, Entrepreneurship, Career Shift, Risk Tolerance

# Overloaded and Overlooked: IT Departments in African Organisations

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## Abstract

Digital transformation (DT) and artificial intelligence (AI) are swiftly redefining organisational strategies across various sectors in Africa; however, the labour conditions within IT departments that are integral to these systems remain insufficiently scrutinised. This manuscript seeks to address this deficiency by examining how digital transformation and AI alter the nature of IT work in African organisations. Utilising a conceptual synthesis of literature on African digital transformation and IT governance, alongside global studies on technostress, behavioural visibility, and algorithmic management, the research delineates a strategic-structural paradox. While IT departments are crucial to organisational efficacy, they simultaneously occupy a marginalised position in governance and decision-making processes. The examination shows that digital intensification, process-oriented control, and AI-driven algorithmic management together create an untenable "always-on" work environment, marked by an increased workload, greater visibility, and reduced autonomy. This paper advances the discourse by reconceptualising IT departments as pivotal arenas for the transformation of digital labour and by formulating a multi-layered framework that associates governance positioning with labour conditions. It advocates for Integrated Digital Governance (IDG) as an exemplary model to harmonise digital aspirations with workforce sustainability by situating IT leadership within executive governance structures and integrating human-centric performance metrics. The findings indicate that the enduring success of AI and digital innovation in Africa is contingent not merely on technological competencies but also on the recognition and support of the labour that enables such advancements.

## Keywords

IT Departments, Work Intensification, Digital Transformation, Artificial Intelligence, Algorithmic Management, IT Governance, African Organisations

# Entrepreneurial Ecosystem

# The Shift to Meritocracy: How Strategic Collaboration is Redefining Entrepreneurship in the Entrepreneurial Ecosystem

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## Abstract

The evolution of the knowledge economy is significantly influenced by the entrepreneurial ecosystem, giving rise to new paradigms of interdisciplinary and strategic collaboration. These interactions are integral to the emergence of what can be termed “new economies” (Alvelino et al., 2015), marked by the reshaping of institutional and social relations and the redefinition of collaborative frameworks. This paper examines how the rise of entrepreneurship, through the synergy and sharing of complementary resources, challenges traditional assumptions and practices, fostering innovation and reformulation of existing models of collaboration. (Alvelino et al., 2015). This paper explores how the rise of a collaborative, innovation-driven ecosystem is eroding the traditional dominance of business families in entrepreneurial success (Bandera & Thomas, 2019). The meritocratic nature of the ecosystem is expanding access to capital and financial resources beyond familial or personal networks, shifting towards institutional sources such as venture capitalists and angel investors. This broader access to funding is, in turn, facilitating greater technological and commercial collaborations, driving further innovation and entrepreneurial growth.

## Keywords

Entrepreneurial Ecosystem, Knowledge Economy, Innovation, Collaboration and Access to Capital

# Developing a Semiconductor Ecosystem in India using Corporate Entrepreneurship

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## Abstract

In 2021, India launched the India Semiconductor Mission, complementing 'Make in India' and 'Aatmanirbhar Bharat', to make India self-reliant in semiconductor manufacturing. The government initially set aside INR 76 thousand crores for the project, either as subsidies or funding, eventually amounting to around INR 1.6 lakh crores of assured support. The value of the global semiconductor market is likely to exceed one trillion dollars in the coming years (McKinsey, 2021). The various value-creating activities, such as semiconductor design, manufacturing, assembly, testing, and integrating the chip into the end product, are dispersed globally (Wong et al., 2024). To become self-reliant in semiconductors, India is planning to develop competence across all activities of the semiconductor value chain. Since semiconductors are essential to deep-tech development, semiconductor self-reliance is vital for the country.

Even though a semiconductor start-up ecosystem is emerging in India, raising capital for survival and scaling is a challenge. In this context, the involvement of conglomerates through CE may be crucial to the industry's development. We study how conglomerates create new resources and capabilities to develop the Indian semiconductor industry and subsequently build a supporting ecosystem.

CE by Indian conglomerates is a promising starting point for innovation, venturing, and strategic renewal. With adequate government support and by adopting strategies such as joint ventures, CE by Indian firms would help create the Indian semiconductor ecosystem. Looking at the semiconductor industry through the lens of CE will help us understand how the Indian industry responds to the opportunities presented by deep-tech evolution.

## Keywords

Semiconductors, Corporate Entrepreneurship, Resources and Capabilities, India Semiconductor Mission

# Comparing Regional Entrepreneurial Ecosystems in India and Japan Through the Lens of Ecosystem Anchors: Insights from Japan

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## Abstract

India and Japan both represent fast-emerging entrepreneurial ecosystems shaped by diverse motivations and regional contexts. India produced 150,000 startups and 100+ unicorns in the last decade, whereas Japan hosts 8 unicorns and a rapidly growing startup family of 25,000, up by 9,000 in the last 5 years (Keidanren, 2025).

This paper examines ecosystem anchors (flagship firms in Rugman and Dcruz, 2003; anchor organisations in Harima et al, 2024), in cities like Mumbai, Bangalore and Tokyo-Yokohama to study how they strengthen the international competitiveness (Momaya, 2001) of the cities' innovation cluster and entrepreneurial ecosystems, by aligning with regional contexts.

Analysing exciting paradoxes emerging in regional ecosystems between the two large democratic countries, we plan to develop more robust factors and criteria to define and measure the international competitiveness of 'Entrepreneurial Ecosystems' and ecosystem anchors. Vexing problems of rapid urbanisation (and consequences such as congestion, water scarcity) and environmental degradation raise questions about the sustainability of ecosystems in India and other emerging countries. Sustained Top3 position for Tokyo in the world's top 100 'Innovation clusters' for about 2 decades, indicating the strengths of the strategy being adopted in Japan. We will draw implications for leaders in governments, corporations, and institutions (including academic).

## Keywords

Entrepreneurial Ecosystem, Ecosystem Anchors, Startups, Entrepreneurship, Japan-India

# Linking Entrepreneurial Ecosystems to MSME Performance: A Cluster-Mediated Analysis from Industrial Clusters in Karnataka

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## Abstract

Scholars widely acknowledge a strong link between entrepreneurial ecosystems (EE) and the performance of Micro, Small and Medium Enterprises (MSMEs) in developed economies. However, this relationship remains underexplored in emerging economies. Most previous studies examine the relationship between EE and MSME performance only under stable conditions and overlook the role of environmental uncertainties. In this study, we assess how EE influences MSME performance in an emerging economy by focusing on the auto-component and foundry clusters in Hubballi-Dharwad and Belgaum. These clusters were selected because they are among the most prominent and established industrial clusters in Karnataka, host a high concentration of MSMEs, and play a critical role in regional manufacturing, supply chains, and employment. We introduce cluster dynamics (CD) as a mediating variable to deepen our understanding of the relationship between EE and MSME performance within these clusters.

This study provides a unique perspective on the role of clusters in SME performance, particularly in emerging markets. By focusing on specific clusters in India, this research enriches our understanding of EE and its components in developing economies. It offers valuable insights into how cluster dynamics contribute to MSME success. The study offers insights for policymakers in similar emerging economies, suggesting that fostering resilient clusters with robust institutional support, adaptive frameworks, and a collaborative culture can significantly enhance SME performance, particularly in uncertain environments.

## Keywords

Entrepreneurial Ecosystem, Industrial Clusters, MSMEs, SME Performance, Emerging Economy

# Entrepreneurial Ecosystems and Innovation Networks: A Bibliometric Assessment of Universities, Technology, and Deep-Tech Startups

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## Abstract

The study conducts a bibliometric assessment to clarify how universities and research institutions contribute to innovation networks triggering deep-tech entrepreneurship. Deep-tech frontiers are rooted in advanced engineering and scientific innovations that are central to high-impact innovation ecosystems. The findings are threefold: the research productivity of universities in deep-tech fields, the intense collaboration networks (industry-academia), and the critical factors that connect with the emergence of deep-tech startups. The bibliometric approach captures the relationships between universities, technology development, and startup creation. Thus, provides data-driven assessments that analyse publications, citations, and co-authorship to trace patterns of knowledge diffusion and collaboration.

The study considers publication output, collaboration networks, and citation influence, signifying the central role of universities in driving innovation and deep-tech entrepreneurship. Universities act as network hubs for deep-tech ecosystem development, with targeted policies supporting institutions in startup creation and knowledge transfer. Ecosystem building is led by highly connected universities within collaborative networks, which guide resource allocation and encourage partnerships and innovation outcomes. The strong citation influence of universities on startups contributes to deep-tech innovation and knowledge flows. These insights inform policymakers, academics, and ecosystem builders in nurturing sustainable, high-impact deep-tech ecosystems.

## Keywords

Entrepreneurial Ecosystem, Innovation Networks, Bibliometric Analysis, Deep-Tech Startups, University-Industry Collaboration

# The Entrepreneurial Ecosystem for Tech Start-ups in Chennai: Structure and Gaps

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## Abstract

Tech start-ups significantly contribute to innovation and economic growth when they receive support from entrepreneurial ecosystems. In India, Chennai is recognised as part of the Top 100 global start-up ecosystems, ranking 6th nationally. Despite huge investment inflows with rapid tech growth, there is a relative decline in its ranking, based on recent rankings. This highlights the need to understand and assess the start-up ecosystem. The study aims to assess the tech start-up entrepreneurial ecosystem in Chennai and to identify gaps between the ideal and existing ecosystems in the Indian context.

Strengthening and actively promoting the Triple Helix foundation, along with the five core components of the entrepreneurial ecosystem, is essential for accelerating the emergence and sustainable growth of technology start-ups in Chennai. The analysis will highlight the structural characteristics of the city's entrepreneurial ecosystem and reveal a noticeable gap between an ecosystem that may be regarded as ideal within the Indian economic context and the ecosystem that currently prevails in Chennai.

## Keywords

Tech Start-Ups, Ecosystem, Triple Helix, Chennai

# Policy Interventions for Fostering Innovation: Enhancing Startup and MSME Ecosystems

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## Abstract

India's startup boom is unevenly distributed across its federal landscape, with a pronounced concentration in economically advanced states. This disparity is especially prominent in the clean technology (cleantech) sector, where environmental sustainability goals intersect with entrepreneurial innovation. This study investigates the relationship between state-level GDP and the density of cleantech startups, with a specific focus on the causal role played by green energy policies. By integrating regression-based Difference-in-Differences (DiD) analysis with grounded theory case studies of seven states—Karnataka, Maharashtra, Gujarat, Bihar, Odisha, Assam, and Rajasthan—the research uncovers how environmental urgency, access to local natural resources, and the quality of policy ecosystems shape cleantech entrepreneurship. The study highlights that while economic resources facilitate growth in startup hubs, environmentally vulnerable and resource-constrained states can also foster innovation when supported by well-designed policies and local problem-solving initiatives. These findings advance the discourse on inclusive innovation and inform targeted policy recommendations to support the proliferation of cleantech across diverse economic geographies in India.

## Keywords

Policy, Innovation Startup, MSME

# Entrepreneurial Innovation & Technology

# Entrepreneurial Adoption of Organic Agricultural Innovations: Exploring Key Determinants Among Farmers

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## Abstract

Organic food, produced through natural and chemical-free farming methods, offers healthier, nutrient-rich options, protects the environment, ensures better livelihoods for farmers, promotes animal welfare, and supports a sustainable future. Despite these enormous benefits, the share of organic food production in total food output remains relatively low. According to the World of Organic Agriculture 2024, organic farming accounts for approximately 2.1% of total agricultural production globally and about 1.5% in India. This indicates significant potential for further growth in organic agricultural production. Recognising this potential and the growing importance of sustainable agriculture, various international and national organisations have launched dedicated initiatives and programs to promote the adoption and expansion of organic farming practices. However, the success of these initiatives largely depends on understanding the perspectives of stakeholders, particularly consumers and farmers, whose attitudes, motivations, challenges, and expectations are crucial to the broader adoption of organic farming practices.

## Keywords

Organic Farming, Entrepreneurial Adoption, Sustainable Agriculture, SmartPLS, Bangalore

# Understanding the Foundations of Tech-Enabled Sustainable Business Models Through Systems Theory

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## Abstract

Technology, environmental sustainability and entrepreneurship are closely linked, with scholars exploring this relationship through various lenses (Chandra et al., 2024; Gast et al., 2017; Majid & Koe, 2012; Dean & McMullen, 2007). Central to this discourse is the emergence of the circular economy business model (CEBM) and green tech business (GTB) model, which offers a departure from the conventional linear approach of "take-make-discard," emphasising resource efficiency and waste reduction (Mostaghel & Chirumalla, 2021). Such a sustainability-driven business is pivotal; however, its successful adoption depends on several factors and antecedents (Castro Oliveira et al., 2022; Dean & McMullen, 2007).

This study consolidates and extends existing research on barriers and drivers of GTB through a structured literature review and analytical mapping. It offers valuable insights to help policymakers design macro-level strategies for transitioning from linear to circular models.

## Keywords

Green Tech Business (GTB), Circular Economy Business Model (CEBM), Deep Tech, Total Interpretive Structural Modelling (TISM), Systems Theory

# Breaking Cost Barriers: How Can Indian Public Giants Lead the International Green Hydrogen Exports

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## Abstract

India's National Green Hydrogen Mission targets an annual production capacity of 5 million tonnes by 2030, marking a pivotal opportunity to position the country as a leading green energy exporter. However, the challenge lies in achieving cost parity with grey hydrogen and driving the Levelized Cost of green Hydrogen (LCOH) below $1/kg of hydrogen (Curcio, 2025). This study focuses on Reliance Industries Limited (RIL), a first mover in the green hydrogen domain, to explore how an emerging-country multinational enterprise (EMNE) can evolve from a fossil-fuel-based enterprise into a green hydrogen export leader.

This study concludes that India's green hydrogen leadership challenge is primarily technological rather than financial. RIL possesses unmatched capital, infrastructure, and integration capabilities, yet sustained competitiveness will depend on building indigenous electrolyser technology and strategic international linkages. The findings have significant implications at managerial, policy, and strategic levels. From a managerial perspective, RIL must accelerate technology acquisition through mergers, acquisitions, and joint ventures. Leveraging the Jamnagar ecosystem will be essential to achieve economies of scale. Additionally, forming a dedicated global green hydrogen business unit focused on localised R&D could facilitate technological self-reliance and innovation speed.

## Keywords

Export Competitiveness, Green Innovation, Reliance Industries Limited, Case Study, Qualitative Research

# Flower-Like $NiFe_2O_4$@NiCo-LDH and Sheet-Like $NiFe_2O_4$ Nanoparticles: Morphology-Driven Electrochemical Properties for Energy Storage Applications

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## Abstract

Electrochemical energy storage is crucial for sustainable energy technologies. Supercapacitors bridge the gap between batteries and capacitors, offering high power density and rapid charge–discharge capability. Transition-metal oxides, such as $NiFe_2O_4$ and their composites, exhibit strong pseudocapacitive behaviour. This study aims to enhance capacitance and stability through morphology engineering of $NiFe_2O_4$ and $NiFe_2O_4$@NiCo-LDH nanocomposites synthesised via hydrothermal techniques.

The morphology-driven electrochemical enhancement demonstrates that $NiFe_2O_4$@NiCo-LDH composites are viable candidates for next-generation supercapacitors. The low-cost hydrothermal synthesis and superior cyclic stability suggest scalability for commercial energy storage devices. This work supports the development of sustainable, high-performance nanomaterials aligned with India's clean energy innovation goals.

## Keywords

Nickel Ferrite, $NiFe_2O_4$@NiCo-LDH, Hydrothermal Synthesis, Supercapacitor, Energy Storage, Conductivity.

# Leveraging AI-Enabled Performance Measurement Systems for Deep-tech Innovation: Insights from Emerging Entrepreneurial Ecosystems

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## Abstract

In an era when Artificial Intelligence (AI) technologies are redefining organisational decision-making, the ability of startups to convert data into actionable insights has become a critical determinant of technological innovation and sustainable growth. Traditional performance measurement systems (PMS) -primarily designed for control and retrospective evaluation -often fail to capture the agility, learning, and experimentation required for innovation- driven ventures. This study examines the impact of AI-enabled Performance Measurement Systems (AI-PMS) on technological innovation performance in startups operating within emerging economies.

The study positions AI-PMS as a digital infrastructure that enhances learning, agility, and collaboration within startups. It contributes to the RBV, DCV, and MCS literature by demonstrating that AI-augmented PMS promote innovation rather than restricts it. Managers should view AI-PMS as innovation enablers, while policymakers can encourage AI-PMS integration under Digital India initiatives to institutionalise innovation benchmarking across entrepreneurial ecosystems.

## Keywords

AI-PMS, Technological Innovation, Startups, Performance Measurement, Digital Transformation

# Defining Startups Through Technology Readiness Levels: A TRL-Based Framework

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## Abstract

The concept of a startup is central to innovation ecosystems, driving technological progress, employment, and entrepreneurial dynamism across economies (Cockayne, 2019; Sini§a Pekevski, 2025). However, despite its prevalence in academic, policy, and practitioner discourse, the term "startup" lacks a universally accepted definition (Eisdorfer-Leite et al., 2022). This lack of conceptual clarity leads to inconsistencies in research and policymaking, where ventures at different stages of technological or business maturity are often categorised under the same label. This research aims to systematically define startups using Technology Readiness Levels (TRL), bridging the gap between conceptual ambiguity and practical application in entrepreneurial contexts.

The proposed TRL-based framework defines startups as innovation-driven ventures progressing from proof of concept to scalable business models. This provides conceptual clarity for researchers, policymakers, and investors, enabling consistent classification and alignment between technological development and entrepreneurial processes.

## Keywords

Startup Definition, Technology Readiness Level, Entrepreneurial Ecosystem, Lifecycle Stages, Deep-Tech Ventures

# AI-Driven Self-Healing Cybersecurity Architecture for Fog-Edge Deep-Tech Ecosystems

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## Abstract

Deep-tech ecosystems depend heavily on fog-edge infrastructure that supports low-latency decision-making and mission-critical intelligence. These distributed environments are vulnerable because they combine heterogeneous devices, variable trust relationships, and limited real-time oversight. Many security models still emphasise detection alone and require extensive manual intervention. This work addresses that gap by proposing an autonomous, standards-aligned resilience framework capable of self-monitoring and self-recovery. The motivation also stems from the growing responsibility of entrepreneurial universities to nurture deep-tech start-ups that need dependable computing foundations. Such resilient architectures also help university incubators translate early research into spin-out-ready technologies.

This study presents a unified, autonomous self-healing cyber security framework to strengthen resilience in fog-edge deep-tech environments. For entrepreneurial universities, the architecture provides a pathway for translational research and creates opportunities for technology licensing and start-up formation. Industry practitioners can use this model as a scalable, standards-aligned resilience layer for mission-critical operations. Policymakers may also draw on its explainable-governance features to encourage secure innovation ecosystems. In practical terms, the architecture offers university incubators and tech-transfer units a stable foundation for early-stage deep-tech ventures that require trustworthy, commercially viable computing infrastructure.

## Keywords

AI Resilience, Fog-Edge Computing, Self-Healing Systems, Zero-Trust Security, Deep-Tech Innovation

# Designing a Multi-Stage Validation Framework for Deep Tech Incubators

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## Abstract

The purpose of this research is to address the critical challenge of low commercialisation among deep tech startups, where survival rates remain low, and most failures occur in the innovation-to-commercialisation phase. Despite strong academic research output and growing institutional incubation capacity in India, incubators still lack standardised validation systems, predictive analytics, and quantifiable indicators to accurately assess the readiness and scalability of early-stage deep tech ventures. Current evaluation processes rely heavily on subjective judgment, fragmented assessment methods, and inconsistent proof-of-concept validation, resulting in inefficient technology transfer, misallocated resources, and low commercialisation output.

This research concludes that institutional deep tech incubators require more structured, data-driven, and validation-focused mechanisms to support high-risk technology ventures. The Multi-Stage Validation Framework (MSVF) proposed in this study addresses critical gaps in the current incubation landscape, including inconsistent evaluation criteria, limited predictive capabilities, and fragmented decision-making processes. By integrating standardised validation stages with predictive analytics, the framework enables more accurate assessment of a startup's technical maturity, market readiness, and long-term viability. The findings reinforce the need for incubators to adopt evidence-based decision-making pathways to enhance the efficiency of technology transfer and startup success rates.

## Keywords

Deep Tech Incubation, Multi-Stage Validation Framework (MSVF), Predictive Analytics, Startup Evaluation

# To Use or Not to Use: Exploring Entrepreneurial Attitudes toward AI Advisors for Decision-making

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## Abstract

An entrepreneur makes multiple high-stakes decisions every day. However, the intense pressure to make good decisions often leads to biased choices due to limited cognitive resources. Therefore, entrepreneurs have relied heavily on human advisors, such as mentors and consultants. With the AI revolution, founders have begun to seek advice from AI tools such as ChatGPT. Advice-seeking is a complex psycho-social process. The founder's attitudes towards AI advisors determine how they make sense of AI-generated advice, which in turn determines the strategic decisions made in a startup. Thus, the present study seeks to explore founders' attitudes towards AI advisors as decision-making aids.

By exploring the intricate dynamics of AI advice-taking among startup founders through a psychological lens, the study bridges the fields of strategic management, entrepreneurship, and artificial intelligence. The study extends the JAS paradigm by applying it to a non-human advisor in the context of entrepreneurship in an emerging economy. The study offers practical implications for entrepreneurs. It suggests that entrepreneurs be aware of AI's duality and cautions against extreme attitudes. By adopting a balanced and responsible approach to using AI advisors, entrepreneurs can improve the effectiveness of decision-making in startups.

## Keywords

Entrepreneur, Attitude, Decision-Making, AI Advisors

# Bridging Gaps in the Assistive Technology Market: Entrepreneurial Challenges and Sustainable Business Models

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## Abstract

India, with a population of over 1.36 billion, has more than 2.2 per cent of people living with severe disabilities. Millions continue to face systemic, cultural, and infrastructural barriers that limit their ability to meet their functional needs and socio-economic inclusion. Although Assistive Technology (AT) offers significant potential, its adoption remains uneven due to affordability, limited awareness, and contextual challenges. Globally, AT entrepreneurs also struggle with fragmented markets, complex manufacturing processes, logistical hurdles, and difficulties sourcing specialised materials. This study is motivated by the need to explore various practices adopted by Indian AT entrepreneurs to provide AT solutions that enable affordable, scalable, and context-relevant AT for Indian users.

Most assistive technology users rely on multiple products, making integrated and coordinated services essential. Therefore, platforms such as assistive technology foundations that focus exclusively on supporting AT startups play a crucial role. They can better understand the diverse needs of people with disabilities, offer holistic, interoperable solutions to users, and provide market access, visibility, and ecosystem support for emerging AT ventures. The National Policy for Persons with Disabilities should emphasise building a robust AT ecosystem that attracts startups and investors while safeguarding the rights of persons with disabilities. Such an ecosystem can advance SDGs, particularly Reduced Inequalities, Decent Work and Economic Growth, and Good Health and Well-Being by empowering persons with disabilities, strengthening their participation, and expanding access to assistive technologies through sustainable, community-driven business models.

## Keywords

Assistive Technology, Entrepreneurship, Business Model, Disability, Adoption

# Factors That Influence the Ideation of a Hardware - Based Tech Startup for Idea Relevance

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## Abstract

Generating ideas is essential for launching a successful hardware-based tech startup, yet it faces various obstacles. The primary aim of the ideation process is to generate a diverse range of unique concepts and identify key ideas within the theoretical framework. Founders often concentrate on the initial set of ideas, sometimes advancing the startup's development despite these concepts being inadequately defined or flawed. By identifying and refining the most promising product ideas, a startup can establish a competitive edge and strengthen its market potential. This study will examine the factors that influence the assessment of idea relevance during the ideation phase.

The limited perspectives of a key or lead founder can significantly influence the team's output, often resulting in a narrow range of ideas that reflect the founder's biases and limitations. This issue is compounded when founders are swayed by external influences from friends, colleagues, or others outside the team, which can further restrict innovative thinking. To foster a more diverse and effective ideation process, we should avoid the influence of key founders and minimise external influences. Concurrently, policymakers should promote a focused ideation phase by integrating IT support systems within startups, enabling them to focus on relevant ideas.

The limited perspectives of a key or lead founder can significantly influence the team's output, often resulting in a narrow range of ideas that reflect the founder's biases and limitations. This issue is compounded when founders are swayed by external influences from friends, colleagues, or others outside the team, which can further restrict innovative thinking. To foster a more diverse and effective ideation process, we should avoid the influence of key founders and minimise external influences. Concurrently, policymakers should promote a focused ideation phase by integrating IT support systems within startups, enabling them to focus on relevant ideas.

## Keywords

Ideation, Hardware-Based Tech Startup, Idea-Relevance, Assessment, Support Systems

# Investigating the Mediating Role of Big Five Personality Traits in the Growth and Success of Social Entrepreneurship

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## Abstract

Social entrepreneurship is pivotal in addressing societal issues through innovation and sustainability. However, the psychological mechanisms linking entrepreneurial intentions and challenges to tangible outcomes remain underexplored. This empirical study examines the role of the Big Five Personality Traits in influencing the growth and success of social entrepreneurs. Data was collected from 473 social entrepreneurs in Bangalore using a structured questionnaire. Employing Structural Equation Modelling (SEM) with the bootstrapping technique, the study confirms that personality traits, particularly conscientiousness, openness, and extraversion, significantly mediate the effects of entrepreneurial intentions and challenges on growth and success. Direct paths from intentions and challenges to growth became non-significant after including the Big Five, establishing full mediation for growth and partial mediation for success. The model demonstrated excellent fit and stability across demographic subgroups. Moderation analysis was non-significant, supporting a purely mediational structure. The findings highlight that integrating personality development into social entrepreneurship training can enhance venture growth, stability, and social impact by strengthening the psychological foundations of entrepreneurial performance.

## Keywords

Social Entrepreneurship, Big Five Personality Traits, Mediation, Growth and Success

# Internal and External Determinants of New Venture Emergence: A Structural Mediation Analysis of Prototype Development

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## Abstract

This study investigates how internal organisational factors, external ecosystem enablers, and prototype development collectively influence the emergence of early-stage technology ventures in India. It specifically examines the mediating role of prototype development in shaping pathways to venture emergence. Using purposive snowball sampling, data were collected from 289 founders and co-founders across major innovation clusters. Venture emergence was operationalised as revenue generation, identifying 15 emerged and 138 not- yet-emerged ventures. Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Structural Equation Modelling (SEM) were employed to validate measures and test the hypothesised mediation model.

Internal organisational factors significantly predict both prototype development and venture emergence, highlighting a capability-driven pathway. External ecosystem enablers influence emergence indirectly, fully mediated through prototype development. The integrated model explains a substantial proportion of variance in emergence outcomes, clarifying how early-stage ventures navigate resource and environmental uncertainties. Strengthening internal capabilities and structured prototype development can accelerate market entry and provide actionable guidance for entrepreneurs, incubators, and policymakers. By integrating capability-based, effectual, and institutional perspectives within a unified framework and empirically demonstrating the central role of prototype development in an emerging economy, the study contributes novel insights to entrepreneurship research and startup policy design.

## Keywords

Startup Emergence, Prototype Development, Internal Factors, External Ecosystem Enablers, Technology Startups

# Deep Tech Adoption and Financial Risk Management in Indian New Age Startups: The Mediating Role of Digital Operational Resilience

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## Abstract

The rapid adoption of Deep Technologies as disruptive innovations is reshaping financial risk management within the Indian startup ecosystem. This study examines the impact of Deep Technology adoption on major financial risk dimensions, namely liquidity, credit, operational, and market risks, in Indian New Age Startups, while also investigating the mediating role of Digital Operational Resilience (DOR).

Using a quantitative research design, primary data were collected from 350 PAN-India New Age Startups operating across diverse sectors. Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were employed to validate the measurement framework, followed by Structural Equation Modelling (SEM) to test the hypothesised relationships and mediation effects. Construct reliability and validity were assessed using Cronbach's alpha, Composite Reliability, Average Variance Extracted (AVE), the Fornell–Larcker criterion, and HTMT ratios. At the same time, model adequacy was examined through standard CFA and SEM fit indices.

The results indicate that the adoption of Deep Technology significantly enhances startups' financial risk management capabilities by enabling real-time monitoring, predictive analytics, and proactive risk mitigation. Additionally, Deep Technologies exert a positive and significant influence on Digital Operational Resilience, thereby reducing overall financial risk exposure. Mediation analysis confirms that DOR partially mediates the relationship between Deep Technology adoption and financial risk management, underscoring its strategic importance.

This study contributes novel empirical evidence at the intersection of Deep Technology, Digital Operational Resilience, and financial risk management within the Indian startup context.

The findings offer insights for startup founders, innovation managers, and policymakers on integrating Deep Technologies and strategically strengthening resilient digital operational capabilities.

## Keywords

Deep Tech Adoption, Digital Operational Resilience, Financial Risk Management, Structural Equation Modelling (SEM), Indian Startups

# Gendered Leadership in Deep-Tech Startups: A Comparative Study of Governance, Financing, and Scaling in Bengaluru

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## Abstract

Deep-technology startups, anchored in substantial scientific innovation, serve as vital engines for economic competitiveness and technological sovereignty. While Bengaluru has emerged as India's premier deep-tech hub. a pronounced gender disparity persists within its leadership echelons. This mixed-methods investigation examines the intricate interplay between gender, governance structures, financing mechanisms, and scaling trajectories within Bengaluru's deep-tech ecosystem, with particular emphasis on entrepreneurial universities' roles. Through comparative analysis of matched cohorts comprising women-led and men-led startups, complemented by qualitative interviews with founders, investors, and incubators, this research reveals a nuanced landscape. Quantitative findings demonstrate near- parity in seed-stage funding, attributed to robust technical validation. However, significant divergences emerge during Series A B rounds, where women-led startups secure approximately 40% less capital on average. Qualitatively, a "double-bind" paradox emerges: women founders receive recognition for technical competence yet encounter skepticism regarding their leadership authority and scaling ambition. Furthermore, governance structures in women-led teams exhibit greater diversity and earlier formalization, yet remain constrained by smaller, less influential networks. Entrepreneurial universities, whilst providing essential infrastructure! support, operate through gender-neutral frameworks that inadequately address these unique barriers. This study concludes that the ostensibly meritocratic deep- tech domain remains permeated by structural gendered dynamics, proposing a strategic framework for universities, policymakers, and investors to cultivate a genuinely gender-inclusive ecosystem, thereby unlocking vital innovation potential for India's knowledge economy.

## Keywords

Deep-Tech Entrepreneurship, Gender Inequality, Venture Capital Financing, Entrepreneurial Universities, Bengaluru Innovation Ecosystem

# Entrepreneurial Leadership

# Cognitive Determinants of Entrepreneurial Success: Evidence from Bootstrapped Startups

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## Abstract

Entrepreneurial success in emerging economies depends largely on founders' cognitive and behavioural traits rather than external funding (Gómez-Jorge et al., 2025; Acharya & Berry, 2023; Daspit et al., 2023). Bootstrapped startups, which rely on internal resources and innovation, are vital to Karnataka's entrepreneurial ecosystem but remain underexplored in research and policy (Kulkarni et al., 2021; Nayak et al., 2025). Despite their prevalence, little empirical evidence identifies which cognitive factors determine their success (Ivanitzki & Johnson, 2022; Snellman & Solal, 2023; Engel et al., 2023; Law et al., 2025). Drawing on the Upper Echelons Theory (Hambrick & Mason, 1984), this study investigates how self- efficacy, risk appetite, need for achievement, entrepreneurial exposure, and innovation propensity influence the performance of bootstrapped startups operating under resource-constrained conditions in Karnataka.

This study extends the Upper Echelons Theory to self-funded ventures, demonstrating that innovation propensity, need for achievement, and risk appetite significantly drive success in bootstrapped startups, while self-efficacy shows limited influence. The findings highlight innovation as both a behavioural and strategic response to resource scarcity. For policymakers and entrepreneurship educators, the results underscore the importance of fostering innovation capability, achievement motivation, and strategic risk-taking through targeted training and ecosystem support. Strengthening these cognitive and behavioural traits can enhance the sustainability and competitiveness of bootstrapped startups in emerging economies such as India.

## Keywords

Self-efficacy, Need for Achievement, Risk Appetite, Innovation Propensity, Entrepreneurial Exposure

# The Narcissism Advantage? How Resilience and Venture Capital Funding Interact to Shape Venture Performance

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## Abstract

Personality traits and entrepreneurial success have garnered significant attention, and the literature supports the notion that personality shapes the propensity for success (Kritikos, 2023). The current state of research primarily focuses on the impact of entrepreneurs' Big Five personality traits (Chapman & Hottenrott, 2024); however, the dark triad has recently come to the forefront (Brownell et al., 2021). This research contributes to the literature on the influence of an entrepreneur's dark personality traits and venture performance. We focus on how a student entrepreneur's narcissistic personality traits influence resilience and perceived venture performance in relation to access to venture capital funding.

A narcissistic personality further contributes to an entrepreneur's resilience when the entrepreneur has venture capital support. However, the average entrepreneur who secured venture capital funding reported lower resilience than those without funding. This may be because external funding cushions setbacks, reducing the need for entrepreneurs to develop resilience. However, when high narcissism is present, this trend reverses. The positive effect of narcissism on resilience is strong enough to overcome the average negative baseline, resulting in a ''highly resilient narcissistic founder with funding." Thus, targeted venture funding that considers entrepreneurs' personalities can enhance resilience and performance, guiding both policy and investor decision-making.

A narcissistic personality contributes a lot more to an entrepreneur's resilience when they have venture capital support. However, the average entrepreneur who secured venture capital funding reported lower resilience than those without funding. This may be because external funding cushions setbacks, reducing the need for entrepreneurs to develop resilience. However, when high narcissism is present, this trend reverses. The positive effect of narcissism on resilience is strong enough to overcome the average negative baseline, resulting in a "highly resilient narcissistic founder with funding." Thus, targeted venture funding that considers entrepreneurs' personalities can enhance resilience and performance, guiding both policy and investor decision-making.

## Keywords

Narcissism, Resilience, Venture Capital Funding, Venture Performance

# Interaction of Effectuation and Causation in Opportunity Recognition for Sustainable Entrepreneurship

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## Abstract

Opportunity recognition constitutes a foundational element of entrepreneurial action (Shane & Venkataraman, 2000). Within sustainable entrepreneurship, this becomes even more important, as entrepreneurs must identify opportunities that advance both environmental and social value (Patzelt & Shepherd, 2011). However, little is known about how entrepreneurs navigate this process within emerging economies, where uncertainty and institutional gaps are particularly pronounced. India's escalating waste management challenges create a setting in which entrepreneurs must draw upon both predictive reasoning and experimental action. This study examines three early-stage ventures: Kadam Haat, BUTTR, and Scrap Uncle.

The findings indicate that sustainable opportunity recognition does not follow a sequential pattern. Instead, entrepreneurs combine means-driven experimentation with predictive assessment in response to environmental and social challenges. This hybrid approach helps to remain attentive to emerging possibilities. It is not always necessary to have prior expertise in entrepreneurship; rather, it can emerge through lived experiences, and a creative recombination of available means (Read et al., 2009; Urban, 2018). Accordingly, the research proposes a model in which effectuation and causation interact with factors such as opportunity recognition for SE. For policymakers and ecosystem actors, the results underscore the need to foster both exploratory and planning-oriented capabilities within training and incubation programmes.

The findings indicate that sustainable opportunity recognition does not follow a sequential pattern. Instead, entrepreneurs combine means-driven experimentation with predictive assessment in response to environmental and social challenges. This hybrid approach helps to remain attentive to emerging possibilities. It is not always necessary to have prior expertise in entrepreneurship; rather, it can emerge through lived experiences and the creative recombination of available means (Read et al., 2009; Urban, 2018). Accordingly, the research proposes a model in which effectuation and causation interact with factors such as opportunity recognition for SE. For policymakers and ecosystem actors, the results underscore the need to foster both exploratory and planning-oriented capabilities within training and incubation programmes.

## Keywords

Effectuation, Causation, Opportunity Recognition, Sustainable Entrepreneurship

# Adaptive Intelligence as a Driver of Intrapreneurship in Indian Incumbents: A Conceptual Framework

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## Abstract

This conceptual paper introduces a novel framework that positions adaptive intelligence as a central catalyst for intrapreneurship within organisations, drawing on evidence from digital technology adoption practices in Indian enterprises. The study aims to develop and justify a set of theoretically grounded propositions that explain how adaptive intelligence, which encompasses creative, analytical, practical, and wisdom-based capabilities, drives the digital innovation adoption and how it interacts with organisational learning orientation, market uncertainty, and dynamic capabilities to enhance innovation performance within rapidly evolving digital environments.

This study offers a timely and pragmatic framework for practitioners and policymakers to harness adaptive intelligence and intrapreneurial talent within established enterprises. By aligning digital initiatives with adaptive strategic goals and embedding supportive routines, organisations can cultivate internal ventures and enhance innovation outcomes. For senior leaders and policymakers, the framework guides the development of leadership, training, and innovation programs that build agile, entrepreneurial workforces capable of navigating digital transformation and evolving markets. Positioned in an era where digitally native firms rival global incumbents, the framework introduces adaptive intelligence, a synergy of artificial intelligence and human judgment as a novel driver of internal entrepreneurship. This multi-level approach addresses critical gaps in intrapreneurship and digital transformation research, offering both theoretical advancement and practical relevance while inviting future empirical investigation.

## Keywords

Adaptive Intelligence, Intrapreneurship, Internal Entrepreneurship, Digital Technology Adoption, Incumbent Firms

# How do Entrepreneurial Team Members Resolve Their Conflicts? Multiple Case Studies of Entrepreneurial Team Members of Early-Stage Ventures

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## Abstract

The purpose of the paper is to explore factors influencing the choice of conflict resolution strategies used by entrepreneurial team members, employing a multiple-case study design in qualitative entrepreneurship research.

Various research papers discussing about conflict resolution among team members were studied. To conduct qualitative research, interactions with entrepreneurial team members, such as founders, co-founders, and Top Management Team (TMT) Members, were held to clarify the issues and factors they experience when dealing with conflicts among team members.

The key insight of this research provides the existence of factors influencing the choice of conflict resolution strategies while dealing with conflict situations among entrepreneurial team members: a person's Behaviour, emotional maturity/ differential emotions, team development stages, power dynamics, intensity of conflict, frequency of conflict, type of conflict, family and non-family status of entrepreneurial team members, risk aversion and risk-taking Behaviour.

Researchers and practitioners could use these findings to consider influencing factors when selecting conflict resolution strategies, to resolve the conflict as quickly as possible.

Future researchers can explore both the theoretical and practical models of conflict resolution among entrepreneurial team members and extend their research in depth to identify the relevance of factors influencing conflict situations.

The paper is original in reconceptualising the conflict resolution process among entrepreneurial team members and the factors influencing the choice of conflict resolution strategies, or in combination, as Thomas-Kilmann's model of conflict resolution cannot be applied directly to entrepreneurial teams, which are formed voluntarily despite facing conflict situations.

## Keywords

Qualitative Research, Entrepreneurial Team Conflict Resolution, Multiple Case Study Method, Conflict Resolution, NVIVO Software for Data Analysis

# Entrepreneurial Networking

# Modified Total Interpretative Structural Modelling (m - TISM) and MICMAC Analysis Approach to understand the Hierarchical Relationship of Factors in the Context of Strategic Alliances in Startups

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## Abstract

Strategic alliances in established organisations are a well-known phenomenon, and several studies have empirically validated this in this context. Strategic alliances in startups: the factors of importance in this context, and the studies conducted are sparse, which is our research gap.

Strategic alliances that involve startups need to be studied further, especially in the context of Emerging markets like India, with the growing number of startups, thereby mandating the exploration of idiosyncratic factors specific to this context.

In recent years, startups have been entering strategic alliances with other firms to achieve sustainability amid the changing external environment. The study will investigate strategic alliances in the startup context. The critical factors under study are examined, the hierarchical relationship is observed using a modified total interpretative structural modelling (m-TISM), and the driving and dependence power are further investigated using MICMAC analysis.

The proposed study might complement practitioners' and policymakers' views on startups entering strategic alliances and on factors favourable to alliance formation, which may differ from those of established organisations.

## Keywords

Strategic Alliances, Startups, Startup Alliances, m-TISM, MICMAC Analysis

# The Role of Structural and Relational Embeddedness in the Entrepreneurial Process: Evidence from Indian Tech Startups

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## Abstract

Tech startups operate in uncertain environments where identifying opportunities and mobilising resources are crucial for early survival and growth. Because they lack legitimacy, market experience, and established structures, their success depends heavily on their embedding in inter-organisational networks. Existing research offers contradictory evidence on whether structural or relational embeddedness is more critical. This study examines how network efficiency, strong ties, weak ties, and entrepreneurial motivation influence opportunity recognition (OR) and resource mobilisation (RM) among Indian tech startups, thereby addressing gaps in emerging economy contexts.

The study concludes that network embeddedness shapes entrepreneurial processes in Indian tech startups. Strong ties are crucial for identifying opportunities, while a mix of strong and weak ties aids resource mobilisation. Low network efficiency (redundancy) is advantageous for RM in uncertain environments. Intrinsically motivated founders benefit most from deep network engagement. Managers should cultivate balanced networks aligned with venture goals, and policymakers should strengthen ecosystem support systems to reduce overreliance on personal ties. The findings underscore the importance of strategic, purpose-driven networking for achieving startup success.

## Keywords

Tech Startups, Entrepreneurial Process, Resource Mobilisation, Opportunity Recognition, Motivation

# Entrepreneurial University & Education

# Understanding the Deep-Tech Continuum: A Framework for University Entrepreneurial Ecosystem Mechanisms

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## Abstract

Deep-tech innovation unfolds along a complex continuum linking fundamental scientific discovery with market-oriented application, requiring institutional mechanisms that effectively bridge research and commercialisation. This paper develops a conceptual framework to understand how University Entrepreneurial Ecosystems (UEEs) orchestrate the deep-tech continuum through interconnected mechanisms, including technology transfer offices, translational research centres, incubators, accelerators, interdisciplinary collaborations, and industry partnerships. Drawing from comparative analyses of leading entrepreneurial universities, the study highlights the role of ecosystem orchestration in enhancing commercialisation readiness, reducing innovation latency, and fostering scalable deep-tech ventures. To empirically examine these relationships, the paper proposes a sequential mixed-methods design integrating Partial Least Squares Structural Equation Modelling (PLS-SEM) and Fuzzy-set Qualitative Comparative Analysis (fsQCA). PLS-SEM captures the linear and mediating effects of UEE mechanisms on commercialisation performance, while fsQCA reveals alternative configurational pathways leading to successful lab-to-market outcomes. In deep-tech ecosystems, there is no single formula for success. Some universities succeed through strong technology transfer and industry partnerships, others through interdisciplinary collaboration and incubation support. fsQCA helps uncover alternative, equally effective configurations, showing how different ecosystem combinations can lead to high commercialisation performance. This integrated methodological approach contributes original insight by recognising that deep-tech success arises from both systematic and combinatorial interactions within university ecosystems. The findings offer actionable implications for policymakers, university leaders, and ecosystem architects seeking to design adaptive governance models that strengthen translational capacity and advance sustainable deep-tech entrepreneurship within national innovation systems.

## Keywords

Deep-tech Commercialisation, University Entrepreneurial Ecosystems (UEEs), Technology Transfer, Translational Research, Innovation Ecosystem Orchestration, Partial Least Squares Structural Equation Modeling (PLS-SEM), Fuzzy-set Qualitative Comparative Analysis (fsQCA), Lab-to-Market Ventures

# The Model of Entrepreneurial University Driving Social Change, Tech-Startups, and Economic Growth: A Case Study of Tata Institute of Social Sciences (TISS), Mumbai

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## Abstract

An entrepreneurial university goes beyond its traditional missions of teaching and research. It aims to stimulate innovation and economic development within its region (Benabdellah & Diani, 2025). It plays an important role as both a knowledge producer and a disseminating institution (Guerrero & Urbano, 2010). The discussion on the role of entrepreneurial universities in promoting entrepreneurship and tech-based startups is confined to business, management and technology-based institutions/universities. Several studies explored the contribution of these universities in this regard. However, the existing literature has ignored the contributions of social science universities in supporting entrepreneurship and promoting tech startups for social change. These universities not only drive social change, but also contribute to economic growth. It is important to study how they do this. Thus, the present study aims to bridge this gap by examining the case of TISS, Mumbai, which has been engaged in promoting entrepreneurship, innovation, and tech startups, driving social change, and contributing to economic growth. Based on this case study, the paper aims to present a model that other universities interested in driving social change by supporting entrepreneurship and promoting tech startups can adopt.

The study emphasises the need to develop partnerships between social science universities, science and technology-based institutions, business schools, and management institutions, if the common goal is to solve social problems through the promotion of entrepreneurship and tech-startups. Both partners must recognise each other's strengths and collaborate to contribute to the country's inclusive growth. In other words, collaboration between the university and external stakeholders is crucial for any entrepreneurial university to contribute to the country's socio-economic development.

## Keywords

Entrepreneurial University, Model, Case Study, Tata Institute of Social Sciences, Social Change, Tech Startup, Economic Growth

# Nurturing Entrepreneurial Skills in Higher Education Institutions: The Faculty Perspectives

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## Abstract

Most Higher Education Institutions and faculties facilitate students becoming job seekers rather than job creators, reflecting little effort and orientation towards entrepreneurial career opportunities, leading to students graduating without an entrepreneurial mindset and the skills to secure low-paid jobs. It is essential to nurture entrepreneurial skills and build an entrepreneurial ecosystem on campus, thereby cultivating future innovative entrepreneurs and accelerating economic growth, which can be realised through strategic initiatives by HEIs with committed faculty. Understanding faculty perspectives of diverse academic disciplines on nurturing entrepreneurial skills among undergraduate students will help to identify their entrepreneurial potential.

India, with a potential demographic strength, offers immense opportunities, but it is difficult for the government to create employment opportunities for all youths. Individuals have to shape their careers with the support of education. Educational institutions need to empower students and orient them toward entrepreneurial career opportunities, but this is not currently embedded in the framework. Academicians have to focus on nurturing an entrepreneurial mindset by coaching these skills among undergraduate students, so that they become ready future entrepreneurs, confidently establish businesses, create employment opportunities, and accelerate the country's economic growth.

## Keywords

Entrepreneurial Skills, Entrepreneurship Education, Faculty Perspectives, Higher Education Institutions

# From Campus to Commerce: Understanding the Decision-Making of Student Entrepreneurs

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## Abstract

Eckhardt et al. (2021) define student entrepreneurs as those "forming a company as a student." Student entrepreneurs are distinct from others in terms of experience (Bergmann et al., 2016). funding opportunities (Morris et al., 2017), risk propensity (Antoncic et al., 2018), and decision making. Much research examines institutional roles and entrepreneurial education (Bergmann et al., 2016; Halm et al., 2020). Recent studies have focused on technology and mentorship (de Obesso et al., 2023; Alisan, 2018). Yet Comprehensive knowledge about the unique experiences and decision-making of student entrepreneurs remains limited.

This study reveals that limited experience, funding constraints, academic commitments, and incubator support shape student entrepreneurs' decision-making. Their choices reflect a balance between control, legitimacy, and short-term sustainability. Managerially, incubators should tailor mentorship, offer flexible funding, and facilitate legitimacy-building through institutional endorsements and alums networks. Policymakers and universities must integrate practical incubation with entrepreneurship education, bridge early-stage funding gaps, and ensure inclusive access to resources. Overall, student entrepreneurship is a distinct form of venture creation that requires tailored support mechanisms to enhance its contributions to innovation, job creation, and sustainable entrepreneurial ecosystems.

## Keywords

Decision-making, Entrepreneurial Ecosystem, Funding Constraints, Student Entrepreneurship, Mentorship

# The Private Sector Should Establish World-Class Entrepreneurial Universities in Africa

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## Abstract

All countries that have transitioned from least developed (LDCs) to upper-income have done so through a combination of strategies, including the establishment of world-class entrepreneurial universities that produce world-class human capital and innovation clusters for industrialisation (Bala Subrahmanya, 2017; Hanushek & Woessmann, 2021). Although most world-class universities are government-owned, some of the world's best universities are private. Examples include the American Ivy League, Malaysia's Taylor's University, and India's IIIT-Bangalore. African governments (except South Africa and Egypt) have failed to establish world-class universities as nuclei for innovation clusters. Therefore, the private sector should fill this gap.

Our secondary quantitative data analysis showed that Africa lacks world-class universities. The exceptions are South Africa and Egypt. Although the private sector accounts for 70% of GDP and 90% of jobs in Africa (AfDB Strategy, 2021-2025), it has not invested in building world-class universities to produce human capital for innovation and industrialisation (Olubayi, 2024). Therefore, the private sector needs to shift policy toward strategic investment in world-class universities, at least one per country (Olubayi, 2025). Such private universities will serve as the nuclei of deep-tech entrepreneurial ecosystems (Krishna et al., 2022).

## Keywords

African Universities, Global University Rankings, Innovation Clusters, Human Capital, Private Sector

# Role of Students' Entrepreneurial Intentions and Characteristics in the Development of Undergraduate Curricula in Ghana: Implications for Entrepreneurial Universities

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## Abstract

This study examines the critical role of students' entrepreneurial intentions and characteristics in shaping undergraduate curricula, offering valuable insights for entrepreneurial universities seeking to foster startups and innovation ecosystems. Using a mixed-methods approach with 612 respondents from five Ghanaian universities, the research reveals significant gaps between theoretical instruction and practical application in entrepreneurship education. It identifies key factors influencing entrepreneurial intentions among university students.

## Keywords

Entrepreneurial Intention, Curriculum Framework, Deep-tech Startups, Entrepreneurial Universities, Innovation Ecosystem, Higher Education

# Catalysing Entrepreneurial Intentions Beyond Classroom Walls Through Extra-Curricular Support: An Empirical Investigation

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## Abstract

Entrepreneurship Education (EED) has been expanded to broaden its focus and encompass more in its objectives and pedagogies. It can no longer be considered a "one size-fits-all" construct; however, EED spaces have evolved into experiential activities, entrepreneurship cells, university incubators, mentoring, and networking. A substantial part of real entrepreneurial learning occurs through extracurricular, non-formal, and additional activities outside the academic curriculum. However, the outcomes of specific components of extracurricular support remain fragmented and warrant more comprehensive inquiry.

The study's outcomes will provide greater clarity for educators who consistently aim to improve the effectiveness of EED. For entrepreneurship educators, it is essential to recognise that EED is a multifaceted phenomenon and to structure entrepreneurship programs around the principles of experimentation and action-based entrepreneurial learning. Decision-makers should complement formal education with non-formal EED and design entrepreneurial study programs that incorporate more non-cognitive teaching methods and constructive learning outcomes.

## Keywords

Entrepreneurial Intentions, Extra-curricular Support, Entrepreneurship Education, Engineering Students, Theory of Planned Behaviour

# The Path to Technopreneurship: The Role of Institutional Support and Experiential Learning on Engineering Students' Entrepreneurial Intention

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## Abstract

Engineering students are vital contributors to technology-driven entrepreneurial ecosystems (Barba-Sanchez & Atienza-Sahuquillo, 2018). They are often more driven by inspiration and psychological factors than by classroom-based teaching (Souitaris et al., 2007). Extant literature highlights that the intention to undertake entrepreneurship in the future or entrepreneurial intention (EI), in technical fields, is influenced by non-curricular drivers such as context (Maresch et al., 2016), psychological factors, like entrepreneurial self-efficacy (ESE) (Roy & Das, 2020), and entrepreneurial extracurricular activities (ECA) (Kaur & Chawla, 2024). Therefore, this study adopts a comprehensive model to investigate how Perceived Institutional/University Support (PIUS), ESE, and engagement in ECA work together as key determinants of entrepreneurial intentions, mediated by the core psychological constructs of the Theory of Planned Behaviour, among students from NIRF-ranked engineering colleges in West Bengal.

The findings can offer practical implications for Higher Education Institutions, regulators and policymakers, encouraging them to strengthen the entrepreneurship education ecosystem. Enhanced ecosystem support, hands-on learning, and real-world exposure—aligned with the National Education Policy, 2020 are expected to improve students' entrepreneurial attitudes, self-efficacy, and, eventually, intentions.

## Keywords

Entrepreneurial Intention, Perceived Institutional Support, Extracurricular Activities, Engineering Students, Serial Mediation

# Fostering Employee to Entrepreneurial Transition: The Impact of Entrepreneurial Innovative Strategies on Tech Startup Formation

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## Abstract

According to the Department for Promotion of Industry and Internal Trade (DPIIT), around 90% of Indian startups fail within five years, with failure timelines accelerating—seven startups closed within a year in 2025, versus one in 2024. This early-stage failure highlights critical challenges in India's startup ecosystem. This empirical study investigates the causes of the high failure rate, especially in the early stage, by interviewing 20 founders and surveying 60 founders across India. Validated through triangulation of theory (entrepreneurial education), primary data (80 real-life founders), and secondary data (podcasts), findings aim to provide practical recommendations for aspiring tech entrepreneurs to improve startup survival and success.

This empirical study makes four key contributions addressing early-stage Indian startup failures. First, it identifies phase-specific drivers using 80-founder primary data rather than aggregate statistics. Second, it models entrepreneurial education pathways to resilience (Effectuation + Lean Startup). Third, fsQCA reveals mentoring-education-planning configurations ensuring survival. Fourth, it provides program blueprints for universities and accelerators. Managerial implications include effectuation-based curricula and intensive mentoring. Encouraging real-time market feedback and agile pivots can improve survival. Policymakers should foster university-industry collaborations, streamline regulations, and fund early validation programs to reduce accelerated first-year closures in 2025 and strengthen the sustainability of India's deep-tech startup ecosystem.

## Keywords

India Startup Failure, Early-Stage Entrepreneurship, Entrepreneurial Education, Innovative Strategies, and Founder Transition

# The Strength Within and Around: Individual Entrepreneurial Orientation and University Support as Antecedents of Entrepreneurial Intention

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## Abstract

Entrepreneurship is increasingly recognised as a critical driver of innovation, employment, and economic dynamism, particularly within emerging economies where institutional voids often constrain entrepreneurial activity (Sim et al., 2023; Urbano, Aparicio, & Audretsch, 2019). Entrepreneurial intention among university students is a crucial precondition to startup creation. Individual Entrepreneurial Orientation (IEO) also has a substantial impact on these intentions (Kumar, Paray, & Dwivedi, 2021; Frunzaru & Cismaru, 2021). Prior research demonstrates that educational interventions can enhance this relationship, indicating that educational support strengthens students' entrepreneurial intentions (Aggarwal & Chauhan, 2022). However, empirical studies examining how perceived university support influences students' entrepreneurial intentions, particularly in emerging economies such as India, remain limited. This study addresses this gap by analysing the role of perceived university support in shaping students' entrepreneurial orientation and intentions within India's higher education ecosystem.

This research seeks to deepen our understanding of how university support mechanisms affect the relationship between entrepreneurial intention and entrepreneurial orientation, offering empirical insights into entrepreneurial universities in emerging economies. The integration of individual-level dispositions with institutional factors highlights the complementary roles of personal orientation and contextual support in promoting entrepreneurial intentions. The findings will have implications for policymakers and university administrators to establish comprehensive support systems: educational, conceptual, and business-related that foster entrepreneurial mindsets, enhance venture readiness, and strengthen India's innovation-driven higher education ecosystem.

## Keywords

Individual Entrepreneurial Orientation, Entrepreneurial Intention, University Support, Entrepreneurial Universities, Emerging Economies

# What Do We Know About Student Entrepreneurship? An Umbrella Review with a Future Research Agenda

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## Abstract

Student entrepreneurship has grown rapidly due to rising innovation needs, entrepreneurial opportunities, and universities' expanding role in shaping entrepreneurial mindsets. Research on student entrepreneurship has matured, as evidenced by numerous systematic reviews that cover diverse aspects, including entrepreneurship education (Passarelli & Bongiorno, 2025), institutional support (Soares & de Melo, 2024), and emerging research directions (Passavanti et al., 2023). Fernandez et al. (2025) assert that these conditions are optimal for conducting umbrella reviews, which are warranted ''when a substantial body of systematic reviews addressing overlapping or related questions is available."

This umbrella review reveals a significant thematic asymmetry in student entrepreneurship research, with a predominance of education and intention-oriented issues, while psychological, behavioural, and environmental perspectives remain underrepresented. Future studies are needed to employ integrative frameworks that connect individual characteristics, educational processes, and institutional environments. Policymakers and universities must prioritise comprehensive ecosystem development by integrating experiential learning, mentorship, and sustainable innovation avenues. Addressing overlooked areas such as identity, well-being, digitalisation, and contextual disparities can enhance evidence-based policymaking and bolster entrepreneurial universities in developing economies.

## Keywords

Individual Entrepreneurial Orientation, Entrepreneurial Intention, University Support, Entrepreneurial Universities

# Innovation Intermediation in Deep-Tech under Institutional Voids

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## Abstract

Innovation Intermediaries (IIs) play a crucial role in facilitating innovation by providing infrastructure, expertise, forecasting, and networking opportunities, among other support functions. While the innovation literature has examined the role of IIs, much of the focus of those studies has centred on general-purpose intermediaries in developed economies, leaving a limited understanding of specialised Deep-Tech IIs, particularly in developing economies with institutional voids. Our ongoing study on the Centre for Cellular and Molecular Platforms (C-CAMP) aims to address this gap by understanding, from a Dynamic Capability (DC) perspective, how deep-tech firms navigate voids and develop the relevant ecosystem.

Our study positions deep-tech ILs as ecosystem orchestrators that mobilise resources, build legitimacy, foster entrepreneurial spirit, and enable commercialisation amid institutional voids. By developing a deep understanding of C-CAMP, we aim to theorise how deep-tech IIs sense, seize, and transform opportunities for themselves and the startups they help. We intend to illuminate their strategic role in shaping dynamics in deep-tech ecosystems in a developing economy. Beyond extending the II and DC literature, we expect our findings to provide actionable insights for policymakers and II leadership on designing and scaling ecosystem support mechanisms amid uncertainty and gaps.

## Keywords

Deep-Tech Innovation Intermediaries, Institutional Voids, Dynamic Capabilities, Deep-Tech Ecosystems, C-CAMP

# Institutional Environment, Entrepreneurial Intention and Firm Performance: Evidence from Technology Business Incubatees

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## Abstract

The institutional environment encompassing three dimensions, namely, regulatory, normative and cognitive, significantly impacts performance outcomes of firms (North,1990; Scott,1995). This broader framework helps the firm navigate opportunities and explore its innovative capacity. Entrepreneurial intention, as a key component of entrepreneurial behaviour, serves as a bridge between external (institutional) factors and firm-level performance (Ajzen, 1991). When entrepreneurship is viewed as a legitimate and valuable pursuit, individuals within a society are more likely to offer support and resources to entrepreneurs. Over the last decade, incubators have emerged in India as a mechanism to stimulate entrepreneurship among youth (Narayan et al., 2020). Some researchers argue that overall research on incubators has taken the institutional context of 'free market economies' for granted, particularly the existence of regulative, normative, and cultural components that support entrepreneurship. Because emerging economies depart from these idealised conditions, the operation of incubators will be more complex and will incorporate policies and practices that ameliorate the institutional context. Moreover, it has been observed that entrepreneurial incubation platforms are essential for promoting regional innovation performance (wang et al,2020). Considering the turbulence in the entrepreneurial process of creating intention, ensuring survival, managing new technology-based ventures, and the increasingly important role of business incubators (BIs), there is a need to understand better the performance of incubates under institutional pressure. India has an incubator density of only 0.8 per million people, far below the 8-10 per million seen in the US, UK, and China (Puran Choudhary, ET Bureau). Therefore, we need to understand the depth of the intention behind entrepreneurial avenues and performance. In psychology, intention is considered the best predictor of planned behaviour, especially when that feature is rare and very difficult to observe, as it involves unpredictability (Ajzen, 1991). Despite increased scholarly attention to institutional impact, the mediating role of EI in the relationship between IE and firm performance remains underexplored. Moreover, the current meaning of the word intention is motivational functioning. A person can intend to do something to the extent that the objects can be cognitively present. It exists at the pre-performance level of intentional existence (Simon et al,2014). Intention served as a cognitive element that gave an exclusive behavioural dynamics (Halisch & Kuhn, 1995).In recent years, despite the rapid growth in the number of entrepreneurial incubation platforms, many are facing a sustainability dilemma due to the loss of incubated start-ups. However, there is a dearth of research exploring how to promote incubated start-ups' continuance intention towards entrepreneurial incubation platforms (Zhang et al., 2019). We will illustrate this in the case of academic incubators in India. Hence, the paper aims to investigate how the intentions and beliefs of potential incubatees impact business performance under the pressure of environmental dimensions. Therefore, there is a greater need to understand the evolving role of institutions in entrepreneurial intention and their impact on firm performance.

## Keywords

Entrepreneurial Intention (EI), Institutional Environment (IE), Firm Performance (FP), Incubatees

# Engineering Management Strategies (EMS) and Generative Artificial Intelligence (Gen AI) as Catalysts for Entrepreneurial University and Enhanced Educational Perspectives– An Exploratory Review

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## Abstract

Entrepreneurial universities are increasingly pivotal in nurturing deeptech startups. However, there is a need for robust frameworks that leverage both engineering management strategies (EMS) and generative artificial intelligence (GenAI) to enhance their impact. Motivation: Bridging the gap between emerging AI-driven methodologies and the structured management approaches needed in academic entrepreneurship. Importance: This research is crucial because it provides a synthesised view of how these dual domains can jointly catalyse innovation and educational advancement. Need for the study: There is a distinct need for a cohesive framework that integrates EMS with GenAI to drive sustainable deeptech startup ecosystems within university environments. Problem statement: The core question is: How can an integrated EMS-GenAI approach optimise entrepreneurial outcomes and educational perspectives in entrepreneurial universities?

This exploratory review indicates that combining engineering management strategies with GenAI-enabled capabilities can strengthen entrepreneurial universities by accelerating the development of the deeptech ecosystem and improving learning outcomes through disciplined execution, governance alignment, and measurable performance management. Managerial implications: University leaders and TTO/incubator managers should institutionalise EMS playbooks, standardise KPIs, and embed GenAI across scouting, due diligence, mentoring, and curriculum delivery. Invest in change management, training, and risk controls to convert adoption into outcomes. Policy implications: Policymakers should fund GenAI-ready innovation infrastructure, incentivise university–industry collaboration, and require governance standards for responsible GenAI. Establish common metrics for commercialisation and skills, support TTO capacity-building, and enable data sharing across ecosystems.

## Keywords

Deep Tech Startup Ecosystem, Engineering Management Strategies, Enhanced Education, Entrepreneurial University, Generative Artificial Intelligence

# Extending the Pathways Between Entrepreneurial Self- Efficacy and Intention Among Students: A Moderated- Mediation Analysis

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## Abstract

Entrepreneurial intention has long been recognised as the most proximal antecedent of entrepreneurial behaviour. However, scholarship increasingly acknowledges that intentions alone are insufficient to explain the root causes of individuals' progress toward entrepreneurial action. Previous literature indicates that entrepreneurial self-efficacy (ESE), which reflects individuals' beliefs in their ability to perform tasks essential to venture creation, plays a role in the development of entrepreneurial intention. ESE shapes cognitive evaluations such as opportunity recognition, risk appraisal, and resource mobilisation, thereby strengthening motivation to pursue entrepreneurial goals (Chen et al., 1998; Zhao et al., 2005). Empirical evidence also suggests that ESE exerts domain-specific influence across stages of the entrepreneurial process, including opportunity identification, planning, and venture initiation (McGee et al., 2009). This underscores the importance of understanding the links between ESE and entrepreneurial intention.

Within this evolving theoretical landscape, entrepreneurship education has emerged as a significant contextual mechanism capable of shaping both self-efficacy and intention. Educational programmes, particularly those incorporating experiential learning and business simulations, have enhanced students' perceived capability to perform entrepreneurial tasks, thereby reinforcing their intention to engage in entrepreneurial careers. However, research has been inconsistent regarding the magnitude and stability of education's impact. Some studies find strong positive effects, while others report marginal or insignificant relationships, suggesting that entrepreneurship education may function not as a universal enhancer but as a conditional factor that strengthens or attenuates the influence of cognitive antecedents such as ESE. This aligns with growing scholarly recognition that education may serve as a moderator, shaping how psychological mechanisms translate into intention.

Despite the expanding literature on self-efficacy, intention, and education, prior studies typically examine these constructs in isolation, with limited attention to their interdependent pathways. Hence, the present study adopts a moderated mediation framework to examine the pathways linking entrepreneurial self-efficacy to entrepreneurial intention and the moderating role of entrepreneurship education in this relationship. By grounding this investigation in social cognitive theory, the study aims to offer a more nuanced understanding of the cognitive and educational mechanisms that shape the development of entrepreneurial intention among students.

## Keywords

Entrepreneurial Intention, Entrepreneurial Education, Entrepreneurial Self-Efficacy

# Entrepreneurs, Entrepreneurial, or Event Managers? A Micro- Macro Conceptual Framework of Entrepreneurship Faculty Roles in India

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## Abstract

Innovation and entrepreneurship have become a prominent policy, ranking, and branding priority in Indian universities. However, the quality of the research and innovations emerging from these universities has received equal criticism. Faculty members, especially those in units/divisions leading the innovation and entrepreneurship agenda, become central actors in all activities that generate buzz around the university's entrepreneurial ecosystem. However, a key question is whether this shift reflects genuinely entrepreneurial faculty practice or largely symbolic event management. This paper focuses on faculty in entrepreneurship units/divisions, asking whether they act as entrepreneurs, are merely entrepreneurial, or function primarily as event managers. The core problem is the lack of a micro-level account of how such faculty actually "do" the entrepreneurial university in the Indian context.

The paper concludes that understanding the entrepreneurial university requires micro-foundations centred on differentiated faculty roles in entrepreneurship, rather than on structures and outputs alone. Conceptually, it offers a micro-macro framework and propositions that future empirical studies can test in Indian and other emerging-economy contexts. For policymakers and university leaders, the typology highlights that simply creating units/ divisions and events is insufficient; incentive systems, autonomy, and support must be aligned to cultivate genuinely entrepreneurial and broker roles rather than defaulting to event management and symbolic compliance.

## Keywords

Entrepreneurial University, Academic Entrepreneurship, Faculty Role Identity, Indian Higher Education

# Rising Trends of Digitalisation: A Case Study on Women Entrepreneurs in Bengaluru

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## Abstract

Women have left no stone unturned when it comes to taking up any profession. Women have spread their wings across various domains. They need to explore their strength of creativity and innovation. They are taking on an entrepreneurial role to reach the pinnacle of success, and to conceptualise this, they must have access to various resources such as materials, equipment, technology, finance, labour, and their skills. Over the decades, the role has changed due to digital intervention. UN Women underscores that the distinctive goals for advancing women's entrepreneurship are achievable by empowering them through education, health, and access to basic facilities to handle paid workloads. Today, business depends on new technologies, and the model plays a most important role in any new venture. Digital technologies increase a product's market value. Information and Communication Technology (ICT) is a key factor in the success of digital entrepreneurship. Sugiharto (2010) examines digital entrepreneurship in detail, helping individuals better understand the field. Therefore, digital transformation improves organisational performance, which is owned and managed by highly qualified entrepreneurs.

There are very few studies on ‘digitalisation’ and its role in transforming women's entrepreneurship. Very little attention has been paid to this particular issue. The majority of married women entrepreneurs start their businesses with personal savings. The investment decisions of women for a start-up are mostly in a service- based industry. As women are restricting their boundaries in investment decisions and depending less on digitalisation, they choose their profile within the selected domain and prefer not to export products to be on the safer side.

## Keywords

Digital Literacy Gaps, Funding Disparities, Infrastructure, Safety Concerns

# Entrepreneurial Universities as Catalysts for Deep-Tech Startups: Fostering Innovation and Survival in the Global Startup Ecosystem, A Case Study of Jain University

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## Abstract

The 21st-century start-up ecosystem is highly unstable. Thousands of new businesses start up, but only a small number of them survive and grow. Deep-tech startups, which rely on advanced research, engineering, and innovation, have a higher survival rate than other types of startups, but they require substantial institutional support. Entrepreneurial universities are very important in helping these kinds of businesses get started because they combine academic rigour, research, and the promotion of entrepreneurship. This paper examines Jain University in India as a case study of an entrepreneurial university that promotes deep-tech entrepreneurship. The research analyses programs such as Jain Launchpad and the Chenraj Roychand Centre for Entrepreneurship (CRCE), which offer incubation, mentorship, funding opportunities, and innovation platforms. The research employs a descriptive and analytical methodology, underpinned by secondary data, to elucidate how Jain University integrates teaching, research, and startup incubation to cultivate sustainable ventures. The findings indicate that the university's entrepreneurial ecosystem substantially improves startup viability, innovation, commercialisation, and socioeconomic impact. The paper concludes that entrepreneurial universities are essential catalysts for scaling deep-tech ventures and fostering resilient startup ecosystems in emerging economies.

## Keywords

Entrepreneurial Universities, Deep-Tech Startups, Startup Ecosystem, Innovation, Jain University

# Entrepreneurial University: The University of the Future and the Future of the University

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## Abstract

Entrepreneurial higher education institutions (HEIs) have gained significant traction in both theory and practice. The concept has evolved from academic entrepreneurship, which gained prominence in the 1990s, into a more comprehensive notion at the institutional level and has been an influential factor in governmental decisions and the region's economic development.

In this context, we assume that all parts of the university can be entrepreneurial, with the entrepreneurial university serving as a fundamental source of creative entrepreneurial thinking, actions, and institutions across different university missions. Findings suggest that research on entrepreneurial HEIs has been pioneered in the USA, followed by the UK and other European countries.

Higher education institutions (HEIs) are critical to a society's functioning as they nurture the youth and the future of a nation (Brennan et al., 2004). According to Guerrero and Urbano (2012), HEIs should ensure that students' interests align with the nation's vision. In the last ten years, the role of HEIs has evolved due to national and global factors, resulting in a greater emphasis on developing entrepreneurial HEIs (Pugh et al., 2018). The key focus here is to produce not only qualified job seekers but also competent job creators.

Moreover, the research is fragmented and focused only on entrepreneurial universities. Future research needs to consider colleges and smaller institutions alongside larger universities. Also, we need to take further steps to encourage and enable cross-border international collaboration so that we can draw on learning from different national and regional contexts.

## Keywords

Comprehensive Notion, Region's Economic Development, Entrepreneurial University, Missions, National and Global Factors, Job Seekers, Job Creators, Fragmented, Cross-Border, International Collaboration

# Startup Dreams: What Drives Gen Z and Millennials toward Entrepreneurship?

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## Abstract:

The study investigates the level of financial literacy (FL), financial well-being (FWB), and entrepreneurial education (EE) on entrepreneurial intention (EI) among Generation Z students pursuing professional education and young working Millennials in Karnataka, India. Research employs a descriptive analytical approach to compare generational profiles and their influence on EI. The findings reveal that Gen Z exhibits higher levels of perceived financial well-being and moderate financial literacy, primarily attributed to familial support and digital engagement, yet displays lower entrepreneurial education and intention due to structural educational gaps. Conversely, Millennials demonstrate stronger entrepreneurial intent and education, shaped by professional exposure and access to entrepreneurial ecosystems, though constrained by lower financial well-being linked to economic responsibilities. These results underscore the complex interplay between knowledge, experience, and financial context in shaping entrepreneurial aspirations. The study contributes to entrepreneurship literature by highlighting generational nuances and offers implications for policy, education, and targeted support systems to foster entrepreneurial action among youth and early-career professionals.

## Keywords

Entrepreneurial Intention, Financial Literacy, Entrepreneurial Education, Financial Well-being, Gen Z and Millennials

# Factors Influencing Sustainable Entrepreneurial Intention among Students: The Mediating Role of Entrepreneurial Education

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## Abstract

Sustainable entrepreneurship has gained prominence as a pathway to achieving economic, social, and environmental progress; however, the extent to which students develop sustainable entrepreneurial intention (SEI) remains insufficiently understood. While existing studies emphasise psychological and contextual factors, research remains limited on how entrepreneurial education mediates these relationships, particularly in emerging economies. This study investigates the determinants of SEI among students by examining the influence of sustainability awareness, perceived usefulness, attitude, and institutional support, with entrepreneurial education positioned as a mediating variable. Using a quantitative research design, data were collected through a structured survey and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). Reliability, convergent validity, and discriminant validity were confirmed before testing the structural relationships. The results reveal that attitude is the strongest predictor of SEI, followed by entrepreneurial education. Awareness, usefulness, and institutional support did not directly affect intention but significantly influenced engagement in entrepreneurial education. Mediation analysis showed that entrepreneurial education significantly mediated the effect of institutional support on SEI. The findings highlight the crucial role of education in transforming sustainability awareness and institutional resources into meaningful entrepreneurial motivation. The study offers implications for universities, educators, and policymakers aiming to strengthen sustainability-focused entrepreneurship through curriculum design, experiential learning, and institutional support systems.

## Keywords

Sustainable Entrepreneurial Intention, Entrepreneurial Education, Sustainability Awareness, Institutional Support and Attitude

# From Compliance to Competency: A Framework for Mapping NEP 2020 and OBE to Deep-Tech Entrepreneurial Outcomes in Management PG Programs

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## Abstract

As the global educational landscape shifts toward "Entrepreneurial Universities," integrating Deep-Tech innovation into Management PG curricula remains a systemic challenge. While Outcome-Based Education (OBE) provides a structured assessment mechanism, its traditional application often prioritises corporate employability over venture readiness. This paper proposes a strategic framework to bridge this gap by leveraging the multidisciplinary mandates of NEP 2020 to redefine Course Outcomes (COs) and Program Outcomes (POs) for the deep-tech ecosystem.

Drawing upon the authors' experience in Learner Analytics and institutional leadership, the study identifies a "Competency Gap" between current UGC/AICTE regulatory compliance and the agile requirements of deep- tech startups—specifically in IP management, R&D logistics, and venture scaling. The research suggests a shift from static accreditation mapping to a dynamic, analytics-driven model that utilises the Academic Bank of Credits (ABC) to foster multidisciplinary entrepreneurial pathways. By aligning institutional governance with the "Service Quality" of university incubators, this framework provides a blueprint for premier institutions to transition from traditional teaching centres to engines of deep-tech innovation, ensuring that Management PG graduates are not merely job seekers but architects of the future technology economy.

## Keywords

NEP 2020, Outcome-Based Education, Deep-Tech Entrepreneurship, Learner Analytics, Entrepreneurial University

# Family Entrepreneurship

# Does Entrepreneurial Orientation Mediate the Relationship Between Dimensions of Knowledge Sharing and Competitive Performance of Indian Family Businesses?

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## Abstract

Even though family businesses in India are vital contributors to the country's progress, they have faced intense competition from global giants since the liberalisation of the Indian economy in 1991 (Chahal & Sharma, 2020). The Indian family firms, which were proactive and adaptable, thrived in the new business climate in India (Akram et al., 2021). According to previous studies, integrating business operations with a company's knowledge resources is crucial to competitiveness in a complex business environment (Nobari et al., 2022). Since knowledge is a resource that enables a company to develop and sustain a competitive advantage, sharing and maintaining knowledge is crucial for organisations, with no exception for family-owned businesses (Cyril Eze et al., 2013). Previous research has asserted that family firms with a greater degree of entrepreneurial orientation (Mostafiz et al., 2021) are progressive and can act strategically to utilise the available resources. As knowledge sharing alone is insufficient for sustained competitive performance (Mostafiz et al., 2021; Hernandez-Linares & López-Fernández, 2018), we propose that entrepreneurial orientation and a knowledge-sharing system can jointly define the characteristics of family firms aspiring to achieve excellent firm performance.

Findings of this study added to the existing body of literature by investigating and validating a conceptual framework that combines two major types of knowledge sharing within an organisation in a single study to predict their effects on the competitive performance of family business units in the context of an emerging nation like India. The findings of this research indicated that explicit knowledge sharing is more important than implicit information sharing in improving the competitive performance of family business units operating in India's MSME sector. This research also discovered novel relationships, such as the mediating influence of entrepreneurial orientation on the relationship between knowledge sharing and the competitive performance of family business units operating in India's MSME sector.

## Keywords

Competitive Performance, Entrepreneurial Orientation, Explicit Knowledge Sharing, Implicit Knowledge Sharing

# How Caste Shapes the IEO-Succession Intention Link: A Study of Indian University Students

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## Abstract

Individual Entrepreneurial Orientation (IEO) influences students' entrepreneurial choices; however, its impact on succession intention may vary across different social classes. Understanding succession intentions among university students with family business backgrounds is essential for identifying the future sustainability of Indian family businesses. Given India's caste-based structural inequalities, successors may come across varying degrees of opportunity and adversity. This study examines how IEO influences succession intention among Indian university students and how caste moderates this relationship.

This study will advance understanding of how entrepreneurial traits intersect with India's caste-based structures to shape succession intentions among university students. The results will help family businesses identify and support student successors more effectively by clarifying how the socio-structural context affects their succession planning. Universities could establish entrepreneurship programs that address the systemic disadvantages faced by particular caste groups. Policymakers may utilise these insights to develop inclusive entrepreneurial policies and specific support systems that mitigate caste-related obstacles. Overall, the study aims to promote equitable and effective succession planning for the next generation of family business leaders in India.

## Keywords

Individual Entrepreneurial Orientation, Succession Intention, Caste, University Students, Family Business

# Leadership Succession and Sustenance in India's Family Conglomerates

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## Abstract

Family businesses account for approximately two-thirds of businesses globally and contribute around 70% of global GDP. In India, 70% of the businesses fall into this category, and they are recognised as the backbone of the economy. Despite being a significant part of the business landscape, these businesses face a lower sustainability rating, a persistent issue. The need to address the low profitability of these businesses was the primary motivation for this research. The literature on family businesses discusses challenges such as prioritising family interests and control over business goals, a lack of openness to new opportunities, and a lack of professionalisation, which can undermine sustainability. However, there is little discussion from a succession perspective, which is critical for business continuity. This study investigates succession in four prominent Indian family businesses, Tata, Bajaj, Godrej, and Reliance, to understand how governance mechanisms, family dynamics, and leadership decisions influence business sustenance. Drawing on the theoretical frameworks of Longenecker and Schoen (1978) and Le Breton-Miller et al. (2004), the research identifies diverse approaches to succession. For instance, Tata employs a trust-based, professionalisation-focused model; Bajaj emphasises diversification to support new leaders; Godrej utilises structured agreements to maintain harmony; and Reliance adopts a proactive, skill- and interest-based framework for successors. Furthermore, the study highlights the increasing inclusion of female leaders, signalling a shift from patriarchal norms. Overall, the research reveals that successful succession in Indian family businesses involves balanced integration of governance, merit-based leadership, professionalisation, family values, and gender inclusivity.

## Keywords

Family Business, Succession and Leadership, Generational Transition, Sustenance

# Financing Startups
# &
# MSMEs

# Decoding Seed Funding: Predictors of Early-Stage Investments in Deep-Tech Startups in India

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## Abstract

Seed funding plays a crucial role in the survival and growth of deep-tech startups in their early stages, especially when the liabilities of newness and smallness are severe. Identifying the factors that shape seed investment decisions is therefore essential for entrepreneurs and policymakers aiming to strengthen the tech innovation ecosystem. This study examines the impact of various factors, including founding team size, location, presence of a female (co)founder, and (co)founder(s) departure, on the likelihood of securing follow- on seed funding. By examining deep-tech startups, this study highlights the critical role of funding in facilitating growth and helping them survive the valley of death.

The findings suggest that founding team composition, geographic location, the presence of a female (co)founder, and the departure of (co)founder(s) meaningfully shape seed-stage investment outcomes. For entrepreneurs, building a cohesive founding team and maintaining organisational stability are essential for signalling reliability to investors. Government actors can strengthen regional startup hubs by improving infrastructure and support services, thereby reducing location-based disparities. Policymakers should prioritise measures that address gender-based funding gaps, including targeted grant schemes and mentorship networks for women founders. Collectively, these actions can enhance the depth and inclusiveness of India's early-stage investment landscape.

## Keywords

Deep-Tech Startups, Funding Decisions, Innovation

# Demystifying the Credit Gap: An Empirical Study of SME Financing using IMF FAS Surveys and Bank Annual Reports

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## Abstract

Access to affordable, timely finance remains a key constraint for the growth and survival of startups and micro, small, and medium enterprises (MSMEs). According to NABARD (2025), 93% of MSMEs' financing needs are met through informal channels, with the remaining 7% coming from formal sources such as NBFCs and banks. This study examines the relationship between changes in the banking landscape and the extent to which banking competition, as measured by the Lerner Index (Market Power), helps bridge the credit gap for the SME segment in India.

This study demonstrates that increased bank market power, indicated by elevated Lerner Index values, improves financial stability and risk-bearing capacity, thereby facilitating the expansion of credit to SMEs. These findings indicate that a moderately concentrated banking framework can facilitate productive lending when accompanied by effective regulation. Improving credit assessment can be achieved by enhancing data-sharing platforms through the Unified Lending Interface, closing the information gap, and collaborating with fintech companies. A balanced mix of policies can maintain stability while also facilitating easier access to credit for small and medium-sized businesses.

## Keywords

SMEs, Credit, Bank Lending

# Uncovering Archetypes in India's Sustainability Startup Funding Landscape

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## Abstract

The Indian sustainability-focused technology startup ecosystem has undergone rapid evolution over the past decade, reflecting both the growing urgency of environmental and social imperatives and the emergence of impact-driven capital. This study adopts a data-driven approach to profile 735 Indian sustainability-oriented tech startups funded between 2012 and 2022, utilising Principal Component Analysis (PCA) and k-means clustering to uncover distinct growth and funding archetypes. Findings show a pronounced clustering effect based on company age and funding stage, with significant heterogeneity in financial inflows and development pathways. The results highlight critical funding gaps, especially for early and growth-stage ventures, despite policy and regulatory efforts to mainstream sustainable entrepreneurship in India. These findings offer actionable insights for investors and for policymakers who aim to close the financing gap and catalyse innovation. This research contributes to the understanding of India’s evolving sustainable startup landscape amid global sustainability goals and net-zero commitments.

## Keywords

Sustainability, Entrepreneurship, PCA, Machine Learning, Funding

# Financial Dynamics and Growth Trajectories of IT Startups in Smart City Bhubaneswar: A Stepwise Regression Analysis

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## Abstract

Rapid digitalisation and Bhubaneswar's smart city infrastructure provide fertile ground for IT startups, yet financial constraints often impede their growth. This paper examines the startup lifecycle by establishing stages based on age and revenue and assessing specific financial requirements at each phase. Using stepwise regression, the study identifies key determinants of funding needs and analyses the impact of financial infusion on organisational performance. Ultimately, the research analyses how financial infusion impacts startup performance and provides empirical insights and actionable strategies for managers and policymakers to optimise the local ecosystem and drive sustainable growth for Bhubaneswar's IT sector.

This study establishes an empirical framework for the financial dynamics of Bhubaneswar's IT startups, identifying age, revenue, experience, access, and prior funding as key predictors of financial needs. To drive sustainable growth, managers must align strategies with lifecycle stages, leverage incubator networks, and enhance leadership capabilities through networking. Concurrently, policymakers should introduce stage-specific instruments—such as seed funds and growth equity—while simplifying compliance requirements and strengthening incubator mentorship. These targeted interventions ensure that capital infusion effectively accelerates startups by addressing critical bottlenecks and building a robust, scalable entrepreneurial ecosystem within the smart city.

## Keywords

Startups, Lifecycle Stages, Financial Requirements, Stepwise Regression, Performance Metrics

# Innovation
# &
# Startup Competitiveness

# Enhancing Innovation and Startup Competitiveness through Human Resource Management and Alignment with the UN SDGs

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## Abstract

This study investigates how innovative practices, robust human resource management, and alignment with UN Sustainable Development Goals (SDGs) jointly drive startup competitiveness. The research aims to fill a gap in current literature where these components are often studied separately, despite their interconnected relevance to long-term value creation and socio-economic impact in technology-led entrepreneurial ecosystems.

## Keywords

Innovation, Startup Competitiveness, Human Resources, Management, UN SDGs, Sustainable Growth, Entrepreneurial, Ecosystem, Strategic Integration

# Strategic Digitalisation for Competitive Advantage and Sustainable Growth in High-Tech Startups

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## Abstract

High-tech startups require diverse digital capabilities to achieve successful digital transformation. This helps companies enhance their capabilities and knowledge, effectively manage digital technologies, and gain a competitive edge in the marketplace. The rise of high-tech start-ups, driven by advances in digital technology, is a significant trend in entrepreneurship. The literature shows that although some high-tech start-ups achieve remarkable success, most experience moderate growth rates and have minimal impact on job creation. Therefore, this study aims to identify critical factors (CFs) and to provide a theoretical model to enhance the competitiveness and sustainable growth of high-tech startups.

This study explores seven CFs that significantly influence the performance and competitiveness of high-tech startups in the context of digitalisation. Using the M-TISM technique, the argumentation is added to each relationship in the developed model. Furthermore, this study presents a hierarchical structural model based on an analysis of the relationships between factors using the M-TISM technique. This research offers a theoretical framework to assist investors in making informed decisions. The findings will guide entrepreneurs in enhancing their digital innovation and competitiveness strategies and help policymakers develop effective regulatory frameworks to support startups that require technological assistance.

## Keywords

Digital Transformation, High-Tech Startups, Performance, Strategic Flexibility, Sustainability

# Lean Startup and Design Thinking: Catalysing MSMEs Through Frugal Innovation

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## Abstract

The MSME sector in India is the backbone of the economy, contributing significantly to the country's GDP. However, it faces several challenges, such as resource constraints, limited access to R&D facilities, low productivity, and a lack of innovation (The Week, 2024), which are leading to the shutdown of many enterprises. To address these issues, frameworks such as Design Thinking and Lean Startup have emerged, offering frameworks to overcome challenges and enable enterprises to scale up. However, only a few studies combine these concepts in MSMEs, particularly those focusing on Frugal Innovation. This study aims to explore how Design Thinking and the Lean Startup can be applied in the Indian MSME sector, with a focus on Frugal Innovation.

The study contributes to the current understanding of the relatively underexplored combination of design thinking and lean startup approach in the MSME context. While the study does not claim generalisability of the findings from a multi-case study, it offers suggestions for the potential applicability of the findings, and the proposed framework can be empirically tested on a larger sample of entrepreneurs to validate its applications and confirm its implications for developing a sustainable business model. The study also makes a practical contribution through the conceptual model, which offers entrepreneurs a step-by-step guide to implementing innovation effectively under resource constraints.

## Keywords

MSME, Design Thinking, Lean Startup, Frugal Innovation

# Breaking Generics Boundaries: How Can Dr. Reddy's Lead India's Pharma Exports in Complex Generics and Biosimilars?

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## Abstract

India's pharma industry underpins global access to affordable medicines through its scale in Active Pharmaceutical Ingredients (APIs), process excellence, and regulatory know-how. Dr Reddy's Laboratories (DRL) is a flagship exporter (>55% international; ~43% U.S.) with strengths in APIs, complex generics, and cost competitiveness. However, biosimilar commercialisation is slow, and U.S. dependence heightens pricing and compliance risk. This study aims to explore how DRL can shift from cost-led generics to innovation-led growth— accelerating biosimilars, reducing U.S. reliance, speeding approvals, and deepening partnerships—while preserving export resilience.

The study concludes that DRL's international competitiveness rests on transitioning from cost-driven generics to innovation-driven biosimilars and speciality products. Managerial implications include increasing R&D investments in oncology and immunology biosimilars, building regulatory intelligence teams to shorten approval timelines, and leveraging digital quality systems for compliance. Policy implications highlight the need for supportive frameworks such as Production Linked Incentives (PLI) for biosimilars, easing clinical trial processes, and fostering global alliances for Indian pharma firms. Socially, DRL's success in scaling biosimilars can democratize access to biologics, strengthen India's role as the Pharmacy of the World,' and contribute to the $1 trillion export economy vision.

## Keywords

International Competitiveness, Innovation-Led Growth, Pharmaceutical Exports, Critical Success Factors

# International Competitiveness of Indian AI Analytics EMNEs: A Case Study of Fractal Analytics

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## Abstract

The emergence of Indian analytics firms, such as Fractal Analytics, Latent View Analytics, and Haptik, has reshaped the competitive landscape in India's AI-driven economy. As Fractal Analytics is about to go public, this research is needed to justify the firm's working behaviour. This study examines how Indian EMNEs are leveraging AI-based innovations to capture higher value in global value chains. The motivation is to understand the transformation of the analytical service model into product-driven ecosystems that support India's competitiveness in the global AI landscape. This study leads with the innovation and startup of fractal at various levels to become competitive in international markets.

Fractals' journey from an analytics firm to an AI product ecosystem shows India's capability to provide export-ready digital champions. To sustain competitiveness, the firm should reinforce its enterprise AI solutions, diversify into underpenetrated markets (Australia, Southeast Asia), and deepen patent-driven healthcare AI innovations. The study underscores the need for a strategic balance between market expansion and the firm's profitability. At the policy level, fostering AI clusters, IP support and funding mechanisms can further strengthen India's tech competitiveness in the global digital economy.

## Keywords

Competitiveness, AI Analytics Firms, Fractal Analytics, AI EMNEs, AI Ecosystem

# Analysing the Determinants of AI Start-ups Competitiveness: Modified Total Interpretive Structural Model (M-TISM) Approach

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## Abstract

Over the past two decades, the literature on entrepreneurship has emphasised tech start-ups (Joshi & Satyanarayana, 2014). Within the tech sector, Artificial Intelligence (AI) start-ups have emerged as a unique and rapidly growing subset. The huge significance of AI is reflected in global investment. A tech startup and its supporting ecosystem have significantly impacted the global economy through economic development. Despite the positive impact of Tech startups on the economy, the literature indicates that about 90% of Tech startups fail (Kalyanasundaram et al., 2021), and 95% of AI pilot projects fail to achieve meaningful results (Kalyanasundaram et al., 2021). An important aspect to examine, given the high failure rate, is the competitiveness of AI start-ups.

The existing research on the competitiveness of AI start-ups is enriched by the theoretical implications this study provides. The research addresses the "what," "how," and "why" of developing theories (Sushil, 2012).“What” is answered by identifying the factors influencing the competitiveness of AI start-ups, “How” is answered by establishing the interrelationship between identified factors, and “Why” is answered by interpreting the links between the various factors. The results will be highly useful to practitioners in formulating competitive strategies. Hierarchical modelling of factors and understanding the elements that contribute to the competitiveness of AI start-ups can help managers and policymakers establish and develop a plan of action to boost the efficiency of these factors in enhancing competitiveness.

## Keywords

Competitiveness, AI Start-ups, m-TISM

# Innovation as a Differentiator: Tech and Non-Tech Startups in India - Key Sources, Determinants, and Outcomes

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## Abstract

Invention forms the basis of innovation, transforming novel ideas into products, services, or processes with economic and social relevance(Schumpeter, 1950; Swedberg, 2015) (Schumpeter, 1934). Innovation, increasingly seen as non-linear, is shaped by research, market needs, and business models (Schoen et al., 2005). While invention relies on R&D, innovation engages broader organisational functions to achieve commercial viability. Start-ups, closely tied to innovation and "creative destruction ' (Langlois, 2003) (Swedberg, 2015), Entrepreneurs act as agents of change, driving societal progress (Foster & Kaplan, 2001). Innovation provides start-ups with a competitive advantage, market entry, sustainability, and economic impact through job creation and growth (BarNir, 2012; Soni & Subrahmanya, 2020).

Innovation drives tech start-ups, enabling emergence and growth but exposing them to risks of capital intensity, talent scarcity, and rapid obsolescence. Non-tech start-ups, less reliant on innovation, sustain themselves through efficiency, branding, and incremental improvements, though their growth is slower and funding is more limited. Managers must align strategies—R&D and talent pipelines for tech ventures, and operational excellence for non-tech ventures. Policymakers should foster innovation ecosystems while ensuring equitable funding and regulatory support. In the digital age, technology will inevitably shape every start-up's lifecycle, and entrepreneurs must be equipped to deal with this reality.

## Keywords:

Innovation, Invention, Start-up, Tech Start-up, Entrepreneurs

# Examining the Impact of the Business Resilience Model on the Firm Performance of Deep-Tech Startups

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## Abstract

This study identifies resilience factors specific to Deep tech startups and examines their impact on firm performance within the Resource-Based View (RBV) framework.

A primary data survey design was adopted, using structured questionnaires, and 118 responses were collected, mainly from the founders of Deep-Tech startups. Structural Equation Modelling (SEM) was used to determine how these resilience factors impact the financial performance of Deep-Tech startups, focusing on Clean-Tech, Bio-Tech, Life Sciences, and Space-Tech. Structural Equation Modelling (SEM) was used to examine how these resilience factors affect the performance of Deep-Tech startups.

The Structural Equation Modelling (SEM) Results reveal that early commercialisation and collaboration are the strongest positive drivers of performance. At the same time, agile leadership and capabilities have a negative impact, indicating short-term operational effects.

The empirical data on the intangible levers driving performance in knowledge-intensive industries, as well as sector-specific evidence for entrepreneurs and incubators, are presented through a business resilience lens applied to Deep-Tech startups.

## Keywords

Deep-Tech Startups, Business Resilience, Firm Performance, Structural Equation Modelling, Innovation

# A Sustainable Digital Entrepreneurship Startup Model

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## Abstract

Digital transformation and sustainability have become central to the evolution of entrepreneurial ecosystems, especially within universities that increasingly foster deep-tech and student-driven innovation. This paper proposes a Sustainable Digital Entrepreneurship Startup Model that integrates digital capabilities, sustainability principles, and contemporary business model innovations to support student entrepreneurs in emerging economies. Drawing from established concepts in digital entrepreneurship, circular economy, platform ecosystems, and the triple bottom line, the model provides a multi-layered framework encompassing value creation, digital business model selection, resource-efficient operations, and socio-environmental responsibility. The study analyses service-oriented, product-oriented, and platform-oriented digital models, highlighting their scalability, governance, technological dependencies 1 and sustainability challenges. Building on these insights, the proposed model provides a practical framework that aligns entrepreneurial orientation, digital transformation, and sustainable innovation practices to improve startup viability and resilience. The model further contributes to the UN Sustainable Development Goals by promoting inclusive growth, responsible consumption, and climate-conscious digital enterprise development. Designed specifically for students and early-stage entrepreneurs 1 the framework supports entrepreneurial universities in nurturing deep-tech startups capable of generating long-term economic, environmental, and social value. This research provides a foundational reference for institutions, policymakers, and innovation ecosystems seeking to strengthen sustainable digital entrepreneurship.

## Keywords

Digital Entrepreneurship, Startup Model, Sustainability, Student Entrepreneurs

# Social Entrepreneurship

# Managing ESG Uncertainty in FMCG: An Entropy–Fuzzy Logic Approach to Sustainable Entrepreneurship

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## Abstract

This research aims to quantify the impact of ESG (Environmental, Social, and Governance) scores on HUL (Hindustan Unilever Limited), one of the largest FMCG (Fast Moving Consumer Goods) companies in India. The main motivation behind this work is HUL's critical role in the daily lives of many people in India and its leadership in ESG adoption. Through this study, we seek to clearly understand the interdependencies, driving forces, and inherent uncertainties in HUL's ESG performance over time, and to provide insights to improve its strategies across the social, environmental, and governance components. Existing studies have primarily examined the qualitative effects of ESG on consumer trust, companies' reputations, and investment flows. Recent research on FMCG firms has shed light on sectoral ESG challenges, although it largely relies on survey-based approaches. Numerical models remain scarce, especially for handling uncertainty. The application of mathematical frameworks has received limited recognition in management literature. This work attempts to fill this gap by integrating these techniques to build a predictive, uncertainty-aware ESG evaluation model. The proposed framework successfully captured temporal variations in HUL's ESG trajectory, including discontinuous changes in response to regulatory or market signals. Entropy analysis highlighted key periods of high uncertainty, reflecting shifts in environmental reporting and governance reforms. Findings show that combining fuzzy logic with entropy measures provides a robust way to quantify uncertainty in ESG metrics. The framework demonstrates scalability, enabling applications to other FMCG firms and sectors with comparable ESG data disclosures. In this work, we have used a novel technique for ESG analytics in management research. It offers a data-driven tool to refine sustainability strategies. By integrating a mathematical model into managerial decision-making, the study provides a roadmap to support a fair and sustainable growth environment.

## Keywords

ESG, FMCG, Fuzzy Logic, Entropy Analysis, Entrepreneurial Economics

# Social Entrepreneurship in Assam: A Study of Selected Non-Governmental Organizations Driving Positive Change

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## Abstract

Social entrepreneurship, as a global phenomenon, was popularised by Bill Drayton in the early 1980s (Drayton, 2002), who viewed social entrepreneurs as innovative change-makers with a social mission that redefines or creates society's big system. The present study focuses on the relevance of social entrepreneurship in addressing social problems like livelihood generation and environmental challenges. In Assam, organisations such as Rashtriya Gramin Vikas Nidhi (RGVN) and Gramya Vikash Mancha (GVM) have been tirelessly working to bring about sustainable social improvement. However, in implementing these changes, they have faced challenges in convincing society to adopt them for its own betterment.

The study explores how RGVN and GVM foster social entrepreneurship in Assam. However, both organisations face multiple challenges in carrying out their activities, such as delays in the release of funds and difficulties in motivating people to adopt new avenues. In Assam, there are very few organisations, such as RGVN and GVM, that have been so actively involved in creating positive change in social entrepreneurship. In today's era of rapid economic and social progress, simply disbursing transfer benefits through various welfare schemes may dampen the economy's long-term growth and development. Our economy needs more organisations like this that can pave the way for long-term economic and social development, taking environmental concerns into account, thereby making the economy more self-sustaining.

## Keywords

Social entrepreneurship, Non-Governmental Organisation, RGVN, GVM

# Examining Digital Technology Adoption in Social Entrepreneurship: A DEMATEL-Based Analysis

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## Abstract

Social enterprises have the opportunity to leverage digital technology to scale their impact, streamline their operations, and better engage their stakeholders. However, these technologies are being adopted much more slowly in the social sector than in the commercial sector (Vail6 Vail6 & Audivet Mendoza, 2023). Social entrepreneurs face a unique set of challenges, including a dual mission, resource availability, and stakeholder ecosystems, which can hinder the adoption of technology (Neumeyer et al., 2020). The primary objective of this research is to investigate the barriers to the adoption of digital technologies in social entrepreneurship and to analyse their interrelationships.

These barriers are multifaceted, which is the contribution of the research to the work of social entrepreneurs in the fields of digital technology in the social economy. Public policymakers can design interventions to address primary order issues, digital exclusion, and financial constraints. Supportive organisations are encouraged to address barriers by developing digital training and training for secondary leaders. Providers of social enterprises are encouraged to offer low-cost technology. Social entrepreneurs can receive strategic guidance on developing their social venture. The focus of the future study is the analysis of digital social technology for social entrepreneurs.

## Keywords

Digital Technology Adoption, Social Entrepreneurship, DEMATEL Method, Adoption Barriers, Multi-Criteria Decision Making

# Business Model in Social Enterprises: Decoding the Non-Linear Impact Pathways.

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## Abstract

There has been a growing scholarly and practitioner interest in organisations dedicated to advancing a social mission or generating social value. Within this landscape, social enterprises are organisations that integrate both social and financial logics (Seelos, 2014). Such dual-orientation models can offer substantial advantages over traditional non-profits by reducing dependence on donors. However, due to the diverse and multifaceted nature of their operations, social enterprises encounter significant obstacles in executing their initiatives. Scholarship indicates that a coherent business model helps these organisations organise their resources, stakeholder relationships, and value delivery systems in ways that prevent mission drift and operational fragmentation (Defourny & Nyssens, 2017). Moreover, prior research on organisational strategy emphasises that business models play a central role in enabling firms to refine their operational routines, improve resource deployment, and support strategic decision-making processes by offering a structured lens through which opportunities, constraints, and trade-offs can be evaluated. Additionally, scholars of hybrid organisations note that the volatility of stakeholder expectations and funding sources demands disciplined strategic reasoning to ensure long-term viability. However, despite growing recognition of the importance of business models in social enterprises, the literature remains fragmented and underdeveloped in explaining how social enterprises design business models to manage dual goals. Hence, in this article, we explore the specific actions embedded within business models rather than analysing the overarching structural components to illuminate how these activities are introduced and adapted to navigate through the dual mission.

## Keywords

Social Enterprise, Business Model, Dual-Mission, Hybrid Organisation

# Endogenous Environmental Corporate Social Responsibility Decisions of Firms in Mixed Triopoly

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## Abstract

Environmental Corporate Social Responsibility (ECSR) has become very important as climate change has taken centre stage. This paper examines how ECSR is affected by the presence of a mixed firm alongside private and public firms in an oligopolistic market. It looks at unilateral, bilateral, and trilateral adoption of ECSR, in which, out of private, public, and mixed firms, only one, only two, or all three firms engage in ECSR, respectively. The paper, using a game-theoretic formulation, concludes that emission tax rates and businesses' ECSR strategies are interdependent and contingent on how ECSR adoption is structured. From a policy standpoint, trilateral ECSR results in the highest emission taxes, which is preferable since higher emission taxes encourage more ECSR initiatives from businesses. ECSR has different strategic incentives for public, private, and mixed firms. Private firmsˆa ECSR efforts peak under bilateral cooperation with the mixed firm, whereas public firmsˆa ECSR efforts peak under bilateral cooperation with the private firm. Conversely, when all firms are involved, the mixed firm makes the biggest contribution, indicating that it is essential to promote environmental responsibility among all firms. The paper recommends encouraging trilateral ECSRs, enabling the government to improve social welfare by strategically adjusting emission taxes and influencing firm-level environmental behaviours, thereby aligning corporate strategies with the Sustainable Development Goals (SDGs) (especially SDG 12 and 13) on climate action and responsible production.

## Keywords

Environmental Corporate Social Responsibility (ECSR), Climate Change, Abatement, Emission Taxes, Private Firm, Public Firm, Mixed Firm

# A Proposed CPS System for Managing *S. incertulas* Populations in Assam

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## Abstract

Rice sustains food security across Assam and India, yet outbreaks of the Scirpophaga incertulas are rising with warmer conditions and input-intensive monoculture. Group discussion with farmers in Nagaon district confirms the literature, indicating that the current integrated pest management relies on periodic scouting and broad-spectrum insecticide use, which delays action and leads to repeated spraying. Here, we propose a human-cyber-physical system that can predict plot-level risk and coordinate responses. The architecture couples heterogeneous sensing with edge hubs and a KDSS interface. RGB imaging is proposed for detecting adults and egg masses; infrared and microclimate sensors for tracking crop stress and conditions favourable for oviposition and larval development; and acoustic sensing for identifying larval feeding within stems. Data streams are geo-located, hashed, and time-stamped on a blockchain system and archived for provenance and audit purposes. A fusion pipeline integrates these modalities with weather and planting calendars, and a YOLOv8 model trained on curated images is proposed to detect adult moths. Predictive alerts trigger early interventions before economic thresholds are crossed. Linking observations to Assam's BhuNaksha enables traceable recommendations, compliance reporting, and aggregation for district- level surveillance. The proposed solution furthers India's Agristack initiative, and the solution's modular design supports extension to other rice pests and neighbouring agro-ecologies.

## Keywords

YSB, H-CPS, Agritech, Agristack, Assam

# Nourishing Western Kenya - Back to the Land: Revitalising Kenya's Smallholder Agriculture through Innovation and Inclusion

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## Abstract

This paper explores the systemic decline and potential revitalisation of smallholder agriculture in Western Kenya, focusing on the counties of Kakamega, Bungoma, Vihiga, and Busia. It identifies key drivers of agricultural dormancy, including absentee landownership, insecure land tenure, and the collapse of plantation-driven farming systems. Structural challenges—such as limited access to credit, climate vulnerability, weak extension services, and market failures—are examined alongside the marginalisation of indigenous practices by modernisation-focused agricultural policies. The paper presents the "Farm To Table" initiative as a holistic intervention model that integrates diversified farming, conservation agriculture, post-harvest innovations, and digital technologies. It highlights community-led regeneration efforts, traditional knowledge systems, and policy reforms that support inclusion and sustainability. By synthesising recent academic findings and practical innovations, the paper outlines a roadmap for empowering smallholders through land reforms, climate-resilient infrastructure, inclusive policy frameworks, and diaspora engagement. It concludes that a pluralistic, participatory approach to agricultural development is essential for transforming the region's rural economy and ensuring long-term food security.

## Keywords

Absentee Landownership, Climate Resilience, Inclusive Policy Frameworks, Land Tenure, Smallholder Agriculture, Western Kenya

# Startup
# &
# Innovation Policy

# How do Entrepreneurial Team Members Resolve Their Conflicts? Multiple Case Studies of Entrepreneurial Team Members of Early-Stage Ventures

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## Abstract

The purpose of the paper is to explore factors influencing the choice of conflict resolution strategies used by entrepreneurial team members, employing a multiple-case study design in qualitative entrepreneurship research.

Various research papers discussing about conflict resolution among team members were studied. To conduct qualitative research, interactions with entrepreneurial team members, such as founders, co-founders, and Top Management Team (TMT) Members, were held to clarify the issues and factors they experience when dealing with conflicts among team members.

The key insight of this research provides the existence of factors influencing the choice of conflict resolution strategies while dealing with conflict situations among entrepreneurial team members: a person's Behaviour, emotional maturity/ differential emotions, team development stages, power dynamics, intensity of conflict, frequency of conflict, type of conflict, family and non-family status of entrepreneurial team members, risk aversion and risk-taking Behaviour.

Researchers and practitioners could use these findings to consider influencing factors when selecting conflict resolution strategies, to resolve the conflict as quickly as possible.

Future researchers can explore both the theoretical and practical models of conflict resolution among entrepreneurial team members and extend their research in depth to identify the relevance of factors influencing conflict situations.

The paper is original in reconceptualising the conflict resolution process among entrepreneurial team members and the factors influencing the choice of conflict resolution strategies, or in combination, as Thomas-Kilmann's model of conflict resolution cannot be applied directly to entrepreneurial teams, which are formed voluntarily despite facing conflict situations.

## Keywords

Qualitative Research, Entrepreneurial Team Conflict Resolution, Multiple Case Study Method, Conflict Resolution, NVIVO Software for Data Analysis

# Evaluating the Effectiveness of Government Initiatives for Promoting Sustainable Finance in MSMEs: A Structural Policy Framework Analysis with Evidence from Bangalore

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## Abstract

Micro, Small and Medium Enterprises (MSMEs) form the backbone of India's economic growth, driving employment, innovation and inclusive development across the country. They contribute about 30% of GDP and about 46% of India's exports, yet their transition to sustainability faces significant barriers, including limited awareness, high upfront investment, and complex procedures. Although the government has introduced initiatives such as SIDBI Green Finance, ZED certification, and CGTMSE to promote sustainable finance, only a small fraction of MSMEs can access and benefit from them. Karnataka ranks highest on the Indian Manufacturing Innovation Index (IMII) 2022 (with a score of 33.41), with MSMEs employing around 68.72 lakh people. About 43% of these MSMEs are located in and around Bangalore's 16large industrial hubs. For this study, we have identified key hubs of Peenya, Bommasandra, and Bommanahalli. This study is driven by the need to evaluate how well these policies translate into practical benefits for MSMEs and to identify the gaps between policy design and on-the-ground adoption, ultimately guiding future improvements in sustainable finance frameworks.

## Keywords

Sustainable Finance, MSME, Government Policies, Green Finance

# Mathematical Analysis of the Expectations of Interested Parties in the Project Management of Defence Aerospace

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## Abstract:

This research paper examines the critical intersection of integrated project management and systems engineering in the Indian Defence Aerospace sector. As the aerospace industry evolves rapidly, driven by technological advancements and a dynamic geopolitical landscape, a cohesive, coordinated approach to project and stakeholder management is essential. This paper examines the synergies among the parties involved in the project, who have connected with it with some expectation. Examine the challenges and opportunities associated with integrating project management and Interested Parties/Stakeholders in Project Management within the unique and complex domain of defence aerospace. Investigate the Indian Defence Aerospace sector, considering the country's strategic imperatives, technological capabilities, and institutional frameworks. The mathematical analysis of the expectations of interested parties and the resource requirements for project management will delve into key strategic project management concepts, methodologies, and best practices tailored to the unique challenges and requirements of defence aerospace projects.

## Keywords

Technology Transfer, Interested Parties, Customer Expectations, Investor Expectations, Resource Requirements

# Technology Transfer & Commercialization

# Institutional and Systemic Foundations of Ethical Technology Transfer in the Era of Generative AI

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## Abstract

Generative AI is rapidly reshaping how deep-tech innovations are created and commercialised. Brings new opportunities for creativity and problem-solving, but also ethical and accountability challenges.

This study combines: Institutional Theory for Collective Action - shared norms & governance, Systems of Innovation Theory - interaction among innovation actors.

## Keywords

Generative AI, Technology Transfer, Collective Action, Systems of Innovation, AI Ethics

# Technology Transfer Offices in Indian Universities: Entrepreneurial Collaboration as a Driver for Increasing the Commercialisation of Research

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## Abstract

This paper explores the enablers and barriers to the less-than-1 % commercialisation of research through technology transfer in Indian Universities. Despite many patents being filed by top universities in India, their commercialisation has not been a focus. This leads to an untapped potential and raises questions about the objective of these patents. Given the large budgets being allocated to research, we need to address this to improve the ROI of these efforts and investments. Most Indian universities lack a technology transfer office to address this issue, further complicating the problem. This paper also explores this aspect.

We propose an innovative approach to improve the commercialization of research output, informed by entrepreneurial activities, with the incubator playing a key role in promoting enablers and reducing barriers. Key aspects of the stakeholder agreement were explored to help the parties reduce their risks and improve transparency. A value proposition for each stakeholder was identified to reduce conflicts and clarify contributions. We propose an engagement model to promote such collaborations. We provide suggestions to improve the Startup India Policy and the Science and Technology Policy.

## Keywords

Patents, Commercialization, Technology Transfer, Indian Universities, Innovation

# Structural Equation Modelling (SEM) based Approach for Analyzing the Determinants of Technology Transfer & Commercialization from Public-Funded Space Organization: SAC/ISRO

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## Abstract

Space Applications Centre (SAC) is one of the pioneering establishments of the Indian Space Research Organisation (ISRO). It is responsible for designing and developing scientific payloads for various missions. It has an astonishing legacy of converting indigenous innovation into inventions and transferring noteworthy ones to Indian Industries. The purpose of commercialising state-of-the-art space technologies can be to manufacture space-based products or processes, with spin-off applications or a buy-back opportunity. This study aims to identify the success factors that impact technology commercialisation after know-how transfer from the public-funded space programme, i.e., SAC/ISRO.

The causal relationships among five input factors and one output factor have been empirically established using SEM. Technology transferred from publicly funded space research is not merely a mechanism for generating revenue. It is an effective tool for building capacity in the Indian private sector and a strategic imperative for strengthening the domestic industrial base to support complex space missions. Ultimately, this research contributes to the broader discourse on innovation in emerging economies. It challenges the "lift and shift" model of technology transfer, advocating instead for a "co-creation" model where public labs and private firms integrate their capabilities.

## Keywords

Technology Transfer, Technology Commercialization, Structural Equation Modelling (SEM), SAC/ISRO

# A Communitarian Framework for Deep-Tech Commercialization in Higher Education Institutions (HEIs) of Sub-Saharan Africa: A Ugandan Case Study

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## Abstract

Dominant models for deep-tech commercialization in Higher Education Institutions (HEIs) are based on paradigms from the Global North, which often fail within the 'institutional voids' of emerging economies. This creates a critical gap for context-appropriate frameworks. This paper addresses this gap by developing a data-driven 'Communitarian Framework'. We analyses macro-level data to establish a continent-wide 'Commercialization Gap,' then conduct a comparative case study of two HEIs in Uganda. Using a novel mathematical model, the 'Communitarian Commercialization Index (CCI)', we find that a communitarian approach correlates with a 67% startup survival rate, versus 14% for orthodox models. We synthesize these findings into a rigorous and practical guide for HEIs in emerging economies to become central conveners of sustainable deep-tech ecosystems.

## Keywords

Deep-Tech Commercialization, Entrepreneurial HEIs, Communitarian Economics, Institutional Voids, Ecosystem Development

# Systematic Literature Review: Social Entrepreneurship in the Global Artisan and Craft Sector- Models, Mechanisms, and Future Pathways

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## Abstract

The global artisan and craft sector is one of the world's largest employers after agriculture, and it currently stands at a fragile crossroads. While it carries centuries of cultural memory and sustains millions of rural households, it is increasingly threatened by industrial imitation, digital exclusion, and chronic institutional neglect. Social entrepreneurship has emerged as a powerful counterforce, yet research on how these enterprises truly reshape artisan livelihoods remains deeply fragmented. This systematic literature review synthesizes evidence from 46 studies across India, Southeast Asia, Sub-Saharan Africa, and rural China to illuminate the operational models, mechanisms, and institutional conditions that enable craft-based social enterprises to thrive.

Our findings show that social entrepreneurship helps create market access, empower communities, adopt technology, and strengthen culture, thereby delivering a multidimensional impact. Collective models rooted in social capital offer dignity and agency to women artisans, and hybrid and digital micro-entrepreneurship models unlock new markets. The ethical positioning through heritage narratives enhances global competitiveness. However, the review also uncovers persistent structural gaps like limited access to finance, fragile policy support, inconsistencies in institutional governance, and the under-representation of localized, women-centric perspectives in scholarly discourse.

By synthesizing these patterns, the review proposes a forward-looking 'Handmade India' framework that integrates policy, enterprise, and community ecosystems to build a resilient national craft economy. The model argues for unified governance, technology-enabled supply chains, culturally rooted branding strategies, and holistic measures of success that go beyond income to include autonomy, mobility, and intergenerational skill preservation.

This study positions social entrepreneurship not merely as a market mechanism but as a humane, transformative force capable of restoring dignity, strengthening cultural identities, and shaping sustainable futures for artisan communities worldwide. It calls on scholars, policymakers, and ecosystems to work together to reimagine the craft sector, moving from fragmented interventions to a cohesive, globally competitive, and socially just craft economy.

## Keywords

Social Innovation, Social Entrepreneurship, Entrepreneurship, Social Capital, Community-Based Structures

# A Triple Helix - PMBOK Framework for IP Commercialisation in TBI: Reconceptualizing Technology Transfer Governance

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## Abstract

TT & IP (Intellectual Property) Commercialisation relies heavily on TBI, which likely serves as an intermediary between academic-industry collaborators and government policymakers. There is a significant research gap between research outputs and Companies' outcomes. Universities generate IP but cannot commercialise it efficiently. The industry needs a solution, but cannot access IP addresses (as they are unaware of the IP addresses generated in universities/academia). Government schemes and policies exist, but their success rate is very low. Additionally, TBIs often lack a structured framework to manage TT & IP Commercialisation. Thus, IP remains underutilised, unlicensed, not market-ready, or stalled at the prototype stage.

Theoretical Contribution: The study advances Technology Transfer theory and Incubation theory by integrating UIG, offering a new perspective for TBis on how to orchestrate TT & IP Commercialisation. This study provides practical guidance for Incubation managers, TTOs (Technology Transfer Offices), and policymakers to strengthen policy-aligned incubation operations that effectively enhance IP Commercialisation, yielding outcomes that reflect emerging national economic growth. This particular conceptual model values emerging economies seeking stronger commercialisation outcomes from public R&D investments.

## Keywords

Technology Transfer & IP Commercialisation, UIG (University-Industry-Government), Triple Helix Theory, PMBOK Framework, Technology Business Incubation

# Women Entrepreneurship

# Advancement of Women Entrepreneurship Through Emerging Entrepreneurial Universities: Comparative insights from Innovation Ecosystem of Two Leading Indian Higher Education Institutes (HEIs)

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## Abstract

Higher education institutes (HEIs) across the world have been the epicentre of change and development throughout history. As modern times and innovation take centre stage, HEIs are also changing fundamentally, with a select few becoming pioneers in innovation and entrepreneurship. 'Entrepreneurial Universities (EUs)', as these institutions are called, are emerging universities that place a strong emphasis on nurturing entrepreneurship among youth and promoting societal development through inclusive innovation. EUs are increasingly being recognised as critical agents in fostering economic development and societal transformation through innovation and entrepreneurship. The concept is rooted in the Triple Helix Model (Etzkowitz & Leydesdorff, 2000). In this industry, academia, and government work together, enabling HEIs to move beyond traditional teaching and research and to become active drivers of entrepreneurial ecosystems. Talking exclusively in the Indian context, the National Education Policy (NEP, 2020) and the Startup India Mission are two significant policy initiatives that reflect the integration of the Triple Helix model into the Indian system, and we are undoubtedly seeing positive results.

Despite support and meaningful policy initiatives, women remain underrepresented in entrepreneurship and leadership roles within business organisations. Gender stereotypes, persisting socio-cultural barriers, limited access to assets, network, and funding opportunities, and often a lack of mentorship and guidance, result in stunted entrepreneurial potential. Consciously keeping in mind that the Indian population is now witnessing a steady increase in the number of females joining HEIs to pursue education, universities can play a transformative role in advancing gender-inclusive entrepreneurship aimed towards women empowerment and societal development, while also obtaining significant milestones in the direction of Sustainable Development Goals (SDGs), particularly SDG 4 (Quality Education), SDG 5 (Gender Equality), and SDG 8 (Decent Work and Economic Growth).

This paper studies the contribution of emerging entrepreneurial universities in India towards women's entrepreneurship. Initially, from a broad perspective, the paper specifically compares two dynamic Indian HEIs – one public and one private – that have sought to embed entrepreneurship education, innovation, and incubation within their academic fabric. The study aims to explore how institutional structures, educational interventions, and ecosystem linkages foster women's entrepreneurial participation and empowerment.

## Keywords

Entrepreneurial Universities, Women Entrepreneurship, Sustainable Development Goals, Innovation Ecosystem, Higher Education

# Beyond the Incubation: Configurational Pathways for Entrepreneurial Universities to Empower Women in Indian Deep-Tech Ecosystems

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## Abstract

Ignoring the presence of women in deep-tech entrepreneurship has a societal obligation worldwide, but especially in developing nations like India. Despite their promise, entrepreneurial universities (EUs) accept this inattention. The "triple bind" problem that women in deep tech face includes (a) sectoral obstacles (capital-intensive, high technical risk) and socio-cultural obstacles (credibility gaps, networking isolation) in addition to institutional gaps in support that are specifically designed to help women in this field. Unfortunately, their "gender-neutral" incubation frameworks do not address these underlying gendered realities of venture creation. In contrast to the linear, resource-focused models of entrepreneurial assistance, this research. Regarding the resource dimension of EUs, how may building the required technocratic control, bridging social capital, and founder agency enable women's success in deep-tech entrepreneurship? We ask: how else may EUs be understood as strategic actors?

The present research gives university leaders and incubator managers a clear blueprint for moving beyond one-size-fits-all support by designing targeted programs based on three distinct pathways. In high-stakes tech ventures, focus on actively building the founder's technocratic authority and brokering elite investor connections. For the R&D-intensive startups, ensure access to gendered resource bundles (such as care-responsive grants) and foster empowered peer networks. For experienced founders, use their technical credentials and strengthen their success through strategic brokerage and agency reinforcement, such as through negotiation training. This will enable a strategic, resource-efficient approach to truly empower women in deep- tech.

## Keywords

Entrepreneurial University, Women Entrepreneurship, Deep Technology, Configurational Theory, Technocratic Authority

# A Study of Female Entrepreneurship and Emotional and Cultural Brand Storytelling: The Case of Parama

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## Abstract

Parama Kolkata, positioned as a niche, culturally rooted lifestyle brand, crafts "stories on fabric" inspired by Kolkata's everyday life and nostalgia. In emerging markets, emotional branding and female-led entrepreneurship have become central to differentiating brands. Research on female entrepreneurship highlights how women founders navigate entrepreneurial ecosystems and rely on cultural capital to build innovative brands (Kakeesh, 2024). Emotional branding research further demonstrates that emotionally charged narratives significantly strengthen brand trust, commitment, and build brand loyalty (Ganesh Babu & Arundathi, 2018). Problem statement: Limited research examines how female-driven Indian boutique brands leverage emotional branding to build consumer attachment and gain a competitive advantage.

This case demonstrates that a combination of female entrepreneurship, emotional branding, and a cultural dimension can strengthen differentiation and consumer loyalty for boutique cultural brands. Managerially, brands should cultivate consistent brand personas, authentic narratives, and cultural storytelling to deepen emotional engagement (Herskovitz & Crystal, 2010). Policymakers should invest in entrepreneurial ecosystems supporting women-led creative enterprises, as emotionally value-driven brands play key roles in cultural and economic development (Kakeesh, 2024). Future research should test how emotional-branding constructs scale across other Indian artisanal brands.

## Keywords

Female Entrepreneurship, Brand Storytelling, Emotional Storytelling, Cultural Storytelling, Consumer Engagement

# Comparative Insights into Deep Tech Entrepreneurship: A Qualitative NVivo Perspectives Analysis on Gender-Based Disparities

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## Abstract

Deep Technology firms, commonly referred to as Deep Tech firms, develop new technological solutions through long-term scientific research and significant investment. (TechTarget, 2023; Vajiram & Ravi, 2025; Jelvix, 2024; Builtln, 2025). The word Deep Tech was coined by Swathi Chaturvedi, CEO of Propel(X), in 2014 (TechTarget, 2023). The technologies that qualify as "deep tech" evolve. Novel discoveries are at the heart of their innovations. Translating these discoveries into commercially viable products and services is the fundamental characteristic of Deep Tech firms (Subramanian, 2025). The time taken to translate discoveries into market-ready products often spans 5 to 15 years or more (Gebru, 2021). In addition to viability, establishing feasibility, conducting proof-of-concept demonstrations, and scaling up from laboratory prototype to commercially viable production required considerable time, effort, and funds (de Vericourt et al., 2024). Each of these stages is fraught with challenges and barriers, unlike a normal conventional business model innovation. Deep Tech startup sectors' founders tackle unseen, unknown problems in virgin frontiers; many of which are untrodden and untraversed (Pena & Jenik, 2023). Furthermore, Nguyen et al. (2024) assert that, despite the growth of the funding ecosystem in Deep tech, gendered bias among founders is a significant challenge to securing R&D funding, compounded by the difficulty of attracting key investors. Given the existing gender representation gaps, extant literature reports that attracting and retaining skilled technical talent in women-led Deep tech Ventures is problematic. Further, numerous studies identify issues of long time-to-market and extended commercialisation cycles, infrastructure challenges, including bureaucratic inertia, and scant policy support, as significant obstacles in women-led firms. The gendered gap in Deep Tech entrepreneurship is stark. Gender biases deeply embedded in deep tech firms hinder women's progress. This study seeks to answer the question: What barriers do women entrepreneurs in India's deep tech sector face, particularly in funding and marketing? Further, the study investigates factors that can improve their firm's strategic alignment to secure funding and mitigate marketing challenges.

More robust access to funding is desirable for women-led ventures, as funding agencies take a more cautious approach than for men-led ventures. Scaling operations and marketing issues are the resulting constraints. In a non-health care setting, unplanned uncertainty and a lack of business development plans, coupled with frequent pivots, are evident in women-led ventures in the early stages, which could be a critical reason for low investor confidence. Strong employee team-building strategies can enhance credibility, while women founders can tap broader funding opportunities in diversified markets. Addressing these funding disparities through policy interventions will foster an inclusive deep-tech ecosystem and an equitable deep-tech entrepreneurial landscape in India.

## Keywords

Deep Tech, Gender, Bias

# Networks, Norms, and Negotiations: A Social Capital Perspective on Rural Women's Entrepreneurship in Jharkhand

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## Abstract

Rural women in Jharkhand face persistent socio-cultural and structural barriers that limit their participation and success in entrepreneurship. Despite various policy interventions, their businesses remain highly vulnerable due to limited mobility, weak networks, and gendered constraints. This study examines why social capital, an often-overlooked asset, plays a crucial role in shaping entrepreneurial resilience, growth opportunities, and access to resources. The research problem centres on understanding how social relationships, norms, and community structures influence women's entrepreneurial outcomes in a context marked by inequality and restricted agency.

The study concludes that social capital significantly influences entrepreneurial success among rural women in Jharkhand, serving both as a buffer against socio-cultural constraints and as a facilitator of opportunities. Strengthening women-led networks, expanding SHG-based market linkages, and enhancing financial inclusion mechanisms can substantially improve entrepreneurial outcomes. Policymakers should prioritise capacity-building initiatives, gender-sensitive training, and mentorship programmes. Development agencies and banks must design flexible financial products tailored to the needs of rural women. The findings support policies aimed at creating a more inclusive entrepreneurial ecosystem that empowers women and promotes sustainable rural development.

## Keywords

Women Entrepreneurs, Social Capital Theory, Cultural Theory of Entrepreneurship, Purposive Sampling, Exploratory Research

# Pitch Deck

# Low-Earth Orbit-based Position, Navigation and Timing System for India

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## Abstract

Global reliance on Global Navigation Satellite Systems (GNSS) for Position, Navigation, and Timing (PNT) spans aviation, defence, and critical infrastructure, supporting a ~$300B market. GNSS satellites operate in Medium Earth Orbit (~20,000 km), whereas India's NavIC operates in geostationary and geosynchronous orbits (~36,000 km), resulting in weaker signals that are vulnerable to jamming and spoofing. Increasing incidents of interference expose critical gaps in resilience, while India's dependence on foreign constellations raises strategic concerns. Foucault aims to develop an indigenous Low Earth Orbit (LEO) PNT system (~500–1200 km) with stronger signals and enhanced resilience, ensuring reliable, high-integrity navigation and timing for civilian and defence applications.

Foucault's revenue model follows a phased approach to enable early cash flow while building long-term, scalable infrastructure. In the initial phase, we deliver GNSS resilience solutions using existing hardware, offering software, integration, and analytics services to the defence and UAV sectors. In the medium term, we develop and commercialise proprietary receivers and anti-jam antennas, generating revenue through hardware sales and software licensing. In parallel, we advance LEO constellation development, including demonstration satellites and authenticated

signals. In the long term, we transition to a subscription-based PNT service model, where proprietary hardware and recurring services are tightly integrated to deliver resilient, high- integrity navigation and timing across defence and commercial markets.

# Oxigreen Healthcare Pvt. Ltd.

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## Abstract

Oxygen deficit - Hypoxia causes compromise of cellular function. This forms the root cause of chronic metabolic disorders. Measuring oxygenation objectively and correcting it to normal at the cellular level is difficult with a standard breathing apparatus. Oxygen breathing in naval and aerospace medicine requires specialised breathing chambers to induce physiological changes. These changes are extendable to long-term health improvements approved by food safety authorities in many developed countries.

Hospitals are addressing cellular oxygen transport as part of the cascade of events in clinical settings. Few tertiary care hospitals have closed-chamber oxygen chambers, and patients using them face a high risk of oxygen toxicity when done in clinic or home settings. Thus, the individual facilities available are limited to restricting access to general population use until they are compromised by neuronal or cellular wound injury.

Our core engineering team comprises Electrical, Electronics, and Medical rehabilitation specialists. Our deep technology innovation, WellthyBOT TM prototype, is a cost-effective and safe alternative to a complex high-pressure chamber. Mild and alternative-pressure oxygen therapy can be provided in a mobile clinic/home setting, where paramedical professionals administer the therapy without the risks of lung and ear damage commonly associated with high-pressure systems.

Easily accessible and cost-effective recovery from hypoxic oxygen deficit is a hallmark of addressing metabolic disorders. Normal-pressure home oxygen concentrators were used to alleviate the harmful effects of COVID-19. The chamber design and innovation mimic the natural cellular oxygen improvement, with one-tenth of the cost provided by major hospitals. Our device can measure changes in arterial oxygen over a 1- to 2-month period, according to studies and publications. General rejuvenation centres and gymnasiums help build fitness; however, internal cellular energy improves when the oxygen deficit is measurable, with pressure delivery aiding this improvement.

A subscription-based cellular oxygen enhancement – WellthyBOT TM is proposed for the revenue model. Oxygen as a Service (OaaS) is a unique offering we provide in partnership with major sports, rejuvenation, and corporate wellness centres. In our asset-based franchise revenue model, the franchise owner pays for the device and an annual recurring revenue (ARR) for therapy, use, new user acquisition, and enrolment counselling. The retention of existing users and maintenance sessions help the company achieve revenue-multiplier growth.

# Greenox Mobility Pvt. Ltd.

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## Abstract

Approximately 30% of the world's population is at risk of long-term injuries due to improper gait, including joint and back pain, balance disorders, and post-surgical foot complications. Diabetic patients face additional risks, such as foot amputation from unaddressed wounds. Current practices rely on non-clinical video capture and subjective interpretation, leading to inconsistent care. To address this unmet need, Greenox Mobility Pvt Ltd., supported by a founding team of electronics engineers, biomechanics specialists, and sports medicine experts, has developed a technology-driven solution for objective assessment of gait and balance.

Historically, at-risk populations have sought foot assessments from non-specialists. Existing gait and balance evaluations often require walking without footwear using pressure plates or in-shoe scans. Special footwear introduces new walking patterns due to altered ground reaction forces, which can hinder accurate video analytics. Consequently, corrections remain subjective, and advanced analytics are available only in a limited number of metropolitan centres, thereby restricting access and efficacy.

Greenox introduces the GAIT Telemetry BOT – a smart biosensor for assessing foot biomechanics. The solution enables non-clinical video capture with objective interpretation, combining IoT sensors, cloud storage, and personalised analytics. The methodology includes foot assessments, gait analysis, pressure mapping, and the generation of comprehensive foot health reports. Early detection of foot conditions and preventive care, especially for diabetics, is facilitated by a structured referral network to specialists.

The value proposition includes comprehensive foot health reporting, early detection of foot conditions, preventive care for diabetics, and orthotic prescriptions via partner specialists. Key customer segments include patients with pain, diabetes, or neurological conditions, as well as athletes. Channels include hospitals, rehabilitation centres, and sports centres. Initial market traction includes signed expressions of interest from 30 clinicians and 10 health centres across India, as well as partnerships with industrial establishments and sports bodies.

The revenue model is hybrid:

- B2B: Subscription model with initial user and data training at owned/partnered health centres, targeting 5x year-on-year growth. Practitioner training in associated health centres enables a 2x growth in new territory.
- Revenue sources: IoT sensor sales, subscription fees, and reporting/analysis charges.
- Cost structure: IoT sensor development, cloud storage, data analytics, and clinician fees.
- Investment ask: INR 30 million seed investment for 5% stake and a board position to achieve 10x freemium growth across 5 territories. Series A funding of INR 200 million for 15% stake targets 20x user growth via B2B partnerships. B2C launch is planned after model accuracy improvements, with further investment discussions upon reaching INR 200 million ARR.

# Indibiotek Private Limited

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## Abstract

- India's biotechnology and diagnostics ecosystem faces a dual challenge of heavy reliance on imported reagents (70–80%) and limited access to affordable, rapid diagnostic solutions. High costs and delayed detection contribute to poor health outcomes, while increasing biomedical waste raises environmental concerns. Additionally, antimicrobial resistance (AMR) poses a severe global and national threat, driven by delayed diagnosis, misuse of antibiotics, and lack of real-time surveillance systems. This situation presents a significant opportunity for indigenous, scalable, and cost-effective diagnostic innovations to bridge gaps across research, accessibility, and sustainable healthcare delivery.
- Traditionally, diagnostic methods such as culture-based techniques and PCR have been used to detect pathogens and AMR. However, these approaches are time-consuming (24–72 hours), infrastructure-intensive, and costly, limiting their accessibility, especially in resource-constrained and rural settings. India has largely depended on imported diagnostic kits and technologies, which further increases costs and delays. Existing systems also lack integration with real-time data analytics, restricting proactive surveillance and early intervention in AMR management.
    - Portable, AI-integrated molecular diagnostic device
    - CRISPR-Cas + LAMP-based multiplex detection platform
    - Rapid diagnosis within 45 minutes
    - Low-cost testing (<₹200 per test)
    - Field-deployable and battery-operated system
    - AI/ML-based real-time data analysis and predictive insights
    - Paper-based microfluidic and point-of-care (POC) platform
    - Multiplex detection of AMR genes across human, animal, and environmental samples
    - In-house manufacturing of reagents and diagnostic kits
    - Cloud-connected platform for real-time surveillance and reporting
- The global AMR diagnostics market is valued at approximately USD 4.2 billion, with the Indian market exceeding USD 500 million and growing steadily. Indibiotek aims to capture 5–8% of the Indian AMR diagnostics market within five years. The Go-To-Market (GTM) strategy includes a "device + consumables + AI analytics subscription" model. Target customers include hospitals, diagnostic laboratories, veterinary clinics, environmental monitoring agencies, and government health bodies. Market entry will be driven through pilot deployments, institutional collaborations, government tenders, and expansion into emerging markets across Asia, Africa, and Latin America.
- Indibiotek seeks strategic investment to scale product development, regulatory approvals, and commercialisation of its AI-integrated diagnostic platform. Funding will support R&D advancement, manufacturing scale-up, and market expansion at national and international levels. The company is open to engaging with investors, healthcare institutions, research organisations, and industry partners for collaborative development, validation, and deployment. Indibiotek focuses on affordability, innovation, and scalability to deliver impactful solutions and generate sustainable returns for stakeholders.

# NakshatraMaps

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## Abstract

NakshatraMaps is a geospatial intelligence startup that delivers interactive mapping, real-time navigation, and intelligent automation for complex indoor and outdoor environments. Traditional navigation in large venues like airports, hospitals, malls, museums, and large campuses often leads to confusion, delays, overcrowding, and safety risks, as evidenced by past incidents such as fire tragedies, stampedes, and panic situations. Their solution is essential because it transforms chaotic spaces into intuitive, safer experiences using hyperlocal mapping and AR technology, addressing critical gaps in crowd management, emergency response, and user efficiency in high-traffic public infrastructure.

Most places rely on static numbered maps, basic digital directories, signage, and manual staff guidance. Emergency evacuations depend on fixed routes and alarms without real-time hazard detection or dynamic optimisation. Space management is manual, using registers or simple booking systems, and is prone to errors and conflicts. These methods were inadequate for modern crowd densities, resulting in inefficiencies, safety lapses, and poor user experiences during peak times or crises.

NakshatraMaps solves these issues through hyperlocal interactive mapping combined with real-time spatial intelligence. It integrates AR navigation for immersive wayfinding, Sensor Fusion in Smartphones, real-time CCTV monitoring, and dynamic emergency evacuation routes optimised by live hazard detection. The platform provides industry-specific solutions that enable seamless movement, proactive safety monitoring, and data-driven operations across large venues.

The core value propositions include enhanced safety through real-time monitoring and optimised evacuation, an improved user experience with intuitive AR navigation and live updates, operational efficiency, and actionable analytics for better crowd and resource management. It reaches the market by targeting high-traffic sectors such as airports, hospitals, theme parks, malls, and educational campuses through tailored solutions, B2B implementations, and partnerships with facility operators seeking modern infrastructure upgrades.

Revenue is primarily generated via B2B subscription or licensing models for the platform, one-time and recurring fees for custom mapping and integration services, premium add-ons for advanced AR features or analytics dashboards, and support contracts. Deployment includes site-specific hyperlocal mapping, integration with existing hardware, and cloud-based intelligence, enabling a scalable rollout across multiple venues and ongoing value through updates and maintenance services.

# Dentech-32

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## Abstract

Dentech-32, a startup, aims to address the local dental care needs of patients with tooth loss through technology-based innovations. Our goal is to develop simple, affordable product designs for dental assistive devices that provide comprehensive solutions to help prosthodontists deliver effective prosthetic rehabilitation for patients.

Dental impressions in denture prosthetic rehabilitation influence the success of a dental prosthesis. The conventional impression technique involves a border-moulding procedure using a thermoplastic material. However, this technique is time-consuming, messier, and prone to burning both the operator's and the patient's tissues. The present project is on the development of an electronic dispensing device for thermoplastic materials used in denture impression procedures.

One of the important steps in denture preparation is border moulding. Currently, this is done manually using low-fusing modelling compound, heating it over the flame and adding it incrementally along the borders of the custom trays. This process is not only time-consuming but also results in uneven increments and non-uniform heating of the green stick compound. The uneven heating of the green stick compound causes burns in the patient's mouth because users cannot control the temperature. This led to an increase in patient chairside time and also inconvenience for the elderly patients.

An automatic dispenser can apply the thermoplastic modelling compound at a suitable viscosity for border moulding. This ensures a uniform heating of the green stick compound and a uniform layer across the borders of custom trays. It is easy to apply an even 2- to 3-mm thickness of modelling compound to the flange area of the custom tray at once. The hot water bath is not needed for tempering because the device does not use direct flame, lengthening the working time. The border moulding technique with this device saves time and equipment and is easy to learn.

Dental students capture the largest market share as consistent buyers, with an annual increase in market size of 30,000 new dentists (BDS & MDS). Private practitioners can adopt, as they were exposed to during their student years. The valuation consists of the target segment of dental students of around 67.2 crores, private practitioners of 150 crores and others of 20 crores.

The revenue model is structured across key phases: design refinement & market entry, scale-up & market penetration, and market maturity & sustained traction. In the first six months, the focus is on product design refinement and validation. The next six months will be spent onboarding manufacturing partners and setting up distribution, with a pilot market launch targeting 25% of customers. As the scale-up phase progresses, efforts shift toward optimising manufacturing, expanding distribution channels, and driving active sales and marketing. In the final phase of market maturity, the business has an established brand presence, benefits from repeat customers, and improves unit economics.

## NiLiCo Green Technologies Pvt. Ltd.

# Extraction of Battery Critical Minerals for Green Energy Transition, through Recycling

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## Abstract

NiLiCo is a Bengaluru-based clean technology startup focused on the recovery and refinement of critical battery minerals such as lithium, nickel, cobalt, and manganese from end-of-life lithium-ion batteries and black mass through proprietary hydrometallurgical processes. The company addresses two major global challenges: the lack of a secure supply of battery-critical minerals due to geopolitical dependence and the environmental hazards caused by improper battery waste disposal. NiLiCo has successfully established and validated a 6 TPA pilot plant, achieving recovery efficiencies above 95% and purity levels exceeding 99.5%, supported by patent-pending technologies for high-yield lithium extraction and energy-efficient zero-liquid-discharge processing. The startup aims to scale operations to a 175 TPA production facility by 2026 and a 20,000 TPA commercial plant by 2029, while expanding into Cathode Active Material (CAM) manufacturing to strengthen circularity within the battery value chain. The project is supported through government grants and debt commitments, with additional funding sought for commercialisation. NiLiCo's integrated business model combines recycling, refining, repurposing, and advanced cathode material development, contributing toward reduced import dependency, lower carbon emissions, sustainable waste management, and support for India's green energy transition.

# E-POSTERS

# INTERNATIONAL CONFERENCE 2026

## INNOVATION AND ENTREPRENEURSHIP FOR DEEP-TECH STARTUPS: ROLE OF ENTREPRENEURIAL UNIVERSITIES

भारतीय विज्ञान संस्थान

Adelaide University

**ENGINEERING MANAGEMENT AND GENERATIVE ARTIFICIAL INTELLIGENCE FOR WOMEN ENTREPRENEURSHIP EMPOWERMENT: A STRATEGIC FRAMEWORK FOR DEEP-TECH STARTUP ACCELERATION**


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## Introduction


**ABSTRACT**

This study integrates Engineering Management (EM) and Generative AI (GenAI) to strengthen women's participation in deep-tech entrepreneurship. The proposed framework enhances innovation capability, decision precision, and venture readiness by combining structured engineering processes with AI-driven augmentation.


**INTRODUCTION**

Women entrepreneurs continue to face barriers in technological capability, process optimization, strategic decision-making, and deep-tech venture development. EM provides structured methodologies for innovation governance, workflow efficiency, and capability building, while GenAI enables rapid ideation, automated content generation, prototype simulation, and analytical decision support.

**RESEARCH GAP & JUSTIFICATION**

Current literature addresses women entrepreneurship, EM tools, and digital technologies separately but lacks an integrated EM–GenAI strategic architecture. No validated framework exists that combines engineering discipline with generative AI capabilities to enhance women's deep-tech innovation readiness. This study addresses this critical gap and provides a unified model for empowerment.

**PROBLEM STATEMENT**

Women entrepreneurs lack a technically robust, process-driven, AI-enabled system that integrates Engineering Management and Generative AI to improve innovation capability, operational efficiency, and deep-tech startup readiness.

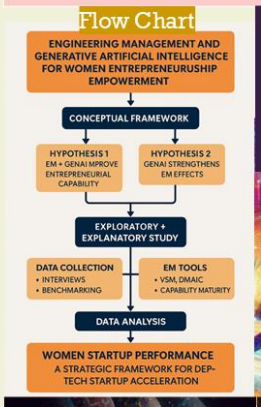

## Design/Methodology

### Design

**Conceptual Framework:**
EM + GenAI integration
**Hypotheses:**
H1: EM–GenAI enhances women entrepreneurship and empowerment.
H2: GenAI strengthens EM effects.
**Variables:**
IV—EMS; MV—GenAI; DV—Women Startup Performance.
**Approach:**
Exploratory + Explanatory.
**Study :** Mixed-method.
**Unit of Analysis:** Women-led startups, innovation cells.
Sampling: Purposive; experts, founders (n≈12–15).
Time Horizon: Cross-sectional.

### Methodology

**Study:**
Empirical, descriptive–analytical.
**Data Collection:**
Expert interviews, policy review, ecosystem benchmarking, case studies.
**Tools:**
Interview guides, capability maturity scales.
**Analysis Techniques:** Thematic coding, comparative analysis.
**Software:** SPSS, Excel, NVivo.
**EM Tools:** VSM, DMAIC, Fishbone, maturity model.
GenAI Tools: LLM assistance, automated coding, pattern detection.







## Results & Discussions



**DISCUSSION**

**1. Enhanced Entrepreneurial Capability (32%)**

•EM tools strengthened workflow clarity, capability maturity, and structured innovation behaviour.
•GenAI improved ideation speed, content creation, prototype simulation, and decision precision.
•Together, they raised women entrepreneurs' confidence and operational effectiveness.

**2. Accelerated Innovation Readiness (32%)**

•EM provided process discipline and better resource alignment.
•GenAI enabled predictive insights, rapid digital prototyping, and automated knowledge support.
•Integration reduced time-to-innovation and improved digital readiness levels.

**3. Validated EM–GenAI Empowerment Model (36%)**

Combined engineering processes with AI augmentation produced the highest impact area.
•Demonstrates that women-focused deep-tech capability can be scaled systematically.
•Confirms suitability of EM–GenAI for strengthening early-stage startup performance.

## Conclusion

**CONCLUSIONS (Fast, Strong, Technical)**

**The EM–GenAI strategic framework significantly enhances women's innovation capability and deep-tech startup preparedness.**

**Engineering Management contributes process discipline, capability maturity, and systematic innovation governance.**

**GenAI amplifies efficiency through automation, rapid prototyping, and intelligent decision support.**

**Integrating EM and GenAI produces a validated, high-impact empowerment model for women entrepreneurs.**

**The framework is scalable for entrepreneurial universities, incubation centres, and national innovation programmes.**


**May 2026**

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# From Land-Grant Mission to Deep-Tech Impact: Evidence from a U.S. Entrepreneurial University

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## Introduction

Deep-tech startups drive innovation in areas such as advanced manufacturing, AI, energy systems, and materials science, but they face high capital costs, long development timelines, and commercialization risk. American land-grant universities play a critical role in reducing these barriers by combining research excellence, entrepreneurial infrastructure, and public-service missions. This poster examines how Penn State University supports deep-tech entrepreneurship and explores opportunities for global collaboration.

## Design/Methodology

Data were synthesized from academic literature, federal policy documents, technology-transfer reports, and benchmarking of U.S. land-grant institutions, offering potential for collaboration between Penn State and IISc


Figure 1. International Collaboration flowchart

## Results & Discussions

**Key Finding: Land-grant universities translate research and talent into measurable deep-tech impact**

Findings show that land-grant universities enable deep-tech startups by linking research, talent, and commercialization support. Penn State's ecosystem demonstrates how international collaboration can further strengthen innovation and global impact.


Figure 2. Condensed summary of land-grant university contributions to deep-tech outcomes

Illustrative Penn State Deep-Tech Contributions: Translational research in advanced manufacturing, materials, and AI-enabled systems, supported by land-grant infrastructure that integrates research, talent development, and commercialization to generate scalable societal impact.

## Conclusion

Land-grant universities play a vital role in supporting deep-tech startups by combining research excellence, entrepreneurial infrastructure, and public-service missions. Penn State demonstrates how universities can translate innovation into economic and societal impact. Strategic international partnerships, such as collaboration with IISc Bangalore, offer opportunities to further accelerate deep-tech innovation and expand global reach.

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# Start- Ups Schemes of MEITY- Issues and challenges for women entrepreneur

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## Introduction

- The Government of India has undertaken several initiatives to promote entrepreneurship through digital innovation, particularly under the Ministry of Electronics and Information Technology (MEITY). Start-up schemes such as **TIDE 2.0**, **SAMRIDH**, **MEITY Startup Hub**, **and Digital India initiatives** aim to foster innovation, incubation, and technology-driven enterprises. Despite these supportive frameworks, **women entrepreneurs continue to face structural, financial, technological, and socio-cultural barriers**, limiting their effective participation in the digital start-up ecosystem. This study examines MEITY start-up schemes with a specific focus on the issues and challenges faced by women entrepreneurs, highlighting gaps between policy intent and ground-level outcomes. This study identifies a significant gap between policy objectives and actual outcomes for women entrepreneurs. While policies emphasize inclusivity and digital empowerment, women entrepreneurs often experience limited access to decision-making networks, uneven distribution of incubation resources, and procedural complexities in scheme implementation.
- **Objective of the study:**

1. To identify gaps between MEITY policy intent and women entrepreneurs' experiences.
2. To examine gender-specific barriers to women's participation in digital start-ups.
3. To propose policy recommendations for inclusive and sustainable entrepreneurship development.

## Design/Methodology

- This study adopts a **descriptive and analytical research design** to evaluate the effectiveness of MEITY start-up schemes in supporting women entrepreneurs within India's digital start-up ecosystem. The research is primarily based on **secondary data**, collected from official MEITY reports, Government of India policy documents, start-up scheme guidelines, published academic studies, and IEEE-indexed literature. These sources provide reliable and policy-driven insights into the objectives, structure, and outcomes of MEITY initiatives.
- The analysis employs a **comparative approach** to examine major MEITY start-up schemes and assess their scope, support mechanisms, and inclusivity toward women-led enterprises. In addition, a **thematic analysis** is conducted to identify recurring challenges faced by women entrepreneurs, including limited access to finance, gaps in digital and technological skills, inadequate mentorship, and low awareness of policy benefits. The study is guided by a **gender-inclusive entrepreneurship and digital innovation framework**, enabling a structured evaluation of how far MEITY schemes translate policy intent into meaningful entrepreneurial opportunities for women. This methodological approach ensures a systematic assessment of both policy design and practical implementation
- Women constitute only about **13.76% of all entrepreneurs** in India, i.e., **8.05 million out of 58.5 million total entrepreneurs**. As of 2025, approximately **73,151 startups have at least one woman director** under the Startup India initiative. Women-led startups account for about **18% of all startups** in India according to recent trend data. Of approximately **8,000 women-led tech businesses**, **2,316 have received funding**, while about **6,000 remain unfunded (~73%)**, indicating a funding gap. Indian women-led startups have collectively raised around **$26.4 billion globally**, but their relative share remains low compared to total startup funding. Women entrepreneurs own about **22% of MSMEs** and employ **22–27 million people** in India. In the broader workforce, women's labour force participation is around **41.7%**, indicating potential for entrepreneurial expansion if barriers are addressed.

## Results & Discussions

- The analysis reveals that while MEITY schemes provide **financial assistance, incubation support, and market access**, women entrepreneurs face several persistent challenges:

1. **Low Participation Rate**: Women-led start-ups account for a relatively small proportion of MEITY-supported ventures, indicating limited outreach and inclusivity.
2. **Financial Constraints**: Difficulty in accessing venture capital, seed funding, and collateral-free loans remains a major obstacle despite government support mechanisms.
3. **Digital Skill Gap**: Lack of advanced technical skills and limited exposure to emerging technologies such as AI, IOT, and cyber-security restrict scalability.
4. **Awareness and Accessibility Issues**: Many women entrepreneurs, especially from semi-urban and rural areas, are unaware of MEITY schemes or find application procedures complex.
5. **Socio-Cultural Barriers**: Work–life balance, societal expectations, and limited professional networks further constrain entrepreneurial growth.

| Indicator | Value |
|---|---|
| % of Women among Total Entrepreneurs | 13.76% |
| Women-led Start-ups (% of all) | 18% |
| Active Women-Led Start-ups (Tech) | 7,000 (~7.5%) |
| Start-ups with Women Directors | 73,151 |
| Funded Women-Led Start-ups | ~2,316 (≈27%) |
| Unfunded Women-Led Start-ups | ~6,000 (≈73%) |
| Women-Owned MSMEs | 22% |
| Female Labour Force Participation | 41.7% |

These findings indicate that **policy availability alone is insufficient** without targeted capacity building, mentorship, and localized support systems.

## Conclusion

- The study concludes that MEITY start-up schemes play a **crucial role in strengthening India's digital entrepreneurship ecosystem**, yet their impact on women entrepreneurs remains limited due to structural and implementation challenges. To enhance effectiveness, **gender-sensitive policy design, simplified access mechanisms, digital skill training, and dedicated mentorship programs for women** are essential. Strengthening these dimensions will not only improve women's participation but also contribute to inclusive and sustainable digital economic growth in India.

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# Gender Differences in the Translation of Entrepreneurial Learning into Self-Efficacy and Intentions

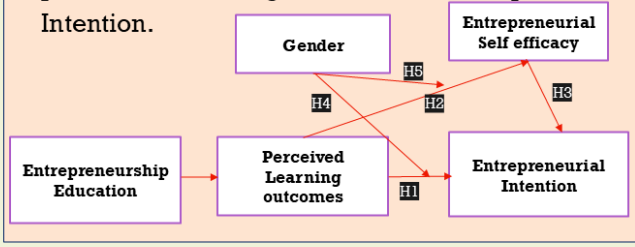
School Of Management, Indian Institute of Technology Mandi
Saurbh Kumar[1], Dr. Puran Singh[1]

## Introduction

- **Entrepreneurship drives growth**, with universities as key enablers (Saeed et al., 2015).
- **Gender gap persists:** Females report lower ESE and EI despite similar EE exposure.
- **Masculine norms** weaken women's confidence and feasibility perceptions (Gupta et al., 2009). In addition to, women are often perceived as less compatible with entrepreneurial roles due to prevailing gender stereotypes, which can undermine their confidence, legitimacy, and perceived feasibility of entrepreneurship as a career option(Gupta et al., 2008).
- **EE lacks gender neutrality**, often portraying male-centric role models, pedagogical approaches, and success narratives which shows male or masculinity as an ideal entrepreneur (Westhead & Solesvik, 2016).

## Design/Methodology

- **Sample:** 7189 undergraduate and postgraduate students from higher education institutions across India (Male: N = 2,957; Female: N = 4,232), **GUESSS 2023**.
- H1: Perceived Learning Outcome positively influences Entrepreneurial Intention.
- H2: Perceived Learning Outcome positively influences Entrepreneurial Self efficacy.
- H3: Entrepreneurial self efficacy has a positive link with Entrepreneurial Intention.
- H4: Gender moderates the relationship between perceived Learning outcome and Entrepreneurial self Efficacy.
- H5: Gender moderates the relationship between perceived Learning outcome and Entrepreneurial Intention.




## Results & Discussions

- **Entrepreneurial Learning Outcomes (ELO)** were **strongly and positively correlated** with **Entrepreneurial Self-Efficacy (ESE)** ($r \approx [.55 – .70]$, $p < .01$).
- **Entrepreneurial Learning Outcomes (ELO)** showed **moderate positive correlations** with **Entrepreneurial Intention (EI)** ($r \approx [.38 – .46]$, $p < .01$).
- **Entrepreneurial Self-Efficacy (ESE)** was **strongly associated** with **Entrepreneurial Intention (EI)** ($r \approx [.62 – .84]$, $p < .01$), indicating a robust link between self-belief and intention formation.
- **Entrepreneurship Education Attendance (EE attended)** was positively correlated with **ELO**, **ESE**, and **EI**, though effect sizes were small to moderate ($r \approx [.09 – .29]$, $p < .01$).
- **Gender** showed **negligible correlations** with **ELO**
- ($r \approx [–.01 – .02]$, ns), but **weak yet significant correlations** with **ESE** and **EI** ($r \approx [.03 – .14]$, $p < .01$).

## Conclusion

- Equal learning outcomes do not transforms into equal entrepreneurial self-efficacy and intentions across genders.
- Entrepreneurship education must move beyond content delivery towards gender responsive confidence building interventions which will translate into Entrepreneurial Intention.

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# From Claims to Commitment: Understanding the Role of Transparency In Green Marketing in Indian Entrepreneurship

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## Introduction

Green startups face a dual challenge: creating genuinely sustainable products and convincing skeptical consumers of their authenticity. Moving beyond traditional marketing, the research positions transparent green communication as a core entrepreneurial competency that transforms trust into purchase intention and competitive advantage. The study integrates Signaling Theory (Spence, 1973) and Attribution Theory (Kelley, 1973) to explain how sustainability-focused ventures build consumer trust in markets characterized by information asymmetry. Entrepreneurs communicate unobservable qualities, such as genuine environmental commitment, through clear, verifiable, and consistent signals, including certifications, measurable impact data, transparent reporting, and precise messaging. Consumers interpret these signals to determine whether green initiatives reflect sincere, long-term strategic commitment or merely promotional intent.

## Design/Methodology

This study adopted a mixed-methods approach to explore how transparency in green marketing builds consumer trust in the Indian context. The survey captured perceptions of transparency, trust, authenticity, and purchase intentions. The data were analyzed using structured modeling techniques to examine relational dynamics between the variables. This integrative approach aligned corporate communication practices with consumer interpretations, offering a comprehensive understanding of how signaling and attribution theories apply to real-world sustainability messaging. The methodology thereby connects organizational intent with consumer response in the context of green marketing.

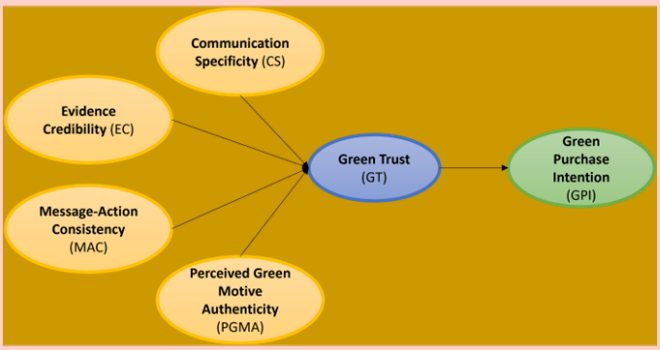


**Figure 1:** Conceptual Framework

## Results & Discussions

The model shows that evidence credibility has a significant and positive effect on green trust ($p = 0.000$), indicating that consumers place strong confidence in brands that provide reliable and verifiable information. Communication specificity also significantly enhances green trust ($p = 0.000$), suggesting that clear and detailed messaging helps consumers feel more assured about a brand's environmental claims. In contrast, message–action consistency ($p = 0.788$) and perceived green motive authenticity ($p = 0.878$) do not significantly influence green trust. Finally, green trust significantly predicts green purchase intention ($p = 0.007$), demonstrating that higher levels of trust lead to a greater likelihood of consumers choosing environmentally friendly products.

**Table 1:** Hypothesis Testing

| Paths | P values | Decision |
|---|---|---|
| Evidence Credibility → Green Trust | 0 | **Accepted** |
| Communication Specificity → Green Trust | 0 | **Accepted** |
| Message-Action Consistency → Green Trust | 0.788 | Rejected |
| Perceived Green Motive Authenticity → Green Trust | 0.878 | Rejected |
| Green Trust → Green Purchase Intention | 0.004 | **Accepted** |

## Conclusion

The findings show that different parts of green communication do not influence trust equally. Trust mainly depends on how credible and specific the information is, rather than on perceptions of motives or consistency. Clear, detailed, and well-supported messages help consumers judge environmental claims more confidently, leading to stronger trust in the brand. Because green trust directly increases green purchase intention, it becomes an important driver of environmentally responsible consumer choices. When people trust a brand's green claims, they are more likely to buy its sustainable products. Overall, the results suggest that focusing on trustworthy, transparent communication is more effective than relying on implied motives or symbolic signals.

**Limitations and Future Research Directions**

Findings are based on urban Indian consumers. Future studies can explore rural and semi-urban perspectives, or compare different communication formats (e.g., labels vs. storytelling) to understand how transparency shapes attitudes and intentions.

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# SILICON VALLEYS TO SILK SAREES- HOW BENGALURU'S TECH ECOSYSTEM IS WEAVING A NEW GENERATION OF WOMEN ENTREPRENEURS

PRESENTED BY- DR KUSH KALRA, NMIMS UNIVERSITY
SHRADDHA ARORA, NMIMS UNIVERSITY, SCHOOL OF LAW, BENGALURU

## Introduction

- Introducing Bengaluru as a unique socio-economic petri dish where a conservative, ritual-rich Southern Indian culture collides with the world's most dynamic tech industry.
- The silk saree is not just a garment; it's a symbol of familial tradition, heritage, and often, patriarchal expectations. The presentation explores how tech is the new shuttle (the tool used in weaving) on the loom, allowing women to weave their own financial independence and identity without abandoning cultural roots.
- Unlike Western models of entrepreneurship that often require relocation or a break from family, Bengaluru's tech ecosystem is fostering a Ghar Wapsi (homecoming) model of entrepreneurship, allowing women to build global businesses from their hometowns, leveraging local support systems.

## Design/Methodology

- Instead of generic surveys, we did research mapped like LinkedIn profiles and startup registrations in Bengaluru to identify women founders. We categorized them by educational background (IIMs/IITs vs. Local University) and the specific locality of their first office (e.g., Home Office in Jayanagar vs. WeWork in Indiranagar) to understand the geographic spread of entrepreneurship.
- Conducted unstructured, qualitative interviews at non-corporate settings like local tiffin rooms and cafes in Basavanagudi to get past the curated "startup pitch" and understand the real social dynamics how they negotiate business travel with family, manage evening events etc.
- Nidhi Singh and Shikhar Veer Singh, former biotechnology researchers, transformed Samosa Singh from a local Bengaluru outlet into a multi-crore business by applying scientific precision to a traditional street snack.

## Results & Discussions

- Pointing to specific micro-hubs like Koramangala, Indiranagar, and Whitefield. These areas host hyper-local, women-focused co-working spaces and communities (e.g., Women Who Code Bengaluru, Lean In Bangalore) that act as safe transition zones, helping women move from corporate jobs to solo ventures without leaving their social comfort zones.
- How platforms like Instagram, Meesho, and Flipkart are enabling women, particularly in South Bengaluru's traditional neighborhoods (Malleswaram, Basavanagudi), to monetize traditional skills (textile art, catering, jewelry design).
- The rise of Angel Networks specifically focused on Women Entrepreneurs in India (like WEHub) and initiatives by Karnataka Digital Economy Mission).


## Conclusion

- Usually, cities think helping business means building fancy tech parks (like Manyata Tech Park).
- What the Government and City Planners Should Do:
  - Fix Local Transport: The Bengaluru Metro and buses must connect traditional areas to industrial areas and wholesale markets (like K.R. Market). If a woman in Banashankari cannot safely and quickly transport her products, her business dies.
  - Change building rules to make it easier for women to legally run small businesses from their homes in residential areas without getting harassed by officials.
  - Building small, affordable community work centers in every zone like a Mahila Workshed in HSR Layout not just giant tech parks where women can go to pack goods, meet clients, or use high-speed wifi, but still be home by 6 PM to cook dinner.

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|---|---|
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| Total Number of Students | 178 |
| Total Number of Students not opted for Placements | 15 |
| Total Number of Students opted for Placements | 163 |
| Total Number of Students Placed | 160 |
| Placed Percentage | 98% |
| Highest package | 17.25LPA |
| Median package | 6.4 LPA |

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- Ranked 42nd pan India amongst top B-schools
- Ranked 11th best B-school in South India

**BUSINESS TODAY 2025**
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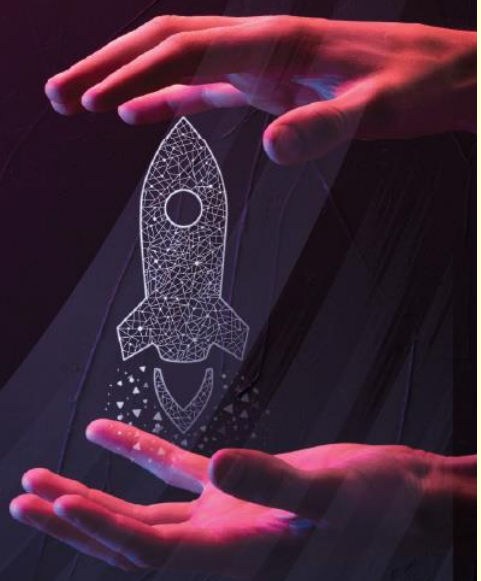

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