

CORPORATE ENTREPRENEURSHIP LEVELS IN THE MIDST OF RWANDAN ENTERPRISES

Sebikari Vincent Kagame

Chair for Economic Efficiency, Mwamis Business Rescue, East Africa &
Sebco Petroleum.

Stephen Kizza Maganda

Business Turnaround Manager, Mwamis Business Rescue

ABSTRACT: *Rwanda has for all intents and purposes a mixed economy. The Rwandan government envisions creating a middle-income, knowledge-based society with middle class of entrepreneurs as the moral fiber of development progression. Various scholars have argued that for enterprises to be competitive, they need to undergo corporate entrepreneurship. Whereas others have defined corporate entrepreneurship as a term used to describe entrepreneurial behaviour inside established mid-size and large organisation. For corporations to improve: Entrepreneurial intensity is required. Entrepreneurial intensity (EI) is considered to be of supreme substance for success of corporate enterprises. To help researchers and lecturers blend the growing body of knowledge, this paper investigates the EI principles of innovativeness, proactiveness, risk-taking, entrepreneurial management style and perceptions to whether have an impact on corporate entrepreneurship (CE) among enterprises in Rwanda. A mixed method approach using qualitative and quantitative approach was employed for testing the hypotheses. In-depth interviews with 156 top executives of well known enterprises in Rwanda were conducted. The interview findings indicated that CE was found to be lacking in diverse enterprises consequently several businesses have struggled to keep up profitability. Thus, the paper seeks to address this gap. Furthermore, the paper provides directions and suggestive thoughts for future research*

Keywords: Corporate entrepreneurship, entrepreneurial intensity, innovativeness, proactiveness, risk-taking, entrepreneurial management style, model for entrepreneurial development, Rwanda

RÉSUMÉ: *A toutes fins pratique le Rwanda a une économie mixte. Le gouvernement Rwandais envisage de créer une société à revenu moyen fondée sur la connaissance, avec une classe moyenne d'entrepreneurs comme fibre morale de la progression du développement. Divers chercheurs ont démontré que pour une meilleure productivité, les organisations ont besoin de suivre une formation sur l'entrepreneuriat d'entreprise. Alors que d'autres se réfèrent à l'entrepreneuriat d'entreprise pour décrire le comportement entrepreneurial dans les établissements de taille moyenne et dans les grandes entreprises, l'intensité entrepreneuriale est nécessaire pour une bonne performance des entreprises. L'intensité entrepreneuriale (IE) est considérée comme un impératif pour le succès des entreprises. Afin d'aider les chercheurs et les conférenciers à combiner l'ensemble des connaissances, ce document étudiera les principes de l'IE sur l'innovation, la proactivité, la prise de risque, le style de gestion entrepreneuriale et les perceptions quant à leur impact sur les entreprises au Rwanda. Une méthode mixte utilisant l'approche qualitative et quantitative fut utilisée pour tester les hypothèses. Des entretiens approfondis avec 156 cadres supérieurs d'entreprises bien connues au Rwanda eurent lieu. Les conclusions de l'étude indiquent un manque d'Entrepreneuriat Corporatif dans diverses organisations ; Conséquemment, plusieurs entreprises ont dû lutter pour maintenir leur rentabilité. Cet article cherche ainsi à combler cette lacune. En outre, il fournit des orientations et des idées suggestives pour de futures recherches.*

Mots-clés: Entrepreneuriat d'entreprise (EE), intensité entrepreneuriale, innovation, proactivité, prise de risque, style de gestion entrepreneuriale, modèle de développement entrepreneurial, Rwanda

INTRODUCTION

“Talent is doing easily what others find difficult, Genius is doing easily what others find impossible”- (Unknown)

A fundamental question is “What are we talking about when we talk about entrepreneurship?” Entrepreneurship is considered a utility (Gries & Naude, 2011:217). According to Morris, Schindehutte & LaForge (2002:4) entrepreneurship is the process of creating value by bring together a unique package of resources to make the most of an opportunity; this include a set of activities necessary to identify an opportunity, define a business concept, assess and acquire the necessary resources, manage and harvest the enterprise. Notably, Sebikarian theory of economic efficiency holds productive entrepreneurship as the differential technique of the upcoming. With this technique, we are to identify the effectiveness of entrepreneurial policy, investment class and emerging successful enterprises.

(Parker, 2005:2; Shane & Venkataraman, 2000:217) explained entrepreneurship as the creation, discovery and exploitation of market opportunities. For that reason, Creating new business through market development or by undertaking product, process, technological and

administrative innovations (Zahra, 1993:321). More recently, Kuratko (2013:5) suggests a dynamic process of vision, change and creation.

Sebikari (2014:121) argues that entrepreneurship is the surfacing and growth of new economically entrepreneurial enterprises while Davis (2006:73) suggests that entrepreneurship is seen as the creation of high growth firms. Adding further point, Morris *et al.* (2002:4) acknowledges that entrepreneurship is viewed as an organizational compass reading exhibiting innovativeness, calculated risk-taking and proactiveness. Nevertheless, there is no single definition of entrepreneurship (Kusumsiri & Jayawardane, 2013:26).

Most importantly, Rwanda is surrounded by land and small country. Through its vision 2020, the country aims at developing an efficient private sector spearheaded by competitiveness and entrepreneurship. According to World Bank Group (2013:37) Rwanda's commitment to private sector development has facilitated business regulation reforms.

According to Musahara, Akorli & Rukamba (2014:7) there has been an observable policy and institutional drive in Rwanda to promote entrepreneurship. Rwanda has increasingly recognized the potential of entrepreneurship in country's development processes. As entrepreneurship contributes significantly to economic growth (Audretsch, 2009:252; Sebikari, 2014:121; Bahrami, 2014:37; Murugesan, 2010:36; Mohar, Sandhu & Jain, 2007; Heilbrunn, 2010:247; Acs, Bardasi, Estrin & Svejnar, 2011:393; Gries & Naude, 2011:216; Filser & Eggers, 2014:55); Based on economic efficiency theory: enterprise growth, utility produced, informed entrepreneurial decision making will lead to real economic development in the long run as illustrated in figure 1 below:

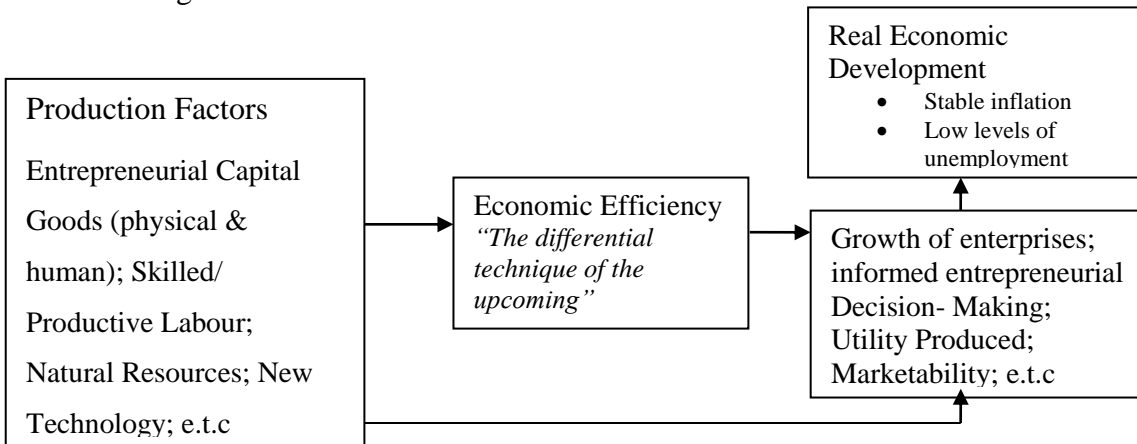
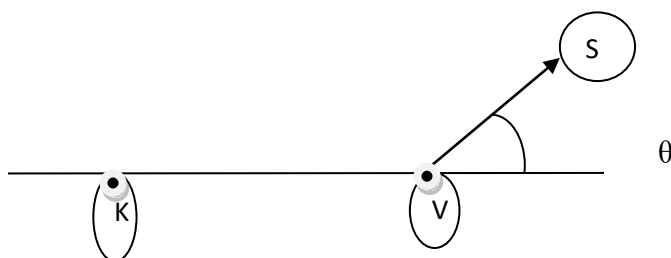


Figure 1: Entrepreneurship as the technique of the upcoming

At this juncture economic efficiency refers to productive entrepreneurship; vigorous production technique is the main returns smoothing technique. When a production factor is moved by the action of a constant economic efficiency technique, the work done by that technique is the component of the technique in the direction of activity multiplied by the distance moved by the

point of application of the technique; so when a production factor is moved from K to V by a constant technique S. the work done by S is given by $(S \cos\theta)(KV)$



This is supported by Harorimana (2010:6) who concedes that to ensure entrepreneurship contributes to the economic development in Rwanda; the focus ought to be to build up a wider base of entrepreneurs with entrepreneurial behavior, develop entrepreneurial skills to grip tools and good practice for successful enterprises; the need to understand current events especially model for entrepreneurial development. Fostering entrepreneurship, Rwanda seems to be taking a distinctive position around the world. Indeed, economic efficiency plays a key role in the growth and real development of every country.

Model for entrepreneurial development

“It is not from the benevolence of the butcher, the brewer, or the baker, that we expect our dinner, but from their regard to their own interest”- (Adam Smith)

According to the ministry of trade and industry (2010), SME development policy was introduced to stimulate growth of sustainable SMEs through enhanced support service provision and promoting a culture of entrepreneurship. Morris & Kuratko (2002:44) highlighted the action of implementation so as to bring entrepreneurial concepts to end result. Entrepreneurship development is fostered by a unique blend of essentials, such as entrepreneurship policy, new technologies, entrepreneurial positioning, capacity utilization, shifting consumer demographics, and access to the competitive market. In summary, Fosu, Odum & Lipsy (2014:64) suggests that entrepreneurial capacity involves the mindset, readiness, motivation and passion.

Entrepreneurial development is a human capital matter. This mean we need to advance in the course of action and deal with shocks as they unfold. Overall, the principal goal should be to change the cultural mindset and embrace entrepreneurship as a means to achieve economic welfare. In other words, different models have been used to denote entrepreneurship development; therefore this model as adapted from Sebikari (2016:32) considers the influence of economically sound environment, opportunity identification, entrepreneurial thinking, political blessing, and entrepreneurial competition as depicted in figure 2:

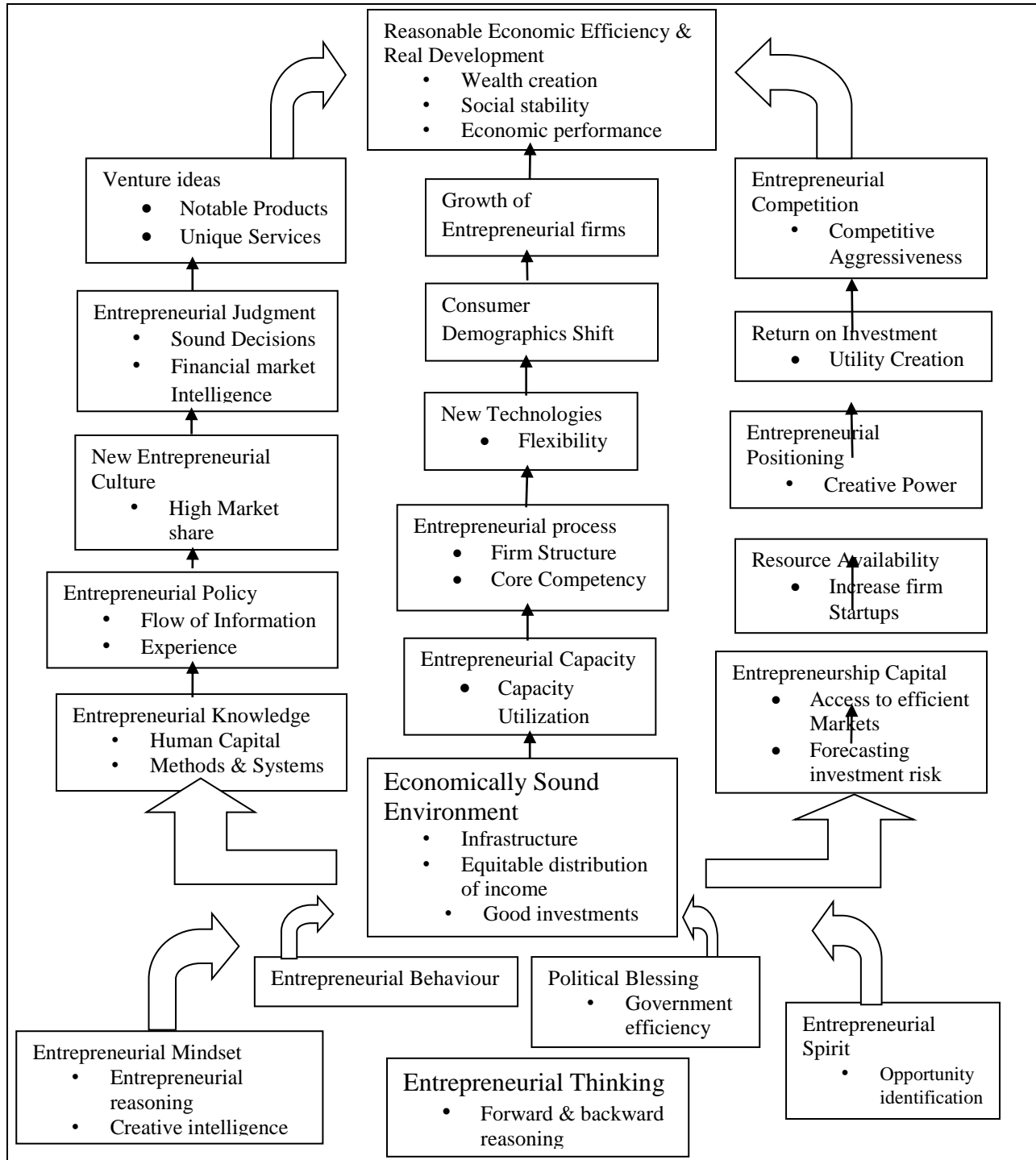


Figure 2: Model for entrepreneurial development

Under this model, economic efficiency bridges the gap and resolves apparent conflicts between the various models used today; accelerate the process of big business formation and growth. Samuelsson & Davidsson (2009:27) identifies entrepreneurial behavior as new venture creation. Understanding the effects of the mode for productive entrepreneurial development, it's important to take into account the credibility of entrepreneurship policy.

According to Aggarwal (2012:707) entrepreneurship promotion boast more momentous roles in generating income and wealth creation, creating employment, and enhanced circulation of economic activities. As highlighted by Lazear (2004:208) entrepreneurship skills can be obtained all the way through education, which counts for competitive aggressiveness and a right mindset.

In addition, Companies today must operate in an entrepreneurial manner in order to create a competitive setting (Sebora, Theerapatvong & Lee, 2010:452; Xianguo, Weixiang, Zhouqi, 2009:567). However, some enterprises are more entrepreneurially intense than others (Morris, Kuratko & Covin, 2008). Kreiser & Davis (2009:4) emphasizes that entrepreneurial enterprises are ones that engage in product-market innovation, undertake risky ventures and able to come up with proactive innovations.

Beyond what has been said, Timmons, Gillin, Burshtein & Spinelli (2011) adds that entrepreneurial firms show the way to the creation of major new inventions and technologies. It seems clear from the evidence that the subject of corporate entrepreneurship has generated much awareness and considerable research over the years.

According to Sebora, Theerapatvong & Lee (2010:452) CE is decisive to the enterprise's success, especially in today's vibrant setting. (Burns, 2005:5) sees CE as a way to boost innovative abilities of employees and enhance enterprise success. Further Hayton & Kelley (2006:407) emphasis CE as a set of firm wide activities that centers on the discovery and recreation of new opportunities through innovation, new business formation or the beginning of new business models.

Rwandan and other, executives need to understand that activities associated with CE are to ensure long-standing accomplishment of enterprises. Xianguo, Weixiang, Zhouqi (2009:574) further classified that the nature of CE is to discover and exploit opportunities thus (Antoncic & Hirsh, 2003:10) suggests that for enterprises to improve performance, they need a culture of CE. The result of this paper might help to identify areas, entrepreneurship challenges and direction for policy makers to promote entrepreneurial intensity carried out among entrepreneurs and corporate executives in Rwanda.

Problem Statement

According to World Bank Group (2014:213) Rwanda ranks 46th out of 189 economies in ease of doing business report; Rwanda is for the most part substance-based economy, 80% of the population employed in the agricultural sector (Musahara, Akorli & Rukamba, 2014:8). Rwanda faces a range of development challenges: unemployment, lack of entrepreneurial knowledge,

business innovativeness, weedy infrastructure, lack of entrepreneurial education and skills due to poorly developed education system has been identified as barriers (World Bank Group, 2014:50). Rwandan academics have been criticized in up to date years. A continual concern is that academic research has contributed miniature to CE therefore this paper possibly will contribute to a better perceptive of entrepreneurship in Rwanda. At hand is a great call for in Rwanda to focus studies on CE hence nature and accelerate the development & growth of the entrepreneurial enterprises.

Research Questions

Can corporate entrepreneurship be the twin helixes in the chromosome of the successful enterprises in Rwanda?

Research Objectives

Measuring corporate entrepreneurship levels enables enterprises to weigh up the entrepreneurial status quo to implement and maintain a vibrant corporate entrepreneurial environment (Kassa & Satyaraju, 2014:57).

The research objectives are as follows:

- To gather detail information on top executives in prominent enterprises in Rwanda; and
- To elicit insights into innovativeness, entrepreneurial management style and perceptions, proactiveness and risk-taking in relation to CE in Rwanda.

Hypotheses

This paper investigates the entrepreneurial intensity (EI) to whether have an impact on corporate entrepreneurship among enterprises in Rwanda. Therefore, the following hypotheses are stated as:

Ho1: The greater and continuous innovativeness of executives will be positively associated with the level of corporate entrepreneurship in Rwanda.

Ho2: The greater the proactiveness, the greater the levels associated with corporate entrepreneurship in Rwanda.

Ho3: The higher the levels of risk-taking, the greater the level of corporate entrepreneurship in Rwanda.

LITERATURE REVIEW

The literature review will help out enterprise executives and researchers to gain a better insight into CE. It will evaluate various principles for developing entrepreneurial intensity with special focus on CE. The review will entail existing published research.

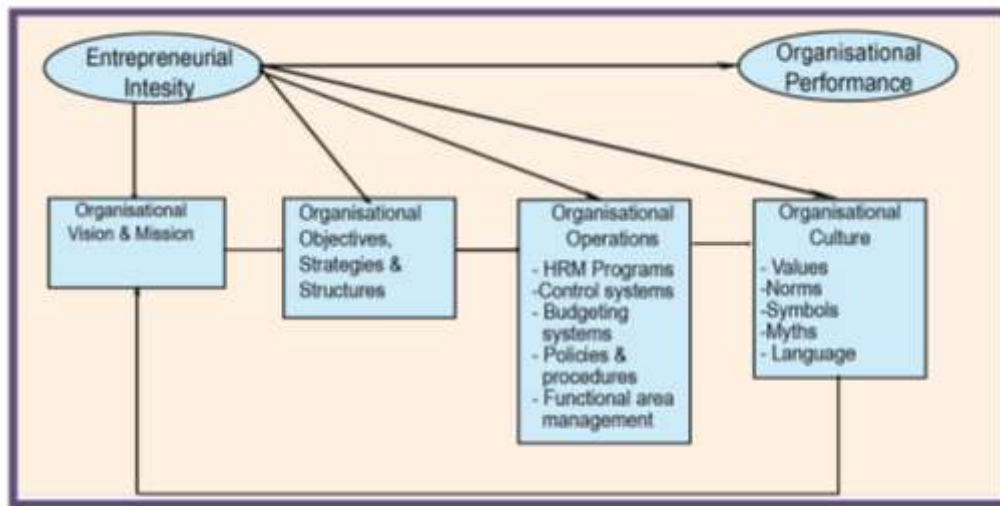
According to the National Institute of Statistics of Rwanda (2011) there were 123,405 enterprises of which 92.6% belonged to micro category, 6.9% small, 0.4% medium and 0.1% large. According to Sebikari (2014b) Rwanda base on number of employees, annual turnover and investment capital in defining SMEs as illustrated in table 1 below:

Table 1: Definitions of SMEs in Rwanda

Size of enterprise	Number of employees	Annual turnover (million RWF)	Capital investment (million RWF)
Micro	1-3	<0.3	<0.5
Small	4-30	0.3-12	0.5-15
Medium	31-100	12-50	15-75

Contained by the number of employees, volume sales and asset value; no universal notion globally. Policies that elevate the status friendly to entrepreneurship and the perceptions of entrepreneurship matter greatly (Minniti & Naude, 2010:3). In the same measure, Hitt *et al.* (2001:480) explains that insights into entrepreneurial strategies are indispensable in deciding the direction and future of the enterprise as demonstrated in figure 3.

Strategic integration of entrepreneurship throughout organization



Scholars of entrepreneurship have greater than ever looked at the entrepreneurial activities within enterprises; this has been referred to as corporate entrepreneurship (CE) (Covin & Miles, 2007:183; Hisrich & Antoncic, 2004:518; Toledano, Urbano & Bernadich, 2010:396). We now turn to crucial of CE.

Corporate Entrepreneurship

“The test for cream of the crop is to create an internal marketplace for ideas within their enterprises and encourage employees to act on these ideas”-(D. F. Kuratko, 2007)

According to Fong, Yin-Kuan, Tan & Seow (2013:7) CE is the conception and fostering of an entrepreneurial culture within the organisation in order to improve its innovative capacity. In contrast, Christensen (2005:306) argues that an entrepreneurial activity within the enterprise is a means for coping with multiplicity in the enterprise's surroundings. Entrepreneurial activities lead to establishment of new opportunities hence to foster the understanding of CE, it is imperative to look at the general model as shown in figure 4 below:

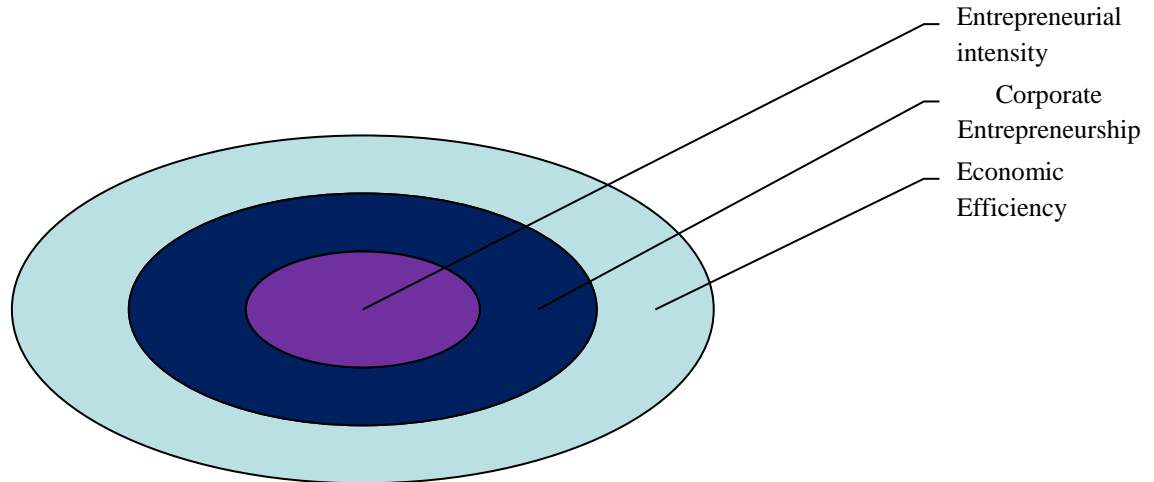


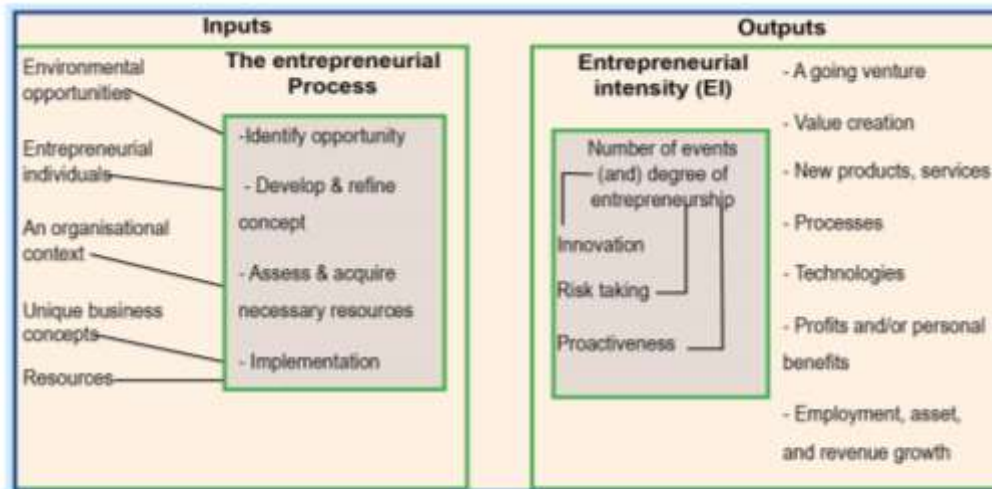
Figure 4: General model of the Corporate Entrepreneurship

Yiu & Lau (2008:37) argues that CE allows enterprises to put together full use of its resources to capture up-to-the-minute opportunities. In particular, Morris, Kuratko & Covin (2011:4) describes CE as a process whereby an individual or a group of individuals create new organization or prompt renewal within corporate, division, function or project in that organisation; aimed at creating new business in established companies through product and process innovation and market development.

According to Corbett, Covin, O'Connor and Tucci (2013:812) CE seeks to renew enterprises. Furthermore, CE is defined as a process of knowledge acquiring, integrating and utilizing, involving input of a large quantity of tacit knowledge (Xianguo, Weixiang, Zhouqi, 2009:574). In many cases, according to Onuoha (2007:20) CE is the practice of starting new enterprises or revitalizing mature enterprises in response to identified opportunities. Therefore, a multidimensional notion that incorporates a firm's activities intended for at product and technological innovation, risk taking and proactiveness (emphasis on whole firm) (Kreiser & Davis, 2009:4; Seborá & Theerapatvong, 2010:331). This supports Hitt, Ireland, Camp & Sexton (2001:479) study that mentioned innovation, risk-taking and proactiveness as internal processes associated with CE.

In addition, (Morris & Kuratko, 2002; Kemelgor, 2002:67) insisted that CE represents a framework for the facilitation of enduring change and innovation in established organizations. Morris & Kuratko (2002:30) integrative model of entrepreneurial inputs and outcomes is adopted. The model presents five key fundamentals that have a say to the entrepreneurial process, they include entrepreneurial opportunities, entrepreneurial individuals, organizational context, unique business concepts and resources as detailed in figure 5;

Figure 5: Integrative model of Entrepreneurial inputs and outcomes

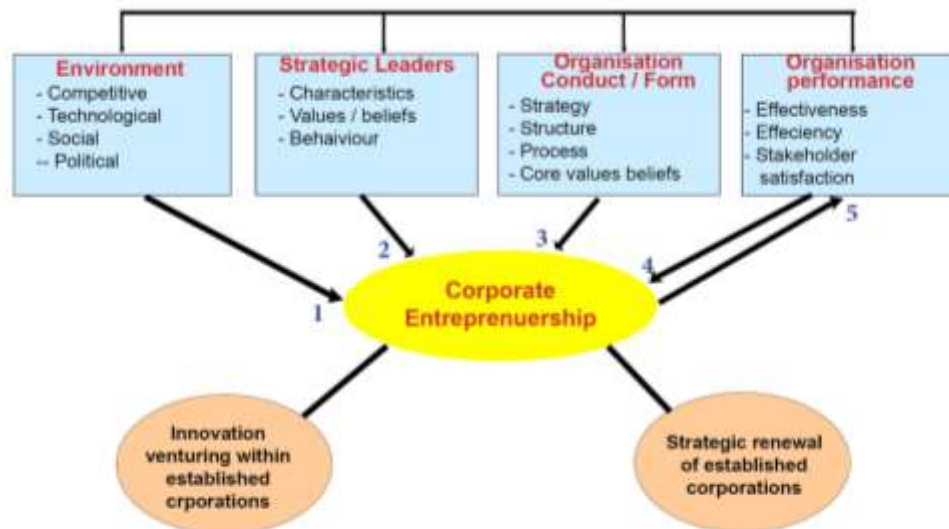


Integrative model of Entrepreneurial inputs and Outcomes, Source: Morris & Kuratko, 2002:30

The output depicts the intensity of entrepreneurship being achieved. Outcomes include value creation, processes, jobs, new technologies and profits. This model points out the occurrence of entrepreneurship which is of interest to this paper.

A different approach is that CE is a key means of accumulating, converting and leveraging resources for competitive purposes (Wang & Zhang, 2009:10). Ireland, Covin & Kuratko (2009:19) described it as a progression through which individuals in an established business trail entrepreneurial opportunities.

According to Guth & Ginsberg (1990:5) CE encompasses the birth of new businesses within existing enterprises, transforming enterprises through rekindling of key thoughts on which they are built as meticulous. Input elements of the model are the environment, strategic leaders, enterprise form and performance while strategic renewal and innovation as CE outcomes at the same time as shown in figure 6;

Figure 6: Fitting corporate entrepreneurship into strategic management

Source: Guth & Ginsberg (1990:5)

The model asserts that enterprises need a culture as a mean to encourage entrepreneurial activities within and so interaction in determining the entrepreneurship outcomes. The weakness of the model is that it only shows feedback between CE and organizational performance but not other factors.

Sebora & Theerapatvong (2010:331) argues that CE has been acknowledged as a potentially feasible means for promoting and sustaining corporate competitiveness. Fong, Yin-Kuan, Tan & Seow (2013:7) suggests that CE involve three dimensions of innovation, new business venturing and strategic renewal activities; these activities have an important effect on CE (Luo, Zhou & Liu, 2005:280); These activities have received considerable research interest as they are essential to enterprise survival, profitability, growth and renewal since they cheer entrepreneurial intensity (Mazzola & Kellermanns, 2011:326); according to Kuratko (2007:4) entrepreneurial intensity is the frequency and degree of innovation, proactiveness and risk-taking. The paper presents the general principles as illustrated in figure 7 below;

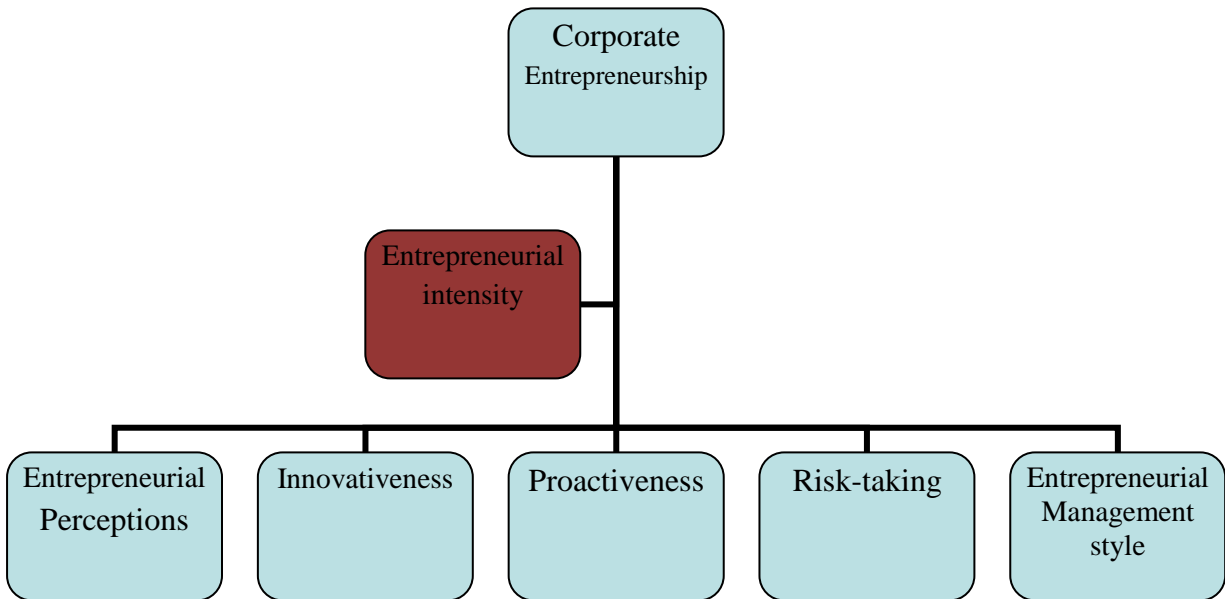


Figure 7: General principles of the Entrepreneurial Intensity

Innovativeness

At the centre of entrepreneurship is innovativeness (Venter, Rwigema & Urban, 2008). Kreiser & Davis (2009:4) observes that innovativeness is an input element to entrepreneurial act. According to Morris *et al.* (2002:4) innovativeness is the inquest of creative, unusual, or novel solutions to problems and needs. Moving the argument along, a firm's tendency to engage in and support new ideas, novelty, experimentation, and creative processes (Lumpkin & Dess, 1996:142; Clark, 2010:601). Knight (1997:214) further explained that innovativeness is the pursuit of creative or novel solutions to challenges confronting the firm, including the development or enhancement of products and services, as well as administrative techniques and technologies for performing organizational functions.

Moving the argument along, Covin & Slevin (1991:10) noted that innovativeness is the extensiveness and frequency of product innovation and the related tendency toward technological leadership. Nevertheless, frequency looks at the number of events. According to Morris *et al.* (2008:69) the degree and frequency of entrepreneurship ought to be considered mutually. This is supported by McFadzean, O'Loughlin & Shaw (2005:356) research that combines innovation and CE by emphasizing that CE is the endeavor of promoting innovation in an uncertain environment that's why executives are supposed to encourage innovation. Even so Zhao (2005:25) insists that innovation helps to attend too market needs if enterprises are to pull off commercial sensation.

Risk-taking

According Moloi & Nkhahle-Rapita (2014:80) risk-taking is an innermost part of any business since starting a new business is the first risk. Murugesan (2010:37) says that risk-taking is making choices where outcomes are less than certain known. Covin & Slevin (1991:10) observes that risk-taking involve captivating investment decisions and strategic actions in face of uncertainty. This is supported by Lumpkin & Dess (1996:144) research as a sense of uncertainty. Morris & Kuratko (2002:41) press on that risk-taking involves willingness to pursue opportunities. Dess & Lumpkin (2005:4) advocate that having a tendency towards risk in a given enterprise means that enterprise is in a position to exploit opportunities. In contrast, Elston & Audretsch (2007) believes that risk-taking differentiates entrepreneurs from nonentrepreneurs because they sharply scrutinize the type of risk before making a decision.

Proactiveness

Kreiser & Davis (2009:6) view proactiveness as opportunity-seeking and forward-looking angle. Morris *et al.* (2002:4) noted that proactiveness is making things happen through whatever means are necessary. Lumpkin & Dess (1996:146) argued further as the taking initiative by anticipating and pursuing new opportunities and by participating in emerging markets. The opposite of reactiveness and is associated with aggressive posturing relative to competitors (Knight, 1997:214). The pioneering nature of the firm's propensity to aggressively and proactively compete with industry rivals (Covin & Slevin, 1991:10). The attempt to lead rather than follow competitors (Miller & Friesden, 1983:22), This means that corporate entrepreneurs ought to have entrepreneurial orientation which is defined as strategy making processes that offer enterprises with a foundation for entrepreneurial decisions and actions (Rauch, Wiklund, Lumpkin & Frese, 2009:762).

Entrepreneurial management style

"The whole of science is nothing more than the refinement of everyday thinking"- (Albert Einstein)

Entrepreneurial management helps enterprises continue fundamental and have a say to company and public level value formation. van Vuuren & Worgotter (2013:121) points out that management is a key driver in enterprises endeavour. According to Sadler-Smith, Hampson, Chaston & Badger (2003:49) entrepreneurial style enables executive to embark on business-related risks, favour alteration and try to win aggressively with other enterprises. Competitive aggressive enables well-built focus on outperforming existing competitors (van Geenhuizen, Middel & Lassen, 2008:833). The corporate entrepreneur and the enterprise team blend their skills to operate in a competitive environment by emphasizing management style that is robustly inclined by communications; based on expertise and not authority. Furthermore, Morris *et al.* (2008) it is the entrepreneurial style that encourages entrepreneurial culture through commitment, information sharing and accountability.

Corporate Entrepreneurship benefits

According Morris *et al.* (2011) emphasizes that CE enables firms to compete by focusing on effectiveness, improve competitive positioning, advance growth and profitability. (Moreno & Casillas, 2008:507; Venter *et al.* 2008) suggest that CE helps to forecast the enterprise's growth; this is supported by Steffens, Davidsson, Fitzsimmons (2009:125) growth and profitability aid in measuring the firm's performance.

Corporate Entrepreneurship obstacles

Morris & Kuratko (2002:173) identified six categories of structures, direction, systems, procedures, people and culture as obstacles to corporate entrepreneurship. In addition, Dollinger (2003) highlighted limitations that constrain the corporate entrepreneur: Lack of political savvy; lack of rewards for innovation; lack of good financial proposals; lack of people development skills; lack of legitimacy; lack of "seed" capital; lack of open ownership; lack of a sponsor; lack of energy and shared enthusiasm; lack of personal renewal; lack of urgency; lack of appropriate timing;

Nevertheless, Dollinger (2003) suggested the following in overcoming the obstacles and limitations: Build social capital; Gain legitimacy; Political tactics; Resource acquisition; Focus on the Right Obstacles at the right time. Beyond what has been said, Leavy (2005:45) suggests: A right organization climate; attracting and retaining more creative talent; need to thump a balance between efficiency and innovation.

RESEARCH METHODOLOGY

Research Design

A mixed approach using quantitative and in-depth qualitative research (interviews) was applied. According to Creswell (2009:146) mixed method approach is constructive to understand the complex process of research over time. This is on the whole significant to the present paper. The sample selection criteria included enterprise size, industry sector (Manufacturing; Currency and trade; Transportation and communication; Mining; Agriculture).

Sample

The sample of this paper covers the whole country, where small, medium and large enterprises were considered as illustrated in figure 8 below:

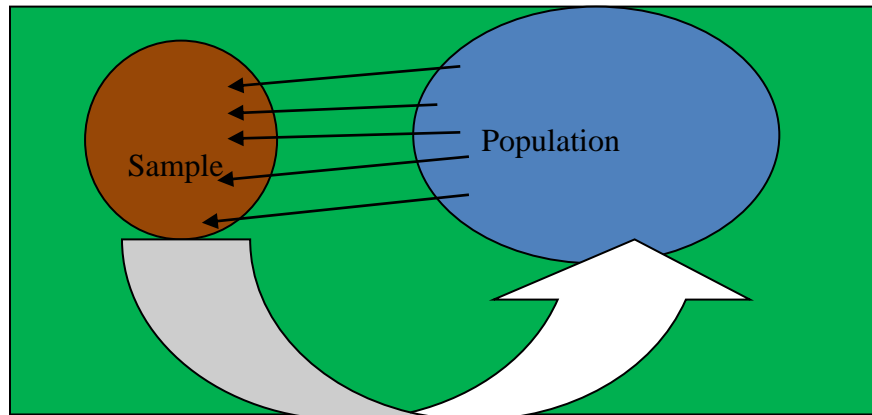


Figure 8: Sample Population

Sampling was made from a large population. Defining the population enables right sample units included in the sample. According to Welman, Kruger, Mitchell (2005:70) sample size helps to: determine the statistical significance test and for accuracy. The sample size was set as much as necessary to minimize the likelihood of freak domino effect (Creswell, 2009:146)

Data collection

Interviews based data collection is useful (Steyaert, 2007:733; Babbie, 2010:274); this helps to gain first hand explanation of specific experience (Cope, 2005:176). The interview refers to a personal exchange of information between the interviewer and the interviewee (Boeije, 2010:61). According to Cooper & Schindler (2011:264) interview is a good idea when one is trying to paint a detailed descriptive picture of some phenomena or some process or when one is trying to understand a unique experiences or perspective. This is supported by Lam & Harker (2013:6) research that interview is the most powerful means of attaining an in-depth understanding of another person's experience.

In addition, the purpose of the interview is to gather detail information on well known top executives in prominent enterprises in Rwanda. The in-depth interviews focused on how the corporate entrepreneurship of the enterprise improved since he/she started in the position. Activities involved in entrepreneurial intensity were observed. The interviews were conducted over a period of eight months during 2015. Meeting preparations were set up by the use of email and telephone. The interviewing course of action started with the objective explanation followed by the inquiry. The interviews were based on the literature and covered the following key areas:

- Innovativeness;
- Proactiveness;

- Risk-taking;
- Marketability;
- Entrepreneurial Management style; and
- Entrepreneurial Perceptions

The guiding questions are presented in appendix A. Each interview session took about forty minutes. The stories told by top executives provided us a great amount of data about the role played by innovativeness, proactiveness, risk-taking, entrepreneurial management style and perceptions within the enterprise in order to remain in the corporate competitive dome.

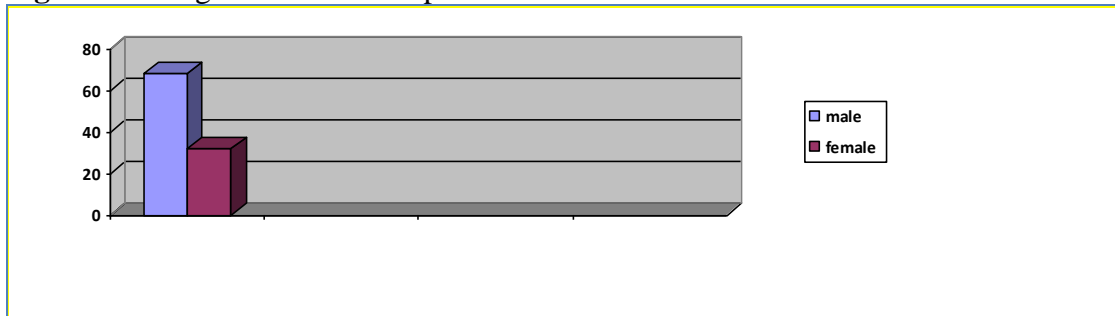
Secondary data from text books, particular journals were also employed (International Journal of Entrepreneurship and Innovation Management, Journal of Small Business Management, International Small Business Journal, The Small Business Economics Journal, Journal of Business Venturing, Journal of Development Entrepreneurship, Academy of Management Review, to mention but a few).

DISCUSSION OF THE FINDINGS

Demographics

The interviews started with a few questions relating to demographical information. 156 top entrepreneurs were interviewed and enterprise profile as summarized in Table 2 below. Our results show that 68% were male and 32% female as shown in figure 8;

Figure 9: The gender of the sample



Most of them 50% were between 31 and 45 years. 50% (78) were department directors, 40% senior managers and 10% executive directors. According to Vis (2012:3) research puts the percentage of female owned enterprises to 43.1% only in the capital region. The number of years in service with the enterprise varied: 35% had been with enterprise between 11 and 15 years, 45% between 5 and 10 years while 20% worked with the enterprise over 15 years.

Table 2: Interview profile

Description		%
Gender	Female	32
	Male	68
Age	26-30 yrs	18
	31-45 yrs	50
	Over 45 yrs	32
Present Position held at the enterprise	Executive director	10
	Senior manager	40
	Department director	50
Time spent at the enterprise	5-10 yrs	45
	11-15 yrs	35
	Over 15 yrs	20
Enterprise employees	20-50	60
	51-100	35
	Over 100	5
Enterprise Market	Domestic	70
	East Africa	20
	International	10

60% of the enterprises were employing between 20 and 50; 35% were between 51 and 100 and only 5% over 100. 109 (or 70%) mainly operate in the domestic market, 20% east Africa and 10% operating internationally.

Further, the paper seeks to understand the relationship between entrepreneurial intensity and corporate entrepreneurship levels in Rwandan enterprises. Executives were asked to what extent they were innovative in their positions; proactive; and risk-taking. The interviews revealed the following;

Innovativeness

Kassa & Satyaraju (2014:60) reports that innovativeness in enterprises takes forms of new products, new process to create products, new administrative structures. According to Venter *et al.* (2008) innovation involves reinventing products in a profitable mode. In this paper, to assess the level of innovativeness, Executives were asked whether they had introduced new products, new product markets, and new processes since joining the enterprise as shown in table 3, 4 and 5. Their responses are indicated in table 3 below;

Table 3: Beginning of new products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	16	10.0	10.0	10.0
	Agree	31	20.0	20.0	30.0
	Disagree	70	45.0	45.0	75.0
	Strongly Disagree	39	25.0	25.0	100.0
	Total	156	100.0	100.0	

From table 3 above, 16 (Or 10%) strongly agreed that they had introduced new products while 31 (20%) agreed, 70 (45%) disagreed and 39 (25%) strongly disagreed to the notion.

Executives were asked whether they had entered into new product markets since joining the enterprise. Their responses are indicated in table 4 below;

Table 4: Doorway into new product markets

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	34	22.0	22.0	22.0
	Agree	31	20.0	20.0	42.0
	Disagree	44	28.0	28.0	70.0
	Strongly Disagree	47	30.0	30.0	100.0
	Total	156	100.0	100.0	

Findings in table 4 above indicates that 34 (22%) strongly agreed that entered into new product markets, whereas 31 agreed, 44 disagreed and 47 strongly disagreed.

Executives were asked whether they had introduced new processes or modified the existing processes since joining the enterprise. Their responses are indicated in table 5 below;

Table 5: Introduction of new processes or modification of existing processes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	31	20.0	20.0	20.0
	Agree	44	28.0	28.0	48.0
	Disagree	62	40.0	40.0	88.0
	Strongly Disagree	19	12.0	12.0	100.0
	Total	156	100.0	100.0	

From table 5 above, 20% strongly agreed to have introduced new processes or modified the existing processes, 28% agreed, while the majority 40% disagreed and 12% strongly disagreed. All in all, only 48% viewed innovativeness as a way for enterprises to things that are novel, unique or different. Thus, for Rwandan executives to exploit opportunities should adopt the Ansoff's matrix regarding innovativeness among enterprises.

Table 5.1: Ansoff's matrix regarding innovativeness

	Current product	New product
Current market	Market penetration	Product development
New market	Market development	diversification

In order to accelerate market penetration, focus should be increasing market share without even changing the products. In line with developing products in existing markets center of attention ought to be introducing new product or product improvement. More so, finding or acquiring new market segments will lead to new products that go in hand with taking high risks and innovative ability.

Proactiveness

According to Rauch *et al.* (2009:762) proactiveness looks at opportunity-seeking, forward-looking perspective. Most of the top executives (70%) didn't fully understand proactiveness as the willingness to assume responsibility, take initiatives, pursue and anticipate opportunities. 65% of executives did not view corporate entrepreneurs like all other entrepreneurs need to be proactive so as to be on top of their game or be competitive in the pursuing entrepreneurial opportunities. Only 35% pursued new opportunities all times that are or are not related to the present line of enterprise operations by introducing new products and brands within their departments. Executives were asked whether they had created new structures, resources, systems or culture as shown in table 6 below;

Table 6: Descriptive Statistics of Proactiveness from the executives

Proactiveness		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Structures	23	15	15.0	15.0
	Resources	31	20	20.0	35.0
	Systems	8	5	05.0	40.0
	Enterprise culture	94	60	60.0	100.0
	Total	156	100.0	100.0	

60% of the executives had made alteration of existing culture, 5% developed new systems, 20% introduced new recourses while 15% had developed new structures. 40% of the executives

agreed that clear direction and setting achievable targets contribute positively to the enterprise corporate levels as a whole. According Guth & Ginsberg (1990:5) renewal involves the creation of new wealth through new combination of resources; such actions include redirecting product development, reshaping operations and refocusing the enterprise competitively. Thus Rwandan enterprises are much less proactive

Risk-taking

70% agreed that as top executive requires risk-taking. 60% identified operation risks. However, only 30% had experience in developing unique techniques to deal with such risks.

Occurrence of entrepreneurial activities:

Entrepreneurial Management Style

58% executives had open door style. Only 42% (66) had initiated passage talk style. The entrepreneurial intensity activities are not clearly demonstrated in the markets which different enterprises operate their businesses as locally, regional and international. Therefore, this calls for product diversification among different enterprises, increase customer base to new markets.

CHALLENGES AND RECOMMENDATIONS

Confrontation to change ways of doing business

Despite the fact that Rwanda is an entrepreneurial nation, resistance to change remains a challenge. Hence this calls for continuous firm innovation at all levels of the enterprise, strengthening business associations, marketability and model for entrepreneurial development.

The inbuilt nature of enterprises

Idea generation not seen as the driving force behind the entrepreneurial culture among Rwandan enterprises since most firms operate under highly regulated management. For that reason, executives should be given autonomy to decide on what they do on the job. Leitch, Hazlett & Pittaway (2012:9) highlighted need for entrepreneurial education and training; encouragement of innovation and calculated risk-taking. According to Ireland *et al.* (2009) existence of CE amid enterprise executives leads to upbeat outcomes.

Lack of intrapreneurial endowment

58% of top executives did not continuously engagement processes with junior staff to address the challenge of lack of entrepreneurial ability; for that matter, incentive system based on performance and prize awards to ideas need to be in place. For instance, Bhardwarj, Sushil & Momaya (2007:49) signify that one of the enterprise variables in CE is rewards in terms of recognition. Therefore, enterprises require adopting and ingraining CE.

CONCLUSION

In this paper, there is no unified definition of CE. We focused on entrepreneurial intensity activities that show the way to CE; besides CE entails constant evaluation and development of individuals, team and organizational processes. Fong, Yin-Kuan, Tan, & Seow, (2013:7) CE enhances firms' capability in strengthening the strategies, products, services, process and even the whole firm. The findings indicated that CE was found to be lacking in diverse enterprises as a consequence firm's need to center of attention on identifying and implementing proper CE basics. Furthermore, given the indication of a clear linkage between entrepreneurial intensity and corporate entrepreneurship, this paper provides an understandable agenda for executives: put in place entrepreneurial performance appraisal as a way to stress long term performance; promote development of economic efficiency within the enterprise; formulate corporate strategies so as to emphasis corporate business development & marketability. Finally, Agca, Topal, Kaya (2009:2) agreed that enterprises involved in entrepreneurial endeavours make out more greater than before profitability and growth levels. For business executives and researchers equally, this paper demonstrates that an analysis of entrepreneurial intensity can help comprehend from where enterprises strong point can be derived. We have attempted not only to inform you of this new knowledge from the field of economic efficiency but also to demonstrate how you can use it in your own life to achieve set entrepreneurial goals.

Suggestions for Further Research

Corporate Entrepreneurship is an area well-to-do in research possibilities. Further insights are needed into the proportions of CE. Obstacles to CE in Rwandan enterprises validate additional research, simultaneously with approaches to overcoming such obstacles. A main concern should be the obstacles originating from within enterprise departments. The future research may also investigate the causal relationship between corporate entrepreneurship and entrepreneurial intensity using firm-level data.

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APPENDIX A:

Corporate Entrepreneurship Levels in Rwandan Enterprises

To gather detail information on well known executives in recognized/prominent enterprises in Rwanda

Biographical Information	Company Information
Surname & Name	Company Name & Establishment Date
Gender	Industry Sector
Age	Products/Services
Date of birth & Place of birth	Turnover (estimate)
Education levels: Primary School attend; Secondary School ; Tertiary School	Number of Employees
	Profits (estimate)

Present position

Responsibilities	Productive Entrepreneurial perceptions	Entrepreneurial management style; work environment
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Experience in Corporate sector

Whole detailed journey and how it relates to existing/current entrepreneurial endeavours
--

Movement up the corporate ranking

Number of years in these positions

To elicit insights into entrepreneurial intensity in relation to CE in Rwanda.

Thinking back: How has the Entrepreneurial Intensity of the Enterprise improved since you started in this position within this company?

<p>Innovativeness</p> <ul style="list-style-type: none"> • beginning of new products • doorway into new product markets • introduction of new entrepreneurial processes or modification of existing processes 	<p>Proactiveness</p> <ul style="list-style-type: none"> • formation of new product-markets so as to build previously untapped market opportunities • enterprise structures; resources; systems • entrepreneurial culture 	<p>Risk-taking</p> <ul style="list-style-type: none"> • operation risks • exceptional entrepreneurial techniques • room for personal initiatives
<p>Occurrence of economic efficiency</p>		

Author Biography

Sebikari V. Kagame (*brmwamis@gmail.com*) has had a long career as a distinguished researcher in entrepreneurial economics. Currently holds position of business rescue doctor at Mwamis Business Rescue. Has published in numerous journals; most recent book is Innovation obsessed by changing business models in South Africa, 2016 *Lambert Academic Publishing: Germany, 978-3-659-95561-7*.

Stephen K. Maganda (*kizzamaganda@gmail.com*) research interest focuses on management accounting, finance and Investment.