

Entrepreneurial Capacity to Exploit Opportunities, New Product Development and Firm Performance: A Comparative Study of UK and Chinese High-Tech Firms

Summary of Research Findings and Publications

[Research Brief Number 1 2010](#) 

Research Brief Number 2 2010

Research Seminars and Workshops

International Lecture: "Innovation in UK and Chinese High-Tech Firms: Myths and Reality"

Organised by: the Junior Chamber International London

Date: 7:00-9:30pm Wednesday 18th August, 2010

Venue: London Chamber of Commerce, 33 Queen Street, EC4R 1AP



Photo courtesy of Wahjib Mohammed

In this lecture, Professor Catherine Wang explored the myths and reality of new product innovation in UK and Chinese high-tech firms. Based on data collected from 150 UK and 242 Chinese firms, Professor Wang discussed how national culture and organizational culture affect firms' ability to develop new products, and accordingly how managers can instil a culture not only promoting creativity but most importantly turning ideas into action.

The Junior Chamber International is a global network for young professionals and entrepreneurs. The Junior Chamber members throughout the world have made a positive contribution to their local communities. Many have gone on to become business and civic leaders.

The International Interdisciplinary Colloquium: New migrants from the BRIC Countries, Anglo-Chinese Managers in the UK & Entrepreneurial Capacity in the UK and Chinese High-Tech Firms

Co-organised by: the China in Comparative Perspective Network at the London School of Economics and Political Science, and the School of Management, Royal Holloway University of London

Date: 9:00am-5:30pm Friday 6th August, 2010

Venue: Seligman Library A607, Old Building, LSE.

In this event, Professor Catherine Wang and Dr. Mohammed Rafiq presented a paper entitled "Antecedents and Consequences of Contextual Ambidexterity: An Empirical Examination of UK and Chinese High-Tech Firms". In this paper, Prof. Wang and Dr. Rafiq first discussed the different approaches to organizational ambidexterity - engaging in exploratory and exploitative organisational activities and both radical and incremental innovations. Further, Prof. Wang and Dr. Rafiq illustrated what kind of organisational conditions facilitate harmonic ambidexterity - simultaneously engaging in exploration and exploitation in the same business unit. Key findings from 242 UK and 150 Chinese high-tech firms were reported.



Photo courtesy of Dr. Xiangqun Chang



Photo courtesy of Dr. Xiangqun Chang

This International Interdisciplinary Colloquium brought together three major research projects from different disciplines focusing on China. The projects included:

"Entrepreneurial capacity to exploit opportunities, new product development and firm performance: A comparative study of UK and Chinese high-tech firms" funded by the Economic and Social Research Council, and led by Professor Catherine Wang, Royal Holloway University of London.

"Comparative Studies on the New migrants from BRIC counties in America, Australia, Japan and the UK", funded by the Japan Society for the Promotion of Science, and led by Professor Lixing Chen, Department of Sociology, Kwansai Gakuin University, Japan

"The Role of Hybrid Identity in Knowledge Transfer among Anglo-Chinese Managers", funded by Nuffield Foundation, and led by Dr. Fiona Moore, Royal Holloway University of London.

UIBE-Royal Holloway University of London Joint Seminar on China-UK Entrepreneurship and Innovation

Co-organised by: the University of International Business and Economics (UIBE), Beijing, China, and Royal Holloway University of London

Date: 9:00am-12:00pm 11th July 2010

Venue: the University of International Business and Economics, Beijing, China

Professor Catherine Wang's ESRC research team presented two papers on a comparative analysis of innovative capabilities of UK and Chinese high-tech firms based on a large-scale survey, and innovation networks in Chinese pharmaceutical companies based on case studies. Professor Tiedong Wang, Associate Dean of the Business School (third from the right in the photo) and Dr. Jun Pu (second from the right) from UIBE presented two papers on the entrepreneurial resources and capabilities in Chinese firms, and the development of China's venture capital system.

Professor Haiquan Xia (third from the left), Director of the Department of International Relations at the UIBE spoke warmly about the importance of UK-China collaboration in both industry and academia, and the prospect of greater collaboration between UIBE and Royal Holloway in research as well as in staff and student exchanges. UIBE is one of the most prestigious universities in China, and has an exchange agreement with Royal Holloway. It is hoped that this joint research seminar is the first of many research exchanges between Royal Holloway and UIBE.



Photo courtesy of UIBE

China: Past, Present and Future Interdisciplinary Seminar Series 2009-2010

Organised by: the Department of History and the School of Management, Royal Holloway University of London

Date: 5:30-7:00pm 22nd October 2009

Professor Catherine Wang presented a paper entitled "Horses for Courses: Paths to Innovation in UK and Chinese High-Tech Firms". In this paper, Prof. Wang discussed the difference in innovation practices between UK and Chinese high-tech companies, as well as the national and organisational factors that influence firms' innovative capabilities.

This seminar was one of the Interdisciplinary Seminar Series on China-related topics. The purpose of the seminar series is to draw together academic staff and students to examine and observe the development of China from modern period through to today from many different angles. Topics included China's political system, economics, globalisation, urbanisation, international relations, culture, and history. The speakers included a number of researchers from different departments at Royal Holloway as well as guest speakers from Oxford University, the University of Bristol, the School of Oriental and African Studies, Warwick University, and Peking University.

Conference presentations:

The 33rd Annual Conference of the Institute for Small Business and Entrepreneurship, London, 2-4 November, 2010

Wang, C. L. and Rafiq., M. (2010) The role of ambidextrous organizational culture in resolving the exploration-exploitation paradox in new product innovation.

The Annual Conference of the Academy of Innovation and Entrepreneurship, Tsinghua University, Beijing, China, 9-11 July, 2010.

Li, X., Zheng, Y. and Wang, C. L. (2010) Inter-firm collaborations on new product development: Exploratory case studies of Chinese pharmaceutical companies

Wang, C. L. and Rafiq., M. (2010) Resolving the competence exploration-exploitation paradox in new product innovation: The effects of national and organizational cultures

The Annual Conference of the Academy of Innovation and Entrepreneurship, Tsinghua University, Beijing, China, 16-18 July, 2009.

Wang, C. L. and Rafiq, M. (2009). The role of national culture and firm culture in new product development: Evidence from UK and Chinese high-tech firms.

Zheng, Y., Li, X. and Wang, C. L. (2009). High-tech start-up and growth: An exploratory study of motivation of Chinese entrepreneurs.

The 16th Annual Conference on Multi-Organisational Partnerships, Alliances and Networks, National University of Ireland, Maynooth, 17-20 June, 2009.

Li, X., Zheng, Y. and Wang, C. L. (2009). Hierarchy and market - the governance of collaborative innovation in Chinese hi-tech companies.

Ankara University International Conference on Market, Marketing & Entrepreneurship: Creating & Capturing Value in the 21st Century, Antalya, Turkey, 6-9 April, 2009.

Wang, C. L., Li, X. and Zheng, Y. (2009). Industry dynamism, institutional factors and entrepreneurial orientation in Chinese high-tech firms. Conference Proceedings of

The 4th European Conference on Entrepreneurship and Innovation, The University of Antwerp, Belgium, 10-11 September, 2009.

Wang, C. L., Li, X. and Zheng, Y. (2009). Opportunity exploration and exploitation: The roles of the environment, the entrepreneur and the firm.

Wang, C. L. and Rafiq, M. (2009). National culture, firm culture and new product development: A comparative study of UK and Chinese high-tech firms.

Senaratne, P. C. and Wang, C. L. (2009). Unpacking organizational competence trap and developing a typology of opportunity exploration and exploitation.

The Annual Conference of the Academy of Innovation and Entrepreneurship, Tsinghua University, Beijing, China, 27-29 March, 2008.

Wang, C. L. and Rafiq, M. (2008). East meets west: In search of complementary innovative capabilities of western and Chinese firms.

Wang, C. L. and Rafiq, M. (2008). Does one entrepreneurial culture fit all? Making sense of opportunity exploration and exploitation.