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# Corporate Entrepreneurship in a Non-Profit Organisation: A Case Study of Bringing Love to Every Single Soul (BLESS)

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## Executive Summary

In order for organisations to remain competitive and sustainable strategically in the long run, the wide array of studies and literature has highlighted the importance of incorporating corporate entrepreneurship (CE) in large companies. However, in non-profit organisations (NPO) in which they face a different set of challenges as compared to for-profit organisation (FPO), literature exploration of CE being applied to NPOs has been very limited.

Launched in 2014, Bringing Love to Every Single Soul (BLESS) is a community-focused NPO founded by Miss Francesca Wah. Being a relatively new start-up organisation, BLESS faces various challenges prevalent in NPOs, such as the lack of funding and manpower.

This paper aims to study the possibility of CE being practised in a NPO despite the challenges faced, using BLESS as a case study. In order to meet our objectives, we conducted both primary and secondary research. For primary research, we formulated two sets of survey, the Entrepreneurial Orientation (EO) Scale and the Corporate Entrepreneurship Assessment Instrument (CEAI), which was then distributed to 30 volunteers from BLESS. In addition, we also interviewed the chairperson of BLESS, Miss Francesca Wah and a volunteer from BLESS, Miss Wong Kang Li to gain more insights of the organisation. For secondary research, we did a series of literature review on CE and gathered the relevant information from BLESS's corporate website.

Based on the results attained from the EO scale, we conclude that BLESS does practise a moderate-high level of CE, in which they ranked high in the dimensions of innovativeness and proactiveness but low in competitive aggressiveness. Based on the CEAI survey, BLESS ranked moderate in all five antecedents, with time availability ranking slightly lower than the rest. This implies that time availability may be one of the factors that affects BLESS's level of CE.

In conclusion, we discovered that CE can certainly be applied to NPOs. Furthermore, CE is also able to help BLESS tackle its future challenges as this young NPO has certain unique advantages which allows CE to be effectively engaged.

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## **Introduction**

Bringing Love to Every Single Soul (BLESS), is a community-focused Non-Profit Organisation (NPO) launched in August 2014, founded by Miss Francesca Wah, an National University of Singapore (NUS) alumni.

BLESS actively targets the community as a focal point of intervention to support the less privileged and fortunate in the society. It focuses on building capacity of communities, as it strongly believes that every community is its own strongest reserve. BLESS also emphasises on helping the community to help themselves, by using preventive intervention.

BLESS's mission is to create sustainable change in the community, by engaging communities in efforts to enrich the lives of the less privileged and empowering both the givers and the recipients through this process. The organisation has many collaborations with many different community partners to pilot-test programmes for social development as well.

BLESS also serves as a platform to mobilise and coordinate community-giving efforts through the use of new technology. This creates a niche where BLESS can act as a middleman between society and existing social support systems.

## **Objectives**

With applied research conducted by NUS Centre for Social Development (Asia), BLESS hopes to develop sustainable and extensible community-based models, which taps on the strengths of the community to care for the less privileged.

Currently, BLESS has its very own five distinct programmes: Bringing Love to Every Small Soul, Bringing Love to Every Shining Star, Bringing Love to Every Single Senior, Bringing Love to Every Single Stranger and Bringing Love to Every Sweet Soul. Through these five different programmes, BLESS is able to target five specific beneficiary groups and different target users in the Singapore community.

In this study, we will assess and analyse the corporate entrepreneurial position in BLESS. This is hence an exploratory paper of how CE can be practiced in NPOs, using BLESS as a case study. We will be examining existing literature of corporate entrepreneurship on organisation performance, challenges faced by NPO and CE in the NPO context. Lastly, we will establish the context of NPOs in Singapore and focus on the target organisation, BLESS.

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## Research Questions

BLESS's corporate entrepreneurship position will be analysed as we attempt to answer the following research questions:

1. Does BLESS practice Corporate Entrepreneurship?
2. If they do, how did they do it? If not, why do they not?
3. Going forward, how could corporate entrepreneurship be used to tackle future challenges in BLESS?

## Literature Review

### Corporate Entrepreneurship

Corporate Entrepreneurship (CE) refers to firm-level formal and informal activities, which focus on new corporate opportunities by means of strategic renewal, innovation and corporate venturing (Bierwerth, Isidor, Kabst & Schwens, 2015). Existing literature in the field has demonstrated the critical role of CE in firm's performance, in both objective and subjective performance. Furthermore, Bierwerth et al. (2015) distinguished *objective performance*, characterized by financial profitability from *subjective performance*, such as the meeting of strategic goals and employee motivation. Although existing corporate entrepreneurship indicators such as the EO Scale and CEAI are developed originally for the corporate setting, the stronger impact of CE activities on subjective performance (Bierwerth et al, 2015) points to the relevance of CE for non-profit organisations (NPO) as well.

### Comparison of CE Activities in Non-Profit and For-Profit Organisations

NPOs face a number of unique challenges compared to for-profit organisations (FPOs). When practicing innovation, they are faced with extensive stakeholder responsibility beyond those of shareholders in FPOs. Moreover, they also face greater constraints in terms of the strategies and financials (Hull & Lio, 2006). For stakeholder responsibility, while a FPO is primarily concerned with maximizing shareholder value, a NPO will have to be equally concerned with almost all stakeholders (Hull & Lio, 2006) As a result, they will be more constrained while making decisions with regards to innovation, because the impact will be more tangibly relayed to other parties involved.

In terms of strategic renewal (Bierwerth et al, 2015) for the organisation in the long run, FPOs have a simpler job to peg their strategic goals to financial performance. However, as critically highlighted by Hull & Lio (2006), NPOs have to evaluate their performance based on fulfillment of the original organisation mission and vision, as well as personal definition of performance expected by members of the organisation. The vast input of performance measurements inevitably dilute the focus and inhibit the implementation of CE activities related to strategic renewal in NPOs (Hull & Lio, 2006).

For corporate venturing, such as the creation of opportunities outside of its current domain (Bierwerth et al, 2015), NPOs are more tied down by limited financial resources. NPOs have to constantly weigh social impact against the

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funding they have. Sometimes, a difficult decision would have to be made to offer superior service to a small target versus a cheaper alternative to a mass audience (Hull & Lio, 2006). Therefore, they will be more selective and careful when undertaking certain CE activities, which entail a great level of risk and uncertainty.

### **Importance of CE for NPO**

Despite the challenges and difficulties experienced by NPOs, there is also existing literature, which points to the importance and viability of CE activities in NPOs. Some scholars pointed out that being more entrepreneurial is repeatedly proven to be a prerequisite for NPO success and survival (Andersson & Helm, 2012). Some of the CE activities taking place were attributed to leadership qualities of those governing NPOs while the rest are attributed to the innovative application of business practices as well as the creative outputs generated.

In the research conducted by Andersson & Helm (2012), objective performance results in terms of financial data of NPOs was used to standardise the measurement of the 145 organisations studied, across different fields. Rather than a direct indicator, financial viability is used as an indirect assessment of a NPO's fulfillment of its social purpose (Andersson & Helm, 2012). One major finding was discovered that NPO entrepreneurial behaviour has a positive relationship with total revenues. This means that these NPOs are able to generate greater resources to fulfill its needs and increased revenue generation is also likely to enhance entrepreneurial behaviour.

Also, NPO entrepreneurial behaviour has a greater impact on performance as time progresses (Andersson & Helm, 2012). Certain CE activities may require time to implement and for their impact to be translated into financial data.

### **Singaporean Context**

Singapore is a city-state that progressed from third-world to first-world in a short span. Lacking natural resources, the human resource management of the entire state proves to be a salient and pivotal factor for Singapore's continual success. With the advent of globalization, companies are pushed onto the international platform of competition. Innovation hence presents itself as a competitive edge for any companies, and intellectual capital is the new strategic asset (Ng, 2012). The concern comes, however, with Prime Minister Lee Hsien Loong pointing out that a survey of Chief Executive Officers and employers in Singapore revealed the tendency of graduates to not only stick to tried and tested ways but also exhibit reluctance to try new things and take risks (Lee, 2004). Corporate entrepreneurship, which encompasses innovation, strategic renewal and corporate venturing, (Biewerth et. al., 2015) is therefore a subject of concern for Singapore, for both FPOs and NPOs.

An impact report was published by the National Council of Social Service (NCSS) for the Tote Board Social Service Fund (TBSSF), one of the four main funds administered by NCSS (National Council of Social Service, 2015). In it, it was revealed that funds totalling \$160.3 million from FY2010 to FY2012 was injected into 1127 social service programmes, including research and pilot projects across four sectors: families in need, children

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and youth, persons with disabilities and eldercare. The TBSSF alone benefited over 285,000 individuals and families. Given the concern of the lack of entrepreneurial behaviour as mentioned by Prime Minister Lee Hsien Leong, it stands to reason that the practice of corporate entrepreneurship could spark positive ripples within the nonprofit community in Singapore.

While the effects of NPOs on an economy's growth are indirect, it is asserted that NPO-related growth accrues mainly from entrepreneurship and human capital (Bahmani, Galindo & Mendez, 2012) It is added that entrepreneurship in non-profit organisations improves the social environment, facilitating growth process.

### **Why NPOs in Singapore Needs Corporate Entrepreneurship**

Innovation, a major component of corporate entrepreneurship, has shown itself to be of increasing relevance to non-profit organisations. It is argued that innovations should take place despite risk and limited budget, in order to hasten the pace and change the course of programme development (Mataira et al, 2014). Such innovations must not be constrained to merely the development of programmes, but also, the evaluation of programmes. In Singapore, however, such risk-taking propensity appears to be lacking. As such, albeit the aforementioned concerns of satisfying various stakeholders within a non-profit organisation, promoting entrepreneurial behaviour proves to be pivotal for NPOs, representing a necessary source of growth, as well as an effective management of funds, for Singapore's NPOs.

Furthermore, the concept of social entrepreneurship and social enterprises are emerging as hybrid models of nonprofit and for-profit sectors, to increase organisational effectiveness and achieve their social mission (Nissan, Castano, & Carrasco, 2012). This begs the question of whether existing non-profit organisations would benefit from a deliberate inculcation of entrepreneurship qualities through practicing corporate entrepreneurship.

## **Research Methodology**

### **Research Question 1**

To access our first research question, we constructed a set of survey questions based on the Entrepreneurial Orientation (EO) Scale (see Appendix A) using the Qualtrics Portal. The EO Scale is a measurement tool used to assess the entrepreneurial nature of an organisation. The survey was then disseminated to a sample of 30 volunteers in BLESS. Thereafter, we used our survey results as primary data for analysis.

Upon collection of the survey responses, we analysed the results based on the five dimensions that allow us to characterise and determine the entrepreneurial behaviour of BLESS: Innovation, Proactiveness, Risk-taking, Competitive Aggressiveness, and Autonomy (Kreiser, Marino & Weaver, 2002)

In addition to the EO Scale, we followed up with the survey findings with interviews with the Chairperson of BLESS, Francesca Wah (see Appendix B), and a volunteer, Wong Kang Li (see Appendix C), to gain a better

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understanding of the survey results. This would in turn allow us to analyse the differences and the common factors that support or constrain corporate entrepreneurship among the volunteers in BLESS.

Bierwerth et al (2015), supported the need for multiple sources of interview to reduce the biasness because the manager who has implemented CE activities may overrate the level of Entrepreneurial Orientation due to his/her personal involvement and stake in those initiatives.

## **Research Question 2**

For this research question, apart from analysing the interview results as mentioned above, we also conducted an additional survey with a sample of 30 volunteers in BLESS using the Corporate Entrepreneurship Assessment Instrument (CEAI) (see Appendix D) (Kuratko et al. 1990, Hornsby et al. 2002) as primary data for analysis.

The CEAI represents a diagnostic tool for assessing an organisation's corporate entrepreneurial environment, measuring the volunteers' perceptions of five key dimensions of BLESS (Kuratko, Hornsby & Covin, 2014):

- **Management Support:** Indicates willingness of top-level management to facilitate and promote entrepreneurial initiatives in the organisation. Support comes in many forms, such as encouraging innovation, providing resources or expertise, or institutionalising entrepreneurial activities within the organisation's system and processes.
- **Work Discretion:** Top-level managers' commitment to tolerate failure, provide decision-making latitude and freedom from excessive oversight, and delegate authority and responsibility to middle-level managers.
- **Rewards/Reinforcement:** Developing and using reward/penalising systems to encourage/discourage risk-taking and pursuit of entrepreneurial activities.
- **Time Availability:** Assesses workload that inevitably affects employees' ability to engage in entrepreneurial activities and the type of job structure that affects efforts in achieving the short- and long-term organisational goals.
- **Organisational Boundaries:** Precise explanations of outcomes expected from organisational work and development of mechanisms for evaluating, selecting, and using innovations.

The survey comprises 48 questions measured on a scale of 1 to 5, with 1 being strongly disagree and 5 being strongly agree. With its likert-style questions, CEAI serves as a useful tool for organisations to identify weak/problem areas in the organisation's environment and thereby use it to develop strategies to improve its entrepreneurial orientation.

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### **Research Question 3**

Unlike the two research questions above, research question 3 comprises the analysis of both the primary and secondary data obtained. Primary data includes the survey and interview results as stated above, while secondary data includes findings from our literature review, which includes academic papers and journal articles regarding social enterprises, non-profit organisations (NPOs), as well as charity organisations.

Besides the intrinsic challenges of NPOs discussed earlier, they are also likely to face greater difficulty caused by the external environment. Matairea et al (2014) underlined the fact that in an era of shrinking government budget and declining private resources, NPOs are being challenged to re-think and re-structure their operations. It was further added that alternative sources of revenue, such as social entrepreneurship, social marketing and technology will post great opportunities in improving the efficiency as well as the overall effectiveness of NPOs (Matairea et al, 2014).

The general approach adopted in addressing this question would be more explorative in nature, and it will be done to understand the future challenges faced not by BLESS alone, but the entire NPO community in Singapore.

## **Research & Analysis**

### **Research Question 1: Does BLESS practice Corporate Entrepreneurship?**

After conducting a survey using the EO Scale, we analysed the results from the five dimensions to access the level of CE in BLESS.

#### **Risk-Taking**

Risk-taking has been historically a key characteristic associated with entrepreneurship, in ascertaining the amount of risk one undertakes by working for himself. On an organizational level, it refers to top-level managers making decisions that commit large amounts of resources to projects with uncertain outcomes (Schillo, 2011).

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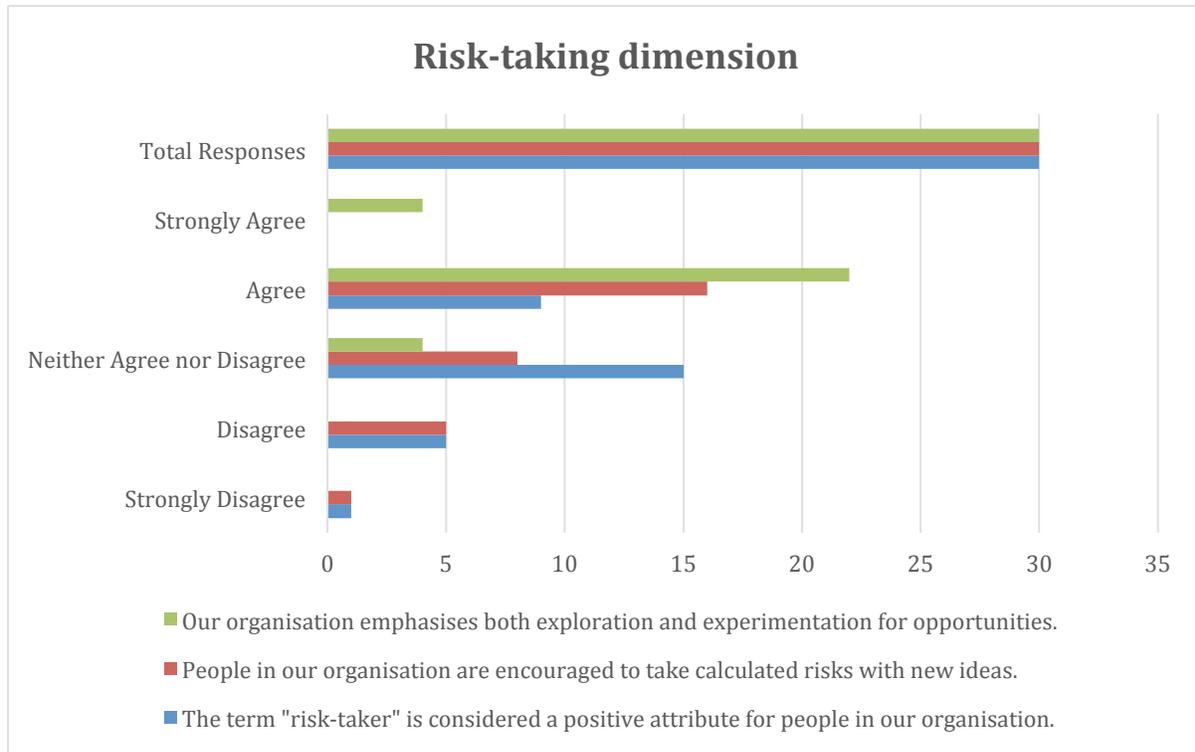


Fig 1. Results of BLESS's Risk-taking dimension

As shown from our survey results (Fig. 1), 87% of the respondents agreed/strongly agreed that BLESS emphasises both exploration and experimentation for opportunities. This implies that BLESS encourages their volunteers to be open to new ideas. This can be seen in their long-term commitment in conducting applied research with NUS Centre of Social Development for Asia (CASD) to find out the most effective way to conduct their programmes. Conferences would also be held annually for everyone in the organisation to share the findings of their research.

However, only 53% of the survey respondents agreed/strongly agreed that the volunteers in BLESS are encouraged to take calculated risks with new ideas. In addition, merely 30% of the survey respondents agreed/strongly agreed that a "risk-taker" is considered as a positive attribute in BLESS. These seemingly contradictory results were verified by Miss Wah. She revealed that while they are open to new ideas for the various programmes they have in place, BLESS is a NPO after all. Funding has always been a prevalent issue faced by BLESS, and hence they have to make sure that the money contributed from the public funds are always efficiently utilised. New projects have to be assessed, and should they involve high risks, BLESS will be prudent about undertaking high-risk projects, and not likely to proceed with the projects thoughtlessly. In other words, while they are open to new ideas, albeit risky ones, BLESS is not prone to take up these risks. This is due to the nature of the organisation as a NPO, as well as the accountability towards the public funds being used.

Furthermore, being a relatively new start-up organisation, BLESS has to use a more conservative approach during decision-making. Also, due to its nature as a young NPO, it is important to build up a good reputation. Implementing risky projects may also harm their credibility should it fail, which may be detrimental in the long run.

The findings are consistent with the remarks highlighted by Hull & Lio (2006), that there is still a visible gap between the identification of opportunities and the ability to commit substantial resources to realize them. Therefore, it explains the results obtained under Risk-Taking assessment, which is moderate.

**Overall risk-taking: Moderate (Final score: 3.46)**

In general, despite BLESS being open to new ideas, there are still limiting factors, such as funding issues, which restrict its ability to be more risk-taking. Apart from the fact that BLESS uses public funds for its programmes, it has to be prudent with its financials, as it is still a young NPO. Building credibility and reputation is currently very important to them in order to achieve organisational sustainability.

**Innovativeness**

Innovativeness relates to the types of services and products, which have been introduced to the market, through the new combinations of resources. In the context of EO, innovativeness is defined based on the importance of technological leadership to the organisation, as well as changes in its product lines (Schillo, 2011).

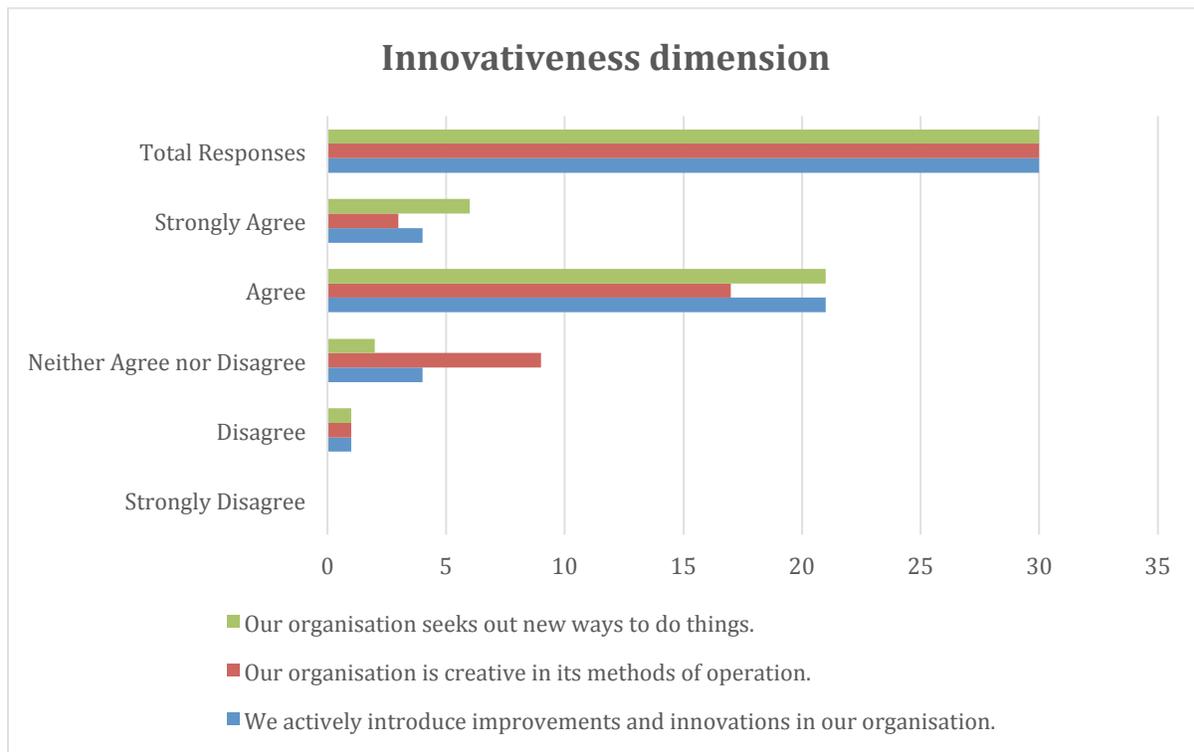


Fig 2. Results of BLESS's Innovativeness dimension

As shown, 90% of the survey respondents agreed/strongly agreed that BLESS seeks out new ways to do things. BLESS has always been encouraging volunteers to introduce new ideas for the organisation, or recommendations

for potential improvements on their current programmes. During our interview with Miss Wah, she revealed that this year, a team of volunteers from BLESS was sent to attend the Youth Social Entrepreneurs Programme, held annually by the Singapore International Foundation. After attending the programme, the volunteers were very enthusiastic to share what they have learnt from the programme and are currently preparing a proposal for recommendations on their own accord. This shows that BLESS is open to suggestions proposed by volunteers and is willing to support these ideas as long as they are in line with their mission and vision. This can be further supported by the fact that 83% of the survey respondents agreed/strongly agreed that BLESS actively introduce improvements and innovations in the organisation.

The high level of innovativeness can be supported through the evidence identified by Mataira et. al. (2014), that due to changing environmental circumstances, leaders have to equip and train their organisations with adaptive capacities. In that way, they will need to relearn themselves and set in place an organizational culture, which is facilitative of change and innovation.

**Overall innovativeness: Moderate-High (Final score: 3.91)**

In general, BLESS has an innovative culture, as seen from the top management's constant efforts in encouraging innovation among the volunteers.

**Proactiveness**

Proactiveness describes the level of entrepreneurial actions to anticipate future opportunities, in terms of products as well as markets and consumer demand. An entrepreneur was identified as someone who can critically spot opportunities and pursue them. In the context of EO, proactive organisations are usually leaders in the market (Schillo, 2011).

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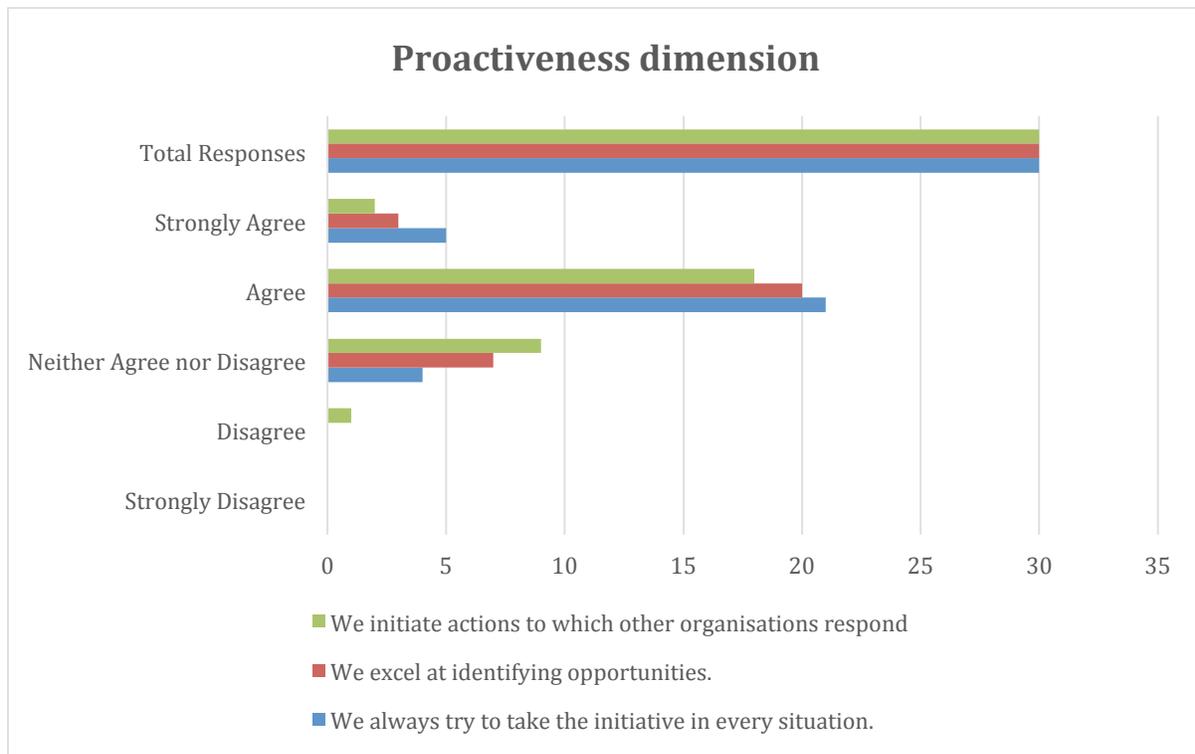


Fig 3. Results of BLESS's Proactiveness dimension

As shown, 87% of the survey respondents agreed/strongly agreed that volunteers at BLESS always try to take the initiative in every situation, and 77% of the survey respondents agreed/strongly agreed that volunteers at BLESS excel at identifying opportunities. This can be seen in their proactiveness in sourcing and maintaining relationships with suppliers in order to keep costs down. During event or project implementations, BLESS would also take up initiatives by working with the relevant councils for better facilitation of the events. For instance, as mentioned in our interview with Miss Wah, “BLESS Mobile Family Day” is a weekly initiative by BLESS to bring SG50 celebrations closer to the homes of the Southwest community. The huge success of this event was due to their initiatives in partnering up with the Southwest CDC and other community partners.

Proactiveness is generally more tactical in nature as it entails the exploitation of opportunities, which may arise without prior predictions. Therefore, the highly positive results obtained are consistent with the findings of Bierwerth et. al. (2015), that CE activities with regards to corporate venturing can be put into practice more quickly and therefore the results with regards to performance will be more quickly felt as well. As a result, the rating for Proactiveness assessment is rather high.

**Overall proactiveness: 3.87 (Final score: Moderate-high)**

BLESS's proactiveness can be seen in the various actions taken, such as organising SG50 Mobile Family Day. In general, it is evident that BLESS's has quite a moderate to high level of proactiveness in its culture.

### Competitive Aggressiveness

Competitive aggressiveness indicates an organisation's way of engaging with its competitors, distinguishing between organisations that avoid direct competition, and those that aggressively pursue their competitors' target markets (Schillo, 2011).

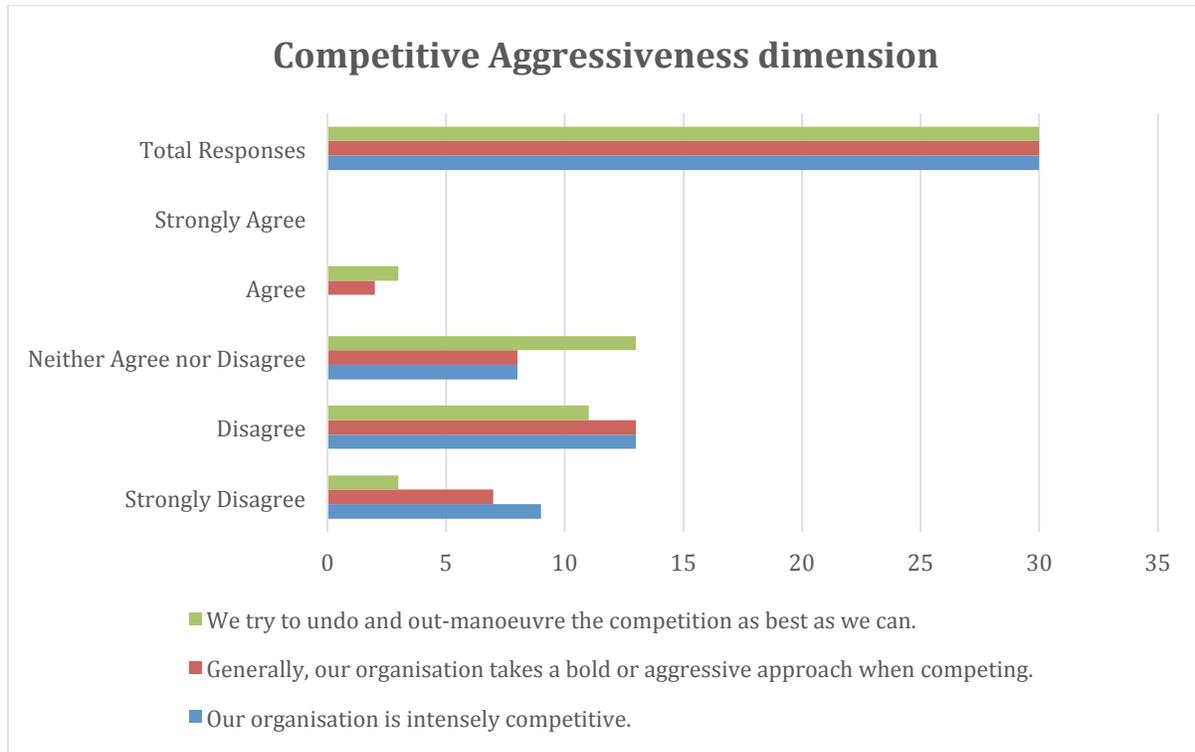


Fig 4. Results of BLESS's Competitive Aggressiveness dimension

Based on the survey results, it can be clearly seen that BLESS has generally low competitive aggressiveness. 0% of the survey respondents agreed/strongly agreed that BLESS is intensely competitive, while 7% of the survey respondents agreed/strongly agreed that BLESS takes a bold or aggressive approach when competing. Also, only 10% of the survey respondents agreed/strongly agreed that volunteers try to undo and out-manoeuvre the competition as best as they can.

Considering the fact that BLESS is an NPO, the main purpose for the organisation is not to maximise profit or aggressively capture significant market shares. Rather, the intention for its creation was to contribute back to the society by helping the community help themselves, a recurring idea which has constantly been mentioned by Miss Wah during the interview.

To justify for the overwhelmingly low score, Hull & Lio (2006), stated that there are fundamental differences between the incentives of FPOs and NPOs. FPOs have a higher drive for monetary gains, benefits and prestige. Therefore, there is a higher level of incentive for them to engage in aggressive competition to increase their market share and elevate their earnings. However, NPO members are more motivated by societal change and

social recognition. There is generally a lower motivation to compete aggressively against other NPOs in bringing about the same societal change.

Volunteers of BLESS also do not seem to view BLESS as a competitive entity due to the nature of the organisation. Hence, they are very unlikely to undo and out-manoeuvre competition for BLESS.

**Overall competitive aggressiveness: Low (Final score: 2.22)**

In general, BLESS is relatively low in competitive aggressiveness and this is largely a result of it being a NPO.

### **Autonomy**

Autonomy refers to the independent action of an individual or a team in bringing forth an idea or a vision, and carrying it through to completion without being held back by overly stringent organisational constraints. Despite its popularity in analysing large companies, there has been an increasing application on small companies, which yielded significant results as well (Schillo, 2011).

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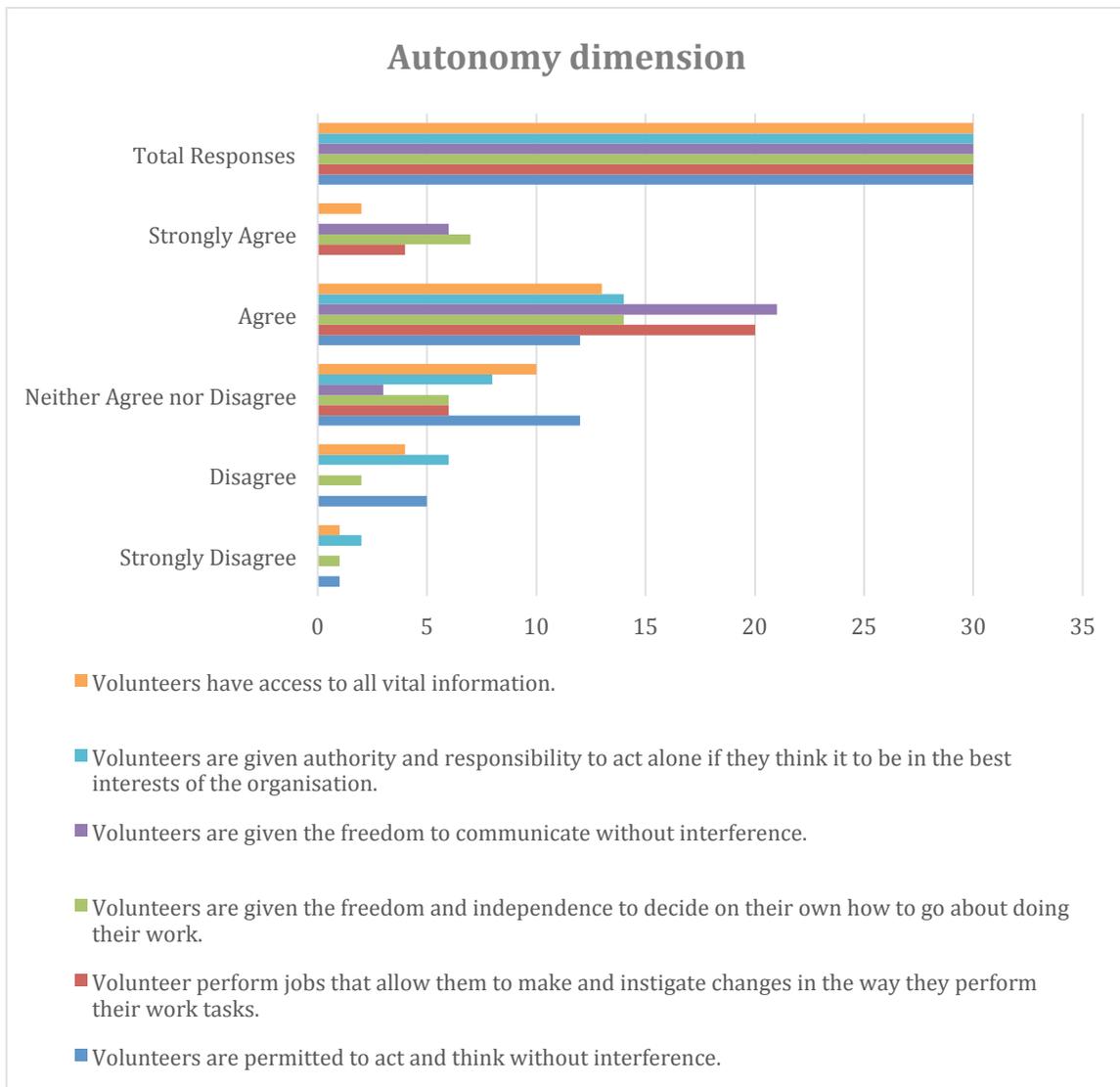


Fig 5. Results of BLESS's Autonomy dimension

As shown, 90% of the survey respondents agree/strongly agree that they are given the freedom to communicate without interference. This implies that BLESS has a non-hierarchical organisational structure. This is further evident in our interview with Miss Wah where she mentioned that meetings are often held without formality. Volunteers are able to communicate and interact with their immediate superiors with ease.

Unsurprisingly, only 47% of the survey respondents agreed/strongly agreed that they are given authority and responsibility to act alone should they think it to be in the best interests of BLESS, and merely 40% of the survey respondents agreed/strongly agreed that they are permitted to act and think without interference. This indicates that although the volunteers have high level of autonomy when communicating within the organisation, the level of autonomy given for them to act on their ideas has its limitation. Volunteers have to be accountable and

responsible for their any decisions made for the organisation given that BLESS is a NPO in which public funds are used to operate their programmes. As a result, volunteers still have to work within a framework despite the high level of autonomy given in certain aspects (Fayolle, Basso & Legrain, 2008) and there still lies a distinction between the freedom to bring forth their ideas and the empowerment which is needed to carry those ideas to completion.

To explain this divergence, Hull & Lio (2006) believed that the responsibilities, which NPOs have on their stakeholders have made a standardized evaluation of organizational success rather difficult. Each member often has his own understanding of organizational goals to satisfy, as well as the needs of various stakeholders to meet. Therefore, faced with such a complicated decision, it could be more desirable for decision-making responsibilities to be assigned to a few rather than many.

#### **Overall autonomy: Moderate (Final score: 3.58)**

BLESS's non-hierarchal structure has allowed its volunteers to have high autonomy in making decisions and working on tasks for the organization.

In general, BLESS does practice CE, and this is reflected by the majority overall moderate levels of the CE dimensions, with the exception of competitive-aggressiveness. Hence, we proceed to further analyse how BLESS incorporate CE practices in research question 2.

#### **Research Question 2: If they do, how did they do it? If not, why do they not?**

Using CEAI, we conducted the survey on the volunteers of BLESS to measure the internal entrepreneurial environment of BLESS. The various factors assessed are deemed to be crucial antecedents of corporate entrepreneurship efforts due to their influence on the internal environment, which ultimately determines the interest in and support of entrepreneurial initiatives within the firm (Hornsby, Kuratko & Zahra, 2002).

In this section of the report, we will be analyzing the survey results and focused on some of the questions with interesting findings, inclusive of the questions that attained the highest and lowest means for each antecedents.

#### **Antecedent 1: Management Support**

Management support indicates the willingness of managers to facilitate and promote entrepreneurial activity within the firm (Hornsby et al, 2002) It is revealed that top management support has a direct positive relationship with an organization's innovative outcomes. (Kuratko et al, 2014) As such, strong management support would indicate a stronger tendency of an organization to exhibit entrepreneurial qualities.

We will first analyse questions that attained results of high means.

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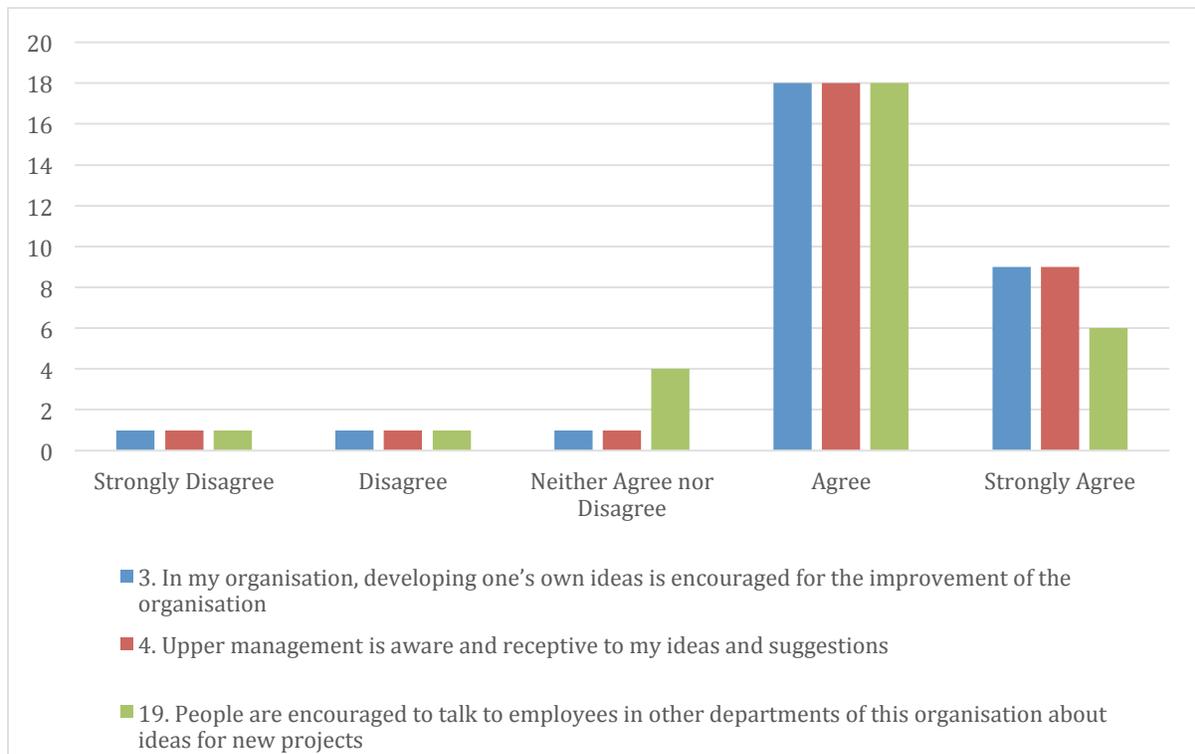


Fig 6. High Means for Management Support

**Question 3: In my organisation, developing one's own ideas is encouraged for the improvement of the organisation.**

As shown, 90% of the survey respondents agree/strongly agree that BLESS encourages volunteers to develop their own ideas for the improvement of the organisation. This can be seen from the applied research that the volunteers conduct with NUS CASD regularly. This collaboration with NUS not only provides a platform, but also encourages volunteers to develop new ideas from the research. These could be used to either further improvise their current programmes or to formulate an entire new project.

**Question 4: Upper management is aware and receptive to my ideas and suggestions**

87% of the survey respondents agree/strongly agree that BLESS is aware and receptive to ideas and suggestions of the volunteers. In the interview, Miss Wah revealed that reflection sessions would be carried out at the end of each outreach programme, to serve as a feedback platform for the volunteers. Directors who are conducting the programme would then gather these feedbacks and use the suggestions from the volunteers to further improve on the programmes.

**Question 19: People are encouraged to talk to employees in other departments of this organisation about ideas for new projects.**

86% of the survey respondents agree/strongly agree that volunteers are encouraged to talk to employees in other departments of BLESS about ideas for new projects. This is due to the non-hierarchical organisational structure and the informal channels of communication that BLESS possesses. During an interview, volunteers are allowed to communicate cross-functionally without any interference, a characteristic that was also present in the case study of W.L. Gore, in which there was “no hierarchy of communication” and that everyone could communicate with any other employee without a middle-person (Rao, 2012).

We now move on to analyse the questions that attained results of low means.

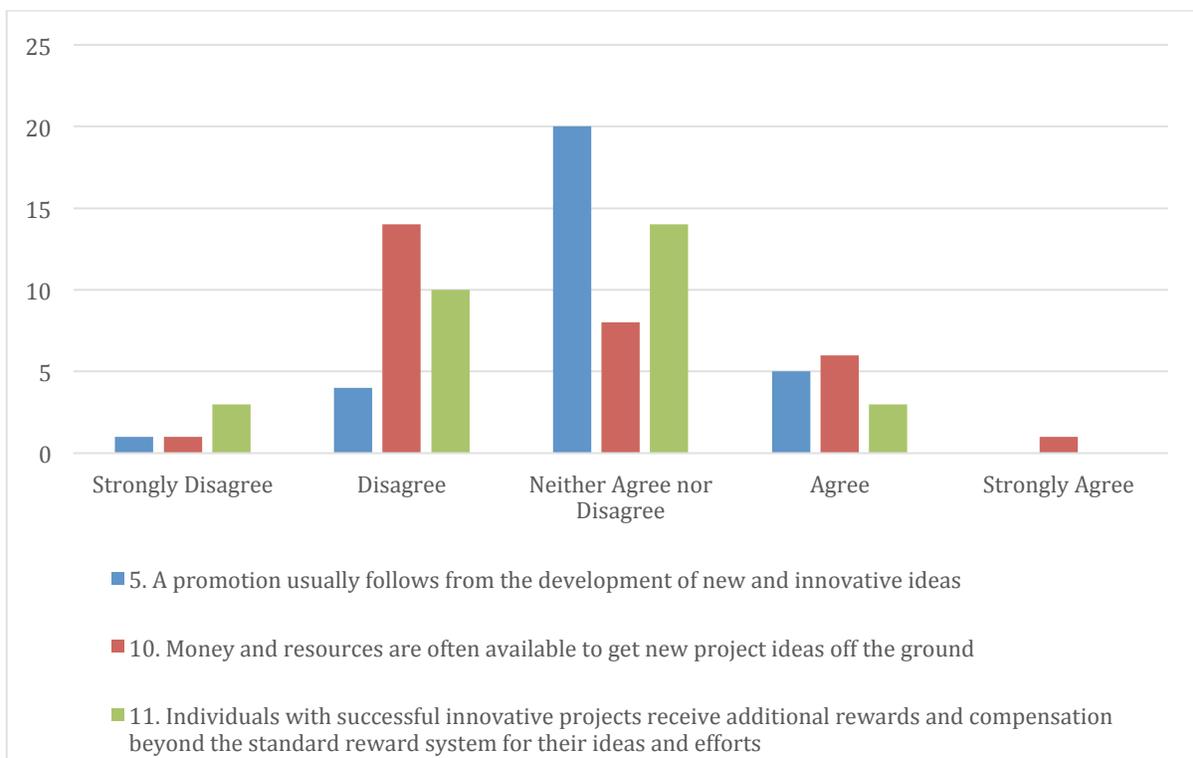


Fig 7. Low Means for Management Support

**Question 5: A promotion usually follows from the development of new and innovative ideas.**

Only 17% of the survey respondents agree/strongly agree that a promotion usually follows from the development of new and innovative ideas. Rather than a lack of reward and recognition of innovative ideas, it must be noted that the organisational structure of BLESS prevents an accurate assessment of this statement. For the volunteers at BLESS, job promotion is simply not a relevant form of reward for their contributions.

**Question 10: Money and resources are often available to get new project ideas off the ground.**

As shown, merely 23% of the survey respondents agree/strongly agree that money and resources are often available to get new project ideas off the ground. This is an unsurprising result, as BLESS is essentially an NPO in which funding is a huge issue. However, this does not imply that BLESS is not willing to provide monetary support for any new projects. Rather, BLESS is more prudent in their expenditure due to the fact that they are using public funds for their projects. Hence, BLESS has to be more conservative in terms of the organisation's financials.

**Question 11: Individuals with successful innovative projects receive additional rewards and compensation beyond the standard reward system for their ideas and efforts.**

A mere 10% of the survey respondents agreed/strongly agreed that individuals with successful innovative projects receive additional rewards and compensation beyond the standard reward system for their ideas and efforts. Due to the nature of the organisation, volunteers do not receive monetary rewards but rather, rewards of other forms. In the interview with Miss Wah, she revealed there is no standard reward system other than an Appointment Ceremony that is held at NUS annually for a formal recognition of the volunteer's hard work. In addition, she also mentioned that existing NUS students may also join BLESS as part of their internship, and their involvement will be included in their resume.

**Overall management support: Moderate (Final score: 3.40)**

In general, the top management in BLESS does provide a relatively moderate management support to its volunteers through various practices such as providing them with platforms to express their ideas.

**Antecedent 2: Work Discretion**

Work discretion refers to "the extent to which one perceives that the organization tolerates failure, provides decision-making latitude and freedom from excessive oversight, and delegates authority and responsibility to lower-level managers and workers" (Kuratko, Hornsby & Covin, 2014)

We will first analyse questions that attained results of high means.

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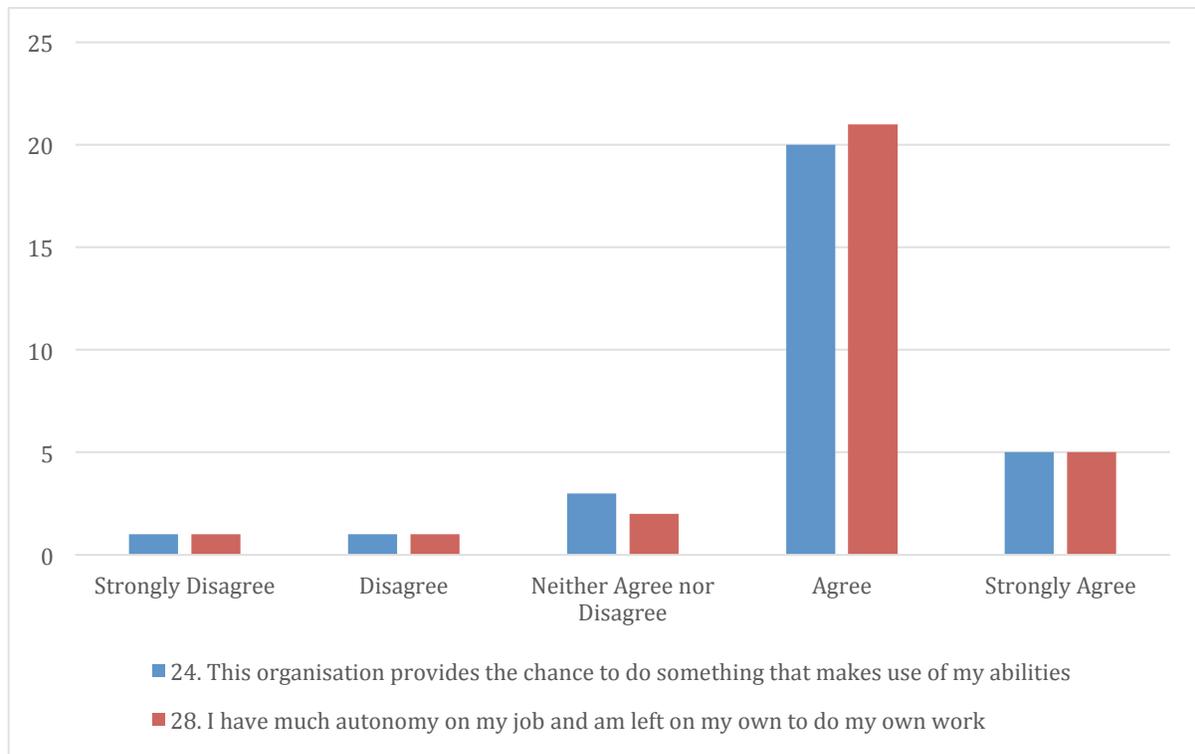


Fig 8. High Means for Work Discretion

**Question 24: This organisation provides the chance to do something that makes use of my abilities.**

As shown, 83% of the survey respondents agree/strongly agree that BLESS provides the chance to do something that makes use of their abilities. During the interview with Miss Wah, she described an instance when such a situation happened. Most of the time, Miss Wah would pose problems related to their programmes and would allow the volunteers to provide solutions, giving them opportunities to express and showcase their abilities.

**Question 28: I have much autonomy on my job and am left on my own to do my own work.**

87% of the survey respondents agree/strongly agree that they have much autonomy on their job and are usually left on their own to do their own work. This implies that volunteers at BLESS perceive a relatively high level of autonomy when they work. According to the interview with BLESS employee Miss Wong, one important value is to constantly challenge herself to try and do more, as well as expose herself to new things. In this aspect, it is consistent with the results that upper management has given her the free will to carry out her work.

We now analyse the questions that attained results of low means.

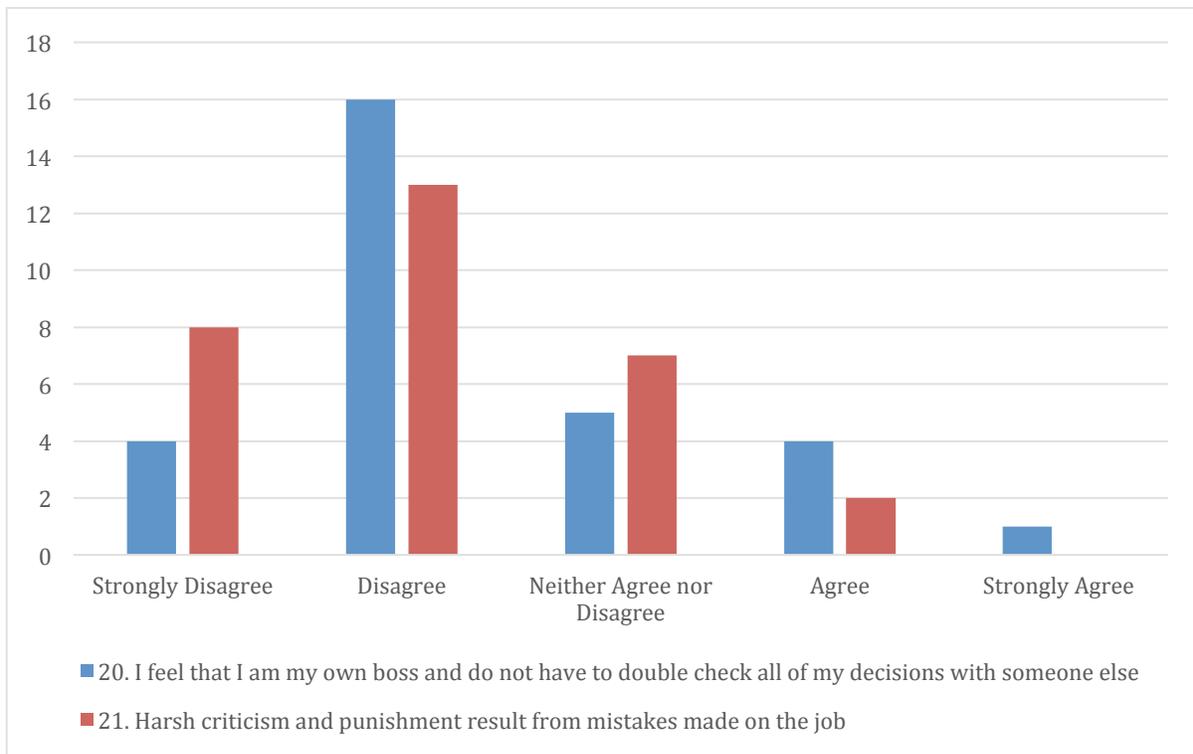


Fig 9. Low Means for Work Discretion

**Question 20: I feel that I am my own boss and do not have to double-check all of my decisions with someone else.**

A mere 17% of the survey respondents agree/strongly agree that they feel like they are their own boss and do not have to double check all their decisions with someone else. This could be due to the lack of clear protocols in the company as mentioned by Miss Wong. Upon further investigation, BLESS does not have a clear standard operating procedure, partly due to the fact that they are a relatively new start-up organisation and they do not have formal office space. The absence of a standard guideline would imply that volunteers do not know what is expected of them.

**Question 21: Harsh criticism and punishment result from mistakes made on the job.**

Only 7% of the survey respondents agree/strongly agree that harsh criticism and punishment would result from mistakes made on the job. Based on the interviews conducted with Miss Wah and Miss Wong, it can be implied that BLESS is generally very failure-tolerant. Due to BLESS's strong commitment to give back to the society, they are willing to find out the most optimal way to operate their programmes. This high exploration of ideas may inevitably result in mistakes made. However, Miss Wong revealed that, as most of the volunteers are young adults, they are very flexible and are more willing to accept failure. Hence, this results in the higher management being less critical on the mistakes made on the job.

**Overall work discretion: Moderate (Final score: 3.39)**

**Antecedent 3: Rewards/Reinforcement**

Existing literature on the promotion of corporate entrepreneurship converge towards rewards and reinforcement as one of at least five factors used in measuring corporate entrepreneurship (Hornsby et. al., 2002). Reward systems that promote risk taking and innovation have a strong effect on employee’s tendencies to act entrepreneurially (Kuratko et. al., 2014).

We will first analyse questions that attained results of high means.

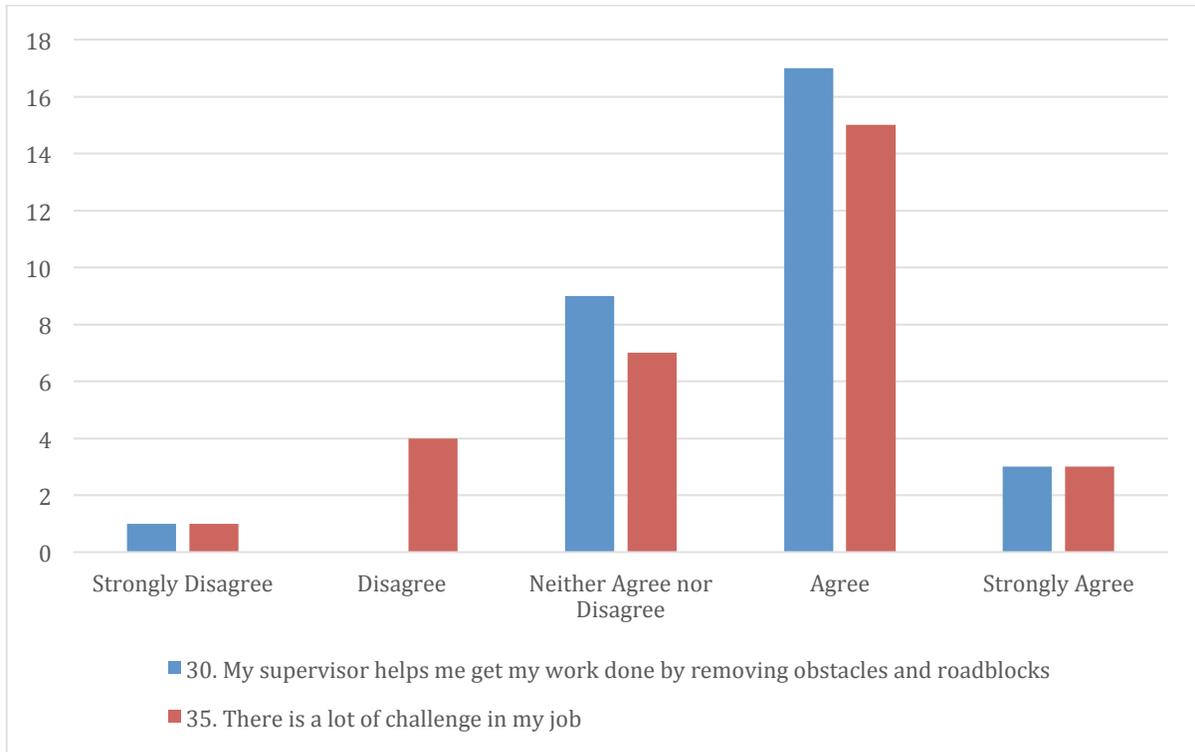


Fig 10. High Means for Rewards/Reinforcement

**Question 30: My supervisor helps me get my work done by removing obstacles and roadblocks.**

67% of the survey respondents agree/ strongly agree that their supervisors assist them to get their work done by removing obstacles and roadblocks. According to the interview with Miss Wong, she explained that, due to BLESS’s non-hierarchal organisational structure, all volunteers in BLESS would work closely together regardless of their positions. Quoted from her, “when we have problems finding resources, the top management would often help by using their network with other people or organisations.”

**Question 35: There is a lot of challenge in my job.**

The survey also shows that 60% of the surveyed volunteers agreed/strongly disagreed that there are a lot of challenges in their job. According to Miss Wong, the challenges faced by the volunteers are usually the

challenges BLESS faced, which are of larger-scale; instead of the individual challenges that each of them face as a result of their own job roles. This is attributed to the non-hierarchical organisation structure, where everyone gathers and solves challenges together as an organisation.

We now analyse the questions that attained results of low means.

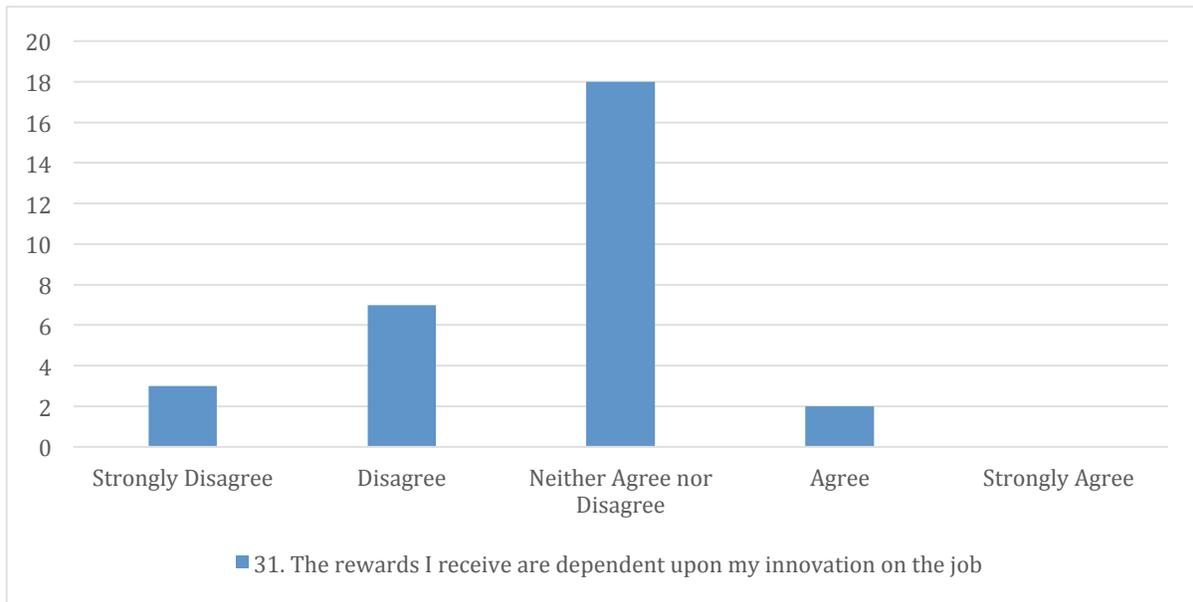


Fig 11. Low Means for Rewards/Reinforcement

**Question 31: The rewards I receive are dependent upon my innovation on the job.**

Only a mere 6% of the respondents agree that rewards awarded are dependent upon their innovation on the job. Through the interview conducted with Miss Wah, it is understood that BLESS does not adopt any basic reward system in the organisation. Hence, even though BLESS does encourage their volunteers to be entrepreneurial, the volunteers would not be rewarded based on their innovation on their tasks.

**Overall rewards/reinforcement: Moderate (Final score: 3.31)**

In conclusion, survey results have shown that BLESS do not have a formal reward system. However, questions regarding reinforcement shows that BLESS does well in helping the volunteers when they face challenges. Hence, BLESS rank moderate in terms of Rewards/Reinforcement.

**Antecedent 4: Time Availability**

Resource availability—such as time—for innovative activities must be perceived by employees in order to encourage entrepreneurial activity (Hornsby et. al., 2002). Time availability, specifically, refers to the perception that individuals and groups have extra time to pursue innovations, with their jobs designed in ways to support entrepreneurial efforts and achieve organizational goals (Kuratko et al, 2014). This proves to be important in

encouraging corporate entrepreneurship, as spare time must be availed in order to both manage current responsibilities and explore new ways of tackling obstacle in the path of an organization's goals.

We will first analyse questions that attained results of high means.

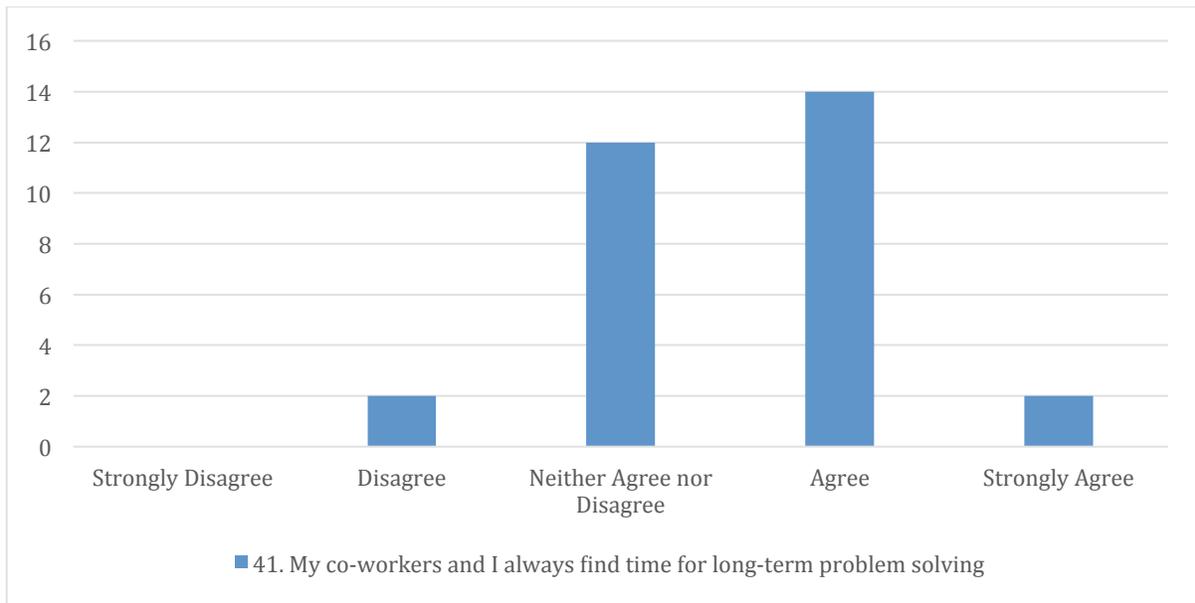


Fig 12. High Means for Time Availability

**Question 41: My co-workers and I always find time for long-term problem solving.**

More than half (54%) of the survey respondents agree/strongly agree that together with their co-workers, they always find time for long-term problem-solving. As mentioned earlier, since BLESS is a relatively young organisation, and they are using public funds to finance their programmes, they have to be very careful with decision-making, as well as solving problems for the organisation.

We now analyse the questions that attained results of low means.

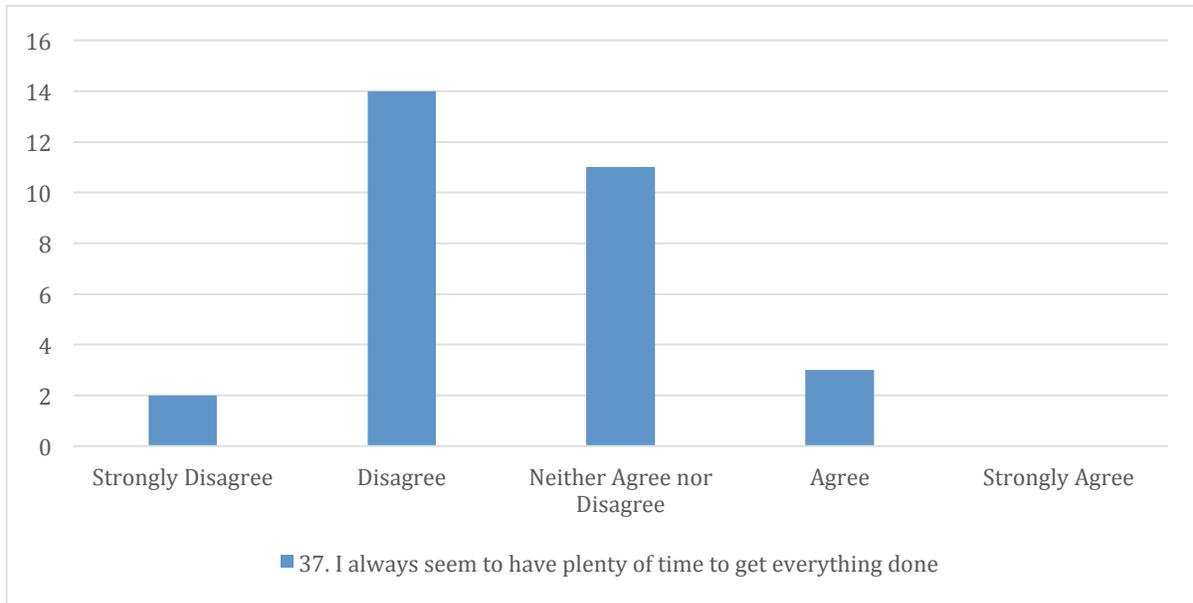


Fig 13. Low Means for Time Availability

**Question 37: I always seem to have plenty of time to get everything done.**

Only 10% of the survey respondents agreed that they always seem to have plenty of time to get everything done. This result is not surprising, as most of the volunteers are students, and BLESS is not their full-time job, as mentioned by Miss Wah. Hence, it is no doubt that they do not have much time to finish their tasks on hand.

**Overall time-availability: Moderate (Final score: 3.09)**

In general, time availability is one of the main issues faced by volunteers in BLESS. Even though many of them often find time for long-term problem-solving, the decisions to be made are not bounded by tight deadlines. However, when the volunteers are assigned certain tasks, they often face time management issues as a result of their occupation as students. Hence, time availability is identified as one of the limiting factor for BLESS to practice corporate entrepreneurship.

**Antecedent 5: Organisational Boundaries**

Organizational boundaries refer to “The extent to which one perceives there are flexible organizational boundaries that are useful in promoting entrepreneurial activity because they enhance the flow of information between the external environment and the organisation, as well as between departments/divisions within the organisation” (Kuratko et al, 2014).

We will first analyse questions that attained results of high means.

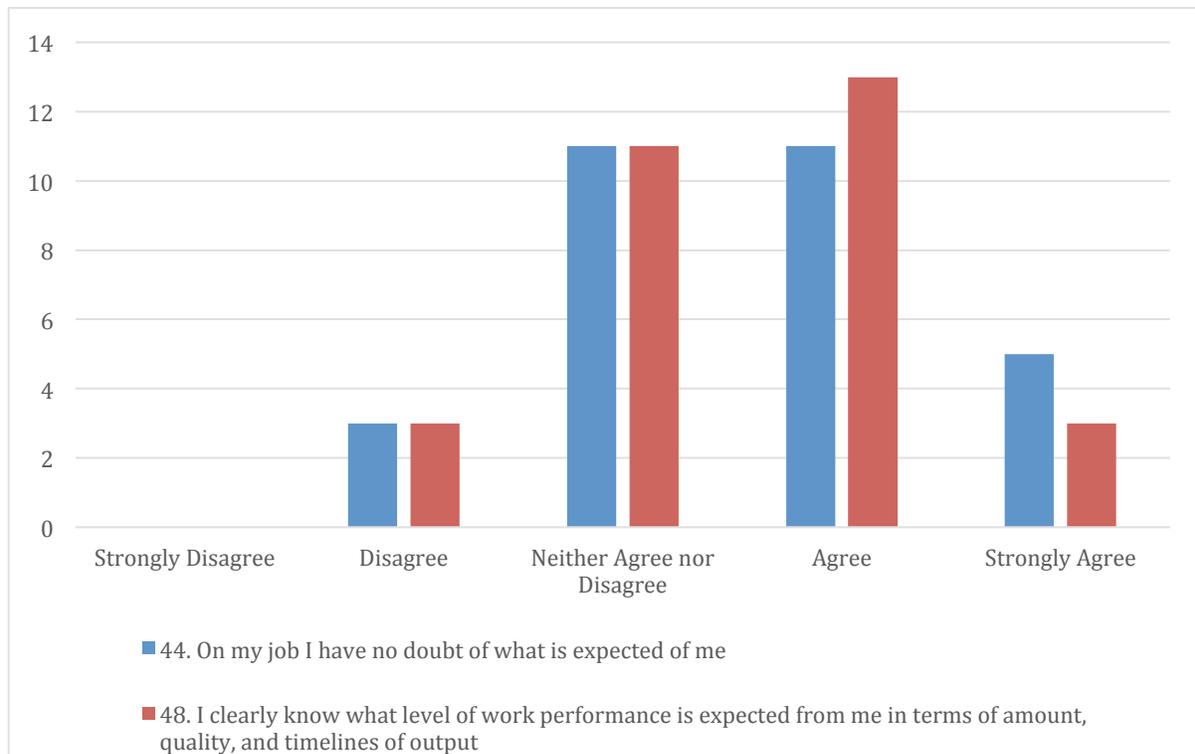


Fig 14. High Means for Organisational Boundaries

**Question 44: On my job I have no doubt of what is expected of me.**

**Question 48: I clearly know what level of work performance is expected from me in terms of amount, quality, and timelines of output.**

According to the survey results, 54% of the survey respondents agree/ strongly agree that they are very clear of their job functions. Miss Wah expressed that everyone would help each other regardless of their job roles. Moreover, she also did not instruct them specific ways that they have to go about doing their tasks. While it inculcates a non-hierarchical organizational culture, it also diminishes the clarity of job performance, which is expected of the respondents.

We now analyse the questions that attained results of low means.

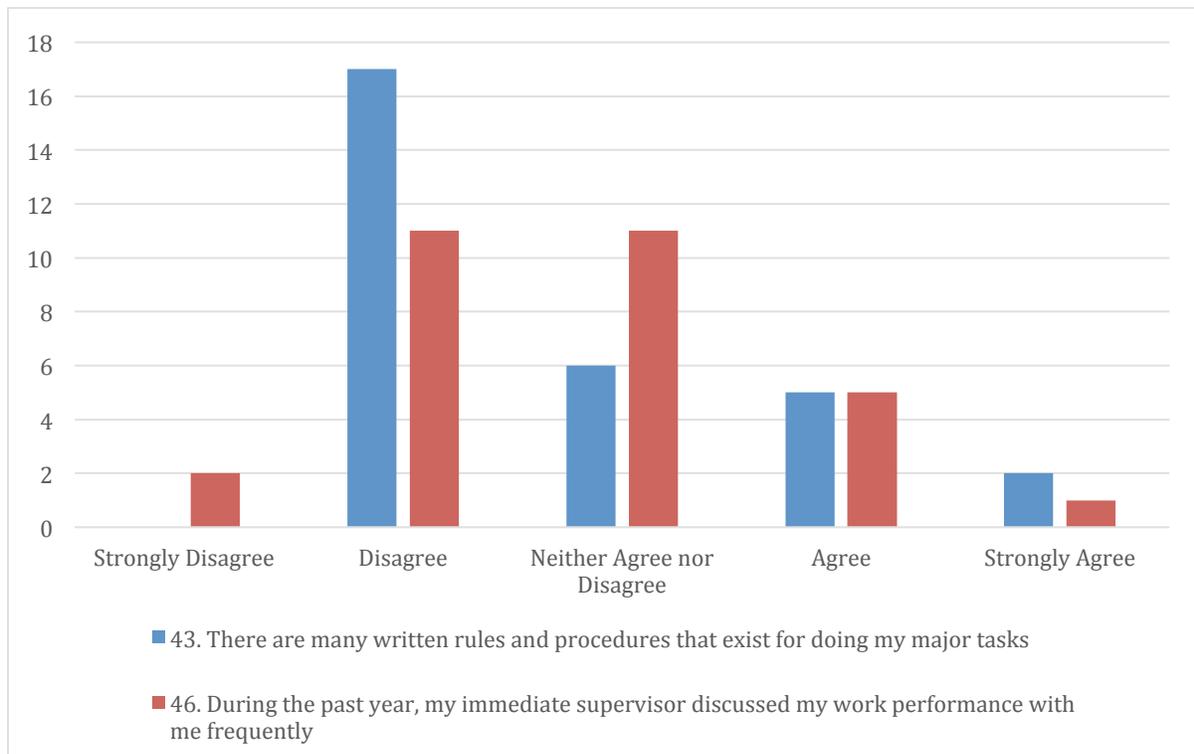


Fig 14. Low Means for Organisational Boundaries

**Question 43: There are many written rules and procedures that exist for doing my major tasks.**

Only 23% of the survey respondents agree/strongly agree that there are many written rules and procedures that exist when doing their major tasks. According to Miss Wah, even though each volunteer has a clear job role, there are not much rules in place that pertains to the way they should doing their assigned tasks. This enables the volunteers to be exhibit flexibility and innovativeness, allowing them to do things differently for each task.

**Question 46: During the past year, my immediate supervisor discussed my work performance with me frequently.**

One-fifth (20%) agree/strongly disagree that their immediate supervisors discussed their work performance with them frequently over the past year. This is a result of the family-like culture in BLESS, which has inculcated faith and trust within the volunteers. According to Miss Wah, the top-level management would first entrust all the tasks to the lower-level management, and would only check their work and discuss their work performance when the deadline is due.

**Overall organisational boundaries: Moderate (Final score: 3.13)**

BLESS's culture and structure allows great flexibility in the way things are done in the organisation. The absence of stringent rules and regulations despite clear job description of each volunteer also contributed to the moderate level of organisational boundaries in BLESS.

In conclusion, BLESS practises CE in various ways, as shown in the above findings, such as encouraging innovation among the volunteers and providing management support to cultivate CE in the organisation. These practices no doubt lead to a moderately high level of CE in BLESS, as found in research question 1.

### **Research Question 3: Going forward, how could corporate entrepreneurship be used to tackle future challenges in BLESS?**

As a young NPO, it is essential for BLESS to constantly innovate, overcome challenges, and improve their organisation. As reflected in our research question 2, BLESS faces many challenges due to the nature of the organisation; and the fact that they are a relatively young organisation. According to both Miss Wah and Miss Wong, major challenges faced by BLESS are the lack of funding, resources and manpower issues.

During the interview, Miss Wah acknowledges the importance of corporate entrepreneurship in driving BLESS to greater heights, and eventually become a sustainable NPO. In this research question, we aim to analyse how CE could be used to tackle the future challenges in BLESS.

One major advantage is that BLESS is not fixated on rules and regulations pertaining to its daily operations. The absence of organisational bureaucracy means that CE in BLESS can be more effectively carried out. The following are the possible recommendations and suggestions in ways CE could help BLESS to tackle its challenges:

#### **1. Enhancing Internal Funding**

Based on the interview with Miss Wah, she mentioned that there was an NUS recruitment programme in Utown. Once they were aware of it, BLESS immediately mobilised their human recourse to dispatch a team to head down to NUS to recruit any potential NUS students who are interested in volunteering in BLESS. This example shows that BLESS recognizes the future challenge of lack of manpower and is proactive in tackling the issue. Likewise, BLESS could also practice equal proactiveness in dealing with its challenge of the lack of funding. For instance, they could take more initiative in sourcing for other funding partners, rather than depending largely on NUS.

Miss Wah mentioned that BLESS's past efforts to partner with other organisations for funding were to no avail as "they are quite wary of BLESS", knowing that BLESS is a young NPO. Also, as BLESS is currently collaborating with NUS, part of the reason why they are not proactively searching for other funding sources is to not risk affecting their working relationship with NUS.

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Given these circumstances, apart from their intention to seek funding from governmental and private sectors, another way to counter the problem without straining the working relationship with NUS, BLESS could potentially set up a small social enterprise to fund its NPO operations. On one hand, it is easier to acquire the manpower needed for a social enterprise, which is for-profit in nature. On another hand, it is more convenient to leverage on internal funding to make up for the inadequacy of funds from public. Moreover, BLESS could negotiate with NUS to provide the necessary resources in the start-up of the social enterprise, and in the long-run, as funding gradually stops being an issue, BLESS would be able to build up its credibility by organising larger-scale events in the future.

In the research by Mataira et al (2014), they concluded that there is a pressing need for NPOs to explore alternative sources of revenues and they should take into account market forces and the wider opportunities, which lie in the for-profit community. As such, a social enterprise approach will be an encouraging means to support the sustainability and efficacy of NPOs, as well as the well-being of the communities under their care.

## **2. More Innovativeness**

First, it can encourage innovativeness in the way BLESS delivers the societal impact to the beneficiaries. Traditionally, it has been bringing tangible aid and donations to the beneficiaries. However, they can start to rethink their deliverables as social investments, rather than social aids, because the former will seek a solution to a problem whereas the latter will only seek to bring remedies, which alleviate current symptoms (Mataira et al, 2014). Therefore, what BLESS can do will be to put forth an integrated approach which not only focuses on planning & execution of events, but liaising with experts in the field, such as the faculty from NUS, to roll out programme development, social science research and refinement (Mataira et al, 2014). The innovative approach to addressing social problems is likely to attract more external funding as well, because the funders will not be viewed merely as donors of a good cause, but social investors and accountable partners in addressing social problems.

Second, it can encourage innovativeness in the way it attracts external funding. Traditionally, funders are often engaged to provide resources, which are needed to finance the programmes of NPOs. However, they rarely invest directly in building organisational infrastructure and capacity (Mataira et al, 2014). The misalignment of focus often prevents NPOs from maximizing their impact because the lack of sustainability of a sound internal infrastructure makes them always vulnerable to depreciating funds (Mataira et al, 2014). Therefore, what BLESS can implement will be to engage potential funders who are specifically interested in building good foundations for small organisations. Once the long-term sustainability has been built up through substantial funding, BLESS will have greater capacity to engage in innovative programmes and amplify its societal impact in the future.

## **3. Nurture a Competitive Mindset**

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Miss Wah has identified the three main factors that differentiate BLESS from other NPOs in the interview: 1) Rather than serving, they help the community to help themselves 2) Unlike most of the NPOs where at least one staff is paid, all BLESS personnel are not paid 3) BLESS views itself differently from other NPOs by providing aid to the part of the community that is unable to get assistance, as they do not meet the requirements. Nevertheless, BLESS is not a competitive organisation, as shown in the EO survey results. Miss Wah also recognised this aspect of BLESS. In the interview, she mentioned, “there is no need for us to be competitive. We don't strive to be the best NPO. We strive to support existing agencies.”

However, this is contrary to the findings from Mataira et al (2014), which highlighted the importance of extensive marketing in helping to generate new sources of revenue. While NPOs may not be competing for marketing share, they can definitely compete for media attention and public awareness. To BLESS, extensive marketing programmes could bring about greater community awareness, which most probably translates into increased government support and donor interest. Some of the tangible steps to take would be to maintain an active blog with informative inputs about the cause, to create an engaging Facebook page and to produce promotional videos through Youtube, which feature “life stories” of beneficiaries to facilitate higher level of connection and identification (Mataira et al, 2014).

## **Limitations of Study**

While conducting the study, we recognise that there are certain limitations that may impact the validity of the findings. Firstly, there is a dismal existence of academic literature carried out that shows the case where the adoption of the practice of CE is successful in an NPO. Hence, while evaluating the CE practices of BLESS, we are unable to generalise that BLESS's CE practices could be applied to all NPOs.

Secondly, there may be a lack of substantially in the various primary data collected. For this study, we conducted two interviews, one with a top-level management staff and another with a long-term committed volunteer, as well as two surveys (EO and CEAI) using a sample size of 30 volunteers. Despite having a certain degree of credibility in our study, the data collected may be insufficient for us to make very accurate analyses and judgments on the feasibility of the adoption of the practice of CE in NPOs in general as a result of small sample size. It is also notable that there may also be inconsistency in the information gathered, as time involvement in BLESS among the volunteers in BLESS varies.

Moreover, due to the nature of the likert-scale used in the two surveys, evaluating the survey results using the mean values for each question may ignore the fact that there are anomalies. This could also result in the low scores (strongly disagree) and high scores (strongly agree) offsetting one another, hence causing a generalisation in our analyses.

Lastly, both survey tools (EO and CEAI) are more commonly used in the corporate context, and are rarely used to access NPOs. As a result, some of the survey questions used in this study to evaluate BLESS's CE may be inapplicable to BLESS and hence providing us an inaccurate insight of BLESS's CE and its practices.

## **Conclusion**

Our study has gone in-depth into the examination of CE in an NPO by using BLESS as a case study. Through our interviews, literature reviews and surveys, it is evinced that BLESS scores moderately high on the CEAI and EO scales, with concrete evidence for entrepreneurial behavior. It is of interest to note the consistency between BLESS's high scores in the assessments and the entrepreneurial behavior demonstrated. Whilst certain aspects of the questionnaires — such as profit-incentive related questions — proves to be irrelevant to an NPO, it is heartening to note the applicability of the various questions analysed.

Yet, at the same time, BLESS, like many NPOs, encounter the dilemma of balancing stakeholder interest, preventing multiple source funding. The innovative introduction of a social enterprise as a support wing could definitely allow greater cash inflow to support the main body of BLESS. The findings of this exploratory paper therefore points toward the successful practice of corporate entrepreneurship in NPOs in Singapore — BLESS in particular — which culminates towards the suggestion of the birth of a social enterprise subsidiary as a risk-taking yet feasible move.



## Annex

### Appendix 1: Entrepreneurial Orientation (EO) Scale

EO Risk-taking								
#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total Responses	Mean
1	The term "risk-taker" is considered a positive attribute for people in our organisation.	1	5	15	9	0	30	3.07
2	People in our organisation are encouraged to take calculated risks with new ideas.	1	5	8	16	0	30	3.30
3	Our organisation emphasises both exploration and experimentation for opportunities.	0	0	4	22	4	30	4.00

EO Innovativeness								
#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total Responses	Mean
4	We actively introduce improvements and innovations in our organisation.	0	1	4	21	4	30	3.933333333
5	Our organisation is creative in its methods of operation.	0	1	9	17	3	30	3.733333333
6	Our organisation seeks out new ways to do things.	0	1	2	21	6	30	4.066666667

EO Proactiveness								
#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total Responses	Mean
7	We always try to take the initiative in every situation.	0	0	4	21	5	30	4.03
8	We excel at identifying opportunities.	0	0	7	20	3	30	3.87

9	We initiate actions to which other organisations respond	0	1	9	18	2	30	3.70
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EO Competitive Aggressiveness								
#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total Responses	Mean
10	Our organisation is intensely competitive.	9	13	8	0	0	30	1.966666667
11	Generally, our organisation takes a bold or aggressive approach when competing.	7	13	8	2	0	30	2.166666667
12	We try to undo and out-manoeuvre the competition as best as we can.	3	11	13	3	0	30	2.533333333

EO Autonomy								
#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total Responses	Mean
13	Volunteers are permitted to act and think without interference.	1	5	12	12	0	30	3.166666667
14	Volunteer perform jobs that allow them to make and instigate changes in the way they perform their work tasks.	0	0	6	20	4	30	3.933333333
15	Volunteers are given the freedom and independence to decide on their own how to go about doing their work.	1	2	6	14	7	30	3.8
16	Volunteers are given the freedom to communicate without interference.	0	0	3	21	6	30	4.1
17	Volunteers are given authority and responsibility to act alone if they think it to be in the best interests of the organisation.	2	6	8	14	0	30	3.133333333
18	Volunteers have access to all vital information.	1	4	10	13	2	30	3.366666667

## Appendix B: Interview with Chairperson of BLESS, Miss Francesca Wah

### Profile of Miss Wah



### Interview (Part 1)

**1. Thank you for granting us this opportunity to interview you, Miss Francesca. May we start the interview now?**

Sure.

**2. What was your motivation behind the creation of BLESS?**

Now, a lot of non-profit organizations focus a lot on direct help. For example, we have a lot of Family Service Centres, where a lot of them are actually providing financial assistance to the families. In the long run, this would create a lot of dependence of these beneficiaries on the society. This would not be financially sustainable for the service sector in the future. That is why BLESS was set up to address this issue. What we do is not simply help the community, but also helps the community to help themselves, and I think this is something that makes BLESS stands out from others. Unlike other organisations that focus a lot on intervention post-incident, we focus a lot more on preventive intervention. We find that this is necessary, given that Singapore's changing needs and the needs of the society is getting more complex. And that is why there is a need for us to really come in to intervene.

**3. Can you please give a brief description of what you do at BLESS?**

For myself, I actually sit as the Chairperson on board, so I'm the one who founded BLESS, and I'm the one who sets directions for the entire organisation. So I decide which are the projects to be actually implemented depending on the needs. So I believe that for us, we actually welcome new ideas that comes to place, but there can be so many programmes so we need to source out, those which can indeed really benefit the community the most. For my role, it's mainly on assessing the projects to see which projects are to be implemented and also to keep myself updated of the changing needs of Singapore and also of course to seek funding for the organisation and also to be there to guide my people, to model for them like how to run and manage this organisation.

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**4. Do you have any values for BLESS, for the organisation?**

Yes. Even though BLESS is not a Christian organisation, but I'm a Christian, so all of BLESS' values are actually based upon the fruit of the Spirit as outlined in the Bible. So stuff like love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control; these are the nine values that BLESS actually uphold. And these are actually the fruit of the Spirit. These nine values have actually been outlined as BLESS' values as seen from our corporate website. These nine values has also actually been infused into our management team pledge.

**5. Is there a particular culture that runs throughout the entire company?**

I'm not sure if you're aware but BLESS is actually managed by all NUS students and also alumni, and essentially, all of us are actually not paid. So well, I guess the culture can be like simple stuff discussed over food. Well, I believe that food is actually something that can draw people together and it kind of lightens the atmosphere too. So I guess if you have to ask me about the culture, at the end of the day why are we working so hard, we are not getting anything out of it but it is really to serve the people with joy.

**6. So the culture in your company is like a non-hierarchal one in that sense?**

Yes it is definitely non-hierarchal. I don't see myself as someone who is actually domineering and demanding of them, but I'd rather work with them throughout the entire process.

**7. Just now you mentioned that the differentiating factor between BLESS and other non-profit organisations is that you all are different as you all try to help the community to help themselves. Are there any other differentiating factors?**

Well there are a few points; the first one is definitely helping the community to help themselves. Next, all of us are not paid, not like NPOs, which will at least have one staff paid because all of us here are actually not paid. And the third thing is that we are just not another NPO per say, in the sense that our role here is just to support existing NPOs. Like a lot of time for example, because you need to understand that NPOs right, they actually get their funding sources from the government and a lot of time the policies and programmes they run are highly dependent on the government. So for example, let's say this client for this month, her household income is actually less than \$1000. So she's eligible for this particular financial assistance where the service sector can actually give the family the financial assistance. But maybe next month she is so hardworking and the company decided to give her a pay rise and a promotion, but the pay rise becomes 1200 and this causes her to become ineligible for this financial assistance, and so this family will fall out of these existing assistance. Through then, BLESS's role comes in. So what happens when they are unable to get assistance from these normal agencies? This is where BLESS comes in. For example, one of our programmes is actually bring love to every small soul. We BLESS the students with the basic school needs such as stationeries, school bags, lunchboxes, all these kind of stuff. So these are little ways in which we can assist the families to cope with the short frame. So essentially,

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BLESS is not just another NPO, but our role here is to support the NPOs. So yes you can see the three main factors that actually allows BLESS to stand out from other NPOs.

**8. Are there any challenges, both external and internal, that BLESS face? and how did you all actually overcome these challenges?**

Well I guess for us the greatest challenge is always the funding source, as I said earlier, as all of us are actually unpaid, and a lot of funding organisations I would say, they are quite wary of BLESS, because they know that we are all so young, and even though we are a registered organisation, they still have the thinking you know like we cannot trust this group of young people to go out there and do big things. So I guess funding is always the greatest challenge that we have. So in terms of how to overcome this challenge would be to really work very closely with NUS, because at the end of the day, BLESS actually signed a collaboration with NUS Centre of Social Development for Asia. So okay wait, I forgot to mention, just now another point that allow BLESS to be significantly different from other NPO is that BLESS conduct applied research on all our programs, because a lot of time so many problems go out in the social service sector and we don't know what work and what does not work. So it is very important that all these programs are properly documented like what are the factors that actually make the program work. Yea so for BLESS we actually signed a collaboration with NUS CASD in short, so whenever it comes to funding issues, we actually look for NUS for help. And also because we are actually quite blessed to have very good professors out there to guide us, and I think at the end of the day, we cannot compromise our intentions, like what we actually set out to do. For example, even if we have to apply from other funding sources or organisations, but they want us to do it in a particular way, they also want us to do like remedial action, like just to go up and befriend the elderly and those kind of stuff like it is very remedial, but for BLESS we have to be strong in our stand with what we want and what we do not want. Because we don't want to be just like any NPO out there, we want to be able to do the preventive work because why wait till something to happen before you do it? So might as well do some preventive work, yea so, I guess because of funding challenges, we really do need to seek NUS professors for help and advices and hopefully they will be able to direct us to the correct person-in-touch who we can actually meet up with.

**9. As the chairman, do you think your own practices actually affect your own organisation culture among the employees in BLESS?**

Definitely. I mean like as the leader, I think other people look up to you like in terms of the way you manage the organisation, and in terms of the way you actually like carry out the stuff. So for example, I mean like I make it a point to really do reflection, like with my people, in the sense that you see we are not paid, and the minimum I can give to them is really a meaningful experience out of BLESS. So for example when I bring them out to do outreach to those family trusting rental blocks, what I do is that besides after the outreaching session, I would actually conduct reflection with the team of people. And you know this is actually being passed down, when the directors themselves oversee a particular program, she also did that with her own people, like after the outreach she also

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do her own reflection with her own people. Yea so these are some of the minor things, and also things like being punctual for meetings, the very basic stuff, so I try not to be late for my own meetings and also in terms of submitting minutes and all these kind of stuff. I think there should be a particular standard operating procedure, I would say.

**10. Based on what you have said, you all have your own reflection sessions and all those, so are you all like the type of organisations that are open to new ideas?**

Well I would say yes, we are quite open to new ideas. In fact we would definitely gladly support a new project that is actually in line with our vision and mission. But it definitely has to be something that is preventive, not so much on remedial.

**11. Do you think BLESS is actually tolerant of new ideas failing?**

Yes, why not. If we are not tolerant we would not be conducting research. Essentially why we conduct research is because we want to find out what works and what do not work for each of the programme. If it does not work, why it does not work. Is it because it's not suitable? And if it's really not suitable, we're more than willing to just forfeit the programme. Because in the long run, if we continue to implement the programme, and despite knowing it is not achieving the outcome, it'll be simply a wastage of the financial resources.

**12. Do you all encourage risk-taking behaviour? Like for example, when you want to implement this project, you know the amount of risk, but y'all still went along with it.**

Hmm, I don't quite understand how you define risk.

**13. Like erm, you know that it is risky for you to take the project and you know that it might fail but you still went ahead just to see and support the new idea that was being proposed.**

Well, I guess if I know beforehand that it will fail, definitely I wouldn't go ahead to support.

**14. Maybe like you know there's a chance that the project might fail. Would you go ahead with it?**

If I know that there is a chance that the project might fail, I would first try to attempt to probably address and modify the project slightly to make sure that the risk of failing is not there, like close to zero. Otherwise if I it's a 50:50 chance of failing, I would not go ahead with the project.

**15. Oh, right, because you guys are very tight on funding issues.**

Yea, and you know at the end of the day we are using public funds so there is a need for us to be prudent in expenditure.

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**16. Okay, so as an NPO, are there any resources available to implement this ideas besides funding, maybe like to come up with the event and this event require your stationeries, your schoolbags all those, like supporting resources for you guys?**

Well I guess a lot of times we have to be the ones to go out and initiate collaborations like, when you talk about schoolbags, we have to be the ones who go out and source for suppliers. And I wouldn't complain about that, because that's our nature of work, it's only right that we take the initiative to go out and work with the suppliers to get better rates. And in terms of project implementation, I guess yes, there are existing organisations that we can turn to and they can help us to facilitate networking events. For example, we have Southwest CDC, who actually oversees all the different agencies and communities partners within the Southwest District. So for example if we want to hold a particular event, we will go to them and they will link us up. So for example right now we actually working with SG50 celebrations, closer to the hearts of the less privileged. So a lot of time these celebrations are being held in parks and shopping centres. And a lot of times those people who are still in mental blocks and they probably do not even have the financial ability to go over. So what we do is that we want to bring these celebrations to their void decks and it'll be very costly if I were to do it multiple times. So what we did was that we went to Southwest CDC, and it linked us up with all the different community partners like all the CC staff, all the RC staff, and even those churches and the religious organisations out there. And when each of us in the community do our part, we can do so much more. And this really helps us to save up on our costly things.

**17. Do you think it is actually difficult for like entrepreneurial management to be brought into BLESS given the nature of the company being non-profitable?**

Entrepreneurial spirit. Hmm, how would you define that?

**18. Like, entrepreneurial spirit is more of like when you encourage new ideas and your employees to be entrepreneurial, like they come up with new things, new ideas for your projects, new ideas of ways to get better resources. All these are the entrepreneurial spirit that is embodied in your employees.**

Well actually then I would say yes. There is a lot of entrepreneurial spirit within us, because essentially our projects are actually very flexible and it has to be dependent on whatever needs there are, so for example, let's say one of our programme, bringing love to every single stranger, for that it's something that I wouldn't say challenge per say but I would like to think it as a way that we are trying to improvise the current values in action program in MOE schools, so for example, you know nowadays we have the VIA in primary schools, we want to basically inculcate values into the pupils, so we will bring them to visit the old folks home etcetera and for me I find that these are very irrelevant, as if we were to bring them to a visit out to old folks home, how much values can we really inculcate in them? It really doesn't make sense you see. What BLESS came up with is, I mean, I actually share the problem with them, and then they are the one who are supposed to come up with solutions to address these problems, so that is what I always do. For example, when I raise this problem up to my team, the team

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actually decides that instead of the value in action, they changed it to values in practice. It is not so much about putting the values into a once off event, but putting values into practice. It can be very simple stuff. So we literally took it out of the MOE syllabus, we tied it down to the different learning outcome. So for example, P1 P2, it is more about being responsible for yourself, like pack your own school bag, clean your own table, like this kind of stuff, P1 and P2 can also inculcate values into them you see. And P3, P4 is more of like talking to the people around you, like the security officers around school, talk to the school aunties etcetera, and P5 P6 is like starting to contribute to your own society. So essentially, I would say yes to a large extent that BLESS does promote entrepreneurial spirit, erm a lot of time we actually give them the problem, and they come up with the solutions. But if you are to say in terms of making money, then it is definitely not.

**20. Are there any improvements or changes to BLESS's corporate culture which you would like to see in the near future?**

Well, right now we don't even have an office space, so it is actually very difficult for us to conduct meetings. And most of the time our meetings are actually in Starbucks, so as what you have said, it is actually quite informal. But at the same time, I think it would be good if we are able to establish or incorporate some form of formality into the meetings. So that would probably be one thing I would like to change.

**21. Recently are there any proposed ideas to better BLESS's services/programmes and as an organisation?**

Well, I haven't heard of these ideas yet, but recently there was a team of people who attended the Young Social Entrepreneurs (YSE) programme. During the feedback sessions, they commented that they have learnt a lot from the programme and they would like to contribute some recommendations for us. They are awaiting to propose a recommendation for me at this moment, and I am really excited to hear their ideas!

**22. Do you think if they proposed it to you, will they most likely be approved?**

Well, it depends on what kind of recommendations they proposed. At this moment I haven't really hear from them yet so I think it might be too early for me to conclude. However, I believe that no idea is a bad idea; it is just how you perceive it and go about implementing it.

**23. Do you foresee any potential challenges that BLESS may face in the future?**

I think funding will be a consistent issue that we will face, given that we don't have any fixed staff. I think that's quite hard for us also. And secondly, is of course the matter of manpower. Because a lot of us are actually not paid, so we actually have to recruit from the NUS population. And I don't know that with the people, I mean right

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now it is quite okay because people are not so self-centred. But I'm not sure how it will be like in the future, for instance in 10 to 20 years' time, would the people still be willing to contribute back to their own community.

**24. So have you thought of other sources such as the NTU, SMU population or even secondary schools students who are willing to volunteer?**

I guess that would depend on the term of collaboration that we have. Because as I have mentioned earlier on, this is a signed collaboration between BLESS and NUS. So, at this moment I wouldn't dare to propose. As much as I can, I would still love BLESS to be an organisation for NUS students and alumni, to allow them to contribute back to the community.

**25. So if you have lack of manpower in the future, what would you do to tackle this issue?**

Definitely we have recruitment drive and right now we haven't really go into lectures to talk to people about it. So probably we will first give a try to enter the lecture and probably get the professors to say a few words.

**26. Where do you see BLESS in the next five years?**

Well, I can see BLESS doing even more for the community, because all of our projects we do have our five year, ten year plan. I think it will be a bit difficult for me to reveal the plans out for you at this moment. But yes, every year there will be a conference where everyone will be sharing the findings of our research. And I guess in time, people will be more aware of this organisation called BLESS. And I think when we are more able to be honest to share what works and what does not work, I think it can really gain the trust of the important people in the society. If we are able to gain that trust, which would likely means that we can have more funds, and that would also mean that we can do even more for the community.

**27. So what is the aim/goal for BLESS in the next five years?**

Well, as mentioned earlier, BLESS actually aims to help the community to help themselves. So within five years, we are hoping to see that at the minimum, there are a few community groups, which we can possibly withdraw. So what I mean by that is for example, one of our programmes, "Bringing Learning to every Shining Star", that is actually a reading programme held biweekly at the void deck for those children who stays in random block. But instead of simply NUS students going down to read to the children regularly, we actually get the residents, such as the youth or parents who stay within that block to come down to the void deck and volunteer with us for the reading programme. So essentially, we go there and we tell them, "Look, I know it is difficult for you to send your child over to (Family service centre) FSC for this reading programme. Because it costs you more to bring your child over."

So yes, I realize that there is this need in the community so I can come in and is able to produce that reading programme at the void deck. But I need their assistance, I need their cooperation to come down and also help to

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maintain discipline for the children. And hopefully, they are able to pick up some skills and be able to contribute this back to the community in the future.

Right now, we are also training the volunteers who are staying there and we also have children who are actually in the programme. Like our older children in this programme are actually 9 years old, so 5 years later they are probably going to be 13 years old. And hopefully by then they will be willing to be our volunteer. So they themselves can take care of their own community. I really hope that in 5 years' time, we can see at least one community group in which they are independent and BLESS can then withdraw our volunteers from that community. We can then go to somewhere else and start this entire project in a new community.

### **Interview (Part 2)**

**28. You have mentioned that the future challenges are manpower and funding issues. Do u have any ideas or measures in mind to resolve these issues in the future?**

As for manpower, we would try to recruit more volunteers through active recruitment and word of mouth in NUS. Furthermore, with the greater extent and scalability of our projects, BLESS name will be more well known and that will attract people to join BLESS. As for funding, we are hoping to continue to seek funding support from governmental and private sector. However, we might not have the expertise to do so.

**29. Are there any incentives for your employees? Why do u think your volunteers are willing to commit to bless even though they are unpaid? Do u think bless would eventually turn into an organization with paid employees instead of having just volunteers?**

By volunteering in BLESS, it serves as an internship for NUS students. Given that they do not have to take time off to do an internship, it is an incentive to them. Besides that, Community Service Programme (CSP) hours would also be given to volunteers.

Yes, we are looking at having one to two full time staff to manage a pool of volunteers when the workload gets heavy.

**30. In the previous interview, you said that you don't see yourself as a domineering leader. However, survey results have shown that many of your employees thought otherwise. Are you surprised by the results? Why do u think there is this diff?**

Perhaps it is because I am the one who actively set the directions? Furthermore, it may be due to the fact that we are in our initial stage of the organisation. Hence, I might appear domineering when I instruct them.

**31. Is there any recognition given to your employees?**

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Yes, we have an appointment ceremony held annually at the University Culture Centre Theatre (UCC) in NUS, whereby the Miss Low Yen Ling, Parliamentary Secretary of MSF and MCCY would be invited to the ceremony as VIP and appoint deserving volunteers as leaders. And of course, I would be the one deciding which volunteer would be worthy of the given title.

**32. What kind of challenges do your employees face?**

One major challenge that my employees encounter would be time management. As you know, most of the volunteers are still studying, and hence, they have to be very good in time management to handle all their commitments. However, even though I do acknowledge that they may have time issues, I would still expect them to finish their tasks on time in order for BLESS operations to move forward.

**33. In what way is your organization creative in its methods or operation?**

BLESS is very creative in developing new projects, especially in getting the community to help its own community. As mentioned earlier, all the different five programs in BLESS have their own different programmes targeting at different target groups. These programmes are based on applied research available and are unique in the world as well.

**34. Some of NPOs are relatively competitive. According to survey results, it seems that BLESS is not. Do you think your organization is competitive? Why and why not?**

I personally do not think that BLESS is competitive, as there is no need for us to be. We don't strive to be the best NPO. We strive to support existing agencies.

**35. Are there many rules and regulations placed in BLESS?**

No, this is also a result of the non-hierarchical structure in BLESS, as everyone would help each other regardless of their job roles. Personally, I also did not instruct them specific ways that they have to go about doing their tasks. I leave it entirely up to them as long as they think it is the right way to do.

**36. So based on what you have said, you trust your volunteers with their work?**

Yes, I do trust them a lot to do their own work. In BLESS, everyone trusts each other very much and hence, we are able to maintain the family-like culture. There is also no need to keep checking each other's work as well, only for major tasks at times.

**37. Do you think CE could be used to tackle the future challenges faced by BLESS? Like being innovative in getting more manpower or more funds for BLESS?**

Yes of course! Like for example, recently there was a NUS recruitment in U town so we had got to know it through like our Prof, so then like once we know of this recruitment, I immediately mobilized by HR team to go down and

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organize entire recruitment drive. So it is something like very impromptu and making use of chances and being innovative, I would say.

**Alright! That's all for our interview, thank you.**

## **Appendix C: Interview with BLESS employee, Miss Wong Kang Li**

### **Email Interview**

#### **1. Why did you join BLESS?**

Honestly, the main reason why I joined BLESS was because my peers – Francesca and my good friend, whose in the same initiative. It was also because of how it fitted well with what I wanted to do – community work.

#### **2. Give a brief description of your job scope?**

What I usually do is to liaise partnerships with bakeries and resources for fund raising.

#### **3. Describe BLESS's values.**

BLESS emphasise a lot on these three values: 1) Sincerity, 2) Love for beneficiaries, 3) Teamwork.

#### **4. As a BLESS employee, can you relate to the values the company uphold?**

Yes. The values are strongly instilled in most of the volunteers.

#### **5. Is there a particular culture that ran throughout the company?**

Hmm, I guess one more prominent culture in BLESS is our constant motivation to challenge ourselves to try and do more, as well as expose ourselves to new things.

#### **6. What are the challenges, both external and internal, that BLESS face? How did BLESS overcome these challenges?**

The first challenge BLESS faces is the lack of funding. BLESS tries to overcome this by actively networking and sourcing for other funding partnerships.

The second challenge is that as BLESS currently still a very young company, it has to build up its reputation to gain credibility. Currently, BLESS tried to conquer this problem by maintaining good relationship with high profile public figures such as Miss Low Yen Ling. BLESS has been actively seeking media features as well, being reported numerous times in the news too.

#### **7. Are the top management open to new ideas and feedback?**

Yes. They frequently encourage staff of BLESS to throw in fresh ideas during discussions and often organise feedback sessions after each event has concluded.

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**8. Are there channels for employees to feedback/propose ideas?**

Yes. As mentioned above, we usually get to feedback and propose ideas face-to-face during the feedback sessions.

**9. Do you think BLESS is tolerant of new ideas failing? Why?**

Yes. As a flexible young NPO, we accept many new ideas. It is not possible for every idea to be successful and we recognise that failures are inevitable.

**10. As a NPO, are there resources available for you to implement these ideas?**

Not really. But we try to work around it.

**11. Describe the level of autonomy/freedom you have been given to complete your work.**

In BLESS, we have a high level of control in the things we do, and there are few rules and regulations in place to restrict the way the do our work.

**12. Do you think that it is difficult for entrepreneurial management to be carried in BLESS due to the nature of the company being non-profitable?**

I don't think so. As I oversee the fundraising events, BLESS constantly comes up with creative ways to execute these events, such as BLESS uses e-commerce, i.e. they raise funds online to buy stationeries for kids.

**13. Do the top management provide you all support for your work?**

Yes, we often gather together to solve our problems and challenges together. Due to the fact that we do not really have a hierarchal structure in BLESS, both the top management and the lower-management volunteers always work closely with each other. For example, when we have problems finding resources, the top management would often help by using their network with other people or organisations.

**14. Are there any improvements/changes to BLESS's corporate culture you would like to see?**

Yes. To be honest, I hope to see a clearer protocol in BLESS and more support given in terms of resources.

**15. Recently, are there any proposed ideas to better BLESS's services/programmes and as an organisation? Are all of them approved?**

Hmm, not that I was aware of.

**16. Do you foresee any potential challenges that BLESS may face in the future? If so, what do you think BLESS can do to tackle these challenges?**

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Yes, definitely. As BLESS expands, we would need more resources. Also, we would come into a tension of refining programmes as we scale up, one way to tackle this challenge is by putting more structure across the board.

### Appendix D: Corporate Entrepreneurship Assessment Instrument (CEAI)

Yellow Highlighted – High Means

Green Highlighted – Low Means

CEAI Management Support								
#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total Responses	Mean
1	My organisation is quick to use improved work methods	0	2	8	18	2	30	3.666666667
2	My organisation is quick to use improved work methods that are developed by workers	1	0	9	18	2	30	3.666666667
3	In my organisation, developing one's own ideas is encouraged for the improvement of the organisation	1	1	1	18	9	30	4.1
4	Upper management is aware and receptive to my ideas and suggestions	1	0	3	19	7	30	4.033333333
5	A promotion usually follows from the development of new and innovative ideas	1	4	20	5	0	30	2.966666667
6	Those employees who come up with innovative ideas on their own often receive management encouragement for their activities	1	1	9	15	4	30	3.666666667
7	The "doers on projects" are allowed to make decisions without going through elaborate justification and approval procedures	1	5	9	15	0	30	3.266666667
8	Senior managers encourage innovators to bend rules and rigid procedures in order to keep promising ideas	1	8	9	12	0	30	3.066666667

9	Many top managers have been known for their experience with the innovation process	1	7	12	10	0	30	3.033333333
10	Money and resources are often available to get new project ideas off the ground	1	14	8	6	1	30	2.733333333
11	Individuals with successful innovative projects receive additional rewards and compensation beyond the standard reward system for their ideas and efforts	3	10	14	3	0	30	2.566666667
12	There are several options within the organisation for individuals to get financial support for their innovative projects and ideas	2	3	9	16	0	30	3.3
13	People are often encouraged to take calculated risks with ideas around here	1	3	8	17	1	30	3.466666667
14	Individual risk takers are often recognised for their willingness to champion new projects, whether eventually successful or not	1	4	7	18	0	30	3.4
15	The term "risk taker" is considered a positive attribute for people in my work area	1	3	15	9	2	30	3.266666667
16	This organisation supports many small and experimental projects, realizing that some will undoubtedly fail	2	2	5	17	4	30	3.633333333
17	An employee with a good idea is often given free time to develop that idea	1	2	10	14	3	30	3.533333333
18	There is considerable desire among people in the organisation for generating new ideas without regard for crossing departmental or functional boundaries	1	6	5	17	1	28	3.366666667

19	People are encouraged to talk to employees in other departments of this organisation about ideas for new projects	1	1	4	18	6	28	3.9
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CEAI Work Discretion								
#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total Responses	Mean
20	20. I feel that I am my own boss and do not have to double check all of my decisions with someone else	4	16	5	4	1	30	2.4
21	21. Harsh criticism and punishment result from mistakes made on the job	8	13	7	2	0	30	2.1
22	This organisation provides the chance to be creative and try my own methods of doing the job	1	3	3	20	3	30	3.7
23	This organisation provides the freedom to use my own judgment	1	2	3	21	3	30	3.766666667
24	24. This organisation provides the chance to do something that makes use of my abilities	1	1	3	20	5	30	3.9
25	I have the freedom to decide what I do on my job	1	2	10	14	3	30	3.533333333
26	It is basically my own responsibility to decide how my job gets done	2	2	4	17	5	30	3.7
27	I almost always get to decide what I do on my job	1	3	10	15	1	30	3.4
28	28. I have much autonomy on my job and am left on my own to do my own work	1	1	2	21	5	30	3.933333333
29	I seldom have to follow the same work methods or steps for doing my major tasks from day to day	1	3	8	16	2	30	3.5

CEAI Rewards/Reinforcement

#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total Responses	Mean
30	30. My supervisor helps me get my work done by removing obstacles and roadblocks	1	0	9	17	3	30	3.7
31	31. The rewards I receive are dependent upon my innovation on the job	3	7	18	2	0	30	2.633333333
32	My supervisor will increase my job responsibilities if I am performing well in my job	0	4	14	10	2	30	3.333333333
33	My supervisor will give me special recognition if my work performance is especially good	0	2	18	9	1	30	3.3
34	My supervisor would tell his/her boss if my work was outstanding	0	1	19	8	2	30	3.366666667
35	35. There is a lot of challenge in my job	1	4	7	15	3	30	3.5

CEAI Time Availability								
#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total Responses	Mean
36	During the past three months, my workload kept me from spending time on developing new ideas	0	7	15	7	1	30	3.066666667
37	37. I always seem to have plenty of time to get everything done	2	14	11	3	0	30	2.5
38	I have just the right amount of time and workload to do everything well	2	4	12	12	0	30	3.133333333
39	My job is structured so that I have very little time to think about wider organisational problems	0	11	7	12	0	30	3.033333333
40	I feel that I am always working with time constraints on my job	0	9	6	13	2	30	3.266666667
41	41. My co-workers and I always find time for long-	0	2	12	14	2	30	3.533333333

term problem solving								
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CEAI Organisational Boundaries								
#	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total Responses	Mean
42	In the past three months, I have always followed standard operating procedures or practices to do my major tasks	0	8	8	13	1	30	3.233333333
43	43. There are many written rules and procedures that exist for doing my major tasks	0	17	6	5	2	30	2.733333333
44	44. On my job I have no doubt of what is expected of me	0	3	11	11	5	30	3.6
45	There is little uncertainty in my job	0	8	14	7	1	30	3.033333333
46	46. During the past year, my immediate supervisor discussed my work performance with me frequently	2	11	11	5	1	30	2.733333333
47	My job description clearly specifies the standards of performance on which my job is evaluated	1	7	12	10	0	30	3.033333333
48	48. I clearly know what level of work performance is expected from me in terms of amount, quality, and timelines of output	0	3	11	13	3	30	3.533333333

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