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CORPORATE ENTREPRENEURSHIP RESPONSIBILITY (CER) IMPLEMENTATION IN THE LIGHT OF ZAIN JORDAN

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Abstract

Generating new ideas, approaches, and models in social sciences- and all sciences- is essential for the world's sustainability and development. Corporate Entrepreneurship Responsibility (CER) is a newly introduced tool in the Middle East and North Africa (MENA) region towards building region-wide entrepreneurship ecosystems. In this research, we are aiming to study the CER in-depth through a qualitative case study of a telecommunication company in Jordan, Zain Jordan, which established a division solely dedicated to the support and development of promising entrepreneurs in the county. To answer the research questions which focus on defining the CER for companies, present a strategy for the implementation of CER along with understanding the impact on the entrepreneurial society from establishing such concept or department in a company, and test whether CER could be considered part of the Corporate Social Responsibility (CSR) in a company; interviews were conducted with professionals from the CER and CSR departments at Zain Jordan, in addition to a random

sample of the entrepreneurs who have been benefiting from CER division's services. Also, analysis of the company's reports was part of the research paper's methodology.

As a result, capital and investment, as thought by many to be the basic step of establishing and growing a business, were not considered as such. Three main factors for sustaining and growing a start-up business have been discussed: fully equipped workspace, mentorship programs, and a base of networks for the entrepreneurs. Hence, this research is a contribution to present a newly adopted business approach to support entrepreneurs and young businesses in a developing country.

Keywords

Entrepreneurship, Corporate Social Responsibility, Corporate Entrepreneurship
Responsibility, Sustainability, MENA Region

1. Introduction

1.1 Research Problem

Start-up companies, the newly established companies in which formulated to solve an economic, social, or technological problem or to gain profits, are increasing worldwide. Sustaining these companies and growing them to become well established, bringing high value and revenue to managers and owners is not as easy. In this research, the newly formulated concept: Corporate Entrepreneurship Responsibility (CER) will be discussed to show methods of sustaining start-up businesses and supporting entrepreneurs, focusing on a developing, Jordan.

1.2 Value of Research

One of the pioneer research papers of the newly formed concept in the Middle East and North Africa (MENA) region, the Corporate Entrepreneurship Responsibility (CER), providing this research as a case study of the telecommunication company in Jordan, Zain Jordan, as the first company in the country to adopt and implement the CER; by creating an entire division in the company specialized in it, will open a new area of research, create CER models and encourage other companies in the region and worldwide to implement it to support the economy and inspire the youth.

Entrepreneurs who have benefited from the CER division in Zain Jordan were also taken into consideration in this research, emphasizing on their opinion and side of the story in having CER implemented as a way of sustaining and growing their businesses.

1.3 Aim of Research

It is an explanatory in-depth research, to present and showcase the CER concept, as a method to be taken by medium and big corporations in order to support the surrounding

environment and boost the entrepreneurship in the society. This research also aims to understand the strategy of implementing CER and its direct and indirect impact on the society.

Zain Jordan, the first and largest telecommunication company in Jordan (Hajir, Obeidat, Al-dalahmeh, & Masa'deh, 2015), was taken as a case study for a company who is adopting the CER, showing the methods and development of implementing this new concept at a company operating in a small developing country such as Jordan.

2. A Preview on the Topic

2.1 Entrepreneurship and Innovation

Both terms have faced multiple overviews and definitions. According to the book 'Innovation and Entrepreneurship Practice and Principles' by Peter Drucker, innovation and entrepreneurship are treated as a practice, systematic work and a set of tasks which could be learned and organized rather than a talent or a gift (Drucker, 1985).

Entrepreneurship definition could be based on either the definition of an entrepreneur (to observe the individual's action and define entrepreneurship accordingly) or set an initial concept and behaviours of entrepreneurship and later define entrepreneurs according to their engagement in the 'entrepreneurial activity'. Carton, Hofer, and Meeks (1998) defined Entrepreneurship as:

the pursuit of a discontinuous opportunity involving the creation of an organization (or sub-organization) with the expectation of value creation to the participants. Entrepreneurs are those who engage in entrepreneurship (Carton, Hofer, & Meeks, 1998).

Entrepreneurship and innovation appeared to be positively related and complementary to one another in an organization; their combination leads to organisational success and sustainability in the dynamic changing environment of today's world (Zhao, 2005).

2.2 Jordan and Entrepreneurship in the Jordan

Jordan is a country located in the Middles East and considered one of the smallest markets in the region (Central Intelligence Agency, 2019) the country is suffering from insufficient resources from water supplies, oil, and other natural resources. Its government is reliant on foreign assistance causing high rates of poverty, unemployment, underemployment, budget deficits, and government debt.

The country has a strategic location among Arab countries but has also suffered from its location during the Arab Spring, the uprisings of Arab populations in 2011 spread from

Tunisia to Egypt then towards Libya, Yemen and Syria to cause revolutions calling for freedom and fight against corruption in the entire region (Ali, 2014) leading to refugees fleeing from affected countries to Jordan (Central Intelligence Agency, 2019).

With a population of 10,248,069 people (including refugees as of 2017) of which 92.11% of the population are younger than 55-year-old (Central Intelligence Agency, 2019), the below section presents how entrepreneurship is perceived in Jordan and how it could cause a huge difference in those youth's lives in addition to the development, and economic improvement of Jordan.

In a research by Salime Mehtap, 2014 female university students have been asked about entrepreneurship activity and education in Jordan. Respondents have pointed out the difficulties of entrepreneurship in Jordan emphasizing on financial concerns, the weak Jordanian economy and the turmoil the region is currently facing, besides the lack of technical know-how in implementing a viable business (Mehtap, 2014). In another study conducted by Fuad Al-Shaikh; 2013 in Irbid Governorate, a city located in the northern part of Jordan where its extend reaches the Jordanian-Syrian borders (Irbid Governorate - Ministry of Interior, n.d.), 140 small firms responded to a questionnaire in relation to investigating the opportunities and challenges of entrepreneurial firms in developing countries, with particular reference to Jordan (Al-Shaikh, 2013). Some of the firms were younger than five years and most of them were established by university young graduates. The study has found out that lack of finance, high raw material prices, and high interest rates as main challenges for entrepreneurs. Moreover, entrepreneurs lacked the training before starting their businesses whilst their skills in finance, marketing, and preparing business plans are considered the most looked-for. Furthermore, the research results indicated that the younger the company's age is, the smaller the size, and the less entrepreneurial qualification the greater the challenge.

The university students in Mehtap, 2014 study were not aware of any local and national agencies set up to encourage and help entrepreneurs in Jordan. This indicated the lack of awareness about the available opportunities to students and youth, both the university and the Jordanian government need to put more emphasis on practical entrepreneurial education and establishment of business incubators to support small and medium entrepreneurship (Konstantinovna, 2017).

The education system in Jordan is not functionally installing a culture of entrepreneurship among graduates (Kharabsheh, Magableh, & Arabiyat, 2011). Jordanian graduates are lacking the entrepreneurial skills for effective participation in the market. In a

developing country like Jordan in which small business with number of employees equal and less than 20 employees constitute 98.1% of the total Jordanian organizations (Abdulwahab & Al-Damen, 2015, p. 164) the small businesses and entrepreneurial ventures are providing employment opportunities while youth still prefer to work in established companies (Caputo, et al., 2016).

2.3 Different Perspectives of Corporate Social Responsibility (CSR)

CSR is a multi-dimensional concept, studied by the field's researchers from several aspects (Taghizadeh & Shokri, 2015). CSR could be considered as a 'trend' aiming to redirect the business's approach towards profit optimization rather than maximization, focusing on long-term goals rather than short-term (Moravcikova, Stefanikova, & Rypakova, 2015).

CSR has been noticed to be part of the customer relationship management strategies as well as a competitive advantage (Hasan, 2018) for companies and their employees. A study conducted by Devin Thorpe in 2013 to understand the benefits of CSR for the corporation, several CEOs have been interviewed and as a result:

51 of 59 believe that they have happier employees and 45 of the 59 believe they end up with better employees, either as a result of being able to attract better talent or that the CSR programs help to develop better employees. (Thorpe, 2013).

More reasons for companies to be involved in CSR were pointed out by Michael J.D. Hopkins in a report connecting CSR and the United Nations Sustainable Development Goals (SDGs), a new 2030 agenda was set by the United Nations (UN) on 25 September 2015 adopting seventeen goals to be implemented in the next 15 years to "end poverty, protect the planet, and ensure prosperity for all", and emphasizing on the role of the private sector in implementing the goals. CSR could improve the business's reputation, enhance risk management, building relationships with communities and stakeholders, learn energy, technology and management skills, and maintain transparent business practices (Hopkins, 2016).

CSR was considered in its early stages prior to 1999 as charity and philanthropy work with direct influence from culture, religion, and family values, following to 2000s, CSR took a comprehensive approach, nevertheless, In Jordan CSR activities are still not being taken as a strategic approach to sustainability, business still considers the concept as part of philanthropy framework (Al-Daaya, 2017)

2.4 A Familiarization with Corporate Entrepreneurship Responsibility (CER)

CER is an influential tool to create jobs as well as generating national wealth by expanding innovation and empowering start-ups to solve economic problems and create opportunities (Initiate Corporate Entrepreneurship Responsibility, n.d.)

CER is an advantage and a way of networking for both corporates and entrepreneurs. For corporates, CER helps in adopting an entrepreneurial mind-set, expansion in markets, confronting disruption and creating future economies. For entrepreneurs, they gain access to the corporates' resources, mentoring, market opportunities and networking while ensuring the opportunity to experience real business problems and further growth of their ideas (Initiate Corporate Entrepreneurship Responsibility, n.d.)

In late 2012, Corporate Entrepreneurship Movement has been introduced, during the Global Entrepreneurship Summit (GES) in Dubai, United Arab Emirates. The movement was to encourage stakeholders of companies and private sector to empower the entrepreneurs by activating their resources; capital, knowledge, skills and networks (Curley, 2012).

Fadi Ghandour, the chairman of Wamda, a platform of integrated programs that aims to accelerate entrepreneurship ecosystems throughout the MENA region, has emphasized on the need to ensure a sustainable society "to move this effort from talk to action" (Curley, 2012).

After 2011, when the Arab spring took place, a transformative leap has been witnessed; private sector should recognize their significant role in developing the region due to the great amount of knowledge and experience they contain especially when they are positioned to take the right action in dealing with resources (Ghandour, 2013).

Fadi ghandour has put together the movement as:

Corporate Entrepreneurship Responsibility is the movement: the method through which to lobby, mobilize and organize the private sector towards building region-wide entrepreneurship ecosystems. And these ecosystems would be the bedrock of the sector's developmental strategies and the nexus around which new public-private partnerships would pivot (Ghandour, 2013).

CER proposal highlights ten areas that require our attention: education, access to capital, access to knowledge – mentorship, access to networks, advocacy, building national databases: mapping and indexing entrepreneurship ecosystem per city, media, intrapreneurship - doing business with entrepreneurs, building start-up communities and spaces (Ghandour, 2013).

Ghandour has pointed out in one article, when asked about how entrepreneurs are making a societal impact around the world, “companies need to move beyond CSR and embrace corporate entrepreneurship responsibility (CER)”. He had an idea of shifting the private sector to playing a central developmental role through creating jobs and promoting entrepreneurship (McKinsey & Company's Voices, 2013)

Three important aspects to be focused on for CER strategy (starting from MENA region):

- Providing effective education and mentoring for entrepreneurs: fostering entrepreneurial ecosystems across the MENA region, partnering with universities to enhance R&D and publish research, provide students’ internships, collaborate with non-profit organizations to develop the students’ skills (especially Arabs) which could help them start their companies.
- Helping start-ups obtain financing: entrepreneurs usually lack the resources to kick-off their business. Through CER, entrepreneurs’ access to capital will be easier and more guaranteed.
- Creating market opportunities for early-stage companies: with the trade policies adopted by MENA countries, “only 10% of total trade in the Arab world flows between Arab countries”. Market growth, free movement of people and products, and effective public-private partnerships is a necessity for start-ups and SMEs to grow and nurture. Encourage corporates to be their clients and business partners, supporting their market share expansion and value chain (McKinsey & Company's Voices, 2013).

2.5 Zain’s CSR and the Establishment of CER Department

In Jordan there are three licensed mobile operators: Zain, Orange and Umniah. Zain Jordan has the largest market share with 40% of the market, followed by Orange Jordan with 31%. And the latest entrant to the market, Umniah, with 29% of the market share (Hajir, Obeidat, Al-dalahmeh, & Masa'deh, 2015)

Zain Jordan is part of “Zain Group” which was formerly branded as Mobile Telecommunications Company KSC (MTC) before 2007 and was incorporated in 1983. Zain Jordan was acquired by Zain Group in January 2003 to be “the largest single acquisition in the Middle East region, and the largest private sector investment in Jordan” (Zain About Us, n.d.)

CSR in Zain Jordan represents the company’s approach of managing the economic, social and environmental impacts along with their relations with wide range of influence makers. Zain Jordan developed one of the most active and substantive CSR programs in the

country to support education, health, youth and sports (Harb & Abu-Shanab, 2009) supporting Jordanian entrepreneurs and start-ups with ways and methods for their development and turning their ideas into actionable projects to be marketed nationally and internationally is an aim for Zain Jordan (Zain Jordan Corporate Sustainability, n.d.).

In 2015, Zain expressed their commitment to adopting UN Post-2015 Sustainable Development Goals (SDGs)¹. The company's view of aligning their business activities with the SDGs is extending the sustainability of the company by contributing in the sustainable development (Zain Annual Report, 2015). The sixth Sustainability Report of Zain as a group (consolidated) has mainly focused on Zain's contribution to the SDGs, they provided commercial services for low-income segments with more affordable services, worked on distributing iftar meals in the holy month of Ramadan for the less fortunate (Zain Annual Report, 2015), focused on no discrimination based on gender; all employees' assessment is purely by merit, along with other goals the company is working on achieving.

2.5.1 CER Department Initiatives

Dating back to 2013, Zain Jordan was the first company to set up CER division dedicated, by its employees and resources, to the development and support of Jordan's young pioneers who are planning promising and sustainable entrepreneurship projects in Jordan. The support was not solely financially, helping the country's youth to "develop the knowledge necessary to establish successful start-ups in the country that invariably contribute to the growth of the economy as a whole" was also one of the division's targets. CER division aims to backing 18 to 20 local businesses per year (Zain Annual Report, 2014).

According to the Sustainability Report of Zain group in 2014, Jordan is suffering from 22% of young men and 45% of young women in which are unemployed. CER division came along to support and empower those youth (Zain Annual Report, 2014).

¹ The 17 SDGs are the following: Goal 1: No poverty, Goal 2: Zero hunger, Goal 3: Good health and well-being, Goal 4: Quality education, Goal 5: Gender equality, Goal 6: Clean water and sanitation, Goal 7: Affordable and clean energy, Goal 8: Decent work and economic growth, Goal 9: Industry, innovation and infrastructure, Goal 10: Reduced inequalities, Goal 11: Sustainable cities and communities, Goal 12: Responsible consumption and production, Goal 13: Climate action, Goal 14: Life below water, Goal 15: Life on land, Goal 16: Peace, justice and strong institutions, Goal 17: Partnerships for the Goals (UN-The Sustainable Development Goals Report, 2016)

Through developing the CER division, Zain Jordan has established Zain Al Mubadara competition and Zain Innovation Campus (ZINC) (Zain annual report, 2014)

- **Zain Al Mubadara**

In Zain al Mubadara competition, entrepreneurs participate to be funded and supported by Zain Jordan. After they compete, 12 successful entrepreneurial projects get selected and to receive seed money as part of the development of socio-economic in Jordan turning ideas into real businesses (Zain Sustainability Report, 2014). According to 2015 Sustainability report, USD 83,000 in seed money provided to promising Jordanian start-up, 12 sustainable businesses received the money and were subsequently established, generating a total of 61 jobs (Zain Annual Report, 2015)

- **The Zain Innovation Campus (ZINC)**

The Zain Innovation Campus (ZINC) is a physical space intended to serve as an entrepreneurship and innovation hub that cultivates the national start-up ecosystem of the country. ZINC offers a platform for entrepreneurs and interested youth to connect, meet, work, interact and engage with one another, and hosts lectures and forums with notable mentors and investors from around the world. Events hosted by ZINC in 2015 attracted around 25,000 people, and more than 500 people received training through various ZINC programs (Zain Annual Report, 2015)

The CER established a Zain Innovation Campus (ZINC) in 2014; a work space for all, mainly for those planning on establishing start-ups, they come together, cultivate their ideas and learn from one another. It is also a place where workshops and intensive boot camps take place, in one example; ZINC holds a 52-hour-long 'Startup Weekend' Hackathon, all ages of entrepreneurs gather from software developers, designers, and others to work on producing innovative business ideas and solutions to address both global and local challenges (Ohana, 2016)

3. Material and Method

3.1 The Case Study Method

For this research, the qualitative research was considered in order to define and further understand the effects of launching a CER division in a company explicating its impacts on the society and entrepreneurs. As one of the approaches to the qualitative research, we have considered the case study approach, to focus on one company and get the most information needed with satisfying results of quality, and not be dispersed with multiple results. We have emphasized on how Zain Jordan moved towards CER and addressed its features to develop and maintain better contribution to the entrepreneurial society.

For which, interviews were used for collecting information for evidence, they were recorded and transcribed. Interviews were semi structured, and had an informal discussions form, with key informants for the case to provide valuable insights into the case's issues, they were conducted with departments' professionals from Zain Jordan, and advantaged entrepreneurs from the department. Each interviewee was asked questions according to their specialty and area of expertise.

3.2 Research Questions

Zain Jordan has played an important role in Jordanians entrepreneurs' lives. The above sections have provided us with an idea about the division's work, however, the actual structure and workflow of CER division wasn't clear enough for the researcher before conducting the interviews and collecting data, believing that CER is part of the CSR in the company. Nevertheless, in the following results and finding part, it will appear that they are separate departments with regular collaborations.

From the above, we are aiming in this research to answer the following four questions:

1. What is Corporate Entrepreneurship Responsibility (CER) for a company?
2. What strategy could be followed to implement CER?
3. How does implementing a CER division impact the company and entrepreneurial society in a developing country?
4. Could CER be considered as part of the Corporate Social Responsibility (CSR)?

3.3 Research Population and Sample

Semi-structured interviews were conducted with two professionals from two departments in Zain Jordan and five entrepreneurs who have benefited from Zain Jordan's services, face-to-face or by phone, interviews lasted between ten minutes to thirty minutes depending on the amount of information provided and relation to the topic. We have started with the Corporate Entrepreneurship Responsibility (CER) professional to fold together information about CER concept, implementation, practices, and growth in Zain Jordan. Then, a professional from the Corporate Social Responsibility (CSR) department to further understand the connection between CER and CSR in a company and how they collaborate.

Moving to entrepreneurs and start-up companies who have received support and several benefits from CER division to dig deeper and witness the effect that this division has realized on the entrepreneurial society. Interviewed start-ups were from different sectors and industries, they were chosen randomly according to the CER professional suggestions, and from the companies who were working from ZINC or were available to be interviewed. The first interview was with the General Manager of CashBasha, an e-commerce platform -

technology company- focuses on creating solutions for purchases done on popular e-commerce sites for customers in developing nations. The second interview was with the Co-founder and Chairman of Mind Rockets Inc., a Jordan-based start-up develops smart animated avatars that translate text or speech to sign language. In the third interview we have spoken with the Co-founder and Chief Executive Officer (CEO) of Feesheh.com, —the first musicians' online one-stop-shop in MENA offering accessibility to musical instruments with market-specific e-commerce solutions, content and knowledge base, and community empowerment. The fourth interview included the Founder and CEO of Blindoo, an application that helps blind people in reading English books. Finally, the Founder and CEO of Mshakal Co. was interviewed, a company for marketing the handmade Jordanian products which produced by housewives, presenting the sophistication and cultural value and heritage.

3.4 Interviews Questions

In the first interview with the CER professional, questions asked were related to CER division, starting with a brief explanation of the department and how it is functioning in Zain Jordan. Then we asked about the relation between CER and CSR in Zain Jordan and how the CER division does consider itself to be giving back to the society. Furthermore, we needed to know if the CER division has started to issue reports and key indicators about the process, growth, and improvement of the division, and how are they evaluating their performance and impact on the society.

In the interview with CSR department, we focused on the CSR department of Zain Jordan, its relationship with the CER and whether this division is part of the CSR or not. Also, we took into consideration the sustainability reports of Zain Group which indicates the company's contribution in the Sustainable Development Goals (SDGs) and asked how the CSR department is aligning its strategy and framework with the SDGs and if they are planning to take the goals as a long-term plan in the company until 2030.

As for the entrepreneurs' interviews, we asked about the start-up companies' general information; what they do, date of incorporation, how it started, its vision and mission and how many team members. Moving to a question in relation to how those entrepreneurs are benefiting from Zain Jordan's CER department, and what kind of support are they receiving from the company. We were also interested to know if the company, as a start-up, has set a long-term plan or if the company is operating according to the original plan of the start-up.

3.5 Data Analysis Method

First, we listened to the recordings more than once, as they were in two languages, Arabic and English, especially during the transcription of the gathered data to get familiar

with the data. After that, we checked how much the collected data matched our objectives and how compatible are the interviews answers to the research questions. We separated the professionals' interviews from the start-up companies' owners and CEOs as we think each give a different perspective of CER. Following the context analysis, we managed to make all the connection between the interviews' answers and the questions for the research to come up with understandable findings and conclusion.

4. Research and Results Discussion

From previous studies and literature, along with the conducted interviews and analysed annual reports, we were able to answer the research questions.

To define Corporate Entrepreneurship Responsibility (CER) for a company and **answer the first research question** we will be considering (Ghandour, 2013) definition from the above along with Zain Jordan CER and CSR professionals' answers respectively:

“CER is a non-profit division in the company and its goal is to ignite and support the entrepreneurial system in Jordan”.

“CER is concerned with innovation and start-ups, while CSR focus on various and more general domains.”

we conclude that **CER is:**

An entire department in a company dedicated solely to the development of the entrepreneurial ecosystem in a country. Its main aim is empowering entrepreneurs through skills development, promoting knowledge creation and cultivating innovative ideas aiming in transitioning a country towards a knowledge-based economy.

The second research question focused on the methods and strategies to be followed to implement CER in a company. After the analysis we have noticed that **Education and Mentoring for entrepreneurs** was one of the main goals to focus on; in education as (Ghandour, 2013), (Mehtap, 2014) and (Al-Shaikh, 2013) suggested to introduce university students to entrepreneurship with its concepts and implications, commercialize R&D in universities that showcase entrepreneurial success stories, and provide internship opportunities. As for **mentoring**; provide mentoring programs to help start-up founders develop needed skills, from the CER professional emphasized on a very important point from the department's experience a

“After the success of the program (Zain Al-Mubadara competition), we saw that Jordanian youth are thirsty for this concept and looking forward for entrepreneurship path, one thing was noticed missing, the post incubation gap, entrepreneurs had the idea and the resources but lacked the knowledge of applying and implementing the idea into a growing business and here were ZINC’s idea was generated”

CashBasha’s General Manager talked about the importance of mentors:

“the access to the mentors and speakers (international and class A speakers) hosted by Zain Jordan’s events is a very valuable thing for a start-up company especially the ones in a small country, like Jordan, where it’s hard to reach such business pioneers, focusing on CashBasha’s industry where foreign and international expertise is highly needed”

Another strategy would be to open more doors for entrepreneurs to **access capital** by helping start-ups to find **direct and indirect financial support** through the company’s network or fund, design innovative financing ideas like Zain Al-Mubadara. Both companies, Blindoo and Mshakal received initial fund (monetary support) from Zain Al-Mubadara competition, Blindoo’s founder and CEO said:

“The most resourceful element of dealing with Zain Jordan was the access to experienced personnel after receiving a small fund, in the very first beginning, of JOD 1,500 (almost USD 2,110.47) which were fees to register and kick off the business.”

As for Mshakal’s founder who talked about the development of their project and business said

“Mshakal started as a start-up project, we have participated in Zain Al-Mubadara, along with several other contests and awards, at the time we have won the fourth rank award of JOD 1,500 competing with projects from all governorates in Jordan, our project didn’t have the high standards and requirements to win better ranks since many other projects were better.”

Moreover, one of the very useful sorts of capital mentioned throughout the research was the provided **workspace** described by the CER professional:

“ZINC is not a co-working space, an incubator nor an accelerator; it is a hybrid of all three together naming ourselves entrepreneurial ecosystem enablers”.

All entrepreneurs have agreed and supported this point, for CashBasha's General Manager

“CashBasha's prime use of Zain Jordan services is the workspace, a team of 10 to 12 people utilizing the space provided by ZINC, the team started with two people growing within ZINC to the current number.”

To Mindrocket's Co-founder and chairperson who said in that regard:

“to have the space to work with its full facilities (offices, internet, electricity, and cleaning services) saves a lot of money for our company, and more important the use of the facilities for events related to the start-up”.

Mentioning as well Feeshe.com's team who left their offices and started operating from ZINC according to their Co-founder and CEO

“we are operating from here after leaving our offices and setting up in ZINC.”

Finally, companies can define **new market opportunities** by becoming the entrepreneurs' clients, hold events attracting business leader and experts, partner with companies and academics to open new opportunity windows for start-ups, and advertise the start-ups on company's media platforms (strategic partnership). Mind Rocket's spokesperson said

“another important thing is meeting people in the same ecosystem, whether start-ups or visitors. Every now and then some people join ZINC events offering new jobs or opportunities. To exist in such space increases the serendipity, meeting someone completely by chance but could open new doors for a person”.

Feesheh.com's Co-founder and CEO has provided a complete perspective about the entrepreneurship ecosystem in Jordan and identified important aspect for sustain a start-up business said:

“Several factors play role in sustaining the start-up business. By relying on a company like Zain Jordan; one factor is not having to pay the rent (the space is of a high value), which highly effects the cash flow of a start-up, another is holding events to attract investors for start-ups, however, if some start-ups could not get investment, Zain Jordan has supported them with couple thousands of dollars.”

Third research question was to understand the **impacts of implementing a CER division on the company and entrepreneurial society** in a developing country, from the interview with the CER professional we come to know that the CER department has started with 3 main

employees and consisted of 5 by 2016, without considering the employees working at ZINC with its various locations in the country; meaning introducing a new department could **create new jobs**, also, from the interviewee's speech:

“When a company is willing to adopt CER the change needs to start from within, Zain Jordan had to have an innovative culture in the company, had to encourage employees to think outside the box and try to be innovative in their jobs and find better solutions. Later, there was a cross-functional team which built up the CER division.”

Other impacts from the annual reports were to **develop the company's CSR practices**, and as the interviewee from Mind Rockets mentioned

“Mind Rockets has benefited widely from Zain Jordan's social media platform, to raise awareness for the cause of the company, as the audience on Zain's platforms are much wider than the company's”

This would result in improved image for Zain (gain social recognition) and credibility, broaden the company's network, and increase employees' loyalty and innovation essence

The **impacts on the entrepreneurial society** could be realized through:

- creating an effective entrepreneurial ecosystem (especially in a developing country like Jordan) starting from ZINC
- indirect job creations through the start-up businesses' growth
- cultivate new ideas in a workspace and provide mentorship programs to generate sustainable projects and businesses
- spread awareness for the advantages of entrepreneurship and its practices, and help start-ups expand and go beyond the country's borders with their businesses which highly affect the country 's economy (especially a small one like Jordan). As the spokesperson Feesheh.com has described:

“the future economy of Jordan depends on both big corporations and start-ups, many Jordanian start-ups have grown and spread in the last couple of years. A start-up company has a good potential of starting from Jordan, however, unless expanded to the gulf and surrounding countries, growth is thought to be very small since the Jordanian market is not a big one”

The **Final research question** meant to understand whether CER could be considered as part of the CSR in a company and from the interviewed CSR professional answer:

“CER and CSR are part of what so-called corporate sustainability since they are more involved in projects which target sustainability in society and have a positive effect on individuals, this effect needs to be measurable whether qualitative or quantitative. However, creating a separate division for the CER with specific goals and objectives for the support of entrepreneurs could be more effective due to the intense work needed to be done with the entrepreneurs and creativity in generating ideas. Entrepreneurship Responsibility could be the new vision of Social Responsibility for companies in a developing region like MENA in specific.”

We can say **it can be considered as part of the CSR** due to its nature in giving back to society, supporting the country's youth and involving in the sustainability and SDGs.

5. Conclusion

A tool to empower, encourage, support, and develop. CER has opened a new area of research and implications to empower youth, encourage start-up companies and entrepreneurs, support their growth and sustainability while economically developing an entire nation.

Previous studies and interviews, which were conducted, helped in collecting information in relation to what entrepreneurs in Jordan need to succeed and sustain their business. The start-up companies' top managements thought of three main factors for their company's success or sustainability, having a **workspace** which saves them the rental fees, to be fully equipped with high-speed internet, electricity, meeting rooms and well-services could actually take the company from one level to another. The most considered added-value stated by entrepreneurs as well as the interviewed departments from Zain Jordan, are the **mentors** and trainers who come to The Zain Innovation Campus (ZINC), a physical space intended to serve as an entrepreneurship and innovation hub that cultivates the national start-up ecosystem of the country, to provide entrepreneurs with the maximum help possible and share their expertise, entrepreneurs thought this to be invaluable knowledge, for them, this was the main reason for their ability to grow and manage the business. The Last factor, which also thought to be of a high importance, was the company's and entrepreneur's **networking**. Gaining a huge networking base could open several new opportunities for the entrepreneurs; through those networks, they could eventually gain clients, partners, team members, or even investors.

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