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Ho Thuy Ngoc
Effectiveness of Effectuation-Based Entrepreneurship Learning

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ABSTRACT

School plays an important role in shaping the characters of an entrepreneur. In many cases, the success of an entrepreneur is believed to be closely related to their education. One way to produce entrepreneurs is through effectuation-based approach. This approach consists of five principles: (1) bird in hand; (2) affordable loss; (3) crazy quilt; (4) lemonade; and (5) pilot-in-the-plane.

The purpose of this research is to analyze the effectiveness of effectuation-based learning in comparison with causation-based learning. This research uses qualitative descriptive approach by taking samples from students who experienced causation-based learning and effectuation-based learning. The five indicators tested in this research are: (1) business idea discovery, (2) risk minimization, (3) business flexibility, (4) networking, and (5) resources utilization. Research result suggests that, based on the five indicators, students who received effectuation-based learning have higher average score than those who received causation-based learning.

Keywords: Learning model, Entrepreneurship, Effectuation approach

Introduction

According to Entrepreneur Magazine (August 2007), the driving factor of America's economy was entrepreneurship. The source also argued that the businesses of these entrepreneurs contributed to the nation's economy through job opportunity creation, innovation, research and development, competition, productivity, and new industry creation. Entrepreneurship education remains an interesting discussion subject, because many people are of the opinion that entrepreneurs are born and not made. Entrepreneurship education has secured a spot in higher education. This statement is supported by the findings of Global Entrepreneurship Monitor (GEM Report, 2007), which suggests that for 6 years in more than 40 countries, entrepreneurship education and training have become a significant factor in the development of the number of entrepreneurs in a country.

The research findings of David McClelland, as cited by Kao (1995), suggest that the number of entrepreneurs in a developed country is 2% at minimum. To achieve a status change from a developing country to a developed country, Indonesia needs to have more new entrepreneurs. The existence of young entrepreneurs is believed to help overcome unemployment problem and accelerate the welfare improvement of the society.

Ciputra in "The Best Practices of Becoming A True Entrepreneur" (2006) and The Ciputra Way (2006) opted to choose 'Creating World-Class Entrepreneurs' as the slogan for Ciputra University in Surabaya. This decision was based on the realization
that some conditions should be created to encourage and increase the birth of new entrepreneurs who will bring pride to Indonesia in the future. The most appropriate way to produce new entrepreneurs is through entrepreneurship education by creating a conducive environment and developing entrepreneurial potentials. Proper learning method and entrepreneurship model development will produce robust entrepreneurs who can minimize failure risks and support the development of their businesses (Kodrat, 2011).

The appropriateness of the entrepreneurship learning method will greatly influence the quality of the graduates’ ability to run their businesses. The entrepreneurship learning methods progress along with the development of technology and knowledge. The current traditional entrepreneurship learning method implemented in Indonesia is being slowly replaced by newer models with more relevant approach. Since the education focus of Universitas Ciputra is entrepreneurship, the university continues to develop its learning methods, and effectuation-based learning is one of the methods.

It is believed that the current causation pattern used in many business schools is no longer relevant in answering the challenges. The stiff and cautiously structured causation pattern is not in line with the dynamic economic condition. Young entrepreneurs are expected to have a more flexible mindset and persistence in facing various constraints and uncertainties. Effectuation-based learning pattern serves as a means and a bridge to answer such needs (Chandler et.al, 2009). The basic entrepreneurial skills obtained from effectuation approach are expected to improve the abilities of students and new entrepreneurs in running a business.

According to Ciputra (2009), an entrepreneur must possess the following characteristics: (1) persistence to face obstacles and drive to overcome challenges; (2) courage to try something new, such as creating a revolution that will unlock a new source of supply for certain products or services; (3) sharpness to identify business opportunities that others may miss or underestimate and vision to create something new; (4) innovativeness to change undesirable condition into a desirable one; and (5) risk-taking attitude.

The learning model continues to evolve. Therefore, in order to shape the characters of young entrepreneurs and prepare them future uncertainty, experts classify learning patterns based on causal and effectual approaches (Sarasvathi, 2008). Chandler et.al (2009) further differentiated the entrepreneurial processes adopted by an entrepreneur when starting a new business into causation and effectuation. Causation approach consistently directs an entrepreneur when starting a new business according to the opportunities and trends, before creating a business plan which consists of a series of structured activities for the next stage of development. Meanwhile, effectuation process helps young entrepreneurs start a business according to the initial capital owned, instead of market opportunities. The next stage of development sees the young entrepreneurs take a more flexible set of strategies based on the loss incurred and experimental experience formed.

Causation approach has a negative effect for young entrepreneurs in facing future uncertainties, while effectuation approach enables them to face future uncertainties
in a positive way. Effectuation approach also provides many alternative options and experiences that enable young entrepreneurs to be more flexible in facing future possibilities and uncertainties (Chandler et.al, 2009).

Effectuation Approach
According to Sarasvathy (2008), effectuation approach consists of the following 5 basic principles:

a. Bird in hand principle
Entrepreneurs have the courage to start a business with what they have, who they know and what they know. In other words, entrepreneurs need to know their present capabilities in order to start a business.

b. Affordable loss principle
Every entrepreneur needs to face considerable risks; and therefore, they must be able to determine which losses are affordable.

c. Lemonade principle
Entrepreneurs should always be ready to face the unexpected.

d. Crazy quilt principle
Entrepreneurs should be creative and innovative. It means that they must be able to create something acceptable to consumers.

e. Pilot-in-the-plane principle
Entrepreneurs must be able to control and anticipate all possible situations and minimize risks.

Dr. Sarasvathy also emphasized on the following six main cores of effectual approach for entrepreneurs to start a business (Sarasvathy, 2001):

a. Entrepreneurs start their business according to what they own and who they are. Their basic capitals include knowledge, experiences, acquaintances and other supporting factors. Entrepreneurs take immediate actions according to these capitals. This first step will then lead them to bigger opportunities. This first step is also followed by other activities which will provide young entrepreneurs with experiences and bring them closer to success.

b. Young entrepreneurs should specifically determine the amount of affordable loss. True entrepreneurs will not take actions with more risk than they can handle. If they do that, they are prone to bankruptcy when they make the wrong decisions. It is recommended that they take affordable risks, because when they experience loss or bankruptcy, they can still survive and continue their business.

c. Young entrepreneurs should be able to create their own opportunities. They must be able to creatively create market and opportunities based on their recurring experiences and possessed knowledge.

d. Entrepreneurs should be able to trust others. An African proverb suggests that, "If you want to go fast, go alone; if you want to go far, go together." In order to find bigger potential, an entrepreneur should work closely with other people. Effectuation approach emphasizes on the importance of networking, because more associates is equal to more assets.
e. Effectual mindset can be learn by every entrepreneur. Since entrepreneurship is an implementation of logical things, the pattern of an effectual mindset can be studied. It can also be trained and developed in an established environment.

f. The more failures an entrepreneur experiences, the closer he is to success. The success rate of a novice in running a business is arguably small, but each failure teaches a new lesson. In the process, an entrepreneur takes various lessons, such as not trusting people too easily, taking advantage of every opportunity, and determining the amount of affordable loss. Failure is not something we should avoid or fear, because it is a part of a learning process that will enrich the experiences and skills of an entrepreneur.

The implementation of effectuation-based learning pattern is perceived to be more suitable for the condition and trend in present-day society. The use of internet in general and social media like Twitter and Facebook in particular is the basic platform of effectual implementation. Internet and social media enable entrepreneurs to meet other people in different occasions and levels. Such encounters can contribute to the success of the business, because the people they meet may be consumers, partners or investors. Effectuation-based learning will provide a different experience through different ways for every entrepreneur who runs the same type of business.

The purpose of this research is to determine the effectiveness of effectuation-based entrepreneurship learning model in comparison with causation-based learning model.

Research Methods

This research uses quantitative approach with independent sample t test and descriptive approach. The research was conducted at Ciputra University by distributing 5-point Likert Scale questionnaires to 30 students who followed causation-based entrepreneurship learning and conducting surveys to 30 students who followed effectuation-based learning. The differences between the applications of causation and effectuation are reviewed under the following aspects:

1. Business Idea Discovery
The indicators of business idea discovery are: (1) ensuring that the marketed products are in accordance with the interest of the consumers; (2) performing changes on the marketed products; (3) making sure that the marketed products are the same as the planned products; and (4) finding a suitable business model.

2. Risk Minimization
The indicators of risk minimization are: (1) limiting the use of resources to prevent loss; (2) using cost according to the budget; (3) managing finance carefully to avoid bankruptcy; (4) setting out initial agreements with consumers, suppliers and other organizations to cope with uncertainty; (5) establishing initial business agreements with particular consumers and suppliers; and (6) using initial agreements as a reference for decision making when there are changes in business environment.

3. Business Flexibility
The indicators of business flexibility are: (1) ensuring that the business continues to develop and follows existing opportunities; (2) adapting owned resources; (3) ensuring the flexibility of the business; and (4) eliminating the things that limit flexibility.
4. Networking
The indicators of networking are: (1) prioritizing the support of family, relatives and friends in the development of business as opposed to professionals; and (2) prioritizing partnerships with family, relatives or friends to reduce the operational cost of the company.

5. Resources Utilization
The indicators of resources utilization are: (1) conducting a thorough evaluation on knowledge and resources when starting a business; (2) making decisions based on familiar subjects when choosing a business opportunity; (3) taking advantage of maximum profit; (4) making decisions based on the knowledge and resources owned; and (5) using knowledge and resources owned as a basis to plan business development.

Data Analysis Results and Discussion
The differences in results between causation model and effectuation model in every sample class can be seen from the following tables:

Table 1: Mean and Deviation Standard of Respondents Using Causation Method

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Mean</th>
<th>STD</th>
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<tbody>
<tr>
<td>1</td>
<td>Business idea discovery</td>
<td>3.18</td>
<td>0.75</td>
</tr>
<tr>
<td>2</td>
<td>Risk minimization</td>
<td>3.28</td>
<td>0.66</td>
</tr>
<tr>
<td>3</td>
<td>Business flexibility</td>
<td>3.33</td>
<td>0.64</td>
</tr>
<tr>
<td>4</td>
<td>Networking</td>
<td>3.23</td>
<td>0.7</td>
</tr>
<tr>
<td>5</td>
<td>Resources utilization</td>
<td>3.35</td>
<td>0.59</td>
</tr>
</tbody>
</table>

Source: processed data

Table 1 suggests that the average answers of the respondents regarding the existing variables are close to 3 or "quite agree." The highest perception of the respondents in terms of Resources Utilization has an average value of 3.35, as shown by X5 variable. Meanwhile, the lowest perception of the respondents in terms of Business Idea Discovery has an average value of 3.18, as shown by X1 variable. The lowest standard deviation value is 0.59, which means that the opinions of the respondents on Resources Utilization indicate the lowest variation compared to other variables. The Business Idea Discovery variable has the highest standard deviation value of 0.75, which means that the opinions of the respondents on Business Idea Discovery indicate the highest variation compared to other variables.

Table 2: Mean and Deviation Standard of Respondents Using Effectuation Method

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Mean</th>
<th>STD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Business idea discovery</td>
<td>3.76</td>
<td>0.75</td>
</tr>
<tr>
<td>2</td>
<td>Risk minimization</td>
<td>3.96</td>
<td>0.81</td>
</tr>
<tr>
<td>3</td>
<td>Business flexibility</td>
<td>4.0</td>
<td>0.8</td>
</tr>
<tr>
<td>4</td>
<td>Networking</td>
<td>3.67</td>
<td>1.03</td>
</tr>
<tr>
<td>5</td>
<td>Resources utilization</td>
<td>3.95</td>
<td>0.79</td>
</tr>
</tbody>
</table>

Source: processed data
Table 2 suggests that the highest perception of the respondents in terms of Business Flexibility has an average value of 4.0, as shown by X3 variable. Meanwhile, the lowest perception of the respondents in terms of Networking has an average value of 3.67, as shown by X4 variable.

Table 2 also suggests that the lowest standard deviation value is 0.75, which means that the opinions of the respondents on Business Idea Discovery indicate the lowest variation compared to other variables. The X4 variable has the highest standard deviation value of 1.03, which means that the opinions of the respondents on Networking indicate the highest variation compared to other variables.

Table 3: Independent Test Result of t-Test Sample

<table>
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<th>Source: processed data</th>
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Table 3 suggests that the variables of business idea discovery, business flexibility and resources utilization are significantly different between students who followed causation approach and effectuation approach. On the other hand, the risk minimization and networking variables show no significant differences.

Causation-based learning model will encourage new entrepreneurs to identify the trends and opportunities in the market. Young entrepreneurs tend to use current trends and market demands as a reference to start a business. Causation-based learning model is more suitable for businesses in mature phase, because at this phase, approach and development can be combined with management techniques. Normally, at this stage, a company is considered mature with numerous employees and standard operational procedure. The focus of the business is not to create an opportunity but to respond to market trends and needs (Melinda, 2014).

Effectuation approach focuses more on the resources owned by an entrepreneur when starting or developing a business. This approach is more suitable for start-up phase, in which an entrepreneur is encouraged to be innovative and creative with the resources owned. Entrepreneurs who successfully adopt the effectuation approach are normally more flexible in the management and development of the business which often starts from micro scale. The most interesting aspect of this approach is its ability to mentally train entrepreneurs to be
stronger and able to see the alternatives, while at the same time, looking at failures as challenges instead of an ending (Melinda, 2014)

Effectuation can also be implemented on the development of family business. The use of owned resources for the development of the business will strengthen and further advance the business like the previous generations have never done before. The principles of effectuation are also easy to understand and implement for various business owners.

Conclusions

The findings of this research suggest that the average students who use effectuation-based learning have higher mean scores than those who use causation-based entrepreneurship learning. Based on the five indicators used in this research, three indicators mark the differences between students who use causation-based learning and those who use effectuation-based learning, namely business idea discovery, business flexibility, and networking.

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