

**A CRITICAL ASSESSMENT OF THE ROLE OF ENTREPRENEURSHIP
DEVELOPMENT IN THE 21ST CENTURY**

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ABSTRACT: *Entrepreneurship in the 21st century opens opportunities for people to understand the new ways of managing a business from a global perspective and how to use the latest technology available for humanity's benefit. Entrepreneurship Development (ED) provides the platform to enable entrepreneurs to solve complex and challenging business models. Nevertheless, it is difficult to gather the requisite data to ascertain the accurate measure of variables that affect entrepreneurs' development in the 21st century. The study employed a content analysis technique to approach the significant objective of the study. The findings revealed that Entrepreneurship Competence is a crucial constituent of ED and houses educational competency, opportunity identification competency, learning competency, personal competency, technical competency, social responsibility competency, ethical competency, and technological and innovation competency. More so, entrepreneurial skills such as critical thinking skills, forecasting skills, influential skills, problem-solving skills, organizational skills, flexibility and adaptational skills, teamwork skills, global foresight, and practical communication skills are also needed for the sustainability of the businesses. The study proposed a framework that will promote the ED in this 21st century and further gives recommendations that will ensure the sustainability of their potentials.*

KEYWORDS: entrepreneurship development, entrepreneurship skills, entrepreneurship competence, role of entrepreneurs

INTRODUCTION

Business activities nowadays have changed from the old traditional ways of doing things. Business is rapidly evolving from conventional to innovative model contexts. Therefore, entrepreneurs need to shift their focus and advance ways they can survive in the 21st century rather than relying on traditional methods of conducting their business. Entrepreneurship in the 21st century entails adopting novel strategies to the leadership, administration, and commercialization of an enterprise to enable entrepreneurs and businesses to innovate and discover answers to the issues that threaten our society's long-term sustainability. Modern global entrepreneurship development is one of the most promising approaches for overcoming the impacts of the global economic crisis and preventing and leveling future financial system crises because it ensures the highest level of production and distribution process optimization (Morozova, Popkova, and Litvinova 2019). Entrepreneurs transform an idea into a business and commercial activity pursued as income sources (Leonora and Alusen 2016). ED has become necessary to be researched based on the challenges and the complex nature of business in the 21st century. Entrepreneurs who do not want to grow and develop themselves and their company can collapse very quickly. ED is a vital element for the survival of every entrepreneurship business. Development in general terms refers to improvement in an existing potential or asset through application and learning. ED supports new companies to achieve set goals, enhances business activities, and leads to a country's economic development. ED can be described as supporting entrepreneurs to grow in their skills through development and training to help entrepreneurs decide their sustainability.

Therefore, the focus of this study is based on discussing key concepts that can enhance ED, which can lead to successful entrepreneurs in the 21st century. This research will first focus on key competencies that the entrepreneur needs to manage their own business to help them succeed in the 21st century. These key competencies are very significant in the management of a business. Also, the research discusses critical skills that entrepreneurs must possess for development in the 21st century. The researchers critically analyzed these skills and provided some strategies that can help the ED. Lastly, the contribution of entrepreneurs is enormous for the sustainability of people and the creation of employment. Therefore, the researchers carefully analyzed the roles that Entrepreneurs can adapt to ensure sustainable business and contribute to economic development in the 21st century. Hence the following research questions will guide this study.

RQ1: What are the critical Competencies needed for Entrepreneurship Development in the 21st century?

RQ2: What essential skills are needed for Entrepreneurship Development in the 21st century?

RQ3: What are the critical roles expected of Entrepreneurs in the 21st century?

RQ4: What are the strategies for Entrepreneurship Development in the 21st century?

The paper analyzed the meaning of entrepreneur in the 21st century and provided a chronological definition of entrepreneur and entrepreneurship. The study then focused on the concept of entrepreneurship, with some related literary work discussed. The first section of the paper concentrate on Entrepreneurship Competence (EC), and the second section discusses Entrepreneurship skills. Section three also discusses the critical roles of entrepreneurs in the 21st century. Section four of this paper highlight ED and provide a framework to enhance ED in today’s business.

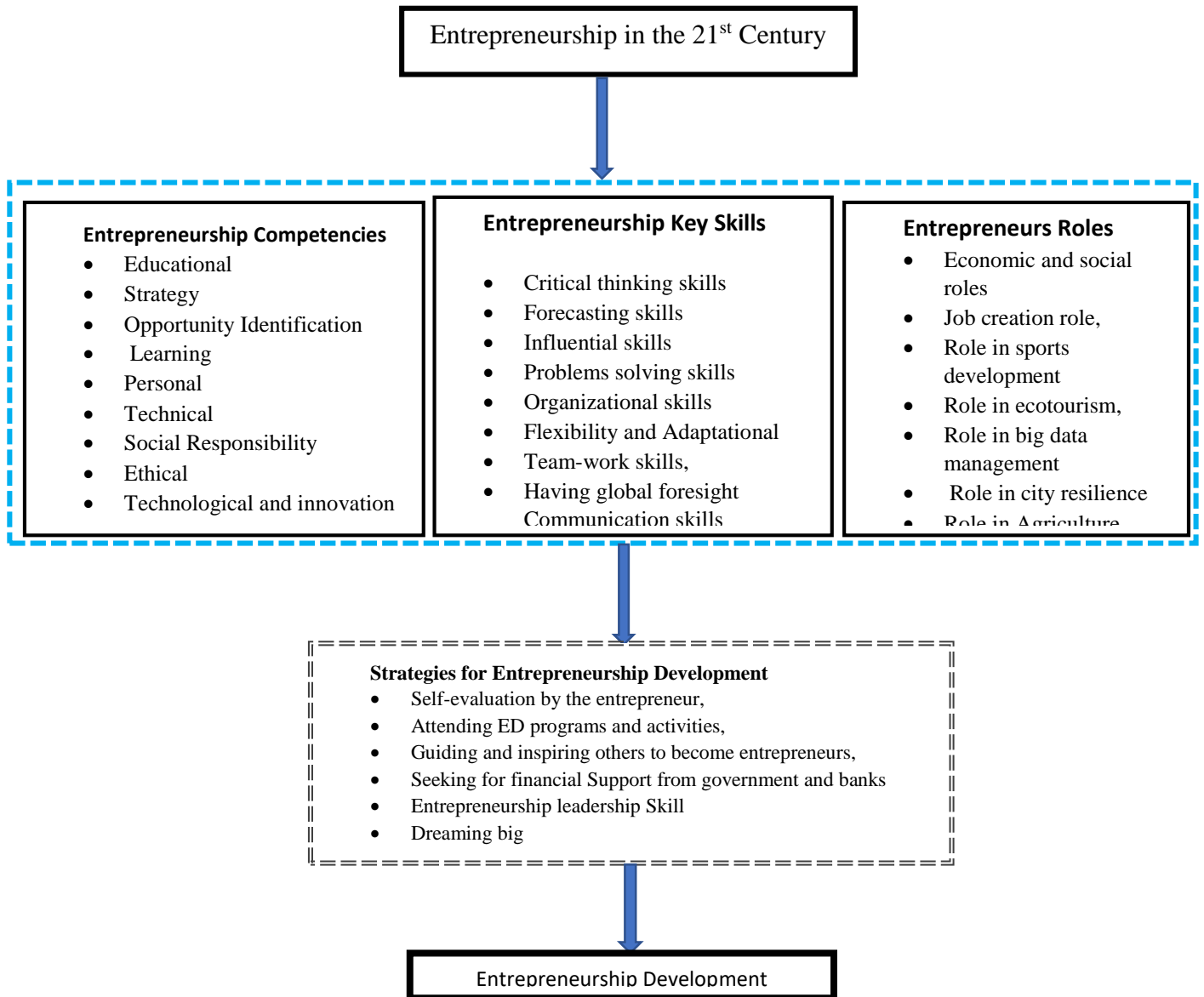


Figure 1: Framework for Entrepreneur Development

Source: own elaboration

THEORETICAL FRAMEWORK AND UNDERLYING CONCEPT

John Kunkel's Theory of ED

This theory was propounded by John Kunkel (1997), which is connected to the behavioral ways of studying entrepreneurship. The theory is based on the premise that social structure is crucial in shaping the behavior of entrepreneurs. He has proposed an entrepreneurial behavior theory concerning the growth of entrepreneurship. Kunkel's theory focuses on people's expressive behaviors and ties to their previous and current surroundings, social structures, physical conditions, and behavioral patterns governed by reinforcing and opposing elements in the environment. Kunkel's theory argues that social norms in an entrepreneurial environment define an individual's entrepreneurial skills (Aparna 2021; Kunkel John 1997; Scholar 2020).

He further proposed that the development and supply of an entrepreneur depend upon the four (4) fundamental structures; i. *Demand Structure* is economical, and he contends that entrepreneurs should adjust it daily in response to economic progress and government regulations. By influencing the significant parts of demand structure, entrepreneurs' behavior can be more efficient and enterprising. ii. *Opportunity structure* the entrepreneurial potential is created by a mix of capital supply, technical skills, managerial skills, labor and market, training opportunities, and the ability to start a business and execute various activities. iii. *Labor structure* indicates the quality of the labor force influences the emergence and ED. He further argues that rather than entrepreneurs focusing on capital-intensive approaches, the entrepreneur interests will be better served by focusing on intense. Wherever business is encouraged, worker immobility can be alleviated by providing infrastructure, such as reliable transportation. iv. *Limitation structure* comprises the social and cultural limitations that impact the development of an entrepreneur. This theory is relevant in this study because the study focuses on ED, for which entrepreneurs require critical skills to succeed.

Underlying Concept

Meaning of “Entrepreneur” and “Entrepreneurship.”

Entrepreneurship is regarded as one of the most significant aspects of the economies of both developed and developing countries. As a result, entrepreneurial enterprises contribute actively to expanding global economic development in all countries (Shobhit 2021). The researchers provided in Table 1 a chronological definition of the term “Entrepreneurship” and “Entrepreneur.”

Entrepreneur Personal Competencies	Meaning and Strategies
Efficiency	Efficiency: refers to an entrepreneur's and their employee's capacity to operate effectively without making bad decisions or wasting time, money, or energy.
Opportunity Seeking	Actively seeking out opportunities in the environment can be exploited to establish a business, generate a new market, or improve business operations.
Persistence	Persistence is defined as continuing to accomplish something even though others believe you will fail or that you are wasting your time and effort.
Risk-taking	Taking risks involves doing things that are outside of your comfort zone Taking a chance in any of the following ways: risk-taking ranges from high to moderate to low risk-taking.
Setting Achievable goals	Every step is meticulously planned, and judgments are made depending on where he wants to go—setting individually relevant and challenging goals and objectives.
Self-confidence	Believing in his abilities and accepting his flaws. Self-awareness and belief in one's skills make any endeavor or activity easier to complete.
Planning and controlling in a systematic manner	Breaking down huge jobs into time-constrained subtasks is an excellent way to prepare.
Information Seeking	Financial records are kept and used to make business choices. The act of acquiring information from appropriate sources is known as information seeking. The knowledge obtained is crucial in the development of various company strategies.
Commitment to work contract	Initiating something with a lot of time and attention because you believe it is proper and vital.

Table 1: Chronological Definition of “Entrepreneur” and “Entrepreneurship”

Source: own elaboration

Source	Definition
(Kibassa 2012)	An entrepreneur is a person who takes on risk by purchasing inventory at a set price and supplying it to the market at an unknown price, and bearing the risk of market price volatility.
(Carlsson et al. 2013)	“Entrepreneurship is an economic function performed by individuals who act independently or within organizations to perceive and create new opportunities and introduce their ideas into the market under uncertainty by making decisions about location, product design, resource use, institutions, and reward systems.”
(Mishra and Zachary 2014)	“Entrepreneurial purpose and a desire for entrepreneurial reward drive the entrepreneurial process, which includes everything from spotting an entrepreneurial opportunity to developing entrepreneurial skill to appropriating the entrepreneurial reward.”
(Fayolle and Gailly 2015)	"An entrepreneur is someone who establishes a new business and then manages it using strategic management principles, with profit and advancement as their primary motivations."
(Davey, Hannon, and Penaluna 2016)	“Entrepreneurship is rapidly being identified for its importance in creating employment, as well as its use in improving a nation's economy.”
(Korneyko 2017)	An entrepreneur is a person who actively participates in the management of a business in which they also invest capital and thus carries a large portion of the financial risks.
(Gamede and Uleanya 2018)	"Entrepreneurship is the act of developing, organizing, launching, and nurturing a business opportunity into a potentially high-growth firm through innovation in a complicated, uncertain environment."
(Venkataraman 2019)	Entrepreneurship as a research topic seeks to understand how possibilities to bring "future" goods and services into existence are identified, developed, and exploited, by whom, and with what outcomes.
(Seth 2020)	An entrepreneur might be defined as a person influenced by entrepreneurship training and its features (role model, feedback, business plan initiatives, and entrepreneurial network) to acquire the desire to start their firm.

Table 2: Personal Entrepreneurial Competencies

Source: own elaboration

Landscape of Entrepreneurship Competency (EC)

(Volery, Mueller, and von Siemens 2015) in their research described competencies as combined and interrelated aspects of knowledge, abilities, and dispositions. Competencies can be discovered, changed, and increased due to experience, training, or coaching. According to (Behling and Lenzi 2019), EC makes people more aware of their surroundings and improves their capacity to

customize internal resources to gain a competitive advantage. Primary characteristics such as basic and particular information, reasons, traits, self-image, positions, and talents are essential for company startup, survival, and growth, according to (Bird 2019). Competencies in spotting opportunities, organizing competencies, formulating plans, developing relationships, and making commitments are among the five categories of EC (Nur Sumawidjaja 2019). The researchers discussed vital essential skills that entrepreneurs in the 21st century need to succeed in their business. If entrepreneurs can acquire these competencies, it can lead to ED.

Opportunity Identification (OI) Competency

OI competency specifically refers to the ability to spot prospects, capture opportunities, understand client demands, and so forth. Individuals develop various business ideas that may become a real opportunity during business idea generation. Those business ideas that have the most potential for success are chosen for review. A study of entrepreneurial OI has the potential to answer one of our time's most perplexing philosophical questions: how to create new value in society (Gregori, Holzmann, and Wdowiak 2021; Puhakka 2015). A study by (Davidsson 2015) concluded that because OI is a primary influencing factor for new value development, it is crucial for competitiveness in today's dynamic and uncertain business climate. The ability to see an opportunity for establishing a new business is an essential capability of a successful entrepreneur, and it is a critical topic in entrepreneurship research. A fresh mix of thoughts, awareness, and resources is referred to as opportunity creation. According to (Li et al. 2020), opportunities are created by the accumulation of entrepreneurial aspirations and activity rather than by entrepreneurs themselves. Based on the nature and features of the prospects, they plan and implement subsequent operations such as the formation of a new enterprise.

Personal Entrepreneurial Competencies (PECs)

Personal entrepreneurial competencies (PECs) are attributes that assist and define an entrepreneur's attitude and behavior. Unique traits are hidden under the guise of PECs, including knowledge, abilities, and attitudes (Arafah 2016). In this study, Table 3 categorizes 10 personal entrepreneurial qualities that characterize effective entrepreneur conduct.

Technical skills Competency

Technical skills refer to the ability to do activities that require physical and intangible instruments and the technology needed to master their intended application in a range of circumstances. Technical skills knowledge is regarded as practical because it allows individuals to perform a specific activity in the real world rather than theoretically. As an entrepreneur in the 21st century, technical skill is an inevitable skill that each entrepreneur should possess. Some technical skills needed for entrepreneurial activities required in the 21st century are presented in Table 3.

Technical Skills	Meaning
Conversion Rate Optimization (CRO)	The practice of converting more website visits from customers to make informed decisions is known as conversion rate optimization or CRO. Currently, businesses in the 21 st century are conducted electronically, and this is one of the highest-return marketing skills entrepreneurs must possess.
Search Engine Optimization (SEO)	SEO entails “long-term, constant refinement of content and digital asset design with the purpose of ranking as high as possible on search engine pages.” Understanding the fundamentals of SEO and implementing them is vital to a contemporary firm's digital marketing.
Content Marketing (CM)	(Hutchins and Rodriguez 2018) examined the marketing content of eleven B2B organizations. They concluded that using emotions in content marketing can help companies get a competitive advantage and boost their brand equity.
User Experience (UE)	UE improves user satisfaction by improving the usability, accessibility, and enjoyment of the interaction between the user and the product. SEO, CRO, CM all revolve around the user experience. If the entrepreneur grasps the “why” and “how” of customer experience, the entrepreneur can take their business to new heights.
Email Marketing (EM)	Email marketing is one of the most effective marketing strategies available. One reason email marketing is still a tremendous success is the rise of cell phones. Successful organizations know how to combine CM methods with email list growth, split testing, and UE to develop a robust marketing strategy.
Social Media Marketing (SMM)	SMM has developed from a single marketing tool to a marketing intelligence source (where firms can watch, analyze, and forecast customer behavior) (Lamberton and Stephen 2016). Research conducted by (Rokka, Karlsson, and Tienari 2014) suggested that organizations can use social media to monitor and analyze conversations by customers and take actions accordingly.

Table 3: Technical skills Competency for Entrepreneurs

Source: own elaboration

Corporate Social Responsibility Competency (CSR)

CSR is defined as an organization's commitment to pursue strategies, make decisions, or engage in desirable activities in society's aims and values. In today's globalized economy, (CSR) is becoming an increasingly important aspect of strategic company management. Expectations of a company's success are continuously rising among the general public. Companies that can respond rapidly to changing customer expectations and include socially responsible components into their operations are seen as having a competitive edge in today's market (Križanová et al. 2018).

Beyond theory and practice, philanthropy, monetary donations, and charity actions, CSR has evolved. As a result, incorporating stakeholder interests, maintaining competitive advantage, and linking firm objectives with long-term strategies becomes necessary in today's business (Boldureanu et al. 2020). (Križanová et al. 2018) suggested six (6) core tools that companies or entrepreneurs can utilize to support society in which these organizations carry out their activities. Thus, entrepreneurs can contribute to community security, education, and employment, enhance the environment, participate in social and economic progress, and fulfill other essential human necessities.

Ethical Competency

According to (Sumlin Christie Hough Ken Green 2021), ethical organizational principles impact organizational performance and boost productivity tremendously. Incorporating ethical behavior with entrepreneurial leadership has considerably organizational effectiveness. Hence ethical entrepreneurial leadership is critical in the administrative management of an organization (Wayan et al. 2020). A study conducted by (Teresi et al. 2019) confirmed that employee attitudes and behavioral intentions were predicted by a natural atmosphere of friendship, which was mediated by identification with and commitment to the organization.

Ethical Element	Strategies
Respect	An entrepreneur must respect their employees, customers, and stakeholders. Entrepreneurs often assume that employees will do their jobs to the best of their abilities through coaching, training, and direction.
Integrity	As an entrepreneur, make your word your bond and honor it at all times and when you make a mistake, admit it and make good on your promise. Entrepreneurs should treat others the same way they would like to be treated.
Employees	An entrepreneur who sets out to defraud or underpay his employees will invariably harm his company, resulting in high staff turnover, low morale, and dishonesty, among other negative consequences that could lead to the company's demise.
Customers	As an entrepreneur, you must recognize that consumers are your most important stakeholders and know how reliant your company is. Today's entrepreneurs should seek opportunities to treat all clients with respect and demonstrate tremendous and modest gratitude when they support their firm.
Environment	It is difficult, if not impossible, to conduct business without having an impact on the environment. Suppose you are sincerely committed to lowering your company's environmental footprint.
Result Oriented	Work to achieve your goals while being true to your company's ideals. Results should be completed by creating something that customers want and manufacturing and delivering it at a fair cost to all parties involved.
Risk-Taking	Risk is described as the probability of failure, loss, or other adverse outcomes resulting from engaging in a particular activity or undertaking. Risk-taking and entrepreneurship are inextricably linked.

Table 4: Ethical Elements and Strategies for Entrepreneurs

Source: own elaboration

Technological and Innovation Competency

Entrepreneurs in the 21st century should see today's world as the 'technological age' where competition has become knowledge-based. In the 21st century, technological development and innovation have taken the focal point in the growth and development of business. Technology and innovation are critical in the development of an entrepreneur in the twenty-first century. As a result, instead of clinging to the traditional company model, an entrepreneur should embrace new business methods. Firms with more robust technology capabilities may have more specialized resources and talents and engage in more specialized strategic activities. These factors allow businesses to acquire a competitive edge and improve profits while improving organizational performance (Alnafrah, Bogdanova, and Maximova 2019; Höflinger, Nagel, and Sandner 2018; Lin and Lai 2021). The study discusses some most exciting technology and innovation that entrepreneurs can utilize in today's business in Table 6.

**Technology and Strategies
Innovation
Tools**

5G Networks	5G networks have begun to be deployed by telecommunications firms. 5G technology allows for faster transmission while reducing latency and energy consumption. The implication is that it will encourage innovation in areas such as the internet of things, smart homes, augmented reality, virtual reality, health care, media, cloud services, and other sectors, resulting in significant business opportunities across various industries.
Mainstream blockchain apps	In business, blockchain applications can enable organizations to host access to smart contracts. Entrepreneurs can take advantage of mainstream blockchain applications because, in the years to come, government, supply chain, real estate, fishing industry, fine art, tourism, etc., will utilize these applications to earn them some income (Anon 2020).
More AI-enabled platforms for automated work	Using Artificial Intelligence (AI) services to enable the digitization process and deliver the same or better results than human beings is all about automation. As a result, AI machines represent the cognitive functions that people associate with other people's heads. These functions include problem-solving and learning new ideas, reasoning abilities, presentation of ideas and knowledge, social intelligence, and general intelligence.

Table 5: Technology and Innovation for Entrepreneurs

Source: own elaboration

Educational Competency

The 21st-century society is developing with sophisticated technology and innovation, and entrepreneurs are to be educative and adapt to the world's changing needs. Recently education has been the driving force of the most influential world economies. The capacity of an entrepreneur should not focus on establishing a firm only, but the entrepreneur should also learn how to be innovative and creative to sustain their firm. Entrepreneurship and education both help to improve the country's economic situation. Entrepreneurship contributes to the economy by creating jobs. As technology advances, the demand for human labor lessens, which is where entrepreneurship comes into play. Education can motivate people and allow them to escape poverty by providing them with the essential skills and knowledge (Bakar, Islam, and Lee 2015).

Entrepreneurial Skills in the 21st century

Entrepreneurial skills are critical for enhancing employability and livelihood prospects, reducing poverty, increasing production, and promoting sustainable development (Aggarwal, Windell, and Hoyle 2016). Entrepreneurial skill acquisition is critical for societal development because it aids in creating jobs and economic prosperity (Dabo 2018). Critical thinking, problem-solving, locating and evaluating information, effective communication, and teamwork are examples of 21st-century skills that can help entrepreneurs stay one step ahead of the game in business. These skills have also played a significant role in human history (Constable 2021). Also, research conducted by (Liñán 2008) confirmed that values and skills play an essential role in explaining why people venture into entrepreneurship.

The study discusses some vital skills needed for ED in the 21st century: Entrepreneur requires **Critical Thinking Skills**. Critical Thinking Skills can be defined as the process of deciding on a course of action. Self-directed, self-disciplined, self-monitored, and self-corrective thinking are all aspects of it. Critical thinking is a reflective process aimed at deciding what to believe and what business to pursue. Through conception, observation, analysis, and evaluation, the entrepreneur makes meaningful decisions. According to (Figliuolo 2019), critical thinking among entrepreneurs is defined as the ability to think critically and independently and make intelligent judgments to succeed. A study conducted by (Dabo 2018) demonstrated that critical thinking entrepreneurs are continually looking for and evaluating new opportunities and managing risk, and learning from their mistakes.

Entrepreneurs can use critical thinking to conceptualize, observe, analyze, and evaluate before embarking on product invention. People act within various active environments with varying degrees of distribution of such thinking across minds and tools (Guerrero and Wanjiru 2021). Also, one critical skills entrepreneurs in the 21st century must possess is **Forecasting Skills (Understanding the numbers)**: entrepreneurs can see and forecast the future and succeed. The need for forecasting arises because of uncertainty that may occur in the operation of an entrepreneurial business. Forecasting is a tool that companies utilize to help them establish business plans. A thorough grasp of basic statistics is required of a successful entrepreneur, and they must comprehend and predict the company's future. Forecasting skills allow entrepreneurs to plan, organize, and direct their businesses. A successful entrepreneur must also be economically sound, capable of absorbing losses, and capable of protecting the company's assets. In addition, **Problem-Solving Skills** require that entrepreneurs be very creative and come out with ideas that can enable them to solve any problem or challenges encountered in the operation of the business. Problem-solving skills demand that the entrepreneur analyze and evaluate issues better, which will increase the opportunity to discover a better solution. Entrepreneurs should be good problem solvers who are not afraid to branch out and try new things. Entrepreneurs in the 21st century must

improve their creativity and critical thinking skills. The study provides a list of some problem-solving abilities that entrepreneurs should possess; *critical thinking, creativity, evaluate details, initiative, persistence, flexibility, self-discipline, and decisiveness*.

Organizational Skills are also another quality that a successful entrepreneur possesses is organizational abilities. Entrepreneurs should be the most organized people in any business. Entrepreneurs should have a well-thought-out and well-implemented organizational structure at all times. Entrepreneurs should be tech-savvy and keep abreast of the latest technology and innovation. Also, an entrepreneur should focus on the big picture and delegate daily tasks to employees or experts. Successful entrepreneurs know how to manage their time and also learn a problem-solving technique to analyze and decide the better solution to a given problem. Entrepreneurs must have an excellent interpersonal relationship with the employees and customers of the organization. Proper planning by the entrepreneur can facilitate easily achievable planned goals and objectives set. Some organizational skills for entrepreneurs in the 21st century include; *tech-savvy, delegation, adapt to problem-solving, time management, interpersonal skills, and proper planning*.

Moreover, entrepreneurs require **Communication skills**. According to (Lucas et al. 2016), potential entrepreneurs typically have trouble converting their passion for a business or product idea into their strategies, resulting in missed prospects for funding. Even unique ideas can fail if an entrepreneur does not communicate well. The entrepreneur in the 21st century should learn to be a good communicator. A company can be incredibly unique, well-known, and worth millions of dollars, but everything can go wrong if there is poor communication, regardless of how large the company is. Communication is worthless if it lacks purpose, clarity, and effect. Many experts argue that the most crucial skill for an entrepreneur to develop is communication. Effective communication is a critical quality required to build a solid company idea, a product or service, and differentiate oneself from the competition. Essential skills of communication that entrepreneurs must have to improve their communication skills include; *conversing, listening, leading, debating, mediating, negotiation, presenting, body language, etc.*

Lastly, **Having Global foresight** abilities are more critical than ever before in a society that has become more global and globalized. Entrepreneurs must comprehend the importance of worldwide trade and the strengths and weaknesses of each country. Having global foresight entails recognizing cultural variations and determining how to complement the organization's culture. (Brown and Barnard 2018) foresight can be successfully adopted through an unlearning and relearning process. Foresight activities should be a well-organized communication process that focuses on mental models, blind spots, and knowledge gaps. What global foresight should entrepreneurs embrace in the 21st century? Table 6 presents some entrepreneurial foresight endeavors and strategies needed;

Global foresight Techniques	Meaning
Adopt Business from Home Strategy	For many entrepreneurs, especially those just starting, managing a firm from afar has become the norm. However, entrepreneurs can begin from their homes rather than develop out of their garages like the million-dollar enterprises.
Business Powered by Remote Work	For many years, globalization has been a prevalent tendency. However, some entrepreneurs assume that this is only an option for more multi-national companies. Remote work is rising, and roughly 65% of employees would choose to work remotely (FlexJobs 2021).
Mobile Commerce	<i>Mobile Commerce</i> : The modern business underlying concept appears to be: get to customers wherever they are. This is part of a growing trend toward a more customer-centric approach. Consumers increasingly spend a significant portion of their day connected to their phones. On average, people use their phones for three hours and fifteen minutes every day (Asurion 2021).
Increasingly Niche Markets	Because firms are driven and influenced to respond to new client demands, being customer-centric creates new niches. Entrepreneurs should keep an eye on burgeoning niche markets because there may be future opportunities accessible to them. According to analysts by Shopify, many new niches are expected to become quite successful in the subsequent years (Sheehan 2021).

Table 6: Global foresight Techniques for Entrepreneurs

Source: own elaboration

Roles of Entrepreneurs in the 21st century

Successful entrepreneurs can serve as role models in their communities, providing advice or acting as stakeholders (e.g., partners, investors, suppliers, and customers) for other enterprises. The likelihood of knowing an entrepreneur is influenced by the quantity of entrepreneurial activity in a given community and the importance that entrepreneurship is shown in that community (Wyrwich, Sternberg, and Stuetzer 2019). Entrepreneurship in the 21st century is about social innovation and social entrepreneurship through innovative business models where business, through the effort of its employees, can sustain the business and contribute meaningfully to society. Therefore, entrepreneurs in the 21st century should have a vision that aims at the sustainability of humans. Entrepreneurship in the 21st century should provide the avenue to help other people

instead of focusing on their business alone. This study outlines some critical roles of entrepreneurs in the 21st century;

Job Creation Role

Entrepreneurship is widely recognized as a crucial driver of job creation and innovation and a contributor to national economic progress (Li et al. 2020). Entrepreneurs have a critical role in creating jobs, revenue, and value-added to society, all of which are essential components of economic development and are needed now more than ever, as reported by GEM (Monitor 2021). Therefore, it has become crucial for entrepreneurs to create more jobs in recent times. When unemployment is high and the economy is contracting or stagnant, dynamic entrepreneurs may assist in the recovery process. The role of entrepreneurs in the 21st century in creating jobs cannot be underestimated. New enterprises can improve demand by inventing novel products or increasing competition, leading to new jobs and reduced unemployment. The study recommends some entrepreneurial opportunities for youth to explore and start their own entrepreneurship business or firm.

Role in Sports Development

Entrepreneurship and innovation are critical components of maintaining competitiveness in the sports industry, with this area of discussion gaining increasing importance. The growing demand for sports professionals with entrepreneurial abilities is fueled by entrepreneurship in the sports industry (González-Serrano et al. 2017). Sports entrepreneurship has evolved into a segment of the economy, providing fertile ground for investment and business, as cited by (Nikolaeva et al. 2020). Sports is one of the most growing business fields that entrepreneurs in the 21st century can invest and gain profits. The modern sports industry provides a lot of job opportunities for the youth. Therefore, entrepreneurs can play a vital role in the development of sports in the world. There are a lot of options that available for entrepreneurs to invest in the sports industry. Ideas and opportunities' available for entrepreneurs in the sporting industry include; *sports radio, sports photography, sports writing, personal trainer/health coach, Public Relation Manager for Athletes, Sports Camp Organizer, Opening sporting goods store, Athletic fundraising, and Sports filming and videography.*

Role in Ecotourism

Ecotourism is defined by the International Ecotourism Society (TIES) as "responsible travel to natural places that conserve the environment and enhances the well-being of local people via interpretation and education"(TIES 2015). Ecotourism, alone or in combination, can help eco-entrepreneurs achieve their financial, social, sustainable, or lifestyle goals (Swan and Morgan 2016). Countries have become more interested in environmental awareness campaigns than entrepreneurs, increasingly influencing these activities (Tol 2018). With an annual growth rate of 5%, ecotourism, like eco-entrepreneurship, is one of the fastest-growing areas in the tourism

business (Kummitha 2020). Both sectors have policies of environmental protection and improving the socio-economic conditions of local communities for long-term sustainability. Unfortunately, there has not been enough research conducted on eco-entrepreneurs who sustain ecotourism destinations. Eco-entrepreneurs' ability to discover long-term solutions to environmental issues is vital to their success (Kummitha 2020).

Role in City resilience

The UN defines urban resilience as the measurable ability of any urban system, with its inhabitants, to maintain continuity through all shocks and stresses while positively adapting and transforming toward sustainability (UN-Habitat 2021). Recently, city resilience has become an essential subject that all stakeholders must contribute to achieving. The availability, development, and utilization of local resources by community members to survive in a changing and uncertain environment is referred to as community resilience. Because small businesses are so adaptable to change, entrepreneurship is critical to the restructuring and adapting urban and rural economies. The World Bank stated that investment from the private sector in the city resilience is dwindling due to factors such as; lack of investor confidence, lack of government capacity in preparation for projects, and large-scale financing challenges (Culverhouse 2021; Santos et al. 2015).

Agriculture: Sustainability of local food system

Entrepreneurs must now put a greater emphasis on agricultural entrepreneurship research and practice, as well as development trends. Entrepreneurship has been a driving factor in developing and designing innovative food solutions at the local and regional levels. Production, aggregation, distribution, transportation, marketing, and resource management are all covered by food strategy. Entrepreneurial mindsets or attributes, entrepreneurial knowledge or skills, and entrepreneurial opportunities are the three pillars of founding and establishing a successful enterprise. As local farmers and producers create and use creative means to engage with consumers, the ties between entrepreneurship and food strategies become more apparent in the recent "local food" movement (Holden et al. 2018).

Entrepreneurship Development (ED) in the 21st century

Entrepreneurs in the 21st century put much effort into developing themselves to meet the challenging needs of their customers. Entrepreneurship development is a program, strategy, or process aimed at identifying, nurturing, supporting, and growing skills on a larger scale to bring new business leaders into the market and minimize unemployment, health issues, educational issues, and environmental issues. ED entails a lot of processes and procedures, and today's entrepreneurs can adopt the following strategies that can help them to develop;

Self-Evaluation

Entrepreneurs' self-assessment is a vital part of taking a career path and making a business decision. ED occurs naturally in a circumstance where an individual's life goals, aspirations, and dreams are not attained. This will provide an opportunity for the individual to do self-assessment and start to adopt strategies that can help them to achieve these dreams, and this process can lead to ED. Entrepreneurs can conduct self-evaluation by considering the entrepreneurial own personal characteristics such as business skills, experience, likes, and dislikes, willingness to expand the business operation, and the capability to meet new challenges.

ED Training Programs and Activities

Entrepreneurs who want to grow need to develop themselves, and development cannot happen in a vacuum. Development can be achieved by attending marketing events, business seminars, business webinars, boot camps, government business summits, and conferences organized by business leaders. The path to growing as an entrepreneur can be possible through learning. Learning from your failures can make you change, grow and be innovative in your business. ED training programs will equip you with the skills to make entrepreneurs solid and confident in their industry.

Guiding and inspiring others to become entrepreneurs

ED is also based on guidance and inspiration, impacting your employees, family members, and youth in the community. The youth are inspired by great entrepreneurs such as Mark Zuckerberg, Gerard Adams, David Karp, Steve Jobs, etc., and they wish to be like them. Therefore, entrepreneurs' mindsets should inspire others to be like you, which can help enhance your ED prospects. It is critical to mentor and guides the next generation of entrepreneurs to succeed because the world cannot survive without them.

Seeking Financial Support from Government and Banks

ED requires many resources, and entrepreneurs can seek funds from the government or financial institutions at low-interest rates to finance their business. Some countries provide support for entrepreneurs in the form of grants, loans, and incentives. Therefore, entrepreneurs should put some effort into acquiring some of this financial support to expand their business, leading to ED.

Entrepreneurship Education (EE)

Entrepreneurship Education (EE) nowadays plays a vital role in developing entrepreneurial abilities and skills in society. EE helps entrepreneurs develop the necessary skills needed for effective decision making, managing situations, taking risks, and gaining proper knowledge that could enable them to start their own business, work, and contribute meaningfully to the development of a nation. (Tripathi 2021) noted that improvement in EE quality could act as an effective way of crumbling down poverty and unemployment in India. Entrepreneurship education is critical because it promotes creativity, job development, and competitiveness. An entrepreneur

who wishes to develop needs to continuously educate themselves to understand the complexity of doing business in the 21st century.

Entrepreneurship Leadership Skills

Entrepreneurial leadership shares many characteristics with transformational leadership, such as prioritizing a shared vision, followers' empowerment and autonomy, tolerance for ambiguity, and flattening the organization to allow leadership to permeate all levels. According to (Latif and Karim 2019), entrepreneurs should possess five essential characteristics: connection, creative imagination, family and cultural background, a willingness to confront, and a distinctive gift of character. Entrepreneurship is all about putting plans into action, and entrepreneurs can be leaders, and leaders can also be entrepreneurs. Entrepreneurs in the 21st century must exemplify leadership skills that make them capable of reacting to new global opportunities and expanding business worldwide.

Entrepreneurial Dream (Big Dream)

The entrepreneur's big dream, good attitude, and inner burning passions all play a role in the success of their business (Dutta 2021). To develop as an entrepreneur, you must have a big dream and aspiration. As an entrepreneur dreaming big gives you a constant flow of motivation, provides you passion for your job, and makes you creative. Dreaming big as an entrepreneur can help you sustain your business for a more extended period. Therefore, in this study, the researchers propose an ED framework for entrepreneurs to emulate their sustainability. The concept of this framework is that entrepreneur in the 21st century needs key Entrepreneurship competence, critical entrepreneurship skill and play some vital roles in the society which can lead to ED.

CONCLUSION

This study has discussed the meaning of entrepreneurship in the 21st century and the key competencies, skills, and roles of entrepreneurs. The study further proposed an ED framework that can help entrepreneurs in the 21st century sustain their business. ED requires vital EC such as educational competency, opportunity identification competency, personal competency, technical competency, social responsibility competency, ethical competency, and technological and innovation competency. The study provided some strategies that an entrepreneur can adopt to sustain their business and develop as entrepreneurs in the 21st century.

This paper also analyzed essential skills that entrepreneurs should acquire in today's business. Thus, these skills can put entrepreneurs one step ahead in their business operation, and most importantly, these skills have been part of the history of human history. The discussion from the research revealed that entrepreneurs require essential skills such as; critical thinking skills, forecasting skills, influential skills, problem-solving skills, organizational skills, flexibility and

adaptational skills, teamwork skills, global foresight, and practical communication skills. The researchers are optimistic these critical skills can lead to ED in the modern ways of doing business.

The research also focused on the roles that entrepreneurs can play in our society for the sustainability of people. A lot of entrepreneurship studies have indicated that entrepreneurship is an inevitable part of society. This is because entrepreneurs contribute significantly to the development of every economy. The researchers in this study discussed some roles that entrepreneurs can play in the 21st century: economic and social roles, job creation role, role in sports development, role in ecotourism, role in big data management, role in city resilience, and role in agriculture. When entrepreneurs contribute their best to help solve society's problems, they will also develop themselves and their businesses.

This paper proposed a framework for entrepreneurs to emulate to enhance their growth and development. This study discussed some strategies that today's entrepreneurs can follow for ED. These strategies include; self-evaluation by the entrepreneur, attending ED programs and activities, guiding and inspiring others to become entrepreneurs, seeking financial support from government and banks, entrepreneurship leadership skills, and dreaming big. For ED to occur, this study can conclude that entrepreneurs need vital competencies, specific critical skills, and play certain roles in society. The 21st-century entrepreneur should be ready to learn, think critically, be prepared to adapt, and dream big to realize their vision.

Theoretical Implications

An essential key finding of this study is that it's in support of John Kunkel's Theory. Thus, the discussion established that entrepreneurs in the 21st century must possess critical skills, technical skills, and managerial skills, leading to ED. Most of the essential elements identified by Kenkel (1997) have been discussed, for which today's entrepreneurs can learn from it and develop themselves. There is the necessity of studying key competencies, essential skills, and roles of entrepreneurs in today's field of entrepreneurship studies. This is because various studies on entrepreneurship development are still not clear on what variables can affect ED. Theoretically, this research contributes to studies on EC, which is an essential component of ED. Thus, researchers who want to research EC can refer to this study as a reference point for their research. The theoretical implication of this paper is summarized as an invitation for researchers in entrepreneurship to apply the suggested ED framework and analyze the factors influencing the process of ED. Moreover, this study also highlighted the key definitions and concepts about entrepreneurship and how entrepreneurs can develop in the 21st century.

Practical Contribution

This research provides an interesting analysis of how today's entrepreneurs can develop. The paper offers clear key competencies that, when entrepreneurs acquire them, can help them to be successful in their business. From a practical point of view, it is relevant that entrepreneurs should

be critical thinkers and innovative in doing business in the 21st century. Today's entrepreneurs can adopt 5G networks, more Artificial Intelligent (AI)-enabled platforms for automated works, machine learning for customer services, mainstream blockchain applications, and optimized communication strategies for their business operations. These are practical approaches that companies are employing to make a profit. Entrepreneurs can venture into these technologies and innovations to increase their productivity and profit. The discussion from the study shows that today's entrepreneurs need organizational skill which includes; tech-savvy, delegation, adapting to problem-solving, time management, interpersonal skill, and proper planning. When entrepreneurs follow these piratical suggested strategies, it can help improve their organizational skills.

Another practical contribution of this research that entrepreneurs can adopt is that they must have global foresight. Thus, the entrepreneur can adapt to home strategy way of doing business, globalized business powered by remote work, mobile commerce, the gig economy, increasing niche, and green industry.

Limitation and Future Work

Regarding the limitations of this paper, data was not gathered from entrepreneurs to measure how the variables discussed can affect their development. The research future work will focus on collecting data from entrepreneurs to estimate and understand how these variables affect their growth in today's business.

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