

An investigation of entrepreneurial driving forces and motivators

CJ Coetzee
24027790

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Supervisor: Prof SP Van Der Merwe
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ABSTRACT

This study takes a look at entrepreneurial drivers and motivators for entrepreneurship and if the changing climate of business and the economy allows for new drivers and motivators to come forward. The study will determine if the current driving forces and motivators for entrepreneurship through the change economy and environment will change and if so try, and establish the degree of change.

The literature review looks at the theoretical information regarding entrepreneurship, who the entrepreneur is, defining entrepreneurship together with the skills required for entrepreneurship, the characteristics of an entrepreneur, entrepreneurial drivers and motivators and the entrepreneurial risk associated with entrepreneurship.

This qualitative study then interviewed a total number of 8 entrepreneurs which is situated in Gauteng South Africa whose business is three years and older to see if their drivers and motivators had changed, remained the same and what role technology had played in their respective businesses.

The empirical evidence showed that the drivers and motivators for entrepreneurship had stayed the same. The core of the business has stayed the same, but the role of technology as an influencer in how business was conducted was vast and undeniable. Technology is used to speed things up in businesses and assists in making the business decision making and environment easier. Technology is seen as an internal influencer on the business.

This study finds that entrepreneurs require a lot of skills which can be learned and taught when required by the entrepreneurs to move their businesses forward. Entrepreneurial characteristics are what the entrepreneur has, something that can be enhanced but not taught, the entrepreneur has character and certain characteristics. Entrepreneurs also define success in their ability to help other people live a better live rather than chasing wealth. According to the entrepreneurs, their view of risk is different than for someone working at a typical job. According to the entrepreneurs the typical definition of a stable job is actually more risky due to the economic climate of uncertainty and retrenchments.

Keywords: entrepreneurship; entrepreneurial drivers; entrepreneurial motivators; entrepreneurial risk; entrepreneurial characteristics; entrepreneurial skills; entrepreneurial success.

AKNOWLEDGEMENTS

When I started this journey three years ago, I had no idea it would be such a learning and growing experience. The journey started with a great admiration on entrepreneurs and the difficulty they had overcome to reach the point where the entrepreneurs had something that they could call their own. Great admiration always filled myself when I looked at entrepreneurs from a far knowing that in my heart they were the special ones and in my mind it was a constant battle on how could this be possible. I will always refer to the interview with Steve Jobs titled “The Last Interview”, that he mentions a couple of things with regards to high performance teams and how he thinks they should be managed, but his expression about business was quite simple. He says that business is not the hardest thing in the world nor the is it the most difficult, if you are willing to ask the right questions and not accept the status quo to most answers, it is quite simple. The notion that things are done the way it has because that is the way it always has been done and no one has questioned it, is where most businesses struggle. Always ask why and how this can be done better, what value can I add.

The people in my life which the Lord Jesus Christ put in my life is the ones who carried me through this, the tired times, the tough times and the results times which we could celebrate together. It was a journey, but also a stage race at times.

My wife who supported me through this, the strain and weight she had to carry effortlessly as I spent hours away from my family completing this journey, because she knew the impact it would have on me and on our future. Fully understanding the implications and fully supporting me in whatever I did. Her work with the children through these times is something that cannot be expressed or said, but something I would spend a lifetime to make up and catch up. The journey was as much hers as it was mine.

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To all the participants, the entrepreneurs, I don't think you will ever understand the insight, the knowledge and the part you played in my journey. You entrepreneurs is something that should be aspired to. Thank you for your time and effort and spending your valuable time with me.

Just like entrepreneurs and their eco system and network, my ecosystem and network got me through this journey. In some instance the journey has ended and the next journey is about to begin. This is the end but also the beginning.

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CHAPTER 1

NATURE AND SCOPE OF THE STUDY

1.1 Introduction

Entrepreneurship is regarded as the solution to the changing economic times and also a vehicle to wealth creation and as such it is one of the key factors in job creation within any economy (Vanevenhoven, 2013). South Africa as a developing country was classified as one of the best performing economies in Africa, the economic growth of the country continues to be limited by the general constraints in areas where the most economic growth can occur, the small business sector (Herrington & Kew, 2015). What is mainly due to challenges of entrepreneurial skills development and weak entrepreneurial performance (Agbenyegah, 2013).

The African region economies have typically benefited in recent years from rapid economic growth, however in South Africa the growth has been very slow compared to the other African countries (Herrington & Kew, 2015). Typically most of the entrepreneurs received some formal level of education such as the following, matric level (23.05%) whilst there are 22.7% that received education that was below matric, 18.09% has received diplomas and 7.09% have received university degrees (Martin, McNally & Kay, 2013). This is important as there are as a positive influence between education and entrepreneurship which directly impacts the amount of business start-up's vs business closures or failures and that specifically entrepreneurial training and education plays a vital role in the success of the entrepreneurs venture (van Praag & van Stel, 2013). A report indicated that small business are able to survive only for a maximum time of 6 years and annual turnover ranged from R30 000 to R50 000 (Agbenyegah, 2013).

South Africa's rate for developing entrepreneurs is very low compared to other developing nations, even though there are people that believe that they are able and capable for starting a new business this belief has not translated into entrepreneurial intention. Unemployment and underemployment is high in South Africa (Herrington & Kew, 2015). In 2014 the South African economy grew by 1.5%, which consists of the tertiary sector which contributed 68% to the SA economy, growth in Trade of 1.3%, transport growth of 2.3%, financial sector growth of 2.2% and personal services which grew 1.4% (Statistics South Africa, 2015a).

The largest industries of the South African economy as measured by their nominal value added were the Finance Sector, Real Estate and Business Services (20.5%), General Government (17%), Wholesale, Retail and Motor Trade, Catering and Accommodation (14.8%) and Manufacturing (13.3%) (Statistics South Africa, 2015b). With the above figures the total

unemployment rate in South Africa is around 26% (Herrington & Kew, 2015). This makes it difficult for economic growth in any of the developing countries in Sub Saharan Africa.

Using this brief holistic view of the South African economy it shows that entrepreneurship is an important mechanism for economic development through employment, innovation and welfare effects (Zoltan *et al.*, 2008). The environment shaping the economy affects the dynamics of entrepreneurship within any given country which is marked by interdependencies between economic development and institutions (Zoltan *et al.*, 2008). The small business has been seen as a vehicle to create employment, promote economic growth and redistribute wealth (Kambikambi, 2003). The details above shows the importance of entrepreneurs in the economic development of a country, however given the rate of entrepreneurs in South Africa compared to other developing countries are very low and entrepreneurial activity has declined by 34% from 10.6% in 2013 to 7% in 2014 (Herrington & Kew, 2015).

If the corporate sector fails to create employment for South Africans, even with the Government who increased its staffing with more than 200 000 personnel over the past few years, South Africans can no longer just rely solely on large corporations or government as job creators. It has now shifted towards SME (Small and Medium Enterprises) for creation of work in South Africa (Herrington & Kew, 2015). Enterprise development and entrepreneurship must be seen as one of the key factors to unlock the growth potential of a developing country such as South Africa (Herrington & Kew, 2015). This requires investor or investing in entrepreneurship to allow for the SME (Small to Medium Enterprises) to establish themselves as a vehicle for job creation. This however also provides conflict between entrepreneurs, how they make their decisions or the principles that they use to make decisions and how the VCF's (Venture Capital Fund) are used (Appelhoff *et al.*, 2015).

It is also based on the above that business has changed tremendously over the past decade and the rate at which business environments and technology change is rapidly increasing. Entrepreneurial driving forces for entrepreneurial development is a sustainable way to keep up with the changes presented to entrepreneurs and business in the past decade (Nielsen & Lund, 2014). A model describes the coherence in the strategic choices which directs the handling of processes and procedures for relationships that create value on both the operational, tactical and strategic levels in the organisations. It becomes the platform on which decisions and direction are made or decided (Nielsen & Lund, 2014). There are a number of events over the past decade that have not only influenced the business environment but also the way business is conducted, some of these events will also change the way business is conducted in the future (Fogliasso & Christine, 2016).

These events amongst others are the financial crisis, recessions, technology who is rapidly changing every year, globalisation and the impact of social media. The businesses that stay and know how to stay ahead of these events and trends will see a greater success rate in the future (Fogliasso & Christine, 2016). The sectors where there are a lot of societal changes expected sectors where cheap resources or intensive energy consumption are the basis for economic performance and growth, in the coming decades allows businesses to search for ways to deal with these unpredictable changes (Loorbach & Wijsman, 2013).

1.2 Problem statement

Based on the introduction it is clear that entrepreneurs are very important to an ever changing economy and rapidly increase in technology, especially in a developing economy which is required to grow continuously (Herrington & Kew, 2015). A key question that arises is what are the key drivers for entrepreneurship in a growing ever changing economy, or stated differently what are the entrepreneurial motivators for the next decade or era that will lead to entrepreneurship to enable economies to grow and ensure the unemployment level of that country decline?

Studies have been done to establish an entrepreneurial development plan based on where South Africa came from in 1994 and the economic growth that SA had had in the early years of the democracy (Kambikambi, 2003). Using GEM's (Global Entrepreneurial Monitor) which is the world foremost study of entrepreneurship as the basis for entrepreneurship development in Sub Saharan Africa and then specific South Africa (GEM, 2010). Questions regarding what is entrepreneurship has been asked and answered, although answers vary, the literature study indicates the following statement to be the closest from other sources on the same subject. (Lazear, 2015) state that entrepreneurs may be related to the creation of new businesses, but the view is that it is the process of assembling the necessary factors of production, information resources and using it in an efficient manner. Entrepreneurs put people together in such a way that it combines with physical capital and ideas to create new products or improve on older products at a lower or competitive cost.

It is important to understand what an entrepreneur is and what the role is within a developing economy due to the nature of change and the rapid speed of change that can occur in such an economy and the business environment. As such this study is built on three main constructs which is the driving forces for entrepreneurship in the new ever changing economy, motivators for entrepreneurship in a new era of business such as the environment in which entrepreneurs flourish, and the entrepreneur himself/herself based on identification of entrepreneurs, skills of entrepreneurs and increasing the performance of entrepreneurs.

The basis of this study includes a look at the future drivers for entrepreneurship or entrepreneurial motivators for the changing climate of business and the economy through a qualitative study to understand if there are clues to entrepreneurship that consists of creating an environment where entrepreneurship can flourish, identify and add the entrepreneur with all his/her skills, entrepreneurial procedures, performance enhancement methods and identifying the risk or some of the risk associated with entrepreneurship which should then provide a new or create a favourable climate for entrepreneurship.

This study aims to provide and identify what the future drivers and motivators are for entrepreneurs in a changing economy with rapid speed changing technology, basing it on the successful entrepreneur who have started their new ventures, which are past the 3 years threshold, still functioning and in business. It might be possible to get a better grasp on the entrepreneur on starting a business and making it a success in the economy. A key focus will be kept on disruptive technology and how the opportunities in the changing environment of technology will affect entrepreneurs and also current existing businesses. Might it be possible that there might be some new drivers or motivators in the economy or rapid evolving business environment?

1.3 Objectives of the study

The research objectives are divided into a primary objective and a secondary objectives.

1.3.1 Primary objective

The primary objective of this research is to determine if there are new driving forces and motivators for entrepreneurship which comes with the speed of economic change and evolvement of technology. This as such will be required to answer the question that comprises of how the future of business and the economy change the entrepreneurial drivers and motivators. Taking into account all the current drivers and motivating factors that enable current entrepreneurial success.

1.3.2 Secondary objectives

- To define entrepreneurship and what a successful entrepreneur is according to our study.
- To determine what skills, knowledge or experience is required to becoming an entrepreneur.
- To determine what the current driving forces and motivators are for becoming an entrepreneur.

- To determine how entrepreneurial risk factors can be minimised or completely removed to ensure entrepreneurial success.
- To establish the role of technology in entrepreneurship and emerging market entrepreneurs.
- To establish through a qualitative study if the current driving forces and motivators will stay the same or will they evolved and change, or completely disappear.
- To determine how the rapid changing of technology affects the current way of doing and conducting business.

1.4 Scope of the study

The study will determine if the current driving forces and motivators for entrepreneurship through the change economy and environment will change and if so try, and establish the degree of change. It can be used to increase your chances of success as an entrepreneur. As the individual will become aware of what is required to become an entrepreneur and how to establish himself/herself to develop as an entrepreneur in the current South Africa. Using the entrepreneurial driving forces and motivators it would be essential to measure yourself through the key driving forces and motivators mentioned in this study.

The study will assist entrepreneurial development within organisations to be able to assist organisations who wishes to drive the entrepreneurial culture to understand the entrepreneurial driving forces and bridge the gap between current products of the organisation to be able to look at new products and understand what is required to be able to bring the new product to life. It will also provide reference that can be used within organisations to be able to bring the entrepreneurial spirit or climate in the company to life understanding the key entrepreneurial driving force and motivators.

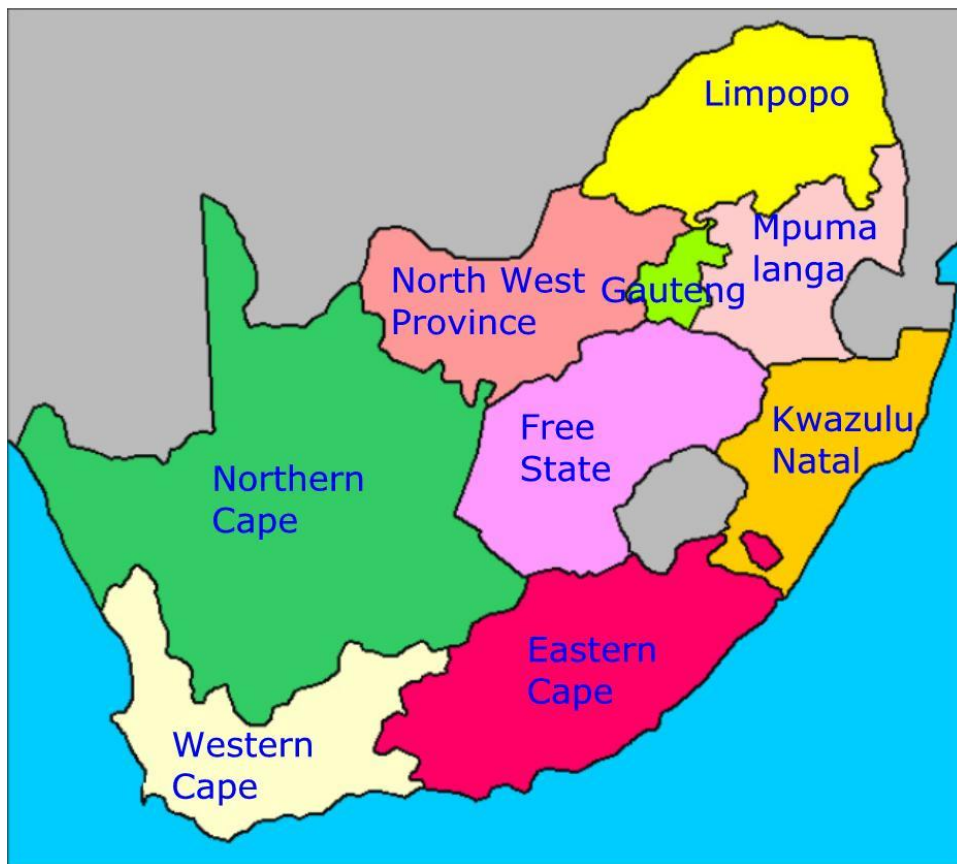
1.4.1 Field of the study

The field of study falls specifically on entrepreneurship whilst focussing on the current driving forces and motivators for entrepreneurs. The entrepreneurial driving forces and motivators used to start a business venture currently in any industry.

1.4.2 Geographical / Industry demarcation

In the research to be conducted the participants will be chosen out of Gauteng and North West province. The participants (entrepreneurs) will be chosen based on the ease of accessibility. These locations within South Africa can be seen below Figure 1-1: Geographical location of study .

Figure 1-1: Geographical location of study



Source: Republic of South Africa (2014)

1.5 Research methodology

The research methodology explains the logic behind the study and also the methods and techniques that is going to be used to conduct this study on entrepreneurial drivers and motivators (Welman *et al.*, 2005).

1.5.1 Instruments used

A qualitative study is used to establish if the entrepreneurial drivers and motivators have changed, this is best done using interviews to gather the data for the research and thus the required information for the study.

The qualitative study is dependent on the researcher to interview the participants, which means that the instruments used will be interviews. The researcher believes that the best method to gather the information required will be through semi-structured interviews (Welman *et al.*, 2005).

The researcher will use an interview guide which has been compiled with the following questions which have some topics and aspects that have bearing on the entrepreneurial driving forces and motivators. These questions include the following:

1. What is your business, business type?
2. How did you get started?
3. How has business changed since you started?
 - a. Referring to how is business done?
 - b. Has it stayed the same?
4. What do you think, which factor has been the biggest contributor to the change?
5. How do you define entrepreneurship?
6. What do you think are your entrepreneurial characteristics?
7. How do you define Success?
8. Which entrepreneurial skill/s has been your biggest asset?
9. What drove you to become an entrepreneur?
10. What motivated you to start your own business?
11. If you had to picture the future in 10 years' time, what would it look like?

The complete list of questions can be found in the Annexure A section of this study.

1.5.2 Study population

The target population for this study will be entrepreneurs. Entrepreneurs are the individuals whom has successfully started their own business, and which the businesses have been around for at least three years. The three year mark is important for this study, the reason being, during the first year it is typically finding your feet as an entrepreneur, gaining customers and keeping the business a float.

The second year is where the business changes and the business actually get started, where the entrepreneurs gain experience in their venture and how to best succeed in the environment their business finds itself in. The third year is where things start to settle down and the entrepreneur seemingly has things under control. Naturally the businesses whom makes it past this point, typically is ok. Also the entrepreneurs that have made it to year three has a lot of information regarding how their businesses work and how they have changed.

The sample of the entrepreneurial population chosen for this study is done using non-probability sampling which is completed through self-selection sampling and convenience sampling, which will consist of between 12-15 entrepreneurs chosen within the geographical areas of Gauteng, which has effectively ran a business successfully for a minimum duration of at least 3 years.

1.5.3 Gathering of data

Data will be gathered through semi structured interviews. Interviews will be conducted in person by the researcher through either a physical visit to the participant's (entrepreneurs) offices or through electronic media such as skype. In the case of electronic media, it is important to have an interview media where you can physically see the other person's reaction through the interview process.

The first interviews that will be conducted will be to determine if the questions asked are correct in terms of leading the entrepreneur to providing answers on certain topics. After the first couple of interviews if there is a need to re-evaluate the questions to get better answers or results this will be done.

The researcher will begin by leading the interview with research questions that covers the themes of entrepreneurial drivers and motivators when the entrepreneurs started their respective businesses, however as the interview progresses the questions asked will be determined by the answer of the entrepreneur interviewed. Questions will be asked to gather information based on the study.

Once the interview data has been captured on recordings the data will be evaluated to see if saturation has been reached on the captured data and if there are other themes that requires further exploration. The recordings will then be rewritten on paper whilst outlining the various issues and topics that come out of the interviews.

1.5.4 Statistical analysis

The statistical analysis will be completed on the demographics of the entrepreneurs together with questions on the research questions where the entrepreneurs are required to rate the order of importance and the question regarding which of the entrepreneurial characteristics fits their respective profiles the most.

The study is a qualitative study and as such the statistics will be of the sample size which will consist of between 12-15 entrepreneurs as discussed in the above section of data gathering. The study will not rely on the statistics of such a small sample to draw conclusions, but rather rely on the data gathered through semi structured interviews to draw its conclusions. If there are a theme that has surfaced during the statistical process, that will be highlighted.

The data gathered of the demographics and also that of the three questions that are asked in the interview guides will be tabled and presented in results section of the study.

1.6 Limitations of the study

The following will be the main limitations of the study:

1. The study will take convenience into account for all interviews.
2. The study sample consists only of entrepreneurs in certain geographical locations such as Gauteng.
3. The study sample consists of interviews with 8 entrepreneurs and not the total population of entrepreneurs in South Africa.
4. The study will also not be based on any race, culture, industry / economical sector or geographical area.
5. Time is a limitation based on the time frame for the researcher to conduct the required interviews based on the scheduling of the entrepreneurs and the way the interviews are conducted face to face.

The limitation mentioned in point 4 above is mentioned due to its impact on the study, taking convenient sampling into account. The larger the sample population, where the study includes different races, cultures and industries might have a different impact on the results of the study.

Even though the entrepreneurial drivers and motivators might stay the same, there might possibly be other themes uncovered which was not discovered in this specific study due to the wider scope and nature of the study.

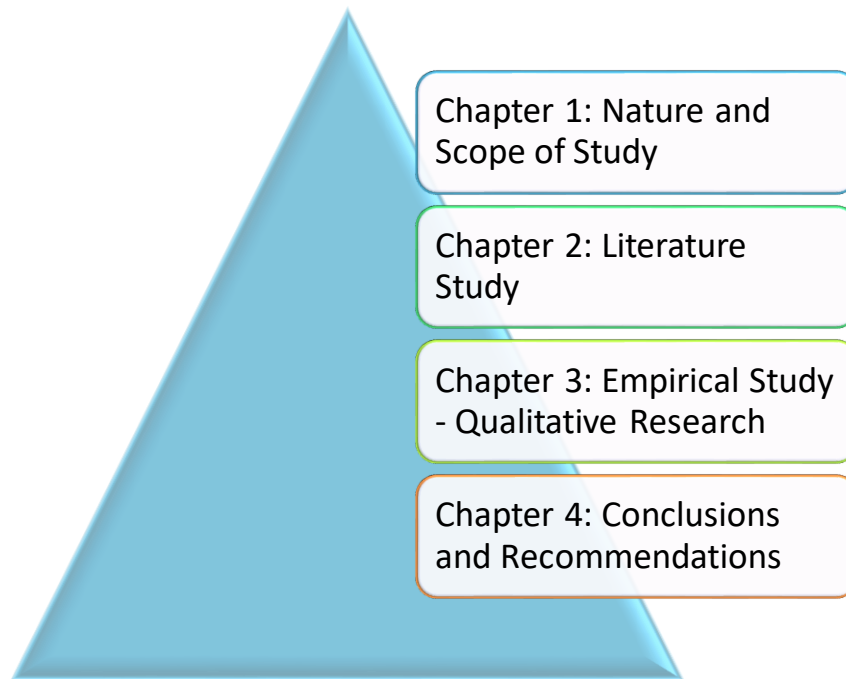
The limitations mentioned above is the main limitations to the study, however more limitations can exist and will be taken into account.

1.7 Layout of the study

The graphical layout of the study can be seen in Figure 1-2: Physical Layout of the study below which shows that the study consists of four parts namely:

1. Nature and scope of the study.
2. Literature study of the research.
3. Empirical study, qualitative research.
4. Conclusions and recommendations.

Figure 1-2: Physical Layout of the study



Source: Created by the author

1.7.1 Chapter 1: Nature and scope of study

Chapter 1 is the background to the study and shows the relationship between the entrepreneur and the growing and changing economy. It shows why entrepreneurship is important for job creation and wealth creation in the growing economy of Africa and more specific South Africa.

This chapter discusses the principles of entrepreneurial drivers and motivators and asks the question regarding the changing economy such as if economies and technology is rapidly changing, does the entrepreneurial motivators and drivers stay the same or are there new motivators on the horizon. Our economy and technology is not the same as it was a decade earlier. The remainder of the chapter covers the scope and research methodology.

1.7.2 Chapter 2: Literature study

The literature study will consist of the literature aspect of the entrepreneurial driving forces or entrepreneurial motivators. This is based on the theory behind each, and to establish the base from which the study will be conducted. The literature will define in this study what is an entrepreneur, what is success in a business and what skills are required amongst some, to understand what the study norms are and as such complete all of the objectives of this study.

1.7.3 Chapter 3: Empirical study – Qualitative research

Chapter three, will contain the empirical study with the research methodology behind the study. This includes the interviewing process and the analysing of each interview with the results obtained from each of the entrepreneurial interviews will be presented.

1.7.4 Chapter 4: Conclusions and recommendations

In this final chapter of the study, Chapter four, the study will conclude the research by drawing conclusions from both the literature study and the results of the qualitative study. This chapter is aimed at presenting the response to the problem statement, primary objective together with the secondary objectives as defined in Chapter 1.

Recommendations regarding the driving forces and motivators during the current changing economic climate and the rapid change in technology are made. This is then concluded with the achievements of the objectives and recommendations on future research.

Entrepreneurship is an extremely valuable economic factor that is a key driver for economic success of a nation or country. If the study compares the theoretical and the practical together and both these aspects tie up with each other, we might be able to create the climate or entrepreneurial driving forces to accelerate entrepreneurship for the future of economic growth in South Africa (Franco & Matos, 2013).

CHAPTER 2: LITERATURE STUDY

2.1 Introduction

“There's a journey we must go on, and no more delay.” (Kazuo Ishiguro, n.d.)

Each and every entrepreneurial journey starts with an idea, anything that can make the world a better place, enhancements to an existing product or feature, a dream, a desire to change the status quo for good (Crainer, 2013). This process involves the realisation of uncertainty and dealing with uncertainty on a constant basis. The obstacles, the pulling, pushing and driving forces entrepreneur will experience on the road ahead (Cha & Bae, 2010).

The idea of starting a business for any entrepreneur is a long and winding road which makes entrepreneurship an underpinned concept with real economic opportunities and turning those opportunities into viable economic opportunities despite the risks and uncertainties involved (Crainer, 2013). An entrepreneur utilises the viable economic opportunities in areas such as innovation, growth possibilities and the setting of strategic goals to ensure the opportunity is a viable one (Agbenyegah, 2013).

The starting point of departure for any entrepreneurial journey is being in a situation where things could have been better, as the entrepreneurs become dissatisfied with their current situation, the entrepreneurs set off to do something about it (Crainer, 2013). The new entrepreneurs are autonomous, innovative and has improvised actions throughout the journey which will view the combination of volatile and emergent transformations into reality or opportunity realisation (Cha & Bae, 2010).

This chapter will look at what is the entrepreneur together with who is the entrepreneur and what makes them special or different by using the literature to try and define the entrepreneur in his/her entirety. The typical entrepreneur profile can be seen as a hierarchy system of an artifact creating processes to get an entrepreneurial event, a decision, or behaviour action that provides the outcome and structure of the entrepreneurial process (Selden & Fletcher, 2015). This artifacts mentioned can be seen as a meeting point or an interface in today's terms, this is important because we need to establish what and who the entrepreneur is before looking into a typical entrepreneurial profile or the character of the entrepreneur (Selden & Fletcher, 2015).

Using the entrepreneurial profile and character this chapter tries to establish what specific skills, knowledge and experience is required to become an entrepreneur whilst comparing that to what

we have defined as entrepreneurial success. Combining these elements should then ultimately reveal something on what makes an entrepreneur successful or reveal something about the building blocks of what make entrepreneurs succeed.

This chapter will then delve into the driving forces for entrepreneurship to try and understand the pattern or behaviour regarding why individuals become entrepreneurs. Using these driving forces, the study will then try to establish what the final motivators was to becoming an entrepreneur and starting a business of your own. This chapter won't be complete if it didn't look at the various risk factors involved. This is merely to complete the picture of what the entrepreneur faced or possible downfalls he/she needed to overcome to become a success.

It doesn't matter how you view entrepreneurship or how one views the conceptualised process, entrepreneurship is a process that transpires over time. The time is never right or convenient to start a new venture and as such entrepreneurship should be viewed as a journey that transpires over time (Mcmullen & Dimov, 2013).

Entrepreneurship should however answer one question: Does your product, business or service create value for customers (Huang, 2016)?

2.2 How things have changed in the past decade, the technology and the era of information transfer

"For all of the most important things, the timing always sucks. Waiting for a good time to quit your job? The stars will never align and the traffic lights of life will never all be green at the same time. The universe doesn't conspire against you, but it doesn't go out of its way to line up the pins either. Conditions are never perfect. "Someday" is a disease that will take your dreams to the grave with you. Pro and con lists are just as bad. If it's important to you and you want to do it "eventually," just do it and correct course along the way." - Timothy Ferris, author of The 4-Hour Work Week (Entrepreneur, 2014)

Businesses in the late 1980's was mostly concerned with the labour productivity and as such the hours, work output and inventories were the key drivers of the day and a large expense (Sarte *et al.*, 2015). The business cycles as such has changed, people are trying to use just in time (JIT) for procurement and as such trying to ensure that labour, work output and inventories are streamlined to only focus on the key inputs for maximum output (Sarte *et al.*, 2015).

Starting a business has also changed from previous forms and in some instances less risky, the lean start-up is a process where experimentation favours over too much planning, customer feedback over intuition and constantly evolving products over traditional best development to start with (Blank, 2013).

The financial crises has also brought with it an increase in volatility of both earnings potential and revenues, even though expenses are roughly kept the same. Such a decline in earning based on the economic changes of the world economy, ensures that businesses have to change with it (Srivastava, 2014). The economy and the way we conduct business has changed tremendously, changing with it was the notion of business who could change or perish as the wave of the world economy hit the shores. Policies have been implemented and changed both monetary and fiscal policies, and cash flows to and from emerging markets (Fratzcher, 2012).

One of the factors that has changed the most over a decade or more is technology and technological advancements especially in the way we communicate to each other (Mehta & Dixit, 2015). The mobile telephone has emerged as one of the most defining technologies of our time and is having a huge impact on not only how we conduct business but also how it has impact society by creating information, connecting, innovation, participation and sharing societies on both a personal and professional level (Addo, 2013). It has allowed users to share amongst others their time, it has breached the privacy issues, safety, individuality, status and confidence, competence in communication and connectedness to each other, amuses the users and is allowed to plan our lives with time management, and as such has become the one tool that users cannot go without being used worldwide (Addo, 2013).

The world as we know it, is changing, with all the technological aspects and perspectives where we live in a new era of information flow where everything is a process of information and communication (Mehta & Dixit, 2015). The world is constantly changing through developments in internet and mobile services and as such technology has had a significant change on communication especially with platforms such as social media and social networking (Byrne *et al.*, 2013).

The digital era and the advancements of technology has transformed every aspect of life, and as such it makes it difficult not to change. The world is changing and as such if the people of the world doesn't change, they get left behind (Byrne *et al.*, 2013).

The list of some of the changes and how things have changed over the past decade can go on and on and as such even though there are only a couple changes mentioned above, it can be certain that the only constant thing in life is change.

2.3 What will the future look like a decade and onwards from now?

What will the future look like a decade from now? A question a lot of people have asked, and some trying to find out whilst looking into a crystal ball with some guidance from an odd shaped

woman in a cape sitting inside a tent trying to provide you the best answer for the 10 bucks you just gave her (Heller, n.d.).

The truth of the matter is that we just don't know what the future will hold, the best we can do is accurately predict, with some certainty, what might come to pass, through trends and how the world around us evolves. Most of the changes is coming from the information technology (IT) space and it affects everything we do and how we do it. It moves so quickly that technology doubles every year, faster microprocessor that make calculations faster and the internet transforms the way we live and work and play (Manyika *et al.*, 2013).

CEO's and business owners need to take a good look at how technology has evolved, especially disruptive technologies, as it could be that their business is next to stop existing. To see what trends are going to affect the world, (Roland Berger Strategy Consultants, 2011) has done research that shows the largest trends that will affect society in the next decade or so. The trends and their groupings and how it would likely change can be seen in Figure 2-1 below.

Figure 2-1: Seven global megatrends shape the face of the world in 2030

CHANGING DEMOGRAPHICS	GROWING WORLD POPULATION AGING SOCIETIES INCREASING URBANIZATION
GLOBALIZATION & FUTURE MARKETS	ONGOING GLOBALIZATION BRIC: THE NEW POWERHOUSES BEYOND BRIC
SCARCITY OF RESOURCES	ENERGY WATER OTHER COMMODITIES
THE CHALLENGE OF CLIMATE CHANGE	INCREASING CO ₂ EMISSIONS GLOBAL WARMING ECOSYSTEM AT RISK
DYNAMIC TECHNOLOGY & INNOVATION	TECHNOLOGY DIFFUSION POWER OF INNOVATION THE AGE OF LIFE SCIENCES
GLOBAL KNOWLEDGE SOCIETY	KNOW-HOW BASE GENDER GAP WAR FOR TALENT
SHARING GLOBAL RESPONSIBILITY	SHIFT TO GLOBAL COOPERATION GROWING POWER OF NGOs INCREASING PHILANTHROPY













Source: Roland Berger Strategy Consultants (2011)

Taking this into account and looking at the internet of things or digitization, it can be seen that technology lowers entry barriers, allows for the plug and play of digital assets which causes value chains to disaggregate, creating openings for focused, fast-moving competitors. New

market entrants often scale up rapidly at a lower cost than the legacy old industry giants (Hirt & Willmott, 2014).

Focussing on the 12 potentially disruptive technologies and their impact on the world, this can be seen in Figure 2-2 below, it is a study that was done by McKinsey Global Institute where they believe the technologies mentioned and identified has the potential to impact and affect billions of consumers, workers and the economy across a wide range of industries (Manyika *et al.*, 2013).

Figure 2-2: Twelve potentially economically disruptive technologies

	Mobile Internet	Increasingly inexpensive and capable mobile computing devices and Internet connectivity
	Automation of knowledge work	Intelligent software systems that can perform knowledge work tasks involving unstructured commands and subtle judgments
	The Internet of Things	Networks of low-cost sensors and actuators for data collection, monitoring, decision making, and process optimization
	Cloud technology	Use of computer hardware and software resources delivered over a network or the Internet, often as a service
	Advanced robotics	Increasingly capable robots with enhanced senses, dexterity, and intelligence used to automate tasks or augment humans
	Autonomous and near-autonomous vehicles	Vehicles that can navigate and operate with reduced or no human intervention
	Next-generation genomics	Fast, low-cost gene sequencing, advanced big data analytics, and synthetic biology ("writing" DNA)
	Energy storage	Devices or systems that store energy for later use, including batteries
	3D printing	Additive manufacturing techniques to create objects by printing layers of material based on digital models
	Advanced materials	Materials designed to have superior characteristics (e.g., strength, weight, conductivity) or functionality
	Advanced oil and gas exploration and recovery	Exploration and recovery techniques that make extraction of unconventional oil and gas economical
	Renewable energy	Generation of electricity from renewable sources with reduced harmful climate impact

Source: Manyika *et al.* (2013)

It is quite clear that there are a number of evolutions taking place as we speak and the world is evolving at a frantic pace. As all of the abovementioned trends and potential of disruptive

technologies takes place the questions about entrepreneurship, the drivers for entrepreneurship and motivators, will they stay the same or will they also evolve or change totally based on where everything else is going? During the next view pages we will look at the entrepreneur, who he/she is and what are the current driving and motivating forces in today's world.

2.4 Who or what is the entrepreneur

“The critical ingredient is getting off your butt and doing something. It’s as simple as that. A lot of people have ideas, but there are few who decide to do something about them now. Not tomorrow. Not next week. But today. The true entrepreneur is a doer, not a dreamer.” - Nolan Bushnell, entrepreneur (Entrepreneur, 2014)

Everyday business managers makes judgements and decisions that are based on the four fundamental practices such as the use of the best relevant scientific findings, systematic focus on the organisational facts, indicators and metrics, use of decision aids to improve decision quality and considering ethical issues and the impact of decisions on the stakeholders (Frese *et al.*, 2014). Entrepreneurship deals with the novelty of being different than the market, deviating from what is thought to be good and sound managerial practice and are often opportunistic basing decisions on fast heuristics (Frese *et al.*, 2014).

How do we correctly define entrepreneurship, is it an event, is it a person, a visionary or individual or someone who was part of the founding team of the business? Is it the networks that the entrepreneurs connect with that makes an entrepreneur, social capital (Gedajlovic *et al.*, 2013)? Are the entrepreneur the individual who initially founded and established the business, where such individuals are part of getting the business off the ground, hiring employees and trying to finance the operation? Could it possible also be the individual who thinks like an entrepreneur? How do we define what and who the entrepreneur is? The social structure and the entrepreneurial decisions which is made upon the social structure ultimate becomes the business the entrepreneurs starts (Greve & Salaff, 2003).

The only distinct definition of the entrepreneur or entrepreneurship is a concept of self-employment, a self-employed person doesn't require the need for other employees and the combination of skills that are required for real entrepreneurship are less important, such as a plumber who works alone (Lazear, 2015) or the individual who owns, launches, manages and assumes the risk of a venture (Greve & Salaff, 2003).

Starting a business can be viewed as a key factor in promoting innovation, creating employment opportunities and as such creating social and economic wealth in countries' economies (Chen *et al.*, 2013). As the responsibility of creating social and economic wealth is that of the

entrepreneur, entrepreneurs become “jacks of all trades” who although they might have one unique skill has to excel and be competent in many (Lazear, 2015).

Entrepreneurs when starting a venture require information, capital, skills and labour to start the new venture. Some of these resources could be held by the entrepreneur, however they also compliment resources by accessing their network and contacts (Mcdougall-Covin *et al.*, 2014). The entrepreneur can be seen as the creator of new economic activity and an individual who plays a key role in economic growth of a sector, area or industry. Someone who plays a significant role in economic growth by creating jobs and driving the innovation of products, processes and results (Canina *et al.*, 2012).

The international entrepreneur (IE) can be defined as “the discovery, enactment, evaluation and exploitation of opportunities across national borders to create future goods and services” (Mcdougall-Covin *et al.*, 2014). The entrepreneur is an individual who operate in an organisational, economic, social and institutional environments with their main activity resulting in the creation of new businesses or the transformational and improvement of the current businesses or business entities (Canina *et al.*, 2012).

The entrepreneur is the individual who continues to have a larger vision for current circumstances and see the renewed business opportunities that requires sufficient preparation and planning in a world full of uncertainty (Agbenyegah, 2013). Entrepreneurship is then as such the engine that will push the vehicle that is the emerging economies forward as the developing world quickly grows into the major economic forces (Bruton *et al.*, 2008).

The concept of entrepreneurship and the domain it plays itself out local or international is about having the increased vision to see the opportunities and take action against exploiting such opportunities, rally the resources and mobilise them to exploit the opportunity in exchange for maximum profit for the product or service (Oviatt & McDougall, 2005). In taking advantage of opportunities the entrepreneur can also be thought of as an inventor which is then directly linked to many economic growth theories (Agbenyegah, 2013).

Entrepreneurship can also be viewed as a process of assembling the required human, physical and informational resources in an effective and efficient manner which combines the physical, capital and ideas to be innovative in new product creation at a lower or competitive cost. It is a combination of innovative, proactive and risk seeking behaviour that crosses both local and national border which is intended to create value for organisations (Oviatt & McDougall, 2005).

The entrepreneur is responsible for bringing people of various talents, views and walks of life together to form part of a team to bring forth innovation to products, processes and human

capital. Entrepreneurs matter more in sectors of the economy that are more reliant on human capital relative to physical capital (Becker & Hvide, 2013). Due to this fast level of resources, the entrepreneur must have the required knowledge, even at a beginner's level of large business areas. Combining the talents and managing the combined talents of others are a key part of being an entrepreneur (Lazear, 2015).

The entrepreneur is an individual who requires multiple skills and a broad knowledge base and as such are multifaceted. Although not experts in all business related fields, they have to have a sufficient knowledge and skills base to mix together the required ingredients for a successful business. This means that entrepreneurs tend to be more balanced individuals (Lazear, 2015).

As an entrepreneur you can have your pick regarding which possibility you want to choose, or which possibility chooses you. There are many examples of what the "phenomenon" of entrepreneurship is and there is no shortage of this at all, here is a quick list of some (Davidsson, 1992):

- New entry or new entity.
- Creation of something new.
- Creation of a new organisation.
- A purpose to initiate, maintain and aggrandise a profit orientated business.
- Taking advantage of an opportunity provided by combinations of resources.
- The process whereby some individuals pursue opportunities without any regard to the resources available and to their disposal.
- The process of creating something different that provides value or adds value by devoting the required time and effort, overcoming financial, psychological and social risks and receiving the rewards of personal and monetary satisfaction.

What must be mentioned at this stage is that there is no one true definition to claim entrepreneurship, it is a collective between necessity and opportunity (Mrożewski & Kratzer, 2016). All of the above definitions are correct and can be interpreted as the entrepreneur. Let's look at typical profiles and characteristics to measure the individuals.

2.5 The entrepreneurial profile and characteristics

"I'm convinced that about half of what separates the successful entrepreneurs from the non-successful ones is pure perseverance." - Steve Jobs, co-founder and CEO of Apple. (Entrepreneur, 2014)

The concept of entrepreneurship is not just based on the linkage to small businesses or start-ups. Entrepreneurial characteristics can be defined as personality traits that are typical for

entrepreneurs, individuals owning and managing entrepreneurial ventures and engaged in entrepreneurial projects in various stages of development (Holienska *et al.*, 2015). The concept is also active inside the corporate environment where strategic decisions are made for corporate alternatives. Entrepreneurship is focused on identification of real economic problems (Agbenyegah, 2013). There seem to be a relationship between the psychological characteristics and entrepreneurial intentions, where risk negatively influences entrepreneurial intentions and self-confidence with the need for achievement positively influences the entrepreneurs construct (Dinis *et al.*, 2014).

There are selection of psychological and cognitive characteristics together with social and economic factors common to the individual and which can support the typical definition of entrepreneurial propensity. The characteristics that describe the entrepreneur cannot be aggregated in a single entrepreneurial profile (Marques *et al.*, 2013).

Current economic trends such as the extreme dynamics of the environment, rapid changes and increasing cognitive complexity in our aspects of our lives lead to the changes in how we interact with each other or groups within society, the interactions includes aspects of individual self-realisation in a professional career embodied in the entrepreneurial characteristics (Holienska *et al.*, 2015).

Entrepreneurial characteristics include but is not limited to entrepreneurial orientation, risk taking, pro-activeness, competitive aggressiveness, autonomy and customer orientation (Omerzel, 2016). The study will have a look at some of the characteristics, although it must be said that this list is by no means the only list but it is quite comprehensive and within each of the entrepreneurial characteristics we will also discuss the entrepreneurial profile. Although separate, for the entrepreneur the characteristics and profile become synonymous with each other where the entrepreneurial characteristics describes the entrepreneurial profile (Virginia Barba-Sanchez, 2011).

Entrepreneurial characteristics amongst others include, risk taking, innovative and constantly learning, personal conviction, visionaries combined with the raising of capital, organisation of production and having full command of understanding of the distribution chain (Blanchard, 2013). Previous studies have shown that there is significant relationship between entrepreneurial characteristics, achievement motivation and entrepreneurial attitude (Sutanto & Eliyana, 2014).

2.5.1 The entrepreneur as risk taker (financial risk, career risk, family/social risk, economic risk)

Entrepreneurship and risk is a dominant theme throughout all literature where entrepreneurship is involved where the variable of risk taking and competitive aggressiveness can favour the growth of a venture (Lechner & Gudmundsson, 2012). Entrepreneurial risk perception is strongly linked with entrepreneurial motivation, which is strongly linked with entrepreneurial intention (Liñán, 2013). The theory would then suggest that risk taking is a component of entrepreneurial orientation (Barber, 2015).

Entrepreneurs are predisposed to risk between alternatives and how they should manage the risk in starting entrepreneurial ventures based on new discoveries and innovations. Innovation leads to riskier and the more complex, a less linear start up processes and more skewed returns (Hyytinen *et al.*, 2015). In economic climates such as recessions where there is a high perceptions of risk there is also high possibilities for entrepreneurs (Liñán, 2013).

Entrepreneurial ventures with failures of 50% - 80% within the first five years of existence and to avoid all risk would fail to capitalise on the changing market existences as such high levels of risk taking, is associated with high levels of failure (Kreiser *et al.*, 2013). Entrepreneurs challenge uncharted waters with the intent of achieving substantial growth and above average performance of which risk is an inescapable reality, there are as such two types of risk, performance hazard risk of an existing venture and new venturing which is associated with entrepreneurial risk (Huybrechts *et al.*, 2013).

The risk includes potentially loosing financial investments, career opportunities, family relationships, personal wealth and psychological well-being. Some entrepreneurs tend to carry a gambler like reputation due to their willingness to quickly pursue new markets and opportunities (Busenitz, 1999). It is found in a study by (Garg & Letsolo, 2016) that gender and culture together does not play a massive role in the relationship between risk taking and business performance however that culture alone plays a significant role.

Entrepreneurs have an alertness perspective that suggests that entrepreneurs view and assess opportunities and threats differently than other individuals. Innovative start-ups face and bears the risk and liabilities of newness and smallness that would exceed those of the non-innovative firms or venture counterparts (Hyytinen *et al.*, 2015). This might be best assessed in terms of the Bayesian probability, which argues that the different assessments of prospective outcomes may be attributed to difference in information received prior. This implication for entrepreneurial

decision leads to whether to launch a new venture or adopt a growth strategy (Norton & Moore, 2002).

Entrepreneurs and individuals view things differently, although there are many forms of risk that could be averse or re-directed risk, there is also a sense of uncertainty. These risks or the willingness to depart from the tried and tested ways to undertake certain ventures with initiatives of uncertain outcomes (Dai *et al.*, 2014). Entrepreneurs are more likely to take calculated risks, than uncertainty or uncertain risks. In most instances, most venture get into trouble not because of the risks the entrepreneurs knew about and averted but rather than the unknown risks. There is always uncertainty in most ventures which surprisingly is where innovation comes from, however knowing what the uncertainty is, is different from not knowing (Norton & Moore, 2002).

Entrepreneurs don't view themselves as individuals looking for risky adventures nor sees themselves as risk desirers looking for risk around every corner. As such it is true that entrepreneurs don't approach a new venture from a sequential and methodical perspective, however they are likely to experience mixed emotions in the decision making, especially in their evaluation of opportunities and the assessment of the risks involved (Podoyntsyna *et al.*, 2012).

Entrepreneurs approach the start up in a more comprehensive manner, because if entrepreneurs where to wait for all the information on a subject, the sky to turn just the right colour or the chips to fall just right, the probabilities of success would be so low that the venture would rarely be pursued. First mover advantage is very important especially in an industry where most products can be copied and successfully re-created (Busenitz, 1999).

Entrepreneurs sift through a large diversity of information in the view of much uncertainty, but known uncertainty. The risks that the entrepreneurs take are often viewed according to the affordable loss principle such as the cash savings, land and property which was used to fund the early business expenses (Chanyatipsakul & Wongsurawat, 2013). The successful risk takers have the confidence to take into account the missing elements of the picture and that those elements will fall into place as the venture moves along, which indicates that it is a developed personality trait (Pines *et al.*, 2012).

In essence if entrepreneurs would carefully calculate all the risks involved to account for a 100% accuracy, some individuals who have a competitive advantage in dealing with risk would not have started or look at starting their venture (Busenitz, 1999). The entrepreneurs risk attitude and the return on the risk taken is more easily explained by economists using the utility theory,

which explains the decision to take the risk based on the evaluation of the return (Burmeister-Lamp *et al.*, 2012).

It is important to understand that not one individual enjoys risk, where all is on the line constantly. It is the low risk takers that are generally expected to pass up an opportunity or valuable opportunities (Dai *et al.*, 2014). It is also important to remember that the entrepreneur who has a lot of cash reserves or investment capital has a lesser amount of risk if something goes wrong with the product development as the entrepreneur who is on his/her last amount of cash, as such the entrepreneur who is on his/her last cash flow round is at greater risk of failure (Brockman *et al.*, 2012).

Entrepreneurs deal with risk in a different manner, and as such they get compensated for the risks that they will take and have taken. The degree of confidence in the entrepreneur to take the required risks whether it being financial or any other risk depends greatly on the personal characteristics of the entrepreneur taking the risk (Kozubikova *et al.*, 2015). It must also be said that entrepreneurs take calculated risks, they don't delve into a situation not knowing anything or having a plan for coming out of the situation. In most instance you will find that the entrepreneur was aware of the risk, which means that he/she could mitigate the risk, or at least plan for the risk ahead (Caggese, 2012).

2.5.2 The entrepreneur is innovative

Innovation is associated as the main driver for firm growth in industry (Tsang & Park, 2013). Innovation is also seen as a key factor in economic growth in literature (Szabo *et al.*, 2013). It also places the emphasis of the entrepreneur on the development and creation of new structures, networks and alliances to manage increasingly complex innovations (Gibb, 2002). Entrepreneurship and innovation have always been strongly related. Innovation is seen as a tool for the entrepreneurs and as such innovation becomes an instrument in the entrepreneurial arsenal (Soriano & Huarng, 2013).

Entrepreneurs unleash what is known as "creative destruction" to introduce new, radically different products, services and processes in the market place, thereby challenging the relative industries status quo (Thurik *et al.*, 2013). Product innovation has three sub processes namely the production of knowledge, the transition of knowledge into artefacts and responding or influencing the market demand (Tsang & Park, 2013). Entrepreneurial innovation is the true source of national competitive advantage (Autio *et al.*, 2014).

Everybody understands that innovation regarding new products or services is regarded as the standard reference for innovation, however the question can also be asked whether changing

existing products or services based on previous products or services is also innovation? Various techniques can be used such as factor analysis which highlights the role of demand as a source of innovation, multidimensional scaling which illustrates how competences enable firms to match technology with demand and capitalize on it and pathfinder analysis which shows the distinction between external and internal sources of innovation (Di Stefano *et al.*, 2012).

If one looks at the rate of innovation across the various nations of the world, there is an acceptance of uncertainty that appears to be necessary, due to innovation that requires tolerance of risk and change (Tsang & Park, 2013). This modified or newly established product or service which might also be the start of a disruptive innovation for that specific product or service (Cipollone & Giordani, 2015).

Let's us thus look at what is innovation and creativity, as there is also a notion that innovation occurs in specific places due to the innovative people that reside there such as the Silicon Valley in the US for technology and the next big thing (Chatterji *et al.*, 2013). If anyone can solve a problem that exists and find a creative solution to the problem, if the solutions contains an unknown method. The idea is based on the incremental nature of the creative abilities or thinking which leads a performance gap between innovation and non-innovation entrepreneurs (Löf & Nabavi, 2013).

This is different to the initial concept of creativity (and innovation), according to which creative impulse leaps in the understanding capacity are caused by extraordinary cognitive processes (de Mateo Pérez, 2015).

The sections above depicts the type of thinking used in creative and innovative process and should be seen as solutions in conjunction with each other, which means that to be creative the solution should meet 2 criteria: it must be new and it has to solve the problem in question. This is only possible through logical or convergent thinking which makes product innovation that create ecological, economic and social value and as such sustainable innovation (Boons *et al.*, 2013). The one leads to the other, if the entrepreneur wants to be creative in solving problems, the solution to the problem becomes a new product or service, which in turn becomes innovation. The two are synonymous with each other (de Mateo Pérez, 2015).

Innovation and entrepreneurship has been associated together and as such many nations, regions, countries and universities have adopted policies to stimulate innovation by the entrepreneurs to establish economic growth. Innovation performance is seen as a mediating variable between entrepreneurial orientation and venture performance (Alegre & Chiva, 2013).

The tighter the supply of money in the more positively and significantly it encourages innovation and entrepreneurial activities (Galindo & Méndez, 2014).

Some of the programs established to facilitate economic growth includes incubators or accelerators (Technology based economic development), government programs, small business innovation research (SBIR), amongst some of the programs launched (Autio *et al.*, 2014). It is also important to see that there is a strong correlation between economic growth and the innovation of a sector or country based on the wage distribution (Stephens *et al.*, 2013).

The following question would be what influencers would lead to Entrepreneurial innovation and creativity (de Mateo Pérez, 2015):

- Unexpected success and failure.
- Expectation and reality.
- Process need.
- Changes in industry and market structures.
- Changes in demographics.
- Changes in perception, mood and meaning.
- New knowledge or Technology.
- Crisis, potential of cultural and media industries and obstacles to business innovation.

If you have to look at the items above which all have been proven by (de Mateo Pérez, 2015) to be influencers to entrepreneurial innovation and creativity, they are all items that already exist. Innovation by entrepreneurs seems to tip the balance in the economy which leads to a process of creative destruction, where the ventures that doesn't adapt the new technologies disappear (Soriano & Huarng, 2013).

Innovation is a central topic surrounding economic growth and the entrepreneur is the vehicle for introduction the new technologies (Galindo & Méndez-Picazo, 2013). The items are none new, however they are the ever changing reality of society and culture. As such, the argument that innovation must always be a new product is false, the argument should rather be that innovation is a creative new way of solving today's or the future's problems with the technology, knowledge and resources at the disposal of the entrepreneur.

Attention should be paid to innovative start-ups rather than simple start-ups as innovative start-ups are a key source of sustainable value creation (Colombelli *et al.*, 2016). This will also lead to old problems being solved in a new fashion based on the entrepreneurs innovative and creative problem solving abilities (Garud *et al.*, 2014).

2.5.3 The entrepreneur has personal conviction

Entrepreneurial conviction is the strongest variable which influences the entrepreneurial intention the strongest, together with general attitude (Rasli *et al.*, 2013). The image of being entrepreneurial in a society where entrepreneurship might be put in the same level as a rock star (fame and fortune) coupled with the encouraged environment of programmes and the programs that is ran by the governments affect entrepreneurial conviction (Denanyoh *et al.*, 2015). The attitude towards entrepreneurship leads to entrepreneurial conviction on starting a new venture or business entity and looking at entrepreneurship as a career alternative (Aliman & Jalal, 2016).

Entrepreneurial conviction to start a business is no easy feat, it requires courage, discipline and the belief that he has what it takes to succeed, not only for himself but also for the people surrounding it and as such entrepreneurs will only start a business or venture when their perceived conviction is high enough compared to the opportunity that has arisen (Zerihun, 2015). It is a responsibility that has no measure, the responsibility towards the people, individuals and support team behind the entrepreneur. The cognitive ability is described as the knowledge structures individuals use to make assessments, judgements or decisions involving opportunity evaluation and venture growth (Wang *et al.*, 2016).

Entrepreneurial intention can be defined as the individual's conscious awareness and conviction to start a new venture in the near future and as such the theory of planned behaviour (TPB) indicates that individuals that has a greater intention to initiate behaviour, the increased probability that it will be implemented and followed through (Nieuwenhuizen & Swanepoel, 2015). Conviction also corresponds closely to the perceived behavioural control of the entrepreneur within TPB (Rusteberg, 2014). Entrepreneurial conviction is then a measurement of the ease with which entrepreneurs initiates or starts a new business or venture (Zerihun, 2015).

Demographic factors, general attitude and domain specific attitudes has a significant influence on entrepreneurial conviction (Rusteberg, 2014). Entrepreneurial intentions are influenced by the conviction of the entrepreneur, defined by the general attitudes and domain attitudes (Zerihun, 2015). Entrepreneurial intentions as such can thus be influenced by conviction, general attitudes (change, competitiveness, finances, achievements and autonomy) with domain attitudes (the payoff, social contributions and knowledge) and the personal variables which includes age, gender, education, experience and the radical change experience (Skosana, 2012).

Individuals who has an intention which comprises of the two dimensions such as conviction and preparation to form and implement a specific plan that details where, when and how the desired behaviour will be performed have a greater inclination to act on their intentions (Wang *et al.*, 2016b). Implementation intention improves the predictability of the behaviour intention construct within the theory of planned behaviour (Fayolle & Liñán, 2014).

If you apply the theory of planned behaviour into a model it would consist of a combination of the image of an entrepreneur, antecedents, personal attitudes, subjective norms, perceived behavioural control, and act as initiators of the intention to create a new venture (Farrington *et al.*, 2012). To create the entrepreneurial intent model it would also consist of entrepreneurial intent (EI), personal attitude (PA), perceived behaviour control, personal attraction towards entrepreneurship, perceived social norms and perceived feasibility (self-efficacy) (Nieuwenhuizen & Swanepoel, 2015).

2.5.4 The entrepreneur displays exceptional behaviour standards

The entrepreneur through his/her behaviour sets the tone for the venture and if it will be a success or not, and ensures that the business is viable to provide jobs and add to the economic climate of the country (Rante & Warokka, 2012). The notion that the entrepreneur must survive and needs to achieve to succeed can motivate people to work harder to improve the purchasing capability of the company and the general financial health of a company (Mutize *et al.*, 2015).

The entrepreneur displays exceptional behaviour standards regarding his work, his values and what he/she requires for the entrepreneurial venture, as indicated above entrepreneurial intention is a predictor of entrepreneurial success because it bridges the attitude and behaviour constructs. Intention can thus be viewed as a special case of belief that the object or goal can be achieved (Ilham & Musdalifah, 2015).

The entrepreneur holds himself/herself accountable and exert a standard that he/she holds themselves, as the notion that excellence attract excellence in the work place ensures that the entrepreneur attract the type of human capital required to take the venture further and into the future (Santarelli & Tran, 2013). They are the example, the leader, the individual with the vision and execution. To be able to achieve the goal, the behaviour standards are the entrepreneurs, and for the start-up to excel, it is basically the employees who try to reach the vision of the venture set by the entrepreneur, and in himself the entrepreneur knows that if there is to be a slight chance of success everything needs to be perfect (Lau *et al.*, 2009).

The entrepreneur with his/her behaviour standards has two roles to play, introducing new ideas into the business and to energise the business processes that is currently in place to exert a

professional level of competence to the outside world or the customers who use the products or services on offer (Raja, 2015). If looked at the ambiguity which is a lack of clarity around the meaning of certain events and the uncertainty regarding situations, the entrepreneurs actions and behaviour is the only trait on which he/she can rely on to make the venture successful (Gupta *et al.*, 2015).

Entrepreneurial activity is not immune to risks, the never say die attitude, patience and tenacity need to be owned by the entrepreneur. There are a couple of mental attitudes that must be owned by the entrepreneur (Ilham & Musdalifah, 2015).

- The entrepreneur has a strong will.
- The entrepreneur believes in his own abilities.
- The entrepreneur is honest and responsible.
- The entrepreneur has mental and physical resistance.
- The entrepreneur is diligent and tenacious.
- The entrepreneur thinks creatively and constructively.
- The entrepreneur has Internal Locus of Control.
- The entrepreneur is tolerant to Ambiguity.

In viewing the behavioural standards and mind-set that is set by entrepreneurs, it is important that future entrepreneurs identifies themselves with the entrepreneurial identity or mind-set before becoming an entrepreneur. The exceptional behaviour standards that the entrepreneur has fits in with the three psychological dimensions of need for achievement, need for competition and the need for independence (Barba-Sánchez & Atienza-Sahuquillo, 2012). The image of entrepreneurs might be interpreted as heroic and masculine and it might be difficult for someone to identify and view themselves as entrepreneurs (Hytti & Heinonen, 2006).

2.5.5 The entrepreneurial alertness and seizing of new opportunities

The ability of the entrepreneur to identify, be alert and select the right opportunity for a new venture is among the most important abilities and at the heart of entrepreneurship (Brockman, 2014). It can be said that an entrepreneurs prior knowledge and experience plays a crucial role in the entrepreneurs ability to identify and exploit the entrepreneurial opportunity (Arentz *et al.*, 2013).

Opportunity recognition is then as such entrepreneurship (Brockman, 2014). Entrepreneurs identify business opportunities to create and deliver value to stakeholders for venture. It is

commonly believed that elements of opportunities might be recognised, however opportunities are made not found (Ardichvili *et al.*, 2003).

Entrepreneurial alertness can then be defined as the ability to see and look without searching extensively for opportunities which has been overlooked until now by the general population (Sweet, 2012). Entrepreneurial alertness affects entrepreneurial commitment as it alertness that makes a company survive and implement new ideas to discover new business in uncertainty (Indrawati *et al.*, 2015).

Entrepreneurs find and exploit the opportunities by taking advantage of economic disequilibria by knowing and recognising things that other do not, knowledge and experience provides critical insight into the recognising opportunities rather than searching for opportunities in certain places. It can thus be said that entrepreneurship is driven by the perception of opportunity rather than controlling resources (Shrader & Hills, 2001).

The entrepreneur has to develop the required opportunity identification abilities and as such is a key element in carefully investigating and being sensitive to the needs of the market using the ability to spot the optimal time to deploy resources that might help the entrepreneur to begin to develop an opportunity, however opportunity development also involves the creative side of the entrepreneur (Karimi *et al.*, 2016).

The major factors that influence the process of opportunity recognition and development leading to new ventures includes (Ardichvili *et al.*, 2003):

- Entrepreneurial alertness.
- Information asymmetry and prior knowledge.
- Social networks.
- Personality traits as described above in behaviour standards and personal conviction.
- The type of opportunity itself.

The opportunity process begins when entrepreneurial alertness exceeds a threshold level that is increased when there is a coincidence of factors such as certain personality traits (creativity and optimism), relevant prior knowledge and experience and social networks. The particular activities are also affected by the degree of specific knowledge about the market needs and resources (Ardichvili *et al.*, 2003).

Most entrepreneurs have a high alert level towards opportunities and describes themselves as opportunistic and view new ventures as a natural event whilst casually think about new

opportunities, whilst opportunity identification is one of the key critical success factors for small businesses (Fatoki & Oni, 2015).

While alertness could be a born psychological trait it could also very well be taught or learned with experience as successful entrepreneurs immerse themselves in their respective industries and operating environments as a means to develop insights or have a competitive advantage in their market space. Using this insights and experience they have some value, industry experience and networking with customers, suppliers, employees and professional acquaintances that are the most important resources for identifying new business opportunities (Shrader & Hills, 2001).

2.5.6 The entrepreneur has a plan of action

Everybody knows people who have had the intentions to start their own venture, their own piece of the pie or heaven as they call it however up to now they have done nothing about it and have taken little action to turn their intentions into reality (Gelderen *et al.*, 2013).

This section although similar connects to the previous section, because when the entrepreneur recognises and become alert to an opportunity the entrepreneur seizes or take the opportunity with full force, immersing themselves into the opportunity and with higher levels of responsibility for the initial decision to start the venture to project completion increases the likelihood of escalation or entrepreneurial action (Kier *et al.*, 2014).

Entrepreneurial capitalism involves aligning the opportunities and diagnosing the treats, directing resources according to a certain policy or plan of action, as such shaping the organisational structures and systems to create and address the opportunities and threats (Teece, 2012).

By immersing themselves into the opportunity the entrepreneur has a road map or a plan of action to execute their vision for the venture and as such entrepreneur's venture are problem solving problems by being creative and innovative enough to resolve a past, current and future problem (Carland *et al.*, 1996). Opportunities as such can be then be treated as a mere concept until combined with entrepreneurial action, which then brings the opportunity to life and allows the opportunity to become a viable business or venture (Klein, 2008).

Since the entrepreneur decided to take action and start his/her own venture, self-control has played a contributing factor to translate the entrepreneurial intentions into action, the entrepreneur has a plan for every situation, thinking on his/her feet and using their network to

take action and ensure that they have a plan for every obstacle on their way to success (Gelderen *et al.*, 2013).

2.5.7 The entrepreneur is energetic and passionate

Researchers recognise the importance of emotions at work and for entrepreneurs the entrepreneurial journey is an emotional event and journey. It is where their passion and skill meet to become an energetic individual in pursuit of excellence, dreams and problem solving where self-regulation is viewed as a crucial factor (Syed & Mueller, 2014).

How is self-regulation developed then, if it is seen as grit, which every entrepreneur requires if it wants to be successful? Passion is the answer as it acts as a direct antecedent of grit (Syed & Mueller, 2014). Passion is a key element to move forward any entrepreneurial activity, especially in uncertain and resource limited environments where the entrepreneur lives in every day (Lu *et al.*, 2014).

Emotion is the broad label used to enclose the general phenomenon of subjective feelings or pleasure, displeasure, experiences such as dispositional affect, specific emotion and mood (Cardon *et al.*, 2012). When an entrepreneur is asking for funding of his/her latest venture the emotion displayed by the entrepreneur and the decision making process that investors goes through might be influenced by the emotion based responses (Davis *et al.*, 2014).

Combining of the entrepreneur's affective state, conscious processing of that state and the attribution of the state that causes the entrepreneur to collectively focus contributes to the experience of emotion, emotions such as passion affects all stages of the entrepreneurial process (Keller, 2013).

We will then use the label emotion to encompass the different types of subjective feelings. Entrepreneurial emotion refers to the affect, emotions, moods and feelings of the individual or collective start-up team that runs parallel to the entrepreneurial process, the meaning of recognition, creation, evaluation, reformulation and the exploitation of a possible opportunity (Cardon *et al.*, 2012).

One specific emotion or emotional state is triggered by passion from the entrepreneur which is to consciously access intense positive feelings experienced by engagement in entrepreneurial activities associated with roles that are synonymous with the self-identity of the entrepreneur. Successful entrepreneurs experiencing passion is the "fire of desire" that drives their daily efforts and motivates them to persist in the face of obstacles. The passion for the venture will keep the entrepreneur driving forward despite all the negative aspects of starting a venture and

all the hurdles that is presented before reaching success. It is of cardinal importance to ensure ultimate success of the entrepreneur (Breugst *et al.*, 2012).

There are typically three types of entrepreneurial passion, the passion for inventing, the passion for founding and the passion for developing. The passion for inventing relates to identifying, inventing and exploring new opportunities. The passion for founding reflects the activities involved in establishing a venture for commercialising and exploiting opportunities. The passion for development reflects the activities related to nurturing, growing and expanding the venture after the founding. Entrepreneurs who engage in activities for which they are passionate, they show strong and positive emotions towards their projects (Breugst *et al.*, 2012).

Entrepreneurial passion has an immense impact on employee commitment to ventures through influencing their work and goal clarity but it varies depending on which passion type and as such passion is argued to enhance entrepreneurial creativity, aid recognition of new opportunities and increase persistence (Hubner & Baum, 2015).

Passion for inventing and developing are conducive to employee commitment however passion for founding is detrimental to employees. Perceptions of the entrepreneurial passion mainly impacts employees through the affective path and not so much through the cognitive path or goal clarity path (Breugst *et al.*, 2012). Passion allows the entrepreneurs aspirations to endure the challenges and unpredictable failures and have a high level of commitment (Tasnim *et al.*, 2014).

Entrepreneurs displaying passion increases the chance of receiving investor capital whilst having a positive impact on the performance of the organisation, it also allows for when situations of uncertainty strikes that passions ensures consistency of purpose, energy and commitment (Kozłowski, 2016).

Entrepreneurs have substantial emotions due to the extreme amounts of time pressures, uncertainty and the external personal consequences tied up in the fate of the venture. Research have examined the ties between passion and behaviour amongst entrepreneurs and has evaluated that identity is important to the target of passion. Passion differs from individuals because their experience is different as passion is also a domain specific motivational construct. Passion must have a target related to certain activities, activities differ across various domains and as such so does passions (Murnieks *et al.*, 2012).

Passionate entrepreneurs who channels both emotion and passion positive energy towards new variations of existing resources improve the likelihood of the ventures survival and ultimate success (Stenholm & Renko, 2013).

2.6 Defining entrepreneurial success

“Timing, perseverance, and ten years of trying will eventually make you look like an overnight success.” - Biz Stone, co-founder of Twitter. (Entrepreneur, 2014)

The entrepreneurs capabilities as components of technical, management and personal entrepreneurial skills contributes as the building blocks of any business enterprise (Agbim, 2013). In the new technological era of computers, telecommunications and information technology the context of business has become global and competition has intensified all over as such success is not guaranteed nor granted (Solymossy & Gross, 2014).

Defining entrepreneurial success is quite a difficult task, mainly due to that being an entrepreneur an individual accepts some risk, calculated yes, however there is always a degree of uncertainty regarding the choices the entrepreneur makes which sometimes can be defined as luck, an unexpected performance (Liechti et al., 2012). Only time will tell if the entrepreneur made the correct choices. Entrepreneurship is thus more of a journey than a final destination as believed by most (Burton *et al.*, 2016).

If entrepreneurship is a journey of discovery and courage, entrepreneurial success cannot be achieved within the first year of the venture being open for business (Spinelli & Adams, 2012). A new venture takes approximately the first year to establish some form of customer base, the second year to understand the market and opportunities presented in those markets relative to the business. Only in the third year if the venture is still operating, does the venture begin to grow and expand through the increase in sales (Katre & Salipante, 2012).

Ensuring that the entrepreneur’s venture has been established for three years, still doesn’t make it a sure bet that the venture will survive however its chances of survival does also depend on how close the venture or business is to the required resources, alliances and the significance of the business to the entrepreneur (Levy, 2012).

The venture must mature and move from infancy so that it can sustain and absorb difficult challenges and obstacles in the ventures way. There are significant amount for ventures that have been in business for 20 years which closes their doors through bad management, poor decision making and appointing the wrong people (Millán *et al.*, 2014). Entrepreneurial success is based on actions, actions are determined by the entrepreneur’s goals and strategies put in place. Primary education enhances the entrepreneurs success footprint and ensures that the business is less likely to fail (Kolstad & Wiig, 2015).

The concept of action and strategies is the bottleneck that all entrepreneurial venture success is accomplished or not accomplished. Strategies and tactics are goal orientated and

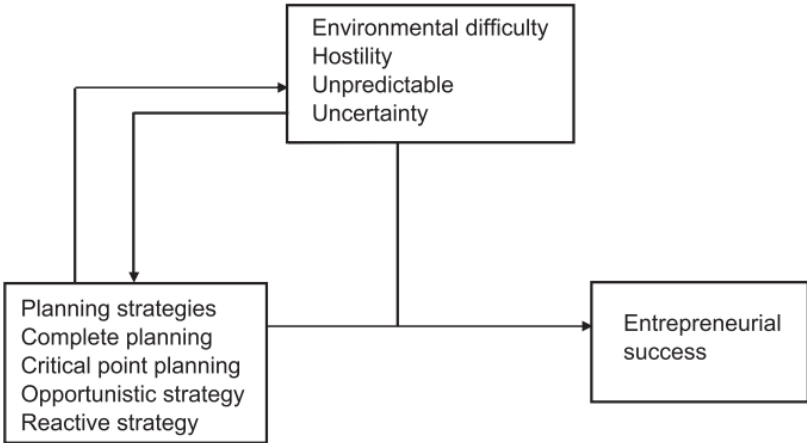
entrepreneurial success is dependent on these variables amongst others (Rauch & Frese, 2000).

Goals and strategies for ventures might be wrong in the end, inefficient or misplaced in a certain environment or market. An entrepreneur’s prior success or failure has an effect on modifying goals and strategies. With success or failure the entrepreneur now has experience which is of endless value when critical decisions and as such the fate of the venture is in play. All the personality influences, human capital and environment of the venture has to be ventured through (Rauch & Frese, 2000).

All the definitions above that define entrepreneurial success there is also the social context, unexpected events, recognition of favourable opportunities and access to the necessary resources may also increase entrepreneurial success (Marques *et al.*, 2013). In general the study done by (Besser & Miller, 2013) shows that entrepreneurs who start their business to provide for their family together with areas where the venture is found in high bridging social capital towns was perceived to have more success (Besser & Miller, 2013).

It is extremely difficult to define entrepreneurial success as every entrepreneur has his/her own version of being successful and as an old Chinese proverb saying goes that entrepreneurial activity requires capital, capability and personal involvement (Huang, 2016). It can however be said that if after three years your doors are still open there is hope for the future of the entrepreneurial venture. For the entrepreneur it means venturing of on his/her entrepreneurial journey, for the venture it means going through the stages of venture growth (Spinelli & Adams, 2012).

Figure 2-3: A general framework of success based on the main assumption that actions lead to success



Source: Basardien *et al.* (2013)

In Figure 2-3 above, the framework created by (Basardien *et al.*, 2013) suggests that planning strategies for the entrepreneurial ventures is very important especially in the context of growth in local and global markets and that planning strategies and entrepreneurial success in conditions of environmental difficulty.

One of the ways that a venture is sure enough to succeed is to have certain entrepreneurial skills, skills can be learned and also replaced (Agbim, 2013). The true test of the entrepreneurial potential and the ability to succeed is to put into practice the skills you have learned and gathered (Salako & Yusuf, 2016).

2.7 The knowledge and skills required for entrepreneurship

“If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving forward.” - Martin Luther King, Jr., pastor, activist, humanitarian and Civil Rights leader. (Entrepreneur, 2014)

The economy of the 21st century is an economy that is turned by knowledge, knowledge of service, information based activities and a venture ability to create, commercialise and sustain knowledge has become a key factor to generate sustainable returns. Entrepreneurial orientation and entrepreneurial skills are essential factors required to realise entrepreneurial intention (Ibrahim & Lucky, 2014). Entrepreneurial skills as a business skill, will enable the entrepreneur to perform effectively in uncertain environments or the entrepreneurial environment (Shahzad *et al.*, 2016).

The 21st century has ensured that to be competitive an individual requires the skills, knowledge and abilities (KSA's) one needs to excel (Boyles, 2012). Typical skills characteristics of the entrepreneur include self-belief, boldness, tenacity, passion, empathy, constant state of readiness to motivate and encourage individuals in the entrepreneurial venture to reach goals and achieve the objectives to take advantage of the opportunity and risk involved (Ibrahim & Mas'ud, 2016).

Entrepreneurial skills can only be transferred by learning which consist of three major such as the personal and social emergence of the entrepreneurial identity, contextual continuous learning and the negotiated enterprise which is the negotiated relationships the entrepreneurs have with the workers in the working environment and the learning that surfaces (Seuneke *et al.*, 2013).

Knowledge which comprises of fact as to what is the case, is merely one sort of knowledge. Knowledge regarding oneself, as to who am I or self-reflection is another type of knowledge, which can arguably be a life-skill and the first step in relational understanding. Tacit knowledge refers to a term such as understanding more than one is saying and a profound knowledge of a

depth of understanding of a subject which might facilitate the contributions of future innovations. In a study that was done by (Elmuti *et al.*, 2012) shows that there is causal links between the entrepreneur education (skills), social competence (interpersonal skills) and basic entrepreneurial training skills and the business success to a degree.

Skill such as managing ambiguity, creativity, abilities to resolve problems and complex problems together with taking initiative is regarded as key competences for entrepreneurs (Shabbir *et al.*, 2016). This provides the opportunity of life-long learning given the realisation that entrepreneurs can never know enough or be sufficiently skilled. Skills however are not the same as abilities (Chell, 2005). The word skill goes hand in hand with words such as ability, competence, knack, aptitude and talent which is all words that goes with action, ability and the capacity to do something (Ibrahim & Lucky, 2014).

The exercise of skill produces an end result such as proficiency of tasks, whereas abilities are more toward general traits. The combination of skills and abilities as competencies which is a general term for to begin, capable of doing or achieving (Chell, 2005). Entrepreneurs has to assess the odds for success in the business environment and it requires the entrepreneur to have the necessary management motivations and skills, a degree of training and experience (Sirbu *et al.*, 2015).

Entrepreneurs are more than likely more skilled than the workers working for the entrepreneur, and the more skilful the entrepreneur the larger the venture at the end of the day, and the more skill the entrepreneur has the more skilful workers are working with the entrepreneur which means in short that entrepreneurial skills have a direct impact on job creation and the quality of the jobs that has been created (Baptista *et al.*, 2013).

Entrepreneurial skill also has a tolerance to stress, which is quite important in the entrepreneurial environment (Morales & Marquina, 2013). There seems to be four key categories for entrepreneurial skill such as technical skills, entrepreneurial skills, management skills and personal maturity skills or emotional intelligence (EI) (Shahzad *et al.*, 2016).

Each one of these Meta categories have their own subset of skills. We will explain these skills and also the sub skills inside each of these categories.

- Technical skills – technical skills are the skills that goes beyond the normal production cycle of products or services but includes managing supply chains and being knowledgeable about new technologies that enters the market that might be able to provide a better or increase competitive edge (Chang & Rieple, 2005).

- Other skills in this field includes managing of operations, managing supplies and the supply chain, office or production space skills which includes the ability to source buildings and design the workplace effectively, managing the plant equipment, the technology and the production process to the fullest (Chang & Rieple, 2005).
- Management Skills – these skills include the planning and organising, identifying possible customers and distribution channels, sourcing and managing financial resources, managing or minimising risks and the ability place the appropriate structures and control mechanisms in place. Entrepreneurs include higher order skills such as continuous learning and problem solving, the ability to build core competencies and capabilities of both the venture and the team together with dealing with personnel and staff effectively (Chang & Rieple, 2005).
 - Other skills in this field include planning, organising and supervising, marketing skills, including the ability to identify customers and distribution channels and engage with both customer and providers effectively. The financial management skills, legal skills and administration skills to have the ability to align the organisational structure and strategy with higher order skills of learning and problem solving (Chang & Rieple, 2005).
- Entrepreneurial Skills – these skills include crafting a concept into a business plan, opportunity recognition, environmental scanning, and the ability to access external expertise and recognise when to assist personnel by providing advice (Chang & Rieple, 2005).
 - Other skills include, developing a concept and business plan, environmental scanning, opportunity recognition and advisory board and networking (Chang & Rieple, 2005).
- Personal Maturity or Emotional Intelligence Skills – these skills include self-awareness, the ability to evaluate one’s self to understand what has happened, recognise and improve on weaknesses. The taking of personal responsibility for resolving key problems and dealing with the problems as they arise without being derailed. This also includes the emotional capacity to understand, evaluate and explain one’s emotional state to others and to use the emotions to enhance thought. Personal maturity also includes creativity, the ability to produce solutions and generating new ideas, recognising problems, deficiencies and knowledge gaps to problems (Chang & Rieple, 2005).
 - Other skills include self-awareness, accountability, emotional coping and creativity (Chang & Rieple, 2005).

An elevated skill set are required for the realisation of larger goals, however skills can be taken for granted if they are learned and left unused, undervalued or largely ignored. This happens when skills are acquired but not used or executed. Personal skills, interpersonal skills and

process skill have been shown to have a significant relationship to the entrepreneurs organisational effectiveness and overall performance (Alipour & Taleghani, 2016).

Once learned skills can be used or actioned without any conscious thought. They are thus multidimensional constructs and comprise of the cognitive, affective, behaviour and contextual. The development of skills are a continuous process and the identification of a fundamental or needed skill set is generally thought to include talents, abilities, capacities and expertness (Chell, 2005).

Due to the ever changing world and the era of technology and information transfer, society will see more and more tech entrepreneurs with the required IT skills and knowledge enter the entrepreneurial stage, as such knowing how to use IT to gain a competitive advantage is growing ever important in business (Read *et al.*, 2014). Networking skills are also becoming a more important skill set to have and is something that is under rated in the entrepreneurial skill set (Armanurah *et al.*, 2014).

Entrepreneurial skills and experience are required to ensure that the opportunities that presents themselves are exploited which also requires experience and knowledge of the market place and collaboration with users, prior experience in invention activity, integration of multiple fields of research, research ability or excellence and participation in a wide network (D'Este *et al.*, 2012).

2.8 Driving forces for entrepreneurship

"Entrepreneurship is neither a science nor an art. It is a practice." – Peter Drucker, management consultant, educator, and author. (Entrepreneur, 2014)

When looking at Entrepreneurship there is an expectancy to lead diversity, innovation, competition, employment and learning which is then when economic growth occurs (Block *et al.*, 2013). The driving forces for entrepreneurship can be divided in two functions, a push function and a pull function (Dawson & Henley, 2012). Pull factors can be seen as positive motivation to attract or pull individuals to become entrepreneurs, whilst push factors can be seen as negative motivation as it forces individuals to go into entrepreneurship. These two driving forces for entrepreneurship will be discussed in this section where we look at what factors can be classified as push and pull factors (Eijdenberg & Masurel, 2013).

In short the push factors have to do with the lack of alternatives for example unemployment, lack of available work, current job stress and insecurity, insufficient working conditions whilst the pull factors include the reasons that attract people to a career in entrepreneurship (Dafni, 2012). In a growing economy it is natural to see the acceleration and emergence of opportunity

entrepreneurship whereas necessity entrepreneurs which is suffering from a lack of individual and household assets which will push them into entrepreneurship regardless of recession times or lack of job opportunities (Brünjes & Diez, 2013).

Push and pull factors are not exclusive factors but are identical, applied to different groups of people classified as opportunity entrepreneurs and necessity entrepreneurs (Fossen & Buttner, 2013). Individuals who are driven by poverty and survival, lack of choice in work to start business ventures, the developed countries and regions it is innovation and opportunity that is the primary motivator for starting a business (Wilcox, 2003). The greater the poverty, the more necessity entrepreneurship is, thus a resulting coincidence (Eijdenberg & Masurel, 2013).

Various parts of the world starts businesses to be their own manager or boss, more control over the individual's future and to obtain an alternative route from a dead-end job to obtain additional money and providing products that are not available elsewhere. In most developing countries people enter business or become entrepreneurs out of economic necessity, the need to survive or to find productive use for the time and energy spent (Ahmed et al., 2012).

The reason why motivations are so important to entrepreneurship is that they are the driving forces that can be classified as either pull (opportunity) or push (necessity) forces, it doesn't necessarily look at gender to whom is more motivated than the other (Ismail *et al.*, 2012). The entrepreneurial forces of push, and the entrepreneurs who became through necessity is also sometime called forced entrepreneurs (Williams & Williams, 2014).

Pulled entrepreneurs are typically individuals who were attracted to entrepreneurship and desired to start their own ventures. Pushed entrepreneurs are typically individuals who are individuals who are dissatisfied with their current position, for various reason unrelated to their entrepreneurial character (Eijdenberg & Masurel, 2013). Entrepreneurs are sometimes driven by both necessity and opportunity factors or both push and pull factors (Williams & Williams, 2014).

Pull factors include entrepreneurial drive, direct and select behaviour towards actions and goals and as such the desire for independence. Other factors include seeking autonomy, authoring, making declarations are core competencies in becoming self-employed. Seeking autonomy can be explained by to escape from, or become removed from, the constraints in the environment. Authoring can be explained by the actual breaking free of the constraints and making declarations about the intention to mobilise support and generate change. Other factors include the need for achievement, internal locus of control, desire for independence, vision, passion, drive, goal setting and self-efficacy (Eijdenberg & Masurel, 2013).

The knowledge spill over theory (the context which has a lot of knowledge and is used to generate entrepreneurial ideas) brings together theories and thoughts of entrepreneurship regarding theories of economic growth, geography and strategy and is one explanation why individuals choose to become entrepreneurs (Acs *et al.*, 2013). In a study that was conducted by (Kirkwood, 2009) it was found that women were more prone to entrepreneurship due to the desire for independence, both women and men thought of their families as driving forces and men were more influenced by job dissatisfaction than the woman.

Push factors for becoming an entrepreneur can typically be found in poorer regions or regions where there is high unemployment rates, bad economy can lead to new venture start-ups of self-employed individual. Typically known as the refugee effect. Satisfying basic needs in poor communities such as the need for shelter, food are most significant when the individuals decide to become entrepreneurs. These push factors are mostly environmental obstacles that entrepreneurs in Africa has to overcome. The poor economic and poor situations encourages the entrepreneur to survive, and as such forced to become an entrepreneur (Eijdenberg & Masurel, 2013).

Now that we have established the motive or drivers for starting a new venture either through push or pull factors we can establish 2 clear motives, one of motivation, ambition and aspiration (Hessels *et al.*, 2014). In general it can be mentioned that necessity motivated entrepreneurs tend to have a lower aspirational levels than the entrepreneurs driven by opportunity motivations (Hessels *et al.*, 2014).

In the next section about how entrepreneurs are motivated we discussed the internal factors that propel action and external inducements to action, the entrepreneurial incentives which refer to the opportunities that would be mostly highly valued (McCaffrey, 2014). The three actions that motivates entrepreneurs can affect direction (choice), intensity (effort) and duration (persistence). Motivation can only affect the use of individual's skills and abilities but also to what point they utilise their skills and abilities (Eijdenberg & Masurel, 2013).

2.9 Entrepreneurial motivating factors for becoming an entrepreneur

"You shouldn't focus on why you can't do something, which is what most people do. You should focus on why perhaps you can, and be one of the exceptions." - Steve Case, co-founder of AOL. (Entrepreneur, 2014)

Motivation are the factors that influence individuals to conduct and act in certain ways, these components can be the direction of where a person is trying to go in, the effort of how hard an individual is trying to accomplish the task and the persistence in how long a person keeps on

trying (Kanyari & Namusonge, 2013). The motivational theories can be categorised into drive theory and incentive theory (Lonnstrom, 2015).

Having discussed the push pull factors for entrepreneurship we can also be called the entrepreneurial effect and as such the prosperity pull in the relationship between unemployment and self-employment (Eijdenberg & Masurel, 2013). The factors as such for pull as mentioned above can be accounted to self-realisation, financial success, role models, innovation, recognition and independence which can influence an individual to pursue entrepreneurship (Hessels *et al.*, 2014).

Entrepreneurs whom has a high need for achievement are more likely those who start ventures and businesses which has a high responsibility attached to it and as such the need for achievement becomes the motivating factor (Kanyari & Namusonge, 2013). Each entrepreneur has their own unique motivators for starting their businesses, for instance mompreneurs (entrepreneurial mothers, not to be confused by woman entrepreneurs) are typically motivated by a unique factor which is named intrinsic motivators (Jean & Forbes, 2012).

Woman in general are motivated by to be able to create a work life balance between work and family, to create flexibility of movement between the family and work (DeMartino & Barbato, 2015). Men on the other hand were motivated by creating income and gain professional freedom (DeMartino & Barbato, 2015).

It is suggested that even individuals who doesn't have entrepreneurial orientation can become entrepreneurs if their surroundings are stimulating the thought and action of becoming through support and positive reaction to entrepreneurship. Culture, formal education and public policies all play important roles in entrepreneurial orientation and motivation (Marques *et al.*, 2013).

However pursuing entrepreneurship and being motivated to become an entrepreneur and start a venture are two different aspects. There are generally three types of venture start-up motivations such as (Hessels *et al.*, 2014):

- The Independence Motive – These are entrepreneurs whom autonomy and independence is a dominant motive for pursuing self-employment. They see a limited growth for their venture however enough to sustain their freedom related needs and as such their lifestyle. These entrepreneurs decide their own goals, methods, and time schedules. Autonomy driven entrepreneurs enjoy doing things in their own way (Saha, 2016).
- The Increase wealth Motive – These are entrepreneurs whose motive is to increase their income and relates positively to their ambitions for growth and innovation. In this case both

growth and innovation may be instrumental for them to achieve a higher income which is both extrinsic and intrinsic (Saha, 2016).

- The Necessity Motive – These entrepreneurs tend to have a lower aspiration or energy than the opportunity related entrepreneurs. They are like to depend more heavily on their new ventures for daily economic proxies and as such the level of economic survival might positively impact their aspirational development and the rate of economic growth of the new venture. They are concerned about their family wellbeing in general and also constrained by their access to human capital, financial capital, access to resources, knowledge capital, technology and other resources (Saha, 2016).

The other variables that might influence entrepreneurial motivation include personal characteristics, family's entrepreneurial legacy, professional background, demographic profile, formal education and training, and obstacles for entrepreneurial activity (Marques *et al.*, 2013). Typical categories for motivators also include demographic variables such as gender, attitude, value or the psychological factor (Saha, 2016).

There are also three cognitive biases to starting new ventures, these biases are namely (Simon *et al.*, 2000):

- Overconfidence – That is the failure of the entrepreneur to know their own limits of knowledge.
- Illusion of control – This is when the entrepreneur overemphasizes the extent to which their skill can increase performance in situations where the roll of the die plays a large part and their individual skill is not necessarily the deciding factor. Entrepreneurs believe that they can control the uncontrollable events and as such accurately predict the outcome of some events.
- The belief in the law of small numbers – This occurs when the entrepreneurs limits their information search, or has limited information regarding a topic and as such draw conclusions and make decisions on data that might be incorrect. They draw a small sample size of information and makes larger decision based on the accuracy of the smaller sample.

Values are also seen as motivators though instrumental values or terminal values, where instrumental values provide the means to achieve the desired outcome (short-term goal) and terminal values are the ultimate goal entrepreneurs want to achieve overall (long-term goals) (Lonnstrom, 2015). Culture can also be a significant motivator for entrepreneurship depending on how it is viewed and supported throughout (Irene, 2016).

In reading the above we can then conclude that there are variable and extreme reasons for starting a new venture, however it must be mentioned that it is largely an entrepreneur's perception, rather than true reality that explains the decision to start a new venture. The entrepreneur must be of the opinion that he/she has to potential to change the world we live in today to be motivated enough to start a venture (Simon *et al.*, 2000).

2.10 Summary

"Watch, listen, and learn. You can't know it all yourself. Anyone who thinks they do is destined for mediocrity." - Donald Trump, chairman of The Trump Organization, the Trump Plaza Associates, LLC. (Entrepreneur, 2014)

The entrepreneurial adage of going lean and hungry is a false conclusion to the entrepreneurial traveller, the journey which starts with an idea and making it successful is always longer than expected and inevitably a lined with difficult challenges. As such only the true adventurers should apply (Crainer, 2013).

In this chapter it was shown that technology plays a significant role in businesses and the way business is conducted. I does have an impact on products and the way products for businesses are established and created.

Entrepreneurs are creators at their core and as the literature has shown is that an entrepreneur is a value creator. The entrepreneurial driving forces that are the push pull factors for entrepreneurship, which in essence drives the entrepreneur into entrepreneurship. Together with the driving forces there are also the entrepreneurial motivators that motivates that entrepreneur into entrepreneurship. The drivers and motivators are different factors that influence entrepreneurship, but they move together hand in hand.

The chapter also looked at what are the typical traits and characteristics of the entrepreneur and also what motives the entrepreneur or the individual to start their entrepreneurial journey. There is enormous risk, calculated risk that is required and also the bravery and endurance coupled with passion to endure the tough times.

The drivers and motivators for entrepreneurship plays a vital if not a crucial role in the intention of starting a business, how has it changed in the past decade or so with all the economic turmoil that has overcome the world economic system.

CHAPTER 3:

RESULTS AND DISCUSSIONS OF THE EMPERICAL STUDY

"It's not about ideas. It's about making ideas happen." - Scott Branson, co-founder of Behance. (Entrepreneur, 2014)

3.1 Introduction

In this chapter the research study results will be shown, how it was obtained and a discussion of the interviewee's answers to the questions for the study as the complete interview answers on the questions follow. This chapter is divided into two sections, the first section which starts off at section 3.3 on page 47, which is the interview questions asked and the entrepreneur's responses to those questions. The raw data from the interviews. The second section which starts at section 3.5 page 84, is the interpretation from the questions asked and the responses from the entrepreneurs. The conclusions that was drawn from the interviews.

This will be done using the qualitative techniques that deal with the subjective data that was gathered during the interview process with each of the candidates (Welman *et al.*, 2005). The interviews were flexible and explorative to best understand what the interviewee's entrepreneurial journey through the drivers and motivators.

The study focuses on the entrepreneurial drivers and motivators, if it has changed or if it had remained the same. If it had changed what new drivers and motivators have come onto the scene in the entrepreneurial space? Looking at our problem statement together with the primary and secondary objectives, this study looks to answer the problem statement through the quantitative process.

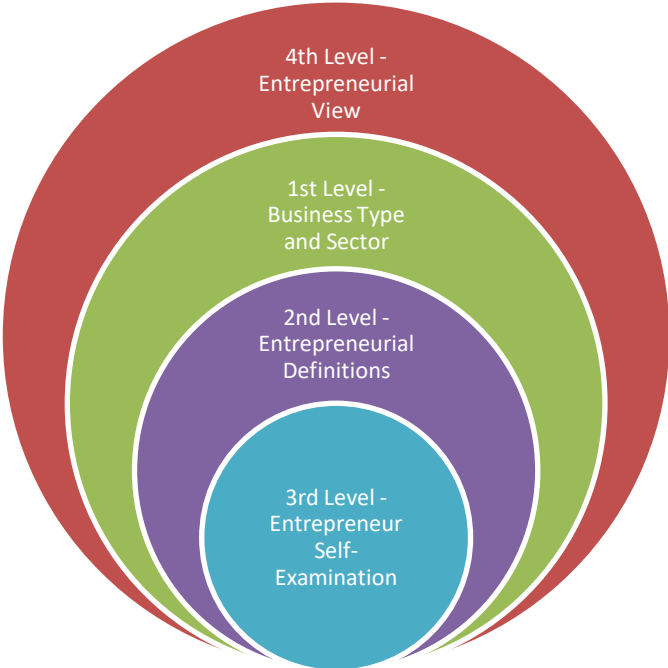
The interview guide framework for this the study were setup to first understand what type of business the interviewee was in after which it was discussed how his/her business has changed and or evolved into what it is today and what the biggest influencer of the change was. Secondly the interview guide framework looks to understand what the entrepreneur defines as entrepreneurship and entrepreneurial success through his/her own view. The third part of the interview following the interview guide framework is about the entrepreneur themselves, asking the deep self-examining questions regarding themselves as entrepreneurs and their experience. The last part of the interview is asking about the entrepreneurs opinion and advice regarding current obstacles facing someone in becoming an entrepreneur.

The framework from which the interview guide was conducted was to start at a level (level 1) the business, moving to Level 2, the environment, then up close and personal in level 3 and then

moving out again to level 4 as depicted in Figure 3-1 below on page 45. This interview follows this specific order for the reasons mentioned above.

This chapter then looks at the results obtained during the study, using the framework above during the interview process and examining the data captured during the interview process that relates to the primary and secondary objectives mentioned in chapter 1 regarding the objectives of the study at section 1.3 on page 4 and sub section 1.3.1 and 1.3.2 also on page 4 of this study.

Figure 3-1: The interview guide framework for the interviews used



Source: Compiled by researcher

A look into the data gathered in the interview process together with a detailed examination of the data gathered during the whole process. This chapter will then conclude on a discussion regarding the data and interpretation.

3.2 Gathering of data

In this section the study will look at how the data was collected, the sampling method, the data collection techniques and how the interview process proceeded.

3.2.1 Data collection process

The data was collected through semi-structured interviews, which means that the researcher had already compiled a questions list that the researcher used as a guideline, however it was

merely a guideline to the interview process and if there were additional questions that required asking to get to the specific answers to the questions the researcher could do so as well.

The interviews were mainly done at the participants' place of work in the participants' respective offices, however there was one case where the participant didn't have an office space which the researcher and the participant met at a coffee shop. The interviews were conducted face to face which means that the researcher could observe the participants' movement, uneasiness or confidence talking about their entrepreneurial journey and how it has changed.

3.2.2 Sampling

The target population for this study were entrepreneurs, the entrepreneurs had to have their own businesses running for at least a three-year period. Using non-probability sampling through self-selection and convenience sampling the entrepreneurs were chosen (Welman *et al.*, 2005). This means that the study was done taking convenience into account and the accessibility of the entrepreneurs. Many of the entrepreneurs are well known in the circles that the researcher is moving around in and other participants have been referrals by the other entrepreneurs interviewed for this study.

The initial entrepreneurial sample target was set between 12-15 entrepreneurs however due to the nature of the interviewing process and the time frames of the study, the researcher could only manage to complete a total of eight interviews from a range of sectors in the economy on such an industry range such as the industrial sector to the textile sector. This allowed the study to also see how the behaviour changes of the entrepreneurs in different sectors and also different industries.

3.2.3 Data collection technique

The data for the study was collected using face to face interviews as part of a qualitative research study. The data that was collected for the purpose of this study was required to come from the primary source, the entrepreneur who fits the entrepreneurial profile of the study (Welman *et al.*, 2005).

Even though the literature study revealed some of the common drivers and motivators for entrepreneurship, the question that the study was trying to answer and establish was, if the drivers and motivators had changed? The concept of change is difficult to define, especially in such a broad field such as entrepreneurship. Using the common drivers and motivators found in the literature study as a guide it was a great starting point to see how many of the drivers and motivators resonated with the respective entrepreneurs in the study.

Semi-structured interviews were chosen due to the broad experience of all respondents and then conducted with each participant in accordance with the interview guides that the researcher used as part of the general questions (Welman *et al.*, 2005). Instead of leading the participants into a specific direction, open ended questions were asked to allow the participant to express their own point of view and experience regarding each topic which using some prompts the interviews could become unstructured discussions to explore more themes and/or variables (Welman *et al.*, 2005).

Data was collected both on a recording of the full interview and using the interview guide where some questions was asked for the entrepreneur to rate on the interview guide such as the importance of and select that which character fits them most. This was introduced as a checkpoint at first however after the interview this also revealed some interesting data and insight which will be discussed during the results section below.

3.2.4 The interview process

The interview process was completed via face to face interviews using the interview guide that was setup according to the literature study done in chapter 2 of this study. Each entrepreneur that was interviewed for this study was called by the researcher personally and a time and place arranged for the interview.

Each interview, except for one, was conducted at the entrepreneur's place of work in their respective offices. Interviews was originally scheduled for 45 minutes to 60 minutes but the average interview lasted on average 90 minutes. All interviews were recorded using the researchers iPhone digital recorder for ease of use when transcribing.

3.3 Drivers and motivators for entrepreneurship response

The following section describes the questions with the answers from the interviewee's and the researcher's interpretation of the answers in the section that follows. The first question was merely an introduction to the study and to ensure that the interviewees understood what the interview was about.

Before we start with the various questions and the themes around each, it is important to understand that the questions that were asked was very difficult to answer from the start and required a lot of thought in most aspects. The reason for this was that the questions became very personal to each entrepreneur and caused a lot of reflexion back to the start-up days of the respective business, why the entrepreneurs did it and what caused them to prevail.

The next section shows the raw interview data, the questions that was asked and the answers from all the entrepreneurs underneath all of the questions asked. The section that follows after this, the answers will be examined in more details and categorised into themes and topics.

3.3.1 Business sectors and business types

The business sectors in which the entrepreneurs operate in, in the study covers a vast area and in the interviewee's case it also is in opposite industries. All entrepreneurs that the researcher has interviewed have participated in this study don't just provide one type of service or product, they provide a full solution and they have the capability, the expertise and the know-how to get the work done. The question that was asked here to the entrepreneurs were "What is your business, business type?" and these are their responses to the question.

"Engineering. Innovation, in other words solutions driven. We supply a solution for a customer that is what we want to....I would define it as a link between technologies, you take your technology and you take someone that manufactures or a need to manufacture and then you can work with each other. It can be anything from if you use a robot and if you work on a special machine to improve your current process. I think that is where a niche market lies in the view that all the information that we have, the skills that we have – the skill set, that is the package that we can provide a customer a solution with. Customers usually ask themselves where do they begin? How must they do it? How must they....they have the idea but they say we have a robot or two. We have concept for a jig, how are we going to make this work? That is where we come in" JHAM*****PTA. 23 Sept. 07:26 via physical interview

"We supply turnkey solutions with regards to robotics and automation" "For somebody who doesn't know what it's about it doesn't say a lot but if you know anything about robotics automation then simply the words turnkey solutions for robotics and automation, it answers all the questions because that is exactly what it is." AMRI*****PTA. 27 Sept. 11:03 via physical interview

"In other words it gives you a whole solution on what your requirement is, from design work to a physical product, a final product that you can put on the table that can be supplied to any industry. A type of business that has established itself in the market as a turnkey solution service that can supply most of the industries locally. The biggest competitor is China, so we try work with a lot of the local companies or, at least local, because I believe that there is enough business to do things locally" FNSO*****PTA. 29 Sept. 10:56 via physical interview

"The business is registered as Interior Decorating in all aspects. I had it...I had touched on all the levels, however it had stayed small, so primarily it is curtains, soft..., blinds, anything that

*has something to do with interior decorating.” LJLP*****PTA. 03 Oct. 16:44 via physical interview*

*“In short it would be a HR and IR Outsource consultant business where consultation would be provided to medium to large businesses on various levels from anything that is written in the labour law where the relationships between the employer and the employee requires intervention and or management, if I can put it that way.” WMLT*****PTA. 11 Oct. 14:15 via physical interview*

*“We do automation, engineering, engineering automation. We are actually a bunch of lazy people here [laughing], so we work extremely hard so that other people don’t have to work hard.” WVST*****PTA. 18 Oct. 15:15 via physical interview*

*“Interior designers, plans designs from scratch. There’s a difference between interior designing and interior decorating. I’m a designer.” LSLR*****PTA. 1 Nov. 15:00 via physical interview*

*“You know, there are a lot of draughtsman, there are a lot of technicians, both junior and senior in the industry that can do a lot of that work, but an architect’s work is a lot more than just drawings and so it is about the total holistic approach to architecture, which, yes, is about creating something from nothing. You have to think creation. Entrepreneurship also falls into the same category. The type of things you do, you work a lot with people, so I think if you have to look at the profile of what an architect is and who is an architect, I think there is a large difference in profiles and for one person to completely have all the skills it is almost impossible” WSWS*****PTA. 9 Nov. 11:30 via physical interview*

3.3.2 The start-up

The start of any company is a difficult task, there is a lot of emotion involved and in some cases the entrepreneur always wonders if they are doing the right thing. If the entrepreneur have experience in start-ups the entrepreneur knows what he/she is in for, emotionally however there is always that little bit of doubt if this will ever succeed or not. The question that was asked here to the entrepreneurs were “How did you get started?” and these are their responses to the question.

“There was a project, or actually, I worked for a company and then someone approached me and said “listen, we have precisely wat I mentioned now, we have this product which we want to build, and how can we automate it?” I went and thought a bit about it and worked out a process flow and what we required to build the whole concept. I did the presentation and showed them,

*they then said when can we begin? So that is how it started.” JHAM*****PTA. 23 Sept. 07:26 via physical interview*

*“Started in 2004. It started as a concept that was driven by the fact that I worked for an automation company. There’s a difference. They were an automation company. They made a little bit of robots and my dream or my passion was always robots, so I decided to do a robotics company that does a little bit of automation. Sounds like the same thing but it’s not and so we started ***** as a concept because I like robots. I love the sale of them, I like the way they work and it’s always an interesting field that I think is growing and basically started in my house from a single desk and came up with concepts and started from there in 2004. What I found is that there weren’t a lot of robotics companies in South Africa and I have already been running a separate robotics company from the company that we were doing although it belonged to the same German holding company. So I knew that there was a market. There just wasn’t a market that was ready. There wasn’t a lot of companies focusing on that market and so I knew that there would be a market. I didn’t know where the business was going to come from. I didn’t know how I was going to generate it. I didn’t know- there was no project. There was just an idea that it could possibly work and that’s basically how it started to go back to Question 3 How did I get started. I had the passion, the drive, and I had the experience. I didn’t have the money. So, the first thing I had to do, I had to decide how I’m going to start the business. I started first and foremost, because I had no money, I had to get a partner who did have money. And I had to give 50% of the shares away to a mechanical company and the long and the short of it over a period of 5 years, through wheeling and dealing and begging and pleading, eventually got myself hauled out of the last 50% shares that they had and became sole owner. But that’s the way, that’s how it got started. It is with partners that put the money in, and I eventually had to pay way more than I should have to get out.” AMRI*****PTA. 27 Sept. 11:03 via physical interview*

“I had, I had started as a rep in the food and beverage industry and I had to supply spare parts to companies such as Nampak, Polyoaks, the Nestlé’s those type of customers that handled the bottling industry, I supplied all of them and as you come out and to see the various business, I see that there is a market for it, there is opportunity, a shortage of that. A lot of the stuff is not in line with what you do, but you see that there is a need. So how I started is that I had always, I had even from my school days I wheel and deal so that I can make some money to go ice skating on the weekend or whatever the occasion was. The drive was always there to start my own business one day. The reason is that I knew what I wanted to do, I knew what I wanted to have, and the only way that I could reach the top because there was a stigma regarding career paths in the military or government is not going to work. To go and study required you to have

funds available, but not everyone has got those funds. So what do you do? You are now forced into a direction as you mentioned. To both start your own thing and make it work, or you are forced to apply for a job and start at level one and work yourself up. Were you also going to hit a ceiling eventually. So that was my options, and the one I chose is that I am going to start my own thing. To reach this point, I also had to walk a path and work for someone so that I can see, what my options are clearly, and where I am going. The other option that, the other option for me was the one I skipped, was to actually gather enough money to be able to go and study. I never got the time to do it, it wasn't my time. So that was the step I skipped and then I went into this direction." FNSO*****PTA. 29 Sept. 10:56 via physical interview

"I needed to work. No, I have, shucks Corrie, it is actually a very difficult question. Yes, with the business. No, I think that I have reached a place in my life where I reached a ceiling in the business I was working in. Now, consultation – the competition in consultation firms in general in my industry, is very competitive, but in each firm, you basically have three big firms two in Gauteng and one in Cape Town. Now, those firms is what constitutes half of the firms in my field of expertise according to me. The other firms is everyone that has two or three guys that started the firm. They have a maximum of 10-15 people that work for them, so you are going to reach a ceiling, so the next step would then be ownership or you would have to go work for a large firm or a customer or you would have to start your own business. In terms of my salary I had grown, but also reached a ceiling and I had to make the decision, am I going to work for myself or am I going to work for someone else? Yes No, it was a difficult decision....no, I think that I would answer that one wrongly. I think it was not so much of a difficult decision as it was an ethical and strategic decision. On the ethical side I had struggled long and hard with the fact the people for whom I worked I had known them for a long time and had built relationships with them and is it the right thing to start my own business, so the ethical part I struggled with for a long time, so when I got over the ethical part, the strategic part also fell into place. So the decision to move had taken place about a two years before it happened, which meant that I could systematically start working on building my own company. The day it all happened it happened quickly." WMLT*****PTA. 11 Oct. 14:15 via physical interview

"I had worked for a German company which did work for BMW, projects, and I had worked for their South African branch. They then closed the branch, the branch in South Africa. They did, they did finish the project at Mercedes, and then they said now they are leaving the country. It was when the big economic crisis hit, in 2006, when it started in America. The banks went bankrupt, the big recession that happened which started in America, and then they just decide to close. That Friday after the project they just said that it is now over. That Monday the opposition phoned me, here in South Africa, they phoned me and said that I must come for an

*interview. I went for the interview and I had for a long time jumped around between should I or shouldn't I and then I just said, screw it lets do it. I have to say that, BMW self-contacted me and when they asked if I would be able to help them, because, at that stage I was still without any work. I then did a couple of jobs for them and then I began, I then started the company and then we went." WVST*****PTA. 18 Oct. 15:15 via physical interview*

*"The fact that it was a great lesson for me was, that, although I didn't quite made progress. My parents still had to take care of me, I could not survive on my own. My salary was not enough to support me financially. At first I thought, let's do it for the experience...you might profit from the shares in her business. Then after five years...long-term benefits of staying...wasn't so realistic and I realised that she did not have the same view for the future. I had the courage to start big projects on my own, and that made me think that I could actually do this on my own. Thinking that I'm really not dependant on her anymore, I decided to tell my boss that I could not work for her anymore because my parents cannot support me financially anymore and I will have to make it on my own. I projected my salary that I thought was fair and said that if she could not give me this amount, I will not be able to work for her anymore. She then accepted my resignation because she could not afford (with her own kids in University) to pay me more. I left her with a better business that she originally had." LSLR*****PTA. 1 Nov. 15:00 via physical interview*

"Ok, great. I naturally went to go and study. I was interested in architecture and if I look back I did create things even when I was child. I grew up on a farm, the things that I have done, I had planned it out quite well and then built it with my hands. I enjoyed it very much, but it was never what drove me, but only through grace did I luckily end up in the right career. If I was in the career and I look back, there wasn't really someone that could provide good career direction. I had grown up in a town called Lichtenburg in the North-West. In high school we had a teacher that gave career counselling however the only thing that he knew anything off was farming. He never talked about a career in anything else. He just didn't know anything else. If you know as a young child, that have no career guidance or information, and they say you have to go and study, how do you know? Today it is a bit different, because your parents can take you to do all the required tests to try and find out, you know, how your head works, but those years we didn't have things like that. But anyway, I did go and study architecture and I enjoyed it very much and I am still doing it at the ripe old age of 75 because I enjoy it so much. I think that when I look back I can then say that I was wise enough to not just go on my own right after I finished my studies. I went out and looked for companies and then said ok, this company does great work, I will go and apply for a job there, I went for the interview and I got the job. So I had with a company, after my studies and during my studies I have also worked at probably about 4

*different companies about 6 months here, a year or 3 months there and eventually I landed at a company that I can find my feet properly and anchor myself here. I threw my weight in and became part of the company. In 1969, I became partner of the company and I was with that company until 1989. I was there for a very long time, but my christen values was not always the same as the guys that worked with me, and to this day it is the same in any work place, and I had this urge to run a company and manage my office according to Bible principles. I had this drive to run the company on Bible principles. The only thing I had back then was the Bible, unfortunately the Bible doesn't directly tell you how to run an office. How does business work, understand, but intertwined in that whole book is everything. You just need to go and find it, take it and apply it and ok, then I had the drive to make the move. Now you must see, if you look at all the years, I have a lot of experience and I knew that I was ready to open my own office and to run it by myself in terms of skill and experience could I do it. And then I did. Now good, now how this happened is, it is a spiritual thing in itself. I wanted to really hear from the LORD if I must do it now and I am going to come back to why it is so important. One day I went to go pray with a friend of mine and I asked him to pray with me because I am at a point now where I feel that I have to do it, but I am not going to if I don't have the LORD's blessing on it. And on that day the LORD gave me scripture where David says to Solomon his son that he must go and complete the temple of the LORD in 1 Corinthians chapter 27 where David says go and do the work, be strong and don't be afraid I the LORD is with you, I will give you strength and I will help you. I'm taking you through the whole process. Then I started the company and there are good times and bad times as with any career..." WSWS*****PTA. 9 Nov. 11:30 via physical interview*

3.3.3 Changes to the start-up

In every business it changes from when you have the idea or concept of how it was going to be, to where the business is now. The business is a living organism which changes as the business climate changes. This section was specifically to find out how the entrepreneurs respective businesses have change or have not changed.

A business, especially one that has been around for quite some time has had many influencers or things that change suddenly. If you don't plan of know of these influencers they might cause serious disruption in your industry and ensure that the industry changes forever. The question that was asked here to the entrepreneurs were "How has the business changed since you started?" and these are their responses to the question.

"I don't think...it had stayed the same more or less. So, I do concept quotations then there is most probably a negotiation process, then I get the order. I work on deposit basis. I do the

design, I do the design review. We manufacture, we install, we commission, and we sign off. The next project starts. That method stays pretty much the same. The basic business processes in terms of concept, design, invoice, that process stays the same.” JHAM*****PTA. 23 Sept. 07:26 via physical interview

“The industry has pretty much remained the same in terms of there’s – the industry can be actually summarised as very simply because it has, there’s a need to do things better, faster and a higher quality at a lower cost. That will remain and that is the basis of automation and robotics. So whether you are packing and palletising cement or whether you are building an automotive part there’s only one reason, there’s only those reasons that you would automate and do robotics. So the concept of the business remains the same. Technology to a certain degree the technology does change. There’s always new things being introduced and that’s driven by the market but the market drives – and it’s an international market not a local market – the international market drives the robotics and automation companies to supply and develop certain products and software. Those products and software typically forms the robotic side of things. It gets developed. They then literally go out and to the system integrators, which is where we are and they say here’s new software, here’s new products driven by the international market. When the right project comes along, if we know about it and if we know about the technology we can then implement it and that’s basically from a technology perspective. In our industry, robots are still very much at the beginning, they have been around for 25, 30 years, but it’s still in the infant stage of where robotics will go. So there’s been a lot of improvements but the industry as such is driven by certain factors and those four factors is producing something better, faster, at a lower cost, and higher quality, and robots and automation can help you do that. But change, no. Little things in the markets change the industry, but something simple, for example something that is detrimental to the one side is very advantageous to us. I mean, simple things like strikes, they are bad for the country, they are good for our industry, and there is now way of getting around that, it is what it is and for that reason, JA. The more strikes we have, the more orders we get, because it fills the fundamental of one thing which is the reliability and the quality and getting that product out the door, which if you have strikes you cannot do. If you have automation, you can continue doing so.” AMRI*****PTA. 27 Sept. 11:03 via physical interview

“Our core business changed, because our core was for example your plastic boxes, it was the core of the business, but because we brought in another function of design, that become our core, because every product begins by design, so design had that, so we had basically changed from just a manufacturing company to a design and manufacturing company with the focus on design. We basically became a design studio with a manufacturing capability. In other words

we have introduced a service where we can show you your idea on paper and on a Solid Works program we can actually manufacture it, so the design part became our core with manufacturing capability. From just manufacturing to design and manufacturing.
"FNSO*****PTA. 29 Sept. 10:56 via physical interview

"I think that the core of the business stayed the same. Styles might have changed. Products did change. Styles changed if you wanted to go according to a specific style, but I think that as your experience grows, your self-esteem grows and that in itself changes the way you interact with customers." LJLP*****PTA. 03 Oct. 16:44 via physical interview

"Yes, enormously. I think the way how I conduct business and the way I look at business has changed a lot, also the way business was done where I came from, so where I started my own business my focus was mostly on HR consultation, which included large customers with large amounts of money, my risk was huge however my profits were just as huge. So for the first year I actually thought business was easy and money was easy because it just came too easily. I had quickly realised that when two of my customers within a space of a month cancelled their contracts with me, it was 40% of my revenue. So, that brought me quite quickly back to earth. That taught me how to learn the books and actually to understand how things worked and offered me a chance to get things right. I learned a lot, specifically about customers and how to move away from big accounts and to focus on service. I started to realign my overhead costs to see what did I really need, offices, landline, and ADSL internet? So I cut most of my overhead costs and realised that most of the things I actually don't need to run the business. You can get a virtual office for almost next to nothing, you can use Mugg & Bean's always on internet and most of the time you spent with customers and at their offices anyway. I realised that customers don't care about your overheads, they don't care where your offices are or what car you drive, all they care about is you, and what you can do for them. So in terms of technology I made the business more fluent and in that terms my business has changed a lot. It is a lot more technological now." WMLT*****PTA. 11 Oct. 14:15 via physical interview

"We are still doing the same thing that we did when we started, the services side is where I can say that we expanded a lot in, but we are still doing the same thing that we did in the beginning. The management, the way we do things, changed automatically. In the beginning I wanted to do everything myself and then at one stage you realise that you can't do it all alone, you have to get help, and that is way we are about 40 guys that is working here. Yes, look we still are doing automatization. The first day, from day 1 we have done automation and we are still doing automation. The way we do it has changed dramatically, we have brought in a lot of new facets. We have, when I, I myself is an old programmer and in the beginning we did a lot of programing, however with programming comes electrical panels, electrical installations, then we

*added a mechanical section and they do design. All those facets were added. But it is still automation.” WVST*****PTA. 18 Oct. 15:15 via physical interview*

*“Everything mostly stayed the same, like dealing with clients, but some things changed, like your experience...you become wiser and more experienced by the years. You learn how to optimise your time. Technology makes a huge difference for example. In the beginning I had to go through my emails and answer them at night after work. Now, I make use of an IPAD, just while I was here, I could answer some of my emails. It saves a lot of time. In the beginning I used a digital camera to take a picture, downloaded it to my computer, and then emailed it to a client instead of just taking a good quality picture with my phone and sending it directly to a client. It really streamlines things.” LSLR*****PTA. 1 Nov. 15:00 via physical interview*

“Yes, the career has certainly changed and became more specialised. There are also architectural firms which specialises in malls or office space or in hospitals, these are all still specialist field that you can get, but there is also a lot of things that are good and general such as houses, smaller buildings and things, yes. A lot has actually changed. We still worked on drawing boards. Now we have software programs, you know different software programs, and for that reason we keep on developing. I think at the time when I was busy for about a year, we had then bought our very first computer, a workstation with software which was very difficult to use. It wasn't quite developed but we knew that it was the future and we said ok, we will put one guy on it, we will change one work station with a computer, all the other people were still on drawing boards” WWS*****PTA. 9 Nov. 11:30 via physical interview

3.3.4 Biggest change factors

In every business there are a couple of factors that contribute to the change in the business whether it is industry change or whether there is an influencer that dictates where things are going. This section is focused on what the entrepreneur sees as the biggest influencers on their business. The question that was asked here to the entrepreneurs were “What do you think, which factor has been the biggest contributor to the change?” and these are their responses to the question.

*“Technology, yes” JHAM*****PTA. 23 Sept. 07:26 via physical interview*

“It happens more and more. Our biggest driver in this country has been the Chinese market, because there were certain products that could be imported more cost-effectively than manufactured in South Africa. And it's changing slightly because China is becoming, their labour is going up and becoming more expensive, but it still doesn't compare to Europe where the cost of one person in one year is the same as the price of one robot, so automation in

Europe and America is a no-brainer because of the price, because of the cost of labour. In South Africa it is changing because our labour is becoming very expensive and we are becoming uncompetitive because of it, and as a manufacturing third world country that's our biggest advantage. But as the unions keep on pushing up labour rights we're becoming less competitive, so it's kind of one of those things of if you're into manufacturing and you're not automating, it will only be a matter of time and you will close your doors." AMRI*****PTA. 27 Sept. 11:03 via physical interview

"The strikes. Our biggest line of business was the mines, we had catered for the guys which that required electronic components and stuff for the mines. When the strikes came it held up production basically and that is where the design section filled up the gap, which means we had a service that we could sell, so we didn't have the additional costs of material or whatever needed to be bought to make something." FNSO*****PTA. 29 Sept. 10:56 via physical interview

"Yes, definitely, the change technology brought to you in terms of when the products were available had a huge impact and so yes, you know the guys which plan these things in work two years ahead. They are already starting to plan for series development and they decide over two years for example turquoise will be the style colour. The year after orange is the style colour and so on and so on, so in a way it has a huge influence, so the basic structure of this is a frame, it is what you like, it is what you can afford, that is how I dressed you – that basics stays the same." LJLP*****PTA. 03 Oct. 16:44 via physical interview

"Enormously. No, technology, I mean I had...I can almost say, I will go as far as to say that for a business that focusses on HR and IR and other businesses in the same industry as I am, I can almost take a 100% gamble that 85% of my business is paperless which none of the other can say." WMLT*****PTA. 11 Oct. 14:15 via interview

"I also think that a positive and a negative regarding the labour law is that, the stricter the labour law gets, the more work there is for me. The labour law is not difficult to understand however companies have pushed that responsibility down to us, because it is easier to ask someone what is going on in the labour law rather than reading it for yourself." WMLT*****PTA. 11 Oct. 14:15 via physical interview

"In our case, technology had obviously played a role, but I think the biggest, the biggest thing was that there were a gap in the market, we saw that there is a gap, that is why we added quickly the other facets and that is why we added and extra mechanical area. So there were a gap in the market" WVST*****PTA. 18 Oct. 15:15 via physical interview

“I would say not a factor but a person, Wolfie Kellermann, I met him in 2008, and he’s been in this industry for a long time and his also a good friend of mine. He had a significant impact on my business. He influenced my way of design and the way I go about my business. He changed the way I was thinking after starting my own business by giving advice about what provider to use, just the way to do things, he had a lot of experience and did not mind sharing it with me. He made my growth possible, he was a mentor. The basics a learned from working under a boss, but he came and gave me so much more that. Till today, I would phone him and just hear his opinion about something for instance a quote I’ve done, is the cost more or less what he thinks is reasonable or not? In my case it is someone that impacted on my business rather than something.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

“No, it is a massive development in our industry, technology” WSWS*****PTA. 9 Nov. 11:30 via physical interview

3.3.5 Entrepreneurs define entrepreneurship for themselves

An interesting question to ask any entrepreneur is what they think entrepreneurship is, this questions allows you to understand how they view themselves. A lot of the correspondence got very close to the literature definition of entrepreneurship, but everyone got the overall principle right that you use what you have to get what you want. The question that were asked here to the entrepreneurs were “How do you define entrepreneurship?” and these are their responses to the question.

“Now what is an entrepreneur? An entrepreneur is someone which....he is actually busy with constructing, nè? He constructs something which wasn’t there before. There wasn’t an xxx company before. You have an idea in your head and you think you have to do it and you start it and the next step is company registration. Then there is the bank account, VAT number. All of these things is challenges. To get an office, furniture, microwave oven, the basics for running a company it had to come from somewhere and I did it with R0 in my pocket.” JHAM*****PTA. 23 Sept. 07:26 via physical interview

“Very difficult question. I don’t really define myself as an entrepreneur. Sometimes you get pushed in a direction which just kind of happens automatically. I think a lot of people, and there is a lot of factors in your life that help you, that gets you into certain places. My big issue and my biggest drawback has always been finance, which is funny enough my wife who is my partner, is her strong suit, so without her and her part in the business, my part of the business would not have succeeded, and vice versa. She can have all the financial knowledge but if she doesn’t know the technical side of things the business would not have worked either. So

*entrepreneurship is a lot about a good idea at the right time with a multitude of lucky breaks and things happening, all happening at the same time, and then actually then just sometimes having the guts to take the chance, even if you. Let me sum it up. If I had to do a business plan, which is what all these business schools – If I had to do a business plan for Robotic Innovations before I started it, the business plan would have showed me that Robotic Innovations could never ever work. But somehow, it does. It's just, some things just don't make sense of paper and do in reality, and other things make perfect sense on paper and still sometimes don't work. And I think that's the difference between, maybe that's the idea of what an entrepreneur should be now that I think about it. Maybe it's that idea of I don't know how it's going to work but I'm going to somehow make it work. And even then it could still fail. So, and I think that's why a lot of people think you can perhaps learn entrepreneurship because you can do a perfect business plan and it could be, you can have everything in place. The right finance, the right idea, the right concept, you can have a business plan that gives you a break-even point which works out perfectly according to the text book and somehow it still doesn't work. So maybe entrepreneurship is more about saying I really like what I do, I'm going to give it a bash, and I'm going to see if this works and somehow through fate and a lot of other things it actually does. But it doesn't make an entrepreneur better than another one or one businessman better than another. Sometimes things just work out and other times they just don't even if they are perfect.” AMRI*****PTA. 27 Sept. 11:03 via physical interview*

*“If you are young, enjoy your hair, number 1. No ag, you know, entrepreneurship. Look if it was easy everyone would do it, but you need to know how to handle things, I will say that you won't sleep a lot. For sure and you have to be willing to dirty your hands physically with projects, because you need to know where you are going and how to do things. If you go and talk to customers, you need to know exactly what it is what your business does. So, as an entrepreneur, I would say firstly, know yourself, know your market and industry, and expand on it. Entrepreneurship is also good people knowledge. Not everyone is at a place where they are getting on with people or are able to. A lot of people also judges a book by its cover, on what they see so the self-esteem when you walk into a place, it place a huge roll, because you have to remember people buy from people. If a customer sees you for the first time, he has never seen your product before, so the customer has choice to say that I do or don't have time for you, sorry. So part of entrepreneurship I would say is good people skills, you know, have respect and be sure of what you want to achieve at that stage. So on thing is to see how you can make money with this thing, but money to begin the business, money to start a product range, but also money to keep the business alive.” FNSO*****PTA. 29 Sept. 10:56 via physical interview*

“Entrepreneurship, I personally believe is a blessing. It is something that is connected to talent. I think, as we spoke about earlier, I think it goes hand in hand with your profile. Are you a scared type of person or not? Are you someone who takes risks, or not? I personally am not someone that takes a lot of risks. Maybe – and I say this with a lot of love and respect – my husband is a very conservative person, very risk averse type of person, maybe if your partner had a higher risk profile, I would have taken more risks, I might have become bigger and more established, but at the end after a long time it is a partnership. So, entrepreneurship for me is about random talent, your energy, your risk profile, your ability which is linked to intelligence to see opportunities and how to exploit it.” LJLP*****PTA. 03 Oct. 16:44 via physical interview

“I think entrepreneurship for me is to – entrepreneurship and evolution is half hand in hand, so I think that you must never think that if you get to one place and realise and a guy reaches it sometimes where you realise, okay cool, I am now happy where I am, I am fine with my achievements and I don't get challenged anymore, because then you are no longer busy with business then you are no longer busy with entrepreneurship. So for me to be an entrepreneur it means evolving, and evolving doesn't necessarily mean to be busy with the same thing the whole time, but to be focussed and to see other things. To see the opportunities the whole time and to keep looking for them.” WMLT*****PTA. 11 Oct. 14:15 via physical interview

“I think that in the economic climate where we live in, this is now a very deep answer, but I think in the economic climate where we live in, you can, it is not like in the old days that you become an attorney, or a preacher or something, and then you work and you are sure about your work. So for me entrepreneurship is to make something out of nothing, something from nothing, because you, if you don't choose one of the high stream jobs such as a preacher, attorney then you are in trouble, and then there isn't really other options for you. So it is not a bad thing, however we are forced to be able to do it. It is a good thing. Yes, so I didn't quite give you a definition, I did however tell you why we do it, but it comes close.” WVST*****PTA. 18 Oct. 15:15 via physical interview

“I think passion for the industry is my strength drive for being an entrepreneur. People know this, they realise that I'm not in this business just for the money or status. This is not the case...it is simply hard work. I think I'm born with this passion. I can remember when I was still at school, I sketched houses. I always knew that I wanted to do interior or architectural work. My passion carried me, and I think that it is that passion that people admire. It's not just a job.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

“Everyone is not an entrepreneur. Anybody can not just be an entrepreneur. I see it in our industry, in our career's as well. A lot of times there are guys that you would want to help and

say shucks but you are better than that, you can still do this and this, however there is something within him that is holding him back and I think it has a lot to do with development in your own personality if you have the will and drive to do good or if you are afraid to do good. A lot of the times it is about your own self-image, I think self-image plays an important role in entrepreneurship. Someone with a poor self-image, won't become an entrepreneur easily. Now if he can overcome his hurdles, then he has a chance to become an entrepreneur, however it is also his way of thinking. To be able to think creatively, I mean an entrepreneur is someone that is a creation thinker in his mind, he might not necessarily develop buildings, but there is always creation thinking, you have to think about new things, where is the need or do I need to go and explore where the needs are in the market within that what I want to do or let me go see what the need is and then if that is what I would want to do. But this, this is the core of entrepreneurship." WSWS*****PTA. 9 Nov. 11:30 via physical interview

3.3.6 Entrepreneurs own entrepreneurial characteristics

The entrepreneur's characteristics comes down to again how well the entrepreneur knows himself /herself. How well they know themselves will allow them to see what their strengths, weaknesses are and in what area does the entrepreneur need to do some work. The entrepreneurs whom took part in the study knew exactly what their weaknesses where and where to go and find additional help, there was no arrogance to say but I can do it all and I can do it alone. The question that was asked here to the entrepreneurs were "What do you think are your entrepreneurial characteristics?" and these are their responses to the question.

"In the first place you have to be driven. Making fast decisions. Put different things together to get the end result. The other thing is that you should sometimes ask is "here is the problem, can I solve it?" You say yes initially, yes you can, even if you know you might not know, but I will find out? Let's say risk is part of being an entrepreneur." JHAM*****PTA. 23 Sept. 07:26 via physical interview

"I think the most important thing that any, and it could be an entrepreneur or business owner, needs to understand it's what he's good at, but more important that knowing what you're good at, is knowing what you're not good at. Because, if you know what you're not good at, you know where to go and source what you need, and you mentioned it just now, pooling resources. If you know you have a, if you know you're not good with finances and you can admit that to yourself, then you know where to go and find the resource to help you do that. I think the most important think about an entrepreneur is being able to be honest with yourself, because if you're not good at something you need to admit you're not good at something, I think that's probably one of the most important things. It's not saying I'm really good at finance and I'm really good

at robotics and I'm really good at this, it's not that, I think it's the opposite question. It's about saying I'm not good at finance, I'm not good at design, I'm not good at that, because then you know what to do. It's probably, I think what a lot of entrepreneurs do very well is they are exceptionally self-critical and honest with themselves, and that's what sometimes drives them to go and find what they don't have and that's what I think is important." AMRI*****PTA. 27 Sept. 11:03 via physical interview

"Well, I will say it is my attitude, because a skill can be learned, but if you don't have the right attitude, then you are going to mean nothing. So your head needs to be on straight. I have a lot of drive in me, it is easy for me to work till ten, eleven at night communicating to customers to keep them updated on the projects, everything like that is to keep the customers happy. I' am the first one here and the last one to go. If there are any shortages and there is a deadline which needs to be met, I jump in. So what I' am saying is my entrepreneurial characteristics is too lead by example. Make your hands dirty. Be in the face of the people, and the big thing is, what I learned when I was a waiter, good service can save a bad meal, but bad service can ruin a good meal. So, you have to be able, if you want to be an entrepreneur, you have to take ownership for your decisions. If you take shots, you have to stand there and take it. A 100%. It is bound to happen, because you are human. We make mistakes, as long as you learn from them. So I would say attitude is my characteristic, go take things head on straight forward, put yourself in the other person's shoes, look and see from which side he is coming and take it from there. Look at what other opportunities there are in the market, because...because there is always work. There is always work. People who says that there is no work, don't try really hard, I promise you, because it happens. And I shall say uhm, yes, not to be a cliché or something, but faith, because, at the end of the day, there is something bigger than you and, yes, if you respect HIM and trust then it will go well. One of the biggest principles is also, which we are focussed on inside the company is that we do the things right and you will be rewarded." FNSO*****PTA. 29 Sept. 10:56 via physical interview

"I don't really see myself as a typical entrepreneur or classify myself as a typical entrepreneur, because I think an entrepreneur really had a much more go-getter type of personality. Remember mine, was relative small scale and it was to be able to make money from home. Yes, I do the work myself, see I am shooting myself in the foot. Control freak, but rather, it is that capability to see the bigger picture and not to feel that I have to be in charge the whole time with things that happen on the floor. To manage other people and coordinate them. You know, I think well that I have some form of creativity. It is fun for me to work with the things I do. I think you have a different levels of creativity. Personally I think I am a mix of creativity – definitively

*not a Picasso – but I also have a great batch of technical skills, so for me it was a combination of the two.” LJLP*****PTA. 03 Oct. 16:44 via physical interview*

*“I think there is two characteristics for me if I have to think about two and that is the fact that I never stop thinking about new ideas, on new ideas. Not normally...I am not the sort of guy who is going to think about a new cup holder that everyone is going to use, understand new ideas regarding how to improve the things I do and make them better. I think number 1, not to stand still. I think number 2 is wat I realised when it is going tougher, when the going gets tougher, it is when I get the best out of me. The time the pressure cooker is busy to explode, then I am....normally it is at that stage when people bail...yes, they switch off and close the doors but also some people just carry on and on and on, I’ am like that. So, I think it is a good characteristic to have because you have.....and while you have to half think it is going to be ok, how can I do this better? What do I need to change?” WMLT*****PTA. 11 Oct. 14:15 via physical interview*

*“I think, if I have to honestly say, I think “vindingryk”, Innovation is a pretty Afrikaans word for it. But yes, it is that, because the industry where we work in, you have to be innovative otherwise you won’t make it” WVST*****PTA. 18 Oct. 15:15 via physical interview*

*“Actually I’m an introvert by nature, it took a lot of guts for me to step into a rich person’s house and tell them what colour their walls should be. You need lot of self-confidence. You need something that he or she sees in you that makes them believe that you can do this. Firstly, they need to see the passion you have for your work. Then they also need to believe that you know what you are doing and that they can trust you. Definite characteristics would be your passion and then your quality of work. I’m not a good sales person, the worst. I would easily give something away...but then again you always get something in return.” LSLR*****PTA. 1 Nov. 15:00 via physical interview*

“It is a dream where you begin. The dream, it is the vision and then you have to ask yourself how you can bring it to life. What are the processes, so there is a huge task for investigation, knowledge, not just storming into something? Suddenly you discover but o wait, I still require this or I should have already done that or whatever, so yes, I think you must get the knowledge and then if you decide you are doing it, then you must do it. You can’t then turnaround and run away. Perseverance, is a very important part, perseverance, drive, to keep going and communication, marketing and everything, its communication. The marketer is you, because you have the knowledge and you know what you want to market, how you want to market it. If you appoint someone to do the marketing that doesn’t have the same passion as you, he is

doing it for a pay check, and you are doing it because it is your passion. That's the difference."

WSWS*****PTA. 9 Nov. 11:30 via physical interview

3.3.7 Entrepreneurs definition of success

Entrepreneurial success has a lot do with how the entrepreneur defines success rather than what the world thinks success is. According to the literature study entrepreneurial success is strongly related to the goals that the entrepreneurs have set for them and as such the amount of effort that is put into the business depends on the business, the requirement and what it is that the entrepreneur wants to achieve with their business. The question that was asked here to the entrepreneurs were "How do you define success?" and these are their responses to the question.

"A colleague of mine always told me that if you've paid the rent and you've put bread on the table, you have come a long way and I think you have to not become arrogant at all. If you take the guy who owns a multi-million rand company problems are multi-million rand larger than the guy which has a small company. I don't think it has changed, so I don't think success depends on the size of your turnover, because the larger your turnover, the greater your overheads, the greater your expenses. This is a thing that walks with you all the time. It moves just up and down the scale. I think success, for me it is about customer satisfaction. To be able to look back and see shucks, see how many customers I have.....yesterday I did it again, someone asked me for a company profile and what I do is basically tell them who I am, what I do, my vision and then then you put it at the back of your portfolio at the end. The list of projects and the value of the projects, and then you put each customer's logo on and I had to start on a new page of the same presentation I used before. That means that we have added 4, 5, 6 customer to our current base, which means we are doing something right. If someone comes back to you for a new project, it means that your last project was a success. It means that your work is just as good as your last project." JHAM*****PTA. 23 Sept. 07:26 via physical interview

"I think so. It's just my opinion. I don't know, I think success is something different to every single person, I think there's little things along the way that make you feel successful, but because I think as a person I am naturally self-critical, I think for every one think that I think Okay, I might be doing something right, I think there's ten things that happen on a daily basis that tells me you're not doing things right. I think success is a very, I don't think you ever reach it. I think it changes all the time. Because if you say financial success, then you have to ask yourself what is enough? And if you ask yourself what is enough? It depends on what you're measuring it to and by. So no, now and then you can buy yourself that little something extra which give you that little sense of achievement, and then probably the very next day life will

bring you down because you will have made a mistake and it will cost your everything plus twice as much for the little thing that you got yourself yesterday that made you feel good. So I think life has a way of making sure that you don't think, I think that's probably the first pitfall, is the moment you think you're successful is the first step in the wrong direction. So no, do I think I'm successful or our business is successful. I think it's doing okay, but we've still got a long way to go." AMRI*****PTA. 27 Sept. 11:03 via physical interview

The interviewer then made the following statement to the response which was *"The nice thing about entrepreneurship is you never have to retire, because no one is going to tell you it's time to retire now. So, let's say at 65 you decide okay, you now want to retire, right or step out of a managing role, and you have to look back and you say okay, what you've built is a success. How you would then look at that and say Yes, it's a success because after X amount of years it's still standing, which is great or how you would..."*

"I don't think I'll ever think it is a success. I don't think I'll ever stop working. It might be a situation where over time I will play less of a crucial role in this business, but I have no doubt that there will probably be other businesses in which I will play a crucial role and that will keep on changing. It is my hope in any case. But no, I don't think you can ever think I'm successful, I don't think Bill Gates thinks Windows is successful, so no, I don't think, I don't think you'll ever be able to get there. It will never be a measurable and I don't think I'll turn around and say okay, I've blown it." AMRI*****PTA. 27 Sept. 11:03 via physical interview

"I shall define success that if you can find people that you want to relate with. If you had a footprint in the market, if people respects you, if you for example sit at a restaurant and people call you by your name and say "Hi, how is it going?" I will see you Monday at your office or whatever. Success is to feel good about yourself, to be able to take a position where you can help people, job creation, and to life an easy life. To create a foundation for my children and if they have the opportunity to go into the direction where I can help them, succeed." FNSO*****PTA. 29 Sept. 10:56 via physical interview

"Corrie, it depends on how you measure success. Do you measure success on money? Do you measure it against happiness? It depends of your level of satisfaction....if you give me the parameters whereon you measure success, then I can tell you." LJLP*****PTA. 03 Oct. 16:44 via physical interview

The interviewer then made the following statement to the response which was "Come let me tell you what the other people said. For each person success is different, it all depends on your goals and your view"

“Ok, what was my goal? Why did I do it in the first place...I could care for my children and their upbringing myself. That was the primary goal and I could also make an extra income, it was fun and the children now all grown up seemed to be ok. There is never any guarantees. If I look back at how fast time went past, then I am not sorry I did it. It had to be done and it is such a short time in one’s life that it goes hectic, but my personal goal was....and it isn’t as if I had all these things, you know, planned it from 18 years and said that I want to stay at home one day and this is how I am going to do it. This is how life unravelled in faith, but yes, that I was able to do it was a privilege. So yes, to us it was successful, yes. It didn’t make me stinking rich, however it did plug the holes. Stinking rich however was also not part of the goal.”
LJLP*****PTA. 03 Oct. 16:44 via physical interview

“I think that this is the most difficult question that you can ask anyone, how do you define success, because when is someone successful and I don’t know. I think the definition of success and this is my personal opinion, is probably a very self-centred approach of....I am fine, I am casual, I am now successful. But are you really successful? What is success? Is your success connected to your business? Is your success connected to your family? Is success connected to your faith? I think success can probably be connected to, one day when I am six feet under and I look at my daughter and my wife and I have given them a future even though I am not there. I think then I will be successful. A legacy, I think that is your success. It is not....it means nothing to me if someone tells me I am successful now, because I am not done yet. Yes, I think that this is it, yes. Yes, I think at the end of the day...you determine your own success. Who determines your success? Do you determine it or what is it measured against or does other people determine your success, unfortunately there is no success meter that can measure it? The public is unfortunately not a successful success meter, so the one day Morné Steyn is the best fly half and awesomely great, the next weekend he is the worst fly half that there is, so where does your success lie? It is a very personal thing.” WMLT*****PTA. 11 Oct. 14:15 via physical interview

“I don’t know if I am now running this story ahead, but someone also said to me, they came to me and said to me, shucks but it is very fun to have your own company, it is very nice. You can do just what you want and all those stories and when I answered him I said that if I had a choice to start over again, I won’t do it, I won’t do it because there is really a lot of stress that goes with it and there is a lot that is going on. In the same breath I have to also say that there is no way that I am going to stop now, because I provide for a lot of people, 40 to be precise, and that became my passion, like my self-fulfilling. To give you a short answer on your question. For me success is to make a positive difference, it is easy to make no contribution at all, but for me it is about making a positive difference. Yes, if I can become a bit negative and say that it is not all

*well with the economy of today, and if you, in my eyes, if you can make a difference, then you are successful.” WVST*****PTA. 18 Oct. 15:15 via physical interview*

*“Success for me is, if you’re finished with a project and the clients are really happy and satisfied. Little things like receiving a sms from a client that appreciate the work you’ve done or are amazed with what you accomplished. I always strive to create an environment that my clients prefer that suits their lifestyles and everybody’s different. I’m not a designer with a specific style. I would ask a lot of questions like what colours do you like. Cut pictures out in magazines of interiors that you like ext. At the end of the day, I get into my car and go back to my house, which looks exactly the way I prefer it, so they need to feel comfort in their homes. For me it feels like success when I’ve accomplished this. Success is untwined with the happiness of your client.” LSLR*****PTA. 1 Nov. 15:00 via physical interview*

“From success to significance. Success doesn’t lie in financial wealth. The guy with the nicest red Ferrari, I don’t see him as successful. The world might see him as that, I don’t see him like that. I always ask myself, I wonder who the owner of the Ferrari is, which bank is it.....ok so let me tell you this story. It all starts with passion and how you live out your passion to take people with you and to influence them positively. To take people with you and to strengthen them and to see them grow in what they do. When I started, a year after I was working in the business, I appointed a guy that was a driver. The first driver left, he went to go and start a church and so on. He walked in here and he didn’t just leave for another job. Yes, I then got this young man, old Solomon. Now old Solomon was just a year out of grade 12 when he started and he had worked at the post office that year, then he ended up with us and I and the previous driver taught him, although he knew something of it. We taught him how to do prints, because it was a whole process with ammoniac, which he learned quite fast. We then asked him to start doing the administration regarding the prints and he must write everything in. So he started to do it, we helped him and he learned the process. By this time he could also make coffee and tea [chuckled]. Solly grew, he knew nothing of architecture or drawings, but he looked at them and started to ask questions regarding the drawings and we enlightened him, and so he grew. He later understood and knew the drawings. Solly knew what was on the drawings and what was not on the drawings. Later on I asked him that we must help us with the admin in the office and the filing of the administration for the projects which has a lot of paperwork. Later I realised that if I wanted a letter, then I just ask Solly about the letter, I can’t exactly remember the date of the letter, but I remember its contents was something like this. Then Solly would say no, he knows about the letter and he would go and fetch the letter for me. What I then realised was that Solly wasn’t just filing the letters, he also was reading them. He was following the whole project from start to finish. He knew the project, the administration of the project, what happened and he

*knew the drawings of the project. He also went to the municipality for us because he knew the drawings to get the sign off. So he had progressed in it. In the beginning when there were difficult questions regarding the drawings, then he phoned us and asked what he must say. And so he learned. After a while, when we started sending drawings to the municipality, he would look at the drawings and say to the architect what information was missing and what they needed to add. So this continued for a while until one day I sat with him and said that he has learned a lot over the years. Yes, so about the question on success. I could have left Solly to just make coffee and tea, because that was his job. But that day I sat down with him, I said to him that we can't teach you anything else except if he wanted to go study for a technician or a draughtsman. We will support you, but he said he can't, he already had too much responsibility, he has kids, a wife, and he just can't do it at this stage. I also said to Solly that we can't support him anymore financially than what we did at that stage and in terms of what his job description in the office says. I said to him that he can do a lot more than what you are currently doing, and that I am going to propose something. You stay with us, and continue doing what you are doing with the drawings and the municipality, there are a lot of other architectural companies around here that requires your skill and expertise to help submit drawing to the municipality. You have my permission to go to them and offer your services. And so he did." WSWS*****PTA. 9 Nov. 11:30 via physical interview*

3.3.8 Entrepreneurial skill as an asset

The entrepreneurial skill set is one which the entrepreneur always has with him/her, the same type of question such as the previous section on success, this question also depends on the entrepreneur and his own personal journey to where the entrepreneur is today. Their biggest skill, is most probably also the skill set that they use most often. The question that was asked here to the entrepreneurs were "Which entrepreneurial skill/s has been your greatest asset?" and these are their responses to the question.

*"I will say to make a plan, to think on my feet, because you come into a situation where you say "Oops", we hit the brick wall, what are we doing now? There on site, so we can shift this cable, we can do this, we can do that, we can pull this out here to keep the machine going until we can make another plan. It think it is to change with your surrounding as it changes on a daily basis. I always say that you have to be a jack of all trades and a master of one." JHAM*****PTA. 23 Sept. 07:26 via physical interview*

"Difficult. I think it is impossible to say one thing, because I think it's a lot of things. It's being self-critical. I'm a little bit of a perfectionist when it comes to the way things are done and the way things look. I think there is a right way, I think there is a character trait. I think if I had to

*put it down to something it is just whatever you do, do it right. I can't think of anything else that sums it up. If you're going to do something do it right or don't do it. I think that would probably be the one and only that I can really think of. I think in life generally there is, people are creatures of habit, and to change that habit is a very difficult thing and I think that is something that entrepreneurs do well, is the fact that they are very open to change and making changes, which a lot of people aren't. But invariably I think in life you will find that people that do things right invariably at least attempt to try and try and do everything right. Not that they ever get there, but they at least try. People that do things wrong, invariably have the self-belief that it's okay, so they keep doing things wrong, or not even attempting to do them differently. And invariably, from my experience, the ones tend to go up and the other ones tend to go down in life. But if there's a, if you're asking me for a recipe, no, I have no idea, there's no winning recipe." AMRI*****PTA. 27 Sept. 11:03 via physical interview*

*"To communicate with people" FNSO*****PTA. 29 Sept. 10:56 via physical interview*

*"Well, you know, I think in this type of business you can't always keep skills and characteristics away from each other, because that is the package at the end of the day. I think you have to have a huge talent, but you have to be able to communicate with people. It is a skill that I needed to acquire. What was your question again? Yes, but a skill I had to learn? I think, uhm..., in more of a way and a lesser way to see the bigger picture. The end result is a surprise every time but mostly a nice surprise. I think that I have never had a boe-boe where I had to totally remove everything and throw it away, so I think...Corrie, I think that it is a very difficult question for me to answer..., because I can't separate skill and talent from each other. As a person you have a talent and you increase your talent, as you increase your talent there are a number of other skills that also increase. Skill such as to understand your product better and better, skills to be able to apply, that which is in the market. Skills to get along with people. Skills such as self-discipline, because when you work for yourself you don't have to wake up at 6 am or 8am or whatever when to clock in to work, that self-discipline to keep yourself going and motivated, that is a skill that you develop. So, yes. You see, I think that this goes hand in hand with if you are going to stay small or if you are going to go big. If you go big, there is so much other factors that come with it such as a professional accounting system and, and, and that is just the choice I had made. I wasn't up for it, at the end you manage a bunch of people but you don't live out your own creativity." LJLP*****PTA. 03 Oct. 16:44 via physical interview*

"Mine is a bit of a positive and a negative. I will have to say adaptability. The positive, as you know, I can fit in with anybody, any customer and I can communicate and I can sit in a boardroom and talk the talk and I can go to the workshop and talk the talk. I make sure that I have that quality, at the end of the day when I have to I can make the other person feel

*comfortable with whom I need to work. Negative is that sometimes, or let me say it is now not such a negative anymore. I think when I was younger, I didn't always know when to switch the switch off. Yes, ag, I think the factual skills that you require you must have, the academic skill that you have to have is things that should be there in itself. It is unfortunate about a skill that will, there has to always be a skill that separates you from the other person, but there has to be one, because at the end of the day – I always use the guy that sell live insurance as an example. So, two guys from Momentum comes to you. Two guys that look exactly alike, with exactly the same products, with exactly the same quotations. The one is an a****hole, the other one you can sit with for three hours and drink six beers.” WMLT*****PTA. 11 Oct. 14:15 via physical interview*

*“Patience and grit” WVST*****PTA. 18 Oct. 15:15 via physical interview*

*“Visualizing plays a big part, stepping into a room and being able to visualise the end product plays a big role. I do not work with pre-set sample books. I enjoy my work it is always new and creative to build new schemes. The have a vision and put something together that the client would find appealing takes a certain type of skilled person. Honesty is also really important. I'll rather tell a client the truth than cover something up. I would say, “This is what happened” rather than “they won't notice”.” LSLR*****PTA. 1 Nov. 15:00 via physical interview*

*“I think it is to work with people, in our career we to also have a range of various skills as we already mentioned before. But it is to motivate and inspire people” WSWs*****PTA. 9 Nov. 11:30 via physical interview*

3.3.9 Entrepreneurial drivers

This question was specifically aimed at the study to establish what the driving forces were for the entrepreneurs to start their own companies and what they thought about it. These driving forces which is normally the push-pull factors as mentioned in the literature study in Chapter 2 paragraph 2.8 the Driving forces for entrepreneurship The question that was asked here to the entrepreneurs were “What drove you to become an entrepreneur?” and these are their responses to the question.

“I don't think that there were anything specifically that drove me. I think I always was. Since I was a young laaitjie, I did, you want to figure out how things worked and how it fits together, how you can make a plan to build a tree house, you want to build your own boxcar, and here is all the things at your disposal. What plan are you making to get hold of the other things you require what you need? That is all qualities that an entrepreneur requires in their live, I don't think a group.....to be able to think outside the box. I had started working already, actually I had

*just finished studying, and I have for example bought a router and at night I would start building stuff for the company I worked to get an additional income, because I saw here lies a robot, here is brass cylinder which was required for you to turn, you currently pay x as my employer, I will do it for y. So, it's a win-win. I immediately saw the opportunity of ok, I have job security, but can I generate additional income that I can write an invoice to the boss and say, here. It had worked." JHAM*****PTA. 23 Sept. 07:26 via physical interview*

*"I don't take instructions well if they don't make sense. I can take an instruction from anybody if it makes sense, but I think what happens a lot in business and what happened to me in a previous company is I was instructed to do things a certain way and in my mind, in any case, it was not the way to do it and for me I couldn't work that way. So it was kind of a push factor in saying I can go now work for somebody else, but invariably I'm going to land in the same situation where a guy is going to tell me, or a person is going to tell me, do this, and I'm going to like, I don't think that's the right way to do things, and he's going to say Well, it's not your choice, you do it because I'm your boss and I tell you to do it that way. And some people can deal with that better than others and I can't deal with doing something when I don't think it's the right thing to do. In a big company especially, the guy who started that company is the entrepreneur, and he has a vision, and sometimes you just have a clash and it doesn't mean that the original entrepreneur and the new entrepreneur are either right or wrong, it's just a difference, and once again there's no right and no wrong, it's a difference in opinion." AMRI*****PTA. 27 Sept. 11:03 via physical interview*

*"Uhm as I said, I don't know how other people view it, but for me it was about what I liked doing, and I liked to wheel and deal from my school days. You know, buy a couple of tekkies here and sell them there at a profit, or you know, go deliver newspapers, sell my time, those type of things. That drove me, because I saw that as a guy, as a guy works hard the rewards of his hard work will come, but I have also learned a couple of important things such as it is not going to happen immediately. You have to add the time, there is no such thing as quick money, if you have it, you have to go and check again. How you have made it, and what the consequences are, because I am sorry, hard work is part of the whole package. I think what counted in my favour is the fact that I always wanted to show people up and that they were wrong. A person shouldn't tell me what I can't do, I will show them wrong. Yes, so I will say that it is part of who I am and part of my character, I am a go-getter, I am not a guy that is going to sit still and wait for things to fall into my lap. I want to be a happy with what I do, if I make a phone call, I want to be happy to say that shucks that was a great call. For change the same, if it is something that interests me, I will pursue it because it also is about what interests me." FNSO*****PTA. 29 Sept. 10:56 via physical interview*

"I have to say that I have a BSC degree in maths and mathematical statistics, I am a highly qualified seamstress. Chuckle. You know, Corrie, it was the only other hobby-love-skill that I had in my life and I am till today, I will die for a nice piece of cloth. So there was no stage, well I didn't go and sit down and think, ok, what are my other options. It is a thing that I put to the test to see if it will work. Ek have to say that just after my son was born, before the twins were born, you know the Golden products, that was like selling Tupperware, I hated it because you have to beg people to buy the products. What I do now is precisely the other way around. I know I have a skill. I know my product is fantastic, so people come to me, it is way different. That thing about word of mouth. I have never advertised. All my work is personal references and it is a typical thing, a typical appearance in this industry. The people that those type of, that doesn't go to Mr Price Home to go and buy ready made products. People that want to spend that type of money or can spend that amount of money on curtains, is a very particular customer and they won't page around in the local newspaper for advertisements. They ask around for references and that is how the business has grown." LJLP*****PTA. 03 Oct. 16:44 via physical interview

"On the one end it was a case of I wanted to provide a better life for myself and my wife, number 1, I knew that I wasn't going to be able to achieve that by just working for another company. Secondly, I knew that I don't want to be like my Dad, so the only way I am able to achieve that was to have my own company, so that was my goal since I was in matric. I think I knew in matric that I am going somewhere, somehow I am going to do my own thing. I wasn't necessarily going to do it for another company, but I was going to end up doing my own thing. I think that need was always there, to be on my own and to have my own business. The pull factor if the previous was a push, I would say was my planning was there to make it happen, and one of my biggest customers had a massive strike. I was away for business in Cape Town, and I couldn't attend the strike. I asked the one director for the one company which I worked for to please assist. The director pitches up at the first consultation process, as high as a kite. Throws my name away, as in literally, my customer phoned me after the meeting and said, listen here, I know you have wanted to start your own business for a while. I will provide you the cash to do so for two months to get the whole thing going, but after that you are on your own and I will be your client afterwards. So I moved with the customer and 70% to 75% of my customers moved with me. This customer which helped me out, then got bought out after a while by another company ...and then they cancelled the contract and fired me." WMLT*****PTA. 11 Oct. 14:15 via physical interview

"Well, I had other options at that stage, I could go and work for the opposition of that time. To be an entrepreneur came from my school days, and I think at school I was one year a runner up, the next year I won the prize, it was that "Jong winsmaker van die jaar" competition in which

*I got the prize, and the one year that I came second I had a framing business. Then I and a friend of mine had a music business where we did music at weddings and functions, and we won the prize back. So yes, I always had entrepreneurship in my blood and if you, if I can say it, when I was sitting without work, I said we have done it before we can do it again. In life you pretty much have two choices, you either live your own dream or help someone else build theirs. I decided to live my own dream. At that stage it wasn't necessarily a dream, but you know, I didn't, it is not so much a dream at that stage as it was that I just wanted to do my own thing, to be in charge of myself, where I could make my own choices and see, with every choice there is consequences, but if you make the decisions yourself, then you suffer your own consequences.” WVST*****PTA. 18 Oct. 15:15 via physical interview*

*“I think that passion was the big drive towards entrepreneurship for me as well as survival. We live in a country where there's no free handouts by the state. In my case I realised that I need to make this work or what chance do I have to find another job? I always knew that my family would be there for me no matter what, but I did not want to be that person that says, “It did not work out” and “I'm a lost boy returning home”. That was not for me, everybody wants to be successful...I wanted to say, “I've made a success on my own and I made it so far”. Independence was really important to me.” LSLR*****PTA. 1 Nov. 15:00 via physical interview*

*“Spirituality and Bible principles, to be able to apply these principles in a business. Back then there were no books covering the topic, today there are a lot of books, but back then it was a real scarcity” WSWS*****PTA. 9 Nov. 11:30 via physical interview*

3.3.10 Entrepreneurial motivators

Entrepreneurial motivators are motivation behind starting the company, if entrepreneurial drivers consisted of push-pull factors then, motivators was the one thing that led the entrepreneur to believe that this was the chance they were looking for. The question that was asked here to the entrepreneurs were “What motivated you to become an entrepreneur?” and these are their responses to the question.

*“Yes, there was opportunity, right? I think it was the catalyst. The opportunity, but the mix to get the thing constantly burning, is the stuff we mentioned just now regarding solutions, fitting in with your surroundings and all of those things” JHAM*****PTA. 23 Sept. 07:26 via physical interview*

“It used to be the engineering, it used to be wanting to do a project in a way that I thought it should be done and very, very quickly and people don't like to always say this, but very, very

*quickly you realise that you cannot do a project because of the engineering, no matter how much you love it. At the end of the day you have to do it for a little bit of that and predominantly for the financial gain. There are very few people that will tell you, because it sounds like its wrong. But, in all honesty, any entrepreneur, any good business owner will eventually, somewhere along the line, have to realise that the financial aspect is the Number 1 player and is what will make a business successful or not successful. The engineering and the passion behind it that drove the guy to become an entrepreneur in the beginning starts playing a second role. Finance makes everything possible, everything. It's always that Catch 22, because on the one side the economic structure of the world was not designed by me, wasn't designed by you, it is what it is, and the world tries to fight against that and say there should be more time for this and more time for that. It doesn't work. So finance drives everything, it drives the way we live and it drives how we live and it drives the reason why we work, and it doesn't matter what you think about it, that is...the sooner you accept that, the sooner one realises that that is the Number One focus around which everything should rotate, because it makes everything possible. There always that saying, they say that money can't buy everything, which is true, but there is very little that money cannot buy, so if you have the finances you have the possibility of making more dreams come true, and if engineering is your dream and you have the money to buy new and better machines to do what you do better." AMRI*****PTA. 27 Sept. 11:03 via physical interview*

*"What motivated me a lot is the road that I had walked, because I worked with Germans, and they always talked about how their stuff is always the best and that they always know more and better and you know, and it came across that they think we South Africans are actually a bunch of apes, and I had decided there and then that I will show them how this works. And yes, so I had some new proposals which I showed them and a couple of new things which changed the way they think, at the end of the day they made some calls which closed the business, and from there I was motivated because I was sitting without work, but I knew what type of work I had brought in with the plastics and what motivated me was because I also had a my family to take care off and I came right at Face to see how I can do this thing." FNSO*****PTA. 29 Sept. 10:56 via physical interview*

*"Motivation was the kids, and to look after them, yes, to be here and to have some pocket money and it was much fun for me" LJLP*****PTA. 03 Oct. 16:44 via physical interview*

*"I think financially and desire for independence was the two main motivating factors for me, yes for me that was it" WMLT*****PTA. 11 Oct. 14:15 via physical interview*

“There’s a lot that motivates me, as I said, mainly the team I’ve build up around me and the work we have to do. If work comes in, I feel motivated because I know this means work for everyone on my team. Marcha the upholsterer, Annemarie that does the curtains have work, Wolfie benefits because he receives commission. It feels like I’m sitting at the top and there is a whole network underneath me that needs to be fed every time I receive a new work opportunity. It is somewhat inspirational to know that I need to work in order for them to have work. This is what drives me and obviously it is great to be busy, to say you have clients and to feel that you have a purpose in life. I am very self-disciplined. In the last eight years, I can’t say that there was one day that I did not feel like working. I always have something that I want to do, or that I have to do. My dairy is always full and contains a long to do list. If I’ve work through my list I would still add stuff. If I’m busy, I feel successful.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

“I think that if you talk about money, I didn’t have that motivation because in my time I never saw a rich architect. So that didn’t drive me. I was satisfied with what I had. I walked out from the partnership and started with a belief that it could work. Just to let you know, when I made the decision to go on my own, that was also when then President FW de Klerk announced that they would let Mandela out of prison, which was a time of economic uncertainty and there wasn’t a lot of project or companies that would want to invest at that stage. It is a journey and a spiritual journey” WSWS*****PTA. 9 Nov. 11:30 via physical interview

3.3.11 The future for the entrepreneur

The future for the entrepreneur is always a great question which I enjoy the answer of, however in this instance people are always talking about a 5 year plan and a 10 year plan. The answers I got with this question was quite interesting specifically with the focus of technology and time. The question that was asked here to the entrepreneurs were “What motivated you to become an entrepreneur?” and these are their responses to the question.

“I don’t think about it. A month. I think we are going to see a whole lot more automation in South Africa. Again the labour question and that is how you are going to stay competitive is to automate. There is a growing market in South Africa. I think the challenge is to persuade people to go that route and to make it cost effective for them, because the average company doesn’t have that capital. Yes, labour and then I would say quality and quantity, in other words, if you want to deliver the same quality products, then you would have to mechanise to be enabled to do it. If you want repeatability in your products, you can’t guarantee it with people. Yes, you know you will want to in 10 years still be doing automation, and you would want to company to be in such a state that you can attend the boardroom meetings, etc. That is maybe

*a 15-20 year plan, but on ground level it is very difficult to look further than a year or two, just because technology changes rapidly and circumstances change.” JHAM*****PTA. 23 Sept. 07:26 via physical interview*

*“Over the next ten years? I will say it is not bright. As I was saying, all things take time and everybody always says, yes he had survived the faith year and all those types of things. Now for me, the reason why I say so, we have been through three strikes and one of the strikes was five months, just with the mines, and so came NUMSA with the metal strike, obviously the plastics then dried up and then the metal hit for a month long. So for a half a year long, we struggled, we kept all of our personnel, we could still afford to pay them, we didn’t find it necessary to retrench anyone, obviously we did cut our costs a lot, but we are through it and that must also tell you something” FNSO*****PTA. 29 Sept. 10:56 via physical interview*

*“[Laughing] No, Corrie. You forgot how old I’ am. No, not anymore, Uh-uh...this type of work, the type of thing can pull you in completely if you want to really go big and no, we are in the current state of our lives were we begin to scale down the responsibilities and it is such a lovely feeling. I don’t want that pressure anymore, never again. So, I would like to still keep it on the side line, and for me to do it on the side line, one still needs to be in contact with what is on the market and what is going on. However again it is something that I will do in faith. That which the Lord brings on my path, as long as my body lasts, I shall do it.” LJLP*****PTA. 03 Oct. 16:44 via physical interview*

*“It is a difficult question in part because you are fixed that the labour law stays the same for a presidential term, that there isn’t much change, so that is one of the factors influencing it. The other thing is that you are bound to your customers and that you are a nice to have service, so I am a necessity but also a nice to have, which means that I am one of the first services which they cancel if it is tough. They use me up to a point when everyone is retrenched and then I have to retrench myself. That’s how it is...I have found myself a lot of time, where, what is my next move? I take it as it comes. I think to have plan is boring. No, I think if you are Richard Branson you can have plans, because with that amount and type of money, you can afford to.” WMLT*****PTA. 11 Oct. 14:15 via physical interview*

*“Our industry is quite dynamic, its, well it feels to me that it is more dynamic than other industries, because things change so quickly in the automotive industry. Everything is about consumer satisfaction, I can say it this way, and it changes very quickly, very quickly. However what I, what really, in 10 years I still want to make a difference in the people’s life’s. Yes, yes bigger means being able to make a bigger difference.” WVST*****PTA. 18 Oct. 15:15 via physical interview*

“As I said, I would like to see the business grow. My business is different from other businesses in the sense that I do not have a business that I can sell. If I do decide to sell my business, I think there would be nothing to sell. I have a name, if I’m not there, nothing would continue. I have a client basis and good suppliers. My clients won’t necessarily use the new guy’s services and the guy the supplier’s I’ve used. I would say that I would like to see the business become something that you could actually put a worth or money value to. Maybe the possibility to someday hand it over to someone...or sell it to someone. That I could change things in order to make this happen. At this stage it’s still not possible. For this to become a reality, I would have to expand, employ more people, entrust someone to do the same work that I do. The whole basis of this operation needs to be broaden...but as I explained, for the current situation in this economic environment, my gut feeling tells me this is not the right time, I would know when. In ten years...I would expect some change.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

“I am not worried about the future, it is going to change but how it will change doesn’t bother me because I have this trust that we will be able to change with the change for positive not for negative. This is how I have done it over the years, I didn’t go and sit down to think that in 5 years we would have to draw this way or do things that way. How are we going to get it right, or what must we do? And how this will be possible? In the building sector there are constant changes to new material and better ways of doing things. It is all part of the changing environment and it doesn’t bother me.” WSWs*****PTA. 9 Nov. 11:30 via physical interview

3.3.12 Family ties to entrepreneurship

This was an interesting part of the interview to see which of the entrepreneurs had family members who was entrepreneurs and which they could get some advice from and which were the pioneers in their family. The question that was asked here to the entrepreneurs were “Is anybody in your family an entrepreneur?” and these are their responses to the question.

“Yes” JHAM*****PTA. 23 Sept. 07:26 via physical interview

“Yes, my uncle” FNSO*****PTA. 29 Sept. 10:56 via physical interview

“Yes, my father had his own business.” LJLP*****PTA. 03 Oct. 16:44 via physical interview

“No, I am the first one” WMLT*****PTA. 11 Oct. 14:15 via physical interview

“No” WVST*****PTA. 18 Oct. 15:15 via physical interview

“Yes, my family all have their own businesses” LSLR*****PTA. 1 Nov. 15:00 via physical interview

“No” WSWS*****PTA. 9 Nov. 11:30 via physical interview

3.3.13 Entrepreneurs view on obstacles to entrepreneurship

This was a general question that researcher have put in to get the entrepreneurs to think about their own struggles and the journey that they were on and sharing that with the researcher. The question that was asked here to the entrepreneurs were “What entrepreneurial obstacles would you say prohibits entrepreneurship?” and these are their responses to the question.

“I would say that to create that environment. The platform, I still have....you are now an entrepreneur, however there is still no help from any side or government or incentive, incentive that says ok, you want to be an entrepreneur, lets help you, whether it be financial or with advice – I know for instance in Germany if you decide to become an entrepreneur, then they say ok, how have to be qualified for what you want to do. That is the first thing, then for the first 3 years they take your hand. You run your business and then there comes guys from the government to check your financial, how have you done, here you require assistance and there etc. Then they take your hand, because they also want entrepreneurs because entrepreneurs create jobs.” JHAM*****PTA. 23 Sept. 07:26 via physical interview

“People don’t want to struggle. In Short people want to be comfortable, people don’t want conflict, people will, how can I say this, people are people, and I talk about it in general however I get the feeling that some people don’t want to work hard. So I think there is a misinterpretation from the people that own businesses and people that, they don’t want to sit with those problems. Some people just aren’t made for crisis management and to put fires out. Another thing is that people lost their passion, because they also misinterpret what they thought was the reality.” FNSO*****PTA. 29 Sept. 10:56 via physical interview

“Experience. If you didn’t have any formal education, I think it would take you longer than usual. I am still learning, I am surely a slow learner. I don’t know, you know. I think in our industry, if you don’t have the talent and the passion for it, is there actually less that stands in your way. The difficult part is build up a client basis and networking to know who the reliable suppliers are. Quality, to be able to do quality jobs and continue with it, is for me personally a challenge. I have in the past started something and did it half, if I couldn’t do it I got someone who could, however to get someone who could give me the constant quality I required, and then I just said ok, I am not doing it anymore.” LJLP*****PTA. 03 Oct. 16:44 via physical interview

“I think the only obstacles that there might be is that which has the greatest impact, is to have the perfect work life balance between you and your family, because if you came out of a house where your wife’s father was driven, her father was successful, her dad the businessman, she is

*used to the long working hours, but still a family orientated person, it is easier to work longer hours. To put in the time where it is an obstacle for sure...in my case for sure. In my case it is an obstacle for sure where I breaking the mould out of my environment, where her environment is something that she is not used to...it is important that I am as successful as possible between 06:00 and 17:00 and then between 22:00 and 00:00 in the evening. [Jokingly] Those are my peak times.” WMLT*****PTA. 11 Oct. 14:15 via physical interview*

*“The big thing for me, the greatest obstacle that I have, is to be able to manage people better, because to program a robot, you program him exactly what you would want him to do. But people you can’t program, they do their own thing. What works for one, doesn’t work for the other. So obstacles with me for entrepreneurship is to be able to work with people, because you have a lot of facets. You give them a bunch of training, and just you are finished with training, then they say ok, now they have received another job, and they are moving on. So yes, the biggest problem is to manage people.” WVST*****PTA. 18 Oct. 15:15 via physical interview*

*“In my case I would probably see the non-delivery of goods on time as a problem. This is a big problem for me, I do not like it at all. If a builder is not finished in time with a project, if furniture is not right on time or the pavers. People that do not keep their dead lines or targets. It troughs my whole planning upside down. If just one guy do not deliver, the whole thing collapse.” LSLR*****PTA. 1 Nov. 15:00 via physical interview*

*“Poor self-image that is a big thing. You have to believe in yourself and in what you are doing and what you believe in.” WSWS*****PTA. 9 Nov. 11:30 via physical interview*

3.3.14 Verification of interview results

Due to the nature of the study the researcher ensured that the entrepreneurs verified their responses to the interview questions in the interview guide, these “checks and balances” was inserted based on the literature study and what the literature revealed on entrepreneurial drivers, the entrepreneurial profile and lastly the motivators to entrepreneurship.

Even though these questions were towards the end of the interview, because it is a verification of responses it will be handled last in this section. The interviewee’s were to rate from a scale of 1 to 10, 1 being the most important to 10 being the least important. With the entrepreneurial profile the interviewee’s were to just check which of the characteristics fitted them most.

3.3.14.1 Rating the driving forces for entrepreneurship

In this question the interviewee's were to rate from 1 to 10 what was important for them when they became entrepreneurs. In this section of the push-pull factors for entrepreneurship is evaluated. The question that was asked here to the entrepreneurs were "Please rate the following for me in order of importance for becoming and entrepreneur" and these are their responses to the question.

Due to the length of the word "Interviewee", it was abbreviated to "IV" in the columns of the table. This table, Table 3-1: Rate the importance of becoming an entrepreneur below **Error! Reference source not found.** is exactly how the entrepreneurs completed and rated it on the paper. None of the data was changed and as such for example interviewee 4, the entrepreneur mentioned that he made all the 1's, were those that are equally important for him when he decided. He thus couldn't rate them. As this was just initially part of the study to ensure verification of results, the interviewer allowed it.

Table 3-1: Rate the importance of becoming an entrepreneur

		IV 1	IV 2	IV 3	IV 4	IV 5	IV 6	IV 7	IV 8
1	Innovation	1		2	1	3	2	4	
2	Job insecurity	6		4	1	7	4		
3	Insufficient working conditions	4		1	1	6	5	6	
4	Opportunities	2	3	8	8	2	3	2	1
5	Frustration	3	1	7	1	4	8	3	
6	Survival	5	2	5	7	9	6	1	
7	Economic Climate	9		6	1	5	1		
8	Financial Gains	7	4	9	9	1	7	5	
9	Status	8			1	8	9		

3.3.14.2 Entrepreneurial profile

In this question the interviewee's were to select the characteristics which fits their profile the most according to the entrepreneurs. The question that was asked here to the entrepreneurs were "Which of the following mostly fits your profile?" and these are their responses to the question which is shown in Table 3-2: Mostly fits your entrepreneurial profile **Error! Reference source not found.**

This list was also setup as part of the interview guide based on the literature study that was conducted in chapter 2. From the table below it is clear that everyone selected passion in their entrepreneurial profile which resonates with the literature study.

Table 3-2: Mostly fits your entrepreneurial profile

		IV 1	IV 2	IV 3	IV 4	IV 5	IV 6	IV 7	IV 8
1	Need for achievement			✓	✓	✓		✓	✓
2	Internal Locus of control				✓		✓	✓	
3	Desire for Independence				✓	✓	✓	✓	
4	Vision		✓	✓			✓	✓	✓
5	Passion	✓	✓	✓	✓	✓	✓	✓	✓
6	Drive	✓	✓	✓	✓		✓	✓	✓
7	Goal Setting		✓	✓				✓	✓
8	Self-Efficacy		✓	✓				✓	
9	Knowledgeable	✓		✓	✓	✓		✓	✓
10	Other								

3.3.14.3 Rate the motivation for entrepreneurship

In this question the interviewee’s were asked to rate, which was more important for them when they started their entrepreneurial journey. The motivating factors list in the interview guide was setup using the literature study that was conducted in chapter 2. The motivating factors here are more in terms of what assisted the drivers for entrepreneurship, which means it follows the drive for entrepreneurship.

The question that was asked here to the entrepreneurs were “Please rate the following in order of importance for motivating entrepreneurship” and these are their responses to the question.

Table 3-3: Rate the motivation for entrepreneurship

		IV 1	IV 2	IV 3	IV 4	IV 5	IV 6	IV 7	IV 8
1	Financial success - Wealth			2	7	5	9	3	9
2	Role Models			3		9	3		
3	Innovation	1		5		4	2	5	1
4	Recognition			6	5	8	4	4	
5	Independence	2	1	8	9	6	1	1	
6	High Responsibility			1	4	7	5		
7	Work Life Balance			7	10	2	7		
8	Professional Freedom	3	2	4	8	3	6	2	
9	Values			9	6	1	8		2
10	Other					10	10		

3.4 Findings and results of the study

The findings of the study where physical interviews were conducted face to face with all participants by scheduling meetings and resolving calendar clashes will be presented here.

There is also a couple of additional findings that will be presented in this section as themes that came out during the interview process, these findings will also be presented here after the main findings have been discussed. This section is based on the framework presented in chapter 1.

3.4.1 Demographics of the study

The demographics of the study includes the age, the gender, ethnic group, location, business type and if they have underwent formal education such as engineering etc. Even though the interviews that was done is taking convenience sampling into perspective.

3.4.1.1 Age

The age of the interviewee’s differ, although out of all the interviewee’s there was not one person within the age range of 20-30, all the entrepreneurs were all above 31 years of age. In Table 3-4: Age of the interviewee's below you can see the different ages of the entrepreneurs.

Even tough not a lot can be said regarding the age due to the small sample that was used for the interview process, it is interesting to see that there is an even spread between the 31-40 age category and the 41-50 age category.

Table 3-4: Age of the interviewee's

	Age				
	20-30	31-40	41-50	51-60	61 +
Interviewee 1			✓		
Interviewee 2			✓		
Interviewee 3		✓			
Interviewee 4					✓
Interviewee 5		✓			
Interviewee 6			✓		
Interviewee 7		✓			
Interviewee 8					✓

The remainder of the demographics are displayed below in Table 3-5: Remainder of demographics of the interviewee's below as per each of the interviewee’s, divided into gender, ethnic group, location, business type and education.

Table 3-5: Remainder of demographics of the interviewee's

	Gender	Ethnic Group	Location	Business Type	Tertiary Education
Interviewee 1	Male	White	Gauteng	Automation	Yes
Interviewee 2	Male	White	Gauteng	Automation	Yes
Interviewee 3	Male	White	Gauteng	Manufacturing	Yes

Interviewee 4	Female	White	Gauteng	Interior Decorating	Yes
Interviewee 5	Male	White	Gauteng	Labour Consulting	Yes
Interviewee 6	Male	White	Gauteng	Automation	Yes
Interviewee 7	Male	White	Gauteng	Interior Design	Yes
Interviewee 8	Male	White	Gauteng	Architecture	Yes

3.4.1.2 Gender

Most of the entrepreneurs interviewed were male whereas only one was a female. Due to the diversification in South Africa, this doesn't necessarily mean that the opposite sex cannot be an entrepreneur in that specific industry.

In the automation and manufacturing business environments where there is a lot of site visits and walking around inside the physical factories, these areas are mostly liked by men, if you have to look at how the gender matches up with the business type.

3.4.1.3 Location

All of the interviewees were located in and around Gauteng as can be seen in Figure 1-1: Geographical location of study on page 6. Even though all of the entrepreneurs were based in Gauteng, most of them do project all over South Africa if not internationally. The location of these entrepreneurs due to a globalisation perspective doesn't play such a large role in the company success anymore, projects are done country and worldwide depending on the customer.

3.4.1.4 Ethnic group

All of the entrepreneurs were of a white ethnic group as can be seen in Table 3-5: Remainder of demographics of the interviewees on page 82. What is interesting here is that if you combine this with the age grouping living in a post-apartheid South Africa, it is interesting to see how many of the entrepreneurs actually are looking around for opportunities, seeing those opportunities and then doing something about the opportunities found.

3.4.1.5 Education

What was quite interesting to the interviewer is that all of the interviewees had some form of education as can be seen in Table 3-5: Remainder of demographics of the interviewees on page 82. None of them were just accidental entrepreneurs. Later on success will be discussed however education and self-education for all the entrepreneurs are very important. Especially when it comes to their industry and their respective businesses. None of the entrepreneurs thought that they know it all, and as such they have arrived.

3.5 Unpacking questions and explaining topics

In this section the researcher looks at the questions that was asked and the responses to those questions and the themes buried within the answers of the questions. The following can be seen as the themes that was discussed during the interview process:

1. Entrepreneurial intent and specialization.
2. How the business changed.
3. Success.
4. Entrepreneurial character.
5. Entrepreneurial skill.
6. Entrepreneurial drivers.
7. Entrepreneurial motivators.

3.5.1 Entrepreneurial intent and specialization

During the physical interview with all of the entrepreneurs it was clear that before they started their business, they had in thought and in their minds already started the business. They were also already planning to start weeks, months or even years before they actually started. The entrepreneurs in some instance were just waiting for a more opportune time to start, waiting for the plan they had and to the check the boxes to just get past a certain stage so that they knew this was what they were going to do.

"I think I wanted to do it for a long time, but there are other factors such as job security and family especially the kids and so forth. That security, as you call it, has actually changed drastically in our country." JHAM*****PTA. 23 Sept. 07:26 via physical interview

"So I knew that there was a market. There just wasn't a market that was ready. There wasn't a lot of companies focusing on that market and so I knew that there would be a market. I didn't know where the business was going to come from. I didn't know how I was going to generate it. I didn't know- there was no project. There was just an idea that it could possibly work and that's basically how it started." AMRI*****PTA. 27 Sept. 11:03 via physical interview

During the interviews that were conducted the interviewees revealed that the entrepreneurial intent preceded the physical opening of the business and as such the idea or the steps taken to open up the business preceded the physical business venture that would finally be what the entrepreneurs business are that was opened.

"A lot of the stuff is not in line with what you do, but you see that there is a need. So how I started is that I had always, I had even from my school days I wheel and deal so that I can make

some money to go ice skating on the weekend or whatever the occasion was. The drive was always there to start my own business one day.” FNSO*****PTA. 29 Sept. 10:56 via physical interview

“So the decision to move had taken place about a two years before it happened, which meant that I could systematically start working on building my own company. The day it all happened it happened quickly.” WMLT*****PTA. 11 Oct. 14:15 via physical interview

“Yes, it was quite that, I had in that time, it was a process of about six months. The German company for which I worked wanted to take me with them, they wanted me to go to Germany, and I did complete the application process for a visa, I just couldn’t get a visa for Germany” WVST*****PTA. 18 Oct. 15:15 via physical interview

“Then after five years...long-term benefits of staying...wasn’t so realistic and I realised that she did not have the same view for the future.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

“I think that when I look back I can then say that I was wise enough to not just go on my own right after I finished my studies. The next year, March, we had our partner meeting. We had an agenda that would span the whole day, there were nothing on the agenda from my side on that I would resign or whatever. It also wasn’t on my agenda at the time. I just knew that it would happen.” WSWS*****PTA. 9 Nov. 11:30 via physical interview

With the interview with the entrepreneurs it was clear then that the decision to start the business was pre-starting the business physically. Together with the idea of starting a business all the interviewee’s said that their field is a specialist field. These entrepreneurs are specialists in their respective fields because that is what it took to get them where they are today. That is also what it is that is going to keep their businesses moving forward into the future.

All the entrepreneurs after they did their introduction to their business and how they viewed it, I had asked them a simple question which was “Would you say you need to be a specialist to do what you do, or can anyone do it?” All of the respondents in this study said that you have to be a specialist to do the type of work that they do. As in most sectors there are great companies that everyone uses because they trust them and they deliver excellent work and there are companies that do the job poorly as in any industry there are suppliers that over deliver and there are suppliers that struggle to deliver.

“It’s specialised.” JHAM*****PTA. 23 Sept. 07:26 via physical interview

“Yes, absolute specialist field.” AMRI*****PTA. 27 Sept. 11:03 via physical interview

During the interview process, whilst the entrepreneurs revealed the insight that all of them believe that their specific venture is specialised, it comes down to the realisation that if an entrepreneur can do something that no one else or a relatively small part of the population can do, it becomes a specialist venture. As such in general if entrepreneurs are looking for something specific that only they can provide to give them the competitive edge, it provides enough insight to conclude that it was because of the specialised nature of the business that the entrepreneurs could start the venture and succeed.

“No it is specialised. Yes, it is, you have a niche market. You can for example provide a wide range of products, however we are not going to buy and sell computers to our customers. We have goal driven lines in which we specialise” FNSO*****PTA. 29 Sept. 10:56 via physical interview

“No, you do need some form of talent. I think there are a lot of levels on which you can do it. I think the guys who really have the talent, it is a born talent, is the guys who can see the complete picture ...” LJLP*****PTA. 03 Oct. 16:44 via physical interview

“No definitely. You have to have studied to be able to do this. Number 2 you have to be a specialist in labour law to be able to do it and to do it with experience. This is very important, otherwise you are going to struggle, so in short you have to be a specialist in the field, otherwise you will come second badly.” WMLT*****PTA. 11 Oct. 14:15 via physical interview

“Yes, I would say so. It really is, our biggest customers are, the OEM’s (original equipment manufacturers). In other words, BMW, those type of people, and you have to know your story if you want to do work for them” WVST*****PTA. 18 Oct. 15:15 via physical interview

“You definitely need skill, like my previous installer...I had to appoint somebody new because he had no skill. Installation is where everything comes together. Now, working with a new installer...it’s so much more enjoyable.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

In this one specific case the question was asked more regarding, can anyone do this type of work in which the interviewee replied with the following answer but also provided some insight on why it can’t be anyone. Here is the entrepreneur’s answer:

“Never, nee. You have to have talents and gifts with regards to what an architect’s qualities have to be. It can’t be anybody, everyone doesn’t think creation, not everyone can create, thinking things out and visualising the end product. You can learn certain things, what to do what not to do, but then you are just part of the picture. You will never be the leader of the team, you just fit in somewhere” WSWS*****PTA. 9 Nov. 11:30 via physical interview

What is interesting to the researcher in this case is that if you start looking at the duration of most of these business, 10 years, 14 years, 20 years, 40 years and even the businesses who just made the 3 year mark, there can be a conclusion made that for these industries and maybe for entrepreneurship there is a new era of specialising, specialising seems to have shifted in general.

Due to the nature of society and the speed at which we live, we don't have the all-round skills that people had previously. In one instance, the researcher can recall that people today can't even drill a hole in the wall to put up a painting. Let's first start by saying that this is nobody's fault that this is the case, however in this example it allows for another form of person to step into the job market as a specialised driller for example.

As Steve Jobs put in an interview he did, he mentioned that business is not difficult, if you are willing to ask the right questions and forget the notion that this is the way things were always done. This leads us to our next theme, the changes that occurred in the business.

3.5.2 How business have changed and factors that influence

In the interviews that the researcher did, it is quite clear that the businesses themselves didn't change. The businesses themselves didn't change into a new company. What was apparent through the interviews was that the way the entrepreneurs conduct business has changed. Businesses changed with the help of one simple innovation, technology.

"It had stayed the same more or less. The next project starts. That method stays pretty much the same. The basic business processes in terms of concept, design, invoice, that process stays the same." JHAM*****PTA. 23 Sept. 07:26 via physical interview

"The industry has pretty much remained the same in terms of theirs – the industry can be actually summarised as very simply because it has, there's a need to do things better, faster and a higher quality at a lower cost." AMRI*****PTA. 27 Sept. 11:03 via physical interview

"Yes, the career has certainly changed and became more specialised." WSWS*****PTA. 9 Nov. 11:30 via physical interview

Based on the above statements made in the interview process the rest of the candidates also confirmed this that the basic business processes stayed the same. Business core functions has stayed the same and what the business are doing since inception has stayed the same. However asking the question of what influenced the business most the following was mentioned:

1. Technology.
2. Strikes & Labour.
3. Economy.
4. Mentorship

The first influencer technology, has a lot to do with how they conduct business, how conducting business has changes since the companies started. Technology becomes more of an internal influencer or influencing how the world views the business. One can literally start a business and be paperless throughout the whole process and saving money whilst doing so. One of the big things about technology and the world we live in is that it changes things for the small entrepreneur.

Small companies can instantly seem just as professional and large as a large company and in essence it levels the playing field. With the change in technology and the changes that is coming, everything becomes faster, the faster they become the quicker people are required to make decisions, decisions that technology can do through programming or scripts that run in the background. Technology makes it easier to conduct business, and is one of the biggest influencers on a business, if used correctly.

“Technology, yes” JHAM*****PTA. 23 Sept. 07:26 via physical interview

“Yes, definitely, the change technology brought to you in terms of when the products were available had a huge impact and so yes” LJLP*****PTA. 03 Oct. 16:44 via physical interview

“No, it is a massive development in our industry, technology” WSWS*****PTA. 9 Nov. 11:30 via physical interview

The other 2 remaining influencers then actually has a more of an external impact on the business as it influences the customers to buy or not to buy the products the entrepreneurs have to offer. Strikes and the economy both have external impacts on the businesses as it influences buying decisions and productivity decisions. In some cases it influences businesses positively especially when it comes to automation and businesses that require uniform parts or products to be manufactured.

“Little things in the markets change the industry, but something simple, for example something that is detrimental to the one side is very advantageous to us. I mean, simple things like strikes, they are bad for the country, they are good for our industry, and there is now way of getting around that, it is what it is and for that reason, ja. The more strikes we have, the more orders we get, because it fills the fundamental of one thing which is the reliability and the quality and

getting that product out the door, which if you have strikes you cannot do” AMRI*****PTA. 27 Sept. 11:03 via physical interview

“I also think that a positive and a negative regarding the labour law is that, the more strict the labour law gets, the more work there is for me” WMLT*****PTA. 11 Oct. 14:15 via physical interview

The last point even though it is classified as mentorship is also very important and has a great influence on the way the entrepreneurs conduct themselves. Mentorship can be found in various forms, it doesn't have to be specifically someone that is in the position you want to be in or someone you look up to, it can also be a friend or relative that you confide in or use as a soundboard to discuss ideas, thoughts and ways of doing things. Honest advice is sometimes the most difficult to get, especially from someone who has your best interest at heart.

“I would say not a factor but a person, Wolfie Kellermann, I met him in 2008, and he's been in this industry for a long time and his also a good friend of mine. He had a significant impact on my business. He influenced my way of design and the way I go about my business.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

3.5.3 Success

In asking the entrepreneurs regarding success and how they define it there was a couple of things that stood out through the research and interview process. None of the entrepreneurs connected success to wealth, which is quite an interesting point. Most of the entrepreneurs struggled with this question because it is a deep personal question that one has to decide for yourself. In most cases the entrepreneurs asked me for a framework in which they can measure themselves, and the researcher thinks it is because the entrepreneurs knows that their success doesn't lie in wealth. Wealth can disappear in an instance with one wrong decision.

“I think success, for me it is about customer satisfaction” JHAM*****PTA. 23 Sept. 07:26 via physical interview

Success is to feel good about yourself, to be able to take a position where you can help people, job creation, and to life an easy life.” FNSO*****PTA. 29 Sept. 10:56 via physical interview

“Success for me is, if you're finished with a project and the clients are really happy and satisfied. Little things like receiving an sms from a client that appreciate the work you've done or are amazed with what you accomplished” LSLR*****PTA. 1 Nov. 15:00 via physical interview

Instead they connected their success, to being able to leave a legacy behind for the people that come after them, to be able to help their workers and to be able to provide for the workers to put food on their family's plates. What this tells the researcher is that there is a deep seated thought to be more than just wealthy that is to make a difference and help their fellow man, to be the difference. There is a quote out there that states that if you want to change the world, change it one person at a time and move on.

"I think that this is the most difficult question that you can ask anyone, how do you define success, because when is someone successful and I don't know. I think the definition of success and this is my personal opinion, is probably a very self-centred approach of....I am fine, I am ok, I am now successful. But are you really successful? What is success? Is your success connected to your business? Is your success connected to your family? Is success connected to your faith? I think success can probably be connected to, one day when I am six feet under and I look at my daughter and my wife and I have given them a future even though I am not there. I think then I will be successful. A legacy, I think that is your success" WMLT*****PTA. 11 Oct. 14:15 via physical interview

This type of behaviour you can also see from the likes of Bill Gates and his philanthropic works with the Bill and Melinda Gates foundation. Bill Gates worked his whole life to gather wealth to at this current age to just give it away, the same with the likes of some of the Hollywood stars. As such there is also a quote from Kevin Spacey that says, "If you are lucky enough to reach the top, it is your responsibility to send the elevator back down".

The entrepreneurs then proceeded to look deep within them to try and define their current success, and as some put it, they don't think they will ever be successful. This also revealed that these entrepreneurs also know that as with time, wealth is just temporary and that by claiming you are successful, you open yourself up for mediocrity and failure, in which the entrepreneur could lose everything they work so hard to achieve.

"I don't think I'll ever think it is a success. I don't think I'll ever stop working" AMRI*****PTA. 27 Sept. 11:03 via physical interview

"I think success is something different to every single person, I think there's little things along the way that make you feel successful, but because I think as a person I am naturally self-critical, I think for every one think that I think Okay, I might be doing something right, I think there's ten things that happen on a daily basis that tells me you're not doing things right. I think success is a very, I don't think you ever reach it. I think it changes all the time." AMRI*****PTA. 27 Sept. 11:03 via physical interview

As such they stay grounded and not arrogant, understanding the cycle and waiting for their time, to leave the legacy they struggled, fought and worked so hard for understanding that nothing in life is free. Everything comes at a price, the question that they asked themselves and by now know the answer to is that, they were willing to pay the price for what they have at the cost that was to be paid.

“From success to significance. Success doesn’t lie in financial wealth. The guy with the nicest red Ferrari, I don’t see him as successful. The world might see him as that, I don’t see him like that. I always ask myself, I wonder who the owner of the Ferrari is, which bank is it.....”

WSWS*****PTA. 9 Nov. 11:30 via physical interview

Depending on what your definition of success is, it is a moving target, setting and reaching goals. After all if you have completed the goals you have set for yourself, you set new ones and they take precedent over the current goals. This makes success a very personal, very difficult concept because it depends on the entrepreneur whether they think they are a success, using the measuring sticks they setup for themselves.

“Ok, what was my goal? Why did I do it in the first place...I could care for my children and their upbringing by myself. That was the primary goal and I could also make an extra income, it was fun and the children now all grown up seemed to be ok. There are never any guarantees.”

LJLP*****PTA. 03 Oct. 16:44 via physical interview

If you view success in the way that these entrepreneurs view success in terms of their work and quality work they provide to get ensure that their customers walk away satisfied. Taking into account the specialised nature of the business and being able to do a great job, what was quite interesting is that the entrepreneurs don’t really advertise. Their work is their advertising. They don’t sell specifically a single specific product, they sell more than that. They sell solutions, they sell consultations, and they sell their own unique skill set to be able to provide solutions that will better the lives of the customers who hired them to complete the job.

Just like in sport you are only as good as your last game, the same could be said of these entrepreneurs. They are only as good as their last project, if it wasn’t a good job or they didn’t perform excellently, their reference would be poor and people don’t hire poor performers, they want the best.

“Someone came to me and said, listen, we have precisely what I just mentioned to you, we have this product which we want to build, and how can we automate it?” JHAM*****PTA.

23 Sept. 07:26 via interview

“Normally because I have never advertised. I was in the privileged position and listen carefully now, it was blessing and grace all the way, that I could do something from home, that I never needed to advertise, everything was word of mouth” LJLP*****PTA. 03 Oct. 16:44 via interview

“My business run’s truly on a word of mouth basis. It was never advertised, I don’t even have business cards. My work is my advertisement...and I prefer it this way.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

In the end, for all the entrepreneurs, success in the way they defined it is a moving target, that along the way you have the small successes which makes you feel good. They understand that success is so much more, and that maybe by claiming they are successful against their own standards or ways of doing things, it might just be the end of what they worked so hard for. In short they celebrate the small victories, the small successes to be able to move on the next success story, the next customer to satisfy and to keep their success hope alive.

“I would say this. Every client is different, with different needs. Like an old fashioned piece of furniture they want to use in a modern space. It’s always a challenge” LSLR*****PTA. 1 Nov. 15:00 via physical interview

3.5.4 Entrepreneurial characteristics

To be able to understand the entrepreneurial characteristics of these entrepreneurs and their respective companies, it is important to understand that during a physical interview where the entrepreneurs didn’t receive any material beforehand to be able to prepare for this study, they had to make a lot of introspection of themselves to be able to provide feedback to the answer that lead to this theme directly during the interview.

This basically means that the entrepreneur has to know himself/herself their shortcomings as well as what they are good at. In some instances because of technology changing, the entrepreneurs have to stay on top of their game, but they have to know what their respective strengths are and what their weaknesses are together with how to deal with it.

“I think the most important thing that any, and it could be an entrepreneur or business owner, needs to understand it’s what he’s good at, but more important that knowing what you’re good at, is knowing what you’re not good at. Because, if you know what you’re not good at, you know where to go and source what you need, and you mentioned it just now, pooling resources.” AMRI*****PTA. 27 Sept. 11:03 via physical interview

A lot of the characteristics one gets in entrepreneurship, especially with the help of technology, is the ability to make quick decisions. Most of these entrepreneurs keep their company the size

they do merely because of the decision making process. The faster you make decisions the more advantages it will be for the company. There sometime just isn't the time, as with larger companies to jump through the hoops, get all the approval signed off and wait for the board to meet to get an answer. The world is changing, companies are becoming more streamlined and flat structured, to tackle this exact problem of decision making.

"In the first place you have to be driven. Making fast decisions. Put different things together to get the end result." JHAM*****PTA. 23 Sept. 07:26 via physical interview

The main characteristic all of the entrepreneurs had was their attitude towards the business and their attitude towards the work. On a quote the researcher ones read said that the difference between successful people and the unsuccessful people are that both of them have tasks in their day that they don't like, the successful people just do them because they know that it is that task that brings them closer to their goals, where the unsuccessful doesn't. This is such a powerful statement, and the attitude at which the entrepreneur works, is what can make the difference between running a business and closing it.

"Well, I will say it is my attitude, because a skill can be learned, but if you don't have the right attitude, then you are going to mean nothing. So your head needs to be on straight. I have a lot of drive in me, it is easy for me to work till ten, eleven at night communicating to customers to keep them updated on the projects, everything like that is to keep the customers happy" FNSO*****PTA. 29 Sept. 10:56 via physical interview

The other two characteristics that goes hand in hand with the above is the ability to control and the ability to have vision, a picture, of what things should look like. Understanding that it is the vision that got you started in the first place of what this could be, controlling the process and controlling the way the entrepreneur wants things to be done. Someone once mentioned to the researcher whilst the was working at his first job, that it doesn't matter what you do, my name is on the door and if something bad happens it is my name that is tarnished, not yours. This resonates with the researcher through this section of control and attitude.

"Control freak, but rather, it is that capability to see the bigger picture and not to feel that I have to be in charge the whole time with things that happen on the floor. To manage the other people and to coordinate them accordingly." LJLP*****PTA. 03 Oct. 16:44 via physical interview

"I think, if I have to honestly say, I think "vindingryk", Innovation is a pretty Afrikaans word for it. But yes, it is that, because the industry where we work in, you have to be innovative otherwise you won't make it" WVST*****PTA. 18 Oct. 15:15 via physical interview

“Patience and grit” WVST*****PTA. 18 Oct. 15:15 via physical interview

“Definite characteristics would be your passion and then your quality of work. I’m not a good sales person, the worst. I would easily give something away...but then again you always get something in return. Being called regarding negligence is not part of what I stand for, so yes...I’m a perfectionist.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

This section would not be complete if we didn’t make use of section 2.5 on page 19. The reason for this is to see according to the literature which characteristics the entrepreneurs had more of and which they had less of. The list from most to least is as follows:

1. Passion.
2. Drive.
3. Knowledgeable.
4. Need for achievement.
5. Vision.
6. Desire for Independence.
7. Goal Setting.
8. Internal Locus of control.
9. Self-Efficacy.

If you had to take the interviewees and you match it with what single items on their entrepreneurial profile resonated most, the top 5 of the list is quite interesting to start seeing the comparisons. Everybody says that you have to have passion. There is also quote that was said by the late Steve Jobs where he says that you have to have passion for what you are doing, if you don’t have passion, the entrepreneurial journey is just too hard and too difficult, you just won’t make it. That is why you see so many businesses after a couple of months or years, because when it got tough the entrepreneurs bailed and the business just a shadow of what they once were.

Perseverance, is a very important part, perseverance, drive, to keep going and communication, marketing and everything, its communication. The marketer is you, because you have the knowledge and you know what you want to market, how you want to market it. If you appoint someone to do the marketing that doesn’t have the same passion as you, he is doing it for a pay check, and you are doing it because it is your passion. That’s the difference.” WSWS*****PTA. 9 Nov. 11:30 via physical interview

The other interesting thing is that if you look at the top 5 on the list above it is quite clear that passion fuels drive, drive gains knowledge or leverages knowledge, satisfies the need for

achievement which allows the vision to come in existence. For every entrepreneur it is different, or they will call it something different but the end result is the same.

3.5.5 Entrepreneurial skills

Skills for entrepreneurship are a bit different. The reason skills is different is that skills can be taught and skills can be learned, there can be transference of skills. Unlike the characteristics we just went through, characteristics reveals it to the entrepreneur, whereas skills come and go as the entrepreneur requires them. The more the entrepreneur uses his/her skill set the stronger and better they become at it. The less the entrepreneur uses their skills the more it withers away.

Entrepreneurs should have a wide skill set, the reason because even though they are running a business and require business skills, entrepreneurs in the study are also the ones who does the physical work. This means that they have to have both business skills such as accounting, engineering, etc. and they require the working skills to be able to generate income.

"I will say to make a plan, to think on my feet, because you come into a situation where you say "Oops", we hit the brick wall, what are we doing now? There on site... I always say that you have to be a jack of all trades and a master of one." JHAM*****PTA. 23 Sept. 07:26 via physical interview

"Difficult. I think it is impossible to say one thing, because I think it's a lot of things. It's being self-critical. I'm a little bit of a perfectionist when it comes to the way things are done and the way things look." AMRI*****PTA. 27 Sept. 11:03 via physical interview

"Well, you know, I think in this type of business you can't always keep skills and characteristics away from each other, because that is the package at the end of the day. I think you have to have a huge talent, but you have to be able to communicate with people..... I think that it is a very difficult question for me to answer.., because I can't separate skill and talent from each other. As a person you have a talent and you increase your talent, as you increase your talent there are a number of other skills that also increase." LJLP*****PTA. 03 Oct. 16:44 via physical interview

"Programming" WVST*****PTA. 18 Oct. 15:15 via physical interview

One of the things that resonate through and through is how much these entrepreneurs even though they didn't quite know it at the time, know their own capabilities and their skills set. This also shows that the entrepreneurs have had a lot of experience in entrepreneurship in running their business. If one has to go back to the literature study on page 35 paragraph number 2.7

The knowledge and skills required for entrepreneurship, what the entrepreneurs answer here resonates directly between what the literature study has proven and what the entrepreneurs are saying.

“Mine is a bit of a positive and a negative. I will have to say adaptability. The positive, as you know, I can fit in with anybody, any customer and I can communicate and I can sit in a boardroom and talk the talk and I can go to the workshop and talk the talk” WMLT*****PTA. 11 Oct. 14:15 via physical interview

“Visualizing plays a big part, stepping into a room and being able to visualise the end product plays a big role.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

“I think it is to work with people, in our career we to also have a range of various skills as we already mentioned before. But it is to motivate and inspire people” WSWS*****PTA. 9 Nov. 11:30 via physical interview

This section reveals that there are many skills required for entrepreneurship, and what is also apparent is that there are a lot of skills that entrepreneurs have, even though they themselves don't see it as trivial, because it has become as a second nature and they use the skill without even thinking about it. It is natural.

3.5.6 Entrepreneurial drivers

The entrepreneurial drivers were also quite a difficult topic to discuss because the entrepreneurs had to remember why they started in the first place. In some instances the entrepreneurs were able to do both, they mentioned both what drove them and how it changed.

The problem with this is that those entrepreneurs for whom it changed for, the drivers changed because of the experience they gained since they started has increased. If you had taken away the entrepreneurs experience, and put them in the same situation, the question then would be would the drivers be the same. The researcher would argue yes, because your circumstances and environment is the same. That is what got the entrepreneur started in the first place. Reading back to **Error! Reference source not found.** at point **Error! Reference source not found.** on page **Error! Bookmark not defined.**, it is clear that the entrepreneurs started the business long before they physically started the business. As such if you take the circumstance and environment away which caused them to think the way the entrepreneur thought then the outcome would change.

The drivers for entrepreneurship from the literature showed us that we have push factors, the factors that push us towards entrepreneurship, we have pull factors, the factors that pull us

towards entrepreneurship, and then we have a little of both push-pull factors. Push factors are seen as negative, such as survival and the entrepreneur had no other choice, whereas pull factors are seen as positive, something pulled me towards such as a good opportunity.

"I don't think that there were anything specifically that drove me. I think I always was."

JHAM*****PTA. 23 Sept. 07:26 via physical interview

"I don't take instructions well if they don't make sense. I can take an instruction from anybody if it makes sense, but I think what happens a lot in business and what happened to me in a previous company is I was instructed to do things a certain way and in my mind, in any case, it was not the way to do it and for me I couldn't work that way." AMRI*****PTA. 27 Sept. 11:03 via physical interview

"Uhm as I said, I don't know how other people view it, but for me it was about what I liked doing, and I liked to wheel and deal from my school days. That drove me..." FNSO*****PTA. 29 Sept. 10:56 via physical interview

"You know, Corrie, it was the only other hobby-love-skill that I had in my life and I am till today, I will die for a nice piece of cloth. So there was no stage, well I didn't go and sit down and think, ok, what are my other options. It is a thing that I put to the test to see if it will work." LJLP*****PTA. 03 Oct. 16:44 via physical interview

"On the one end it was a case of I wanted to provide a better life for myself and my wife, number 1, I knew that I wasn't going to be able to achieve that by just working for another company. Secondly, I knew that I don't want to be like my Dad, so the only way I am able to achieve that was to have my own company, so that was my goal since I was in grade 12. I think I knew in grade 12 that I am going somewhere, somehow I am going to do my own thing." WMLT*****PTA. 11 Oct. 14:15 via physical interview

"At that stage it wasn't necessarily a dream, but you know, I didn't, it is not so much a dream at that stage as it was that I just wanted to do my own thing, to be in charge of myself, where I could make my own choices and see, with every choice there is consequences, but if you make the decisions yourself, then you suffer your own consequences." WVST*****PTA. 18 Oct. 15:15 via physical interview

"I think that passion was the big drive towards entrepreneurship for me as well as survival. We live in a country where there's no free handouts by the state" LSLR*****PTA. 1 Nov. 15:00 via physical interview

Each entrepreneur is different and they have different circumstances and environments under which they are driven to start their own businesses. In the section 3.3.14.1 Rating the driving forces for entrepreneurship on page 80, the check and balances reveal something quite interesting. What it reveals is that for all the entrepreneurs if you had to take point one through to four, they all had an even mix of push pull factors. Which means that the driving factors that drove the entrepreneurs in this study was an even push pull, 50-50.

Looking at Table 3-6: Even split for push-pull factors number 1-4 highlighted from research study below it can be seen that for every entrepreneur there is a clear split between the push factors and the pull factors. A unique balance between needing to start and waiting for the exact opportunity to start for each of the entrepreneurs. The type of drivers for each entrepreneur differs as mentioned above, their circumstance and environments differ. What the entrepreneurs did show was there was both push and pull factors in all the driving factors that led the entrepreneurs to decide to make the commitment to entrepreneurship.

Table 3-6: Even split for push-pull factors number 1-4 highlighted from research study

		IV 1	IV 2	IV 3	IV 4	IV 5	IV 6	IV 7	IV 8
1	Innovation	1		2	1	3	2	4	
2	Job insecurity			4	1		4		
3	Insufficient working conditions	4		1	1				
4	Opportunities	2	3			2	3	2	1
5	Frustration	3	1		1	4		3	
6	Survival		2					1	
7	Economic Climate				1		1		
8	Financial Gains		4			1			
9	Status			3					

Based on the literature study in chapter 2, we can see that the drivers stayed the same for wanting to start a business. It is only now that the entrepreneurs look back, taking today's circumstances and environments into consideration vs. the past environments and circumstances, which it would change for them now. Experience and focus changes everything in entrepreneurship.

“Spirituality and Bible principles, to be able to apply these principles in a business.”
 WSW*****PTA. 9 Nov. 11:30 via physical interview

The change occurred because now what drives the entrepreneurs now is not what drove them in the beginning. It has changed, it changed from frustration and financial independence to

have more flexibility and seeing the joy they provide to their customers whilst knowing that they are responsible for the people that work for them and being able to provide for them.

“This is what drives me and obviously it is great to be busy, to say you have clients and to feel that you have a purpose in life. I am very self-disciplined.” LSLR*****PTA. 1 Nov. 15:00 via physical interview

3.5.7 Entrepreneurial motivators

Entrepreneurial motivators were quite difficult to describe to the entrepreneurs without leading them into their answer. Most of the entrepreneurs interviewed for this study think the drivers and the motivators are the same thing, however they are not. Drivers have a distinct category, as per the literature study that they fall into push-pull factors, whereas motivators have a bit more of a wider scope. What drives you and motivates you are in essence two different questions. In some instance the motivational factor such as finance, can be a driver and a motivator. The difference is discussed in the literature study of the research study.

“It used to be the engineering, it used to be wanting to do a project in a way that I thought it should be done and very, very quickly and people don’t like to always say this, but very, very quickly you realise that you cannot do a project because of the engineering, no matter how much you love it. At the end of the day you have to do it for a little bit of that and predominantly for the financial gain...” AMRI*****PTA. 27 Sept. 11:03 via physical interview

According to the literature study there are only a couple of categories for the motivation to start a business, one of those motivating factors is financial gain, or wealth. What the entrepreneurs have said is basically that you cannot run a company on good ideas or the love of projects, merely because you can’t go to the bank and say, “I would like to pay my bond in good ideas please”. That is not how life works and it especially is not how business works. The more financial gains you have the more the company can do.

“What motivated me a lot is the road that I had walked, because I worked with Germans, and they always talked about how their stuff is always the best and that they always know more and better and you know, and it came across that they think we South Africans are actually a bunch of apes, and I had decided there and then that I will show them how this works.” FNSO*****PTA. 29 Sept. 10:56 via physical interview

Recognition and professional freedom also plays a crucial role in the motivators for entrepreneurship. In most cases the entrepreneurs mentioned that they would not be able to work for anybody again, if something happened now and their businesses didn’t make it. They

would take what they can and try again, smarter, better and faster. This also indicates that entrepreneurs want to be free from the confines that employers are putting them in as employee.

"I think financially and desire for independence was the two main motivating factors for me, yes for me that was it" WMLT*****PTA. 11 Oct. 14:15 via physical interview

"Motivation was the kids, and to look after them, yes, to be here and to have some pocket money and it was much fun for me" LJLP*****PTA. 03 Oct. 16:44 via physical interview

"There's a lot that motivates me, as I said, mainly the team I've build up around me and the work we have to do. If work comes in, I feel motivated because I know this means work for everyone on my team." LSLR*****PTA. 1 Nov. 15:00 via physical interview

In the literature study in chapter 2, the motivating factors for woman are different than those of men. Typically for woman entrepreneurs it is to be able to look after the family better and have a lot more flexible time to their disposal. To be able to not be stuck at work in the office in an 8-5 job when you are needed at home.

Again for every entrepreneur this differs, because each entrepreneur is different and there are no two alike. If you have to compare each of the interviewee's number 1 in the table presented in above on page 98 it reveals that the typical motivators are innovation, independence, high responsibility and values as the number 1 ranked in terms of important motivators for the entrepreneurs who were interviewed for this study. It does cement the comment that entrepreneurs want to spread their wings, be free and try new ideas and methods of completing tasks.

"It is a journey and a spiritual journey" WSWs*****PTA. 9 Nov. 11:30 via physical interview

3.5.7.1 Entrepreneurial risk

Entrepreneurial risk is a difficult thing, because each entrepreneur has a different risk appetite and profile. This is however changing, the risk is shifting from starting businesses to risk within businesses. With technology coming into play, pretty much anyone who wants to can become an entrepreneur. The entrepreneurial view regarding risk is different, especially with a changing and brittle economy as have seen over the past couple of years in South Africa.

"That security, as you call it, has actually changed drastically in our country. To say that you have a secure job actually means nothing today, because you can lose your job quite quickly." JHAM*****PTA. 23 Sept. 07:26 via physical interview

According to the literature risk takes on various forms and can sometimes be disguised in various ways. The types of risk that the literature refers to are the calculated risk or the unknown risk. Calculated is naturally when the entrepreneur understands the risks involved and knows about them to mitigate and circumvent the risks. The unknown risks are the dangerous that happens instantly an unforeseen time and place, this makes unknown risk very difficult to manage, anticipate and prepare for properly.

“I had worked for a German company which did work for BMW, projects, and I had worked for their South African branch. They then closed the branch, the branch in South Africa. They did, they did finish the project at Mercedes, and then they said now they are leaving the country.”

WVST*****PTA. 18 Oct. 15:15 via physical interview

“You have no guarantees, you also have no guarantee that you will still have a job next month.”

LSLR*****PTA. 1 Nov. 15:00 via physical interview

In a world where a lot of businesses have a lot of retrenchments, where large companies can go out of business because a competitor that has found a better competing edge, it makes sense to start thinking that the job market today might not be as secure as it once was believed. It is thus very difficult to remove risk from the equation of entrepreneurship, because it is the risk factor or the perceived risk factor that makes entrepreneurs, entrepreneurs.

The entrepreneurs have a very good sense of what has to be accomplished and as such the notion of what is unknown becomes known and thus less risky. That means that even if you cannot take away risk, what the entrepreneur can do is mitigate the known risk, because that is what is known. The world is changing too fast for any certainties except for the usual, death and taxes.

“Then I started the company and opened the office and there were good times and bad times as in any other career if you manage a company. Our industry and the economy goes hand in hand with the economy” WSWS*****PTA. 9 Nov. 11:30 via physical interview

3.6 Summary

In this chapter the empirical study was conducted for the drivers and motivators for entrepreneurship, and how the research was conducted. The chapter starts off with how the data was gathered, to show the results from the interviews and then the interpretation of the results.

The study was conducted with a sample size of 8 entrepreneurs whom come from all industries and are of all ages. There was only one female in the study and all the interviewee's have had

some form of tertiary education or degrees. The decision to start the business is the first starting point taking into consideration the drivers and the motivators. This decision is also something that happens before the entrepreneurs physically opens the door to their new venture.

The original business also hasn't changed much for the entrepreneurs, the influence that technology has on businesses is more with regards to the how the business functions rather than changing the original business. In essence the technological advancements that has come into play for the entrepreneurs helped them manage their business better. The original business stays the same and the way they create their product stays the same, but the influence of technology helps manage and accelerate the business forward.

Each of the entrepreneurs also view success differently, but not one views success in terms of financial goals. They admit that to have a business the entrepreneurs have to have finances to make it happen, continue growing and to keep the doors open but none of the entrepreneurs connects success to a lot of money or wealth. They celebrate the achievements and the small successes however the entrepreneurs understand that true success is helping other individuals and people around them.

Each of the entrepreneurs have their own characteristics and skills that accompany them and as such is the skills and characteristics that they require to make a success of their respective businesses. As mentioned in the literature study, characteristics are revealed and something the entrepreneurs have always had, and skills are what can be learned and thought as and when the entrepreneurs require them. In both occasions with characteristics and skills, each of the entrepreneurs have a wide range of skill and the characteristics to accompany those skills.

The base of the study was to establish if the entrepreneurial drivers and motivators had changed with the influence that the economy and technology has had in the previous decade or so. In the response from each of the entrepreneurs in the study comparing that information with the literature study conducted in chapter 2, it revealed that they had remained the same. There are no new drivers and motivators than those of the literature study. Technology only influenced the businesses of the entrepreneurs by helping them to better conduct their businesses, but it didn't change their business, their core businesses remained the same.

The last section of this chapter deals with risk and how risk has shifted for the entrepreneurs. Each of the entrepreneurs finds it more risky to have a job at a company than to start your own venture and face the risks. The entrepreneur's view of risk has a valid point if you look at how many of the companies these days are retrenching personnel and downsizing due to economic

circumstances. According to the entrepreneurs the risk has changed, and things are actually more uncertain now than ever.

CHAPTER 4

CONCLUSIONS AND RECOMMENDATIONS

“The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand.” - Vince Lombardi, head coach of the Green Bay Packers (1959-1967) (Entrepreneur, 2014)

4.1 Introduction

Entrepreneurship is important for any country’s economic climate, entrepreneurs add value, they create jobs, pay taxes and create products that are all part of the future growth in the country they reside in’s economy (Herrington & Kew, 2015). Entrepreneurs are at the forefront of innovation, which then leads to the latest and greatest products that consumers can utilise (Wang, 2013). Entrepreneurs think differently, behave differently and act differently merely because they are different, they don’t conform to the norms of the world like other people do (Ilham & Musdalifah, 2015).

In South Africa, entrepreneurs are needed to keep the country moving forward by adding value to the economy and stimulating the economy (Herrington & Kew, 2015).

This chapter is to conclude the empirical study by summarising the findings on the investigation into entrepreneurial drivers and motivators. A brief review of the themes covered including the skills required, the characteristics of entrepreneurs, how they view success and more importantly what motivated and drove them to become entrepreneurs.

This chapter then further looks at the research objectives and provides a critical evaluation on both the primary and secondary objectives, before the chapter ends it will also look at what the suggestions are for further research.

4.2 Conclusions of the empirical study

After the interviews were conducted and recorded using the iPhone digital recorder and transcribing the interviews from voice to text, there were a number of themes that could be retrieved from the interview data. The following 8 topics were the themes that stood out were the decision to start a business, business changes and factors that influence, success, the entrepreneurial character, entrepreneurial skill, entrepreneurial drivers, entrepreneurial motivators and entrepreneurial risk. We will now look at all 8 the themes and discuss them briefly.

4.2.1 Entrepreneurial intent

All of the entrepreneurs that were interviewed had decided that they were going to have their own business before they actually open their physical doors. There was an idea for a business, what business each of the entrepreneurs didn't know then. The idea, the seed was planted and the desire to start their own companies was born in that moment.

According to the literature study, referring to section 2.5.3 The entrepreneur has personal conviction on page 26, entrepreneurial intention is defined as the entrepreneurs conscious awareness and conviction to start a their own business during some point in the future, initiating the theory of planned behaviour (Nieuwenhuizen & Swanepoel, 2015). As such entrepreneurial conviction can then be used to measure how easily the individual thinks of starting, initiates or starts their new journey as entrepreneurs (Zerihun, 2015).

The entrepreneurs which were interviewed during the study showed similar behaviour through the interview process, as some of the entrepreneurs decided 2 years prior, some a couple of months that they were going to start their own businesses. The decision to start their own business wasn't a light one, it took planning and understanding, how this business is going to play itself out and working and struggling through the decision.

They understood what they were letting themselves in for without knowing the full extent of how it would play out. They knew enough to know that this is what they would want to do and that they would do it. The seed was planted and the decision was there they just needed the right opportunity at the right time, more or less.

The entrepreneurs used phrases such as the ones below that resonates with this.

"I think I wanted to do it for a long time" JHAM*****PTA. 23 Sept. 07:26 via physical interview

"There was just an idea that it could possibly work and that's basically how it started." AMRI*****PTA. 27 Sept. 11:03 via physical interview

"So the decision to move had taken place about a two years before it happened" WMLT*****PTA. 11 Oct. 14:15 via physical interview

"Yes, it was quite that, I had in that time, it was a process of about six months" WVST*****PTA. 18 Oct. 15:15 via physical interview

It is clear that the decision to start their own businesses was also not taken lightly. It was something inside of them that they wanted to do long before they did it and on some level most of them knew that they were going to have their own company, doing it their own way and ensuring that the people that work for them is also taken care of.

This section regarding the decision on starting their own business then corresponds with the literature study and that through the theory of planned behaviour the entrepreneurs in this study had entrepreneurial intent before they physically started their own venture.

4.2.2 Business changes and factors that influence

Through this study it is also clear that the core of the businesses remain the same, in essence architecture will always be architecture and automation will always stay automation. The main influence came in on how things were done. There were a couple of influencers that influenced businesses negatively and positively. An influence that is good for one business might not be so good for another because of the impact it had on the whole environment afterwards.

The business change factors that drive a business in the literature study shows that the world is changing at a rapid pace in the era of information flow and communication (Mehta & Dixit, 2015). The advancements of technology has ensured that businesses have to change and it becomes difficult not to change (Byrne *et al.*, 2013). The rapid technology changes also ensures that processing power doubles and calculations becomes faster, which also has an impact on how the internet changes the way we live and work (Manyika *et al.*, 2013).

There is also a distinction between which influencers has an internal impact on the business and which influencers has an external impact on the business. This can also be seen as a positive impact, as it helps the businesses to conduct business better and faster, or a negative impact, as it doesn't help the company to grow physically and it is seen more and a damper on growth and improvement. Understanding the literature study then makes the following main list of influencers from the interviews with the entrepreneurs accurate and is listed below:

1. Technology.
2. Strikes & Labour.
3. Economy.
4. Mentorship

4.2.2.1 Technology

The literature study also agrees with technology is changing the way entrepreneur approach and conduct business. Technology is also one of the main influencers in business and in the

lives of people and thus entrepreneurs. During the study it was also very clear that technology plays a vital role in the businesses whether it is to go paperless or whether it is to be able to program a function quicker. Technology has played and is going to play a vital role in how business is done and is the one influencer that never stops working. This is thus seen as a positive influences on business.

4.2.2.2 Strikes and labour

Another influencer on business and how it is perceived is the strikes that the labour market is enforcing to get business owners to give in to their demand. Whether they are right or not is beyond the scope of this study, what this study is concerned with is the influence it has on businesses. In some instances, labour and strikes is a positive to some entrepreneurs in this study because it provides some businesses with the extra push in motivation to purchase the services and expertise from other entrepreneurs whom can for a large part ensure that businesses have the capacity to produce the require products needed to sell.

In Figure 2-2: Twelve potentially economically disruptive technologies on page 16 in the literature study, one of the potentially economically disruptive technologies is advanced robotics which means that when strikes and labour unrest become more frustrating for entrepreneurs the potential to go all automation or robotics becomes part of reality more and more.

The strikes and the labour market is seen to have both an external effect on the businesses of the entrepreneurs, because it is something that happens to the businesses not in it, which means it directly has an effect on how the businesses behave. It is seen as a negative influence on an entrepreneur's business but also driving the disruptive technology that would replace most part of the labour market where possible. In this instance the literature study confirms the entrepreneur's notion on labour and what technology will replace labour where they can.

4.2.2.3 Economy

The economy is also an influencer that has a negative connotation because if the economy does badly the companies whom is directly influenced by the economies take the biggest plunge and then the supporting or supplier companies follow suite. It is also an external influencer as it is something that happens to a business without any control, as businesses can't control the economy and what it is going to do.

In the literature study both Srivastava (2014) and Fratzscher (2012) indicated that the financial crisis with the economy has impacted or changed the notion of how business is going to be

done together with policy changes both fiscal and monetary for emerging markets. This supports the interviews with the entrepreneurs that the economy has also changed and also changed its impact on the business as an external influencer.

4.2.2.4 Mentorship

Mentorship is a bit of an interesting influencer as it doesn't directly influence the business such as any of the previous influencers however it plays a significant role within the changes or the directions companies take. This is also seen as a positive influencer and in internal influencer.

The role of mentors have also changed from someone whom you look up to and talk about business and the ideas, thoughts or struggles you have to a friend or family member which you can share all of the ideas, thoughts or struggles you are having. Inspiration and advice comes from all over if you have the right mind-set and ears to listen to it.

Mentorship was not discussed in literature study in chapter 2 however this does play a part in all the entrepreneurs, if it is coupled with their view of success. This will be discussed in the next section below but the one thing the researcher picked up in the interview process was that which was not directly mentioned by the entrepreneurs but they knew that at some stage or another they would have to hand over their business to another person, individual or entrepreneur. This individual would require mentoring to stand and fill out the entrepreneurs shoes. The entrepreneurs in the interview also wants to share their view, opinion and knowledge based on their view of success up next.

4.2.3 Success

According to both Bruton *et al.*(2008) and Spinelli & Adams (2012) in the literature study, entrepreneurship is referred to as a journey, a journey that takes many twists and turns full of discovery and courage. This section of the literature study agrees with the view of the entrepreneurs on success.

The rest of the literature study defines entrepreneurial success with words such as established, actionable strategies and opportunity recognition. These words, however all correct have one thing in common which is accomplishment, which is exactly how in world's terms one would think of success. During the interviews with the entrepreneurs however it was clear that for the entrepreneurs this is not what success was to them. To the entrepreneurs it was more a case of being a mentor, helping their fellow man because if their success was coupled to what the world would define as success they also didn't view themselves as very successful.

Success is a personal thing for all the entrepreneurs interviewed in this study. Success also for all of them is not coupled in wealth, because all of them know that wealth as a something that can be lost with one wrong decision.

"I think success is something different to every single person, I think there's little things along the way that make you feel successful..." AMRI*****PTA. 27 Sept. 11:03 via physical interview

They have their small successes which they celebrate and keeps them feeling the sense of achievement, but come the next project they are back to square one. For most of the entrepreneurs success lies in helping others, caring for others or taking the responsibility to ensure that others are taken care of. From significance to influence.

"From success to significance. Success doesn't lie in financial wealth." WSWS*****PTA. 9 Nov. 11:30 via physical interview

The literature study and the physical study shows that success is different to each entrepreneur and more importantly it depends on how you define success. None of the entrepreneurs thought that wealth is a key measure of success.

4.2.4 Entrepreneurial characteristics

Character is different to skills, character is something that develops, that you were born with. Character traits are typically the ones that tell you who you are, and the most important thing about this is that all of the entrepreneurs have their own unique character trait that has gotten them to where they are today. The literature study also reveals that the entrepreneurial characteristics describes the entrepreneurial profile (Barba-Sánchez & Atienza-Sahuquillo, 2012).

In the interview guide which was compiled using the literature study in chapter 2 indicated that the typical entrepreneurial profile has some the following characteristics such as the need for achievement, internal locus of control, the desire for independence, vision, passion, driver, goal setting, self-efficacy and is knowledgeable. These entrepreneurial characteristics is exactly what came out of the interviews with the entrepreneurs. Even though they mentioned it something else, each one of the entrepreneur's characteristics can be connected to the themes or outcomes of the literature study on entrepreneurial characteristics.

"Perseverance, is a very important part, perseverance, drive, to keep going and communication, marketing and everything, its communication..." WSWS*****PTA. 9 Nov. 11:30 via physical interview

What was quite revealing was that these entrepreneurs were very honest both with the interviewer and with themselves during the interview process. This means that they have had a lot of experience with the character traits they themselves mentioned during the study. These characteristics are expressed through the work that is being done, it isn't uttered nor said, you see it not in an instance but through observation and time.

The character traits that the literature points out about entrepreneurs were found in this study and these character traits include what the entrepreneurs in the interview mentioned which was problem solving, understanding yourself, driven, fast thinking, attitude, innovative, controlling, patience, grit, perseverance and passion. These things can't be thought, it develops through experience and the tough times. Entrepreneurs can only get more experienced with them which in turn gives them an even better understanding of themselves.

4.2.5 Entrepreneurial skills

Skills are different than character in that a skill can be taught. Skills such as accounting or reading. It is skills that you were taught or taught yourself because it was needed at one stage or another. Skills are so valuable because the more you use a skill the better you are at it. It isn't something that you were necessarily born with but it is something that you picked up along the way because you knew it was valuable for the future.

The literature study confirms that skills has to be taught and transferred to personal and social emergence (Seuneke *et al.*, 2013). It also confirm the development of skills as an ongoing process which includes talents, abilities, capacities and expertness (Chell, 2005) together with competencies, knack, aptitude and talent (Ibrahim & Lucky, 2014) which together confirms that as an entrepreneur, they require a wide range of skills which is exactly what the entrepreneurs in the study confirmed through the interview process.

"Well, you know, I think in this type of business you can't always keep skills and characteristics away from each other, because that is the package at the end of the day." LJLP*****PTA. 03 Oct. 16:44 via physical interview

These skills that each of the entrepreneurs listed can be summarised into two categories such as business skills, the skills to run the business, accounting etc., and then there are the technical skills, which include the skills they require to do their work such as programming, communication, technical analysis etc.

"Difficult. I think it is impossible to say one thing, because I think it's a lot of things" AMRI*****PTA. 27 Sept. 11:03 via physical interview

The literature has pointed out that as an entrepreneur you have to have a lot of so called “hats” and in all the interviews the entrepreneurs also mentioned that you have to have a wide range of skills, you can’t just rely on one specific skill because you have to wear so many different hats at once sometimes.

4.2.6 Entrepreneurial drivers

Entrepreneurial drivers are what the researcher believes to be the starting point for entrepreneurship, there is something deep within the entrepreneur where they require to start their own business this drives the entrepreneur to think about the seed that has been planted which also forms part of the decision to start a business. The decision was made, but before the decision was made there was that little piece of unknown that made the entrepreneur think about it constantly.

Eijdenberg & Masurel (2013) and Williams & Williams (2014) mentioned in the literature study that there are both pull entrepreneurs and push entrepreneurs or by both push and pull factors. This was also confirmed in this study where it was found that most of the entrepreneurs in the study had both push and pull factors that drove them to entrepreneurship.

For every entrepreneur it is different due to the nature of their own unique circumstances and environments. The drivers that was the most important seemed to connect with innovation, frustration, job insecurity, the economic climate, opportunity and financial gain. Innovation, the economic climate and opportunity are seen as positive or pull factors towards entrepreneurship whereas frustration, job insecurity and financial gain is seen as push factors or negative factors towards entrepreneurship.

During the data confirmation section that was built into the interview guide in Table 3-6: Even split for push-pull factors number 1-4 highlighted from research study on page 98, it confirmed this and also showed that the entrepreneurs that had taken part in this study there was an even split between push and pull factors.

What the literature and the research also showed was that the driving forces for entrepreneurship has stayed the same, when starting the business because your environment and circumstances remain the same, that doesn’t change. This can indicate that for every person in the study that there is both push-pull factors present when they make the decision for entrepreneurship.

The study confirms and agrees with the literature study regarding the entrepreneurial drivers and as such can conclude that the entrepreneurial drivers haven’t changed throughout the

decade and most probably never will due to the factors that determine entrepreneurship in the entrepreneurs starting journey.

4.2.7 Entrepreneurial motivators

Entrepreneurial motivators can be seen as the part of the entrepreneurial journey that assists the drivers for entrepreneurship. This means that after the entrepreneur has decided to start his/her journey they require the motivation to pursue the choice they made.

In the literature study Hessels *et al.* (2014) mentions that entrepreneurial motivators can be items such as self-realisation, financial success, role models, innovation, recognition and independence. This is then also fits in with the interview guide, which was compiled through the literature study in chapter 2, which indicates items such wealth, role models, innovation, recognition, independence, high responsibility, work life balance, professional freedom and values under the motivators to entrepreneurship.

The literature study and the interviews that was conducted in this study together agree that these are the typical motivators for entrepreneurship and as such the study confirms what the literature review has stated. Each of the motivators from the individual entrepreneurs who took part in this study can be attributed the motivators mentioned in the literature review.

As such entrepreneurial motivators take a lot of different forms and can also be looked at as a bit self-centred except for one motivator all other motivators they ask the question of what is in it for me? In this case this is ok, because these motivators are what is going to motivate the entrepreneur to start the journey.

The motivators out of the literature study is confirmed by this study and can be classified under finance, innovation, recognition, high responsibility and values.

4.2.8 Entrepreneurial risk

Entrepreneurship and risk seem to be synonymous to each other even in the literature study in chapter 2 there are enough evidence to suggest that risk and entrepreneurship go together like peanut butter and jelly. Through the research the views from most of the entrepreneurs differed.

The literature states that risk is divided into two section namely direct and indirect risk, or otherwise stated known vs. unknown risk where unknown risk has a larger sense of uncertainty (Dai *et al.*, 2014). The risk perception is linked to the entrepreneurs motivation, which is then

linked to the entrepreneurs intention (Liñán, 2013). Entrepreneurs are more likely to take calculated risks especially with innovation (Norton & Moore, 2002).

The literature study mentions that entrepreneurs are calculated risk takers. This has also been proven in this study when interviewing the entrepreneurs. What the literature study does not mention however is how risk is changing and evolving especially if one using having a stable job as the constant against which research measures it.

What the shortcomings of the literature study in chapter 2 regarding entrepreneurial risk is that it doesn't mention a lot about the perception of risk, the literature study focuses on risk and how entrepreneurs risk is perceived from an outsiders perspective. What the interviews pointed towards was that the literature study is correct and it corresponds with the initial risk the entrepreneurs had taken. What differs is that for the entrepreneurs risk had shifted and as such risk propensity has moved away from what entrepreneurial risk was originally.

During the interviews the view differed because most of the entrepreneurs actually view having a job these days as being almost more risk, or bearing the same amount of risk. The security feature that in South Africa if you just work for a big organisation you will be ok, as what we were taught by our parents back in the day, that notion is long gone. The entrepreneurs viewed it rather that you have no guarantees, so why not make the most of it.

All of the entrepreneurs have seen big companies close, and some where even told that sorry we are now closed. Even though entrepreneurs seemed to have an appetite for risk, if this is the differentiator, however from the entrepreneurs view point it is almost more risky today to have a job than to be an entrepreneur.

It can also be concluded that risk will remain mostly the unknown and that an entrepreneurs risk is generally higher than that of the average Joe, however, the entrepreneurs today is seeing risk differently and also sees it in some instances more risky not to take the risk to become an entrepreneur.

4.3 Recommendations

Due to the impact that entrepreneurial drivers and motivators have on an entrepreneur's existence and in the entrepreneurial journey there are a couple of issues that hinder the entrepreneur from getting the drivers and motivation right to start their journey. Combining the observations from the interviews and insight from this study the following could be seen as the issues that most entrepreneurs deal with and the recommendation section will name and proceed to briefly discuss them.

4.3.1 Entrepreneurial drivers and motivators

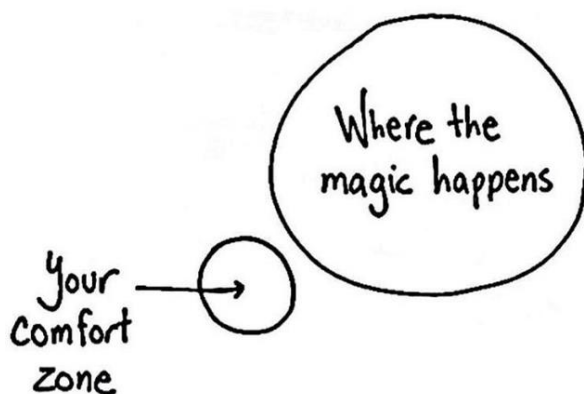
Entrepreneurial drivers and the motivators that accompany the drivers can be seen as the first step to becoming an entrepreneur and realising what the entrepreneur's entrepreneurial drivers and motivators are. In some instances during this study it shows that most of the entrepreneurs even though the drivers and motivators for entrepreneurship was there, the entrepreneurs had to think and actually remember what those drivers and motivators where.

The study indicated that the original drivers and motivators for entrepreneurship stays the same, however it indicates that as the entrepreneur gets older and wiser their drivers and motivators change as their perception, circumstances and environment changes. The recommendation for the entrepreneurs here would to be continuously review their drivers and motivators to, if anything, see how far they have come through their entrepreneurial journey as it is also a sign of entrepreneurial maturity in their journey.

4.3.2 People's comfort zones

The researcher when confronted with being comfortable, the researcher is constantly reminded of the picture in Figure 4-1 below which he found on Instagram. The truth of the matter is that the picture is actually right. It is basically a picture with two circles and the one circle depicts your comfort zone and the other circle as the phrase says it "where the magic happens"

Figure 4-1: Where the magic happens



Source: Lewis (2016).

As humans we are always drawn to the known, because what we know creates the illusion of feeling safe, in control and that we are always trying to get back to the state of comfort. The interesting thing about we as humans however is that if we do a little more, we stretch

ourselves, we make our comfort zones bigger, which means we add more uncertainty into the mix.

“People don’t want to struggle. In Short people want to be comfortable...” FNSO*****PTA. 29 Sept. 10:56 via physical interview

The more uncertainty we add to the mix, the bigger our circle become. Which means continuing this pattern will soon lead to entrepreneurs that have a bigger comfort zone than before. The recommendation here to the entrepreneurs, especially the first time entrepreneurs would be that getting comfortable with being uncomfortable is part of being an entrepreneur, but also what the researcher thinks is part of what makes the difference between a great entrepreneur and an average entrepreneur.

- Lack of experience and continuous learning
- The complexity of work life balance – Work and Family.
- Poor Self-image.

4.3.3 People avoid conflict and the management of people

In entrepreneurship conflict is part of the job, as an entrepreneur is likely to happen sooner rather than later. The main reason is that you are working with people, people even though you are the one who hired them in the first place, is always tough to manage. As the one entrepreneur put it that when you are working with people you are not working with robots which you can program once. People in our nature try to get along and avoid conflict, but people are people.

“...people don’t want conflict, people will, how can I say this, people are people, and I talk about it in general however I get the feeling that some people don’t want to work hard. So I think there is a misinterpretation from the people that own businesses and people that, they don’t want to sit with those problems.” FNSO*****PTA. 29 Sept. 10:56 via physical interview

How you deal with that conflict that appears is dependent on the entrepreneur’s management style, however people are different. No one person is the same. The consensus from the entrepreneurs are that you have to deal with the conflict and resolve it as quickly as possible, otherwise it becomes a serious problem later on.

If conflict is difficult for the entrepreneur, it would be recommended that the entrepreneur get assistance from someone whom can guide, teach or acquire the skill to deal with the conflict that

comes from the management of people. This is also a skill that can be learned or in a more technical role, outsourced.

4.3.4 Lack of experience and continuous learning

The entrepreneurs that was interviewed for the study all had some form of formal education, it might not have been what they based their business on, but they all had formal education. In all instances, as all the entrepreneurs agreed that each one was a specialist in their respective businesses and that not anyone could do it.

“Experience. If you didn’t have any formal education, I think it would take you longer than usual. I am still learning, I am surely a slow learner.” LJLP*****PTA. 03 Oct. 16:44 via physical interview

Not having experience or a formal education is obviously not a prerequisite for entrepreneurship, however it does make things easier. In chapter three it shows that all the entrepreneurs knew themselves very well and what their individual shortcomings were. As such they knew where to go look for help and whom to go to for help. They didn’t expect to know everything.

Entrepreneurs as such thus requires continuous learning in the areas where they fall short which include the areas such as skills, knowledge and expertise to keep them moving forward. This also becomes part of their skills and knowledge base for continuous improvement which will better them as entrepreneurs, leaders and future bosses.

It is recommended that entrepreneurs and individuals spends as little as 8 minutes a day on improving the areas in your life that is lacking knowledge or skill. The book by Daren Hardy, the compound effect teaches that with those 8 minutes of improvement a day becomes 40 minutes in a 5 day work week, which then becomes 160 minutes in a month, which becomes 1 920 minutes during the year. Something to think about.

4.3.5 The complexity of work life balance – work and family

Any entrepreneur would agree with this statement that it is highly complex to balance work and family. In some instances especially in the beginning you either have to have a very understanding partner or the entrepreneur tends to pay attention to which ever fire is burning the hottest at that moment. This is a very complex situation and one that even today is a difficult juggle.

“I think the only obstacles that there might be is that which has the greatest impact, is to have the perfect work life balance between you and your family...” WMLT*****PTA. 11 Oct. 14:15 via physical interview

In America what the ultra-rich seemed to be doing is to say there is no work life balance, it is life, and what they mean by this is that instead of separating the two (work and family) they integrate them into their lives. Their lives are then basically run by their schedule, and the schedule depicts what is important and how to deal with it. This means that they have created their schedule around their lives and what is important to them and this includes integrating family into the schedule, such as whether to pick the kids up from school or going to the gym.

As such they don't really require the separation between work and life, they have learned to integrate it into their lives as part of what their day looks like. In a page from the ultra-rich in the USA that instead of focussing only on items where there is emergency care needed drastically at items of work or business, families cannot be repaired by focussing on them only when needed.

The researcher is reminded by the advice once given by the chairman of Coca Cola, where he said in one of his final addresses to the employees of the company, that *“in life you are given a bunch of balls and there are different kinds of balls, some rubber and some glass. Business and work are rubber balls where if you happen to drop one, it bounces back and you are able to repair most of the damage caused, however, family and relationships are glass balls, which after you drop one it breaks and relationships becomes irreparable because you are dealing with people.”* Therefore it is important to understand that the glass balls are more important than the rubber balls merely because you have a chance to catch the rubber balls again.

4.3.6 Poor Self-image

The last recommendation for entrepreneurs are regarding their self-image. All the entrepreneurs in this study from my observation had a healthy self-image and what I based it on was the fact that all of them believed in themselves and their abilities, in what they are doing is right and makes a difference. They believe that what they believe is right and worth working for.

“Poor self-image that is a big thing. You have to believe in yourself and in what you are doing and what you believe in.” WSWs*****PTA. 9 Nov. 11:30 via physical interview

The reason where this becomes a problem is that if you decide on entrepreneurship, and you don't believe in your product, your company or what you stand for, this will start to show to your customers which means that pretty soon customer will start looking for other alternative.

Customers buy from people, and as such they buy from people who believes that their product, their work and their company is the best there is. It all shows.

It is recommended that if an individual wants to enter entrepreneurship, and they feel that they have a poor self-image, they seek help either via motivational speakers such as Anthony Robbins or Zig Ziglar to seek to improve their self-image and understand that as entrepreneurs, their self-worth will be seen in the products they sell and the company they are trying to establish which will make their entrepreneurial journey so much harder.

4.4 Achievement of study objectives

In ensuring that the research objectives are met, will ultimately ensure if the research was a success or not as depicted in Chapter one section 1.3 on page 4. There were both primary and secondary objectives of the study.

The primary objective of the study was to determine if there are new driving forces and motivators for entrepreneurship which comes from the rapid increase in technology and the speed of technological evolvment. Ultimately how the future of business and the changing economy changes the entrepreneurial drivers and motivators to enable entrepreneurial success.

The primary study objective has been achieved, and it was found that the driving forces for entrepreneurship and the entrepreneurial motivators has stayed the same for becoming entrepreneurs. Technology has had an impact on all businesses, however the impact is secondary and not the primary reason entrepreneurs are driven and motivated to entrepreneurship.

In order to achieve the primary study objective the following secondary objectives had to be addressed.

- To define entrepreneurship and what a successful entrepreneur is according to our study.
- To determine what skills, knowledge or experience is required to becoming an entrepreneur.
- To determine what the current driving forces and motivators are for becoming an entrepreneur.
- To determine how entrepreneurial risk factors can be minimised or completely removed to ensure entrepreneurial success.
- To establish the role of technology in entrepreneurship and emerging market entrepreneurs.

- To establish through a qualitative study if the current driving forces and motivators will stay the same or will they evolved and change, or completely disappear.
- To determine how the rapid changing of technology affects the current way of doing and conducting business.

The first of the secondary objectives were realised through the literature study, **To define entrepreneurship and what a successful entrepreneur is according to our study** by doing a literature review on what a successful entrepreneur is and also during the qualitative study which is where this was concluded in chapter three.

The literature review also delivered the second and third objectives of the secondary objectives, which was **To determine what skills, knowledge or experience is required to becoming an entrepreneur** and **To determine what the current driving forces and motivators are for becoming an entrepreneur** which were also then confirmed in the empirical study in Chapter three.

What the literature in Chapter 2 also showed was the realisation of the third and fourth objectives of the secondary objectives **To determine how entrepreneurial risk factors can be minimised or completely removed to ensure entrepreneurial success** and **To establish the role of technology in entrepreneurship and emerging market entrepreneurs** which was also confirmed and realised in the qualitative study in Chapter three. Entrepreneurial risk and the risk factors in chapter three was found that the risk associated with entrepreneurship in South Africa has shifted and through the interviews with the entrepreneurs they viewed it more risky to stay in position working for someone else.

Chapter three saw both the empirical qualitative study which were the secondary objectives, objectives fifth and sixth realised which was **To establish through a qualitative study if the current driving forces and motivators will stay the same or will they evolved and change, or completely disappear** and **To determine how the rapid changing of technology affects the current way of doing and conducting business.** The objectives were clearly discussed in chapter three and concluded in Chapter four which also provides the ground for the conclusions drawn in Chapter four.

As such all the relevant objectives both the primary and secondary objectives of this study was met, and concluded.

4.5 Suggestions for further research

In this study there were a total of eight entrepreneurs interviewed for the study. The researcher, due to the size of the study couldn't determine any saturation regarding the drivers and motivators for entrepreneurship. A larger sample would be more advantageous to the fully understand the drivers and motivators for entrepreneurship.

Research regarding the pre-start-up phase there is still research to be done to discuss the period before the entrepreneur starts his/her own venture. When the idea is still busy forming, but the decision has been made to enter into a career of entrepreneurship.

The following suggestions could be made to research in the entrepreneurial field which would link more towards the start-up of ventures:

- From the idea to realisation of the entrepreneurial venture.
- The period between idea and action for entrepreneurial ventures.
- When you are ready for entrepreneurship?
- How risk is changing in entrepreneurship.
- Entrepreneurial risk vs. job security.
- What is better, to dive in head first or to gain experience in the field you want to start a business in.

The researcher doesn't believe that a duplicate study should be conducted as the drivers and motivators for entrepreneurship are not going to change in the beginning, it does change after the entrepreneur has gained an experience and change in circumstances has occurred.

4.6 Summary

This chapter concludes the study of entrepreneurial drivers and motivators to establish if they have changed or if any new drivers and motivators have been established. All the objectives such as the primary and secondary objectives of the study have been met and as such the study is concluded with the findings showed in chapter three of this study.

The research shows that with the current study there are no new drivers and motivators for entrepreneurship and as such it can be concluded that the key drivers and motivators are based on the circumstance and environments that the entrepreneurs found themselves in when they decided to start their careers as entrepreneurs. The 8 topics that were covered as the themes in this chapter were the decision to start a business, business changes and factors that

influence, success, the character of success, skills for success, entrepreneurial drivers, entrepreneurial motivators and risk.

The researcher also believe that this study concludes the study on entrepreneurial drivers and motivators because it can be concluded that there won't be new drivers and motivators for entrepreneurship that lies out of the scope of the literature study conducted in chapter 2.

Suggestions have been made for further research into entrepreneurship and the themes surrounding entrepreneurial drivers and motivators.

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ANNEXURES A: INTERVIEW GUIDELINE

1. Welcome
2. What is your business, business type?
3. How did you get started?
4. How has business changed since you started?
 - a. Referring to how is business done?
 - b. Has it stayed the same?
5. What do you think, which factor has been the biggest contributor to the change?
6. How do you define entrepreneurship?
7. What do you think are your entrepreneurial characteristics?
8. How do you define Success?
9. Which entrepreneurial skill/s has been your biggest asset?
10. What drove you to become an entrepreneur?
11. What motivated you to start your own business?
12. If you had to picture the future in 10 years' time, what would it look like?
13. Please rate the following for me in order of importance for becoming an Entrepreneur
 - i. Innovation
 - ii. Job insecurity
 - iii. Insufficient working conditions
 - iv. Opportunities
 - v. Frustration
 - vi. Survival
 - vii. Economic Climate
 - viii. Financial Gains
 - ix. Status
 - x. Other
14. Which of the following mostly fits your profile:
 - i. Need for achievement
 - ii. Internal Locus of control
 - iii. Desire for Independence
 - iv. Vision
 - v. Passion
 - vi. Drive
 - vii. Goal Setting

- viii. Self-Efficacy
- ix. Knowledgeable
- x. Other

15. Please rate the following in order of importance for motivating entrepreneurship

- i. Financial success - Wealth
- ii. Role Models
- iii. Innovation
- iv. Recognition
- v. Independence
- vi. High Responsibility
- vii. Work Life Balance
- viii. Professional Freedom
- ix. Values
- x. Other

16. Is anybody in your family an entrepreneur?

17. What entrepreneurial obstacles would you say prohibits entrepreneurship?