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APPENDICES

Venture creation: building theory from South African case studies

Kerrin Myres
Student number 24510442

28 October 2008

A thesis submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Doctor of Business Administration.

SUPERVISOR
Professor Johann Mouton
Extraordinary Professor
Gordon Institute of Business Science, University of Pretoria

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B. Introductory letter to Respondents

19 Grace Road
Mountainview
2192

Date

Dear ..... 

Gordon Institute of Business Science: Doctoral Research

I am currently studying towards a Doctorate in Business Administration at the Gordon Institute of Business Science (GIBS), University of Pretoria. I am required to undertake a substantive, independent, original empirical research study. My research proposal has been accepted by GIBS, and is entitled “New Venture Creation: building theory from South African case studies”.

This email formally requests your participation in this study. Compared to other developing countries, South Africa suffers from a relatively low proportion of opportunity-seeking enterprises. Moreover, we suffer from relatively high start-up failure rates compared to other developing countries. This situation exists despite a multitude of private and public sector efforts to identify, educate, finance and support entrepreneurial enterprises at every level of South African society – particularly in the past decade.

My research is intended to improve our understanding of the South African entrepreneurial experience with a view to informing policy making and entrepreneurial support programme development and implementation.

I can assure you that the confidentiality of all participating individuals will be maintained; they will not be referred to by name, or any other obvious means of identification. This confidentiality is assured by a formal agreement between each participant, myself and GIBS.

I hope that you will agree to participate in this ground-breaking study in South Africa. Although the focus of the study is on the individuals I have selected, the benefits of the study potentially have wider application to any business or individual embarking on the venture creation process.

Yours sincerely

Kerrin Myres
083 263 4175
C. Confidentiality agreement

RESEARCH CONFIDENTIALITY AGREEMENT

between

Kerrin Myres

and

PARTICIPANT

and

THE GORDON INSTITUTE OF BUSINESS SCIENCE
DEFINITIONS

“Confidential Information” means any strategic plans, business plans, budgets, financial data, customer lists, pricing information, customer information, suppliers lists, trade secrets, marketing or merchandising systems and plans, work methods, technical information, intellectual property, methods, processes, formulae, compositions, inventions, machines, systems, computer programs, research projects, designs, specifications for the Participant’s trademarks (whether registered or unregistered), logos and corporate images and any other information pertaining to the Participant that is by its nature confidential;

“Executive Summary” means a document that provides a synopsis of the Research and interprets the findings in business terms;

“GIBS” shall mean the Gordon Institute of Business Science, a business school of the University of Pretoria, South Africa;

“Manipulated Data” means Raw Data which has been manipulated in some way, for example in the form of a scatter plot or descriptive statistics such as an average or a mean;

“Participant” means an Individual that participated in the provision of raw data;

“Publication” means a public document, such as an article, book, technical report, or manual, that is registered in the public domain and recorded with an ISBN number in a document series; and to which restrictions such as copyright and library access may apply;

“Raw Data” means data points that have not been manipulated in any way and may include, but shall not be limited to, Confidential Information, interview transcripts and numerical data (financial or otherwise)

“Research” means a substantive, independent, original research investigation;

“Research Leader” means the principal investigator on the Research who may sub-contract one or more co-researchers and / or research assistants;

“Research Team” means the Research Leader and any co-researchers and / or research assistants;

“Thesis” means an academic Publication that provides full academic and technical detail of the Research in order for the reader to make an intelligent appraisal of the contribution to knowledge, as well as the research design and methods carried out;

PARTIES INVOLVED IN THIS AGREEMENT

This agreement is between __Kerrin Myres__ (hereinafter referred to as the Research Leader), ______________________________ (hereinafter referred to as the Participant) and the Gordon Institute of Business Science (hereinafter referred to as GIBS).

Addresses

The parties choose the following addresses to which notices may be given, and at which documents in legal proceedings may be served (i.e. their domicilia citandi et executandi), in connection with this agreement:

In the case of __Kerrin Myres__ (Research Leader)
Confidentiality agreement

In the case of __________________________ (Participant)

- Physical address
  
  19 Grace Road
  Mountainview
  Observatory

- Postal address
  
  Suite 179
  Postnet X5
  Norwood
  2117

- Telephone +27 83 263 4175
- E-mail resonate@icon.co.za

In the case of **GIBS**

- Physical address
  
  26 Melville Road
  Illovo

- Postal address
  
  P.O. Box 787602
  Sandton
  2146

- Telephone (011) 771 4000
- Telefax (011) 771 4123
- E-mail binedelln@gibs.co.za
BACKGROUND
The purpose of this agreement is to describe the conditions and obligations between the Research Leader, the Participant and GIBS. Research will be undertaken to further academic knowledge for business purposes at an advanced postgraduate level. The nature of academic research is that it contributes to the body of knowledge; it may be published in peer-reviewed publications; and it is the intellectual property of the university under which it is conducted. GIBS will approve the research proposal in principle, including the specified title and aim of the Research. The title and or aims of the Research may be modified or restated as the research progresses.

COMMENCEMENT AND DURATION OF AGREEMENT
The Research shall be deemed to have commenced on 1 January 2007 and shall be deemed to be completed on approval of the Thesis and the associated discharge of all obligations of the Parties, notwithstanding the date of signature of this agreement. The Research Thesis shall be submitted for approval on or before 1 September 2008. The period of this agreement shall be from 1 January and in perpetuity.

DATA COLLECTION
- The Research Leader shall notify the Participant of the Raw Data requirements of the Research which shall be agreed between them;
- The Research Leader shall provide reasonable written notice to the Participant of a data collection time frame and schedule which shall be agreed between them and the Participant shall ensure that accurate and timely Raw Data is made available to the Research Leader in accordance with the agreed Raw Data requirements and data collection time frame and schedule;
- The Research Leader shall collect Raw Data from the Participant in accordance with the agreed Raw Data requirements and data collection time frame and schedule;
- Any subsequent change to the Raw Data requirements and / or data collection time frame and schedule shall be agreed to in writing by the Research Leader and Participant.

THE OBLIGATIONS OF THE RESEARCH LEADER
The Research Leader shall:
- Provide assurance to the Participant that any Raw Data of a sensitive nature shall not be publicly disclosed;
- Endeavor to ensure that the Raw Data collected for the Research shall only be disclosed to members of the Research Team directly involved in the Research, and at no time, now or in the future, shall be disclosed to any other interested parties, whomever they may be;
• Endeavor to ensure that the Participant shall not be identifiable in any Manipulated Data disclosed in any draft or Publication of the Research;
• Prepare an Executive Report and submit the same to the Participant within one month after the research end date, and, should there be material changes arising from the Research approval process, subsequently within one month after the deemed completion of the Research, once the respective reports have been vetted by GIBS;
• Present the Executive Report to the Participant upon request;
• Undertake to inform the Participant of any substantial change in the title or the aim of the Research during the period of this agreement;
• Undertake to inform the Participant of any extension in the specified research end date.

THE OBLIGATIONS OF GIBS
GIBS shall:
• Provide assurance to the Participant that any Raw Data of a sensitive nature shall not be publicly disclosed;
• Supervise the Research;
• Quality assure and vet the Research by providing sign-off and approval of the Research deliverables;
• In particular, ensure that quality standards are applied in terms of treatment of the Raw Data and Manipulated Data;
• Control the intellectual property rights to the Research on behalf of the University of Pretoria;
• Endeavor to ensure the completion of the Research on or before the specified research end date;
• Endeavor to ensure the Publication of the Research;
• Undertake to acknowledge the Participant by name in any Publications emanating from the Research, should the Participant so desire.

PARTICIPANT BENEFITS
• The Participant shall be entitled to an Executive Report within one month after the research end date, and, should there be material changes arising from the Research approval process, subsequently within one month after the deemed completion of the Research;
• The Participant shall be entitled to a presentation of the Executive Report, and any subsequent such reports, by the Research Leader.
PROPRIETY RIGHTS
The Participant shall not own the Research nor have any proprietary rights or exclusivity over the Research.

INDEMNITY
Each party hereby indemnifies and holds the other party harmless from and against any loss, claim, action, damage or expense suffered or sustained by the other party, whether jointly or individually, or by a third party, pursuant to or arising out of the breach by any party of such party’s obligations, representations or warranties contained in this agreement.

BREACH
If either party breaches any provision or term of this agreement and fails to remedy such breach with 7 (seven) days of receiving notice requiring it to do so, then the other party (the aggrieved party) shall be entitled, in addition to any other remedy available to it in law, to terminate this agreement, or hold the other party to the terms of this agreement and to claim specific performance, in either event without prejudice to the aggrieved party’s rights to claim damages.

TERMINATION
In the event of termination of the Research prior to the specified completion date, no Party shall have a claim on any other Party in terms of this agreement.

DISPUTE RESOLUTION
If any dispute arises between the Parties in connection with the interpretation or application of the provisions of this agreement, its breach or termination, or the validity of any documents furnished by the Parties pursuant to the provisions of this agreement or any other matter arising out of or in connection with this agreement, that dispute shall, unless resolved amongst the Parties, be referred to and be determined by arbitration under this clause.

Any Party may, by written notice to the other party, demand that a dispute be determined under this clause.

This clause shall not preclude any Party from obtaining interim relief on an urgent basis from a court of competent jurisdiction pending the decision of the arbitrator.

The arbitration shall be held:

in Johannesburg; with only the arbitrator and the legal and other representatives of the parties to the dispute present;
in accordance with the formalities and procedures settled by the arbitrator, and may be held in an informal and summary manner and otherwise in accordance with the Rules of the Arbitration Foundation of South Africa ("the AFSA Rules"), or its successor in title, on the basis that it shall not be necessary to observe or carry out the usual formalities or procedures, pleadings and discovery or the strict rules of evidence, it being the intention that the arbitration shall be held and completed with 21 (twenty one) working days after it has been demanded; and

on the basis that the arbitrator shall be entitled to decide the dispute in accordance with what he considers to be just and equitable in the circumstances.

The arbitrator shall be agreed to by the Parties and shall be a practicing senior counsel or attorney or not less than 10 (ten) years’ experience, provided that if the dispute in question is of an accounting nature, the arbitrator shall be a chartered accountant in public practice of not less than 10 (ten) years’ experience.

If the Parties to the dispute fail to agree within 7 (seven) days after the arbitration has been demanded of a particular arbitrator, the arbitrator shall be appointed by the President of the Law Society of the Gauteng Province or its successor in title, within 7 (seven) days after the Parties have so failed to agree or as soon thereafter as is convenient to such President.

The arbitrator may, in any dispute in which a matter of a technical nature is relevant, appoint an assessor having the requisite experience to assist the arbitrator in the arbitration. The assessor shall not have a vote in the award made by the arbitrator, but shall act as an advisor only.

The decision of the arbitrator shall be subject to a right of appeal in terms of the AFSA Rules.

The decision of the arbitrator, if no notice of appeal is lodged in terms of the AFSA Rules, or, if notice of appeal is so lodged, then the decision of the appeal arbitrator or arbitrators, shall be final and binding on the Parties to the dispute and may be made an order of any court to whose jurisdiction the parties are subject at the instance of either Party.

The arbitrator shall be entitled to make such awards, including an interdict or damages as he in his sole discretion may deem fit and appropriate, and to deal as he deems fit with the question of costs, including, if applicable, costs of an attorney and client scale, and his own fees and the fees of any assessor.
The provisions of this clause: constitute an irrevocable consent by the parties to any proceedings in terms hereof and neither Party shall be entitled to withdraw therefrom or claim at any such proceeding that it is not bound by those provisions; and

are severable from the rest of this agreement and shall remain in effect despite the termination of or invalidity for any reason of this Agreement.

**GENERAL**

This document constitutes the sole record of the agreement between the parties in regard to the subject matter thereof.

No party shall be bound by any express or implied term, representation, warranty, promise or the like, not recorded herein.

No addition to, variation or consensual cancellation of this agreement shall be of any force or effect unless in writing and signed by or on behalf of all the parties.

No indulgence which either of the parties ("the grantor") may grant to the other ("the grantee") shall constitute a waiver of any of the rights of the grantor, who shall not thereby be precluded from exercising any rights against the grantee which might have arisen in the past or which might arise in the future.

The parties undertake at all times to do all such things, to perform all such acts and to take all such steps and to procure the doing of all such things, the performance of all such actions and the taking of all such steps as may be open to them and necessary for or incidental to the putting into effect or maintenance of the terms, conditions and import of this agreement.

Neither party shall be entitled to cede, assign or otherwise transfer all or any of its rights, interest or obligations under and in terms of this agreement except with the prior written consent of the other party.

This agreement shall be governed by and interpreted in accordance with the laws of the Republic of South Africa and all disputes arising under it shall be subject to the courts of its jurisdiction.

Signed at ……………………on this the…………….day of…………………..200…….
AS WITNESSES:

1. _____________________

2. _____________________ ________________________________

For and on behalf of: Research Leader who warrants that s/he is duly authorised hereto.

Signed at ______________________ on this the __________ day of ___________ 200__

AS WITNESSES:

1. _____________________

2. _____________________ ________________________________

For and on behalf of the Participant who warrants that s/he is duly authorised hereto.

Signed at ______________________ on this the __________ day of ___________ 200__

AS WITNESSES:

1. _____________________

2. _____________________ ________________________________

For and on behalf of: GIBS who warrants that s/he is duly authorised hereto.
## D. Respondent Fact Sheet

**Respondent Fact Sheet**  
*The Venture Creation Process*  
DBA Research 2006

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E. Discussion Guides

Discussion Guide V3: Business Factors
October 2007

1. Introduction
   - Introduce self, job, DBA
   - Review purpose of study, explain method of data capture and analysis
   - Confidentiality and anonymity, contract
   - Estimated completion time
   - Benefits to respondent

2. How the business developed
   - Inspiration and initiation
   - Preparation, research, planning
   - Process of development, step by step
   - Source and definition of opportunity. Who was involved?
   - Creativity, innovation, difference made
   - Gathering the required resources – money, equipment, people
   - Extent of commitment required, risk management processes
   - Earliest successes, earliest failures
   - Networks and relationships
   - Most important people/organizations – detractors? supporters? role models?
   - Most important lessons learned

3. Your business as it is now
   - Environment, PEST, 5 forces
   - Strategy – values, positioning, resources
   - Marketing and sales
   - Structure, operations
   - HR – people you have, how you chose them, motivate, manage them
   - Financing arrangements, cash flow management, administration
   - Customers and non-customers – attract and retain
   - Suppliers and non-suppliers
   - Competitors

4. Your perceptions of the future
   - Description of vision and mission, where to next?
     - Competitors? Customers?
     - Products/services?
   1. Biggest potential threat? Biggest potential opportunity? What single thing would make you succeed or fail?
   2. Major challenges and opportunities in the next 6 – 12 months
   3. Five years from now? Exit strategy?

5. The experience of creating a new venture
   - What has starting this new venture been like for you? Like best/least?
   - What/when did you need the most help?
   - What advice would you give to someone starting a new venture?

Any other comments? Anything not asked?
1. Introduction
   - Introduce self, job, DBA
   - Review purpose of study, explain method of data capture and analysis
   - Confidentiality and anonymity
   - Estimated completion time
   - Benefits to respondent
   - Any questions?

2. Subject’s business
   - How it all started
   - Your description of the business as it is now
   - Environment, PEST, 5 forces
   - Strategy and operations
   - Future direction of the business
   - Most memorable successes and failures
   - Subject’s role in the business. Your role in the business
   - How would others describe subject? Staff? Customers? Competitors? Suppliers?

3. Subject’s relationships with others
   - With you
   - Other business relationships, staff, customers, suppliers
   - Family relationships
   - Friendships
   - Ability to network, understand, motivate, control others
   - Methods for managing relationships

4. Who subject is right now?
   - Description of subject, strengths and weaknesses
     - Physically, intellectually, emotionally, spiritually
     - In what way is subject most/least creative?
   - Self-awareness, ability to manage emotions, stress
   - Describe the last time subject made an important decision.
   - How does subject deal with success/failure?
   - Main motivations and inspiration
   - Self-confidence, efficacy, locus of control, courage
   - Core values, beliefs, cause, service

5. The entrepreneurial experience
   - What has the experience been like for subject? Different from? Similar to?
     Best thing? Worst thing?
   - Are entrepreneurs born or made? Who are the best entrepreneurs that you know? Worst? What do you think makes subject a good entrepreneur?

Any other comments? Anything not asked?
1. Introduction
   - Introduce self, job, DBA
   - Review purpose of study, explain method of data capture and analysis
   - Confidentiality and anonymity
   - Estimated completion time
   - Benefits to respondent
   - Any questions?

2. Subject’s business
   - How it all started
   - Your description of the business as it is now
   - Environment, PEST, 5 forces
   - Future direction of the business
   - Subject’s role in the business. Your role
   - How would others describe subject? Staff? Customers? Competitors? Suppliers?

3. Subject’s relationships with others
   - With you
   - Other business relationships, staff, customers, suppliers
   - Family relationships
   - Friendships
   - Ability to understand, motivate, control others
   - Methods for managing relationships

4. Who subject is right now?
   - Description of yourself, strengths and weaknesses
     - Physically, intellectually, emotionally, spiritually
     - In what way are you most/least creative?
   - Self-awareness, ability to manage emotions, stress
   - Describe the last time you made an important decision.
   - How do you deal with success/failure?
   - Main motivations and inspiration
   - Self-confidence, efficacy, locus of control, courage
   - Core values, beliefs, cause, service

5. The entrepreneurial experience
   - What has the experience been like for subject? Different from? Similar to?
     Best thing? Worst thing?
   - Are entrepreneurs born or made? Who are the best entrepreneurs that you know? Worst? What do you think makes subject a good entrepreneur?

Any other comments? Anything not asked?
1. Introduction
- Introduce self, job, DBA
- Review purpose of study, explain method of data capture and analysis
- Confidentiality and anonymity
- Estimated completion time
- Benefits to respondent
- Any questions?

2. Some personal history
- Basic demographics – gender, age, family structure, residence, health, lifestyle
- Childhood
- Parental influences
- Educational development and major influences
- Career development and major influences
- Most important experiences

3. Who are you now?
- Description of yourself, strengths and weaknesses
  - Physically, intellectually, emotionally, spiritually
  - In what way are you most/least creative?
- Self-awareness, ability to manage emotions, stress
- Describe the last time you made an important decision.
- How do you deal with success/failure?
- Main motivations and inspiration
- Self-confidence, efficacy, locus of control, courage
- Core values, beliefs, cause, service
- How spouse, family members would describe you
- How work colleagues describe you? Customers? Suppliers?

4. Your relationships with others
- Role models
- Business relationships, management style
- Friendships
- Nuclear Family, extended Family
- Ability to network, understand, motivate, control others
- Methods for managing relationships

5. The entrepreneurial experience
- What has the experience been like for you? Different from? Similar to? Best thing? Worst thing?
- Are entrepreneurs born or made? Who are the best entrepreneurs that you know? Worst? What do you think makes a good entrepreneur?

Any other comments? Anything not asked?
F. Instruction to transcribers
Research project: entrepreneurs and new venture creation

This recording is of an interview for a research project which aims to understand the entrepreneur’s experience of new venture creation. The .wav file on the CD contains a copy of the original digital recording, so sound quality should be good. Should you have any questions, please contact the researcher as detailed below

- It’s helpful to listen to the recording in its entirety in order to familiarize yourself with the voices and questions in the interview before beginning the transcription.
- At the beginning of the transcript, type all pertinent information relating to the interview: project name, case number and code, subject name, name of respondent, date, location,
- The body text should have 2.5cm and be double spaced. Please type in Arial 11pt and save your document as a Microsoft Word document.
- Use bold font to indicate the researcher’s voice and regular font to indicate the respondent’s voice
- Try to represent each speaker’s words, conversational quality and speech patterns.
- Interruptions in the interview (phone ringing, someone walking into the room, etc.) should be indicated by brackets containing an explanation of the interruption: [phone ringing] or [laughing] or [Subject asked to pause interview. Recorder turned off and then back on].
- Obvious pauses in conversation should be noted in brackets: [short pause].
- When a speaker does not finish a sentence, indicate this by using two dashes after the last word spoken and follow the appropriate end punctuation: “We thought we would be going but--.”
- If a word or phrase is inaudible, try listening to it again. If, after three reviews, you still cannot decipher what is being said, make the indication in brackets: [unintelligible phrase].
- Indicate the beginning of a new side of a tape or new disc by placing the appropriate information in brackets where the change happens in the transcript: [End of Tape 1, Side B].
- Indicate the end of the interview by stating so in brackets: [END]

Thanks and regards
Kerrin Myres
083-263-4175
G. Interview transcripts

Transcripts of the interviews conducted may be found on the CD accompanying this document, in the folder titled ‘Interview transcripts’. Interviews include:

<table>
<thead>
<tr>
<th>Transcript</th>
<th>Subject</th>
<th>Description</th>
<th>Respondent</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Ahmed</td>
<td>Middle Indian Male Growth</td>
<td>Subject 1</td>
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<tr>
<td>1B</td>
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H. Signed respondent confidentiality agreements

Copies of the confidentiality agreements signed by respondents are available from the candidate on request, to protect the anonymity of those participating in the interviews. These include the following:

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<th>No.</th>
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</tbody>
</table>
I. Codes and quotations

All full listing of codes and the associated quotations derived from the coding process may be found on the CD accompanying this document in the folder titled ‘Codes and quotations’. This output of the coding process was produced using ATLAS/ti, qualitative data analysis software.
The following is an alphabetical list of codes derived from the coding process as described in Chapter 3.5.1 of the thesis document.

HU: DBA Transcripts 3
File: [C:\Documents and Settings\Administrator\My Documents\Scientific Software\ATLAS...\DBA Transcripts 3.hpr5]
Edited by: Super
Date/Time: 08/08/22 13:04:54
517

barrier access to customers
barrier access to information resources
barrier competition for good people
barrier environment impacts on business
barrier expense of starting a business
barrier experience in business lacking
barrier inadequate resources
barrier new entrant credibility
barrier no resources for startup
barrier perceived uncertainty
barrier personal belief system
barrier racism as obstacle
barrier youth as obstacle to startup
barriers cynical about available opportunities

behaviour action orientation
behaviour attention to detail
behaviour conflict avoiding/confronting
behaviour considering several nv simultaneously
behaviour delay gratification
behaviour goal focus
behaviour good at teamwork
behaviour high energy
behaviour over-delegating
behaviour preference wheel and deal
behaviour priority is business development
behaviour procrastinating
behaviour professionalism
behaviour task focus

business definition concise/vague
business model change/stable
business model strength/weakness
business strategy brand bigger than person
business strategy case study
business strategy differentiation
business strategy options
business strategy relationship quality
business strategy risk
business strategy sales
business strategy scaleability
business strategy slow to show success

characteristic ambitious
characteristic analytical
characteristic arrogant
characteristic assertive
characteristic caring for others
characteristic competitive
characteristic conservative
characteristic curiosity
characteristic daring/cautious
characteristic easily bored
characteristic encouraging, enthusiastic
characteristic flexible/inflexible
characteristic generosity
characteristic honest, direct
characteristic organised/disorganised
characteristic patience/impatience
characteristic perfectionist
characteristic personality extravert
characteristic personality introvert
characteristic presence has impact
characteristic resilient
characteristic responsible
characteristic sense of humour
characteristic serious minded
characteristic tolerant of criticism
characteristic uncompromising
characteristic warm and friendly

childhood carefree/privileged
childhood family believes education
childhood family conflict strong personalities
childhood family difficulties growing up
childhood family large
childhood family poverty
childhood family relationships close
childhood feelings of inadequacy
childhood influence
childhood parental sacrifice
childhood personal challenges
childhood work

commitment and determination
commitment determined to succeed
commitment fluctuates
commitment hard working
commitment persist through failure

compete on price because of lower costs
compete on service quality
compete with limited budget
competition doesn't really exist
competition fierce
competition incumbents won't let you in
competition knowledge important
competition require multiple bases

customer getting them to pay
customer personal contacts
customer publicity and communication important
customer research idea testing
customer response to innovation
customer retention important
customer trust from delivery
customer ways to get access
decision making discuss with partner
decision making fast/slow
decision making intuitive
decision making participative
decision making problem-solving process
decision making process complex
decision making systematic
decision making with incomplete information
education and training ongoing
education as important life experience
education cost
education incomplete perception
education relevance
education versus experience
demotion anger as loss of control
demotion anxiety stress
demotion calm and controlled
demotion comfortable expressing
demotion excitement thrill
demotion fear of failure
demotion fear of the unknown
demotion love and passion required
demotion managing own
demotion emotional turbulence
demployee good relationships
demployee retention difficult
demployees as entrepreneur's responsibility
demployees avoid hiring
demployees entrepreneurs not
demployees hiring staff difficult
demployees management and motivation
demployees upliftment key feature
demployment a poor substitute for nvc
demployment as easier alternative
demployment as more lucrative
demployment as place to develop expertise
demployment as recourse of last resort
demployment delivers experience of business
demployment experience as model for NV organisation
demployment lets you experiment/inhibits
demployment opportunities limited/abundant
dentrepreneur as serendipity
dentrepreneur born/made
dentrepreneur definitions
dentrepreneur reasons why not
dentrepreneur types
dentrepreneurship difficult/easy
dentrepreneurship pervasive/rare
dexit as final indicator of success
dexit doing something else after
exit never happens
exit reluctance to be tied down
exit still involved

failure as learning opportunity
failure's impact on personal/business
failure and expectations
failure because commitment to nvc lacking
failure denied
failure due to lack of understanding

family can't really help
family communication important
family dependent on entrepreneur
family encouragement and enthusiasm
family involvement in business
family participates in risk
family role in conflict with business role
family spouse fully informed
family support important

funding access important
funding for business expenses
funding for personal expenses
funding from arbitrage
funding from bank/institution
funding from bond/property investments
funding from family member
funding from own earnings
funding from savings
funding from shareholders
funding from spouse earnings
funding process knowledge important

growth challenge adequate funding
growth challenge dealing with stakeholders
growth challenge find more customers
growth challenge funding no loss of control
growth challenge maintaining same rate
growth challenge offer more products/services
growth not a garage business

idea as opportunity to test skills
idea as problem solving
idea from access to resources
idea from business model weakness
idea from change in environment
idea from change/development in technology
idea from customer relationship
idea from different place
idea from hobby
idea from luck
idea from network
idea from personal experience
idea from research

innovation as desperation
innovation continuously getting new
innovation diffusion time
innovation discussing business idea with others
innovation KSF
innovation new application existing technology
innovation reinforcing effect of feedback
innovation repeated experimentation
innovation risk
innovative behaviour inventive

intention before idea
intention from environment
intention from exposure in childhood
intention incidence gap nvc
intention to nvc inherent
intention to nvc starts young

knowledge from experience in industry
knowledge from business education
knowledge from business subjects at school
Knowledge from close observation of nvc
knowledge from experience in business relevant
knowledge from experience with corporates
knowledge from experience with high-level decision makers
knowledge from experience with serial entrepreneurship
knowledge from experience with survivalist entrepreneurship
knowledge from exposure to technology
knowledge from family entrepreneurial expertise
knowledge from life experience
knowledge from technical education
knowledge skills transferable

KSF distribution channel access
KSF financial discipline
KSF finding the right partners
KSF finding the right suppliers
KSF focus on core business
KSF knowledge of industry
KSF manage cash flow
KSF marketing and sales
KSF research and analysis
KSF strategy implementation
KSF understand sales cycle
KSF understand the target market

leadership in the community
leadership style collegiate
leadership style directive
leadership style pragmatic
leadership style humanist

learning about business in general
learning about business processes
learning about self during nvc
learning about the product
learning continuous
learning from experience necessary
learning from family industry expertise

mentor as advisor
mentor as enthusiast
mentor as resource provider
mentor as role model
mentoring help
mentors as risk reduction tool

metaphor nvc as battle
metaphor nvc as child parent
metaphor nvc as complexity
metaphor nvc as disease
metaphor nvc as farming
metaphor nvc as freedom
metaphor nvc as gamble
metaphor nvc as game
metaphor nvc as journey
metaphor nvc as learning opportunity
metaphor nvc as puzzle to be solved
metaphor nvc as romance
metaphor nvc as school
metaphor nvc as sport
metaphor nvc as succubus
metaphors for fierce competition

motivation achieve for family
motivation day by day
motivation from challenge
motivation from fear of failure
motivation from financial gain
motivation from partner
motivation from religious belief
motivation from sunk cost
motivation from survival
motivation joy and fun
motivation status and position
motivation to achieve social change
motivation to leave a legacy

need for autonomy
need for control
need for excitement
need for security stability
need to achieve
need to be valued
need to conquer
need to enjoy work
need to influence others

network by attracting good will
networking as risk management
networking as substitute for knowledge and experience
networking important
networking motivate others from personal drive
networking referrals from satisfied customers
networking skill

opportunity ability to exploit
opportunity ability to identify
opportunity attractiveness
opportunity evaluation detailed/cursory

organisation challenge formalising
organisation challenge operations v strategy
organisation challenges delegation
organisation culture relaxed
organisation process in place
organisation structure corporate
organisation support/resources
organisation trust in work environment
partnership and ownership
partnership as friendship
partnership as risk reduction
partnership conflict/resolution
partnership division of responsibilities
partnership equal commitment
partnership expands available resources
partnership formalises the relationship
partnership helps in nvc
partnership personality fit
partnership process
partnership requires skills complement
partnership shared values
partnership trust
planning contingency
planning demand from competitive behaviour
planning demand interest assumed
planning detailed financials
planning entrepreneur expectations
planning estimating demand by segmenting
planning estimating demand difficult
planning evaluations unreliable
planning for startup
planning get it right before launch
planning optimistic/realistic
planning predicting the future
planning research important
planning what and how
preparation by ensuring financial reserves
preparation by establishing relationships
preparation by gaining appropriate experience
preparation from appropriate education
preparation increases chances of success
preparation requires long-term plan
preparation startup arbitrage
product confident of superiority
product development effort continuous
product development trial and error
product prototype developed
product quality KSF
relationships as a resource
relationships as a source of pleasure/stress
relationships as by-product of work experience
relationships consciously managed
relationships deliberately created
relationships long term
relationships multilevel
relationships necessary but not easy
relationships personal and business
relationships proactive requests for help and information
relationships provide motivating feedback
relationships to help create other relationships

resource constrained communication
resource gathering process
resource importance of research and information
resource outsourcing

risk as defining feature of nvc
risk as nothing to lose
risk as part of the pleasure
risk as significant even when confident
risk aversion
risk discounting
risk from entrepreneur lack of focus
risk is financial/non financial
risk reduction by advice from network
risk reduction from employment
risk reduction from experience
risk reduction from focus
risk reduction from information and research
risk reduction from planning
risk reduction through calculated decision
risk reduction through customer diversify
risk reduction through outsourcing
risk reduction through product diversify
risk reduction use own resources

role model christian hero
role models other entrepreneurs
role models successful family members

satisfaction creative
satisfaction ego
satisfaction financial
self as aggressor
self as driven
self as easily bored
self as equal or better
self as high achiever
self as idealist
self as loner outsider different
self as rebel rule breaker
self as salesman
self awareness and understanding

self efficacy confident of own abilities
self efficacy confident of success
self efficacy confident that it can be done
self efficacy confident that it is something important
self efficacy confident that there is a need
self efficacy from education
self efficacy from family
self efficacy from nvc
self efficacy from performance at school
self efficacy from performance at work
self efficacy from pt work
self efficacy from religious belief
self efficacy important
self efficacy lacking
social community lacks understanding
social community support limited
social culture as influencing factor
social perception alternative to crime
social perception luck
social response to entrepreneurship positive
social support environment
socio cultural differences

spiritual rvc as inevitable destiny
spirituality as justificaton for entrepreneurship
spirituality contributes to commitment
spirituality gives support
spirituality makes ethical business
spirituality motivates
spirituality religious adherence from childhood
spirituality religious conviction strong

startup as cautious experiment
startup as fun
startup as great leap
startup as major personal transition
startup as serendipity
startup burden of performing many roles
startup customer commitment as first step
startup financial uncertainty
startup from nothing
startup ignorance and inexperience
startup importance of revenue stream
startup in paralell with employment
startup lack of resources
startup need for secrecy
startup risk of surrendering salary
startup stages of development
startup survivalist in style

strategy idea developed over time

stress denial
stress from business financial difficulties
stress from domestic financial difficulties
stress management by exercise
stress management by internalising
stress relief from family
stress relief from partner
stress tolerance high

support aimed at low end businesses
support from financial institutions lacking
support from shareholders
support people inexperienced in nvc
support systems frustrating
talent affinity for business
talent artistic creative
talent intelligence
talent pragmatic creative

thinking alternates between future and immediate
thinking big picture strategic
thinking different ways to achieve end
testing entrepreneurial naivete
testing external attribution
testing fast and flexible
testing intuition
testing logical systematic
testing optimistic
testing realistic pragmatic
testing task discounting
testing through the details in advance
testing unconstrained by convention
testing visualisation

time dedication required
time speed as risk reduction, KSF
time to develop business
time to develop customer relationships
time to develop idea

trap from desire for control
trap giving away equity to the wrong partner
trap hiring the wrong employees
trap unrealistic expectations market demand

trap unrealistic expectations time to develop
trust from friendship
trust from longevity
trust from openness and honesty
trust from respect for differences
trust from shared risk
trust from shared vision

vision balance in life
vision dream develops and evolves
vision goals clearly defined
vision growth desire
vision making it happen/work
vision money as a means to an end, not end itself
vision need to communicate
vision of independence
vision of personal growth
vision serial entrepreneurship
vision significant
vision socially responsible
vision success as hiring others, replace self
vision wealth as consequence of nvc
K. Code families

The following is a list of code families derived from the coding process as described in Chapter 3.5.1 of the thesis.

**Code Family: 01 Early influences**
Created: 07/11/14 16:14:10 (Super)
Comment: The role of the family on the subject's development as an entrepreneur both prior to and during nvc

Codes (30): [childhood carefree/priveleged] [childhood family believes education] [childhood family conflict strong personalities] [childhood family difficulties growing up] [childhood family large] [childhood family poverty] [childhood family relationships close] [childhood feelings of inadequacy] [childhood influence] [childhood parental sacrifice] [childhood personal challenges] [childhood work] [education and training ongoing] [education as important life experience] [education cost] [education incomplete perception] [education relevance] [education versus experience] [family cant really help] [family communication important] [family dependent on entrepreneur] [family involvement in business] [family participates in risk] [family role in conflict with business role] [family support important] [knowledge from family entrepreneurial expertise] [learning from family industry expertise] [role models successful family members] [stress relief from family]
Quotation(s): 139

**Code Family: 02 Motivation to start new venture**
Created: 07/10/23 05:59:12 (Super)
Comment: What motivates the entrepreneur to begin the nvc process and what keeps them going when times are tough

Codes (30): [characteristic ambitious] [characteristic competitive] [motivation achieve for family] [motivation day by day] [motivation from challenge] [motivation from fear of failure] [motivation from financial gain] [motivation from partner] [motivation from religious belief] [motivation from sunk cost] [motivation from survival] [motivation joy and fun] [motivation status and position] [motivation to achieve social change] [motivation to leave a legacy] [need for autonomy] [need for control] [need for excitement] [need for security stability] [need to achieve] [need to be valued] [need to conquer] [need to enjoy work] [need to influence others] [relationships provide motivating feedback] [self as high achiever] [self as loner outsider different] [self as salesman] [spiritual nvc as inevitable destiny] [spirituality motivates]
Quotation(s): 224

**Code Family: 03 Developing expertise**
Created: 07/11/25 13:17:36 (Super)
Comment: How entrepreneurs develop the expertise they need to create and sustain a new venture

Codes (34): [education and training ongoing] [education as important life experience] [education incomplete perception] [education relevance] [education versus experience]
[employment a poor substitute for nvc] [employment as easier alternative] [employment as more lucrative] [employment as place to develop expertise] [employment as recourse of last resort] [employment delivers experience of business] [employment experience as model for NV organisation] [employment lets you experiment/inhibits] [employment opportunities limited/abundant] [failure as learning opportunity] [failure due to lack of understanding] [knowledge from experience in industry] [knowledge from business education] [knowledge from business subjects at school] [knowledge from experience in business relevant] [knowledge from experience with corporates] [knowledge from experience with high level decision makers] [knowledge from experience with serial entrepreneur] [knowledge from experience with survivalist entrepreneur] [knowledge from technical education] [knowledge from exposure to technology] [knowledge from financial reserves] [preparation by ensuring financial reserves] [preparation by establishing relationships] [preparation by gaining appropriate experience] [preparation from appropriate education] [preparation increases chances of success] [preparation requires long-term plan] [preparation startup arbitrage] [relationships as a resource] [role models successful family members] [self efficacy from education] [self efficacy from performance at work] [self efficacy important] [vision dream develops and evolves]

Quotation(s): 176

Code Family: 04 Preparation and intention
Created: 07/11/14 16:22:31 (Super)
Comment:
  How entrepreneurs prepare for nvc, often long before they have identified a particular opportunity

Codes (29): [childhood work] [education as important life experience] [employment as place to develop expertise] [employment delivers experience of business] [employment lets you experiment/inhibits] [family involvement in business] [funding from bond/property investments] [funding from family member] [funding from savings] [intention from environment] [intention from exposure in childhood] [intention incidence gap nvc] [intention to nvc inherent] [intention to nvc starts young] [knowledge from business subjects at school] [knowledge from experience with survivalist entrepreneur] [preparation by ensuring financial reserves] [preparation by establishing relationships] [preparation by gaining appropriate experience] [preparation from appropriate education] [preparation increases chances of success] [preparation requires long-term plan] [preparation startup arbitrage] [relationships as a resource] [role models successful family members] [self efficacy from education] [self efficacy from performance at work] [self efficacy important] [vision dream develops and evolves]

Quotation(s): 166

Code Family: 05 Source of business idea
Created: 07/11/11 16:30:01 (Super)
Comment:
  How new business ideas emerge

Codes (20): [employment lets you experiment/inhibits] [idea as opportunity to test skills] [idea as problem solving] [idea developed over time] [idea from access to resources] [idea from business model weakness] [idea from change in environment] [idea from change/development in technology] [idea from customer relationship] [idea from different place] [idea from hobby] [idea from luck] [idea from network] [idea from personal experience] [idea from research] [innovation new application existing technology] [innovation repeated experimentation] [opportunity ability to identify] [talent artistic creative] [talent pragmatic creative]

Quotation(s): 85

Code Family: 06 Opportunity evaluation
Created: 07/10/23 06:09:16 (Super)
Comment:
  How the entrepreneur evaluates the opportunity prior to committing resources to exploiting it
Code families

Codes (20):  [barriers cynical about available opportunities] [idea developed over time] [innovation discussing business idea with others] [innovation KSF] [innovation reinforcing effect of feed-back] [KSF understand the target market] [learning about the product] [learning continuous] [opportunity ability to exploit] [opportunity attractiveness] [opportunity evaluation detailed/curisory] [planning demand from competitive behaviour] [planning demand interest assumed] [planning estimating demand by segmenting] [planning research important] [product prototype developed] [startup need for secrecy] [thinking through the details in advance] [time to develop idea] [vision dream develops and evolves]

Quotation(s): 110

Code Family: 07 Vision Goals
Created: 07/11/14 16:42:33 (Super)
Comment:
What the entrepreneur wants to achieve by setting up the new venture, and how he will know he has achieved it

Codes (27):  [exit as final indicator of success] [exit doing something else after] [exit never happens] [exit reluctance to be tied down] [exit still involved] [motivation achieve for family] [motivation from financial gain] [motivation status and position] [motivation to achieve social change] [motivation to leave a legacy] [satisfaction creative] [satisfaction ego] [satisfaction financial] [vision balance in life] [vision dream develops and evolves] [vision goals clearly defined] [vision growth desire] [vision making it happen/work] [vision money as a means to an end, not end itself] [vision need to communicate] [vision of independence] [vision of personal growth] [vision serial entrepreneurship] [vision significant] [vision socially responsible] [vision success as hiring others, replace self] [vision wealth as consequence of nvc]

Quotation(s): 141

Code Family: 08 The commitment event
Created: 08/08/22 13:29:53 (Super)

Codes (9):  [commitment and determination] [commitment determined to succeed] [commitment fluctuates] [commitment hard working] [commitment persist through failure] [decision making discuss with partner] [partnership equal commitment] [spirituality contributes to commitment] [spirituality gives support]

Quotation(s): 93

Code Family: 09 How partnerships work
Created: 07/10/23 06:20:35 (Super)

Comment:
Partnerships are an important dynamic in the nvc process - this explores how partnerships are established and operate and how the relationship between partners is managed by the entrepreneur

Codes (22):  [motivation from partner] [partnership and ownership] [partnership as friendship] [partnership as risk reduction] [partnership conflict/resolution] [partnership division of responsibilities] [partnership equal commitment] [partnership expands available resources] [partnership formalises the relationship] [partnership helps in nvc] [partnership personality fit] [partnership process] [partnership requires skills complement] [partnership shared values] [partnership trust] [stress relief from partner] [trust from friendship] [trust from longevity] [trust from openness and honesty] [trust from respect for differences] [trust from shared risk] [trust from shared vision]

Quotation(s): 96

Code Family: 10 Creating and managing networks
Created: 07/10/22 19:50:27 (Super)

Comment:
Reasons for, establishment and management of social networks that deliver a benefit for the entrepreneur and the new venture

Codes (24): [customer personal contacts] [customer ways to get access] [innovation discussing business idea with others] [mentoring help] [network by attracting good will] [networking as risk management] [networking as substitute for knowledge and experience] [networking important] [networking motivate others from personal drive] [networking referrals from satisfied customers] [networking skill] [relationships as a resource] [relationships as a source of pleasure/stress] [relationships as by-product of work experience] [relationships consciously managed] [relationships deliberately created] [relationships long term] [relationships multilevel] [relationships necessary but not easy] [relationships personal and business] [relationships proactive requests for help and information] [relationships provide motivating feedback] [relationships to help create other relationships] [risk reduction by advice from network] Quotation(s): 109

Code Family: 11 Gathering resources
Created: 08/08/22 13:31:08 (Super)

Codes (27): [employees avoid hiring] [employees hiring staff difficult] [funding for business expenses] [funding for personal expenses] [funding from arbitrage] [funding from bank/institution] [funding from bond/property investments] [funding from family member] [funding from own earnings] [funding from savings] [funding from shareholders] [funding from spouse earnings] [KSF finding the right partners] [KSF finding the right suppliers] [mentoring help] [networking as substitute for knowledge and experience] [networking important] [relationships as a resource] [resource constrained communication] [resource gathering process] [resource importance of research and information] [resource outsourcing] [time dedication required] [time speed as risk reduction, KSF] [time to develop business] [time to develop customer relationships] [time to develop idea] Quotation(s): 127

Code Family: 12 Managing risk
Created: 07/10/23 15:20:19 (Super)

Comment: How the entrepreneur perceives risk and organises resources to reduce/minimise it

Codes (26): [business strategy risk] [characteristic conservative] [innovation risk] [mentors as risk reduction tool] [planning get it right before launch] [risk as defining feature of nvc] [risk as nothing to lose] [risk as part of the pleasure] [risk as significant even when confident] [risk aversion] [risk discounting] [risk from entrepreneur lack of focus] [risk is financial/non financial] [risk reduction by advice from network] [risk reduction from employment] [risk reduction from experience] [risk reduction from focus] [risk reduction from information and research] [risk reduction from planning] [risk reduction through calculated decision] [risk reduction through customer diversify] [risk reduction through outsourcing] [risk reduction through product diversify] [risk reduction use own resources] [startup risk of surrendering salary] [thinking through the details in advance] Quotation(s): 98

Code Family: 13 Planning the business
Created: 07/10/23 12:47:15 (Super)

Comment: How the entrepreneur tries to anticipate future threats and opportunities - also involves the actions involved in preparing a business plan

Codes (24): [barrier environment impacts on business] [business definition concise/vague] [business model strength/weakness] [planning contingency] [planning demand from competitive behaviour] [planning demand interest assumed] [planning detailed financials]
Code families

[planning entrepreneur expectations] [planning estimating demand by segmenting] [planning estimating demand difficult] [planning evaluations unreliable] [planning for startup] [planning get it right before launch] [planning optimistic/realistic] [planning predicting the future] [planning research important] [planning what and how] [risk reduction from planning] [thinking alternates between future and immediate] [thinking big picture strategic] [thinking logical systematic] [thinking through the details in advance] [time to develop business] [time to develop idea]

Quotation(s): 113

Code Family: 14 Information as a resource
Created: 07/11/11 16:59:32 (Super)
Comment:
   How information is or could be used in the nvc process

Codes (22):  [barrier access to information resources] [competition knowledge important] [customer research idea testing] [education relevance] [failure due to lack of understanding] [knowledge from experience in industry] [knowledge from business subjects at school] [KSF knowledge of industry] [KSF understand the target market] [learning about business in general] [learning about business processes] [learning continuous] [networking as substitute for knowledge and experience] [planning demand from competitive behaviour] [planning estimating demand by segmenting] [planning evaluations unreliable] [planning research important] [relationships proactive requests for help and information] [risk reduction by advice from network] [thinking entrepreneurial naivete] [trap unrealistic expectations market demand] [trap unrealistic expectations time to develop]

Quotation(s): 130

Code Family: 15 Managing the macro-environment
Created: 08/08/22 13:24:41 (Super)

Codes (25):  [barrier access to customers] [barrier access to information resources] [barrier competition for good people] [barrier environment impacts on business] [barrier expense of starting a business] [barrier experience in business lacking] [barrier inadequate resources] [barrier new entrant credibility] [barrier no resources for startup] [barrier perceived uncertainty] [barrier personal belief system] [barrier racism as obstacle] [barrier youth as obstacle to startup] [barriers cynical about available opportunities] [social community lacks understanding] [social community support limited] [social culture as influencing factor] [social perception alternative to crime] [social perception luck] [social response to entrepreneurship positive] [social support environment] [socio cultural differences] [thinking big picture strategic] [thinking entrepreneurial naivete] [thinking external attribution]

Quotation(s): 105

Code Family: 16 Startup process
Created: 07/11/25 13:27:12 (Super)
Comment:
   The steps involved in the actual startup of a new venture

Codes (22):  [risk reduction from employment] [risk reduction use own resources] [startup as fun] [startup as great leap] [startup as major personal transition] [startup as serendipity] [startup burden of performing many roles] [startup customer commitment as first step] [startup financial uncertainty] [startup from nothing] [startup ignorance and inexperience] [startup importance of revenue stream] [startup in paralell with employment] [startup need for secrecy] [startup risk of surrendering salary] [startup stages of development] [startup survivalist in style] [support aimed at low end businesses] [support from financial institutions lacking] [support from shareholders] [support people inexperienced in nvc] [support systems frustrating]

Quotation(s): 76
**Code Family: 17 Describing the experience**
Created: 07/10/23 17:07:05 (Super)
Comment: The way in which entrepreneurs describe the experience of new venture creation, with special emphasis on the way metaphors are used to construct meaning

Codes (27): [entrepreneur as serendipity] [entrepreneur born/made] [entrepreneur definitions] [entrepreneur reasons why not] [entrepreneur types] [entrepreneurship difficult/easy] [entrepreneurship pervasive/rare] [metaphor nvc as battle] [metaphor nvc as child parent] [metaphor nvc as complexity] [metaphor nvc as disease] [metaphor nvc as farming] [metaphor nvc as freedom] [metaphor nvc as game] [metaphor nvc as journey] [metaphor nvc as learning opportunity] [metaphor nvc as puzzle to be solved] [metaphor nvc as romance] [metaphor nvc as school] [metaphor nvc as sport] [metaphor nvc as succubus] [metaphors for fierce competition] [startup as fun] [startup as great leap] [startup as major personal transition] [startup as serendipity]

Quotation(s): 105

**Code Family: 18 Managing the competitive environment**
Created: 08/08/22 13:28:47 (Super)

Codes (16): [compete on price because of lower costs] [compete on service quality] [compete with limited budget] [competition doesn't really exist] [competition fierce] [competition incumbents won't let you in] [competition knowledge important] [competition require multiple bases] [customer getting them to pay] [customer personal contacts] [customer publicity and communication important] [customer research idea testing] [customer response to innovation] [customer retention important] [customer trust from delivery] [customer ways to get access]

Quotation(s): 64

**Code Family: 19 Organisation building**
Created: 08/08/22 13:32:03 (Super)

Codes (22): [employee good relationships] [employee retention difficult] [employees as entrepreneur's responsibility] [employees avoid hiring] [employees entrepreneurs not] [employees hiring staff difficult] [employees management and motivation] [employees upliftment key feature] [leadership in the community] [leadership style collegiate] [leadership style directive] [leadership style pragmatic] [leadership style humanist] [organisation challenge formalising] [organisation challenge operations v strategy] [organisation challenges delegation] [organisation culture relaxed] [organisation process in place] [organisation structure corporate] [organisation support/resources] [organisation trust in work environment] [vision success as hiring others, replace self]

Quotation(s): 73

**Code Family: 20 Entrepreneurial identity**
Created: 08/01/29 12:17:21 (Super)
Comment: How an individual's view of themselves influences their understanding of the entrepreneurial process

Codes (28): [self as aggressor] [self as driven] [self as easily bored] [self as equal or better] [self as high achiever] [self as idealist] [self as loner outsider different] [self as rebel rule breaker] [self as salesman] [self awareness and understanding] [self efficacy confident of own abilities] [self efficacy confident of success] [self efficacy confident that it can be done] [self efficacy confident that it is something important] [self efficacy confident that there is a need] [self efficacy from education] [self efficacy from family] [self efficacy from nvc] [self efficacy from performance at school] [self efficacy from performance at work] [self efficacy from pt work] [self efficacy from religious belief] [self efficacy important] [self efficacy lacking]
[talent affinity for business] [talent artistic creative] [talent intelligence] [talent pragmatic creative]  
Quotation(s): 137

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**Code Family: 21 Cognitive processes**  
Created: 07/11/25 13:54:11 (Super)  
Comment: The internal mental processes used by the entrepreneur in new venture creation

Codes (23):  
- [decision making discuss with partner]  
- [decision making fast/slow]  
- [decision making intuitive]  
- [decision making participative]  
- [decision making problem-solving process]  
- [decision making process complex]  
- [decision making systematic]  
- [decision making with incomplete information]  
- [risk discounting]  
- [thinking alternates between future and immediate]  
- [thinking big picture strategic]  
- [thinking different ways to achieve end]  
- [thinking entrepreneurial naivete]  
- [thinking external attribution]  
- [thinking fast and flexible]  
- [thinking intuition]  
- [thinking logical systematic]  
- [thinking optimistic]  
- [thinking realistic pragmatic]  
- [thinking task discounting]  
- [thinking through the details in advance]  
- [thinking unconstrained by convention]  
- [thinking visualisation]  
Quotation(s): 115

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**Code Family: 22 Emotional dimension**  
Created: 07/10/23 13:05:10 (Super)  
Comment: The kinds of emotions that entrepreneurs experience during nvc

Codes (23):  
- [emotion anger as loss of control]  
- [emotion anxiety stress]  
- [emotion calm and controlled]  
- [emotion comfortable expressing]  
- [emotion excitement thrill]  
- [emotion fear of failure]  
- [emotion fear of the unknown]  
- [emotion love and passion required]  
- [emotion managing own]  
- [emotional turbulence]  
- [motivation joy and fun]  
- [need for excitement]  
- [need to enjoy work]  
- [satisfaction creative]  
- [satisfaction ego]  
- [stress from business financial difficulties]  
- [stress from domestic financial difficulties]  
- [stress management by exercise]  
- [stress management by internalising]  
- [stress relief from family]  
- [stress relief from partner]  
- [stress tolerance high]  
- [support systems frustrating]  
Quotation(s): 125

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**Code Family: 23 Spiritual dimension**  
Created: 08/01/29 08:25:20 (Super)

Codes (19):  
- [commitment and determination]  
- [employees upliftment key feature]  
- [intention to nvc inherent]  
- [motivation from religious belief]  
- [motivation to achieve social change]  
- [self as idealist]  
- [self efficacy from religious belief]  
- [spiritual nvc as inevitable destiny]  
- [spirituality as justification for entrepreneurship]  
- [spirituality contributes to commitment]  
- [spirituality gives support]  
- [spirituality makes ethical business]  
- [spirituality motivates]  
- [spirituality religious adherence from childhood]  
- [spirituality religious conviction strong]  
- [startup as major personal transition]  
- [thinking intuition]  
- [vision significant]  
- [vision socially responsible]  
Quotation(s): 94

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**Code Family: 24 Getting things done**  
Created: 07/10/23 12:40:18 (Super)  
Comment: Entrepreneurial actions and behaviour undertaken in course of NVC

Codes (23):  
- [behaviour action orientation]  
- [behaviour attention to detail]  
- [behaviour conflict avoiding/confronting]  
- [behaviour considering several nvc simultaneously]  
- [behaviour delay gratification]  
- [behaviour goal focus]  
- [behaviour good at teamwork]  
- [behaviour high energy]  
- [behaviour over-delegating]  
- [behaviour preference wheel and deal]  
- [behaviour priority is
business development] [behaviour procrastinating] [behaviour professionalism] [behaviour task focus] [characteristic organised/disorganised] [characteristic presence has impact] [commitment and determination] [commitment hard working] [planning get it right before launch] [planning research important] [thinking alternates between future and immediate] [thinking task discounting] [thinking through the details in advance]  

Quotation(s): 140

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**Code Family: 25 Growing the business**  
Created: 07/11/26 16:48:11 (Super)  
Comment:  
As the business grows, new challenges emerge which may not have been anticipated by the entrepreneur  

Codes (16):  
[funding process knowledge important] [growth challenge adequate funding] [growth challenge dealing with stakeholders] [growth challenge find more customers] [growth challenge funding no loss of control] [growth challenge maintaining same rate] [growth challenge offer more products/services] [growth not a garage business] [planning predicting the future] [trap from desire for control] [trap giving away equity to the wrong partner] [trap hiring the wrong employees] [trap unrealistic expectations market demand] [trap unrealistic expectations time to develop] [vision growth desire] [vision significant]  

Quotation(s): 47

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**Code Family: 26 Social and institutional support**  
Created: 08/01/29 12:28:09 (Super)  
Comment:  
Sources and relevance of support for the nvc effort, how the entrepreneur accesses  

Codes (22):  
[family support important] [mentor as advisor] [mentor as enthusiast] [mentor as resource provider] [mentor as role model] [mentoring help] [mentors as risk reduction tool] [role model christian hero] [role models other entrepreneurs] [role models successful family members] [social community lacks understanding] [social community support limited] [social culture as influencing factor] [social perception alternative to crime] [social perception luck] [social response to entrepreneurship positive] [socio cultural differences] [support aimed at low end businesses] [support from financial institutions lacking] [support from shareholders] [support people inexperienced in nvc] [support systems frustrating]  

Quotation(s): 77

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**Code Family: 27 Strategy Formulation**  
Created: 07/11/18 17:41:46 (Super)  
Comment:  
How entrepreneur formulates strategy - the way in which the nv positively differentiates itself from its competitors too satisfy customer needs  

Codes (27):  
[business definiition concise/vague] [business model change/stable] [business model strength/weakness] [business strategy brand bigger than person] [business strategy case study] [business strategy differentiation] [business strategy options] [business strategy relationship quality] [business strategy risk] [business strategy sales] [business strategy scaleability] [business strategy slow to show success] [innovation KSF] [KSF distribution channel access] [KSF finding the right partners] [KSF finding the right suppliers] [KSF focus on core business] [KSF knowledge of industry] [KSF understand sales cycle] [KSF understand the target market] [product confident of superiority] [product development effort continuous] [product development trial and error] [product prototype developed] [product quality KSF] [risk reduction from focus] [time speed as risk reduction, KSF]  

Quotation(s): 126
Code families

Code Family: 28 Personal characteristics
Created: 07/11/18 17:15:10 (Super)
Comment:
Terms used by the entrepreneur and others to describe the natural talents and traits personally characteristic of the entrepreneur

Codes (27): [characteristic ambitious] [characteristic analytical] [characteristic arrogant] [characteristic assertive] [characteristic caring for others] [characteristic competitive] [characteristic conservative] [characteristic curiosity] [characteristic daring/cautious] [characteristic easily bored] [characteristic encouraging, enthusiastic] [characteristic flexible/inflexible] [characteristic generosity] [characteristic honest, direct] [characteristic organised/disorganised] [characteristic patience/impatience] [characteristic perfectionist] [characteristic personality extravert] [characteristic personality introvert] [characteristic presence has impact] [characteristic resilient] [characteristic responsible] [characteristic sense of humour] [characteristic serious minded] [characteristic tolerant of criticism] [characteristic uncompromising] [characteristic warm and friendly]
Quotation(s): 142

Code Family: 29 Entrepreneurial learning
Created: 07/10/23 17:14:40 (Super)
Comment:
The capacities that the entrepreneur has or is required to develop in order to successfully create a new venture

Codes (28): [barrier experience in business lacking] [competition knowledge important] [failure due to lack of understanding] [knowledge from experience in industry] [knowledge from business education] [knowledge from business subjects at school] [Knowledge from close observation of nvc] [knowledge from experience in business relevant] [knowledge from experience with corporates] [knowledge from experience with high level decision makers] [knowledge from experience with serial entrepreneur] [knowledge from experience with survivalist entrepreneur] [knowledge from exposure to technology] [knowledge from family entrepreneurial expertise] [knowledge from life experience] [knowledge from technical education] [knowledge skills transferable] [KSF financial discipline] [KSF knowledge of industry] [KSF understand the target market] [learning about business in general] [learning about business processes] [learning about self during nvc] [learning about the product] [learning continuous] [learning from experience necessary] [learning from family industry expertise] [networking important]
Quotation(s): 156

Code Family: 30 Creativity and innovation
Created: 07/11/14 16:32:07 (Super)
Comment:
How entrepreneurs create novel solutions, ideas and concepts for use in nvc

Codes (26): [business strategy differentiation] [idea as opportunity to test skills] [idea as problem solving] [idea developed over time] [idea from access to resources] [idea from business model weakness] [idea from change in environment] [idea from change/development in technology] [idea from customer relationship] [idea from different place] [idea from hobby] [idea from luck] [innovation as desperation] [innovation continuously getting new] [innovation diffusion time] [innovation discussing business idea with others] [innovation KSF] [innovation new application existing technology] [innovation reinforcing effect of feed-back] [innovation repeated experimentation] [innovation risk] [innovative behaviour inventive] [satisfaction creative] [talent artistic creative] [talent pragmatic creative] [thinking different ways to achieve end]
Quotation(s): 124
The following pages list the ‘super family clusters’, which constitute the final step in the coding process as described in Chapter 3.5.1 of the thesis document. These ‘super family clusters’ form the basis of the cross-case analysis presented in Chapter 20.

1. Code Family: 01 Early influences
   Created: 07/11/14 16:14:10 (Super)
   Comment:
   The role of the family on the subject's development as an entrepreneur both prior to and during nvc
   Codes (30): Quotation(s): 139

2. Code Family: 28 Personal characteristics
   Created: 07/11/18 17:15:10 (Super)
   Comment:
   Terms used by the entrepreneur and others to describe the natural talents and traits personally characteristic of the entrepreneur
   Codes (27): Quotation(s): 142

3. Code Family: 21 Cognitive processes
   Created: 07/11/25 13:54:11 (Super)
   Comment:
   The internal mental processes used by the entrepreneur in new venture creation
   Codes (23): Quotation(s): 115

4. Code Family: 30 Creativity and innovation
   Created: 07/11/14 16:32:07 (Super)
   Comment:
   How entrepreneurs create novel solutions, ideas and concepts for use in nvc
   Codes (26): Quotation(s): 124

5. Code Family: 29 Entrepreneurial learning
   Created: 07/10/23 17:14:40 (Super)
   Comment:
   The capacities that the entrepreneur has or is required to develop in order to successfully create a new venture
   Codes (28): Quotation(s): 156
3. Code Family: 02 Motivation to start new venture
   Created: 07/10/23 05:59:12 (Super)
   Comment:
   What motivates the entrepreneur to begin the nvc process and what keeps them going
   when times are tough
   Codes (30): Quotation(s): 224

4. Code Family: 04 Preparation and intention
   Created: 07/11/14 16:22:31 (Super)
   Comment:
   How entrepreneurs prepare for nvc, often long before they have identified a particular
   opportunity
   Codes (29): Quotation(s): 166

4. Code Family: 03 Developing expertise
   Created: 07/11/25 13:17:36 (Super)
   Comment:
   How entrepreneurs develop the expertise they need to create and sustain a new venture
   Codes (34): Quotation(s): 176

5. Code Family: 05 Source of business idea
   Created: 07/11/11 16:30:01 (Super)
   Comment:
   How new business ideas emerge
   Codes (20): Quotation(s): 85

5. Code Family: 06 Opportunity evaluation
   Created: 07/10/23 06:09:16 (Super)
   Comment:
   How the entrepreneur evaluates the opportunity prior to committing resources to
   exploiting it
   Codes (20): Quotation(s): 110

6. Code Family: 08 The commitment event
   Created: 08/08/22 13:29:53 (Super)
   Codes (9): Quotation(s): 93

7. Code Family: 09 How partnerships work
   Created: 07/10/23 06:20:35 (Super)
   Comment:
   Partnerships are an important dynamic in the nvc process - this explores how partnerships
   are established and operate and how the relationship between partners is managed by
   the entrepreneur
   Codes (22): Quotation(s): 96

Code Family: 10 Creating and managing networks
   Created: 07/10/22 19:50:27 (Super)
   Comment:
Reasons for, establishment and management of social networks that deliver a benefit for the entrepreneur and the new venture

8.

Code Family: 11 Gathering resources
Created: 08/08/22 13:31:08 (Super)
Codes (27): Quotation(s): 127

Comment:
How information is or could be used in the nvc process

Codes (22): Quotation(s): 130

9.

Code Family: 12 Managing risk
Created: 07/10/23 15:20:19 (Super)
Comment:
How the entrepreneur perceives risk and organises resources to reduce/minimise it

Codes (26): Quotation(s): 98

10.

Code Family: 16 Startup process
Created: 07/11/25 13:27:12 (Super)
Comment:
The steps involved in the actual startup of a new venture

Codes (22): Quotation(s): 76

11.

Code Family: 22 Emotional dimension
Created: 07/10/23 13:05:10 (Super)
Comment:
The kinds of emotions that entrepreneurs experience during nvc

Codes (23): Quotation(s): 125

12.

Code Family: 23 Spiritual dimension
Created: 08/01/29 08:25:20 (Super)
Codes (19): Quotation(s): 94

13.

Code Family: 15 Managing the macro-environment
Created: 08/08/22 13:24:41 (Super)
Codes (25): Quotation(s): 105

Code Family: 18 Managing the competitive environment
Created: 08/08/22 13:28:47 (Super)
Codes (16): Quotation(s): 64
14.

**Code Family: 13 Planning the business**
Created: 07/10/23 12:47:15 (Super)
Comment:
- How the entrepreneur tries to anticipate future threats and opportunities - also involves the actions involved in preparing a business plan
Codes (24): Quotation(s): 113

**Code Family: 07 Vision Goals**
Created: 07/11/14 16:42:33 (Super)
Comment:
- What the entrepreneur wants to achieve by setting up the new venture, and how he will know he has achieved it
Codes (27): Quotation(s): 141

**Code Family: 27 Strategy Formulation**
Created: 07/11/18 17:41:46 (Super)
Comment:
- How entrepreneur formulates strategy - the way in which the nv positively differentiates itself from its competitors too satisfy customer needs
Codes (27): Quotation(s): 126

**Code Family: 25 Growing the business**
Created: 07/11/26 16:48:11 (Super)
Comment:
- As the business grows, new challenges emerge which may not have been anticipated by the entrepreneur
Codes (16): Quotation(s): 47

15.

**Code Family: 19 Organisation building**
Created: 08/08/22 13:32:03 (Super)
Codes (22): Quotation(s): 73

**Code Family: 24 Getting things done**
Created: 07/10/23 12:40:18 (Super)
Comment:
- Entrepreneurial actions and behaviour undertaken in course of NVC
Codes (23): Quotation(s): 140

**Code Family: 26 Social and institutional support**
Created: 08/01/29 12:28:09 (Super)
Comment:
- Sources and relevance of support for the nv effort, how the entrepreneur accesses
Codes (22): Quotation(s): 77
16.

Code Family: 17 Describing the experience
Created: 07/10/23 17:07:05 (Super)
Comment: The way in which entrepreneurs describe the experience of new venture creation, with special emphasis on the way metaphors are used to construct meaning
Codes (27): Quotation(s): 105

Code Family: 20 Entrepreneurial identity
Created: 08/01/29 12:17:21 (Super)
Comment: How an individual's view of themselves influences understanding of the nvc process
Codes (28): Quotation(s): 137
M. Framework for narrative summaries

1. Personal context
   1.1. Key characteristics
   1.2. Education
   1.3. Work experience

2. Family and social context
   2.1. Childhood and parental influences
   2.2. Family support
   2.3. Business and social relationships

3. Business and organisational context
   3.1. Inspiration and preparation
   3.2. Opportunity search and evaluation
   3.3. Start-up decision and sequence of events
   3.4. Resourcing the business
   3.5. Managing risk
   3.6. Exit strategy

4. Macro-environment and competitive context
   4.1. Macro-environmental conditions
   4.2. Competitive environment conditions

5. Describing the experience
   5.1. Personal challenges and opportunities
   5.2. Business challenges and opportunities
N. Framework for within-case analysis

1. Early influences
   • Positive/negative
   • Relative importance of different stages
   • Impacts
2. Social capital
   • Number of relationships
   • Strength of ties
   • Diversity of network
   • Network dynamics
3. New venture creation process
   • Initiation and completion of start-up
   • Length of time
   • Categories
   • Order of events
4. Business model and strategy evaluation
   • Strategy process
   • Consistency
   • Consonance
   • Advantage
   • Feasibility
5. Support required
6. Meaning making metaphors
   • Metaphors used and examples
   • Implied features of the experience – highlighted and hidden
   • Feelings communicated through the use of the metaphor
   • Socio-cultural conventions suggested – responses evoked
7. Relationships between different levels of analysis
   • Personal to social
   • Personal to business
   • Personal to environment
8. Respondent differences
   • Consistent
   • Complementary
   • Contradictory
9. Implications of this analysis
O. Mapping of venture creation process for each case

Venture creation process: Ahmed

New Venture Creation Process: Andile
O. Mapping of venture creation process for each case (continued)

**New venture creation process: Byron**

- **Phase 1: Preparation**
  - Intention
  - Preparation

- **Phase 2: Opportunity**
  - Opportunity identification
  - Opportunity evaluation

- **Phase 3: Resources**
  - Resource gathering
  - Establish partnerships

- **Phase 4: Business**
  - Legal set-up
  - Product development

- **Phase 5: Organisation**
  - Make the first sale
  - Build infrastructure

**New venture creation process: Hans**

- **Phase 1: Preparation**
  - Intention
  - Preparation

- **Phase 2: Opportunity**
  - Opportunity identification
  - Opportunity evaluation

- **Phase 3: Resources**
  - Resource gathering
  - Establish partnerships

- **Phase 4: Business**
  - Legal set-up
  - Product development

- **Phase 5: Organisation**
  - Make the first sale
  - Build infrastructure

Deal with environment
O. Mapping of venture creation process for each case (continued)
O. Mapping of venture creation process for each case (continued)

New Venture Creation Process: Andre

Phase 1: Preparation
- Intention
- Preparation

Phase 2: Opportunity
- Opportunity definition
- Opportunity evaluation

Phase 3: Resources
- Resource gathering
- Establish partnerships

Phase 4: Business
- Legal set-up
- Product development
- Business plan

Phase 5: Organisation
- Make the first sale
- Deal with environment
- Build infrastructure
- Replicate first sale

New Venture Creation Process: Kenneth

Phase 1: Preparation
- Intention
- Preparation

Phase 2: Opportunity
- Opportunity definition
- Opportunity evaluation

Phase 3: Resources
- Resource gathering
- Establish partnerships

Phase 4: Business
- Legal set-up
- Product development
- Business plan

Phase 5: Organisation
- Make the first sale
- Deal with environment
- Build infrastructure
- Replicate first sale