

REFERENCES

- Acs ZJ, Desai S and Klapper L, 2008. "What Does "Entrepreneurship" Data Really Show?," *Jena Economic Research Papers* 2008-007, Friedrich-Schiller-University Jena, Max-Planck-Institute of Economics, Thueringer Universitaets- und Landesbibliothek.
- Acs ZJ and Kallas K, 2007. State of literature on small to medium size enterprises and entrepreneurship in low-income communities, *Discussion Papers on Entrepreneurship, Growth and Public Policy* 2007-03, Max Planck Institute of Economics downloaded from [ftp://papers.mpiew-jena.mpg.de](http://papers.mpiew-jena.mpg.de) on 20 May 2008.
- Acs ZJ, Arenius P, Hay M and Minniti M, 2004. *Global Entrepreneurship Report Executive Report*, London: Babson College and London Business School
- Aldrich HE and Cliff JE, 2003. The pervasive effects of family on entrepreneurship: toward a family embeddedness perspective, *Journal of Business Venturing* Volume 18 2003 page 573-596
- Alvarez, SA, 2005. Resources and hierarchies: Intersections between entrepreneurship and business strategy in *Handbook of Entrepreneurship Research* Volume 1 eds Zoltan J Acs and David B Audretsch, New York, Springer
- Amabile TM, 1998. How to kill creativity, *Harvard Business Review*, September-October 1998, Volume 76 Issue 5 page 76-87
- Amit R, MacCrimmon KR and Zietsma C, 2000. Does money matter? Wealth attainment as the motive for initiating growth oriented technology ventures, *Journal of Business Venturing*, 2000 Volume 16, page 119-143.
- Amit R and Glosten L, 1993. Challenges to theory development in entrepreneurship research, *Journal of Management Studies* September 1993 Volume 30 Number 5 page 815 . 834.
- Anderson AR and Smith R, 2007. The moral space in entrepreneurship: an exploration of ethical imperatives and the moral legitimacy of being enterprising, *Entrepreneurship and Regional Development*, November 2007 Volume 19 page 179 . 197.
- Anderson AR and Miller CJ, 2003. Class matters: human and social capital in the entrepreneurial process, *Journal of Socio-economics* Volume 32 page17-36
- Arabsheibani G, de Meza D, Maloney J and Pearson B, 2000. And a vision appeared to them of a great profit: evidence of self-deception among the self-employed, *Economics Letters*, April 2000 Volume 67 Issue 1 pages 35-41.
- Ardagna S and Lusardi A, 2008. Explaining the international differences in entrepreneurship: the role of individual characteristics and regulatory constraints, *Working Paper 14012* National Bureau of Economic Research, Massachusetts May 2008. Downloaded from <http://www.nber.org/papers/w14012> on 28 May 2008.

Ardichvili A, Cardozo R and Sourav R, 2003. A theory of opportunity identification and development, *Journal of Business Venturing* 2003 Volume 18 page 105 to 123.

Ashkanasy NM, Trevor-Roberts, E and Earnshaw L, 2002. The Anglo Cluster: legacy of the British Empire, *Journal of World Business*, Volume 37 pages 28-39

Akande A, 1992. Coping with entrepreneurial stress: evidence from Nigeria, *Leadership and Organisation Development Journal*, January 1992 Volume 13 Number 2 page 27-32.

Audia, PG and Rider, CI 2005. A garage and an idea: What more does an entrepreneur need?, *California Management Review*, Volume 48 No. 1 Fall 2005

Babbie E and Mouton J, 2003. The practice of social research, Chapter 19 *The ethics and politics of social research*, Cape Town: Oxford University Press.

Baron RA, 2008. The role of affect in the entrepreneurial process, *Academy of Management Review*, 2008 Volume 33 Number 2 page 328-340.

Baron RA, 2003. The cognitive perspective: a valuable tool for answering entrepreneurship's basic "why" questions, *Journal of Business Venturing* Volume 19 Issue 2 March 2004 pages 221-239

Baron JN and Hannan MT, 2002. Organisational blueprints for success in high-tech start-ups: lessons from the Stanford Project on emerging companies, *California Management Review*, Spring 2002 Volume 44 Number 3 page 8-36

Baron RA and Markman GD, 2000. Beyond social capital: How social skills can enhance entrepreneurs' success, *Academy of Management Executive*, Volume 14 Number 1, page 106-115

Baron RA, 1998. Cognitive mechanisms in entrepreneurship: why and when entrepreneurs think differently than other people, *Journal of Business Venturing*, Volume 13, page 275-294

Barry CA, 1998. Choosing qualitative data analysis software: Atlas/ti and Nudist compared, *Sociological Research Online*, Volume 3 Number 3, downloaded from www.socresonline.org.uk on 11 April 2006

Baum RJ, 2003. Entrepreneurs' start-up cognitions and behaviours: dreams, surprises, shortages, and fast zigzags, paper presented at *Frontiers of Entrepreneurship Research Conference*, 2003 downloaded from <http://www.babson.edu/entrep/fer> on 9 May 2007

Bennett A and George AL, 1997. Research design tasks in Case study Methods, paper presented at the *MacArthur Foundation Workshop on Case Study methods*, Harvard University, October 17-19 1997. Downloaded from www.georgetown.edu on 7 January 2006.

Bennett A and George AL, 1997. Developing and using typological theories in case study research, paper presented at the *38th annual convention of the International Studies Association*, Toronto, March 18-22 1997. Downloaded from www.georgetown.edu on 7 January 2006.

- Bhave MP, 1994. A process model of entrepreneurial venture creation, *Journal of Business Venturing*, Volume 9 1994 page 223-242.
- Bhide A, 1994. How entrepreneurs craft strategy, *Harvard Business Review* March-April 1994 page 150-161.
- Birch M and Miller T 2000, Inviting intimacy: the interview as therapeutic opportunity, *International Journal of Social Research Methodology* Volume 3 No. 3 189-202
- Birley S, 1985. The role of networks in the entrepreneurial process, *Journal of Business Venturing* Volume 1 page 107-117
- Black J A, 1998. Entrepreneur or entrepreneurs? Justification for a range of definitions, *Journal of Business and Entrepreneurship*, March 1998 Volume 10 Number 1 page 45-65.
- Blanke J, Paua F, Sala-I-Martin X, 2003. The Growth Competitiveness Index: Analysing Key Underpinnings of Sustained Economic Growth, *World Economic Forum* downloaded from <http://www.weforum.org/> on 4 May 2004
- Bluedorn AC and Martin G, 2008. The time frames of entrepreneurs, *Journal of Business Venturing* 2008 Volume 23 page 1 . 20.
- Bolton B and Thompson J, 2004. *Entrepreneurs: Talent, Temperament and Technique*, second edition, Oxford: Elsevier Butterworth-Heinemann
- Bong SA, 2002. Debunking myths in qualitative data analysis, *Forum: Qualitative Social Research* Volume 3 Number 2 May 2002.
- Bouchiki H, 1993. A constructivist framework for understanding entrepreneurship performance, *Organisation Studies*, Fall 1993 page 201-213
- Bowen DD and Hisrich RD, 1986. The Female Entrepreneur: a career development perspective, *Academy of Management Review* 1986, Volume 11 Number 2 page 393-407.
- Boyd NG and Vozikis GS, 1994. The influence of self-efficacy on the development of entrepreneurial intentions and actions, *Entrepreneurship Theory and Practice* Summer 1994 page 63-77
- Bradley DE and Roberts JA, 2004. Self-employment and job satisfaction: investigating the role of self-efficacy, depression and seniority, *Journal of Small Business Management* 2004 Volume 42 Number 1 page 37-58
- Branzei O and Zietsma C, 2002. Temporary cognitions of entrepreneurial love: dancing with the opportunity, presented at *Frontiers of Entrepreneurship conference, Babson College*, downloaded from www.babson.edu on 12 April 2005
- Brazeal DV and Herbert TT, 1999. The genesis of entrepreneurship, *Entrepreneurship Theory and Practice*, Spring 1999 page 29 . 45.
- Brush CG, 2001. From initial idea to unique advantage: the entrepreneurial challenge of constructing a resource base, *Academy of Management Executives*, February 2001 Volume 15 Number 1 page 64-81.

Bruyat C and Julien PA, 2001. Defining the field of research in entrepreneurship, *Journal of Business Venturing* March 2001, Volume 16 Issue 2 pages 165-180

Bryman A, 1989. *Research Methods and Organisation Studies*, London: Unwin Hyman

Bygrave WD, 2003. The Entrepreneurial Process, Chapter 1 in *The Portable MBA in Entrepreneurship* Third Edition, ed WD Bygrave and A Zacharakis, Wiley, London 2003.

Bygrave W and Minniti M, 2000. The social dynamics of entrepreneurship, *Entrepreneurship Theory and Practice*, Spring 2000 page 25 . 36

Cable DM and Shane S, 1997. The prisoner's dilemma approach to entrepreneur-venture capitalist relationships, *Academy of Management Review*, January 1997 Volume 22 Issue 1, page 142-176.

Cardon MS, 2008. Is passion contagious? The transference of entrepreneurial passion to employees, *Human Resource Management Review* 2008 Volume 18 page 77-86

Cardon MS, Zietsma C, Saparito P, Matherne BP and Davis C, 2004. A tale of passion: New insights into entrepreneurship from a parenthood metaphor, *Journal of Business Venturing* Volume 20 Issue 1 p23-45.

Carter J 2004. Research note: reflections on interviewing across the ethnic divide, *International Journal of Social Research Methodology*, 2004 Volume 7 No. 4 345-353

Carter NM, Gartner WB, Shaver KG and Gatewood EJ, 2003. The career reasons of nascent entrepreneurs, *Journal of Business Venturing*, Volume 18, 13-39

Carter NM, Gartner WB and Reynolds PD, 1996. Exploring event startup sequences, *Journal of Business Venturing* Volume 11 page 151 . 166

Cassar G, 2006. Entrepreneur opportunity costs and intended venture growth, *Journal of Business Venturing* 2006 Volume 21 page 610-632

Centre for Development and Enterprise, 2007. Young Soweto Entrepreneurs CDE Focus Number 11 June 2007, *The Centre for Development and Enterprise*, Johannesburg downloaded from www.cde.org.za on 18 April 2008.

Chandler GN and Lyon DW, 2001. Issues of research design and construct measurement in entrepreneurship research: The past decade. *Entrepreneurship: Theory and Practice*, Summer, 101-113

Chell E, 2000. Toward researching the opportunistic entrepreneur: a social constructionist approach and research agenda, *European Journal of Work and Organisational Psychology*, 2000 Volume 9 Number 1 page 63-80

Chen CC, Greene PG, Crick A, 1998. Does entrepreneurial self-efficacy distinguish entrepreneurs from managers? *Journal of Business Venturing* Volume 13 page 295-316

Chesbrough H and Rosenbloom RS, 2002. The role of the business model in capturing value from innovation, *Industrial and Corporate Change*, 2002 Volume 11 Number 3 page 529 . 555.

Chiles TH, 2003. Process theorising: too important to ignore in a kaleidic world, *Academy of Management Learning and Education* 2003 Volume 2 Number 3 page 288-291

Choi RY, Lévesque M and Shepherd DA, 2007. When should entrepreneurs expedite or delay opportunity exploitation? *Journal of Business Venturing* 2007, doi: 10.1016/j.jbusvent2006.11.001

Chrisman JJ, Bauerschmidt A and Hofer CW, 1998. The determinants of new venture performance: an extended model, *Entrepreneurship: Theory and Practice*, Fall 1998 5-29

Cliff JE, Jennings PD and Greenwood R, 2006. New to the game and questioning the rules: the experiences and beliefs of founders who start imitative versus innovative firms, *Journal of Business Venturing*, 2006 Volume 21 page 633-663

Cohen WM and Levinthal DA, 1990. Absorptive capacity: a new perspective on learning and innovation, *Administrative Science Quarterly*, March 1990 Volume 35 Number 1 page 128-152.

Collins DJ and Montgomery CA, 1995. Competing on resources, *Harvard Business Review* July-August 1995 page 118-128

Cornelissen JP, 2005. Beyond compare: metaphor in organization theory, *Academy of Management Review* Volume 30 Number 4 page 751-764

Cooper AC, Woo CY and Dunkelberg WC, 1988. Entrepreneurs perceived chances for success, *Journal of Business Venturing* 1988 Volume 3 page 97-108

Cope J, 2005. Toward a dynamic learning perspective of entrepreneurship, *Entrepreneurship Theory and Practice*, July 2005 page 373-397

Cornelius B, Landstom H and Persson O, 2006. Entrepreneurial studies: the dynamic research front of a developing science, *Entrepreneurship Theory and Practice* May 2006 page 375 . 398.

Cromie S, Callaghan I and Jansen M, 1992. The entrepreneurial tendencies of managers: a research note, *British Journal of Management*, 1992 Volume 3 page 1-5.

Crosa B, Aldrich HE and Keister LA, 2003. Is there a wealth effect? Financial and human capital as determinants of business startups presented at *Frontiers of Entrepreneurship Research Conference*, Babson College, downloaded from www.babson.edu/entrep/fer on 17 June 2006

Cross B and Travaglione A, 2003. The untold story: is the entrepreneur of the 21st century defined by emotional intelligence? *International Journal of Organisational Analysis*, Volume 11 No 3 2003 page 221 . 228

Csikszentmihalyi M, 2002. *Flow: the classic work on how to achieve happiness*, , London, Rider, an imprint of The Random House Group Limited

Dana LP, 2000. Creating entrepreneurs in India, *Journal of Small Business Management*, Volume 38 Number 1 2000 page 86-91

Dana NF, Dana TM, Kelsay KL, Thomas D, and Tippins DJ (2003), Qualitative interviewing and the art of questioning . promises, possibilities, problems and pitfalls downloaded from www.coe.uga.edu on 7 January 2006

Davidsson P and Wiklund J, 2001. Level of analysis in entrepreneurship research: current research practice and suggestions for the future, *Entrepreneurship Theory and Practice*, Summer 2001 page 81 . 99.

De Carolis DM and Saporito P, 2006. Social capital, cognition and entrepreneurial opportunities: a theoretical framework, *Entrepreneurship Theory and Practice*, January 2006 page 41-56.

DeTienne DR, 2008. Entrepreneurial exit as a critical component of the entrepreneurial process: theoretical development, *Journal of Business Venturing* 2008, doi:10.1016/j.jbusvent.2008.05.004

DeTienne DR., Shepherd D and de Castro JO, 2004. The Fallacy of 'Only the Strong Survive': The Effects of Extrinsic Motivation on the Persistence Decisions of Underperforming Firms, *Instituto de Empresa Business School Working Paper No. WP07-04*, March 27, 2004 downloaded from <http://ssrn.com/abstract=1019603> on 17 May 2008.

DiMaggio PJ, 1995. Comments on ~~W~~What theory is not? *Administrative Science Quarterly*, September 1995 page 385-392

Djankov S, Qian Y, Roland G and Zhuravskaya E, 2008. What makes an entrepreneur, *International Finance Corporation*, January 2008, downloaded from <http://www.doingbusiness.org/documents> on 26 April 2008

Dodd SD, 2002. Metaphors and meaning: a grounded cultural model of US entrepreneurship, *Journal of Business Venturing* Volume 17 page 519-535

Dodd SD and Seaman PT, 1998. Religion and enterprise: An Introductory Exploration, *Entrepreneurship Theory and Practice*, Fall 1998 page 71-86

Douglas EJ, Shepherd DA, 2002. Self-employment as a career choice: attitudes, entrepreneurial intentions and utility maximisation, *Entrepreneurship Theory and Practice*, Spring 2002 page 81-90

Down S and Warren L, 2008. Constructing narratives of enterprise: clichés and entrepreneurial self-identity, *International Journal of Entrepreneurial Behaviour and Research*, Volume 14 Number 1 2008 page 4-23

Drucker PF, 1985. *Innovation and entrepreneurship: practices and principles*, Burlington MA, Butterworth-Heinemann an imprint of Elsevier

Dutta DK and Thornhill S, 2007. The evolution of growth intentions: toward a cognition based model, *Journal of Business Venturing* 2007, doi:10.1016/j.jbusvent.2007.02.003

Eisenhardt KM and Schoonhoven CB, 1996. Resource-based view of strategic alliance formation: strategic and social effects in entrepreneurial firms, *Organisation Science* March-April 1996 Volume 7 Number 2 page 136-150.

Eisenhardt KM, 1991 Better stories and better constructs: The case for rigour and comparative logic, *Academy of Management Review* Volume 16 Number 3, page 620-627

Eisenhardt, KM, 1989. Building theories from case study research, *Academy of Management Review*, Volume 14 Number 4, page 532-550

El-Murad J and West DC, 2004. The definition and measurement of creativity: what do we know? *Journal of Advertising Research*, June 2004, Volume 44 Issue 2 page 188-201.

Escher S, Grabarkiewicz R, Frese M and van Steekelenberg G, 2002. The moderator effect of cognitive ability on the relationship between planning strategies and business success of small scale business owners in South Africa: a longitudinal study. *Journal of Developmental Entrepreneurship* Volume 7 Number 3 page 305 . 319

Evans P, 2000. Boundary oscillations: epistemological and genre transformation during the method of thesis writing, *International Journal of Social Research Methodology*, Volume 3 Number 4, page 267-286

Fawcett B and Hearn J, 2004. Researching others: epistemology, experience, standpoints and participation, *International Journal of Social Research Methodology* Volume 7 Number 3 201-218

Feldman DC and Bolino MC, 2000. Career patterns of the self-employed: career motivations and career outcomes, *Journal of Small Business Management*, July 2000 page 53 . 67.

Forbes DP, 2005. Are some entrepreneurs more overconfident than others? *Journal of Business Venturing* September 2005 Volume 20 Issue 5 pages 623-640

Forgas JP, 1995. Mood and judgement: The affect Infusion Model (AIM), *Psychological Bulletin*, 1995 Volume 117 Number 1 page 39 . 66.

Foxcroft M, Wood E, Kew J, Herrington M and Segal N, 2002. *Global Entrepreneurship Monitor: South African Executive Report* Cape Town: UCT Centre for innovation and Entrepreneurship

Fréry F, 2006. The fundamental dimensions of strategy, *MIT Sloan Management Review*, Volume 48 Number 1 page 71-75

Fuller T and Lewis J, 2002. Relationships mean everything: a typology of small business relationship strategies in a reflexive context, *British Journal of Management*, 2002 Volume 13 page 317-336.

Gaddefors J, 2007. Metaphor use in the entrepreneurial process, *International Journal of Entrepreneurial Behaviour and Research*, Volume 13 Number 3 page 173-193.

Gaglio CM, 2004. The role of mental simulations and counterfactual thinking in the opportunity identification process, *Entrepreneurship: Theory and Practice*, Winter, 533-552

Garneau P-A, 2001. Fourteen forms of fun, unpublished essay, downloaded from www.gamasutra.com on 7 February, 2008.

Gartner WB and Birley S, 2002. Introduction to the special issue on qualitative methods in entrepreneurship research, *Journal of Business Venturing*, Vol 17, 387-395

Gartner WB, 2001. Is there an elephant in entrepreneurship? Blind assumptions in theory development, *Entrepreneurship Theory and Practice*, Summer 2001 page 27-39

Gartner WB, 1985. A conceptual framework for describing the phenomenon of new venture creation, *Academy of Management Review*, Volume 10 Number 5 page 695 . 706.

Gatewood EJ, Shaver KG, Powers JB and Gartner WB, 2002. Entrepreneurial Expectancy, Task Effort and Performance, *Entrepreneurship Theory and Practice*, Winter 2002 page 187-206.

Gatewood EJ, Shaver KG, Gartner WB, 1995. A longitudinal study of cognitive factors influencing start-up behaviours and success at venture creation, *Journal of Business Venturing*, Vol 10, 371-391.

Gibb Dyer W, 1994. Toward a theory of entrepreneurial careers, *Entrepreneurship Theory and Practice*, Winter 1994 page 7-21

Gifford S, 2005. Risk and uncertainty, in *Handbook of Entrepreneurship Research* Volume 1 eds Zoltan J Acs and David B Audretsch, New York, Springer

Gimeno J, Folta TB, Cooper AC and Woo C, 1997. Survival of the Fittest? Entrepreneurial human capital and the persistence of underperforming firms, *Administrative Science Quarterly*, Volume 42 Number 4 December 1997.

Gnyawali DR and Fogel DS, 1994. Environments for entrepreneurship development: key dimensions and research implications, *Entrepreneurship Theory and Practice*, Summer 1994 page 43-62.

Goleman D, 2004. What makes a leader? *Harvard Business Review*, January 2004, Volume 82 Issue 1 page 1-20

Goleman D, Boyatzis R, and McKee A, 2001. Primal Leadership, *Harvard Business Review* December 2001, Volume 79 Issue 11

Goss D, 2005. Schumpeter's Legacy? Interactions and emotions in the sociology of entrepreneurship, *Entrepreneurship Theory and Practice*, March 2005 page 205-218.

Green R, David J, Dent, M and Tyshkovsky A, 1996. The Russian Entrepreneur: a study of psychological characteristics, *International Journal of Entrepreneurial Behaviour and Research* Volume 2 Issue 1, 1996 page 49-58

Grégoire DA, Noël MX, Déry R and Bécharard JP, 2006. Is there Conceptual convergence in entrepreneurship research? A co-citation analysis of *Frontiers of Entrepreneurship Research* 1981 . 2004, *Entrepreneurship Theory and Practice*, May 2006

Greiner LE, 1972. Evolution and revolution as organisations grow, *Harvard Business Review*, July-August 1972 page 37-46

Greve A and Salaff JW, 2003. Social networks and entrepreneurship, *Entrepreneurship Theory and Practice* Fall 2003 page 1-22

Gruber M, 2007. Uncovering the value of planning in new venture creation: a process and contingency perspective, *Journal of Business Venturing* Volume 22 page 782-807

Grundlach MJ, Martinko MJ, Douglas SC, 2003. Emotional intelligence, causal reasoning and the self-efficacy development process, *International Journal of Organisational Analysis*, Volume 11 Issue 3, 229-247

Gundry LK and Welsch HP, 2001. The ambitious entrepreneur: high growth strategies of women owned enterprises, *Journal of Business Venturing*, Volume 16 Issue 5 September 2001, page 453-470.

Gynawali DR and Fogel DS, 1994. Environments for Entrepreneurship Development, *Entrepreneurship: Theory and Practice*, Summer 43-62

Hart Chris, 2007. *Doing a Literature review: Releasing the Social Science Research Imagination*, London,.Sage Publications

Hartmann H, 1959. Managers and entrepreneurs: a useful distinction? *Administrative Science Quarterly*, 1959 Volume 3 Number 4 page 429-451.

Harvey M and Evans R, 1995. Strategic windows in the entrepreneurial process, *Journal of Business Venturing* 1995 Volume 10 page 331-347.

Henderson R and Robertson M, 1999. Who wants to be an entrepreneur? Young adult attitudes to entrepreneurship as a career, *Education and Training*, Volume 41 Issue 5, page 236-245

Hill RC, 1995. Metaphors and mental models: sensemaking and sensegiving in innovative and entrepreneurial activities, *Journal of Management*, November-December 1995.

Hindle K, 2004. Choosing qualitative methods for entrepreneurial cognition research, *Entrepreneurship: Theory and Practice*, Winter, 575-607

Hite JM, 2005. Evolutionary processes and paths of relationally embedded network ties in emerging entrepreneurial firms, *Entrepreneurship Theory and Practice*, January 2005 page 113-144.

Hmieleski KM and Corbett AC, 2007. The contrasting interaction effects of improvisational behaviour with entrepreneurial self-efficacy on new venture performance and entrepreneur work satisfaction, *Journal of Business Venturing*, 2007 doi:10.1016/j.jbuvent.2007.04.002

Hoang H and Gimeno J, 2005. Becoming an entrepreneur: a theory of entrepreneurial identity, paper presented at the *Smith Entrepreneurship Conference* April 2005, downloaded from www.rhsmith.umd.edu/entrepconf/2005 on 17 May 2008-06-17

Hofstede GH, 1984. *Culture's Consequences: International Differences in Work-related Values*, London, Sage Publishing

Honig B, 1998. What determines success? Examining the human, financial and social capital of Jamaican microentrepreneurs, *Journal of Business Venturing*, Volume 13 page 371 . 394.

Howorth C, Tempest S and Coupland C, 2005. Rethinking entrepreneurship methodology and definitions of the entrepreneur, *Journal of Small Business and Enterprise Development* 2005 Volume 12 Number 1 page 24-40.

Hubbard G, Backett-Milburn K and Kemmer D, 2001. Working with emotion: issues for the researcher in fieldwork and teamwork, *International Journal of Social Research Methodology*, Vol 4 No 2 119-137

Hudson J, 2006. Resource Report 3: Literature review on entrepreneurship, housing and housing finance, *Shikasa Development Management Services* in association with CSIR Built Environment, February 2006.

Hudson J, Gordon R and Taljaard R, 2006. Resource Report 11: Research into successful entrepreneurs, *Shikasa Development Management Services* in association with CSIR Built Environment, February 2006.

Hudson J, 2004. Why regulations matter: a small business perspective, paper presented at *Centre for Regulation and Competition International Conference on Pro-poor regulation and competition* September 2004, downloaded from www.competition-regulation.org.uk on 17 April 2008

Hunt S and Levie J, 2003. Culture as a predictor of entrepreneurial activity, *Frontiers of Entrepreneurial Research: Proceedings of the 23rd Annual Entrepreneurial Research Conference*, 2003 downloaded from <http://research.kauffman.org> on 4 July 2007

Hussey J and Hussey R, 1997 *Business Research: a practical guide for undergraduate and postgraduate students*, Hampshire, Palgrave

Jack SL and Anderson AR, 2002. The effects of embeddedness on the entrepreneurial process, *Journal of Business Venturing*, 2002 Volume 17 page 467-487.

Janney JJ and Dess GG, 2006. The risk concept for entrepreneurs reconsidered: new challenges to the conventional wisdom, *Journal of Business Venturing*, Volume 21 page 385-400

Jennings JE and McDougald MS, 2007. Work Family interface experiences and coping strategies: implications for entrepreneurship research and practice, *Academy of Management Review* Volume 32, Number 3 page 747 . 760.

Johnson BR, 1990. Toward a multidimensional model of entrepreneurship: the case of achievement motivation and the entrepreneur, *Entrepreneurship Theory and Practice*, Spring 1990 page 39-54.

Keh HT, Foo MD and Lim BC, 2002. Opportunity Evaluation under Risky Conditions: the Cognitive Processes of Entrepreneurs, *Entrepreneurship Theory and Practice*, Winter 2002 page 125 . 148.

Kets de Vries MFR, 1996. The Anatomy of the Entrepreneur: Clinical Observations, *Human Relations* Volume 49 No 7, 1996 page 853-883

Kets de Vries M, 1985. The dark side of entrepreneurship, *Harvard Business Review*, November/December 1985, page 160-167

Kirsten M and Rogerson CM, 2002. Tourism, business linkages and small enterprise development in South Africa, *Development Southern Africa* Volume 19 Number 1 page 29- 59.

Kisfalvi V, 2002. The entrepreneur's character, life issues and strategy making: A field study, *Journal of Business Venturing*, Volume 17, 489-518

Ko S and Butler, JE 2007. Creativity: a key link to entrepreneurial behaviour, *Business Horizons*, Volume 50 page 365-372

Koiranen M, 1995. North European metaphors of entrepreneurship and an entrepreneur, *Frontiers of Entrepreneurship Research* 1995 downloaded from www.babson.edu/entrep/fer on 5 August 2007

Korunka C, Frank H, Lueger M and Mugler J, 2003. The entrepreneurial personality in the context of resources, environment and the startup process . a configurational approach, *Entrepreneurship: Theory and Practice*, Fall, 23-42

Kotze H and Lombard K, 2002. Revising the value shift hypothesis: a descriptive analysis of South Africa's value priorities between 1990 and 2001, *Comparative Sociology* 2002 Volume 1 Number 3-4 page 413-437.

Kouriloff M, 2000. Exploring perceptions of a priori barriers to entrepreneurship: a multidisciplinary approach, *Entrepreneurship: Theory and Practice*, Winter 59-79

Krauss SE, 2005. Research paradigms and meaning making: a primer, *The Qualitative Report* Volume 10 Number 4, December 2005

Krauss SI, Frese M, Friedrich C and Unger JM, 2005. Entrepreneurial orientation: a psychological model of success among southern African small business owners, *European Journal of Work and Organisational Psychology*, Volume 14 Number 3 2005, page 315-344.

Kristiansen S, 2004. Social networks and business success: the role of sub-cultures in an African context, *The American Journal of Economics and Sociology*, Volume 63 Number 5 page 1149-1168

Krueger NF, 2000. The cognitive structure of opportunity emergence, *Entrepreneurship Theory and Practice*, Spring 2000 page 5-23

- Krueger NF, Reilly MD, Carsrud AL, 2000. Competing models of entrepreneurial intentions, *Journal of Business Venturing*, Volume 15, page 411-432
- Krueger NF and Brazeal DF, 1994. Entrepreneurship potential and potential entrepreneurs, *Entrepreneurship: Theory and Practice*, Volume 18 Issue 3, page 91-105
- Ladzani WM and van Vuuren JJ, 2002. Entrepreneurship training for emerging SMEs in South Africa, *Journal of Small Business Management* Volume 40 Number 2 pp 154-161
- Lakoff G, 1991. Metaphor and war: the metaphor system used to justify war in the Gulf, paper presented at *Alumin House*, University of California at Berkley on January 30th 1991, downloaded from <http://www2.iath.virginia.edu> on 18 March 2008.
- Langley A, 1999. Strategies for theorizing from process data, *Academy of Management Review*, Volume 24 Number 4, page 691-710
- Lee DY and Tsang EWK, 2001. The effects of the entrepreneurial personality, background and network effects on venture growth, *Journal of Management Studies*, June 2001 Volume 38 number 4
- Leonard D and Sensiper S, 1998. The role of tacit knowledge in group innovation, *California Management Review*, Volume 40 Number 3 Spring 1998 page 112-132.
- Lévesque M and Minniti M, 2006. The effect of aging on entrepreneurial behaviour, *Journal of Business Venturing*, Volume 21 Issue 2 March 2006 page 177-194.
- Lévesque M and Shepherd DA, 2004. Entrepreneurs' choice of entry strategy in emerging and developed markets, *Journal of Business Venturing*, Volume 19 2004 page 29 . 54.
- Liao J, Welsch H and Tan WL, 2005. Venture gestation paths of nascent entrepreneurs: exploring temporal patterns, *Journal of High Technology Management Research*, Volume 16 2005 page 1-22.
- Lichtenstein BB, Dooley KJ and Lumpkin GT, 2006. Measuring emergence in the dynamics of new venture creation, *Journal of Business Venturing*, March 2006, Volume 21 Issue 2 pages 153-175
- Lingelbach DC, De La Vina L and Asel P, 2005. What's Distinctive about Growth-Oriented Entrepreneurship in Developing Countries? *UTSA College of Business Center for Global Entrepreneurship Working Paper No. 1*, March 2005 downloaded from <http://ssrn.com/abstract=742605> 17 January 2008.
- Littunen H, 2000. Entrepreneurship and the characteristics of the entrepreneurial personality, *International Journal of Entrepreneurial Behaviour and Research* Volume 6 Number 5, 2000 page 295-309.
- Louw L, van Eeden SM, Bosch JK and Venter DJL, 2003. Entrepreneurial traits of undergraduate students at selected South African tertiary institutions, *International Journal of Entrepreneurial Behaviour and Research*, Vol 9 No 1 5-36

Low MB and MacMillan IC, 1988. Entrepreneurship: past research and future challenges *Journal of Management* Volume 14 Number 2 page 139 . 161

Lowe A, 1995. The basic social processes of entrepreneurial innovation, *International Journal of Entrepreneurial Behaviour and Research*, Volume 1 Issue 2 page 54

Lumpkin GT and Dess GG, 1996. Clarifying the entrepreneurial orientation construct and linking it to performance, *Academy of Management Review*, January 1996 Volume 21 Number 1 page 135-172

Ma H and Tan J, 2006. Key components and implications of entrepreneurship: a 4-P framework, *Journal of Business Venturing* Volume 21 issue 5 page 704-725

Maas G and Herrington M, 2006. South African Report, Global Entrepreneurship Monitor *Global Entrepreneurship Monitor: South African Executive Report* Cape Town: UCT Centre for innovation and Entrepreneurship downloaded from <http://www.gemconortium.org> on 22 August 2007.

MacMillan IC, Siegel R and Narasimha PN, 1985. Criteria used by venture capitalists to evaluate new venture proposals, *Journal of Business Venturing* 1985 Volume 1 page 119-128.

Macpherson I, Brooker R and Ainsworth P, 2000. Case study in the contemporary world of research: using notions of purpose, place, process and product to develop some principles for practice, *International Journal of Social Research Methodology* 2000 Volume 3 No 1 49-61.

Mahadea D, 2001. Similarities and differences between male and female entrepreneurial attributes in manufacturing firms in the formal sector in the Transkei, *Development Southern Africa* June 2001 Volume 18 Number 2 page 189-199

Makina D and Malobola LM, 2004. Impact assessment of microfinance programmes, including lessons from Khula Enterprise Finance, *Development Southern Africa* Volume 21, Number 5 December 2004, page 799-814

Mangaliso MP, 2001. Building competitive advantage from ubuntu: Management lessons from South Africa, *Academy of Management Executives*, Volume 15 Number 8 2001 page 23-33

Markman GD and Baron RA, 2003. Person-entrepreneurship fit: why some people are more successful entrepreneurs than others, *Human Resource Management Review*, Volume 13, page 281-301

Markman GD, Balkin DB and Baron RA, 2002. Inventors and new venture formation: the effects of general self-efficacy and regretful thinking, *Entrepreneurship Theory and Practice* Winter 2002 page 149- 165.

McCarthy JR, Holland J and Gillies V, 2003. Multiple perspectives on the family lives of young people: methodological and theoretical issues in case study research, *International Journal of Social Research Methodology* Volume 6 Number 1 page 1-23

McDade BE and Spring A, 2005. The new generation of African entrepreneurs: networking to change the climate for business and private sector led development, *Entrepreneurship and Regional Development*, January 2005 Volume 17 page 17-42.

McDougall PP, Covin JG, Robinson RB and Herron L, 1994. The effects of industry growth and strategic breadth on new venture performance and strategy content, *Strategic Management Journal*, 1994 Volume 15 page 537-554.

McGrath RG and MacMillan IC, 1992. More like each other than anyone else? A cross-cultural study of entrepreneurial perceptions, *Journal of Business Venturing* 1992 Volume 7 page 419 to 429

McMullen JS and Shepherd DA, 2006. Entrepreneurial action and the role of uncertainty in the theory of the entrepreneur, *Academy of Management Review* Volume 31 Number 1 page 132-152

Miles M and Huberman AM, 1994. *Qualitative data analysis, an expanded sourcebook*, second edition Thousand Oaks, CA. Sage Publications,

Miles, RE., and Snow CC, 1978. *Organizational Strategy, Structure, and Process*. McGraw-Hill, New York

Miner JB, 2000. Testing a psychological typology of entrepreneurship using business founders, *The Journal of Applied Behavioural Science*, Volume 36 Issue 1 2000 page 43-80.

Miner JB, 1996a. *The four routes to entrepreneurial success*, San Francisco CA, Brett Koehler Publishers

Miner JB, 1996b. Evidence for the existence of a set of personality types, defined by psychological tests, that predict entrepreneurial success, paper presented at *Frontiers of Entrepreneurship Research 1996*, downloaded from www.babson.edu/entrep/fer on 12 June 2008

Mintzberg H, 2006. Developing leaders? Developing countries? Learning from another place, *Development in Practice*, February 2006 Volume 16 Number 1

Mintzberg H, 2005. Developing theory about the development of theory, downloaded from <http://www.mintzberg.org> 8 August 2007.

Mintzberg H, 1991. Five Ps for Strategy in *The Strategy Process: concepts, contexts, cases*, second edition edited by Mintzberg H and Quinn JB, New Jersey, Prentice Hall

Mir R and Watson A, 2000. Strategic management and the philosophy of science: the case for a constructivist philosophy, *Strategic Management Journal* Volume 21 page 941 . 953 2000

Mitchell JR, Friga PN and Mitchell RK, 2005. Untangling the intuition mess: intuition as a construct in entrepreneurship research, *Entrepreneurship Theory and Practice*, November 2005 page 653-679

Mitchell RK, Brock Smith J, Morse EA, Seawright KW, Peredo AM, McKenzie B, 2002a. Are entrepreneurial cognitions universal? Assessing entrepreneurial cognitions across cultures, *Entrepreneurship: Theory and Practice*, Summer, 9-32

Mitchell RK, Busenitz L, Lant T, McDougall PP, Morse EA and Smith JB, 2002b. Toward a theory of entrepreneurial cognition: rethinking the people side of

entrepreneurship research, *Entrepreneurship Theory and Practice*, Winter 2002 page 93-104.

Mitchell RK, 1997. Oral history and expert scripts: demystifying the entrepreneurial experience, *International Journal of Entrepreneurial Behaviour and Research*, Volume 3 Number 2 pp122- 139

Morris MH, Schindehutte M, Allen J, 2005. The entrepreneurs' business model: towards a unified perspective, *Journal of Business Research* Volume 58 726-735

Morris, MH, 2003. Entrepreneurship as experienced by the entrepreneur, *Journal of Developmental Entrepreneurship*, April 2003.

Morris MH and Zahra S, 2000. Adaptation of the business concept over time: the case of historically disadvantaged South African owner/managers, *Journal of Small Business Management*, 2000 page 92 . 100

Morris M H, Pitt LF and Berthon P, 1996. Entrepreneurial activity in the Third World informal sector: the view from Khayelitsha, *International Journal of Entrepreneurial Behaviour and Research* Volume 2 Issue 1

Morrison A, 2001. Entrepreneurs transcend time: a biographical analysis, *Management Decision* Volume 39 Number 9 2001 page 784-791

Mouton J, 2001. *How to succeed in your Masters and Doctoral studies, A South African guide and resource book*, Pretoria: Van Schaik

Mouton J and Marais HC, 1988. *Basic concepts in the methodology of the social sciences*, Pretoria, HSRC Publishing

Mueller, SL, 2004. Gender gaps in potential for entrepreneurship across countries and cultures, *Journal of Developmental Entrepreneurship*, Volume 9 Number 3 December 2004.

Mueller SL and Thomas AS, 2000. Culture and entrepreneurial potential: a nine country study of locus of control and innovativeness, *Journal of Business Venturing*, Volume 16, page 51-75

Mullins JW and Forlani D, 2005. Missing the boat or sinking the boat: a study of new venture decision-making, *Journal of Business Venturing*, Volume 20, page 47-69

Murnieks CY and Mosakowski EM, 2007. Who am I? Looking inside the entrepreneurial identity paper presented at *Babson College Entrepreneurship Research Conference, 2007* downloaded from <http://papers.ssrn.com> on 17 May 2008.

Murphy PJ, Liao J and Welsch HP, 2006. A conceptual history of entrepreneurial thought, *Journal of Management History* 2006 Volume 12 No. 1

Nasser ME, du Preez J and Hermann K, 2003. Flight of the young flamingos: alternative futures for young entrepreneurs in South Africa, *Futures* Volume 35 page 393-401.

Nicholls-Nixon CL, 2005. Rapid growth and high performance: The entrepreneurs' impossible dream? *Academy of Management Executive*, 2005 Volume 19 Number 1 page 77- 89

Nicholson L and Anderson AR, 2005. News and nuances of the entrepreneurial myth and metaphor: linguistic games in entrepreneurial sense-making and sense-giving, *Entrepreneurship Theory and Practice* March page 153-172

Nieuwenhuizen C, 2006. The nature and development of entrepreneurship in *Entrepreneurship, a South African perspective* edited by Nieman G, Hough J and Nieuwenhuizen C, van Schaik Publishers, Pretoria.

Nieuwenhuizen C and Kroon J, 2003. The relationship between financing criteria and the success factors of entrepreneurs in small and medium enterprises, *Development Southern Africa* March 2003, Volume 20 Number 1 page 129 . 142.

Nodoushni O, 2000. Epistemological foundations of management theory and research methodology, *Human Systems Management* Volume 19 pg 71-80, 2000

Ogbor JO, 2000. Mythicizing and reification in entrepreneurial discourse: ideology critique of entrepreneurial studies, *Journal of Management Studies*, Volume 37 Issue 5 page 605 . 636

Orford J, Wood E, Herrington M, Shay D, Hudson J and Goldstuck A, 2004. *Global Entrepreneurship Monitor: South African Executive Report* Cape Town: UCT Centre for innovation and Entrepreneurship

Orford J, Wood E, Fischer C, Herrington M and Segal N, 2003. *Global Entrepreneurship Monitor: South African Executive Report* Cape Town: UCT Centre for innovation and Entrepreneurship

Ortony A and Fainsilber L, 1987. The role of metaphors in descriptions of emotions, *Proceedings of the 1987 Workshop on Theoretical issues in Natural Language Processing*, downloaded from <http://portal.acm.org> on 12 May 2008

Ozgen E and Baron RA, 2007. Social sources of information in opportunity recognition: effects of mentors, industry networks and professional forums, *Journal of Business Venturing* Volume 22 page 174-192.

Palich LE and Bagby RD, 1995. Using cognitive theory to explain entrepreneurial risk-taking: challenging conventional wisdom, *Journal of Business Venturing* 1995 Volume 10 page 425-438.

Pandit NR 1996. The Creation of Theory: a recent application of the grounded theory method, *The Qualitative Report* Volume 2 Number 4 December 1996

Park S and Bae ZT, 2004. New venture strategies in a developing country: identifying a typology and examining growth patterns through case studies, *Journal of Business Venturing*, 2004 Volume 19 page 81-205.

Parker SC, 2006. Learning about the unknown: how fast do entrepreneurs adjust their beliefs? *Journal of Business Venturing*, Volume 21 page 1-26

Parry J, 2003. Making sense of executive sensemaking: A phenomenological case study with methodological criticism, *Journal of Health Organisation and Management* Volume 17 Number 4 2003, pp 240-263

Patton MQ, 2002. *Qualitative research and evaluation methods*, 3rd edition, California: Sage Publications

Pentland BT, 1999. Building process theory from narrative: from description to explanation, *Academy of Management Review*, Volume 24 Number 4, page 711-724

Perriton L, 2001. Sleeping with the enemy? Exploiting the textual turn in management research, *International Journal of Social Research Methodology*, Volume 4 Number 1 page 35 . 50

Perry, C 1998. Processes of a case study methodology for postgraduate research in marketing, *European Journal of Marketing* Volume 32 Issue 9/10

Peterson MF and Meckler MR, 2001. Cuban-American Entrepreneurs: Chance, Complexity and Chaos, *Organisation Studies*, January downloaded from www.findarticles.com on 5 August 2007

Phan PH, 2004. Entrepreneurship theory: possibilities and future directions, *Journal of Business Venturing* September 2004 Volume 19 Number 5 page 617-620

Pinker S, 2004. Why nature and nurture won't go away, *Daedalus, American Academy of Arts and Sciences*, Fall 2004.

Politis D, 2005. The Process of Entrepreneurial Learning: a Conceptual Framework, *Entrepreneurship Theory and Practice*, July 2005 page 399-424.

Porter, ME, 1980. *Competitive strategy: techniques for analyzing industries and competitors*, New York, The Free Press, Macmillan Publishing

Pretorius M, Millard SM and Kruger ME, 2005. Creativity, innovation and implementation: management experience, venture size, life cycle state, race and gender as moderators, *South African Journal of Business Management*, 2005 Volume 36 Number 4, page 55-68.

Pretorius M and van Vuuren J, 2003. Contribution of support and incentive programmes to entrepreneurial orientation and start-up culture in South Africa, *South African Journal of Economic and Management Sciences*, Volume 6 Number 3, 2003

Puri M and Robinson DT, 2007. Optimism and Economic Choice, *Journal of Financial Economics* October 2007 Volume 86, Issue 1 page 71-99.

Ramesh G, 2005. Entrepreneurial traps: autobiography of an unknown entrepreneur, *South Asian Journal of Management*, Volume 12 No 3 July . September 2005

Ratcliff DE, 1994. Analytic induction as a qualitative research method of analysis, downloaded from <http://don.ratcliff.net/qual/analytic> on 14 April 2008.

Ratnatunga J and Romano C, 1997. A citation classics analysis of articles in contemporary small enterprise research, *Journal of Business Venturing*, Vol 12, 197-212

Read S, Wiltbank R and Sarasvathy S, 2003. What do entrepreneurs really learn from experience? The difference between expert and novice entrepreneurs, paper presented at *Frontiers of Entrepreneurship Research 2003*, downloaded from <http://www.babson.edu/entrep/fer> on 17 June 2006.

Reader D and Watkins D, 2006. The social and collaborative nature of entrepreneurship scholarship: a co-citation and perceptual analysis, *Entrepreneurship Theory and Practice*, May 2006.

Reichers A, Schneider B, 1990. Climate and culture: an evolution of constructs, in. *Organizational Climate and Culture*, edited by Schneider B, Jossey-Bass, San Francisco, CA

Reimer M and Camp E, 2006. Metaphor, downloaded from <http://www.creet.open.ac.uk/projects/metaphor-analysis.cfm> on 7 May 2008-05-21

Reynolds PD, 1991. Sociology and entrepreneurship: concepts and contributions, *Entrepreneurship Theory and Practice*, Winter 1991 page 47 . 70.

Reynolds PD, 1987. New Firms: societal contribution versus survival potential, *Journal of Business Venturing*, 1987 Volume 2 Page 231-246.

Roberts KA and Wilson RW, 2002. ICT and the research process: issues around the compatibility of technology with qualitative data analysis. *Forum: Qualitative Social Research*, Volume 3 No 2 May 2002

Robinson PB and Sexton EA, 1994. The effect of education and experience on self-employment success, *Journal of Business Venturing* Volume 9 page 141-156

Rogerson CM, 2004. The impact of the South African government's SMME programmes: a ten year review, *Development Southern Africa* December 2004 Volume 21, no 5, page 765- 784

Rogoff EG, Lee MS, Suh DC, 2004. Who done it? Attributions by entrepreneurs and experts of the factors that cause and impede small business success, *Journal of Small Business Management*, Volume 24 No 4 364-376

Rubin HJ and Rubin IS, 1995. *Qualitative interviewing: The art of hearing data*. . Chapter 6, London, Sage Publications

Runco MA, 2004. Creativity, *Annual Review of Psychology*, Volume 55, page 657-687

Rumelt R, 1991. The evaluation of business strategy, in *The Strategy Process: concepts, contexts, cases* edited by Mintzberg H and Quinn JB, Englewood Cliffs, NJ, Prentice Hall

Rwigema H and Venter R, 2004. *Advanced entrepreneurship*, Oxford: Oxford University

Sadler-Smith E and Shefy E, 2004. The intuitive executive: understanding and applying gut feel in decision making, *Academy of Management Executive*, 2004 Volume 8 Number 4 page 76 . 91.

Sandberg WR and Hofer CW, 1987. Improving new venture performance: the role of strategy, industry structure, and the entrepreneur, *Journal of Business Venturing* 1987 Volume 2 pages 5-28

Sarasvathy SD, 2006. The Affordable Loss Principle, *Darden Business Publishing*, University of Virginia downloaded from www.effectuation.org on 9 August 2007.

Sarasvathy SD, Dew N, Velamuri SR and Venkataraman S, 2005. Three views of entrepreneurial opportunity in *Handbook of Entrepreneurship Research* Volume 1 eds Zoltan J Acs and David B Audretsch, New York, Springer

Sarasvathy SD, 2005. What makes entrepreneurs entrepreneurial?, downloaded from www.effectuation.org on 8 August 2007.

Sarasvathy SD, 2003. Entrepreneurship as a science of the artificial, *Journal of Economic Psychology* 24 (2003) 203-220.

Sarasvathy SD, 2003. The questions we ask and the questions we care about: reformulating some problems in entrepreneurship research, *Journal of Business Venturing*, Volume 19 pg 707-71

Schindehutte M, Morris M and Brennan C, 2003. Entrepreneurs and motherhood: impacts on their children in South Africa and the United States, *Journal of Small Business Management* 2003 Volume 41 Number 1 page 94-107

Scheepers R, 2005. How innovative are South African firms? in *Global Entrepreneurship Monitor: South African Report* eds von Broemson M, Wood E and Herrington M Cape Town: UCT Centre for innovation and Entrepreneurship downloaded from <http://www.gemconortium.org> on 22 August 2007.

Schlemmer L and Hudson J, 2004. Key to Growth: supporting South Africa's emerging entrepreneurs, *CDE Research Policy in the Making* 12, Centre for Development and Enterprise, Johannesburg June 2004.

Schmitt R, 2005. Systematic Metaphor Analysis as a Method of Qualitative Research, *The Qualitative Report* Volume 10 Number 2 June 2005.

Scott SG and Bruce RA, 1994. Determinants of innovative behaviour: a path model of individual innovation in the work-place, *Academy of Management Journal* June 1994, Volume 37 Issue 3 page 580-578.

Seawright J and Gerring J, 2005. Case selection techniques in case study research: a menu of qualitative and quantitative options, downloaded from www.bu.edu on 7 January 2005.

Segal G, Borgia D and Schoenfeld J, 2005. The motivation to become an entrepreneur, *International Journal of Entrepreneurial Behaviour and Research*, 2005 Volume 11 Number 1 page 42-57.

Seidman I, 1998. *Interviewing as qualitative research: a guide for researchers in education and the social sciences*. . Chapter 2, New York, Teachers College Press.

Seo MG, Barrett LF and Bartunek JM, 2004. The role of affective experience in work motivation, *Academy of Management Review*, 2004 Volume 29 Number 3 page 423 . 439.

Sexton DL, Upton NB, Wacholtz LE and McDougall PP, 1997. Learning needs of growth orientated entrepreneurs, *Journal of Business Venturing*, Volume 12 pages 1-8

Shane S, 2008. *The Illusions of Entrepreneurship: The costly myths that entrepreneurs, investors and policy makers live by*, New Haven and London, Yale University Press

Shane S and Eckhardt J, 2005. The individual-opportunity nexus in *Handbook of Entrepreneurship Research* Volume 1 eds Zoltan J Acs and David B Audretsch, New York, Springer

Shane S, 2003. *A general theory of entrepreneurship: the individual-opportunity nexus*, Cheltenham: Edward Elgar Publishing

Shane S, Locke EA, Collins CJ, 2003. Entrepreneurial motivation, *Human Resource Management Review*, Volume 13 Issue 2, page 257-279

Shane S and Venkataraman S, 2000. The promise of entrepreneurship as a field of research, *Academy of Management Review*, Volume 25 Issue 1, 217

Shane SA, 1997. Who is publishing the entrepreneurship research? *Journal of Management* Jan-Feb 1997

Shapiro A and Sokol L, 1982. The social dimension of entrepreneurship in *Encyclopedia of Entrepreneurship* edited by Kent CA, Sexton DL and Vesper KH, Englewood Cliffs, NJ, Prentice-Hall

Shaver KG, 2005. The social psychology of entrepreneurial behaviour in *Handbook of Entrepreneurship Research* Volume 1 eds Zoltan J Acs and David B Audretsch, New York, Springer

Shaver KG, Gartner WB, Crosby E, Bakalarova K, Gatewood EJ, 2001. Attributions about entrepreneurship: A framework and process for analyzing reasons for starting a business, *Entrepreneurship: Theory and Practice*, Winter, 5-32

Shaver KG, Scott LR, 1991. Person, process, choice: the psychology of new venture creation, *Entrepreneurship: Theory and Practice*, Winter, 23-45

Shepherd DA and DeTienne DR, 2005. Prior knowledge, potential financial reward and opportunity identification, *Entrepreneurship Theory and Practice*, January 2005 page 91-112.

Shepherd DA, 2004. Educating entrepreneurship students about emotion and learning from failure, *Academy of Management Learning and Education*, September 2004, Volume 3 Issue 3

Shepherd DA, 2003. Learning from business failure: propositions of grief recovery for the unemployed, *Academy of Management Review*, Volume 28 Issue 2 April 2003

Silverman D, 2005. *Doing qualitative research*, London, Sage Publications

Simon M and Houghton SM, 2002. The relationship among biases, misperceptions and the introduction of pioneering products: examining differences in venture

decision contexts, *Entrepreneurship Theory and Practice*, Winter 2002 page 105 . 124.

Simon M, Houghton SM, Aquino K, 1999. Cognitive bias, risk perception and venture formation: how individuals decide to start companies, *Journal of Business Venturing*, Vol 15, 113-134

Singh S, Corner P and Pavlovich K, 2007. Coping with entrepreneurial failure, *Journal of Management and Organisation*, November 2007 Volume 13 Issue 4 page 331-344.

Sleuwagen L and Goedhuys, 1998. Determinants of Entrepreneurship and growth of entrepreneurial forms in Cote d'Ivoire, *Discussion Paper No. 92 Regional Program of Enterprise Development, World Bank*, downloaded from www.worldbank.org on 16 November 2006.

Smith DA and Lohrke FT, 2008. Entrepreneurial network development: trusting in the process, *Journal of Business Research* Volume 61 2008 page 315-322.

Smith NR and Miner JB, 1983. Type of entrepreneur, type of firm, and managerial motivation: implications for organisational life cycle theory, *Strategic Management Journal* Volume 4 Number 4 October 1983 page 325

Smith-Hunter A, Kapp J and Yonkers V, 2003. A psychological model of entrepreneurial behaviour, *Journal of the Academy of Business and Economics*, April 2003.

Soy SK, 1996. The Case Study as a Research Method downloaded from www.gslis.utexas.edu on 7 January 2006

Spencer JW and Gomez C, 2004. The relationship among national institutional structures, economic factors and domestic entrepreneurial activity: a multi-country study, *Journal of Business Research*, Volume 57 2004 page 1098-1107.

Statistics South Africa, 2007. Labour Force Survey, 2007 Statistics South Africa, Pretoria.

Steier L, 2003. Unraveling the familial sub-narrative in entrepreneurship research, paper presented at *Babson Kauffman Entrepreneurship Research Conference* June 5 2003, downloaded from <http://www.babson.edu/entrep/fer/BABSON2003> on 12 August 2007.

Sternberg RJ, 2004. Successful intelligence as a basis for entrepreneurship, *Journal of Business Venturing*, 2004 Volume 19 page 189-201.

Stewart WH, Carland JC, Carland JW, Watson WE and Sweo R, 2003. Entrepreneurial dispositions and goal orientations: a comparative exploration of United States and Russian entrepreneurs, *Journal of Small Business Management* Volume 41 Number 1 2003 page 27-46.

Stewart WH, Watson WE, Carland JC and Carland JW, 1998. A proclivity for entrepreneurship: a comparison of entrepreneurs, small business owners and corporate managers, *Journal of Business Venturing*, Volume 14 page 189-214.

Strauss A and Corbin J, 1998. *Basics of qualitative research: techniques and procedures for developing grounded theory*, London, Sage Publications Limited

Sull DN, 2004. Disciplined entrepreneurship, *Sloan Management Review*, Fall 2004 Volume 46 Issue 1.

Sutton RI and Staw BM, 1995. What theory is not, *Administrative Science Quarterly* September 373-384

Naidoo P, 2004. Personality theories in *Psychology: an introduction*, edited by Swartz L, de la Rey C and Duncan N, Cape Town, Oxford Southern Africa

Taylor-Powell E and Renner M, 2003. Analysing Qualitative Data, *Programme Development and Evaluation*, University of Wisconsin, downloaded from www.uwex.edu on 17 July 2007

Thompson JL, 2004a. The facets of the entrepreneur: identifying entrepreneurial potential, *Management Decision* Volume 42 Number 2 2004 page 243-256.

Thompson R, 2004b. Pioneering the life story method, *International Journal of Social Research Methodology* Volume 7 Number 1, pp81-84

Tiessen JH, 1997. Individualism, collectivism and entrepreneurship: a framework for international comparative research, *Journal of Business Venturing* Volume 12 1997 page 367-384.

Timmons JA, 1999. *New Venture Creation: Entrepreneurship for the 21st Century*, 5th edition Chapter 6 . The entrepreneurial mind in thought and action, Boston, Irwin McGraw-Hill

Turner J, 2008. Turns of phrase and routes to learning: the journey metaphor in educational culture, downloaded from www.trinity.edu/org/ics%20vii/ics-vii-2-Turner.pdf on 28 March 2008

Ucsbaran D, Wright M and Westhead P, 2003. A longitudinal study of habitual entrepreneurs: starters and acquirers, *Entrepreneurship and Regional Development*, July-September 2003 page 207-228.

Van der Merwe, M, 2006. The entrepreneur in *Entrepreneurship, a South African perspective* edited by Nieman G, Hough J and Nieuwenhuizen C, Pretoria, van Schaik Publishers

Van de Ven AH and Engelman RM, 2004. Event- and outcome-driven explanations of entrepreneurship, *Journal of Business Venturing* Volume 19 2004 page 343 . 358.

Van Wyk R and Boshoff AB, 2004. Entrepreneurial attitudes: a distinction between two professional groups, *South African Journal of Business Management* Volume 35 Number 2 page 33 . 38

Vecchio RP, 2003. Entrepreneurship and leadership: common trends and common threads, *Human Resource Management Review*, Volume 13 2003, page 303-327

Verheul I, Uhlaner L and Thurik R, 2005. Business accomplishments, gender and entrepreneurial self-image, *Journal of Business Venturing* Volume 20 page 483-518

Verschuren PJM 2003. Case Study as a research strategy: some ambiguities and opportunities, *International Journal of Social Science Methodology*, Volume 6 No. 2 121-139

Vertinsky I, 2003. How can small firms compete successfully? Relative position, the choice of innovation strategies and innovation performance, paper presented at *Frontiers of Entrepreneurship Research Conference*, 2003 downloaded from <http://www.babson.edu/entrep/fer> on 9 May 2007

Vervoorn A, 2006. Metaphors of knowledge, Knowledge and the global community, unpublished manuscript, downloaded from www.anu.edu.au/rmap/knowledge/papers on 4 June 2008

Wahlgren A and Stewart R, 2003. Owner-managers: freedoms and constraints, *Strategic Change* 2003 Volume 12 page 21-29.

Waistad WB and Kourilsky ML, 1998. Entrepreneurial attitudes and knowledge of black youth, *Entrepreneurship: Theory and Practice*, Volume 23 Issue 2, page 5-19

Ward TB, 2004. Cognition, creativity and entrepreneurship, *Journal of Business Venturing*, Volume 19 Issue 2, page 173-188

Weick, KE, 1989. Theory construction as disciplined imagination, *Academy of Management Review*, Volume 14 Number 4, page 516-531

Weiss CH, 1997. *Evaluation: Methods for Studying Programs and Policies* (Second Edition) London, Prentice Hall

Welter F and Smallbone D, 2006. Exploring the role of trust in entrepreneurial activity, *Entrepreneurship Theory and Practice*, July 2006 page 465-475

White RE, Thornhill S and Hampson E, 2006. Entrepreneurs and evolutionary biology: the relationship between testosterone and new venture creation, *Organisational Behaviour and Human Decision Processes*, Volume 100 2006 page 21-34

Williams CE and Tse ECY, 1995. The relationship between strategy and entrepreneurship, *International Journal of Contemporary Hospitality Management* Volume 7 Issue 1 page 22-26.

Wolcott Harry F, 2005. *The Art of Fieldwork*, Second Edition, Walnut Creek CA, AltaMira Press

Woo CY, Daellenbach U, Nicholls-Nixon C, 1994. Theory building in the presence of randomness: the case of venture creation and performance, *Journal of Management Studies*, Volume 34 Number 4, 507- 524

World Bank, 2008. Doing Business: South African Development Community, *The World Bank and the International Finance Corporation*, Washington DC, downloaded from www.doingbusiness.org on 26 May 2008.

World Bank, 2007. South Africa: Enhancing the effectiveness of government in promoting micro, small and medium enterprise, *Report No. 38627-ZA Private Sector and Finance, Africa Region*, February 2007.

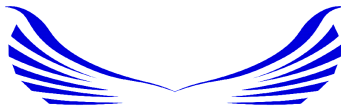
World Values Survey, 2004. Church attendance by country, downloaded from www.nationamaster.com/graph/rel_chu_att on 8 March 2008

Wynne AT and Lyne MC, 2003. An empirical analysis of factors affecting the growth of small-scale poultry enterprises in KwaZulu Natal, *Development Southern Africa*, Volume 20 Number 5 December 2003.

Yin RK, 2003. *Case Study Research: Design and Methods Third Edition, Applied Social Research Methods Series Volume 5*, Thousand Oaks CA, Sage Publications

Yin RK, 1981. The Case Study Crisis: some answers, *Administrative Science Quarterly*, March 1981 Volume 26 page 58-65.

Zafirovski M, 1999. Probing into the social layers of entrepreneurship: outlines of the sociology of enterprise, *Entrepreneurship and Regional Development*, 1999 Volume 11, pg 351-371.



GORDON INSTITUTE
OF BUSINESS SCIENCE
University of Pretoria

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



Contents

A. Interview details	3
B. Letter to respondents	4
C. Confidentiality agreement	5
D. Respondent fact sheet	14
E. Discussion guides	15
F. Instruction to transcribers	19
G. Interview transcripts (on CD)	CD
H. Respondent sign-off of transcript (available from candidate)	
I. Codes and quotations (on CD)	CD
J. Code list	23
K. Code families	33
L. Super family clusters	42
M. Framework for narrative summaries	47
N. Framework for within-case analysis	48
O. Venture creation maps	49



A. Interview details

No.	Subject	Respondent	Pseudonym	Date
1A	Ahmed	Subject 1	Ahmed	05/02/2007
1B		Work colleague	Jorge	14/06/2007
1C		Family member	Ahmed's daughter	28/09/2007
1D		Subject 2	Ahmed	16/10/2007
2A	Andile	Subject 1	Andile	17/05/2007
2B		Work colleague	Thabo	03/07/2007
2C		Family member	Andile's father	20/09/2007
2D		Subject 2	Andile	28/09/2007
3A	Byron	Subject 1	Byron	26/07/2007
3B		Work colleague	Julius	11/10/2007
3C		Family member	Cynthia	06/08/2007
3D		Subject 2	Byron	01/10/2007
4A	Hans	Subject 1	Hans	14/09/2007
4B		Work colleague	Sunny	14/09/2007
4C		Family member	Hans' mom	02/11/2007
4D		Subject 2	Hans	02/11/2007
5A	Margaret	Subject 1	Margaret	24/09/2007
5B		Work colleague	Colette	05/10/2007
5C		Family member	Sarah	13/12/2007
5D		Subject 2	Margaret	03/10/2007
6A	Johan	Subject 1	Johan	19/09/2007
6B		Work colleague	Roger	04/10/2007
6C		Family member	Anna	08/10/2007
6D		Subject 2	Johan	15/10/2007
7A	Andre	Subject 1	Andre	18/09/2007
7B		Work colleague	Franco	26/10/2007
7C		Family member	Juliane	31/10/2007
7D		Subject 2	Andre	26/10/2007
10A	Kenneth	Subject 1	Kenneth	27/09/2007
10B		Work colleague	Steve	11/10/2007
10C		Family member	David	09/10/2007
10D		Subject 2	Kenneth	10/10/2007

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**)



- **Physical address**
*19 Grace Road
Mountainview
Observatory*
- **Postal address**
Suite 179
Postnet X5
Norwood
2117
- Telephone +2783 263 4175
- E-mail resonate@icon.co.za

In the case of _____ (Participant)

- Physical address
- Postal address
- Telephone
- Telefax
- E-mail

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.sa

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 aton 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 aton 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 aton 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

First Name _____ Surname _____

Home Address _____

Telephone _____ Email _____

Gender _____ Age _____

Date of Birth _____ Place of Birth _____

Ethnicity _____ Home language _____

Marital status _____ Children _____

Highest education _____ Education focus _____

Career history 1. _____

2. _____

3. _____

4. _____

Business name _____ Age _____

Business address _____

Industry _____ Definition _____

Degree Innovation _____ Entrep. stage _____

Monthly turnover _____ No. employees _____

Comp. advantage _____

Main customers _____

Main competitors _____

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?

Discussion Guide V2: Business colleague

June 2007

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?

Discussion Guide: Family member

September 2006

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?

Discussion Guide V2: Personal Factors

September 2006

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:

Transcript	Subject	Description	Respondent
1A	Ahmed	Middle Indian Male Growth	Subject 1
1B			Work colleague
1C			Family member
1D			Subject 2
2A	Andile	Young Black Male Startup	Subject 1
2B			Work colleague
2C			Family member
2D			Subject 2
3A	Byron	Middle Black Male Struggling	Subject 1
3B			Work colleague
3C			Family member
3D			Subject 2
4A	Hans	Middle White Male Emerging	Subject 1
4B			Work colleague
4C			Family member
4D			Subject 2
5A	Margaret	Middle Black Female Startup	Subject 1
5B			Work colleague
5C			Family member
5D			Subject 2
6A	Johan	Older White Male Emerging	Subject 1
6B			Work colleague
6C			Family member
6D			Subject 2
7A	Andre	Older Coloured Male Startup	Subject 1
7B			Work colleague
7C			Family member
7D			Subject 2
10A	Kenneth	Young Black Male Emerging	Subject 1
10B			Work colleague
10C			Family member
10D			Subject 2

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:

No.	Subject	Description	Respondent	Pseudonym
1A	Ahmed	Middle Indian Male Growth	Subject 1	Ahmed
1B			Work colleague	Jorge
1C			Family member	Ahmed's daughter
1D			Subject 2	Ahmed
2A	Andile	Young Black Male Startup	Subject 1	Andile
2B			Work colleague	Thabo
2C			Family member	Andile's father
2D			Subject 2	Andile
3A	Byron	Middle Black Male Struggling	Subject 1	Byron
3B			Work colleague	Julius
3C			Family member	Cynthia
3D			Subject 2	Byron
4A	Hans	Middle White Male Emerging	Subject 1	Hans
4B			Work colleague	Sunny
4C			Family member	Hans' mom
4D			Subject 2	Hans
5A	Margaret	Middle Black Female Startup	Subject 1	Margaret
5B			Work colleague	Colette
5C			Family member	Sarah
5D			Subject 2	Margaret
6A	Johan	Older White Male Emerging	Subject 1	Johan
6B			Work colleague	Roger
6C			Family member	Anna
6D			Subject 2	Johan
7A	Andre	Older Coloured Male Startup	Subject 1	Andre
7B			Work colleague	Franco
7C			Family member	Juliane
7D			Subject 2	Andre
10A	Kenneth	Young Black Male Emerging	Subject 1	Kenneth
10B			Work colleague	Steve
10C			Family member	David
10D			Subject 2	Kenneth



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.



J. Code List

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 scalability
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 extrovert
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/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

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 doesnt 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
educaton versus experience

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

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

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

entrepreneur as serendipity
entrepreneur born/made
entrepreneur definitions
entrepreneur reasons why not
entrepreneur types
entrepreneurship difficult/easy
entrepreneurship pervasive/rare

exit as final indicator of success
exit 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 cant 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 feed-back
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
leadershp 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 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 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 parallel 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
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

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.

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 17:56:37

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] [educaton 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 spouse fully informed] [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 beging 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] [educaton 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 entrepreneurship] [knowledge from experience with survivalist entrepreneurship] [knowledge from exposure to technology] [knowledge from technical education] [knowledge skills transferable] [KSF knowledge of industry] [learning about business in general] [learning about business processes] [learning about the product] [learning continuous] [learning from experience necessary] [preparation from appropriate education]

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 entrepreneurship] [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



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/cursory] [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]

[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 parallel 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 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] [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

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

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

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

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 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] [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

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

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

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 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 scalability] [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 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 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 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



L. Super family clusters

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.

HU: DBA Transcripts 3
File: [C:\Documents and Settings\Administrator\My Documents\Scientific Software\ATLAS...\DBA Transcripts 3.hpr5]
Edited by: Super
Date/Time: 08/10/14 05:28:12

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

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

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

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

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

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

Codes (24): Quotation(s): 109

8.

Code Family: 11 Gathering resources

Created: 08/08/22 13:31:08 (Super)

Codes (27): Quotation(s): 127

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): 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 nvc 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

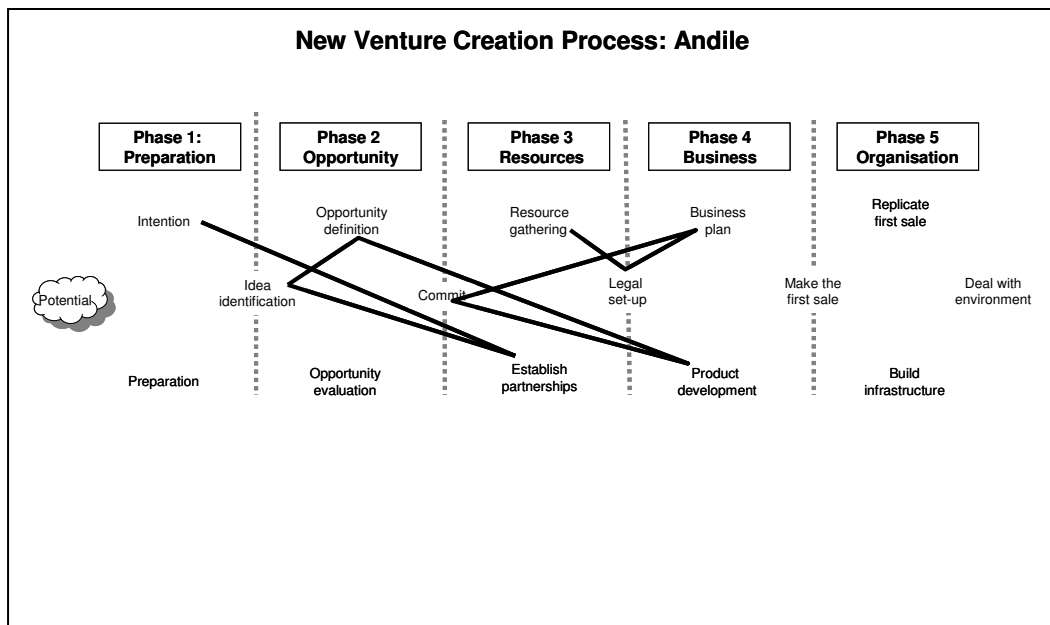
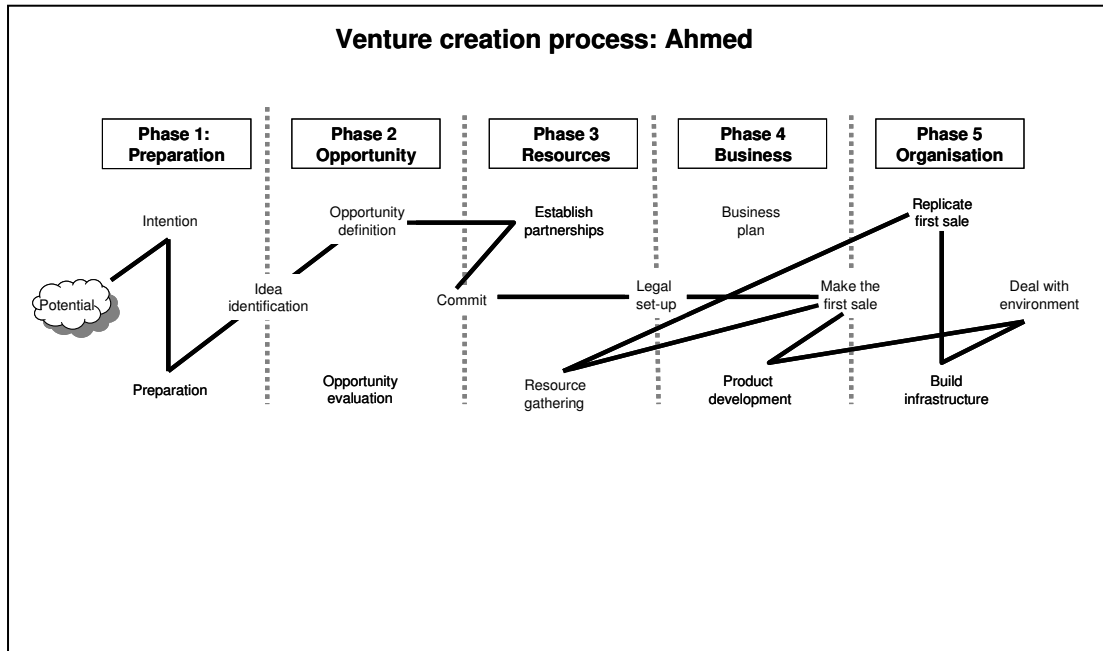
- 4. Macro-environment and competitive context**
 - 4.1. Macro-environmental conditions
 - 4.2. Competitive environment conditions

- 5. Describing the experience**
 - 5.1. Personal challenges and opportunities
 - 5.2. Business challenges and opportunities

N. Framework for within-case analysis

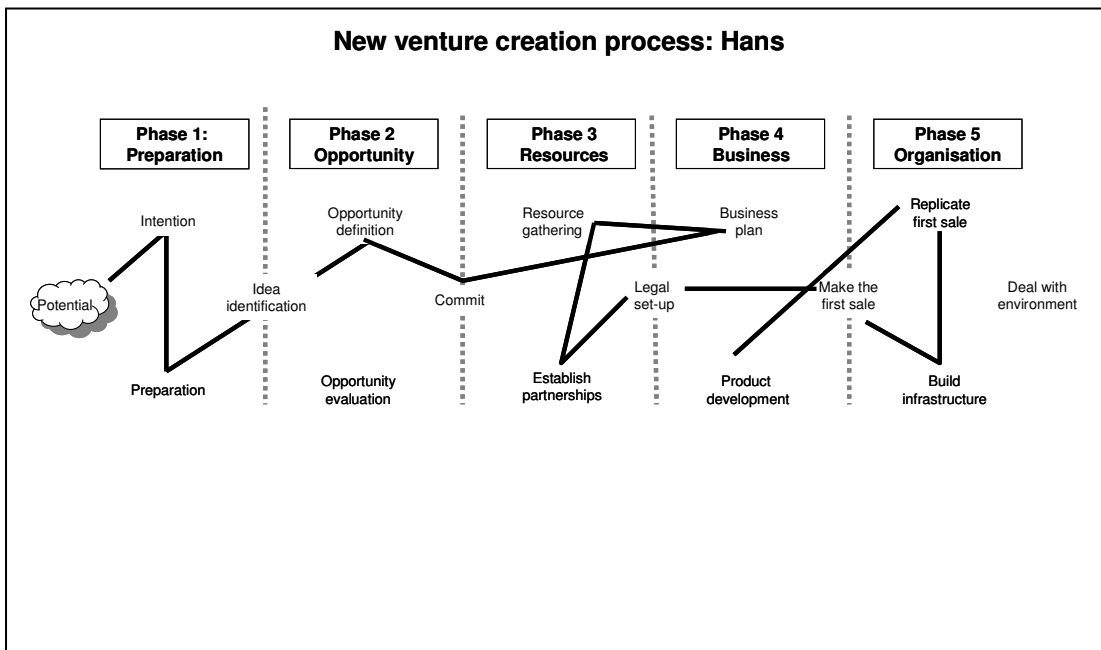
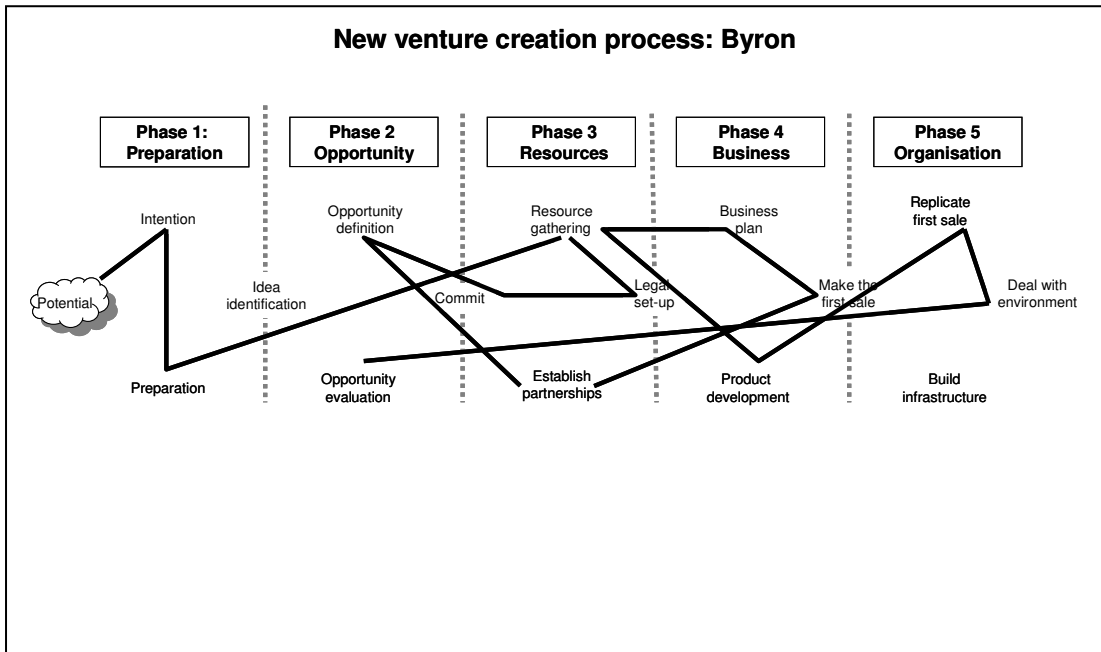
- 1. Early influences**
 - Positive/negative
 - Relative importance of different stages
 - Impacts
- 2. Social capital**
 - Number of relationships
 - Strength of ties
 - Diversity of network
 - Network dynamics
- 3. New venture creation process**
 - Initiation and completion of start-up
 - Length of 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



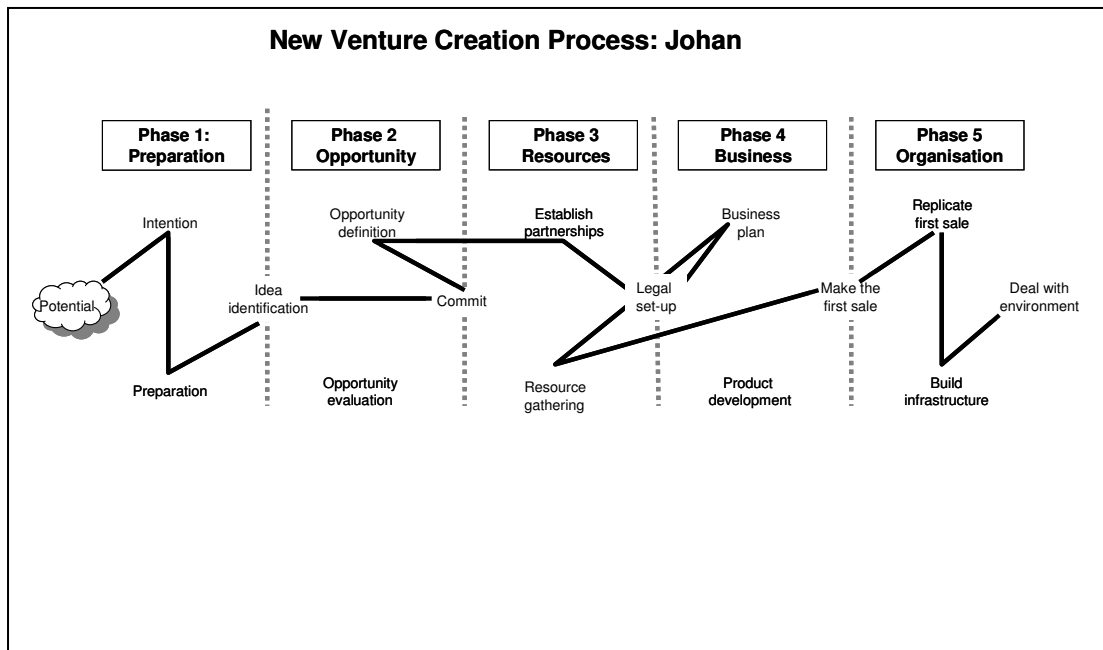
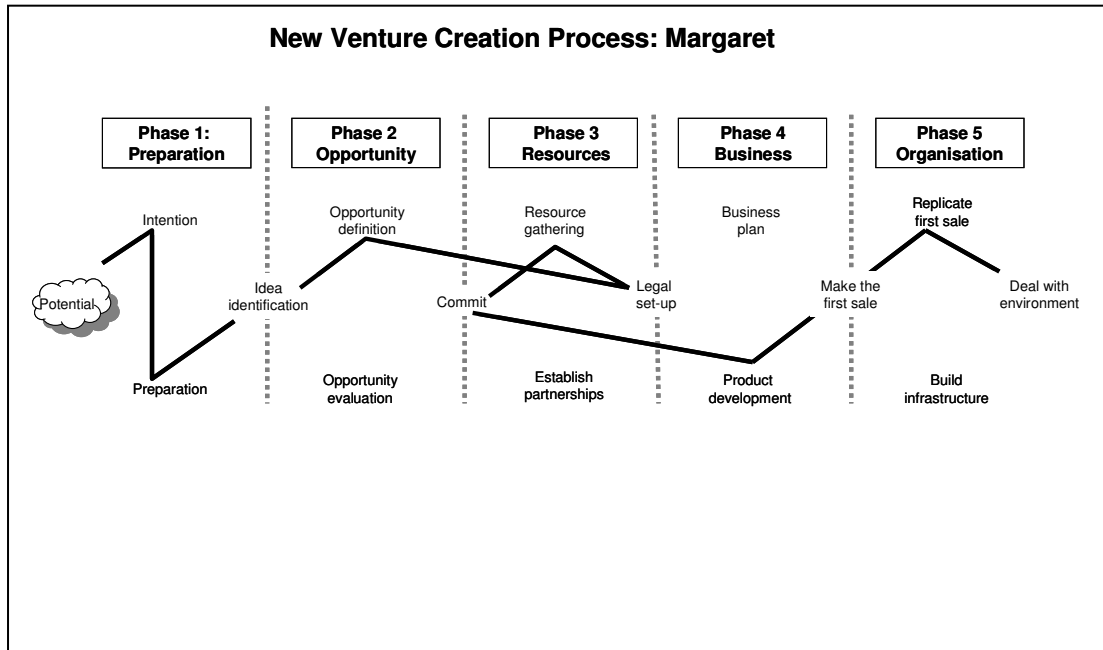


O. Mapping of venture creation process for each case (continued)





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





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

