

Before we start...

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked a question or there is a group discussion to prevent background noise.

Your camera must be always on during lectures please.

use the Teams university background to protect your privacy.

YOU must join via a laptop or PC/MAC

You will be removed and logged as absent if you fail to adhere to these

This and all sessions will be recorded so that you can watch it again

BMIH5001

Entrepreneurship

Entrepreneurship Theory in Practice

Assessment One Overview

Importance of Business Planning

HOSPITALITY
AND
TOURISM
MANAGEMENT

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



Assessment 1

DEADLINE: Mon 21st October 2024 (23:59)

Assessment 1 – 2000 word Essay

Title – *Critically evaluate a range of entrepreneurial traits, motivations and characteristics using appropriate academic models and theories, further supported by examples of proven and successful entrepreneurs*

Guidance:

- You must investigate at least 4 different traits/motivations, supported by relevant theory, research and analysis
- Each trait/motivation identified should also be further supported by reference to an entrepreneur in practice, evidencing how that entrepreneur supports the theory (at least 4 different entrepreneurs)
- Entrepreneurs must be from within the hospitality industry and cover a wide demographic
- Compare and contrast the different traits/motivations e.g. *one trait could be evident within more than one entrepreneur*
- Conduct in-depth research from reputable literature and peer reviewed sources
- Include a minimum of 20 credible references



'Entrepreneurship: Where Nature Meets Nurture'

"From my experience, entrepreneurs are both born and made. The combination of these two forces is also not rare. Each day a new startup is launched, a new innovative idea is conceptualized and success of some kind is had. These newly successful entrepreneurs were born and nurtured toward their achievements. Their application of traits, passion, tenaciousness and yearning for knowledge is at the core of their success — a very special place where nature meets nurture."

K. Arora, Forbes.com (2019)

Do you agree with their statements over nature versus nurture?

Do you feel that having the right traits is more important or the right support?

Nature vs Nurture Research

- Self employed parents (*E. Thompson, 2013, Bureau of Business Research*)
Entrepreneurs tend to have had self-employed parents who tend to support and encourage independence, achievement, and responsibility.
- Firstborns (*Barclays, 2007*)
Firstborns tend to have more entrepreneurial attributes because they receive more attention and thus higher self-confidence.
- Start most successful ventures between 30-50 years old
(*Forbes, 2018*)
- Well-educated – 80% have college degree and around a 1/3 have a graduate level degree (*P. Burns, 2016, Entrepreneurship and Small Business*)



Nature vs Nurture Research

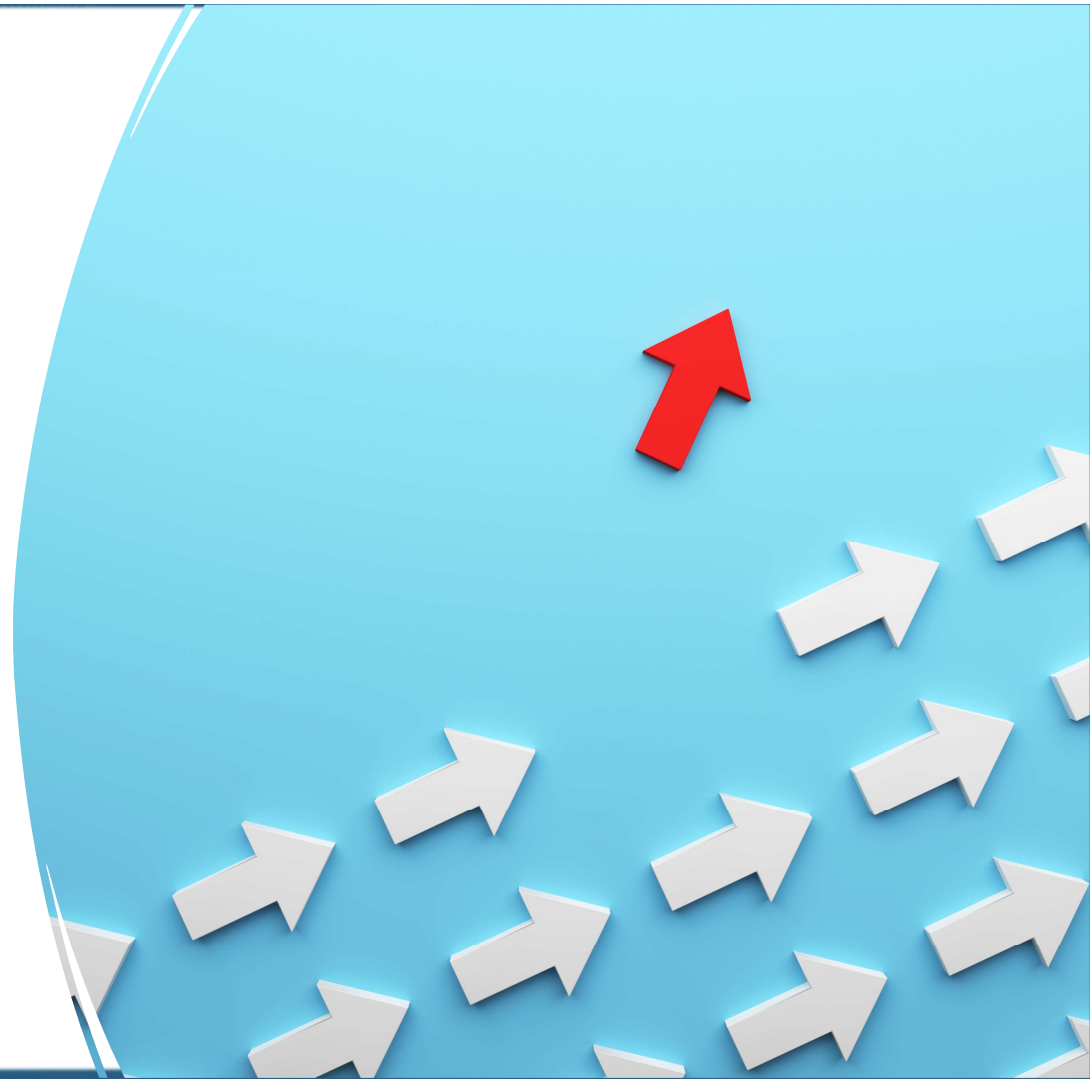
- Warren Buffett, was not born as an entrepreneur. He started his company when he was 27 years old using his earns from his previous investments and became one of the greatest business minds in the world (Kennon, n.d).
- The main quality of entrepreneurship is innovation, which is not obtained naturally... it comes from opportunities. When there are problems, there are opportunities (Mariotti and Glakin, 2010). For example, Apple was born from innovation and opportunity that others did not see.
- Apart from innovation; experience, knowledge, and communication are also nurtured... [And] qualities such as teamwork & leadership, integrity, and passion are also important and must be developed over time (Pinelli, 2001).



The Problem with Trait theory alone...

Why the nature versus nurture argument is so important is because it forces us to ask the following:

Is the entrepreneur a 'special' person, or can anyone become an entrepreneur given sufficient resources and opportunities?





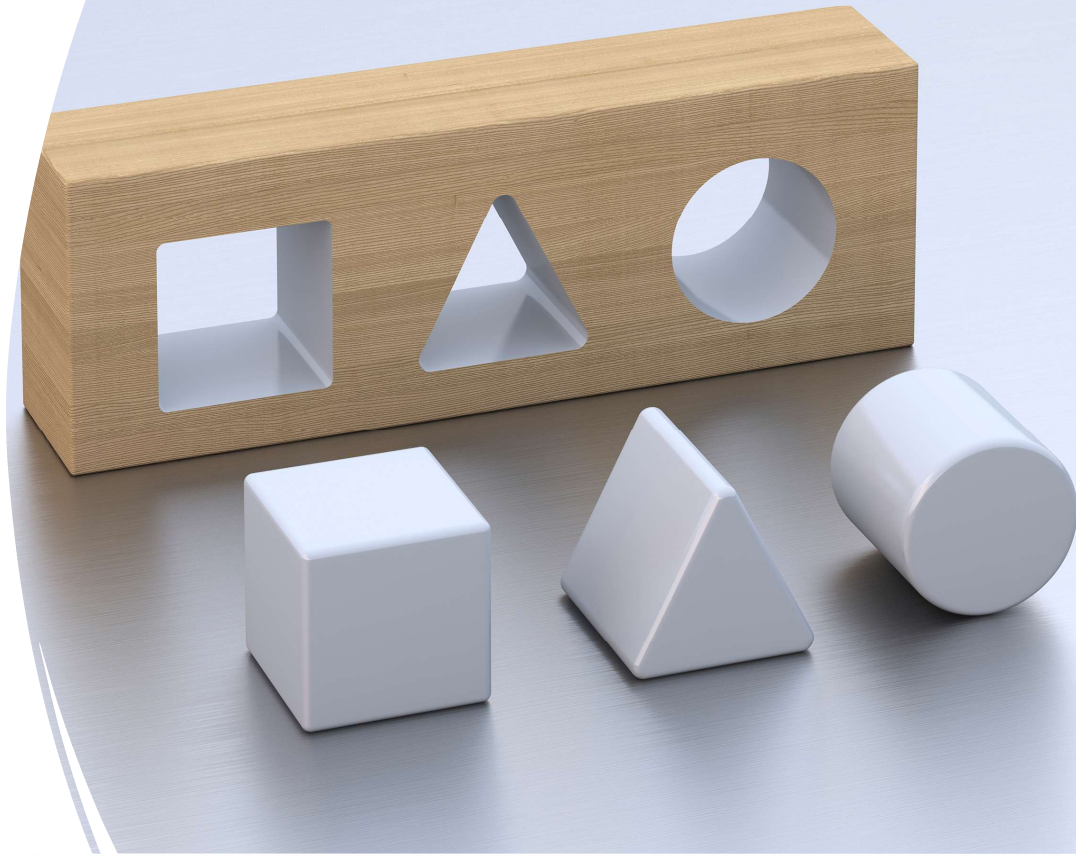
All the factors at play...

- Generalist Trait theory considers the individual alone.
- Entrepreneurship theory, considers the entrepreneur (traits), but also the world around them.
- We must also consider the environment around the entrepreneur - the economic and social factors at play.

Entrepreneurship Theory

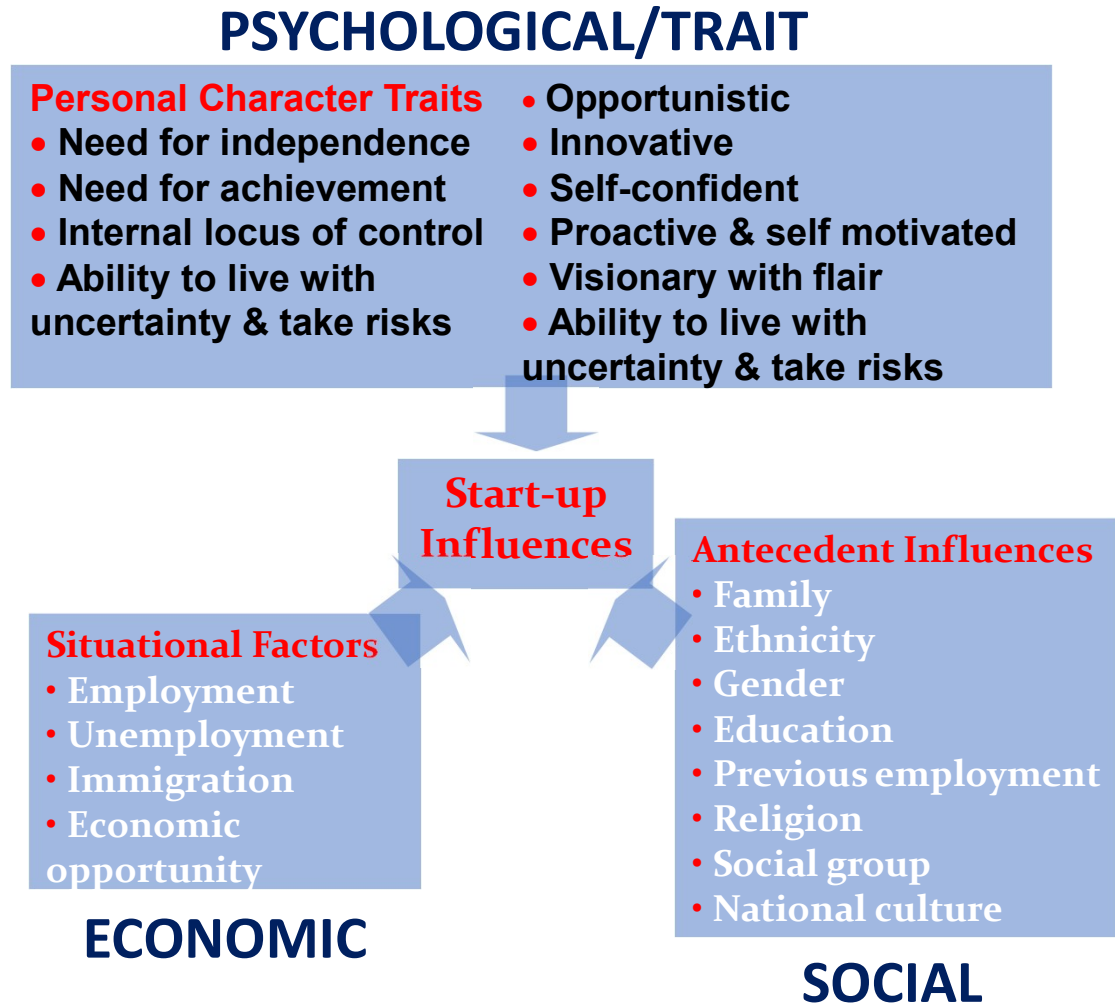
- **According to economists**, entrepreneurship is dependent on the environmental drivers and economic/business opportunities that are available.
- **According to psychologists**, entrepreneurship requires the right individual with the right traits and motivations, who behaves in an entrepreneurial way.
- **According to sociologists**, entrepreneurs are nurtured within a specific social environment, and it is important that this environment/community positively supports their choices and development. Geography, culture, education and family all have influence.

We can suggest that all three are true and are required in combination to give us the best chance of successful entrepreneurship.



Combined Entrepreneurship Theory

...an example model from Burns (2009) from your reading list.





ACTIVITY (15-20mins)

Identify some reasons why the world needs more entrepreneurship:

What do you think the benefits are socially and economically?

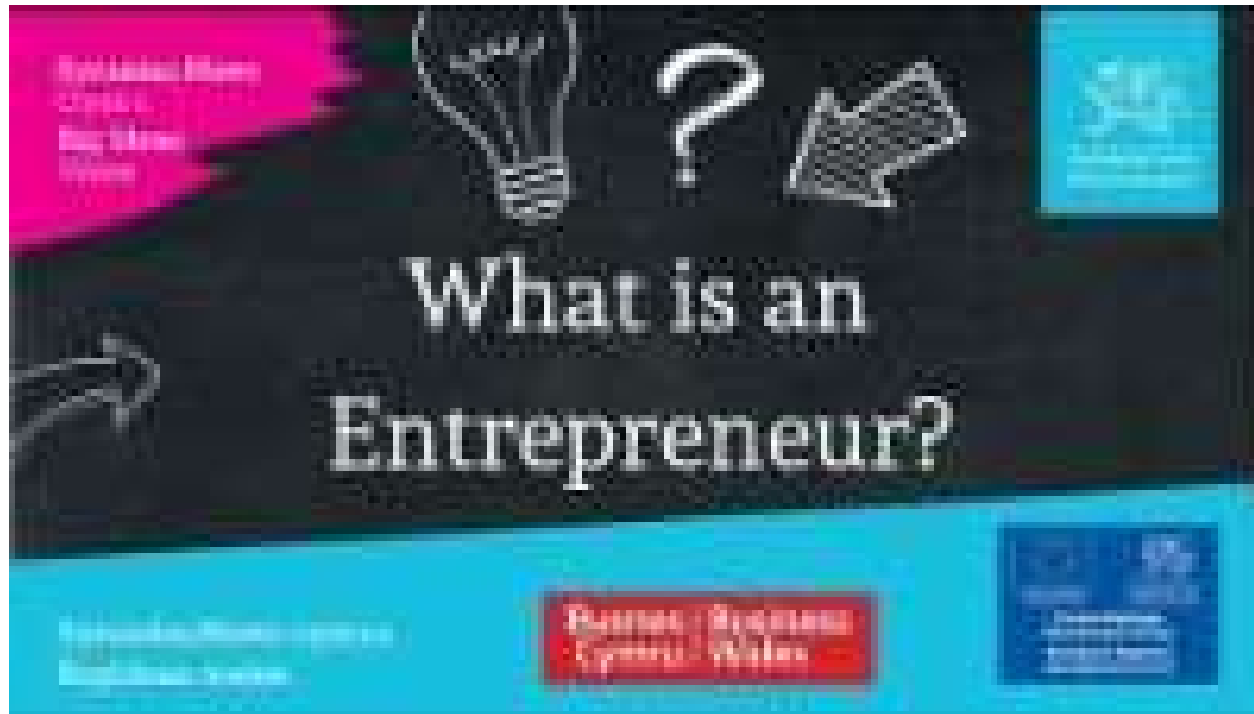
How does entrepreneurship improve people/society/community and planet/environment?



Encouraging Entrepreneurship

- Drives economic growth and creates new jobs
- Encourages innovation by bringing new ideas, products, and services to the market
- Contributes to social change by developing products or services that reduce people's dependence on outdated technologies
- Addresses social and economic problems by creating solutions that meet the needs of society
- Enables competition which improves business efficiency and lowers prices for consumer

Government support for entrepreneurship – notice the traits these business support agencies are stating are important for the next generation?



(Business Wales, 2021)

<https://www.youtube.com/watch?v=92ZmzD70sOU>

CRITICAL ANALYSIS



How are we defining a difference between business-owners and entrepreneurs?

Traits not stable over time (are some more important at different stages of an entrepreneur's life?)

Requires subjective judgements as to what makes an entrepreneur and what classes as enough when considering a trait.

Problems with trait theory...

Social factors, and their importance, can be overlooked or ignored:

- cultural and environmental influences
- education, learning, training
- age, sex, race, social class

Are any of the important traits unique to entrepreneurs?

Are certain groups or individuals excluded from entrepreneurship, because they are not quite the right fit or too common? Is there prejudice?

Entrepreneurs are human... some important traits are not found in academic text.



What new characteristics / qualities are mentioned in this video that we have not considered so far?

Why do you think these are particularly important in current times?

Be critical of your research findings – compare and contrast various sources...

INDUSTRY EXPERIENCE

75% of entrepreneurs who start their own business have worked as employees at other companies for more than 6 years before setting up on their own. 90% of people starting a business do so in the same market and industry they have worked in.

Does this surprise you?

SERIAL ENTREPRENEURSHIP

The majority of entrepreneurs are serial entrepreneurs in that they launched on average 2/3 businesses

What might this be?

EDUCATION

95% of individuals founding very large companies held a University degree and 47% held an advanced degree.

Is education an important factor?

MARRIAGE

70% were married when they launched their business

How is this important?

CHILDREN

60% of entrepreneurs had at least 1 child when they launched their 1st business (44% having 2 or more).

How is this important?

AGE

Timing is critical consideration for many entrepreneurs and most people do not leap into setting up a business until they feel they are good and ready. The average age of company founders when they started their current business is 40

Why might this be?

MOTIVATION

Of the key motivating factors for people setting up their own business; 75% wanted to make money, 68% wanted to commercialise an idea they had, 66% found the idea of starting a business exciting and appealing and 5% starting a business for themselves because they could not find a job.

What are your thoughts on this?

FAMILY BACKGROUND

A high number of entrepreneurs are sons and daughters of entrepreneurs. Less than 1% come from either extremely rich or extremely poor backgrounds.

What does this tell you?



Let's have a closer look at Assessment 1



Assessment 1

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2000 word essay

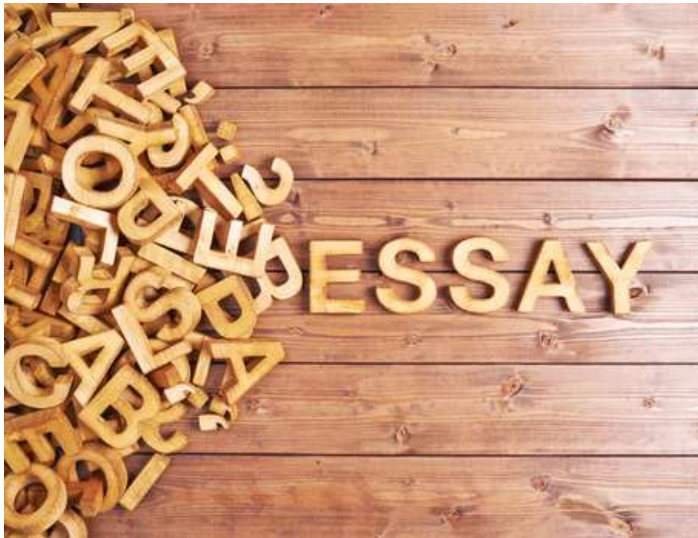
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How do I write my essay?



Within an academic essay you must separate out the content of your writing using paragraphs only.

There must be **NO contents list, illustrations, graphs, maps, photographs or similar**, all that is required are words. The words are written in paragraphs and so there must be **NO bullet points or numbers used** to list content.

Remember you need to be displaying your understanding of the subject and so writing in your **own words** to be able to show this.

Charlotte Joyner (1650411)

Does being sustainable actually improve brand image?

According to Keller (2001) the term brand image refers to the association a consumer has with a brand. In the hotel industry, brand image could be determined from the consumer experiences, such as the perceived service quality (Kayaman and Arasli, 2007). There is a positive correlation between brand image, reputation and customer satisfaction and as a result it highlights the importance of attaining a strong brand image (DePino, 2023).

Sustainability in business relates to the notion that practices will not negatively impact the environment or community (Spiliaskos, 2018). Within the hotel industry, the common examples of sustainable practices include water conservations by asking guests to only wash towels when required or a review of cleaning chemicals to analyse their environmental impacts (Lacalle, 2021). For example JW Marriott leave a sign with towels stating "please save our planet- reuse your towel" (Nuwur, 2014). Although, some hotels go beyond this and embed sustainability into every practice. For example, the Green House in Bournemouth is known as the greenest hotel in the UK as it has considered sustainability within every decision, even down to the eco paint used to decorate the hotel (The Green House, 2019). Nevertheless, sustainable practices are evident throughout the industry and with many customers becoming more environmentally conscious it could prove an important part of their image (Wilson, 2021).

According to Xie (2018) as information about sustainability becomes more transparent, consumers are increasingly looking for sustainable destinations. This is further supported by Event Temple (2022) who states in their blogs that the rise of eco-conscious is evident, especially within the millennials and Gen Z generations. They believe implementing sustainable initiative with hotels such as sourcing local food can enhance the guest experience. This in turn could then result in an improved brand image as the perceived image can stem from consumer experience (Kayaman and Arasli, 2007).

Environmental sustainability is increasingly becoming a factor consumers take into consideration when deciding which product or service to choose (ANS Global, 2023). However, further to this, efforts to reduce the environmental impact will influence the

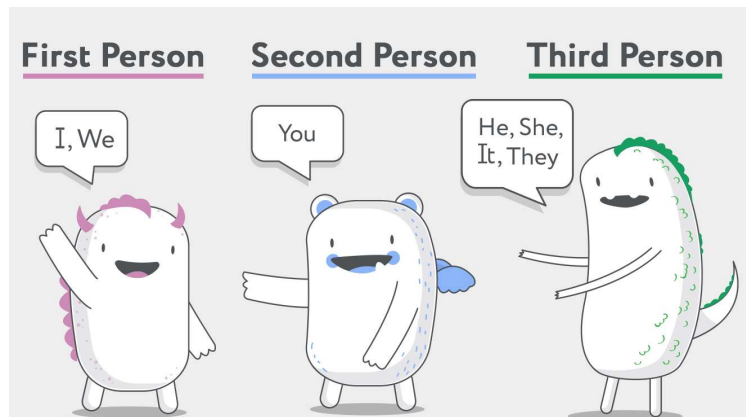
Charlotte Joyner (1650411)

perception of current and potential employee (Airlite, 2019). Therefore, it could be argued that actively and openly implementing sustainable practices is vital for brand image as many stakeholders are using this to determine a course of action (Schutte, 2013). For example, Waitrose limited it connected with Shell due to its plan to drill into the Arctic which shows how disregard for the environment can negatively affect brand image and stakeholder connections (Schutte, 2013). Consequently, showing a true focus on sustainable can increase customer trust which is a good way to then enhance brand image (Droper, 2022). Conway (2021) argues that consumers prioritising sustainability is more than just a short term trend and predicts it will be an expectation for the long term future. This is supported by Wilson (2021) who states in his research that 62% of people say they purchase from eco conscious companies. Therefore, it could be suggested this promotes the positive connection between sustainable practices and improved brand image.

On the other hand, White *et al* (2019) found that although 65% of people surveyed stated they would buy products from business who advocate sustainability, only 26% of those surveyed actually did this. More recently, this was supported by Essiz *et al* (2022) who states that although consumers say they are favouring eco-friendly practices, they often do not translate these behaviours into their actual actions. As a result, it could be argued that sustainable practices do not impact brand image if the consumer is not consistently following through with the actions to purchase from those businesses. Sharma *et al* (2022) believes more needs to be done to influence green purchasing intentions but this does not correlate to the companies brand image as those implementing sustainable practices are still being viewed favourably. It is more that changes need to be made within the consumer intention and so sustainability still arguably influences brand image (Sharma *et al*, 2022).

Overall, there is evidence to support the correlation between sustainable practices and an improved brand image. As consumers become more eco-conscious, they are seeing sustainability as important where choosing which companies to associate with (Xie, 2018). Although, studies from White *et al* (2019) and Essiz *et al* (2022) suggests not all consumers action their opinion on sustainable practices with actual purchases, the view of those companies with sustainable practices is still more favourable. Additionally, this is going to be a continued expectation in the future and therefore, businesses need to ensure they implement sustainable practices in the

What is the third person?



You will be writing this essay 'in the third person' so you will not be writing this from a personal viewpoint, so you will be **unable to say, "I have chosen to write this essay"** rather you would write **"This essay has been written to describe the traits and characteristics of an entrepreneur"**.

You do not ask questions in essays, this is not a discussion piece, so do not write something like **"So, what makes an entrepreneur"? ...**

you would write something more like

"An entrepreneur can be described as an individual..... remember if you ask a question of the reader, they expect to be able to answer it, but they can't from simply reading what you have written!

References How many?

Remember the word count for this essay has been set at **2000, plus or minus 10%** so **you could go as low as 2200 or as high as 1800**, but nothing more either way. You will lose marks by being under or over the minimum and maximum guidance.

As this is a 2000-word count essay then you must use a minimum of **20 different reference sources** to support your work, these will not only be listed in the reference list at the end but must also be inserted as in-text citations.



**These are not sections
or headings!!!**

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You must present your essay with a title page, this to include:-

- *Title of the essay*
- *Your name*
- *Your student ID number*
- *The module title: Entrepreneurship BMIH5001*
- *Your lecturer's name.*

**These are not sections
or headings!!!**

PLEASE NOTE:

As this is written as an essay, it must follow the approved academic essay format with:

Introduction (5-10% of word count) – Usually short and introduces the context and reason for writing the essay- ‘This is what this essay is about’.

Main body (80% of word count) – Develops key themes and topics around the writer’s position, which link together to produce logical and coherent progression ideas, with each paragraph linking to the title of the essay “The golden thread of essay writing”.

And conclusion (10-15% of word count). - Summarises the content of the essay and presents concluding arguments and implications for the future ‘Here’s what this essay has shown’.

It is completed by a reference list (Using the Harvard referencing system) this is an essential part of your essay but is **not included** within the word count and should make 1% of your total word count so for 2000 words a minimum of 20 reference sources accurately cited within the essay.

In addition to this structure there must be NO inclusion of sub-headings, font changes, diagrams, illustrations, photographs, or such like within the essay.

Wordcount: 2000 words + - 10%. **You must display your wordcount on your cover page.**

AI Guidance Acknowledgement

Students are now required to include a statement that declares any use of AI in an assignment:

Basic Acknowledgement format of AI tool use

I acknowledge the use of [AI Tool] [(AI Tool url)] on [Date] to [Purpose my work]. I used the prompt(s):

1. [Prompt]
2. [Prompt]
3. [Prompt]

I confirm that I have not presented any AI generated text as my own work. I confirm I have copies of my drafts, notes, and other resources I used before, and after the use of AI tools which I may be asked to provide in evidence.

AI Acknowledgement Guidance

If you have not used AI tools

If you have not used AI tools, whether because it is not allowed or because you have chosen not to use AI tools at all, you need to include the following acknowledgement.

I confirm that I have not used any AI tools in the research and creation of this assignment. I confirm that I have not presented any AI generated materials as my own work. I confirm I have copies of my drafts, notes, and other resources I used, which I may be asked to provide in evidence.

DRAFT ESSAY

If you would like some feedback on a draft of your essay then this must be **emailed** (not uploaded).

DEADLINE: **Monday 14th October 2024 (23:59).**

Please ensure that these drafts are complete as possible. **I will only provide feedback on ONE draft** so this is your only chance.

I will aim to get these back to you, with feedback, within 5 days.
Please do not submit your draft onto TurnItIn/Moodle - I will not check there.

However, please do use the similarity check link to check your score before emailing me the draft to mark (this will make you aware of any copied work or bad referencing that needs looking at).



Any questions?



Take a break!

HOSPITALITY
AND
TOURISM
MANAGEMENT

ACCOR
Arora
GROUP

St BRIDES
spa hotel

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

Institute
ality

EAT SLEEP & DRINK
WHITBR



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

We have spent time
discussing what makes an
entrepreneur...

*...but what does an
entrepreneur need to make
to become an entrepreneur?*





A business idea... *a venture, a project, a change!*

Clarify the Idea

Most entrepreneurs naturally struggle to sort their thoughts...

A business plan is a tool that can help them clarify and refine their business idea!

... next week we'll start working on your ideas and concepts.



A business plan is a document that thoroughly explains a business idea and how it will be carried out.



ACTIVITY

Discuss/ use the chat box:

What should be in a business plan?

What sections do you think it should include?

What research should you undertake?

What business principles should be covered?



Key Areas of a Business Plan:



A business plan will help you by aiming to pass three critical tests:



The Reality Test – proving that :

A market really does exist for your product or service.
You can actually build or provide it for the cost estimates in the plan.



The Competitive Test – evaluates:

A company's position relative to its competitors.
Management's ability to create a company that will gain an edge over its rivals.



The Value Test – proving that:

There is an attractive rate of return on any investment.
Profitable and viable in the short and long term.

ACTIVITY

DISCUSS:

Who is a business plan for?

How can it be used?

What are the benefits of a complete, well-research business plan for an entrepreneur?



WHO READS IT?



The bank manager: May show that the entrepreneur is capable of managing the firm in a market environment.



Investors: To gain capital you will need to show the viability of a business and potential for ROI



The business owner: Helps develop the vision for the business and helps ensure that the aims are clearly set out. It also helps to ensure that business data is recorded and analysed correctly, thus minimising potential error.



The Entrepreneur to be aware of issues that might affect their future survival (i.e. customer opinion, technological change) and take steps to anticipate and deal with any problems



A roadmap and guide for financing, the plan is like a yardstick against which to measure performance and develop plans for the future.

WHO READS IT?

...and your lecturer for Assessment 2



Types of Business Plans

Plain and Simple

'Traditional' Business Plan

Snapshot Overview:

Business Model Canvas

CREATIVE:

Simply Do Ideas Concept Canvas, etc.



The tried and tested traditional approach...

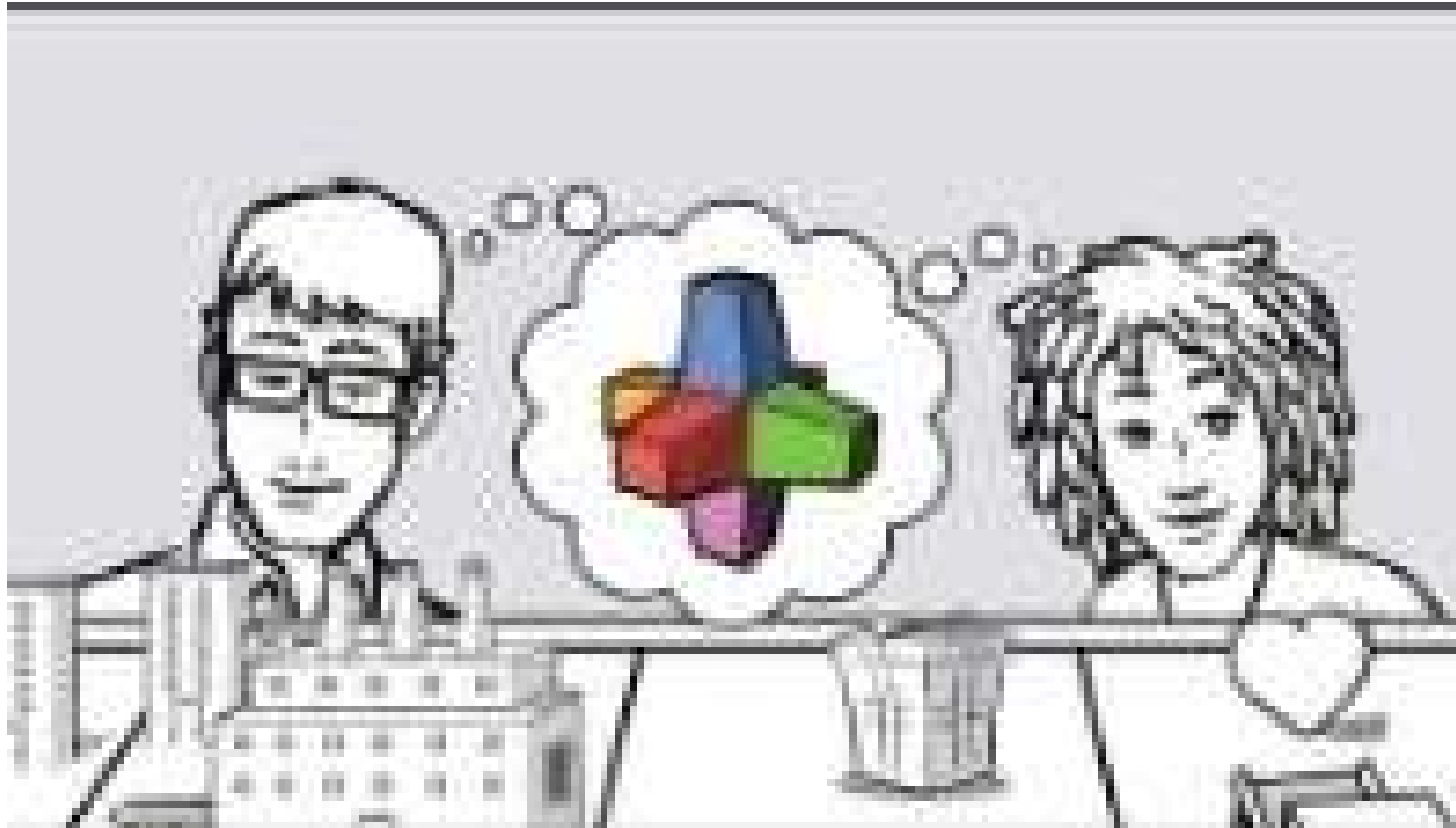
The 'Traditional' Business Plan

- Used by banks and required by funders
- Very formal and analytical
- Can be a HEAVY document as it covers all business topics and interests!
- Excellent where risk or investment is high.

Thorough and in-depth examination of the proposed business!

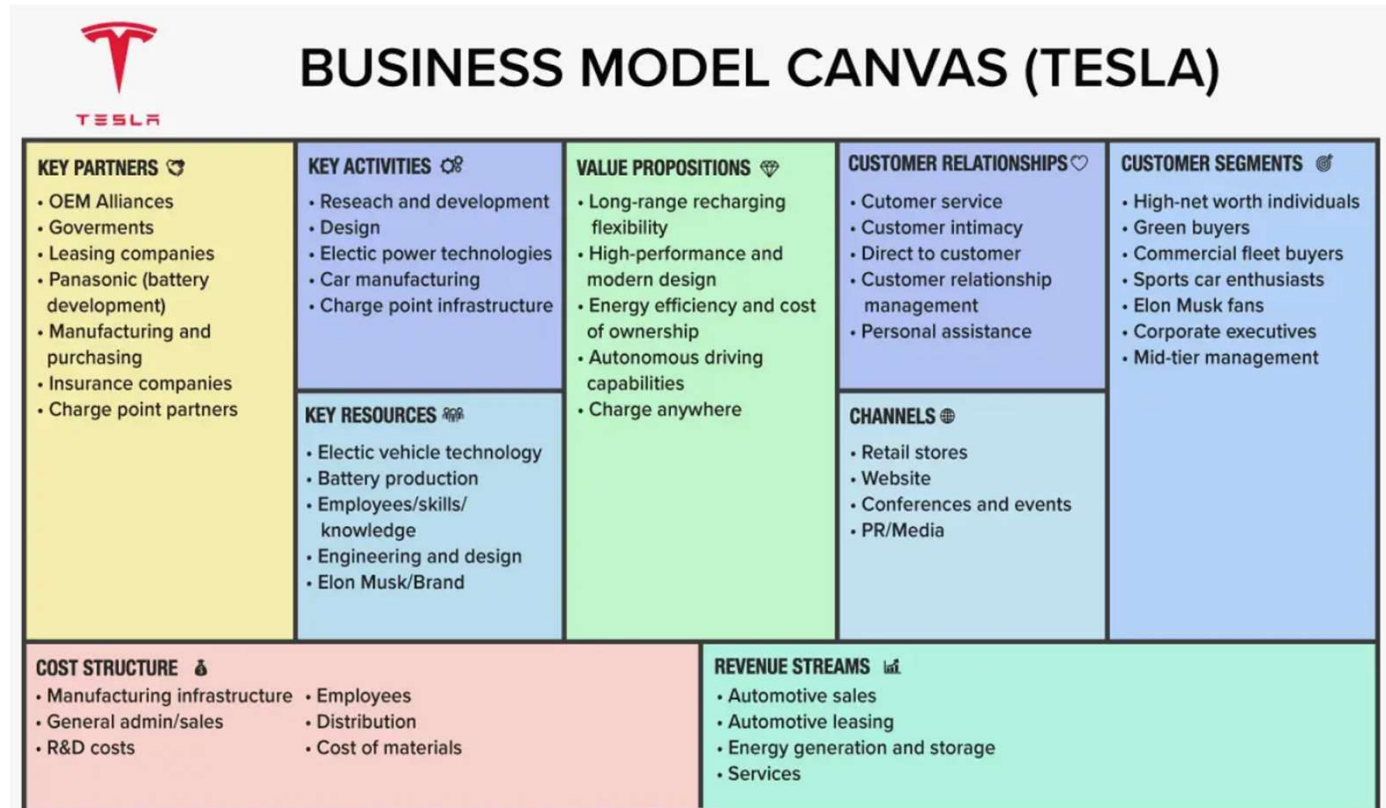


BMC – Business Model Canvas



- More commonly applied to existing large organisations to understand S.W.O.T and growth opportunities.
- Not as detailed as a traditional plan but still considers critical elements
- A globally accepted format for sufficiently analysing and presenting a 'snapshot' business proposal

Not enough detail on its own but far better than nothing at all!



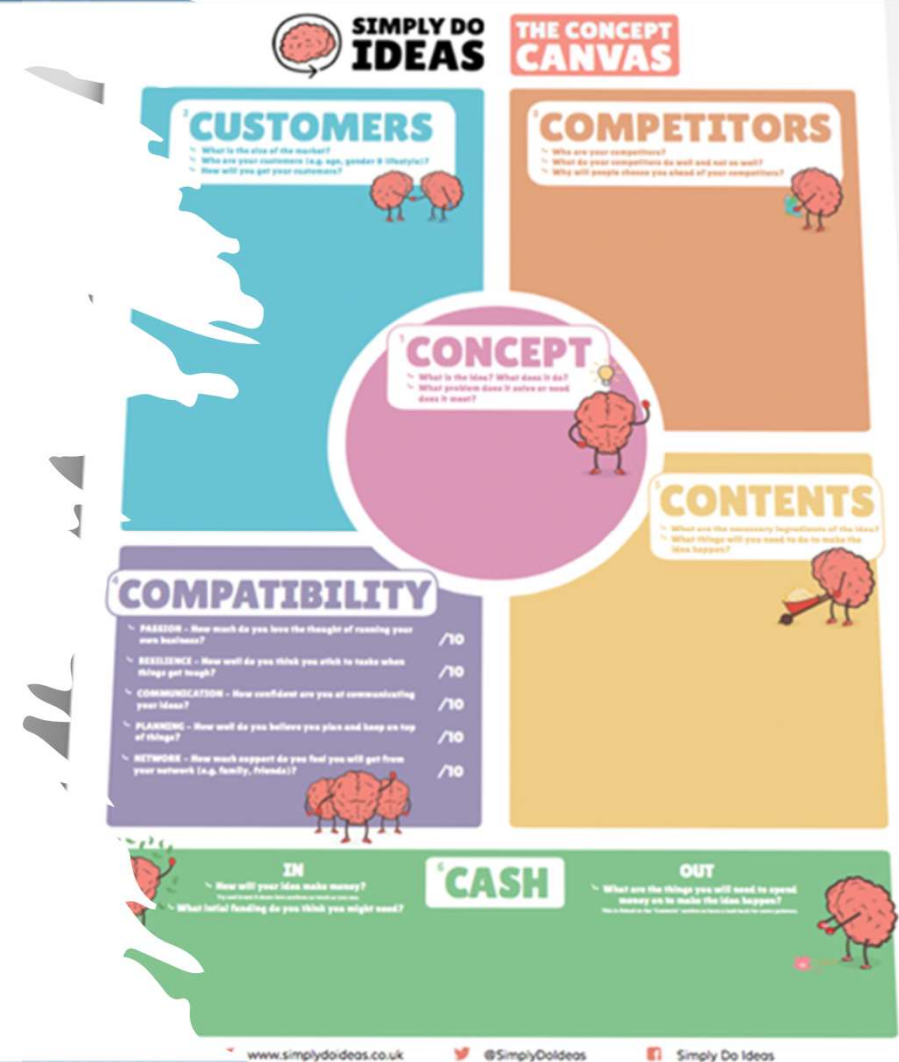
The creative approach to planning...

- Often a re-working of a mixture of existing planning tools and templates but focussed on inspiring creativity and engagement.
- Far more creative, visual, user-friendly and guiding. More basic, less focus on deep research, analysis and description.
- Excellent tools to help with pitching business and presenting proposals, but lacking the detail needed to gain investment and evidence long-term potential.

A fantastic idea for the entrepreneur who is less academic and business-savvy. Encourages planning – no matter how little!



An Example: The Concept Canvas



IN SUMMARY:

How does business planning help?

- The process involved in producing the plan is as valuable, ***if not more so***, as the document it creates.
- It forces you to **distil your ideas, rank your priorities and clarify your objectives.**
- It stops you kidding yourself – **gives perspective.**
- **You ask questions** you might otherwise ignore.
- It gets you **focused** on the important issues.



Taking the plunge!

- Research indicates that about **37.5%** of business start-ups will fail within 5 years. (Office for National Statistics, 2022)
- A business plan is not a set script – it is a guide, a way of finding the truth and the possibilities.
- It does not guarantee success, but it does **significantly increase your chances of NOT failing!**

“Why all the research? It’s no fun!”

“I know it will work.”

“Do I have to do a business plan?”





Any questions?

Thank you!

I look forward to seeing you next week, if you have any questions in the meantime please send me an email...

c.joyner@uwtsd.ac.uk

...(from your student email account ALWAYS!).

HOSPITALITY
AND
TOURISM
MANAGEMENT

*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*



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