



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

Student name: Ana Maria Stoica

Your Student ID number : 2245028

Module Title - BMIH5001 Entrepreneurship

Module leader: Charlotte Joyner

AI Acknowledgement

"I acknowledge that on October 5, 2024, I checked my work for spelling errors using Grammarly (<https://www.grammarly.com/>). For the sake of things it raised problems with besides the ones I wanted to leave remaining the way it was, I had to shift and the ones I wanted to stay as they were and I didn't have to follow any instructions for the document for spelling and grammatical cheques.

Before I clarify, none of the research, or the very creation of this challenge, involved tools that use artificial intelligence (AI). I am also declaring that I don't own any claimed content that was generated through AI. I certify that if I have to show documentation I have copies of the draughts, notes, and other materials I used."

Table of Contents

1.	Introduction.....	3
2.	Main Body.....	3
3.	Conclusion.....	8
4.	References	9

1. Introduction

The review on entrepreneurship within the hospitality industry reveals it presents distinctive strategic service orientation, service quality, and economic contribution. Promoters in this sector are widely accredited for generating not only fresh opportunities for business start-ups but also for developing a healthy and active competitive environment which is beneficial not only for the consumer or the employee but also for the various communities involved (Williams, 2021). Endeavoring entrepreneurs are considered to possess the skills of identifying opportunities and establishing versatility as well as the sustainability of business ventures amidst numerous challenges characteristic of the industry (Barringer and Ireland, 2018). This essay aims to critically evaluate key entrepreneurial traits and motivations by examining four fundamental characteristics: dauntlessness, passion, innovation and drive, and tenacity. These traits will be discussed by employing academic theories and models that exist in the literature combined with real-life solutions from hospitality entrepreneurs. In addition, the essay will work on the interrelation of the stated traits when emphasizing their relevance for future entrepreneurs.

2. Main Body

Risk-taking is one of the most significant factors defining entrepreneurship, even more so amid such industries as hospitality which depend on a variety of conditions, customer preferences, and other influencing factors including economic instability or pandemic threats. One of the most important parameters often pneumonia successful and, on the contrary, unsuccessful entrepreneurs is the ability to take calculated risks because risk-taking as such results in the search for new opportunities mainly in uncertain and risky environments (Murnieks et al., 2020). This is from Knight's risk-bearing theory where he posited, that the 'entrepreneur' is qualitatively different from mere 'employees' and 'managers' because the former 'bears' uncertainty as well as tries to gain (Sakai, 2019).

Within the hospitality industry markets are often unpredictable, and for this reason, risk management practices become crucial tools for success.

Risk-taking is not just an act of speculation on possible repercussions, but entails a well-researched analysis of prospects, conditions in the market, and emerging issues (Kerr et al., 2018). Hospitality business owners face certain risks due to the rollout of new ventures including the inability to predict the fluctuations of consumer demands, high levels of competition, and shifts in the general economic status of the country/region; however, in contrast, there are equal opportunities to reap good returns on investments since their vision and/or elaborate business plans.

Like the story of Danny Meyer, founder of Union Square Hospitality Group, risk-taking is embraced within the hospitality industry. Even his decision to open restaurants in New York City at a time when there was a downturn in business is a clear indication that he likes the uncertainties (Agnihotri and Bhattacharya, 2022). For instance, Meyer started Gramercy Tavern in 1994 an unfavourable time in the market to start another restaurant venture since restaurant investing had become saturated and the economy was unpredictable. Meyer's decision to avoid raising much equity capital now while the market growth is uncertain and the competition stiff displays knowledge of the risks in the market while at the same time demonstrating confidence in the competitive advantage he has developed. Meyer's approach highlights a crucial aspect of risk-taking the requirement for a strong vision and a clear-sorted plan (Hudson, 2023).

Concisely discussing Meyer's risk-taking effort, it can be compared with another hospitality professional Gordon Ramsay. Ramsay is not shy about big business decision-making, such as opening new restaurants in different parts of the world starting with continents. Although the two business personalities demonstrate that risk-taking is a key factor of entrepreneurship, their approaches are very different (Ramsay, 2024). These risks are partly managed through consignment, and part by Ramsay using his television personality in building new places. The above concern makes it possible for Ramsay to create public interest and traffic to a new restaurant before it opens for business hence

minimising the factors associated with market danger. Meyer's strategy is more oriented on the operational and experienced risks within his restaurant business while adding customer service and staff satisfaction to his list of risk management priorities (Moranville, 2024).

Despite this, both Meyer and Ramsay show how risky can be in the hospitality industry, and thus despite being a good example of how it is possible to be risk-taking, their approaches were very different.

Moreover, passion as a trait makes entrepreneurs work hard as in many hotels and restaurants where the conditions are very competitive, arduous tiring, and requires a lot of creativity. Miner reports that passion leads the adventurous spirits to counteract odds and keep the interest which is crucial in establishing sound ventures. Described as a self-generated drive to engage in the work necessary to accomplish a specific goal or set of goals, passion is critically important in sustaining longer-term initiatives characteristic of most enterprise ventures. Based on Deci and Ryan's Self-Determination Theory, passion is an intrinsic motivation that can improve an individual's perseverance and performance, hence is one of the primary success factors of entrepreneurial endeavors (Deci et al., 2017). Engagement in a business frequently results in a strong orientation toward the values and objectives of the enterprise. This is so as the success of many businesses in the specific field of the hospitality sector depends on how much the passionate owners/managers would go out of their way. To ensure that the customers got the best in dining experience that could be offered in the business and also to ensure that the employees in the business enjoyed their work (Afsar et al., 2016).

The first case is the story of Alice Waters who started Chez Panisse restaurant and whose passion played an important role in her business. Waters' attitude to fresh, locally sourced, organic food created a new standard in the restaurant business that enjoys today's environmentally friendly trends. She gets excited about food because of her true love for natural foods and the aim of protecting of nature (Pesci, 2019). Thus, when founding the Edible Schoolyard Project, Waters took her fight for good food beyond her

restaurant and into the schools. This commitment shows how passion improves business success and generates change for the benefit of society. Due to this, Walters has been able to turn passion into the kind of dining that appeals to the hearts of its consumers.

Waters' commitment to using fresh organic ingredients in the preparation of its foods in addition to promoting its locally sourced products makes Chez Panisse different from other restaurants (Stanley, 2022). When passion aligns with business operations, the business experience gains a sense of legitimacy, thus subsequently drawing in repeated patronage.

By comparing the passion that Waters had for her business to José Andrés, it became clear how passion looks like and differs in hospitality entrepreneurship. As with Waters, food is greatly loved by Andrés although he dedicates his energy to charitable causes through his group known as World Central Kitchen. Having seen this Andrés has applied his kitchen skills as well as funds to feed those affected by disasters showing how passion can lead to societal change in addition to economic growth (Pesci, 2019).

People who consider becoming entrepreneurs are rather close to their clients; innovation is the key to the success of any company. Joseph Schumpeterian's innovative theory of competition focuses on the disruptive role played by the entrepreneur in creating new competition through new methods of development. In the hospitality industry, innovativeness can be seen in such areas as the menu, service delivery, and customer relations all of which are critical to the survival of players within the market (Shafi et al., 2020). Being an industry that lacks product differentiation, the upholders of businesses in the hospitality industry must look for ways of setting themselves apart from rivals as well as offer propositions that have relevance in the eyes of customers. Because of this, whether it is through the use of new technologies, new types of dining services that are offered, or even the incorporation of sustainable practices it is often seen that innovation is the main driver behind sustainability (Miao et al., 2018). The former CEO of Starbucks is one of the towering innovators in the hospitality business. Schultz took Starbucks from a simple coffee bean-selling business to a global coffeehouse with the 'third place' where

people can go and enjoy themselves or work (Bodkin, 2023). From being just a beverage, this innovation successfully transformed coffee into a lifestyle product.

Moreover, Schultz took innovations a step further by delivering new ideas in products and services. He championed the use of technology at an early stage to improve customer convenience through mobile ordering and improved engagement through loyalty programs (Cooper, 2024). Ethical buying and sustainability were also priorities for Schultz since the market was voicing its expectations to companies to act in a socially responsible way. Where most readers would expect to see radical changes in the company, Schultz shows how Starbucks is not a one-time innovation exercise, but a process that takes time, hard work, and observation to execute to perfection (Bodkin, 2023).

Analyzing the innovation strategies of Schultz about Rachael Ray sketches various aspects of creativity within the field of hospitality. Instead, Ray aims at the average consumer when giving out ideas for improving cooking. Her cookery kingdoms in their “30-Minute Meals” proposed new ideas for a working family; She made an accent on practice at the same time keeping the Augean stables clean. While Schultz has transformed the coffeehouse and refueling into a communication context to allow consumers to spend time with the brand, Ray, on the other hand, innovated from the perspective of making cooking as easy as possible in the context of BR. While both entrepreneurs advocate for the need to be innovative their approaches indicate that creativity can be applied in different ways to satisfy the various consumers in the hospitality industry (Cruz et al., 2023).

Everyone has the issued capability to work and persevere above the counteractions of diabolic counteractions with no yielding to impending calamities and this is a significant quality for any businessperson to own. The everyday life of the hospitality industry is full of risks and uncertainties, including economic adversity, business and operational challenges, and most recently the effects of the pandemic (Magnano et al., 2016). It is a

measure of the ability of entrepreneurs to overcome these hurdles, make sense of failure, and continue with the tasks at hand. George Bonanno's model of resilience presupposes that resilient individuals also possess certain flexibility of mind, strength of spirit, and social support to make the recovery process and keep going ahead. In the hospitality industry, where business closure rates are high, one must embrace resilience to survive the market.

Managers want to be agile and overcome failures that are specific to operations financial losses or any other loss of image or reputation. It is usually resilience that defines whether a business can recover from such losses and proceed to soar to greater heights.

Steve Ells the founder of Chipotle Mexican Grill is a prerequisite example of the tenacity of an entrepreneur. Ells has reviewed various struggles in his whole life working in the Take Two management and as an employee, struggles like food safety scandals and competitiveness in the fast-casual dining segment. The string of food-related issues in 2015 particularly injured Chipotle deeply since the public's trust was lost and sales significantly reduced (Khan and Khan, 2016). However, Ells stood firm in the company's principles of sustainable environmental practices, sourcing fresh, well-qualified foodstuffs. On this aspect, Ells' resilience was well reflected in his response to the crisis (Murray and Kim, 2020). He introduced high standards of hygiene in food preparation, enhanced customer relations, and brought out the promised mode of Chipotle's business operations' sustainability (Juutila, 2019).

Comparing the portrayal of resilience in Ells with Ellen DeGeneres who went into the restaurant business through Ellen's Diner, we learn of different uses of this trait. DeGeneres also had her own set of issues, specifically regarding keeping the brand image she cultivated front and center while dealing with the backlash. Nevertheless, DeGeneres had some personal focus and maintained strong communication with the community since the restaurant was in a fiercely competitive market. Ells and DeGeneres value persistence, nevertheless, they use different approaches. Despite that Ells pays much attention to operational issues and openness, DeGeneres relied on her celebrity

and community standing to address the problems. Such difference illustrates many ways in which resilience can manifest itself, depending on the situation that the entrepreneurs encounter.

3. Conclusion

Therefore, in light of the discussed and analyzed aspects of entrepreneurial traits and motivation, it is possible to conclude that there is rather a complex multiplex that contributes to the successful functioning of the actors of the hospitality industry. Passion, risk-taking, innovativeness, and perseverance are not only relevant features but also closely connected and responsible for an entrepreneur's capacity to conquer adversity, exploit an opportunity, and deliver value. The experiences of Danny Meyer, Alice Waters, Howard Schultz, and Steve Ells show that these traits can develop in many different forms and provide a flux of positive and varied images of the entrepreneurial experience in the hospitality industry.

4. References

- Afsar, B., Badir, Y. and Kiani, U.S., 2016. Linking spiritual leadership and employee pro-environmental behavior: The influence of workplace spirituality, intrinsic motivation, and environmental passion. *Journal of Environmental Psychology*, 45, pp.79-88.
- Agnihotri, A. and Bhattacharya, S., 2022. *Change management: balancing Union Square hospitality restaurants' no-tipping policy*. SAGE Publications: SAGE Business Cases Originals.
- Barringer, B.R. and Ireland, R.D. 2018, *Entrepreneurship: Successfully Launching New Ventures*, 4th ed., Prentice Hall, New Jersey.
- Bodkin, M.A., 2023. *Grounds for a "Third Place": The "Starbucks Experience," Sirens, and Space* (Doctoral dissertation, The University of Western Ontario (Canada)).
- Cooper, A.C., 2024. *The Ethical Imperative: Leading with Conscience to Shape the Future of Business*. John Wiley & Sons.
- Cruz, L., Min, M., Ogden, D.T., Parker, J., Grodziak, E., Ko, P. and Klinger, K., 2023. Top Chief: A Critical Assessment of a Cross-disciplinary Case Study as Common Intellectual Experience. *Innovative Higher Education*, 48(3), pp.415-432.
- Deci, E.L., Olafsen, A.H. and Ryan, R.M., 2017. Self-determination theory in work organizations: The state of science. *Annual review of organizational psychology and organizational behavior*, 4(1), pp.19-43.
- Hudson, S., 2023. ART AND ITS MARKETPLACES: It Was a Small World, After All. A *Companion to Contemporary Art in a Global Framework*, pp.183-198.
- Juutila, J., 2019. Global restaurant chains entering the Finnish market: Hypothetical Case: Chipotle Mexican Grill.
- Kerr, S.P., Kerr, W.R. and Xu, T., 2018. Personality traits of entrepreneurs: A review of recent literature. *Foundations and Trends® in Entrepreneurship*, 14(3), pp.279-356.

- Khan, M.A. and Khan, M.M., 2017. Fresh Ingredients Haunt Chipotle, the Mexican Grill Chain. *Journal of Hospitality & Tourism Cases*, 6(3), pp.55-66.
- Magnano, P., Craparo, G. and Paolillo, A., 2016. Resilience and emotional intelligence: Which role in achievement motivation. *International Journal of Psychological Research*, 9(1), pp.9-20.
- Miao, Q., Newman, A., Schwarz, G. and Cooper, B., 2018. How leadership and public service motivation enhance innovative behavior. *Public Administration Review*, 78(1), pp.71-81.
- Moranville, W., 2024. *Love Is My Favorite Flavor: A Midwestern Dining Critic Tells All*. University of Iowa Press.
- Murnieks, C.Y., Klotz, A.C. and Shepherd, D.A., 2020. Entrepreneurial motivation: A review of the literature and an agenda for future research. *Journal of Organizational Behavior*, 41(2), pp.115-143.
- Murray, J.C. and Kim, H.J., 2020. Chipotle Mexican Grill's Food Crisis Conundrum. *Journal of Hospitality & Tourism Cases*, 8(3), pp.9-16.
- Pesci, S., 2019. *Cultivating a Palate: Food Geographies and the Politics of Embeddedness in the 50 Years of Chez Panisse* (Master's thesis, University of California, Davis).
- Ramsey, G.P., 2024. *The Physics of Music: Integrating the Technical and Artistic Aspects of Creating Music*. Springer Nature.
- Sakai, Y., 2019. *JM Keynes versus FH Knight: risk, probability, and uncertainty* (Vol. 18). Springer.
- Shafi, M., Lei, Z., Song, X. and Sarker, M.N.I., 2020. The effects of transformational leadership on employee creativity: The moderating role of intrinsic motivation. *Asia Pacific Management Review*, 25(3), pp.166-176.
- Stanley, D., 2022. *Alice Waters Cooks Up a Food Revolution*. Simon and Schuster.

Williams, S. 2021, *FT Guide to Business Start Up: The most comprehensive guide for entrepreneurs*, 32nd ed., Financial Times Press, Harlow.