

Name: Mohammed Ali Haider

Student ID: 2013121

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Module Title: Critically evaluate a range of traits and motivations across a variety of different types of entrepreneurs

Module Tutor: Christopher Wilkin

AI 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 work. I confirm I have copies of my drafts, notes, and other resources I used which I may be asked to provide in evidence.

Entrepreneurship in hotel management involves a combination of visionary acumen, leadership skills, innovation, and resilience (Pritchard, 2019). Often, entrepreneurial characteristics and drives are very influential in determining long-term sustainability in a hotel entrepreneur, especially in a dynamic industry such as this one, which experiences rapid changes in the market (Barringer and Ireland, 2010). Using academic models and theories, this essay critically examines a set of entrepreneurial traits and drives with examples of effective and dynamic hotel entrepreneurs. The characteristics and motivators that have been ascertained include adaptability, extraversion, need for achievement, and reinforcement-based motivation. These are highlighted in the context of actual hotel entrepreneurs from hotels like Hilton Hotels, Aman Resorts, Premier Inn, and The Ritz-Carlton. The four motivations covered in this essay are adaptability, extraversion, need for achievement and reinforcement-based motivation. The first entrepreneur, which fits this motivation is the founder of Hilton Hotels. Conrad Hilton demonstrated adaptability by transforming Hilton Hotels to meet changing market demands (Ferreira, 2018; Epstein, 2021). He navigated challenges like the Great Depression and World War II, expanding internationally post-war to meet rising luxury and business travel demands, showcasing resource reconfiguration and strategic flexibility for sustained success (Avelini and Persic, 1995). Another entrepreneur who showed same motivation is of Bill Marriott Junior from Marriott International. Bill Marriott's strategic adaptability played a critical role in expanding Marriott International across Europe. By adjusting the brand's offerings to fit diverse European markets and local cultures, Marriott successfully navigated regional economic fluctuations and regulatory environments, ensuring sustainable growth (Gregersen and Black, 2002). The third example is Sir Rocco Forte of Rocco Forte Hotels, after the hostile takeover of his family's Trusthouse Forte empire, where Sir Rocco Forte rebuilt from scratch and founded Rocco Forte Hotels (The Times, 2024). The entrepreneur focuses on luxury boutique properties across Europe, tailoring each hotel to reflect local heritage while adapting to evolving luxury trends and customer expectations (Billi, 2012). Lastly, Yvon Chouinard from Orient-Express Hotels, who operations thrived under adaptable leadership, especially in maintaining historical properties like the Hotel Cipriani in Venice. By blending traditional charm with modern luxury, Chouinard's approach ensured the brand remained

relevant amidst changing travel preferences and economic landscapes across Europe (Her, 2024).

Extraversion, one of the Big Five Personality Traits, refers to individuals who are outgoing, sociable, and energetic. This trait is particularly crucial in hospitality entrepreneurship, where personal interactions shape guest experiences and business success. For example, Adrian Zecha, founder of Aman Resorts, exemplifies extraversion by building strong investor relationships and maintaining an intimate customer focus (Williams, 2017). Extraverted entrepreneurs are generally more oriented to build extensive networks, maintain strong leadership roles, and interact actively with their customers and employees. These latter traits are of particular significance in industries like hospitality, where the kind of customer interaction will be critical (Imansari et al., 2019). Adrian Zecha's leadership at Aman Resorts is widely acknowledged in industry reports. According to an article in The Financial Times (2023), Zecha's networking skills and charismatic leadership were key in shaping the brand's guest-centric approach. Similarly, Ian Schrager's success in boutique hotels is detailed in a Forbes interview, where he highlights the role of personality in hospitality entrepreneurship (Williams, 2009). This enabled him to reach out to influential designers, artists, and business partners that he was able to mobilize in the opening of very successful hotels throughout Europe, such as The London Edition. His extraverted personality was one of the contributing factors to the vibrant, socially engaging hotel environments that were created (Williams, 2017). The third example is Kit Kemp, who, with her husband Tim Kemp, founded Firmdale Hotels, which is famous for its stylish boutique hotels, such as The Soho Hotel in London. Kit's outgoing, personable nature and active engagement in design communities have helped shape the brand's identity. Her extraversion shines in her ability to connect with guests and create personalized, inviting spaces (Arikoglu, 2019). Finally, Valéry Grégo, founder of Perseus Group, is one of the best-known figures in French hospitality, a charismatic and extroverted businessman. He is very skilled at networking and creating relationships with investors and partners that have been able to support the boutique hotel brands such as Le Pigalle in Paris (Lobrano, 2018).

The third motivation is need for achievement. McClelland's Need Theory (1961) emphasizes that individuals with a high need for achievement are more likely to take entrepreneurial risks and seek challenging goals. This is particularly relevant in hotel entrepreneurship, where vision and resilience drive long-term success. For instance, Robin Hutson, founder of The Pig Hotels, exemplifies this by revolutionizing boutique hospitality with his commitment to unique guest experiences (Olga, 2009).

The Whitbread Group owner of Premier Inn is an example of entrepreneurial drive manifested through a need for high achievement. Operating with its directors' guidelines, Whitbread grew Premier Inn from being a small-budget hotel chain to the UK's largest hotel brand overnight (Rishi and Joshi, 2016). Third, Robin Hutson is the founder of The Pig Hotels and Hotel du Vin. He led a revolution in UK boutique hotels by focusing on local produce, tailor-made guest experiences, and rural locations that no one else has occupied. At the base of all this lies a passion to create hotels that don't just serve as places to stay but become lifestyle destinations through hospitality (Olga, 2009). The third entrepreneur is Kit Kemp from Firmdale Hotels. She redefined what luxury hotels could look and feel like. She was into bold, eclectic designs that could not be considered traditional decor. Her motivation to constantly innovate and break the mold reflects a high need for achievement (Grand Tourist, 2024). She did not follow the industry trends but set new ones and created an internationally acclaimed recognizable design aesthetic (Arikoglu, 2019). The founder of Soho House is Nick Jones. At the time when he founded Soho House, he took a risk by fusing hospitality with an exclusive membership model. His vision was to create unique social spaces that blended hospitality with community, revealing a desire to stand out and redefine industry norms (Woomer, 2023).

The last motivation is reinforcement-based motivation. According to Chen et al., (1998), an entrepreneurial self-efficacy (ESE) scale to study individuals' entrepreneurial belief. They concluded that increased ESE is linked with increased entrepreneurship probabilities and aligns with reinforcement-based motivation. The first example is of the co-founder and former COO of **The Ritz-Carlton Hotel Company**. The entrepreneur empowers its employees to achieve this through the granting of a daily allowance to solve guests' problems and providing daily reinforcement of a customer-centric approach through public recognition

and rewards. The company incessantly and extensively rewards employees for providing excellent service in delivering its promise to customers. Due to these reinforcements, customer satisfaction remains one of the priorities of the hotel (Shale et al., 2022). Robin Hutson, founder of The Pig Hotels and Hotel du Vin, encourages a culture where staff are empowered to make decisions that enhance the guest experience. He emphasizes recognition and rewards for outstanding service, creating an environment where employees feel valued. Regular feedback sessions and opportunities for career growth serve as reinforcements, encouraging staff to take pride in their work and exceed expectations (Olga, 2009). Another example is Andrew Brownsword, who is the owner Andrew Brownsword Hotels. He concentrated on consistent recognition and reward systems for employees who deliver exceptional service. His hotels, known for their luxury and attention to detail, rely on staff who are motivated by both financial incentives and public recognition. Regular employee engagement programs and training opportunities were also done (Carterer, 2013). The leader has implemented a comprehensive Employee Recognition Scheme to reward staff who deliver exceptional service. This program provides vouchers to major high street stores on a monthly and ad-hoc basis to acknowledge employees who go above and beyond in their roles (Andrew Brownsword Hotels, 2025). Justin Salisbury, alongside his wife Charlotte, created the Artist Residence hotel, fosters a culture where employees are recognized for their individuality and contributions. Staff members who go the extra mile in delivering unique guest experiences are rewarded with public acknowledgment, opportunities for career growth, and creative freedom in their roles (Botique Hotelier, 2016).

Hence, in regard to compare and contrast, one critical difference in which these two characteristics differ is their time-based nature. Adaptability can prove to be very useful in the short term precisely during crisis periods or transitions the need for achievement fosters someone to pursue more long- term goals. An entrepreneur faces the problem of over-reliance on one attribute to the detriment of the other (Sheehan et al., 2018). Adaptability is the ability of an individual to adapt effectively to new conditions and manage change (Zhou et al., 2023). This trait is very important in dynamic environments as it allows people to change their behaviors and strategies in response to changing circumstances (Zhou et al., 2023).

For instance, when flexibility is overemphasised, it may result in a lack of foresight into the long term, and extreme emphasis on achievement would make a person too rigid, and incapable of swivelling when things are not going right. The essay further suggests that a balanced entrepreneur in this hotel industry would be flexible like someone who emphasizes flexibility while having a steady drive towards ambitious goals (Brotherton, 2019). There are two different, yet complementing approaches to leadership and success within an organisation: extraversion and reinforcement-based motivation. Extraversion is extroverted, concerned with external relations and involvement, something of great importance in the hotel industry, where personal contacts with guests, investors, and partners could be what marks success or failure (Selamet et al., 2022). Adaptability and extraversion, together with the need for achievement and reinforcement-based motivation are some very critical functional traits of the entrepreneurial personality: more so, in the context of entrepreneurial success in hotels (Cho, 2006). Extraversion provides a building platform for networks and relationships foundational to customer acquisition and retention in hospitality. Reinforcement-based motivation builds an internal culture for consistency and quality of service delivery (Kapiki, 2012). However, with regard to extraversion, one of the Big Five personality traits, is sociable, assertive, and enthusiastic. The extroverted type energizes and encourages social activity; they try to find every possible opportunity for communication (Wilt and Revelle, 2012). The need for achievement sets difficult goals and are driven by personal fulfillment rather than the desire for some external award. This sense of inner drive enables them to press on against any adversity and look for more avenues for excellence. Achievement motivation energizes and orients behavior toward achievement, and it is known to be an important determinant of academic success (Schiefele and Schaffner, 2019). In the hospitality industry, the critical element of service delivery functions best with reinforcement-based motivation to ensure top performance (Sangpikul, 2021). A significant limitation of reinforcement-learning models of motivation is that intrinsic motivation can emerge when outcomes or behaviors are novel and uncertain or ambiguous (Ryan and Deci, 2020). In the hospitality industry, adaptability helps employees to adapt to dynamic guest needs and evolving service trends, building resilience in fast-paced environments. Extraversion increases customer interactions as friendly staff creates welcoming atmospheres that boost guest satisfaction. Meanwhile, reinforcement-

based motivation utilizes rewards and recognition to ensure that employees provide consistent, high-quality performance. A study by Putra, Cho, and Liu (2017) studied the effects of extrinsic and intrinsic motivation on work engagement among hospitality employees.

The essay summarises, that adaptability, extraversion, need for achievement, and reinforcement-based motivation in hotel entrepreneurs play major roles in shaping entrepreneurship success. These traits are embedded in theoretical basics, which help to support the stance of this study. Although each trait is strong on its own, entrepreneurs who can strike an appropriate balance between externally adaptable and internally motivated, and between personal charisma and organisational leadership, are well-positioned for success. The hotel industry is complex and competitive enough, thus demanding not one-dimensional leadership but a nuance level that integrates personal competencies with organizational competencies.

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