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Module: Entrepreneurship

Module code: BMIH5001

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

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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. 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 most essential entrepreneurial characteristic in businesses exposed to the environment's rapidly changing nature is adaptability, as in the hospitality industry. According to the Dynamic Capabilities Theory, Teece, Pisano, and Shuen (1997) argue that an organisation's ability to transform internal and external resources in line with market changes is the main determinant of these organisations' success.

Founding Hilton Hotels, Conrad Hilton is a fitting example of adaptability within the entrepreneurial characteristics of ownership. The essay portrays that it was during the 1920s that he started his career in the hotel business as an owner of a small airport inn. This meant that from the very day he stepped into this business, he would have to face all the severe challenges he would possibly encounter, such as the Great Depression, World War II, and many others (Avelini, et al., 1995). Through some innovative moves within the hotel sector which adapted to pressure from the outside, he grew a company that eventually became one of the largest and most successful in the world. For example, after World War II, Hilton proved flexible and adaptable in the expanding need for luxury as well as business travel by increasing its international presence in key markets.

The strategic decisions of Hilton comply with the principles of the Dynamic Capabilities Theory. His continuous adaptability to the volatile nature of the external environment was either through adjustments to the former economic downtrends, embracing globalisation processes, or adopting technological advancements a characteristic of dynamic capabilities. Success entrepreneurship in The essay outlines that Hilton's case resulted from flexibility and innovational capacity, core competencies relating to the emphasis of this theory concerning constant re-configuration of resources (Ferreira & Ferreira, 2018).

Extraversion is one of the Big Five Personality Traits and was described in such traits as sociability, assertiveness, and positive emotion. 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 & Annisa, 2019).

Adrian Zecha, founder of Aman Resorts, is the quintessential extravert in a leadership style. He is a charming and garrulous man. The essay outlines that networking is indeed one of his special skills, especially when it comes to creating networking relationships with high-net-worth individuals and investors. This has helped him create one of the world's most exclusive luxury resort brands. Connection to clients and partners has been very instrumental in what has made Aman Resorts unique in its personalised service.

Zecha's entrepreneurial success matches the definition of extraversion from the Big Five framework. Not only did his extroversion bring Aman Resorts much-needed investments, but it also enabled him to shape a focus on personal interaction into his extremely customer-driven approach. The highlights that since the business is highly focused on keeping guests happy, being an extroverted individual helped him to "feel" the client's needs and be able to build a sense of long-term relationship with him.

McClelland's Need for Achievement theory (1961) was based on the fact that a high need for achievement could motivate people to achieve, assume individual responsibility, and seek challenges. The person with such a character is goal-oriented and thus motivated to improve and succeed. The essay outlines that 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, et al., 2016). Executives and leaders at Whitbread adopted the aggressive growth vision where they were always trying to outperform the competition, either through better operational efficiency or the Customer experience that, with the degrees of competition, Whitbread was destined to be a massive success entity.

The management who led the growth of Premier Inn so rapidly and thoroughly embodied McClelland's Need for Achievement. Their relentless drive to extend and improve operations to dominate the budget hotel market in the UK reflects a strong desire to achieve very challenging goals. Hence, Premier Inn's enormous market share achievement, and indeed proposed ambition, is a testament to achievement motivation in ensuring long-term growth and innovation (Millan & Rossiter, 2006).

Reinforcement Theory was propounded by B.F. Skinner in 1953, regarding how behaviour may be shaped by reinforcement, either positive or negative. Explained in the context of entrepreneurship, this theory talks about incentives, rewards, and feedback as factors motivating both entrepreneurs and employees alike. The essay further elaborates that positive reinforcement takes the form of incentives or motivational packages that are monetary, public, etc. It conversely discourages undesirable

behaviours by introducing aversive stimulators, which technically negate or eradicate the undesired actions.

The Ritz-Carlton Hotel Company scores high on customer service, which is driven the most by reinforcement-based management practices (Bharwani & David, 2016). The hotel 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 essay explains that the entrepreneurial leadership at Ritz-Carlton, combined with former COO Horst Schulze, produced a culture of positive reinforcement that inspires employees to serve consumers from more than the minimum.

The use of reinforcement-based practices by Ritz-Carlton as an organisation represents the fundamental principles of Reinforcement Theory. 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 (Brendon & Alan, 2005). It has been the reason behind its reputation as among the most luxurious and service-oriented hotel brands worldwide. Positive reinforcement motivates workers but fuels the entrepreneurial spirit of constant improvement within the organisation.

Adaptability and the need for achievement are the two kinds of traits that play quite different roles in the entrepreneurial sphere of action, especially in the volatile hotel industry (Tesone, 2010). Adaptability refers to the ability of an entrepreneur to change strategies whenever the market changes, or when some industry disruption or external challenge arises. It is because of Conrad Hilton's adaptability that Hilton Hotels survived and thrived through various economic downturns and global crises. The essay adds that Hilton's strategic diversification-from hotels to hotel locations around other places and then, around the world speak to the ins and outs of shifting during a period of significant change within the market. In particular, the hotel industry is more sensitive to both the macroeconomy and the changing tastes and preferences of consumers and technical innovation.

The need for achievement deals with an in -and focused psyche where the entrepreneur sets very high targets and measures success in beating such goals. For example, Premier Inn's leadership exemplifies a continuous pursuit of growth, emphasising benchmarking from competitors and services continually improved. Unlike adaptability, which performs better in responding to extant circumstances, the drive for achievement is internally pursued. The essay portrays that entrepreneurial inventiveness in terms of need achievement is goal-oriented and acts to achieve objectives more proactively; such inventiveness also tends to push innovation and improvement in performance even under stable conditions. In that light, adaptability can be considered more of a

short-term reactive characteristic, while the achievement motive pursues long-term strategic growth and competitive edge.

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. It is here that an entrepreneur faces the problem of over-reliance on one attribute to the detriment of the other (Sheehan, et al., 2018). 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 emphasises 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 & Wayan, 2022).

On the contrary, reinforcement-based motivation emphasises internal organisational dynamics, especially how leaders motivate their teams (Chung & D'Annunzio-Green, 2018). As discussed in the essay concerning The Ritz-Carlton, its employee-centred approach-the process of recognising and rewarding the behaviour of employees that is by the service standards of the company is a major example of how reinforcement can push organisations toward operational excellence. The essay portrays that Such a motivation style will prove critical in hospitality, as employees are essentially the face of service delivery, and customer satisfaction becomes a function of their performance. Reinforcement-based systems sponsor a culture of continuous improvement in which employees feel valued and motivated to strive for excellence (Daskin & Tezer, 2012).

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. The essay outlines that with achievement driving both strategic vision and long-term growth, adaptability will ensure that the entrepreneur can pivot when market conditions change (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, such traits are not mutually exclusive, and the best hotel entrepreneurs would generally have a mix of such traits (Baum & Peter, 2001). For example, while a hotel

leader will need to be adaptable in case of a recession to change course, he may also need orientation toward the need for achievement to innovate and grow, extraversion to win high-ticket customers, and reinforcement-based motivation to get employees to perform at their best.

In the hospitality industry, the critical element of service delivery functions best with reinforcement-based motivation to ensure top performance (Sangpikul, 2021). The essay portrays that Often the Ritz-Carlton serves as a prime example of an organisation using reinforcement-based systems to ensure employees are delivering excellent service. According to Wong and Pang (2003), Ritz-Carlton has used the reward and recognition practice for employee performance to create a culture where everyone's behaviour is aligned with the expected service standards.

Kuvaas (2006) found a more recent study that attests to the satisfaction of reinforcement-based motivation in increasing employee engagement, further reducing turnover, in labour-intensive industries like hospitality (Tom & Frances, 2007). The essay outlines that this therefore contributes to delivering specific incentives for desired behaviours, which influences an employee to be motivated and committed towards the goal of the organisation that enhances customer satisfaction with business success (Nieves & Quintana, 2018).

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 such as Dynamic Capabilities Theory, Big Five Personality Traits, McClelland's Need for Achievement, and Reinforcement Theory. Considering real examples through the leadership of Conrad Hilton, Adrian Zecha, the Whitbread Group, and Ritz-Carlton, these traits demonstrate how they play out in practice and contribute to entrepreneurial success in the competitive hotel environment (Stangl, et al., 2016). 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. Only such entrepreneurs who can flexibly apply these traits according to what is needed can ensure responsiveness in the short term and promote growth in the long term.

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