

## Chapter 9

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# The Creation of a New Venture

The creation of a new venture is not a highway to heaven, but it is a vehicle to economic freedom; with passion, love and sharing, that makes the creation of a new venture both for self-interest and a benefit to society.

### 9.1 Introduction

The creation of a new business is not a highway to heaven, but a meaningful exertion that can lead to economic freedom. To some people, it is the realization of a lifelong dream. For society, it will be considered added value as the new venture will provide the community with needed services and job opportunities. For the government, it is a good job creation strategy, equivalent to or better than that of a job training program, as the business itself becomes the training ground, and provides the job as well. Unlike training, the ventures create jobs, increase tax revenue, and consequently help to resolve the problem of unemployment and contribute more money to the treasury. As an added incentive, the saved cost of training can be re-allocated for some other purpose, hopefully a creative and innovative one, rather than just to feed the voracious appetites of bureaucracy.

There is another more cultural incentive. By encouraging people to be self-employed, it will enhance enterprising culture and make people self-reliant. A culture that supports the notion of the ideal society, will result in individuals who are more likely to be creative and innovative, providing opportunities for others rather than depending on others to make a living. Therefore the creation of new ventures has been hailed as an effective job creation strategy globally.

The above comparison only expresses the relative effect. Of course some of the contributions listed in the venture creation boxes can also be found,

in effective job training programs, and if individuals are willing to upgrade themselves or become creative and innovative individuals. However, it is not an inherent feature of job training to do so, whereas it is an inherent feature of venture creation. This is similar to the way one can find examples of entrepreneurial behavior in a corporate environment, though this is rare; whereas in an entrepreneurial environment, it is more common.

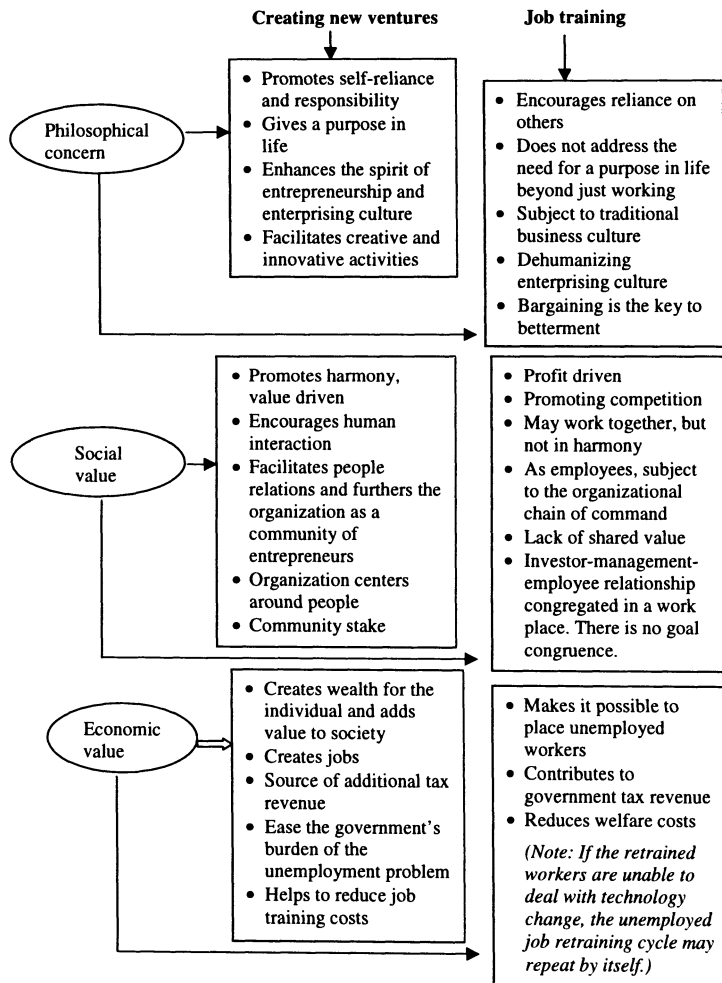


Figure 9.1 A comparison between job training and creating new ventures.

## **9.2 Begin With the Venture Founder**

### **9.2.1 Who does not want to be a venture founder?**

While everyone is an entrepreneur some of the time, and some people are entrepreneurs all the time, not everyone is an entrepreneur all of the time. However it can certainly be said that if you want to find someone who thinks like an entrepreneur most of the time, just look for the creator of a new venture. Others may be less inclined to do so. If you work in a 9 to 5 job, pay your union dues and look forward to your pension and your retirement, there is a pretty good chance you are not into the risk-taking life of an entrepreneur. If you like playing the stocks, looking for that gold mine in the Yukon or Indonesia to make it big, chances are you are not developing your next new idea to start a venture. If you are a politician, then you probably are not jumping around trying to find a way to fund your business start-up. If you are a professional, be it a lawyer, dentist, doctor, veterinarian or engineer, then chances are that you are looking to your income to pay the mortgage, rather than an upturn in sales. If you are praying for your lottery ticket number to come in, chances are you are not looking for your next product to hit the jackpot. Mind you, there is probably someone, or perhaps many people who fit those descriptions who prove us wrong (and we are glad of it!), but on the whole if you want someone who is trying to innovate, create and provide new jobs, look to a new venture founder. Those who endure the hardship of nursing and caring without knowing what the return will be (using Catillon's words), it is them for whom we can be certain that entrepreneurial thinking is their cup of tea.

### **9.2.2 Who wants to be a venture founder and create it?**

It is a simple truth that people who are comfortable are unlikely to change. After all, why should they want to? Very often, people motivated to create their own ventures are influenced by negative factors more so than positive. That is, by what they do not have rather than by what they do. While forcing people onto the street might be an effective way to create a new generation of entrepreneurial thinkers, we certainly do not advocate this and we would

hope that most of our readers would agree. However, there are many more fascinating and inspiring tales of people pushed to the edge who later managed to bounce back and make it big through their creative efforts, than there are of wealthy people who left it all to start a big venture. Here, we relate an interesting human experience, not a sob story, but one where a woman rose to success under rather unusual circumstances. She now owns a small software development company catering to advertising agencies, employing eight full-time software engineers and with annual sales of around five million dollars. Here is her story:

*The environmental pressure and inner entrepreneurial spirit drive*

The heroine enters the story as a new illegal immigrant from China, where she had earned a good quality degree in computer design. Anxious to leave and start a new life, she grabbed at the chance to move to Toronto, Canada, where she worked at a restaurant, first as an assistant cook, and then as a waitress from 5 pm to 1 am in the morning for about two years. She earned only a little more than the national poverty line income. This was just sufficient to allow her to survive on the basics of food, shelter and clothing. At times, she had to send part of her income back to her family in China. She was unsuccessful in getting a better job even though she had other skills. As she did not have a social security number, no one was willing to take the risk of employing her.

She lived in a small room nearby Toronto's old Chinatown, north of College Street close to Spadina Avenue. Though life was extremely hard, she somehow managed to get by, mostly by incurring debts on her Visa in order to supplement her cashflow. However, the situation worsened as days passed. She could not afford the bank's high interest rates, and it became almost impossible for her to make the Visa payments.

As a daily routine, she would pass by the northwest corners of two major streets, where there is a bank, a hotel with a slightly seedy reputation, a mission for the homeless and a funeral home. The setting of this commercial development had an unsettling effect on her. This haunted her all day and all night, and the message was something like this:

*If you are heavily in debt, and circumstances make it impossible for you to cope, you may be pushed into living in a "cheap" hotel. Possibly, you may become*

*involved in the oldest profession (prostitution), get drunk all the time, and eventually thrown out of the hotel onto the streets where you'll be reliant on the mission's free food. Finally, there will come a day when you can no longer withstand the pressures of life. You may even find it a torture to be alive. On that day you may visit the last storefront on the block, with the comfort that even if you don't have any money, at least the government will supply you with a free burial.*

She could not bear the thought of this, and in particular, the possibility of being pushed into prostitution, just as she was not willing to accept the thought that one day she might end up relying on charity taking care of her. She was 36 at the time, and it was her fourth year in Toronto.

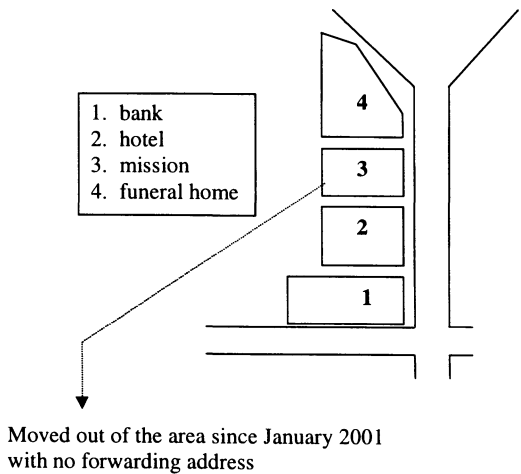
With each passing day, this little vignette strengthened her resolve to change her life. At her worst and most desperate times, she thought of suicide, but she would ultimately realize that that was not the solution. She started to deliberately avoid walking by that corner, instead taking a longer route to her workplace. Along her new route, she noticed a few computer shops on the south side of College Street, with the one attracting the most attention apparently operated by people recently emigrated from China. Driven by curiosity, she had a chat with the shopowner, who she discovered, was a new immigrant. The shopowner had also tried to secure a suitable job, but failed, and instead decided to start his own business. He told her, "I have no idea how this will go. So far, not bad! It gives me a living and a much brighter outlook on the future than I used to have!"

Recalling the computer training she received in China, and inspired by her talk with the shopowner, she then had an idea. As her fellow immigrant said: "Life is too short to complain about the circumstances. Regardless of who you are, life must continue, so let's get on with it."

First, she entered into a program at a nearby college to improve her computer and design skills. During this period, in addition to waiting on tables from 5 pm till 1 am the next morning, she was also attending computer classes from 9 am to 12 noon. In her spare time, she would approach shopowners and managers in a variety of businesses, particularly ad agencies, asking them whether they would use her services for promotion designs. She would always stress her computer skills and how they would help improve their market performance, and realize eventual growth potentials.

Eventually, she earned the confidence of two small companies, who contracted her to do a few small jobs, which she did exceedingly well. Through word of mouth, she eventually acquired more contracts, thus allowing her to quit her waitressing job and concentrate on her business full-time. Next, she accumulated sufficient cash to engage a lawyer to help her acquire landed immigrant status. Eventually, she was able to incorporate her small, home-based venture into a respectable software development firm.

A number of research works have concluded that there are some individuals who seek venture creation opportunities. The above is only one example among many, of ventures created by individuals hungry for economic freedom. Some of these ventures are based on clever or sophisticated ideas. Other ventures involve simple ideas and appropriate technology, applied with determination and a faith in what they offer to society. With such simple tools, many persons have made livings for themselves and their families and provided jobs and useful services for others. In India, it is not unusual to see a man with a small box containing a number of strings and a small stock of beads, from which he will make some simple jewellery. He combines a manufacturing and marketing business all in one spot and



**Figure 9.2** The northwest corner of two commercial streets in Toronto, Canada.

provides a living not only for himself, but his family as well. Judging by Western standards, it is not much of a venture, a micro-undertaking at best, but nevertheless, from the point-of-view of the seller, it is a venture, and whether he knows it or not, he also contributes to India's economy. The key question to ask here, is what inspired him to create his micro-venture, or in other words, what was his motivation? The answer is obvious — he wants both himself and his family to live, and this micro enterprise is the means by which he accomplishes this.

This may not be impressive for those who only have regard for university degrees. But at the end of the day, is it not the education received, but rather the contribution made that is important? A business entrepreneur need not have a higher degree. A Harvard dropout can create a business empire, earning him the title of the richest man in the world. The founder of Federal Express is proud of the fact that he earned only a "C" grade for his business plan during his days at MIT. There is ample evidence of plenty of successful venture founders, who never even made it to the graduation ceremony.

On a global basis, there are countless people who have created their own ventures to meet the "basic needs," and who have struggled to get out of poverty. There are people who have suffered from personal setbacks, and/or are dissatisfied with the establishment or their environment. These include, in no particular order:

- school dropouts
- new immigrants
- women discriminated against for their gender
- working mothers disillusioned about 9 to 5 working hours
- people pressured by family to succeed
- homemakers bored with their lives after the children have grown up
- people with disabilities
- people desiring to satisfy their self-esteem
- pensioners who believe that retirement is just an opportunity to start something new
- persons unable to gain a higher education, perhaps because of economic reasons or possibly discrimination

Though fewer in number, there are also those who are motivated by reasons other than dissatisfaction. Some individuals have been successful in other endeavors and want to realize what seem to be impossible dreams. Others like Bill Gates, just want to prove themselves: “If he can do it, why can’t I?” As noted in *Fortune 500*, Geoffrey Colvin made a specific reference relating to the value driven idea — “‘Entrepreneur,’ which used to mean ‘flimflam man’ or ‘unemployed,’ is now the station to which millions of young people worldwide aspire.”<sup>1</sup>

There are also dreamers such as Kanokwan Wongwatanasin who found her success by spotting a once in a lifetime opportunity and becoming the first person to offer Internet services in Thailand. She started her own Internet service venture and generated \$7.5 million in sales and accounting profit of \$408,000 in 1999. Similarly, Toshihiro Maeta was the pacesetter in bringing the Internet to mobile phones. His company gave him annual sales of \$84.7 million and accounting profit of \$7.7 million.<sup>2</sup>

### **9.2.3 Is there any lesson that can be learnt from venture success?**

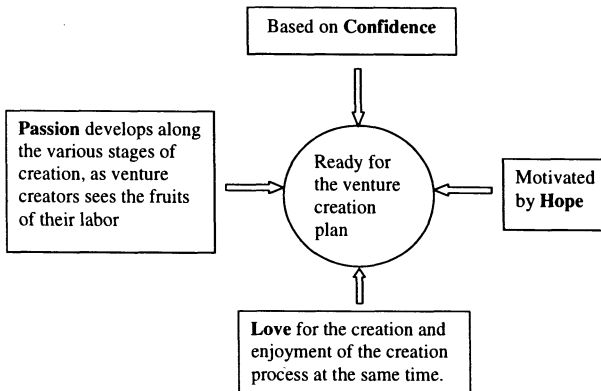
**First, have confidence, build hope on confidence, and then build with undivided love and passion for creation**

There is no magic bullet for venture success. However, there are a few simple wise words and incontrovertible facts, which if observed will increase the chances of success. In the more rational approach to venture creation, the four elements of the creation process are: get ready, get set, get planning and go. More importantly however, is that to succeed, one needs to build hope of success on confidence, effective planning, and love and passion for the business. Building a venture is much the same as giving birth and raising an infant child, everything must be rooted in love and passion or it results in naught. It involves making sacrifices whatever and whenever the need arises. If there is only \$100 left in the bank, and it is a choice between using the money to buy groceries or to save the

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<sup>1</sup>*Fortune 500*, 24 July 2000, p. 64.

<sup>2</sup>*Asiaweek*, 11 May 2001, pp. 46 and 47.



**Figure 9.3 Love and passion driven venture creation initiative.**

business, it is likely that the money will go towards saving the business. Passion and love are the fundamental requirements for individuals who decide to create their own ventures, building on hope for the future and on the basis of self-confidence.

Although four elemental sources of energy are identified, they are not in any particular order and are mostly inter-related. Nevertheless, it is often the confidence attribute of an individual that prompts his/her desire to pursue venture creation opportunities.

The success of a venture creation very much depends on the venture founder's self-belief and confidence in the endeavor, however business environmental factors must also be taken into consideration. An entrepreneur may be able to create a new venture successfully in Perth, Australia, but there is no assurance the same will happen in the U.S. or Canada. A variety of different factors including sociological, economic, variations in the market, buyer behavior, religious belief, political conditions and many other factors will play a role. These and other fundamentals can be found in most marketing texts and in on-line information.

### **Even the simplest plan, is better than no plan at all**

- (1) Incubating venture ideas before entering into more comprehensive planning**

### **Selecting and making decisions on a venture type**

In the traditional venture development approach, we are taught to “find a hole in the market” which means to find a niche. Put in a more concrete form, it looks like this:

Step 1: *Identify consumers in a given sector.*

Step 2: *Identify their needs.*

Step 3: *Identify suppliers to those needs, and compare what they do to what is needed.*

Step 4: *If a need is not satisfied, identify why, or if it is, can it be further satisfied?*

While successful, slavish obedience to these rules can lead to some interesting ethical ambiguities. Let us examine one. The smuggling of human cargo from China that has been occurring with increasing frequency over the past few years.

*Step 1.* In China, there are a large number of people who are dissatisfied with their situation.

*Step 2.* The reason they are unhappy, is that they cannot express their entrepreneurial desires in the communist environment, and thus they yearn to live in a free market economy.

*Step 3.* The only chance these people have of leaving the country is through a long legal and bureaucratic tangle, which is only accessible to a few in any case.

*Step 4.* The needs of hundreds of thousands of Chinese are not met, with the exception of these who are willing to take risks and skirt around the law.

This might be taken as a way out, and the smugglers might be considered to be modern day Robin Hoods or even Oskar Schindlers here, saving people from the communist oppression. The only problem is that these smuggling operators do not care about the welfare of their passengers, and are more than willing to have them die rather than allow themselves be caught. Even when they are in their new, dream countries, they are harnessed to work as virtual slaves for any number of years. What would Robin Hood think of that? What would the dutiful first year business student, so diligently copying down his notes on venture creation, think of that if he really thought about it?

Drug trafficking and other criminal organizations may promote or be the result of creation process that can be described well in accordance with the traditional approach of new venture creation. However, as we define it, they are not entrepreneurial creations, as they do not act for the common good, even when they create many job opportunities, as they are fundamentally destructive, do harm to other human beings, and thus are outside of entrepreneurial endeavors, as are any destructive entities, whether legal or not.

These would include ventures that have an unnecessarily high impact on the natural environment (e.g. excessive fishing, strip-mining or mass deforestation), perpetrate unkind acts on animals, and in general, use the land in a non-entrepreneurial way. It is these undertakings that impair the continuation of life. They may be business undertakings, but they are not creative or innovative, and thus are not entrepreneurial. Any entrepreneurial activities, although for self-interest, must add value to society too.

There are countless enterprising opportunities that will create wealth for the individual and add value to society. While there are likely to be problems, perhaps more so than business activities that are not entrepreneurial, in every problem situation, there are perceived new opportunities. As such, entrepreneurial ventures can be anything that will contribute socio-economic value to the society. They can be home-based software development, catering services for occasions, small-scale manufacturing, food processing, environmental protection, child minding, and among all the millions of opportunities, garbage disposal. Let's use the garbage disposal problem in the city of Toronto as an example, and show how it can be an opportunity for wealth creation and, at the same time, add value to society.

*Venture idea 1: in every problem situation, there are perceived opportunities*

According to reliable sources, Toronto is a dream city. The city fathers and the media claimed that it is the No. 1 city in the world to live in. However, there is another side to the story. The city residents dispose of approximately 1.4 million tonnes of trash annually. As part of the city's effort, it was planned to ship the city's trash to Northern Ontario and bury it in what is known as the Adams Mine. But the deal fell apart over a contentious clause involving liability for unavoidable costs, and

the move was met with opposition from the residents of the nearby city of Kirkland Lake.

As an alternative, the city finally signed a contract allowing for the shipping of garbage to two landfill sites in the neighboring American state of Michigan. This will involve 100,000 additional trucks on the major Ontario thoroughfare, Highway 401, every year for the next 20 years. It has been noted that, from the environment point of view, this operation is a significantly poorer proposition than the Adams mine proposal. The operation will cost the city \$1 billion.<sup>3</sup>

The garbage dump problem is not one for the city of Toronto alone. It is becoming a global dilemma caused by the demand for higher and higher standards of living, and an economy based on planned obsolescence of products. And it will only get worse, not better. For the city of Toronto, the 1.4 million tons of trash will not end with the 20-year contract, but as the pressure of materialistic consumption continues, the trash tonnage will likely increase rather than decrease.

#### *Situation*

Mass garbage disposal: as a venture opportunity, the idea needs to transform into substance.

#### *Current position*

The city needs a short term solution; the current costs involve paying for the landfill site dumping, and trucking costs, along with hidden costs such as highway maintenance, and traffic congestion resulting in countless opportunities costs for those sharing the road with the additional 100,000 trucks. In the short term, garbage will continue to accumulate, and so an appropriate solution must be found.

#### *The future*

Within five years, as the immediate crisis abates and people become used to the additional traffic, politicians will claim credit for solving the garbage

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<sup>3</sup>*The Globe and Mail*, 21 October 2000, p. 61 (similar stories in other papers: *National Post*, *Toronto Star* and *Toronto Sun*).

problem, as well as using the opportunity to increase property taxes, justified because of the additional costs involved in dealing with the garbage. Assuming that the recycle and reuse programs will continue in their present forms, the accumulation problem will continue, because recycle programs are limited, not including some types of plastics and various food wastes for example. Of course, little kitchen garbage can be reused under the current schemes.

Table 9.1 shows ways to turn a problem into an entrepreneurial business opportunity, create wealth for the individual and add great value to society, and thereby humanity as a whole. Garbage disposal is an enormous problem, it has made some of our living environments virtually unliveable. Humans ultimately must produce less waste; in the meantime, we have to address

**Table 9.1 Venture opportunities derived from trash disposal problem.**

<b>Kitchen garbage classification</b>	<b>Administrative approach</b>	<b>Possible solutions</b>	<b>Venture opportunity</b>
(a) Cardboard boxes, packing materials, metal containers and plasticware	Recycle	Reclassify as separate items	Set up a collection post, provide incentives for materials in reusable condition, and recondition them, make them reusable and market them as environmental friendly products to concerned users.
(b) Remains of vegetative organic matter	Trash collected for dumping into landfill or abandoned mines	Useful material as natural food for garden plants, flower bed filler, etc.	These substances can be used to create compost and/or fertilizer.
(c) Animal protein, remains including bones and leftover unwanted food etc.	Treated the same as (b) above	Same as above	Same as above, except may require more extensive processing to make it useable. In addition, may be used to make pig swill, for example, as long as it is done in a hygienic fashion.

the issue and generate business ideas. There are numerous examples of people with innovative ideas at various stages of development; some of these ideas have the potential of becoming sustainable ventures.

Turning an idea into a business opportunity depends on the would-be venturer's personal perception of the idea. The individual needs to build on the hope of making the creation a success, and have a passion and love for the idea and pursue it. A great idea is a great thing, but no enterprise, however great the idea behind it, has ever succeeded when pursued half-heartedly, especially if in competition with one pursued with vigor. It might be useful to use the following as a guide:

## **(2) Assess the feasibility of three venture ideas**

*Classification (a):* Cardboard boxes, newspapers and other throwaway packaging is collected by the city and recycled, but recycling costs money, and old newspapers have limited use. Some old-fashioned shops use them as wrapping to protect breakable items, a few food shops wrap groceries in them and there may even be a few fish and chip shops that still sell you their product wrapped in old papers, but on the whole, these enterprises are few, and most shopowners would take a great deal of convincing before they would return to using newspaper wrappings.

Even if there is little one can do with the masses of useless newsprint, cardboard boxes can certainly be reused. Virtually every person who has moved house without the benefits of a moving company can appreciate the virtue of a ready stock of old boxes. And some "No Frills" supermarkets do not give out plastic shopping bags, but direct shoppers to pick suitable boxes from the pile and use them to pack their groceries.

For reuse, boxes tend to be troublesome because of their bulkiness. While the city can request that residents flatten the boxes for recycling, the reality is that residents rarely comply as it is a bit difficult to manage. Further, boxes would have to be classified and redistributed by size and strength in order for them to be reused, and this also is time consuming and costly.

*The conclusion: under the circumstances, the idea listed in the box of Table 9.1 "suggesting reuse of cardboard boxes" is not immediately feasible.*

*Classification (b) and (c):* Both (b) and (c) appear to be sensible ideas, and in fact, can be combined.

Electrically powered kitchen trash disposal mechanisms or “trash compactors” were once a popular item in many North American kitchens, but fell out of favor in the 1970s. The reasons for their decline were manifold:

- It was costly
- It caused frequent plumbing blockages
- It was hard to use, requiring separation of compactable items from those which could not be compacted
- There was low consumer awareness of the importance of minimizing garbage

However, times have changed, consumers are now much more concerned about environmental health than three or four decades ago, and technological advancements may mean that the product design can be improved. Although it is to be used by the consumer, initial marketing effort may be directed not at the consumer, but at city governments pitching the product as a way of reducing the garbage disposal cost, thus being of direct benefit to the city. For example, reduction of kitchen waste by half can help the city save several hundred million dollars. Therefore, to initiate the project, it requires at least three fundamental innovative efforts: product, initial R&D financing to build a prototype, and innovative marketing to sell it to the city administration.

*Venture idea 2: government policy can lead to venture opportunities*

As a policy initiative, the U.K. government encourages the single parent to return to the workforce. This initiative is aimed both at reducing some of the burden on the government, and having the person contribute to tax revenue as well as give some hope to others dependent on government support. However, single parenting is full of challenges, and locating affordable childcare facilities is practically impossible. Although not necessarily a lucrative “profit” generating proposition, childminding for working parents can be an attractive venture for those who love children. It also helps to create wealth and add value to society.<sup>4</sup>

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<sup>4</sup>*BBC News*, 10 October 2000.

*Situation*

This could be a good venture opportunity especially if it offers some innovations, such as integration of an early childhood education program into the operation. Compliance with local statutes is of course necessary, but overall the entry barriers are low and start-up capital is affordable.

*Venture idea 3: conservation induces venture opportunities*

Conservation is a big issue in many countries, particularly for nations relying on logging as one of the major sources of national income. Even economically prosperous countries, still have a heavy reliance on lumber, both for industrial use and for the consumer market. Uses range from building needs, to pulp and paper, to making all sorts of furniture. In fact, wood remains an important resource in virtually any human domicile.

As our demand for lumber increases, reforestation and sustainable harvesting become critical issues. In cold climates, a softwood tree needs up to 30 years to reach harvestable size, and about ten to 15 years in warmer regions; in the latter case, the lumber is typically less versatile and hence less valuable. Given that trees perform a number of functions in maintaining the global ecosystem, forest preservation is of vital concern, as can be seen from the reactions to the recently derailed Kyoto accord.<sup>5</sup> Some logging companies are fully aware of the consequences of their activities and engage in systematic reforestation programs, usually in cooperation with local governments. However, there are many others, that ruthlessly devastate whole areas for the sake of their own convenience. Protests over logging of the Temagami region in Ontario, and the west coast of New Zealand's South Island are two cases in point. Tree planting and reforestation are needed particularly in countries that primarily rely on exporting timber as a source of income.

In the mid-1980s, a student of the senior author was inspired by the need for tree planting ideas. He secured a contract from the Ministry of Nature Resources of the Ontario Government, Canada,

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<sup>5</sup>While the Kyoto accord deals mainly with reducing carbon dioxide emissions which contribute to the "greenhouse effect" or "global warming," one of the key points of the debates has been the role of preserving forests which play a vital role in reducing carbon dioxide levels.

along with logging companies contracts. He built a million dollar business within a short period of three years from a very small amount of capital investment. Although the same story may not be duplicated in other countries, the idea of working on reforestation as an independent tree planting company along with logging companies and the government is still as fresh as the daisies.

### *Situation*

The reforestation operation initiated by the senior author's student has been written as a case and published in 1989 under the name of "Broland Enterprise Incorporated." It provides a brief operational plan and outlines some of the hurdles experienced in the venture creation process.<sup>6</sup>

The above offers some brief thoughts regarding how venture ideas may be generated, and opportunities may be pursued. The world is never short of venture opportunities; it is all up to the individual. The entrepreneur is always there, but it is commercialization that puts the "ship" in entrepreneurship, and changes an idea into an economic activity presented to serve human interests.

### Questions for discussion

1. Assume that you have invented a device that generates sufficient heat to incinerate organic materials in under a minute. The object is small (about as big as a loaf of bread), weighs about 300 g, and creates a fine ash with no toxicity to the environment. What would you do to turn your invention into a viable venture?
2. What would be a business plan to market a new product? How would you prepare a business plan to attract the interest of venture capitalists?
3. Value, cash, wealth, money and profit are words that each have meanings of their own. Without referring to a dictionary, how would you define these words with respect to venture creation and managing new venture development?

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<sup>6</sup>Kao R. W. Y., *Entrepreneurship and Enterprise Development* (Holt, Rinehart and Winston, Toronto, 1989).

4. Born into a well-to-do family, you were a child well-protected by your parents. In fact in your pre-teen years, you were positively spoiled. You could have anything you wanted under the sun. However, both your parents were often away on business, so you and your sister spent most of your time alone with the maid. Surprisingly however, you did not indulge in many of the vices of youth such as drugs or excessive drinking. As such, you were always viewed as a “good kid” by your parents. When you were 18, you asked your father to give you a BMW convertible. Though he bought you one, it was not what you wanted; instead of a brand new car, it was several years old. You were not totally satisfied, but accepted it anyway, and felt quite virtuous in your “sacrifice.” Coming to the age when many young people wonder what they will do with their lives, you nurture the idea of one day owning a small company involved in “product innovation and development” to help those who have ideas, but due to reasons such as lack of capital you are unable to develop the idea into a viable product on their own.

Now you are 24 years old, and your father and mother still support you financially. However, you no longer live at home. You have fallen deeply in love, have lived together for more than a year and want to get married. You approach your father about getting married, and ask him to support you both financially, so that both of you can continue on as graduate students to obtain higher degrees. To your dismay, your father refuses, saying that you should get married only when you have the means to do so without parental financial support. Not heeding your father’s advice, you proceeded on with the marriage plans anyway, thinking in the back of your mind that your father would never really let you down. But true to his word, he stops the steady stream of cheques you’ve been receiving.

Over the years, you have become completely dependent on parental support, lost all your initiative and spent all your time and energy on dating, and generally spending money in a careless manner. You have no confidence, determination and are unwilling to take risks. You know nothing about being self-reliant, but then you realize that you still have love and passion for your old venture creation business idea. You are determined to make it work, but neither you nor your spouse has any

idea of how to go about doing it. But as you said to your spouse: “This is my dream, this will make me a human being that I will be proud to be, and hopefully that my parents will be proud of as well.”

What will you do, to make this dream a reality? Your bank account is about to run dry and you have reached the limit of your Visa gold card.

5. Prepare a list of entrepreneurial attributes. Provide suggestions on how you would help to cultivate and develop these attributes in someone who is about to create a new venture.
6. Contact your local government or perhaps search on the Internet, to see what kind of assistance is required in the creation of a new venture that you believe will make you a wealthy “entrepreneur” in five years time or less. Your venture will be beneficial to society as well as the environment.
7. As a new MBA with a minor in Entrepreneurship, you plan to pursue further academic challenges and go for the gold (a Ph.D., that is). Your “Entrepreneurism” course professor agreed to be your supervisor, but you will have to write a plan, including the title of your dissertation, about how are you going about to complete this academic challenge. Prepare this research plan under the subject of “Entrepreneurship” or “Entrepreneurism.”
8. Do you believe, that it is in the interests of an economically advanced country to encourage everyone to have a small business of their own? Why? Explain in detail. What about in a country with virtually no resources of its own, but with a well educated populace?