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2018

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Leadership of entrepreneurship at the macro level in South Africa

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A research article submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

Johannesburg, 2018

Version 1.0, December 2018

Declaration

I, **Ipeleng Onneile Mabusela** declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

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Ipeleng Onneile Mabusela

Signed at Parktown

On the 11th day of December 2018

Acknowledgements

I wish to express my sincerest gratitude to the following people:

My family and friends for their love, support and patience during the course of the MBA programme.

My supervisor, Mr. Brian Barnard, for his guidance, support and professionalism throughout the study.

My sponsor, Hoerbiger, for their support, flexibility and patience during the study.

And finally, to the participants, who dedicated their time, knowledge and perspectives on entrepreneurship.

Supplementary Information

Supervisor: Brian Barnard

Word count: 14380

Supplementary files: Research Instrument (Schedule)

Project Format: Research Article

Nominated Journal: Southern African Journal of Entrepreneurship and Small Business Management

Abstract

The purpose of the study is to assess the state of leadership in entrepreneurship at the macro level in South Africa. This is further explored by assessing the gaps, issues and challenges and effectiveness of leadership as well as the roles of government and the private sector in entrepreneurship leadership. A qualitative methodology was incorporated through structured interviews with several South African entrepreneurs.

The research finds that entrepreneurship in South Africa is not effectively led. Several initiatives from the private and public sector exist to support entrepreneurs but remain largely uncoordinated. There are a lack of standards and benchmarking at macro level even though entrepreneurs could benefit from guidelines, governance and strategy frameworks. Government does not understand or communicate with to entrepreneurs sufficiently. The private sector does not have the best interests of entrepreneurs at heart due to competing interests for clients with regards to markets. Incubators, accelerators and universities compete among themselves for funding and accolades which hinders their assistance to entrepreneurs.

The negative culture in entrepreneurship, which permeates all aspects, needs to be improved through effective leadership the by enhancing the brand and knowledge of entrepreneurship throughout society.

Entrepreneurship needs to lead itself and educate other stakeholders through a unified voice and servant leadership in order to be led effectively at the macro level. Private Public Partnerships have the foundation for better entrepreneurship leadership at the macro level.

Further research could include assessing how strong institutions are formed and how that can be applied to entrepreneurship, the needs and agendas of each stakeholder in entrepreneurship as well as the issues and challenges related to creating standards and benchmarks for entrepreneurship.

Abbreviations

EI	Entrepreneurship industry
ELML	Entrepreneurship leadership at the macro level/ leadership within entrepreneurship at the macro level

Declaration of terms

- The entrepreneurship industry and entrepreneurship fraternity essentially refer to the same thing. It refers to the collective entrepreneurship body or population.
- Entrepreneurship leadership at the macro level then refers to leadership for the entrepreneurship fraternity or entrepreneurship industry.

Introduction

The purpose of the study is to assess the state of leadership within entrepreneurship at the macro level (ELML) in South Africa and identify gaps through qualitative data collection and analysis. Leadership at the macro level may benefit the entrepreneurship industry (EI) by providing vision and direction.

An example of the benefit of leadership is Taiwan's Hsinchu region that was established from the strong link between Silicon Valley and Hsinchu. Leadership to the industry was provided by Taiwanese engineers who worked in Silicon valley and brought back their expertise and management skills to bolster the Hsinchu technology industry which now competes globally with Japan and the U.S. in the manufacturing of notebook computers and other PC components (Saxien, 2000).

An example of the lack of leadership is incubators, which have the role of supporting entrepreneurs to network, navigate business related legal issues and develop their businesses. This has proven to be problematic even in relatively successful countries such as the U.S where incubators focus too much time on their own financial sustainability. In Europe incubators struggle to bridge the gap between funders and entrepreneurs and there is a lack of entrepreneurial culture. Even in cases where incubators have been a success, on a macro level these remain scarce, isolated and uncoordinated (Aernoudt, 2004).

Existing literature rarely directly links entrepreneurship at an industry level to leadership and the related possible effects.

The context of the study is not country or industry specific but instead compares and collates literature from across sectors and countries on a macro level. Entrepreneurship is key driver of growth and development across the world and touches on several aspects ranging from poverty alleviation to economic policy development (Hart, 2003). However, in terms of policy development, several governments have made the fundamental mistake of equating Small to Medium Enterprises (SMEs) to entrepreneurship. Entrepreneurship policy focuses on high impact, newness and reshaping the manner in which things are done. SME policy does not necessarily focus on these entrepreneurial attributes, but instead of focuses on protecting SMEs and more closely depicts incentivised self-employment than entrepreneurship (Henrekson & Stenkula, 2010). However, entrepreneurship policy literature is still scant on details of entrepreneurship leadership at the macro level.

Governance is closely related to policy and both of these affect the demand side and ultimately supply side of entrepreneurship (Hart, 2003). New governance literature points to the increasing failure of government to address societal issues on its own and the increasing role of the private sector in conventional areas of governance and the related success it can introduce. Private Public Partnerships (PPPs) define the cooperation between government, profit-making

firms, and non-profit private organizations in order to bring about change in society (Börzel & Risse, 2005).

Strategic leadership gives meaning, makes sense of environmental ambiguity and provides a clear vision that allows the organization to evolve and innovate. At a macro level, this may provide entrepreneurship as an industry with sense of purpose (know-why), meaning (know-what) and methods (know-how) in order to advance the industry as a whole (Boal & Schultz, 2007).

Globally, entrepreneurship is not approached and led at the macro level but it is instead segregated into regions or industries, interchanged with SMEs, misunderstood by policymakers and driven by uncoordinated incubators and other private entities. The study further examines the extent and scope of leadership within EI. In particular, it investigates the following:

- What is the effectiveness of EI leadership? What are the gaps within EI leadership?
- What are the issues and challenges within EI leadership?
- What is the role and contribution of government in terms of EI leadership?
- What is the role and contribution of the private sector (the industry itself) in terms of EI leadership?

The significance of the study is depicted in the manner in which management strategies are applied in the context of the entrepreneurship industry with regards to leadership, governance and the roles played by government and the private sector. Several studies have focused on leadership in general as well as applied leadership in the private sector, such as the impact of transformational leadership versus transactional leadership on the psyche of the organization (Elenkov, Judge, & Wright, 2005). However, there exists a gap in leadership literature within entrepreneurship, particularly at the macro level, as opposed to the level of the entrepreneur. It of interest to understand the effectiveness, gaps and challenges of EI leadership in order to recommend areas of improvement that benefit entrepreneurs and their industry.

Public policy means the intentional use of power by government to bring about change. This is significant in the context of entrepreneurship as policy affects the environment in which entrepreneurs exist and policymakers often fail exploit opportunities and risks related to entrepreneurship as the don not fully comprehend the interaction between entrepreneurship and public policy (Hart, 2003). Government therefore has a significant role to play in EI leadership but this topic is not well researched in the context of entrepreneurship policy which leaves room for exploring the leadership context.

The private sector and other non-government agents contribute significantly to the efforts of governments the world over. They offer knowledge, expertise, governance and problem solving capabilities that can be well integrated and managed through PPPs (Börzel & Risse, 2005). The private sector may also act alone, outside of government, through initiatives such as incubators to stimulate entrepreneurship (Aernoudt, 2004). The role played by the private sector in EI leadership is yet to be explored in depth.

The assumptions of the study are as follows:

- The nature of the study is qualitative and reality is subjective and multiple as seen by participants of the study. Meaning is embedded in the respondents' experiences.
- Good leadership at industry level provides direction and vision to that industry as is the case for several industries such as Taiwan's Hsinchu region.
- Experienced successful entrepreneurs, the respondents, are knowledgeable with regards to governance, government, the private sector and leadership as such knowledge is crucial for the survival of their businesses.
- Respondents will answer truthfully as their identity and individual views will be kept confidential.

The delimitations of the study are as follows:

- The study will confine itself to the perspective of entrepreneurs. It will exclude the perspective of other stakeholders such as government and the private sector.
- The study will not be a generalization of the perspectives of entrepreneurs, but rather seek meaning, insights and nuances of their perspectives.
- The study will not make use of any quantitative research methods but will rather focus on qualitative aspects.

Literature Review

The literature explores three general themes in order to investigate EI leadership at the macro level: (1) Leadership in the broad sense, (2) Entrepreneurship policy and its difference to SME policy and (3) Governance with government and cooperation with non-government agents.

Leadership

In the context of the study, leadership is seen as crucial to the vision and strategic direction of the entrepreneurship industry. The literature review explores what leadership may look like for entrepreneurship at the macro level.

Leadership can instil urgency, commitment, resolve, and awareness or mindfulness (Thomas, Schermerhorn, Dienhart, & Bartles, 2004). Values themselves can be a driving force. In general, a shift from compliance to commitment is sought. Leadership is a process of influence leading to the achievement of desired purposes (Davies & Davies, 2004). It involves inspiring and supporting others towards the achievement of a vision for the organization which is based on clear personal and professional values. Strategic leadership is defined as vision setting and clear communication and motivation with followers (Elenkov et al., 2005). Strategic leadership is the ability to foresee the future, agility, strategic thinking and initiating change within followers to create a new future for the organisation (Ireland & Hitt, 1999).

Transactional and transformational leadership

Substantive research exists that supports the power of both transactional and transformational leadership (Elenkov et al., 2005). Transactional leaders concern themselves with the immediate needs of their followers while transformational leaders look beyond immediate needs and focus on uplifting moral, motivation and morals of their followers. There are three elements of transactional leadership; 1) contingent reward behaviour where the leader clarifies what is required of the follower in order to be rewarded 2) management by exception behaviour, where the leader monitors the follower's behaviour and takes action if the behaviour is not acceptable and 3) laissez-faire behaviour, where the leader avoids taking any action at all.

There are four main elements in transformational leadership: 1) Leaders exhibit charismatic or idealized influences on their followers who identify with them and want emulate them. Followers perceive such leaders to have superior capabilities. 2) Leaders portray inspirational and motivational behaviour and instil it in their followers. These leaders communicate clear and challenging expectations to their followers. 3) Leaders engage in intellectual stimulation to support their followers in creativity and problem solving through challenging norms within the organization. 4) Leaders appreciate the different needs, strengths, weaknesses and desires of each individual follower. They support, coach and mentor each follower individually and create unique opportunities for growth and learning for each of them (Elenkov et al., 2005).

Even though the two leadership approaches are conceptually different, they are not mutually exclusive. Both approaches may be used by the same managers at different intensities depending on the individual subordinate. The shortcomings from an organizational perspective, however, are significant, as research has focused on the individual level effects and not beyond the leader's immediate subordinates. Organization wide effects must be studied to gain perspective on these leadership factors.

Distributed leadership

The concept of distributed leadership is quite simple: initiatives or practices used to influence members of the organization are exercised by more than a single person; non-person sources of influence also may be included in this concept as, thus also leading to a view of leadership as an organization-wide phenomenon (Leithwood, et al., 2004). The concept of distributed leadership overlaps substantially with shared, collaborative, democratic and participative leadership concepts. Distributed leadership assumes a set of practices that are enacted by people at all levels rather than a set of personal characteristics and attributes located in people at the top.

There are two basic forms of distributed leadership: additive and holistic. Additive forms involve tasks that are dispersed among members of the organization without necessarily considering their interactions. Holistic forms entail focus on the interdependence of those providing leadership. These forms of distributed leadership attribute high levels of interdependence amongst leaders which leads to high levels of synergy and dynamic, multidirectional social processes that enable learning for individuals and the organization as a whole. In contrast to hierarchical leadership forms, distributed leadership accurately reflects delegation and division of labour on a practical level. This reduces the probability of an error occurring based on the decision of an individual leader with limited information from a single perspective (Leithwood, et al., 2004).

Distributed leadership creates an environment where the capacities of the organization's members can be easily enlisted for the benefit of the entire organization. Greater commitment and buy-in to organizational goals is achieved through members' participation in decision-making. Anticipation and response to the organization's environment, team moral and fulfilment are greatly improved due to the self-determination that distributed leadership encourages (Leithwood, et al., 2004).

Coordination amongst leaders in distributed leadership remains challenging. Coordination can be achieved in small teams through direct interaction.

However, in large organizations, direct interaction is limited due to practical constraints such as time and logistics. In vertical relationships, two –way flow of information assists with coordination. Some duties or tasks must be executed by the leader and not shared. Top leaders must be assigned the task of vision setting, strategy formulation and execution and aligning the organization's structure with the vision set. Even though a leader consults with several people in the organization in making decisions, the leader is ultimately responsible for them. Some tasks, such vision and goal setting, mentorship and culture dissemination are carried out at several levels of the organisation and could therefore be partly shared (Leithwood, et al., 2004).

Strategic leadership

Strategic leadership is a series of decisions and activities that are simultaneously process-oriented, rooted in implementation and visionary in nature (Boal & Schultz, 2007). Strategic leadership creates a strong link between the past, present and future of the organization by reaffirming core values and giving a strong sense of identity while navigating the dynamic environment in which the organization functions. Strategic leadership gives meaning and makes sense of environmental ambiguity and provides a clear vision that allows the organization to evolve and innovate.

Supervisory theories of leadership focus on person-orientated behaviours as they attempt to support, mentor and give feedback to followers in the organization, while strategic leadership focuses on giving meaning and purpose for the organization, a clear focus on the organization and instead of in it. Through storytelling, strategic leaders give context and are able to influence the organization's interpretation and promotion of information. This results in the beginning or reaffirming of consensus of organizational purpose (know-why), organizational meaning (know-what) and organizational methods (know-how). Strategic leadership promotes a balance between chaos and order, between the inertia of bureaucracy and anarchy which results in a fluid, responsive and innovative organization.

There is a difference between visionary, managerial and strategic leadership. Visionary leadership is concerned with the future of the organization. Visionary leaders have an affinity for risk-taking and are not dependent on the organization for a sense of who they are. They exert influence on people within the organization by evoking images and expectations of the future, altering moods and changing perceptions about what is possible and in so doing altering the determining the direction of the future. Even though they have potential to create above average performance for the organizations they lead, their inherent weakness lies in looking too far ahead and making changes for the future that may leave the organization unsustainable in the short term (Rowe, 2001).

Managerial leadership has the opposite weakness; it concerns itself with the short term sustainability but may not consider the future enough. For managerial leaders, goals arise out of necessity instead of dreams and are based on the organization's past and culture. Managerial leaders are sensitive to the past. Managerial leaders influence only those that they work with, and not the organization as a whole. They engage and support short term, least-cost behavioural activities that boost short term financial performance. Managerial leaders will never exceed above average performance for their organizations and in the long run may even erode the organizations performance by failing to adapt early enough (Rowe, 2001).

Strategic leadership is the synergy between managerial and visionary leadership. Strategic leaders are able to balance the paradox of visionary long term goal setting with immediate actions on achieving those goals while maintaining short sustainability of the organization. They have strong, positive expectations of performance from their peers, subordinates, superiors and themselves. There are constraints to implementing strategic leadership, especially within an organization, but it is possible given two conditions that are hard to impose: autonomy and protection. If the management team of a division of an organization is given the autonomy to innovate and protection from stringent and bureaucratic financial controls, strategic leadership may possible.

However, as the smaller part of the larger organization becomes successful from risk-taking and ignoring bureaucracy, the larger managerial organization will want to intervene to mitigate risk (Rowe, 2001).

The impact of the leader on the organization

The type of leadership an organization has greatly influences its relative success, measured in wealth creation. Managerial leadership can at best maintain wealth that has already been created and at worst erode this wealth. This is because managerial leadership stifles innovation by focusing on financial stability. Visionary leadership is more volatile than managerial leadership in terms of wealth creation as they may or may not create value. In cases where they do create value, their style of leadership is difficult to emulate for other organizations. Several visionary leaders, such as Steve Jobs at Apple, failed to create wealth without the support of managerial leadership supporting them and consequently had to step down or be removed from their top management positions. Strategic leaders create wealth for their organizations by producing above average performance through balancing the paradox of leading and managing, of focusing on the future while focusing on the present financial stability of the organization.

An example of this is GE CEO Jack Welch who strived to reduce the stifling effect of bureaucracy on innovation and creativity which resulted in one of the highest wealth creation rankings in the 1990s and affected the entire industry. Strategic leaders focus on revolutionary change and not evolutionary change. Strategic leadership is not just for professional managers appointed as CEOs, it also applicable to entrepreneurs (Rowe, 2001).

CEOs serve as public figures for their organizations, and as a result, interact with important external constituency groups such as customers, suppliers, and political officials on a regular basis. Charismatic CEOs portray a positive image of the firm to external stakeholders which helps the firm obtain resources, beneficial relationships and attract talented employees. This effect of this charisma is referred to as strategic influence. Transformational CEOs are likely to have a similar effect on external constituents. Through creating a compelling vision for the organization and inspiring commitment to the vision, transformational CEOs may obtain pledges of support and capital from powerful external stakeholders, which could ultimately have a positive impact on organizational outcomes (Resick, Whitman, Weingarden, & Hiller, 2009).

Leadership process

There are two forms of leadership processes: 1) transformational leadership is associated with explorative learning while 2) transactional leadership is associated with exploitative innovation. Transformational leadership therefore encourages members of an organization to challenge institutionalized learning and adopt generative and exploratory thinking processes while transactional leadership encourages an organization's members to adopt a maintenance role and support refinement, improvement and routinization of existing products, services, processes and competencies. The study also reveals that in dynamic or unstable environments, the transformational leaders were even less likely to become exploitative and transactional leaders were even less likely to become exploratory. A very dynamic environment however, also did not cause transformational leaders to become more exploratory either. This implies that the relationship between transformational leadership and exploratory innovation is not correlated to environment, it is more internally focused. The same is true for the relationship between transactional leadership and exploitative innovation (Jansen, Vera, & Crossan, 2009).

Organizational structure is used to coordinate the organization and assign tasks to members. Strategic leaders decide on the organisation's structure, its shape and size, the flow of information and the resultant interaction between members. Organizational structure influences the learning culture of an organization by influencing the flow and access of information.

Transactional leaders prefer rigid structures that are formal and centralized which limits learning; these types of structure enforce following routines instead of exploration and learning. Transformational leaders, however, prefer matrix structures that are decentralized and encourage learning; interaction between members and role swapping encourages creativity and knowledge sharing (Vera & Crossan, 2004).

Entrepreneurship Policy

In the context of this study, entrepreneurship policy affects the entrepreneurship industry in various ways; ranging from the supply side to the demand side entrepreneurship. The literature below explores issues and challenges related to policy that affects entrepreneurship industry leadership.

Henrekson & Stenkula (2010) support the notion that there is a fundamental difference between entrepreneurship and self-employment or SMEs. The two terms are often used interchangeably which is incorrect. Entrepreneurship stems from organisations or individuals that actively renew and reshape the economy. Necessity entrepreneurship, starting a business for survival is not considered the true form of entrepreneurship. A more suitable form is opportunity entrepreneurship, where a business is started to on the basis of a credible business opportunity.

High impact entrepreneurship commercializes key innovations or disrupts industries through breakthroughs that spur growth in both firms and the economy and generate employment. However, self-employment is a second-best response to unfavourable constitutions and lacks entrepreneurial activities. Also, entrepreneurial activity can occur within existing firms. It is therefore impossible to equate or interchange SMEs and self-employment with entrepreneurship.

Hart (2003) explains that entrepreneurship policy is a vast domain, ranging from local to national levels. It touches on several aspects of society, ranging from poverty alleviation to economic policy development. The focus of entrepreneurship policy is on entrepreneurship; the process of starting and expanding new businesses and affects both incumbent and nascent entrepreneurs.

According to Hart (2003) public policy is defined as government's intentional use of its power to influence certain outcomes whereas governance is defined as the relationship and interaction between various stakeholders such as government, business and academics. The two ideas are intertwined and affect both the supply and demand side of entrepreneurship. For instance, government may introduce a policy that seeks to increase the number of new entrepreneurs thereby increasing the supply side of entrepreneurship which has an immediate impact on entrepreneurship.

On the other hand, other government policies, such as education and macroeconomic policy have long term effects on entrepreneurship, spanning for over a decade for effects to be realised. Both immediate and long term actions are essential for entrepreneurship policy but entrepreneurship may not be a driver for long term policies such as education. The effects of entrepreneurship and in fact public policy may be negated by other external factors such the rise and fall of industries, background such as location and access to electricity. The entrepreneur themselves may not even notice the effects of policy to their success due the complexity of what makes a successful entrepreneur. Policymakers themselves may not be knowledgeable enough to identify opportunities for improving entrepreneurship. Even though extensive research has been conducted by business schools, this has not necessarily been taught in schools of public policy.

Entrepreneurship vs SME Policy

SME policy focuses on factors that affect business success among SMEs. Government expenditure and promotion had positive effects on the growth of SMEs in Indonesia (Bhasin & Venkataramany, 2010).

After the Great Depression, many governments believed that small businesses had an important role in job creation and innovation. Policymaking began to focus on protecting small businesses against the cost advantages inherent to large firms and had the aim of alleviating network, knowledge and learning difficulties.

This incentivised self-employment and policy became selective towards certain industries, types of firms and groups of people driven by government agencies (Henrekson & Stenkula, 2010).

Yet new evidence reveals that high rates of new employment are driven by gazelles; small firms which generate the most growth. Super gazelles, large firms with high growth, have the common trait of newness with small firms. Newness is therefore considered the most important factor in high growth firms. It must be noted that newness does not equate to the technology sector, newness spans across several industries and sectors (Henrekson & Johansson, 2010). These new developments have in turn influenced policy discussions, shifting them towards a dynamic economy rather than targeting small firms to compensate them for their inherent disadvantages.

A summary of the difference between entrepreneurship policy and SME policy is as follows (Henrekson & Stenkula, 2010):

- Quality of entrepreneurship instead of quantity of SMEs
- Focus on incumbent and nascent entrepreneurial individuals' and their needs instead of protecting SME firms
- Focus on High Impact Entrepreneurs/Gazelles instead on self-employment/SMEs
- Focus on enabling entrepreneurship instead of supporting SMEs

Hart (2003) expands upon entrepreneurship policy explaining that there is a difference between an entrepreneurial venture and a small business venture. An

entrepreneurial venture is infused with novelty and dynamism, often related to technology innovation, such as start-up e-commerce firms, even if the business itself may be small. This is different from a well-established neighbourhood restaurant. Entrepreneurship policy therefore excludes ventures that are neither new nor dynamic. Such policy is often aimed initiating and maintaining networks between stakeholders such as potential suppliers and customers within entrepreneurship.

Public policy influences entrepreneurship as follows: "1) the demand side of entrepreneurship, 2) the supply side of entrepreneurship, 3) the availability of resources and skills, 4) preferences for entrepreneurship and, 5) the decision-making process of entrepreneurs" (Henrekson & Stenkula, 2010: p.10).

Aims/ Objectives

Entrepreneurship policy must aim at enabling entrepreneurship. Henrekson & Stenkula (2010) list the following four principles that underpin the entrepreneurial economy: "1) ease of starting and growing a business, 2) generous rewards for productive entrepreneurial activity, 3) disincentives for unproductive activity, and 4) incentives to keep the winners on their toes" (p. 10). Several policy areas may affect more than one principal at once but they are generally summarised beneath each principal below as follows:

1st Principal - ease of starting and growing a business

- Deregulation of the economy

- Cost, time, complexity and minimum capital to start a business
- Liquidity and capital constraints – access to funding
- A flexible labour market
- Social security system that is aligned to entrepreneurs
- R&D, commercialization and knowledge spill over

2nd Principal – rewards for productive entrepreneurship

- Protection of property rights
- Taxation aligned to entrepreneurs

3rd Principal – Disincentives for unproductive entrepreneurship

- Swift bankruptcy and proper knowledge reuse
- Business culture towards failure

4th Principal –Incentives to keep winners on their toes

- A balance between strong and weak IP laws

Implementation

Dahlstrand & Stevenson (2010) note four different categories of entrepreneurship policy. The first is "SME Policy Add-on"; initiatives are focused on the needs of nascent and experienced entrepreneurs but are weakly resourced and marginalized.

The second is the "New Firm Creation Policy", where government focuses on the reduction of entry and exit administrative and regulatory barriers such that the

start-up process is simplified for potential entrepreneurs (Dahlstrand & Stevenson, 2010).

The third is Niche Entrepreneurship Policy refers to targeted entrepreneurship efforts around specified groups of the population. Target groups may be segments of the population that are under-represented such as business owners, or people with the highest potential for potential high-growth firms – scientific researchers, inventors, university graduates, and people with technology experience (Stevenson & Lundström, 2001). Other groups, such as women, youth and ethnic minorities may be targeted to address social ills that created a barrier to entry for that segment (Dahlstrand & Stevenson, 2010).

The fourth is “Holistic Entrepreneurship Policy” is comprehensive and covers the full spectrum of entrepreneurship policy objectives. Entrepreneurship policy is vital for the prosperity of entrepreneurship but must be tailored for the country or region specific ecosystem (Dahlstrand & Stevenson, 2010).

Stevenson & Lundström (2001) state that there are three prevailing structural approaches, each with its own strengths, problems and challenges. One is umbrella agencies, with special authorities to develop, coordinate and deliver SME policy objectives. Another is a horizontal, multi-ministerial approach: multi-ministries and levels of government partner in the delivery of a common vision for increasing the level of entrepreneurship and business creation activity in the country.

With the vertical or silo approach, the responsibility for different parts of the small business/ entrepreneurship file is split among several departments, each responsible for its own sector, region or objective, with minimal incentive to collaborate in an integrated fashion.

Stevenson & Lundström (2001) argue that, regardless of structure, there are a series of challenges to overcome:

1) managing the horizontality of the policy issues across many government departments, 2) co-ordinating activity of different levels of government from federal to local, 3) maintaining links between policymakers and entrepreneurs, 4) maintaining links between research and policy and between policy development and local, program delivery, and 5) maintaining linkages with the network of non-government organisations and private sector actors (p.47).

However, the creation and adoption of a common vision as well as empowering policy makers and other stakeholders with the required knowledge and capability for development of entrepreneurship remain challenging. Another challenge is sustainability when considering that government changes with every new administration (Stevenson & Lundström, 2001).

Bhasin & Venkataramany (2010) state that enterprise promotion systems have their own systems that they wish to advance. The policies for enhancing SMEs were not adequate due to poor implementation and design.

Some of the issues were lack coordination between government departments or agencies and incoherence between these policies and the state's economic policy. New policies are required the enhance collaboration, funding, routes to markets and the strength of firms to compete with already existing firms.

Bhasin & Venkataramany (2010) argue that entrepreneur development must be managed in a centralized, integrated and comprehensive manner in one organisation. "There are too many institutions, there is a lack of a coordinated and integrated approach, and there is no Master Plan for developing SMEs" (p. 99).

Stevenson & Lundström (2001) note that several governments have embarked on an "innovation competitiveness" agenda to encourage the development of R&D, technology development and innovative growth-oriented firms. The Dutch government is targeting techno-starters, the Irish government is encouraging the commercialization of publicly funded and university R&D initiatives, and Australia is backing innovative, technology-oriented enterprises. Each of these governments, to varying degrees, has linked the innovation agenda to entrepreneurship.

Audretsch (2003) notes that regional entrepreneurship programs are typical of new policies that enable entrepreneurial activity. These entrepreneurial policies are increasingly becoming important instruments of the economic policy portfolio. An interesting example is Germany's five EXIST regions; where start-ups are encouraged from universities and state research facilities. The program has

explicit goals: “1) creating an entrepreneurial culture, 2) the commercialization of scientific knowledge, and 3) increasing the number of innovative start-ups and SMEs” (p. 30). Enabling policies, such as the provision of venture capital for research support, have been crucial to the success of several technology/ innovations clusters in developed countries.

Audretsch (2003) notes that the emphasis on Small Business Innovation Research (SBIR) and most public funds is on early stage finance, which is generally ignored by private venture capital.

Stevenson & Lundström (2001) note that in several countries entrepreneurship-oriented research institutes or networks exist. They fulfil the role of researchers for policy related to entrepreneurship. Country specific research placed emphasises on several aspects; performance of small firms, the macro environment of small firms and the culture of entrepreneurship.

Governance

Governance goes beyond the efforts of government and encompasses the efforts of elements of society such as the private sector, academic institutions, NGOs and communities to bring about change (Hart, 2003). In the context of this study, governance affects the interaction of entrepreneurs with other stakeholders such as the private sector and government.

Corporate governance

Abor & Adjasi, (2007) note a number of definitions of corporate governance: Corporate governance is concerned with aligning the interest of investors and management to ensure that firms are run to the benefit of investors. It is concerned with the relation between the firm's internal governance and societies' perception of corporate accountability. It includes elements such as cultures, systems, structures and processes that are crucial for the firm structures. It is also seen as the system by which companies are directed and controlled as well as defining the relationship between the company and its stakeholders. Corporate governance systems are the mechanisms that define ownership, behaviour and control of organisations within an economy. These mechanisms may be altered for the better and create soft laws that are adhered to by companies. It is about supervising and holding to account management teams of organisations.

Government and governance

Villanueva (2015) notes that in the early twenty-first century, in some Latin American countries, change began to occur in the manner in which public problems were addressed; the state began to collaborate with private and societal agencies to be more responsive and better address new societal needs. New Public Governance (NPG), a theme that emerged in the eighties, is about ruling and steering society and not simply public policy implementation and service delivery.

The emergence of NPG was instigated by the inefficiencies of the traditional public administration which was riddled with hierarchy and over-regulation. Governance is defined as social steering and decision-making through government institutions in order to: serve the aims, objectives, and priorities of society; to deal with the challenges, threats and problems faced by society and to build, seize opportunities the serve society. Public policy is therefore determined through social steering. Social steering defines the relationships between government, the private sector and society in order to achieve society's goals.

Osborne (2006) argues that there is a need for NPG. Public Administration (PA) works on the premise that society relies fully on government to meet society's needs. PA focuses on and within government and its key elements are: 1) centrality of bureaucracy in policy making and decision making 2) a commitment to incremental budgeting and 3) non-public (external) organizations only viewed as potential elements of the policy system. The strength of PA was that it explored the political nature of governance. It lacked, however, in its vague approach to implementation. In the 1970s New Public Management (NPM) saw significant growth over PA as NPM improved on implementation by incorporating private sector management techniques.

According to Osborne (2006), NPM's key elements were learning from the private sector, focus on performance management, implementation handled separately from policy makers, and external organizations viewed as independent contractors.

Even though NPM delivered good implementation, it has been criticized for not evolving from its intra-governmental focus and its view of policy as a secondary issue.

In recent years, NPG has emerged to overcome the problems noted with PA and NPM. NPG posits a plural state, where multiple interdependent players contribute toward service delivery and a pluralist state, where multiple processes inform the policy making system. As a result, NPG focuses on inter-relationships of governance and processes and on service effectives and results. NPG therefore combines the strengths of PA and NPM by recognizing the legitimacy and relevance of policy creation as well the strong implementation required for policy to be impactful.

Private governance and public-private partnerships (PPP)

Börzel & Risse (2005) define "public-private partnerships as the formation of cooperative relationships between government, profit-making firms, and non-profit private organizations to fulfil a policy function" (p. 4). In co-optation PPPs non-state actors offer knowledge, expertise and advice and in exchange receive closer information about negotiations. In delegation PPPs, some functions are delegated to non-state actors such as International Standards Organization (ISO). In co-regulation PPPs, non-state actors have equal power with state actors. Business associations and trade unions are the negotiating powers and the state only ratifies and signs the agreement. In self-regulation in the power of

hierarchy PPPs, non-state actors create their own regulation which supersedes state regulation.

Börzel & Risse (2005) argue that there is no empirical evidence that proves that PPPs improve problem-solving ability of governance at an international level. However, several arguments can be made in favour of PPPs: pooling of resources between public and private actors increases the problem-solving capacity and non-state actors serve as knowledge providers. However, the delegation of authority to non-state actors can lead to dereliction of duty simply transferring the problem as opposed to fixing it. What further compounds the problem is that the state cannot take back these functions as it was not able to successfully carry them out to begin with. However, private actors contribute to the identification of potential solutions to problems by bringing in expertise and knowledge. As a result, the state becomes open to deliberation.

Brinkerhoff & Brinkerhoff (2011) approach the definition of PPPs as a nuanced definition where a PPP exhibits elements of partnership. These elements are mutuality and organization identity. Mutuality means joint commitment to the partnerships goals, mutual dependence and some degree of equality in decision-making. Organization identity refers to the individual competencies and capabilities of the individual partner organizations. The individual partner organization has its own mission, values and identified constituencies. The definition therefore encompasses the cross-sectoral collaboration with the following features in relation to partnership: 1) Jointly determined goals 2)

Collaborative and consensus-based decision making 3) Non-hierarchical and horizontal structures and processes 4) Trust-based and informal as well as formalized relationships 5) Synergistic interactions among partners and 6) Shared accountability for outcomes and results (p.4).

According to Brinkerhoff & Brinkerhoff (2011), the benefit of partnerships is as follows:

1) to enhance efficiency and effectiveness of through a reliance on comparative advantages 2) to provide multi-actor solutions required by the scope and nature of the problems 3) to move from a no-win situation to a compromise and possibly win-win situation between the multiple actors and 4) to have an open decision-making process to maximise representation and ensure sustainability (p.4).

PPPs may be categorized by purpose such as service delivery and infrastructure. The PPPs purposes relevant to this discussion are policy and economic development. PPPs with the purpose of policy have organization structures and processes such as networks, task forces, joint task forces and special commissions. The performance metrics include technical quality, responsiveness, consensus building and legitimacy. Its normative dimensions include equity or representation, citizen participation and transparency (Brinkerhoff & Brinkerhoff, 2011).

Global governance

Backer (2011) introduces the concept of soft laws for the governance of non-state actors in the global arena. Soft laws are not created by a single state, but instead are established through global bodies State law only applies to the state from which it originates, whereas soft laws span across states and do not depend on the state as either a source or enforcer. Instead, soft laws or voluntary codes are not binding through organs of state enforcement but are binding through governance systems of the corporations themselves. This is achieved through consent of the governed and gives soft laws their legitimacy. The source of soft laws is based on the presumption of universal values.

Backer (2011) argues that certification is form of soft laws. An external body creates standards for a product or service and offers audits to verify compliance of corporate organisations. Corporates that comply can then use certification as part of their marketing and in so doing apply pressure on non-complying corporates to comply. This results in certification mimicking public policy or regulation.

Backer (2011) concludes that there is a new public transnational level of governance and governance apparatus: it is to set the terms of discussion as well as to frame regulatory responses and private behavioural norms. It is to produce standards that become law within states and governance norms among private actors. It coordinates and synthesizes. It does not legislate but produces law; it does not govern but it produces standards. It does not administer, but it produces

information and monitors. “The enforcement approach mimics those developed for private governance systems-transparency, benchmarks, exposure, and coercion” (Backer, 2011: p. 42). Just as multinationals have congregated within networks, so too have states.

Conclusion

In examining leadership within entrepreneurship, particularly at the macro level, a number of vantage points were considered: strategic leadership, policy and governance. Strategic leadership literature gives insights into what entrepreneurship industry leadership may look like and the related potential benefits. Entrepreneurship and public policy literature illuminates factors that need to be considered for a conducive entrepreneurial environment. Governance literature sheds light on shortcomings of government to resolve societal needs and by extension entrepreneurship needs. PPPs are revealed as an option for entrepreneurship governance. The literature, however, reveals that leadership within entrepreneurship, particularly at the macro level, is not well researched. The literature review concludes with the following research questions:

- What is the effectiveness of EI leadership? What are the gaps within EI leadership?
- What are the issues and challenges within EI leadership?
- What is the role and contribution of government in terms of EI leadership?

- What is the role and contribution of the private sector (the industry itself) in terms of EI leadership?

Research Methodology

Research Methodology or Paradigm

Qualitative research is closely linked to the interpretivist paradigm which has the following features: 1) interaction between the researcher and the respondent, 2) research language will be personal and informal, 3) the research must allow for free will, 4) appreciation that subjectivity and or bias is involved and 5) context-bound. In order to encourage the respondent to give insight and meaning, an interpretivist approach is required as it allows for openness, exploration and contextualisation. In contrast, a positivist approach would be too rigid as its features include: 1) independence between researcher and respondent, 2) deterministic, 3) objective and unbiased and 4) context-free (Malhotra & Birks, 2003).

Qualitative research is used as the research question posed aims to explore and gain insight from the experience of those in the entrepreneurial field in relation to their views of leadership in EI. A description of their perspectives on the matter will give light to nuances that may be missed through quantitative research methods such as surveys. Qualitative research is more sensitive as it encapsulates the views, feelings, behaviours and experiences of the respondents by allowing them to express themselves through probing, discussion and contextualization (Malhotra & Birks, 2003).

Research Design

The research aims to collect data that is based on personal views, experiences and attitudes from experienced people in the entrepreneurial field. This requires the respondents to reflect, be creative, imaginative and intuitive in response to the questions asked. The research is more exploratory than it is conclusive and the selected technique to gather data is therefore semi-structured interviews of individuals (Malhotra & Birks, 2003). Individuals are chosen instead of focus groups as the aim is to gain insights from the views of individuals and then compare, draw patterns and note differences in the analysis.

The advantages of semi-structured interviews are as follows: 1) requires less interviewer skill than unstructured interviews in order to stay focused on the topic, 2) more flexible and explorative than structured interviews as follow-up questions are encouraged to gain insight, 3) misunderstandings can be clarified immediately and 4) both parties explore the meaning and answers to the questions (Bell, 2014).

The disadvantages of semi-structured interviews are as follows: 1) the interviews are time consuming which limits the number of interviews conducted, 2) subjective and there is a danger of bias and 3) data obtained may be difficult to analyse and interpret (Bell, 2014).

Population and Sample

Population

The population for this research is experienced entrepreneurs who have experience with policy, government, the private sector and industry leadership. The respondents are selected on the basis of experience with regards to the topic of the research and the ability to articulate themselves clearly as is required for qualitative research (Bell, 2014). The perspectives and insights of entrepreneurs on entrepreneurship leadership and challenges, industry governance, the role of government and the private sector are sought.

Government and the private sector are considered role players impacting on entrepreneurs but are generally not considered as respondents. However, public servants from select parastatals that are heavily invested in entrepreneurship and its success to some extent, like public investment parastatals such as the industrial Development Corporation (IDC), and private servants in consultant and related services, such as business chambers, were included to a limited extent, to open up the discussion, and to obtain a more holistic view.

Sample and sample size

Qualitative research by its very nature has a small sample size which is not systematically selected to ensure that it is representative of the population (Bell, 2014). A total of 10 interviews were conducted with experienced entrepreneurs as it was taken that no new perspective or insight would emerge after this point.

Snowballing and random sampling are common sampling techniques used with qualitative research. To reduce reliance on methods like snowballing, the study used judgemental sampling and identified experienced entrepreneurs that met the requirements of the study (Marshall, 1996). They were identified through social media, attending entrepreneurial events, networking and referrals. The aim was to approach as many respondents as possible to properly spread the respondents. Entrepreneurs were not restricted based on factors like industry.

Public and private officials from parastatals and organizations heavily invested in entrepreneurship, like public investment parastatals and business chambers, were also approached, but to a limited extent (2 interviews).

The Research Instrument

A semi-structured interview was conducted with an interview guide or schedule. The interview process is a socially structured interaction and the schedule helped to keep the interview structured on themes but the interviewer was not limited by the guide in exploring the thoughts and feelings of the respondent (Bell, 2014).

The interview schedule made use of open ended questions centred on four themes: 1) Effectiveness, issues, challenges and gaps of EI leadership 2) industry governance, 3) the role and contribution of the private sector (the industry itself) in terms of EI leadership and 4) the role and contribution of government in terms of EI leadership.

The schedule is separately attached in Research Instrument (Schedule) and each interview lasted approximately 1 hour.

Procedure for Data Collection

Face to face interviews were conducted in order collect data. Appointments were made with experienced entrepreneurs.

A letter, which clearly states the intention of the research and guarantees the confidentiality of the respondent, was used to approach potential interviewees. Before the interview was conducted, an informed consent form was issued to the respondent which explained the intention, duration, and data collection method. Informed consent is crucial for ethics.

A recorder was used to record the interview for the following reasons: 1) note taking was distracting to the interviewer and respondent, 2) eye contact and rapport was easier to maintain, 3) improved the accuracy and reliability the of data and 4) data analysis was improved as the interview was played several times in order to understand themes.

It is noted that this can sometimes inhibit the respondent's responses (Bell, 2014). Once again, interviewer skill is required to put the respondent's mind at ease. Comfortable venues were selected to ensure interviewees were at ease, in order for them to speak freely.

Data Analysis and Interpretation

Qualitative data are in depth perceptions, feelings, insights, thoughts and beliefs of people who have experienced or experiencing the phenomenon being researched. The process of qualitative data analysis is interconnected and iterative and is as follows: 1) data assembly from a variety of sources, 2) data reduction is organizing and structuring of the data, 3) data display involves summarizing and presenting data and 4) data verification involves seeking interpretations and explanations of the data (Malhotra & Birks, 2003).

The data was assembled from recordings of interviews with several experienced entrepreneurs. Expanded notes made as soon as possible after each interview will record observations and insights gained. A fieldwork journal will be used to record problems and ideas that emerge with each progressive interview. Finally a provisional running record of analysis and interpretation will be used to build on initial insights (Malhotra & Birks, 2003).

Framework Analysis was used in data reduction. The researcher listened to the recordings and reviewed notes, the fieldwork journal and the running record of analysis and interpretation in order to immerse themselves in the data and become intimately familiar with it. After familiarization, identifying a thematic framework is the second stage and the researcher identified emerging themes or issues from the data assembled. Even though the interview schedule was centred on specific themes; an open mind was required to identify new themes. Indexing is identifying portions of the data that correspond to a particular theme. This may be achieved through a numbering system applied to textual data (Srivastava & Thomson, 2009).

Framework Analysis was used in data display as well. Charting is lifting the original indexed data and placing it onto charts that consist of headings and subheadings that were created during the thematic framework stage. This ensures that the data is still clearly identifiable from the original data or interview (Srivastava & Thomson, 2009).

Finally mapping and interpretation was used for data interpretation and verification from the charts mentioned above. Mapping will assist the researcher to show relationships, associations, nuances and differences in the data and give them meaning (Srivastava & Thomson, 2009).

Limitations of the Study

The limitations to this study are listed below:

- A representative sample is difficult to obtain as only a few entrepreneurs will be interviewed. For practical reasons, the entrepreneurs will be based on South Africa and will relate from the South African context; This sample selection impacts on external validity which is discussed in the following section.
- The findings cannot be generalized for the rest of the population but will give insights to individuals' perspectives.
- The researcher's personal views & beliefs are inherently part of the research which leaves room for different interpretations of the data.

Validity and Reliability

Reliability is the extent to which the test procedure would produce similar results under constant conditions on all occasions (Bell, 2014). The use of a schedule in interviewing entrepreneurs helps to ensure that the results are reliable as it kept the interview focused, even in a semi-structured interview. It also ensures that the respondent stays focused on the question and answers it. The schedule was piloted and modified where necessary. Methodological coherence was employed to ensure congruence between the research question, the method, the data and analysis.

As the research unfolded, the question, sample or methods were modified where necessary to ensure that each component verified the previous component (Morse, Michael, Maria, Karin, & Jude, 2002). The research process was iterative to ensure reliability.

Validity means that the design research provides credible conclusions; whether the evidence the research offers strongly supports the interpretations drawn from it (Bell, 2014). In order to ensure internal validity, methodical coherence explained above was applied. In addition to this, thinking theoretically was employed to ensure that that were no cognitive leaps in reasoning and that forward and backward logic was applied with each incremental step in reasoning (Morse et al., 2002). A pilot study was also conducted to ensure that the questions measure what they are intended to measure as well as to ensure that the respondent properly understood and adequately answered the questions.

External validity refers to the extent to which findings can be generalised. Studies have shown how generalization of populations can be difficult due to selection bias of the populations studied and limited information about the underlying heterogeneity across populations (Rosenzweig & Udry, 2016). With reference to this research, literature shows that entrepreneurship and incubators in Europe have very different challenges from their counterparts in the U.S (Aernoudt, 2004). In this research, for practical reasons, the sample was limited to South Africa and respondents would be answering questions in the context of South Africa.

Results

The interviews with all ten entrepreneurs were transcribed into electronic format, MS word. Each transcription was then read and coded with the use of comments by carefully reading through what each entrepreneur said in response to each question of the semi-structured interview. These comments or codes were then put into excel and grouped into categories by filtering keywords such as coordination or leadership in combination and individually. Categories were then further grouped to create themes. In each section below the source of themes are graphically represented by a chart of supporting samples of quotes, codes and categories. The findings related to each of them reveal commonalties, differences and nuances.

What is the effectiveness of EI leadership? What are the gaps within EI leadership?

Interviews revealed there is a general lack of leadership at the macro level in entrepreneurship. The lack of leadership is based on three categories, namely (1) uncoordinated efforts, (2) lack of mentorship and support and (3) lack of leadership & will among entrepreneurs (Figure 1).

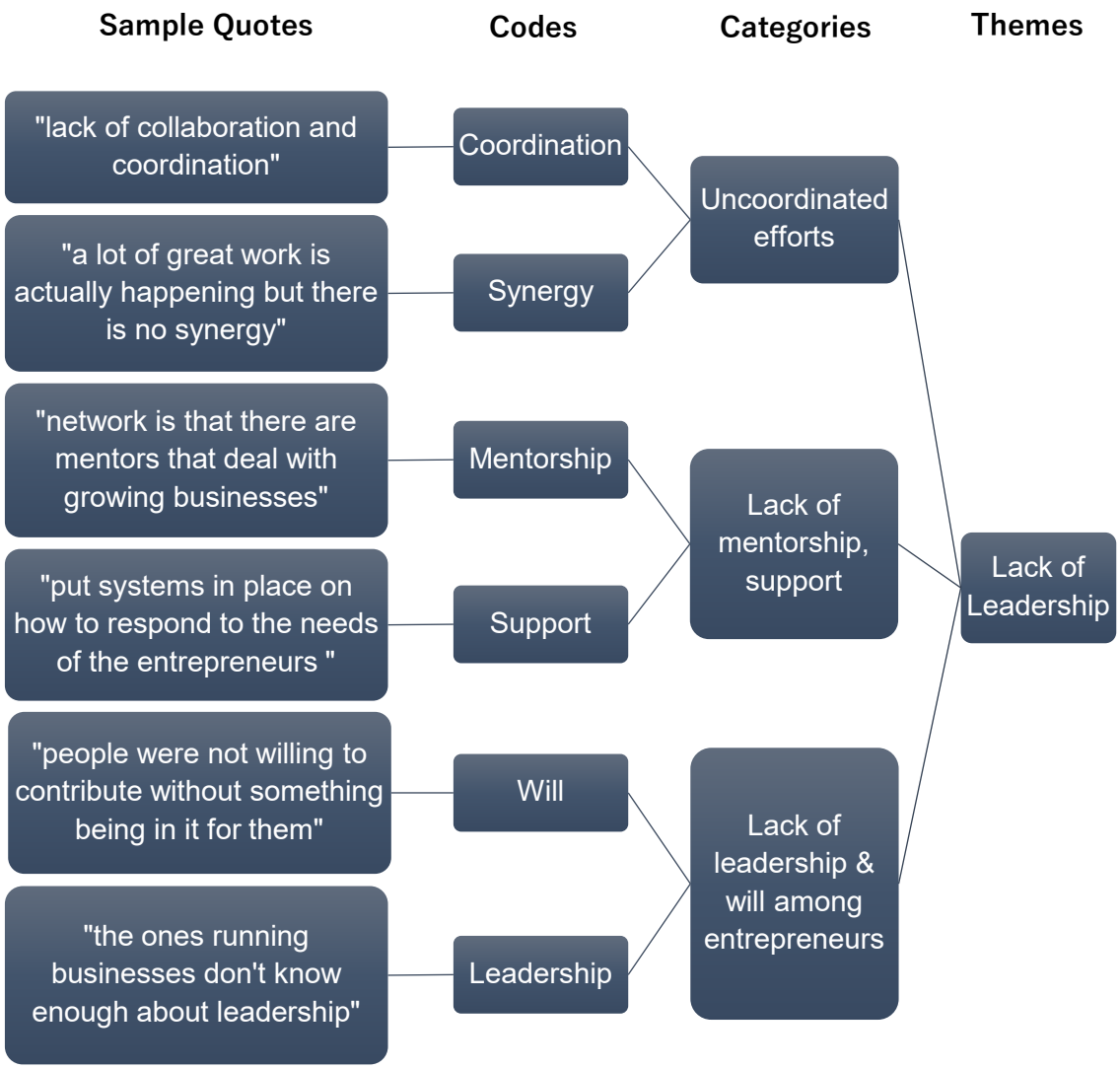


Figure 1: Theme: The effectiveness and gaps within leadership of entrepreneurship

Interviews revealed the entrepreneurs appreciate that there are several initiatives from the private and public sector to support entrepreneurship. These range from efforts of incubators to help businesses achieve growth to government initiatives and policies aimed at addressing entrepreneurship challenges. However, these efforts are uncoordinated due a lack of proper communication between government, entrepreneurs and the private sector. Other impediments to coordination include competition between stakeholders such incubators competing for funding, universities competing for accolades, individual entrepreneurs launching separate unrelated initiatives, and conflicting interests of stakeholders such as government, entrepreneurs, the private sector and universities. There is also inadequate monitoring, measurement, vision setting and strategy for entrepreneurship as an industry. The challenges faced by entrepreneurs are not analysed, prioritized and dealt with on macro level through coordinated efforts of the various stakeholders.

Entrepreneurs can see that there is gap in leadership at the macro level and appreciate that all stakeholders need to come together to collaborate and synergise for the betterment of the industry and job creation but are not leading themselves. The prosperity of entrepreneurship should not only be measured with hard numbers such as the number of jobs created, revenue, profits and size. It should also be measured through the development of entrepreneurs, the number of new entrepreneurs, the success and failure rate and the number of

entrepreneurs who have failed in the past but have subsequently become successful.

Interviewees revealed that there are other gaps in leadership in entrepreneurship such as the lack of a unifying force that represents the mutual interests of entrepreneurs. They also noted that one of the key functions of any group leading entrepreneurship must be to reach a wide range of communities simultaneously in order to have maximum impact. It should be led by entrepreneurs for entrepreneurs. A steering committee was suggested that would prioritize issues and assist government with policy formulation.

Interviewees explained that there have been efforts to lead entrepreneurship at the macro level by some bodies such as the Chamber of Commerce and by private individuals such as those who initiated the Hookup Dinner and Start-up Grind. Privately launched initiatives such as the Hookup Dinner provide platforms for nascent entrepreneurs to pitch their ideas and receive feedback from other entrepreneurs. However, these private initiatives attract a few entrepreneurs and fail to gain the wide appeal required to lead entrepreneurship at the macro level. Some of these initiatives failed precisely because of a lack of leadership, because no one was willing to truly lead without some sort of benefit accruing to them. South Africa's global networking ability in relation to entrepreneurship is also limited and needs further development. There is no unified voice from South African entrepreneurs to the rest of the world and government is not currently relaying related information in and out and of the country sufficiently.

Interviews revealed that the lack of support for the different phases of entrepreneurship is also lacking. Particular emphasis on the lack of guidance during the start-up phase was mentioned. This was attributed to the lack of a “one-stop-shop” for information, support and guidance for entrepreneurs. In contrast, some entrepreneurs held the view that there is some support but only for certain types of entrepreneurship such as jobs-intensive industries and results in the lack of support across entrepreneurship as a whole. Entrepreneurs require mentorship over and above access to information as mentorship provides the practical hands-on advice required in addition to theoretical assistance or training that is currently on offer from incubators.

Some interviewees thought that entrepreneurship should be segmented by industry such as agriculture, technology, manufacturing and medicine for example. Others thought it should be segmented by phases ranging from ideation to the expansion and growth phased while some thought it should be segmented by region. In all cases the intention would be to serve each segment based on its respective needs.

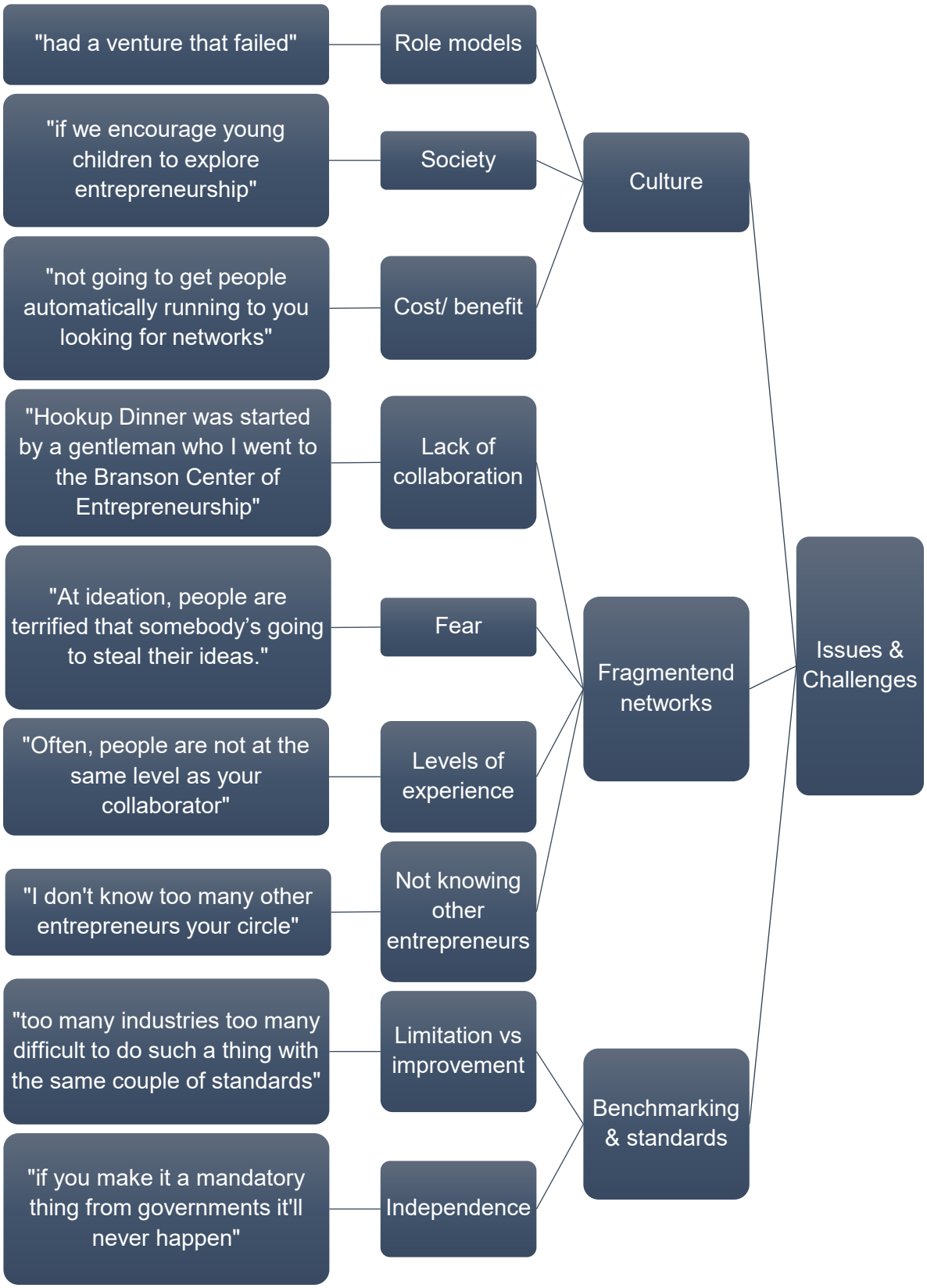
Interviews showed that there is a lack of capability on the part of entrepreneurs to lead themselves at the macro level. Entrepreneurs are proficient in their respective professions or fields but there is a deficiency in management skill and leadership.

Leading an entrepreneurial venture is different from leading entrepreneurs with the pursuit of creating and attaining shared visions and goals. In contrast, other interviewees revealed that the capability to lead is available among entrepreneurs but there is a lack of will. In some cases, entrepreneurs believe that no leadership is required and that the essence of being entrepreneurial is finding one's own way; entrepreneurs will take care of themselves. In other cases entrepreneurs don't want to lead themselves because they are survivalist; will not lead unless there is a financial or other significant benefit for them. There is also a cost of bringing everyone together and a debate as to who will bear that cost.

What are the issues and challenges within EI leadership?

Several issues and challenges were raised by interviewees and the findings related to this and are summarised as follows: (1) Culture (2) Fragmented frameworks and (3) Benchmarking & standards (Figure 2).

Figure 2: Theme: The issues and challenges in entrepreneurship



Interviewees felt that the expectation of what an entrepreneur is or should be and reality are not aligned. Most people think of Steve Jobs instead of thinking about more relevant local role models who have failed and the succeeded all within the confines of good ethics. Other role models, such as “tenderpreneurs”, who appeared to be relatively successful, were negative for entrepreneurship as they encouraged the use of political connections to win tenders from government. However, with the correct and relevant local role models in place, entrepreneurs may begin to see the benefit or appeal of joining networks, mentoring and leading in entrepreneurship. The media was partly to blame for the role models it endorsed and advertised as well as those it overlooked. The government also handpicked a narrow profile of highly successful entrepreneurs to showcase as success stories and this negatively affected what people perceived as realistic role models in entrepreneurship.

Interviewees also thought that society’s view of entrepreneurship influenced the culture and mood among entrepreneurs. At the moment, society does not understand entrepreneurship and punishes nascent and incumbent entrepreneurs for failure instead of encouraging them to try again. Some interviewees explained that South Africa also requires a unique solution to the mood and attitude of entrepreneurship in society and amongst entrepreneurs. In a country with significant levels of inequality, a normal entrepreneurship ecosystem does not exist and therefore solutions that have worked elsewhere cannot simply be transposed into the South African context.

Some interviewees posited that entrepreneurs are responsible for the mood and culture within entrepreneurship; entrepreneurs themselves must take entrepreneurship seriously by organizing themselves more systemically as has been done in innovation in Kenya, where entrepreneurs lead and government follows. Interviewees also revealed that entrepreneurs may not lead themselves unless it is appealing to do so; the individual benefit of leading or joining networking organizations should outweigh the cost for entrepreneurs. Interviewees argued that there was no single body that was accountable for the culture and mood of entrepreneurship.

Entrepreneurs were not keen to share and collaborate due to fear of their ideas being stolen or being challenged on their viability. It also became apparent that entrepreneurship is a lonely journey and entrepreneurs do not know each other outside the confines of their immediate business needs. Once again, some interviewees intimated that another cultural issue emerged; experienced entrepreneurs may not share knowledge or collaborate if there is no benefit to them, particularly if they are more experienced than their counterpart collaborators.

Interviewees explained that there are generally no standards, benchmarks or governance in place for entrepreneurship at the macro level. The reasons for this remained unclear but some interviewees alluded that unlike a profession such as accounting, entrepreneurship may be too broad for general guidelines to be relevantly applied. Some interviews felt all entrepreneurs could benefit from

basic structure and governance and basic guidelines should be in place. Many entrepreneurs start businesses without knowing what systems they should have in place to safeguard the sustainability of their businesses. This ranges from accounting systems and operations systems to strategy and contingency planning. Some nascent and experienced entrepreneurs do not have sufficient knowledge of basic finance and competitor analysis, which are basic requirements for sourcing funding from investors. Interviewees felt that financial resources or funding for entrepreneurship are adequate in South Africa from various private and public organisations such as the IDC. However, entrepreneurs do not know how to access these funds or how to present themselves sufficiently to have access to these funds.

Interviewees indicated that entrepreneurs are fiercely independent and imposing any sort of rules or standards on them would be received negatively. Instead, if benchmarking, standards and governance were introduced as a suggestion or recommendation then that may lead to a positive culture change. Concern was expressed at the type of standards or benchmarking used as entrepreneurship is very broad and the manner in which standards could be applied uniformly remained unclear. Overall standards or benchmarking must not limit or hinder entrepreneurs but only improve their output.

What is the role and contribution of government?

Interviews revealed that there are several facets related to government and categorised as follows: (1) Relationship with entrepreneurs, (2) Facilitation of initiatives and decentralization, (3) Policy and (4) Political agenda (Figure 3)

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Figure 3: Theme: The role and contribution of government in entrepreneurship

Interviewees believe that relationship between government and entrepreneurs is disjointed, stifled and not progressive. Government does not adequately listen to and understand the needs of entrepreneurs. One reason could be because government does not create platforms to suitably engage entrepreneurs from different sectors, backgrounds and growth stages. On other hand, entrepreneurs have not organized themselves sufficiently to have a unified voice to government. Government also frequently lumps Small to Medium Enterprises with entrepreneurship instead of distinguishing between the two and managing them separately.

There is a disconnection between government expressing the need to grow entrepreneurship and their inability to engage entrepreneurs as well as a disconnection between entrepreneurs wanting to be heard by government but failing to create representative groups in order to clearly communicate with government. There is also the notion that government does not have the capacity or capability to adequately support entrepreneurs as government officials do not have a background in entrepreneurship and lack experience in this particular field. This negatively affects the perspective that entrepreneurs have of government.

Interviewees proposed that the role of government is not to lead entrepreneurship. Instead, government should facilitate growth of entrepreneurship through properly implemented initiatives and decentralized leadership at municipal level that can adapt and respond to entrepreneurship

related needs. Some interviewees explained that in many instances where government is invited to participate or engage entrepreneurs, government is either not responsive or tries to lead, control and influence entrepreneurship instead of listening and facilitating growth. This leads to a lack of trust of government by entrepreneurs.

The interests of government and entrepreneurs are not always aligned. Government wants to use entrepreneurship for job creation and improving the economy but does not always focus on the prosperity and needs of entrepreneurs. These needs range from less complex policy, less bureaucracy in starting a business, more control and accountability from government on big business and the development of entrepreneurs. Other interviewees expect government to hold the private sector accountable for their lack of interest or inaction in supporting entrepreneurship. Enterprise and social development was cited as an example of the private sector simply throwing money at the problem instead of the outcomes for entrepreneurs. Government does not adequately measure private businesses on their ability to improve their supply chain through meaningful initiatives but instead measures them on how much was spent. Some interviewees even suggest that perhaps government favours big business over nascent entrepreneurs as some policy favours the former.

Interviewees explained that government has significant power over entrepreneurship through the creation of an environment and policy that is conducive to entrepreneurship. Government could create a conducive

environment through enforcement of the law but entrepreneurs will also continue to do their utmost to do business even in difficult environments. Policy is vital for entrepreneurship and several interviewees had ideas on policy changes that could benefit entrepreneurship such as easier tax compliance, less compliance required during the start-up phase and incentivizing learnerships. Some interviewees believe that government is listening to entrepreneurs as evidenced by some policies such as small business tax but that the impact of policy feels slow and that entrepreneurs are impatient. On the other hand, government policy is complex, cumbersome and filled with “red tape” for nascent and incumbent entrepreneurs to navigate. It discourages entrepreneurship by requiring enormous amounts of time and effort to focus on compliance instead of starting or running the business. Government cannot expect a small business to comply with all the regulations that a large business must comply with when small businesses have limited capacity. Other instances of government failure in relation to the private sector and entrepreneurship are government not advocating for banks to fund entrepreneurship.

Some entrepreneurs believe that government has the best interests of entrepreneurs at heart while others expressed concern that government is only focused on its own political agenda. The former group of interviewees further explained that government has the best intentions but lacks in capability and internal coordination with several departments not knowing what the other is doing. The latter group elaborated entrepreneurs have low levels of trust in

government as government leadership changes every five years and the new leadership may change policy or direction in order to suit their political interests. Some interviewees felt that government does not take entrepreneurship seriously as evidenced by government's consistent late payment to businesses for services rendered. Other interviewees expressed that government is not accountable for the success or failure of entrepreneurship and only highlights the rare success stories in order to convince society that it is making progress.

What is the role and contribution of the private sector?

Interviews with entrepreneurs revealed that there several factors related to the private sector and other stakeholders. Namely these are: (1) Private sector relationships with other stakeholders, (2) the role of incubators and accelerators and (3) the role of universities and other research organizations (Figure 4).

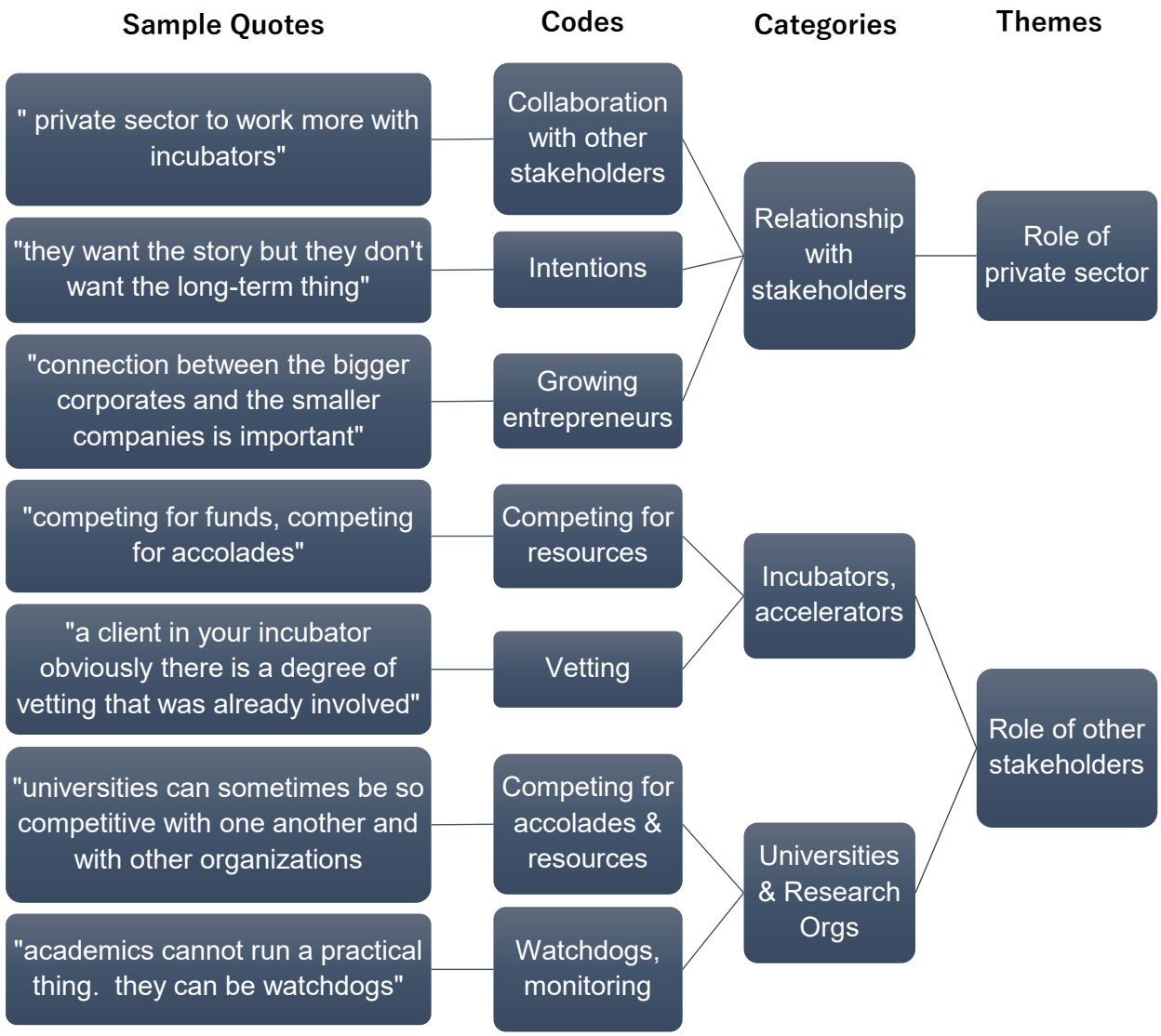


Figure 4: Theme: The role and contribution of the private sector and other stakeholders

Interviewees felt that the private sector was not adequately fulfilling its role in the support and development of entrepreneurship. Large corporates should collaborate more with other stakeholders such as incubators, accelerators and

government to find ways to support and grow entrepreneurs. The role of large corporations should be to support entrepreneurs through meaningful enterprise development as well as becoming partners, clients and suppliers to entrepreneurs. Large corporations should play a central role in entrepreneurship but interviewees felt that they were failing to do so and were not being held accountable in their failings. Most interviewees think that large corporates have a supportive role in the leadership of entrepreneurship but should not lead as they do not have the best interests of entrepreneurs at heart.

The private sector wanted the brand recognition that was associated with uplifting entrepreneurs but not the required long term commitment to make a real difference. Large corporates threw money at the problem of enterprise development instead of truly developing entrepreneurs that would eventually becoming strategic suppliers. Interviewees questioned the intentions of the private sector and doubted if the private sector understood entrepreneurs as most private sector employees have little or no entrepreneurship experience and are limited to corporate experience.

There is also insufficient dialogue between large corporates and entrepreneurs even though large corporates have large well organized bodies that represent them well. Entrepreneurs, however, are not well organized to clearly communicate their position to large corporates. Large corporations also saw failures of entrepreneurs negatively instead of as a stepping stone to future success. Interviewees felt that large corporates did not trust entrepreneurs to

deliver the quality, scale and speed of products and services required. Entrepreneurs felt that large corporations were not patient enough to integrate entrepreneurs into their business by means of processes or systems that minimise mistakes. Large corporations did not understand the constraints and challenges of entrepreneurs.

Other interviewees felt that there was a positive change in the relationship between entrepreneurs and large corporations; entrepreneurs, due to their smaller size and agility, are able to supply innovation and solutions faster and better than large corporates. Large corporates are starting to see the value in collaborating with entrepreneurs and smaller companies are starting to realize the benefit of doing business with large corporates. However, there are also competing interests between large corporates and entrepreneurs as in some instance they compete for the same clients. This would cause strained relationships between corporates and entrepreneurs as large corporates would not want to support entrepreneurs. Entrepreneurs would also not want to share ideas and collaborate with large corporates due to fear of idea theft or the large corporate taking over or buying the entrepreneur's business resulting in the loss of autonomy or the business. Large corporates are businesses themselves and their primary focus would not be encouraging entrepreneurship but rather to maximise their own profits and shareholder value.

Other stakeholders such as universities emerged as important stakeholders that are not supporting entrepreneurship adequately. Interviewees thought that

universities are starting to teach entrepreneurship models and theories but were still focusing on teaching methods that suited large corporates more than they suited entrepreneurs. Universities also compete amongst each other and other stakeholders for funding and recognition instead of focusing on outcomes that support entrepreneurship. Universities could contribute to entrepreneurship by becoming watchdogs or regulators, providing research, knowledge and data as well as continuous monitoring of entrepreneurship as a whole. Incubators and accelerators also have the challenge of competing for funding as some of them are government funded. They also have to remain sustainable and compete with each other for clients. This makes collaboration between them difficult to achieve and stifles support for entrepreneurs. The role of incubators could be to vet entrepreneurs before they do business with corporations in order to ensure a certain level of competency in the entrepreneur. They could also link entrepreneurs to large corporates. But in order for their vetting process to be generally accepted, accreditation of incubators would be required. Some interviewees felt that some incubators are setting vision and monitoring entrepreneurship well, but are only limited to the entrepreneurs that they have direct contact with.

Discussion

Introduction

Entrepreneurship is not well led at the macro level and is instead segregated into regions, clusters and industries and often interchanged with SMEs. It is misunderstood by governments and policy makers and is driven by uncoordinated efforts of governments, incubators, accelerators and other private entities. Each of the sub-problems that follow are discussed in this section by stating the answer, showing the related results, linking this to existing literature and contextualising the findings to the general framework of leadership.

What is the effectiveness of leadership in entrepreneurship at the macro level in South Africa? What are the gaps within EI leadership?

The results indicate that is a general lack of leadership in entrepreneurship at the macro level. Several initiatives from the private and public sector exist to support entrepreneurship but remain largely uncoordinated which is consistent with literature (Aernoudt, 2004). Also, the challenges faced by entrepreneurs are not adequately analysed and prioritized. There is little vision setting, strategy, monitoring and measurement of the prosperity of entrepreneurship at the macro level. Entrepreneurship lacks a unified voice; entrepreneurs do not jointly voice their needs to other stakeholders such as government, the private sector and

academics. As a result policy makers often misunderstand entrepreneurs (Henrekson & Stenkula, 2010). Other stakeholders have competing interests and self-centred which is consistent with literature; stakeholders focusing on their own survival (Aernoudt, 2004). Leadership should bring all stakeholders together, create synergies and allocate non-competing roles as was the case in Taiwan's Hsinchu region, which is likened to Silicon Valley (Saxien, 2000).

The leadership approaches currently employed are ineffective. There is a lack of leadership development among entrepreneurs. There is also a lack of will to lead among entrepreneurs without some sort of benefit being accrued to them. The results indicate that there is an individualistic or survivalist mentality among entrepreneurs to narrowly focus on their individual, immediate interests instead of the well-being of entrepreneurship as a whole. Some entrepreneurs believe that entrepreneurship should not be led at all as the essence of entrepreneurship is one finding their own way. This individualistic mind-set speaks to the lack of leadership development amongst some entrepreneurs. Strong strategic leadership would offer evolution, innovation and vision setting for entrepreneurs at the macro level (Boal & Schultz, 2007).

There is a lack of mentorship, information, guidance, advice and support for new entrepreneurs from experienced entrepreneurs. The type of leadership required should resemble transformational leadership; leadership that is focused on motivation, improvement, support and mentorship of entrepreneurs (Elenkov et

al., 2005). The type of leadership shown by government, transactional instead of nurturing, is not suitable for entrepreneurship.

What are the issues and challenges within EI Leadership?

Culture permeates most issues such as fragmented frameworks, the lack of collaboration and the lack of standards in entrepreneurship. Entrepreneurship has a negative has and poor culture, image and identity. The culture is adversely affected by the lack of realistic positive role models and the lack of understanding and encouragement of entrepreneurs by other stakeholders and society. Entrepreneurship is often misunderstood by equating it to self-employment or interchanged with SMEs (Henrekson & Stenkula, 2010). The lack of understanding may be due to a lack of knowledge about entrepreneurship in society in general which is closely related to its inflated, fabricated image; an image based on rare glorified success stories.

Attempts to form networks have not been widely successful. Fear, lack of trust, and disparate levels of experience create barriers to sharing and collaboration amongst entrepreneurs. Entrepreneurs do not really know each other. All of this leads to fragmented and disjointed networks. The lack of coordination and fragmented networks remain a challenge as long as there is no overarching policy or framework guiding entrepreneurship (Stevenson & Lundström, 2001).

There are a general lack of standards and benchmarking in entrepreneurship at the macro level. This could be due to entrepreneurs being fiercely independent and very diverse which make it difficult to implement standards across the board. However, the results also indicate that entrepreneurs could benefit from some general guidelines, governance and strategy frameworks. The literature affirms that soft laws established by large bodies could benefit entrepreneurship in a similar fashion to the way OECD principles positively affect the behaviour of multinational corporations (Backer, 2011).

What is the role and contribution of government?

Government has the capacity to assist entrepreneurs but lacks in knowledge, skills, expertise and capability. The government fails to understand and communicate with entrepreneurs. Entrepreneurs also fail to adequately communicate with government due to the lack of a unified voice. Government does not know how to assist entrepreneurs and uses an inappropriate leadership style and entrepreneurs distrust the motives behind the government's actions. Distrust could be caused by lack of accountability from government for the failures in entrepreneurship; there is little evaluation or performance metrics government is held to, and little to no consequences for government for government failure. Governments may not be knowledgeable enough to identify ways to assist to entrepreneurs (Hart, 2003). The role of government is not to lead entrepreneurs but rather to facilitate growth and provide support through decentralized centres that can quickly adapt to the needs of local entrepreneurs.

Government could also look at its own culture in the context of entrepreneurship, and incorporate more entrepreneurs in its departments and centres.

Entrepreneurs believe that the government has a significant amount of power and influence over entrepreneurship through policy-making and bureaucracy which is consistent with literature (Hart, 2003). However, entrepreneurs also question the government's agenda and whether government has entrepreneurs' best interests at heart. Government's failure may be due to a lack of internal coordination , a government that changes with every administration and an agenda that is not aligned with entrepreneurs.

What is the role and contribution of the private sector

The private sector is split into several stakeholders, namely: incubators and accelerators, private business or corporates, and universities. The contribution of all these stakeholders is not sufficient for entrepreneurship at the macro level. Even though some incubators, accelerators and universities contribute through training, guidance and vetting of entrepreneurs, they often compete with each other for accolades, funding and recognition instead of collaborating for the greater good of entrepreneurship. The wrong type of incentives and a lack of positive incentives, implying a lack of leadership, could also create tensions among private stakeholders. This is consistent with literature; even the best incubators in the world; they focus on their own financial stability (Aernoudt, 2004).

Large corporations have a lot to contribute to entrepreneurship and its leadership. However, corporations may not be fully committed to entrepreneurship, due to competing and conflicting interests. Entrepreneurs believe that large corporates are not adequately fulfilling their role. There is poor monitoring and evaluation of the relationship and partnership between entrepreneurs and large corporates.

The way forward

Options for suggested solutions in addressing the issues and challenges in leadership in entrepreneurship at the macro level are further expanded in this section (Figure 5).

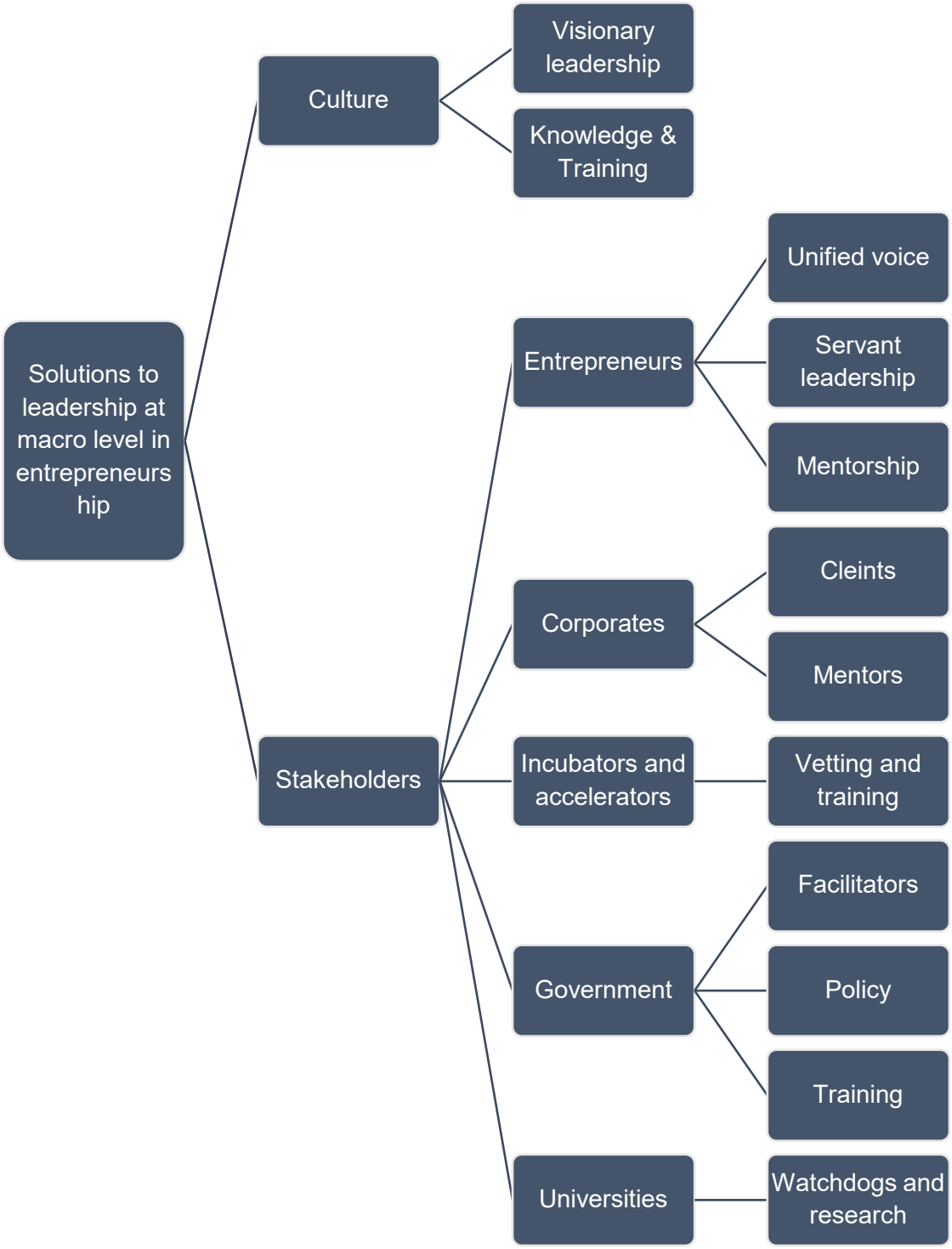


Figure 5: Suggested solutions for addressing issues and challenges in entrepreneurship

Culture permeates all aspects of entrepreneurship ranging from all the stakeholders to how entrepreneurs view themselves. The current culture within entrepreneurship is negative and must be developed. Entrepreneurship culture includes role models and the perspective of society regarding entrepreneurship. The culture amongst entrepreneurs needs to transform from survivalists entrepreneurs looking after their own interests, to entrepreneurs that reach higher levels of development and specialization, and that work together for the greater good. Society needs to transform its view to better support and encourage entrepreneurship. Education and knowledge may assist society to relate better to entrepreneurs, particularly if taught from an early age in school. This could be taught from the perspective that entrepreneurship touches all aspects of society ranging from poverty alleviation to job creation (Hart, 2003). Relationships and trust must be cultivated within entrepreneurship. Overall, entrepreneurship will benefit from greater mentorship at all levels. Government must develop its ability to listen to entrepreneurs and reconsider its leadership style when it comes to entrepreneurship.

PPPs offer a number of propositions and principles, such as shared accountability and synergistic interactions amongst partners (Brinkerhoff & Brinkerhoff, 2011), to improve entrepreneurship leadership at the macro level. Non-conventional leadership styles, like servant leadership, could help to resolve the competing agendas of stakeholders, increase mutual collaboration and

benefit among stakeholders, and resolve the challenges of entrepreneurship leadership at the macro level in general.

It is believed that greater entrepreneurship leadership would lead to entrepreneurs and their stakeholders reaching higher levels of development, collaboration and specialization, and that it would consequently unlock additional potential for value creation and venturing, thereby further growing and maturing entrepreneurship. Entrepreneurship is immortal, but it is not evolving; it not getting past small incremental steps.

Recommendations for Further Research

The study has shown that there in is a lack of leadership at the macro level in entrepreneurship. The issues and challenges include a negative culture, fragmented frameworks and the lack of benchmarking and standards. The roles of government and the private sector have been defined by entrepreneurs as facilitators, mentors and clients. Recommendations for further research are as follows:

- The needs and agenda of each stakeholder in entrepreneurship. This would be useful in determining how to lead entrepreneurship at the macro level by improving coordination and synergy between each stakeholder.
- The issues and challenges related to creating standards and benchmarks and suggested methods of creation. This would be useful in the actual creation of standards and benchmarks for entrepreneurship.
- How to change culture within a society or on a large scale and the type of leadership required? How to change culture in entrepreneurship so that it may be led?
- Effects of culture (inter and intra-culture amongst stakeholders) on entrepreneurship?
- Spiritual and servant leadership as leadership styles that may potentially overcome challenges entrepreneurship leadership.
- Mentorship and leadership development in entrepreneurship and how to enable entrepreneurship to lead itself.

- How strong institutions are formed and how that can be applied to leadership.

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Appendix A – Schedule

Definitions: Entrepreneurship or leadership at the industry level is frequently referred to. This also implies entrepreneurship or leadership at the national or macro level.

Interview Questions:

Industry leadership:

1. Are you happy with the direction of entrepreneurship as industry? What is lacking, and what can be improved?

2. With regards to entrepreneurship as industry, do you think there is a definite leadership role and position at the industry level, and do you think there is sufficient leadership at the industry level? What would be the function of leadership at the industry level?

3. Do you feel there is a need for a vision, setting of goals, and strategy for entrepreneurship as industry, at the industry level? Do you feel there is a clear vision, proper goal setting, and adequate strategy formulation for entrepreneurship as industry, and at the industry level?

4. Do you think the entrepreneurship industry can differentiate itself, specialize, and adopt a specific competitive advantage and strategy?

5. Do you think there is adequate alignment, collaboration and cooperation – both vertical (between entrepreneurs and leadership) and horizontal (between

entrepreneurs) - within entrepreneurship as industry? Can this be improved still? Is this impacted by leadership?

6. Do you think there is sufficient debate, communication, guidance, support, and feedback within the entrepreneurship industry?

7. Do you think there is adequate knowledge sharing in the entrepreneurship industry? Can this be accelerated, and can entrepreneurs benefit from increased knowledge sharing? Is there appropriate information flow within the entrepreneurship industry?

8. Are you happy with the attitudes, values, beliefs, mood, zeitgeist, and culture within the entrepreneurship industry? Who is responsible for this?

9. Do you think leadership at the industry level can motivate, inspire and stimulate you as entrepreneur?

10. Do you feel leadership is adequately distributed or rather concentrated within the entrepreneurship industry? Is the industry controlled or stimulated? Is there adequate teamwork and coordination within the entrepreneurship industry?

11. Is there adequate management of resources and capabilities within entrepreneurship as industry? Do you think core competencies are sufficiently paid attention to and developed within entrepreneurship as industry?

12. Is there sufficient development of human capital within the entrepreneurship industry? Are there gaps in this regard?

13. Is there sufficient relationship building in the entrepreneurship industry, especially with outsiders, in particular universities, research institutes, and large enterprises?

14. Do you think there is sufficient structures, processes and systems at the industry level of entrepreneurship to support entrepreneurship as industry?

15. Do you see yourself collaborating with and benefitting from leadership at the industry level?

Industry governance:

16. Are the health, prosperity, and progress of the entrepreneurship industry adequately monitored? Are opportunities and threats adequately identified and dealt with within the entrepreneurship industry?

17. Do you feel the entrepreneurship industry is properly interpreted and understood – made sense of – and followed?

18. Do you feel goals and visions within the entrepreneurship industry are realized and achieved through the appropriate actions?

19. Are productive entrepreneurial activity, and unproductive entrepreneurial activity, respectively, appropriately incentivized and disincentivized? Are successful entrepreneurs adequately reused and re-applied?

20. According to you, who is responsible for leadership, vision, goal setting, and strategy for entrepreneurship as industry, as well as the attractiveness of the

industry? Who is in the best position to provide this? How would you describe the ideal leader for the industry?

21. Do you think it is possible to steer entrepreneurship as industry? Do you feel there is adequate capacity at the industry level of entrepreneurship to change the industry?

22. What is the impact of industry leadership on the image of entrepreneurship?

23. Do you think entrepreneurship as industry is appropriately represented with government? Can entrepreneurship as industry gain from lobbying government?

Industry segmentation and industry environment:

24. Some argue that entrepreneurs should enhance knowledge and technology diffusion, should transform knowledge into economic value and commercial success, and should commercialize technology, as part of their function. Is there are specific position for entrepreneurs in the supply chains of industries, or industries in general, or not necessarily?

25. Is entrepreneurship well represented and distributed in terms of industry and opportunities?

26. Is segmentation of the entrepreneurship industry – for example, differentiating between different participant classes or industries or opportunities or achievers (high growth entrepreneurs) – necessary, and is it currently done appropriately?

27. How does necessity and opportunity entrepreneurship affect the entrepreneurship industry and its governance?

28. Are entrepreneurs adequately integrated into innovation regions and clusters? On what grounds should such regions or clusters be formed?

29. Is there an adequate solution for failure? Does knowledge reuse upon failure adequately take place? Is there certification, industry-regulation, compliance, or standards that can benefit entrepreneurship? For example, the adoption of export standards?

31. Should the entrepreneurship industry consider international benchmarking?

32. Can the attractiveness of a country in terms of entrepreneurship be increased? If so, how?

33. What is the role of governance in terms of globalization, international trade and international markets?

34. Do you foresee a place for and benefits from global or international cooperation and participation in entrepreneurship – in essence a global strategy or policy for entrepreneurship?

Government and policy:

35. Is entrepreneurship politically neutral: are government, and political leaders and politicians, politically neutral to entrepreneurship? Are there policy decisions that affect entrepreneurship, that require political goodwill or support? Is government and their impact on entrepreneurship constrained by time? Can

government affect the perpetuation or continuity of entrepreneurship as industry?

36. Does government truly carry at heart the objectives and best will of entrepreneurship? What is the vested interest of government in entrepreneurship, and what does government stand to gain or lose when it comes to entrepreneurship?

37. Are the social and public – societal - goals of entrepreneurship properly delineated? Does this affect entrepreneurship governance?

38. What is the amount of power that government can and does yield over entrepreneurship - both in practice and in theory?

39. To what extent can government impact the entrepreneurship industry and its environment? How well are government and government policy geared towards addressing and improving the environment of entrepreneurship?

40. What is the impact of economic policy on entrepreneurship – how can it affect it? Does government have appropriate economic policy in place to help entrepreneurship?

41. What is the impact of immigration policy on entrepreneurship – how can it affect it? Does government have appropriate immigration policy in place to help entrepreneurship?

42. Can you think of specific regulation that would help entrepreneurship? For example, labour law specific for entrepreneurship.

43. Does government contribute to the knowledge base necessary to govern entrepreneurship as industry?

44. Can government provide leadership to the entrepreneurship industry on its own? Is the governance by provided government sufficient for entrepreneurship as industry, or is additional or separate leadership required or recommended? What is the role of government in terms of the entrepreneurship industry, and what is the role of the industry itself? Where does the role of government start and end?

45. In what ways, if any, does public governance of the entrepreneurship industry fail?

46. Are there areas in entrepreneurship governance where government failed and where the industry has taken over to fill the gap?

47. Can the entrepreneurship industry circumvent government? Is this effective?

48. What is the best setup for cooperation, participation, and partnership between government and the industry in terms of steering entrepreneurship? Is the current structure and system effective? What hinders partnership between industry and government?

49. What can entrepreneurship industry governance learn from the governance of multinationals?