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Entrepreneurial intensity as a business success factor in the travel industry in South Africa.

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APPENDIX C

Thematic analysis

Respondent	Understanding of CE	Leadership	Rewards and Recognition based on innovation	Financial Support for Innovation	Appetite for risk	Innovation at different levels	Proactivity and idea generation	Time and work pressure	Speed to market and decision making	Organisational characterisation	Number of new product or services last 2 years	How does it compare to competitors	What degree are or were they brand new to market	Number of New Systems or processes over last 2 years
1	"Like entrepreneurship but in corporate environment…the kind of innovation that takes place within a company…"	"…he (CEO) is always very open to us suggesting ideas" Given RP the "freedom to be able to explore other options" "Innovation in our head office environment comes from our leadership team…" The CEO and leadership team are clear on expectations and purpose "...sell a lot and make target - its as simple as that."	No	"…he hasn't said, well here is a whole bunch of money go and make it happen; he has said well why don't you go and have a look and spend some time understanding it….if it comes out as being something worth pursuing, we'll do it."		""…I am currently busy with something which I believe will be really innovative and a first for the industry…" "Innovation in our head office environment comes from our leadership team…" "…at lodge level …there is no such thing as a no for them they create stuff all the time without having to ask permission for	There is a view that the idea generation and problem solving comes from leadership level only in the organisation. At lower and other levels in the organisation, employees tend to follow the same routines and not think out of the box or ask questions	"…delivering against those expectations (tourism industry - dealing with disposable income and people's dreams) is really hard work." "…always under time pressure…you spend all your time in front of a screen making sure things have happened and crisis	Depending on the complexity of the implementation along with the risk associated it varies - i.e. in developing a new itinerary or idea it can take one week from idea to launch - but large scale systems changes for example take long mostly due to reason given as resource constraints - lack of outsourcing, do	"I would probably say we are more stability in terms of how we grow, were going through a rapid growth phase now, by adding a new product into the system but that's not risk-taking its stuff the compliments or core circuit and our core business…"	roughly 20	more than	mid-low	None - consolidating and removing to reduce complexity

						everything."	about why processes or systems have to be the way they are. Might be an element of the industry being that "if feels that you're lurching from crisis to crisis..."	management"	most internally themselves.					
2	"…the actions we take on a daily basis to remain competitive and improve our business"	"…what really drove entrepreneurship at andBeyond was a new management team, it was around 2010/2011…" Prior to this new management and CEO there was very little ownership and accountability or drive to improve the situation. "…it was only when CEO joined us that there was a real vibe to change..."	No, "There is no formal recognition in terms of innovation but there is recognition of people who contribute within their teams and innovation is a very important part of the business…"	Innovation requires financial stability view	The higher the risk, higher financial implication, more due diligence and responsibility exercised	. "I don't think innovation holds office hours, I think innovation is driven by the need to get something done..." "I think its probably the person more than the job - the person who is keen to drive third job forward is going to be keen to innovate..."	"That's off her own bat, she came and told me about this and said, can I go ahead and I said by all means - knock your socks off." With reference to an opportunity and idea for driving revenue off an existing stream of stagnant cash deposits in the system.	"There is always push and pull on that but there are very busy periods and I wouldn't say there are quiet periods but very busy periods where team members are taking the lead and areas of responsibly that is physically exhausting." "Look I think that we are all suffering from lack of time and that pressure comes from different angles..."	Decisions are made quickly in the business especially at leadership level - "I think a critical advantage in any business is the ability to make quick decisions and that is truly in my mind a benchmark of entrepreneurship"	"I think each and every opportunity is weighed up, so we wouldn't storm into something without due consideration and you know given if there is a big opportunity with a bit amount of risk, but we feel that if we mitigate the risk, we will definitely consider it and if there is a huge amount of risk with massive exposure to the company, then we would tread carefully"	a lot	more than	mid-low	a lot

3	"New and exciting ways of doing the same thing in a different way, or finding a new way of doing something completely different that creates some form of entrepreneurial profit at the end of the day."	Collaborative approach to leadership… "…it's very much a process of combining a whole bunch of different thoughts and ideas in a room.." to problem solving and challenges or opportunities. Strong, yet diverse leadership team - you could say CEO selected many of the team and drives this behaviour. "It's very much an open line of communication, so open to critique as well as open to advice and open to positive feedback too..."	Innovation not specifically rewarded, "Innovation to a degree, yes, output more so" Employees rewarded on output - seems innovation is not at the heart of the goals/vision?	"…I think in any business you need to have a solid base in order to create the ability to have creativity in order to take advantage of those opportunities that are there because you can be as creative as you want - if you've got no cash, you can't pay employees, if you cant pay your employees, you've got no collaborative genius at the very least to make those opportunities happen."	Employees not as much as leadership level. "..we do sort of have limits of authority, financial limits of authority …" It's top down approach more than free flowing "I think it happens at a high level and then it's pushed down …" *** The appetite for risk and innovation seems to grow the more financially stable the organisation is??	"I think we are rewarded for innovation by default because smarter people will find the quickest best most innovative way to get to the outputs - others will just take the easiest least path of resistance…"	Encouraged in pockets - not organisational wide. Sometimes silo thinking in each department	"Not very much (free time to be creative) at the moment - at my level it's very much encouraged and you don't have free time to do it but you make time to do it." Some structured time is given through meetings to come up with new ideas or ways of working. Most levels of employees and management have enough challenge in their roles. "Never enough time ever." " Always under time pressure, there is enough time to do stuff on a day-to-day basis but there is always time pressure."	"It all depends on the amount of money that is involved in the decision - typically things that cost us very little or nothing at all are adopted super quick, implemented, smashed in place and you see the immediate benefits of it...whereas longer terms of adoption are anything that has a larger price tag attached to it and specifically whether it's a planned price tag or unplanned price tag."	"Last 3 years is was a steady growth concern to create stability to give us a platform - if I look at where we are going forward…, I think the risk-taking aspect of it is going to grow exponentially now that we have a steady base…"	a lot	Same as wildersness but more than others	mid-high	fair amount
4	"..I guess the thing around (corporate) entrepreneurship is around	Leadership - CEO. "He is very open to suggestion, he can be quite direct in terms of his way but he doesn't shut down new	Respondent promotes innovative thinking re process and	"I think that trust is a big part of it, in that freedom to innovate when you're not going	The risks associated with those (ideas that bring in more	Innovation in pockets again depending on the type of person - culture?	"There are a lot of ideas out there…and then it's	No structured time given for innovation thinking, more as you go.	"That as supporting an entrepreneurship process is quite nice to see	Steady growth - "Its around finding that structure of the financial hurdle, that is the	a lot	more than	mid-high	a lot

	being able to take an idea and commercialise it in some way .."	ideas, he might not adopt them straight away but he will definitely consider them…" "In terms of working with my team, I'm always saying to them if you've got a good idea I ant to hear it...""I think that trust makes a big difference in giving somebody the freedom to make a decision,..."	systems due to her 'this is ridiculous' campaign for her teams where "I asked the consultants where they were doing something in a day and they happened to say this is ridiculous and said why do we do it this way...you always have people who don't participate and then you have a flood from others but there were some nice improvements that happened through 'this is ridiculous."	anywhere and you're sinking." "There is a lot of what's happened in the past year where we've been trying to fix the foundational type of issues and processes on the system and now those are done - it's freeing up time to innovate which is quite nice." - similar to what WN said… "You see most of the new ideas in my space, I haven't had to come up yet in terms of an idea that needs money"	money and don't' cost more) are often lower than those that require an investment.	Resources limited therefore less time to innovate or spend on new ideas.	around prioritising resource."	Challenged enough with regards to time but perhaps more challenge required in kind of work. "No, I don't feel like there is (enough time) at the moment - I guess maybe it happens organically (developing new ideas/thinking about wider organisational challenges). If you ask me if there is time, I would say no but it does happen so there must be time." "We are all under time pressure"	that the idea can happen, can be implemented and get feedback it's all happening quite naturally from a team point of view which is nice and fast, very fast." "It does depend on the ideas - I think it was a pain point, so the fact that we couldn't track our guests history resulted in a lot of negativity - so the solution solved the problem quickly."	thing that stops it, that financial risk."				

5	Understands it as being the future for the industry. "…It's literally about meeting what you think is a possibility on the horizon that might be around tourism and then how you adapt it and how you meet it."	"Well specifically CEO does (demonstrates support for CE), I don't think CEO is letting anything lie, he is consistently testing us on a number of drivers that he has envisaged to keep us ahead of the pack." At this point respondent 5 noted that the support for CE and behaviours is happening mostly at leadership level. "I don't think it's (encouragement of new ideas from employees) done enough to be honest, normally it's done off the back of an intervention that's done in terms of training..."	"On the innovative side, it wasn't related back to money…" So innovation not incentivised but is recognized.	"Things have stabilized (financially) and that we have the basis in position and properly established that allows you that (freedom to be more innovative) and I think it also goes done to you know when you feel that you're at a point where you can take on more and not lose sight of them all." "If you said to me, what is the handbrake on that (how quickly new services and products are adopted into the business) it's probably just the financial impact. "	"We do encourage calculated risks and based around that we actually adopt quite a number of them when they do come up and that's also part of individual's developments of their own." "In that respect there is a tremendous amount of empowerment - particularly at lodge level, individuals who show an interest towards anything, we will try and encourage that and try and facilitate them into that."	"We use a tremendous amount of guest feedback to also let us know whether were cracking some thinks or were not cracking in some things. We are using direct feedback from them in terms of working out some of the gaps we need to keep focusing on and to that extent that is where Joss plays a critical role in terms of testing all the leadership around that delivery..." Support for CE is mostly at leadership level	Seems to be that it differs between lodge level and head office level - at lodge level there is more freedom to be creative and problem solving whereas at head office it's more structured and SOP's driven - same as what Ryan said.	"I don't think there is a shortage of challenge in terms of volume and hitting markets and delivering on what we set out to deliver, absolutely completely challenged - if you said to me, are we doing enough of the creative challenging, I think there is room for improvement there." "We are under pressure."	"I actually think at the moment there is quite a dash of speed." in referring to how quickly new services and products are adopted into the business or ideas approved or not. "There is a sense of urgency, we don't procrastinate."	"I think we've gone on one end of the business we're doing rapid growth - risk taking and that's more orientated around the tour operating, its around bringing our market into our fold and I think on the other front, we're slightly more conservative and that's in the lodge environment."	a fair amount	more than	mid-high	a fair amount

6	"To me the difference between personal entrepreneurship and CE is minimal, the only difference is whose cash you are playing with. " Depending on the culture in the business often a corporate entrepreneur has the ability to do much more than an entrepreneur in his own business, simply because there are more funds and infrastructure available than in a smaller business."	Believes in transparency with his people at all levels. Support for CE demonstrated at top levels again - Board, Exco and Group CEO. CEO believes in surrounding himself with different skills and a balanced approach to leadership. He believes in TRUST - again same as previous respondent, trusting his team of leaders to do the job. Believes in an open door policy and communication style without hierarchy. Believes culture is critical - "I see my only role in this business as to drive the culture and value people as I have no other job."	"I guess the answer to that is yes and no - rewards and recognition are generated around financial performance. " "I guess here the rewards and recognition happens as a result of a shutout idea that then brings through financial results and then get rewarded on it."	Creativity freedom and financial freedom given more at senior levels than lower levels. "The more senior you are the more money you can play with and all that to make a difference. "	"They've got all of that (encouragement to take risks and time given to develop new ideas) and they are incentivised financially…there are rewards, there is cash, there is communication, there is recognition." "So we have, for the purpose, invented the brass ball awards which is the biggest financial risk-taker for that year and I guess I have a slight tactical advantage in this business."	"60-70% of the people here are plodders and I would think that it cant be a good thing for a company to purely consist of revolutionary thinkers…As long as you look after your 10-20% of people who make a difference in terms of evolving and revolutionising your business you will be okay."	"For evolution we've got a process that incentivises staff, the overall staff to bring forward ideas of how making this business a better business and they are financially and travel benefit incentivised to do that …"	Different at the levels in structure. "It depends on the position you hold in the company, the environment you work within and the experience and the personality."	High paced environment "One of our buy lines was if you know what's going on you're moving too slowly." "If you want to do something, do it immediately or don't do it at all."	Some parts of the businesses within the group are innovative and growing rapidly such as the sports travel and events management whilst others are still steady and slow growth.	a lot	more than	high	a lot

7	"CE for me means taking ownership, taking total ownership of the division…ownership means taking accountability… but corporate entrepreneurship is running this business as if I owned it…"	CEO demonstrates leadership and encourages CE behaviours - "Martin is very good at trusting his people." "We are very fortunate to have Martin and that's where I think that CE is developed, he has developed that amongst all of us so we don't run to him every time we need to do something. " "I am one of the biggest drivers of new ideas..."	Not necessarily directly on innovation. "All the directors and the chiefs are incentivised at the end of the year, part of it is innovation and one of your key measurables is innovation and your performance"	Financial backing available	Similar to CEO in saying that: "And the thing is, something it doesn't work and we are also fortunate that it's ok." When referring to exploration of new ideas and risks.	In answering around being given the freedom to be creative - "It's just the culture, its what has been instilled in you from when you arrive here, everything about our business is taking ownership and it is taken down to the next level."	"It's always a challenge because each business runs like its own business, very often you have people that don't want to share and they want to keep it (the idea) for themselves."	"The challenges are on all the time." "(We are) under lots of time pressure because like I said earlier, this business is so complex when we're not doing one thing, we're under a lot of time pressure.		"Grow, grow, grow, grow and if we're not growing we get taken out big time but ja we definitely sit in the first option - definitely	a lot	more than	high	a lot
8	Uncertain about the meaning and understanding of CE. "I sort of was almost taken by surprise by the very idea of entrepreneurship in a corporate environment." "It is completely left up to us to find markets, to grow markets, to be innovative in terms of product type ideas, services, differentiations..."	"I have got to say my boss (CEO) certainly is a great supporter of CE." "The reason our structure works because (CEO), he is a big thinker and he always acknowledges that he is able to move away largely because he knows that he can trust me and my team." "I have a lot of freedom and flexibility."	"Not directly, no not innovation, hopefully innovation leads to more money, leads to how we are then able to reward people - it's not like you have been a very innovative boy this year - you are going to get…"		"Difficult (to encourage risk taking from employees or generation of new ideas) because everybody is under so much pressure to just keep the ship afloat kind of thing. I think every new client is a calculated risk."	"We invest an enormous amount of money in sending people to trade shows around the world, we interact very closely with our very large clients."	"I think it's a process that has to be driven, by and large the average person sitting out there really isn't thinking 'ah how can I help so and so, whatever I am doing is just going to improve somebody else's life' not really." Views the organisation as proactive "...we have	"There is too much challenge." "You know Jen it's a very , very challenging industry now in particular simply because the game has changed considerably given the internet and there are a zillion different ways in which people are buying." "I've got to say probably no, we strive to find that time but		"…you've got to remain relevant and we found ourselves in a situation where even 10 years ago people thought we would be gone and redundant but it aim happening and I don't see it happening for a long time." Very structured organisation. "I think steady growth and stability for inbound, rapid growth for other areas of the business as	a lot	the same	high	a lot

							been very proactive in pursuing our own solutions when it comes to technology which are streets ahead of anybody else..."	we don't have and maybe it's just been a stressful 15 years."		pursued by CEO"				
9	"..my further understanding is that it is also a culture within an organisation …where the entity was derived from in the spirit of entrepreneurship and that origin of a business has carried through to the extent where the fabric of the business is comprised of this type of innovative entrepreneurial thinking..."	",,,Your ultimate leader sets the tone and then people tend, the majority want to follow suit and so ja, there is big trend in our organisation to tell it like it is which is very refreshing. " The leadership team running this large organisation demonstrate behavours…"…but importantly each of those individuals (leadership team) is I think in their own way accountable and responsible for ensuring that this entrepreneurial kind of thinking and innovation and things like that are extended into their departments and further into the business. And so it's the leadership of the company coming together in order to	Incentivise and reward for new ideas to drive efficiency and financial benefits and living Tsogo values.	They work within 'limits of authority' and so the risk is limited per level of authority in the organisation.	They work within 'limits of authority' and so the risk is limited per level of authority in the organisation.	"Like its we encourage innovation but we also encourage intelligence, you see innovation is a lovely word but it can also lead people getting themselves into trouble, if they don't understand it properly or understand their role properly." "..So there are things in the strategy, so if you're speaking about entrepreneurship, there is always going to be a strategy which is	Things can happen quickly especially if there is financial benefit to it.	Large job with time pressure, but enjoys the challenges. "We are under a lot of time pressure - all the time."		"Definitely steady growth and stability but ja I would definitely say more than that."	fair amount	more than	high	a lot

		ensure that CE is extended into the rest of the company." "...you need to exhibit those kinds of qualities (CE) and so I encourage everybody in my department to take ownership of what they're doing, to form a sense of trust - trust involves a load of things, it's quite a lot of work." "Our leadership is getting younger and younger, so we have got quite a lot of...this whole sort of millennial kind of way of thinking..."				kind of like your board, your roadmap but it doesn't mean you cant take a few detours and if you see some wonderful views along the way, go and explore them and see how you enjoy them and how good they are." Describes the organisation as "we are a bold organisation, bold and were pioneering and we see ourselves as pioneering. We are prepared to take decisions that are calculated and intelligent, we must take risks but those risks we would never have not made up the consequences of those risks..."								

11	"I think personally that people think that you're either corporate or you're an entrepreneur but in actual fact I think that if you aren't an entrepreneur you will not survive as a corporate and so a corporate life is not a government life."	"It's a culture that comes from the top - (CEO) in his nature has a very entrepreneurial. Nature and I have worked for a number of CEO's…"	No - doesn't' believe it should be directly incentivised. "Because part of your salary, you want an employee that knows that they work for you and they earn their salary because of who they are and what they do…"	"You need to limit those funds, you have to limit the financial exposure but by the same token you've got to be accepting of the fact that there will be certain financial write-offs or losses that will happen accordingly."	CEO yes, rest of org no.	"I think generally in this industry in this country, I don't think there is a lot of innovative thinking, I think that if I look at the hospitality industry, I think that the majority of them are followers and copiers rather than creative thinkers."		"There is never enough time"	" I think that on the development side, in the area that I work in, I like to think that it's pretty quick, we do act quickly, we've got deadlines, we've got processes and we skirt a lot of protocol to get where we need to go."	Both. "It's got two patches, in the general organisation, it's steady state…the growth entrepreneurial and opportunity leaps, they are done from the corner office with Marcel…"	a lot	more than	high	a lot