

## - SAMPLE ONLY -

Ever since Sim Wong Woo was a young boy, certain personality traits ~~associating-marked~~ him ~~with-being~~ as a potential entrepreneur. ~~By~~ improvising with board games ~~and/or~~ his fascination ~~of/for~~ music ~~that (beganstarting~~ with a harmonica) ~~all~~ showed substantive prospects for independency. Further~~more~~, Sim was renowned for “*his tendency to color outside the lines*” ~~and~~; ~~with~~ his positive aspirations to ~~hopefully~~ make a computer ~~“sing”~~.

Sim believes in balance; “*you have to balance chaos with structure*” (Kiran 2004:03); which ~~links-coincides~~ with Kirby’s (2003) understanding of the main psychological characteristics of an entrepreneur. ~~These include~~; a risk-taking ability, ~~need~~ for achievement, locus of control, ~~and a~~ desire for autonomy, creativity, ~~and~~ opportunity and intuition. ~~These entrepreneurial characteristics~~; ~~as-are revealed by~~ Sim ~~who~~ “*longed for a fun-filled work environment*” (Kiran 2004:03); ~~Resulting in Sim possessing entrepreneurial characteristics~~.

~~Indeed~~ as we review his approach to~~wards~~ tasks (taking into account his failure of the Cubic CT and subsequent move to the Game Blaster), we can identify him with Kirby’s concept of an innovator (2003). ~~concept-an-innovator, a~~ ~~His~~ he always approaches tasks from an unusual angle such as attempting to make a computer singing ~~which is not far from~~ logical, disciplined ~~or~~ and precise).

~~After~~ ~~Once~~ identifying the different types of entrepreneur, ~~(of which there are many)~~ it can be acknowledged that Sim ~~shows light~~ appears to display traits of ~~in~~ a number of categories. With the building of the Cubic CT, Game Blaster, Sound Blaster, DVD kits and Nomad Jukebox, ~~Sim~~ he may be viewed as a craftsman; ~~he~~; building his ~~the~~ business and products from knowledge he ~~had-gained~~ learned from technology. He should also be considered a novice entrepreneur. ~~Also, as he was new and~~ since ~~It~~ this was his first business, ~~he is to be considered a novice entrepreneur~~.

**Comment [T1]:** Is this the correct name of his business?

Sim; is a portfolio ideas entrepreneur ~~who~~; ~~he constantly~~ believes in continuously introducing new ideas and ~~introducing new~~ products, diversifying ideas and questioning his market ~~continually~~. ~~He~~; ~~displays~~ having persistence when products such as the Cubic CT don’t sell (~~Cubic CT~~). However, he is; ~~but also realistic and~~ willing to make the calculated risk, ~~and~~ exercising inner control to ‘pull’ effort on ~~that a~~ product when required. ~~needed~~; ~~in-essence~~ being realistic. ~~Creativity e-shines dominant~~ esly ~~his~~ as a technology firm that ~~has had and~~

**Comment [T2]:** Unclear what you mean by this phrase; I suggest rewording

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~~probably will have~~ continues to experience a steady increase in ~~more high~~ growth potential. Thus ~~links in with~~ Links to both a high potential venture and a Gazelle firm (due to ~~the~~ high investor interest and investment and high growth factors) greatly influenced ~~revenue of the~~ \$658 million ~~sales~~ in 1994 ~~by sales~~ due to sales of the Sound Blaster.

**Comment [T3]:** Please confirm if this is what you mean by this sentence

Furthermore, Sim ~~is a change-oriented individual who displays~~ has great visionary leadership ~~and is change-orientated~~. When Chay Kwong Soon and Ng Kai Wa ~~parted with~~ left Sim, he changed the ~~management of the~~ company. ~~'s management~~ He was determined to ~~wanting to~~ push ~~increasingly~~ forward into the future, ~~and he identified the market as moving forward~~. (Kiran 2004). ~~Consequently, Sims~~, ventured ~~ing~~ into more diversified products ~~s~~ (Such as DVDs.)

~~as the identification of the market moving forward by Sim was evident (Kiran 2004).~~

Sim identifies with ~~individuals~~ someone who goes through the creative problem solving process, presented by Lumsdaine and Binks (2003). He ~~had~~ observed the market, ~~studied~~ looked at the problem, defined the answer, synthesised his ideas and then implemented ~~the his~~ product at ~~exactly~~ the right time; ~~as~~: “The Sound Blaster was a success because Sim sensed what the market wanted and introduced the product ~~at the in~~ right time”. (Kiran 2004:04). ~~Sim evidently followed the advice of~~ Back Choi ~~who~~ recommended ~~in~~ 1993 ~~is~~ that: “In order to ~~make~~ decisions, individuals must have an understanding about any given situation, and hold this idea with sufficient confidence to follow the course of action it suggests” (Baek Choi 1993:31), ~~which Sim evidently did~~.

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Both Burns (2001) and Hisrich & Peters (2002) agree that ~~not all~~ personal character traits that influence learning and behaviour in ~~order to become~~ entrepreneurs are ~~not all born with us~~, ~~but~~ ~~Most of these traits~~ly evolve or are ~~formed~~ made over time. ~~Sim's~~ These characteristics and patterns of behaviour ~~that Sim has are~~ include, the ability to take calculated risks, ~~through such as~~ the development of the Cubic CT and Sound Blaster ~~some risks were taken~~ some good some not so good ~~and~~; locus of control. —Sim believes ~~that his own~~ progression and ~~the growth of his~~ company ~~more growth is down to him~~ is up to him; ~~and~~ when his partners left it truly was ~~a~~ desire for autonomy. —Sim takes ownership of his own

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~~decisions~~~~direction~~ and values his individualism and freedom. ~~W~~—when he ~~went to~~~~visited~~ the US to promote the Sound Blaster, he believed in himself.

Intuition plays an important part in Sim's traits. ~~as it recognises that he~~ He has the ability to~~can~~ sense when an idea, ~~such as the Cubic CT product, is~~~~was~~ not going to work. For example, instead of~~at the time that he wanted it to~~ introducing the Cubic CT to~~enter~~ the market as he initially planned, he~~and so~~ reverted to other products in order to make himself and ~~his~~~~the~~ company more successful. ~~Nonetheless,~~ Timmins (1999:224) believes that “*successful entrepreneurs are adaptive and resilient*”~~’, which explains~~~~thus~~ Sim's determination~~was eager~~ to continue~~carry on~~. Other identifiable traits ~~that he is identified to have~~ —mainly because of his~~that he displayed, especially during his~~ venture to the US, include~~are~~~~;~~ a sense of value, self-confidence, independence, ~~is~~~~courageous~~, persisten~~tence~~, reliability~~e~~ and tenaciousness. ~~A,~~~~which are all~~ of these traits are identified by Lumsdaine and Binks as key attributes of an entrepreneur. The author believes that Sim's~~his~~ intuition and lateral thinking spurred Sim~~him~~ to take~~introduce~~ the Sound Blaster to the US market and ~~not to give up on it~~refuse to give up on it. This is also a result of ~~together with the~~~~his~~ “*“dominant”*” right side of his brain<sup>1</sup> (controlling ~~body's~~ emotional, intuitive and spatial functions) taking clear~~clearly~~ -focusing on~~towards~~ his entrepreneurial opportunities; that were ~~being~~ “*...at the heart of the creative process...*” (Kirby 2003:139).

Moreover, it is necessary to mention ~~a little about~~ Sim's culture and how this affects his ~~enterepreneurial~~entrepreneurial behaviour. It also affects ~~and his~~ ability to interact and sell his products to people of other cultures; such as the United States (~~where he launched the Sound Blaster~~). ~~With the~~~~C~~ clear differences exist between the United States and Asia through Hofstede's four dimensions:— Individualism y~~s~~ C~~ollectivism~~, P~~power~~ D~~istance~~ and ~~U~~~~ncertainty~~ A~~avoidance~~ ~~e~~; This means that greater ambiguity, personal choice and preference for flexibility and; the ~~stressing~~ development of analytical skills; are all associated ~~in one way or another~~ to the character traits ~~of~~~~and associations with~~ entrepreneurs. Consequently~~Thus~~, these traits are believed to have benefited ~~it is felt aided~~ Sim when he travelled to America to set up the subsidiary; ~~it tasks~~ and introduce the Sound Blaster to the American market. ~~to influence the market with Sound Blaster.~~

**Comment [T4]:** Please confirm if this is what you mean

<sup>1</sup> Refers to the left, right brain with Kirby (2004)

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