

DURBAN UNIVERSITY OF TECHNOLOGY

**THE APPLICATION OF MARKETING
INTELLIGENCE FOR THE SURVIVAL, GROWTH
AND SUCCESS OF CHINESE ENTREPRENEURS
IN KWAZULU-NATAL**

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THE APPLICATION OF MARKETING INTELLIGENCE FOR THE SURVIVAL, GROWTH AND SUCCESS OF CHINESE ENTREPRENEURS IN KWAZULU-NATAL

By

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DECLARATION

This work has not been previously accepted in substance for any Doctoral Degree, and is not being concurrently submitted in candidature for any other Doctoral Degree.

SIGNED

DATE

This submission is the results of my own independent work/investigation, except where otherwise stated. Other sources are acknowledged giving explicit references.

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DEDICATIONS

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ABSTRACT

The application of marketing intelligence for the survival, growth and success of Chinese entrepreneurs in KwaZulu-Natal

There has been substantial research related to small and medium-sized Chinese enterprises in various countries. However, little research has been done on marketing by Chinese entrepreneurs in South Africa. Furthermore, no documented research has been conducted on the use of marketing intelligence by Chinese entrepreneurs in KwaZulu-Natal. For entrepreneurs, marketing intelligence plays an important role in the performance of their businesses. This study is aimed at assessing the application of marketing intelligence by Chinese entrepreneurs regarding their survival, growth and success in KwaZulu-Natal, South Africa.

This study was conducted within the main industrial areas in KwaZulu-Natal, where Chinese entrepreneurs are based. The research was of a quantitative, descriptive and cross sectional nature, conducted among a sample of 120 business owners, managers, marketing executives and senior staff.

The results revealed that the use of marketing intelligence in strategic decision-making by Chinese entrepreneurs in KwaZulu-Natal is very limited. The extent of awareness of marketing intelligence was fairly low. It also emerged that most of the respondents still acknowledged the importance of marketing intelligence and the role it could play in their businesses' success. Pursuant to the general requirement for an original contribution in a doctoral thesis, the study provides a framework for current and potential Chinese entrepreneurs with regard to the application of marketing intelligence in their marketing planning.

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CHAPTER ONE

OVERVIEW OF STUDY

1.1 PREAMBLE

In today's business environment, more and more companies are realising that in order to remain competitive, their imperative must be to remain at the forefront of the business environment which includes knowing what their competitors are up to – a process known as market intelligence (Tan and Ahmed 2008: 298). This study will focus on the perceptions of Chinese entrepreneurs towards marketing intelligence and the application of marketing intelligence for the survival, growth and success of Chinese entrepreneurs in a specific area, namely KwaZulu-Natal (KZN) in South Africa. This study expands its investigation into the entrepreneurship of Chinese organisations, the discussion of strategic marketing as well as factors that impact on the business success of Chinese entrepreneurs.

1.2 BACKGROUND TO THE STUDY

Bilateral trade between South Africa and China started in the early 1990s. South Africa's bilateral trade with China increased by 32% in 2013 to R270bn from the 2012 figure of R205bn. China had already become South Africa's single-largest trading partner in 2009 (Ensor 2014: 1). As one of the fastest growing countries in the world, China has tried to create investments in the form of either joint ventures or solely owned enterprises with South Africa in order to achieve mutual benefits for both China and South Africa. On the other side, the majority of Chinese enterprises in South Africa is made up of a large number of small-to-medium sized companies which normally have family-business background. Gu (2009: 571) indicates that unlike the Chinese state-owned enterprises (SOEs), the roles and significance of private enterprises and entrepreneurial activities have been under-evaluated. The author further

reveals that conventional wisdom accepts a strong, directive role for the Chinese government as the powerful motivating and guiding force behind the rapid expansion of Chinese investment in Africa, but the private sector, rather than government ministries, has increasingly been the engine of economic exchange between China and Africa.

Against this background, marketing and marketing intelligence are playing a more important role for Chinese organisations to explore South Africa market and achieve success. Guarda, Santos, Pinto, Silva and Lourenco (2012: 456) interpret marketing intelligence as a system to capture the information needed for decision-making in marketing. The fundamental purpose of marketing intelligence is to help marketing managers to take the decisions they face every day in their various areas of responsibility. Aaker, Kumar, Leone, and Day (2013: 3-4) state that marketing intelligence calls for understanding, analysing and assessing the internal and external environment related to a company's customers, competitors, markets, and industry to enhance the decision-making process. Therefore, without a deep understanding and application of marketing intelligence, it will be difficult for the Chinese enterprises to increase their success in the South African market.

This research intends to assess the understanding and application of marketing intelligence amongst selected Chinese entrepreneurs in the KwaZulu-Natal area, and their marketing strategies as well as factors that influence business success. Due to the shortage of effective marketing intelligence possessed by the Chinese enterprises in KwaZulu-Natal, this research examines these issues, analyses the current situation of Chinese enterprises, and makes recommendations that Chinese enterprises could adapt in terms of sustainable development which will help build a better image in the local South Africa market.

1.3 STATEMENT OF THE RESEARCH PROBLEM

Deng (2012: 408) states that in recent years, a significant development within the broad globalization trend has been the active role played by Chinese enterprises which are looking for opportunities to expand around the world. Alon and McIntyre (cited in Quer, Claver and Rienda 2012: 1089) state that the world economic centre of gravity is shifting to the Asia-Pacific, particularly to China. Since 2009, China has already become the second largest economy in the world, the first largest exporter, the second largest importer, and the second largest recipient of foreign investments. For China, the next frontier in the economic battlefield is the globalisation of Chinese entrepreneurs.

In the past few years, Chinese companies have witnessed rising production costs, rapid technology transfer, and increasing corporate environmentalism. Consequently, implementing a purely low-cost strategy has become a less viable option for Chinese companies to sustain competitiveness. To create sustainable competitive advantage, it is suggested that Chinese companies should start concentrating more on product differentiation to create higher customer value (Wan, Lahtinen and Toppinen 2015: 225). In the space of a decade, China's economic rise has begun to transform the global economic landscape. China's emergence as a global economic power is both a threat and an opportunity for structural transformation in Africa (Brautigam and Tang 2014: 78).

A number of internal and external factors propel many Chinese companies into the global market. It is found that internal corporate motives provide the greatest impetus for overseas expansion while the threat of foreign competition is a major push factor (Von Keller and Zhou 2003: 85). Facing problems of intense domestic competition and overcapacity, many more Chinese companies realise that they have to "Go Global" for future growth and profitability. Particularly, with the continuing high economic growth in recent years, the demand for resources is becoming more and heavier.

Kolstad and Wiig (2012: 28) find that Chinese investments look on three broad categories as investment strategies, namely: institutions (measured as country risk), natural resources (proxied as the ratio of fuels, ores and metal exports in total merchandise exports), and Chinese foreign direct investments (FDI) which are also attracted by host country GDP. Although China has achieved much in the global market as a result of Chinese companies “Going Out” to seek more opportunities, the problem faced by many Chinese enterprises is that, in international markets, they lack competitive advantages which are different from the ones they already have in their domestic market. This means, they have to develop or acquire new specific advantages suitable to them once they are in international markets (Fan 2008: 102-103). Sun *et al.* (2016: 547) address that for Chinese enterprises, the key to improving their competitiveness in the global market is to change their entrepreneurial strategies, namely, from traditional domestic entrepreneurship to international entrepreneurship. Since many Chinese companies lack international experience, they must learn to focus on building an effective marketing and management strategy that is tailored to suit their needs and capabilities.

Furthermore, there are few critical academic studies with regard to the application of marketing intelligence of Chinese entrepreneurs as a strategic system in the overseas market, including South Africa. This study bridges the gap of research between marketing intelligence and Chinese entrepreneurship in KwaZulu-Natal, South Africa.

1.4 RATIONALE FOR THE STUDY

For entrepreneurs, marketing intelligence plays an important role in the performance of their businesses. Nowadays, many companies are turning to marketing intelligence for input into their strategic management system and decision making (Tan and Ahmed 2008: 301). As Wee (2001: 245) argues, it is characterized by an overriding concern with data rather than analysed information and the research is often conducted in response to an apparent

market threat or opportunity rather than on an ongoing basis. Marketing intelligence as a technique is especially needed in dynamic markets where timely responses to competitors' actions are essential to secure or maintain market positions. Cacciolatti and Fearne (2013: 7) add that marketing intelligence plays an important role in determining the enterprise's market orientation. Marketing intelligence enables the company to collect information for the internal and external environment that can be used to improve the accuracy and precision of the marketing decisions as well as allowing the company to react faster to changes in the market or environment. Therefore, for Chinese entrepreneurs with a different cultural background and management style, relevant marketing intelligence techniques to their enterprises are needed.

The strategic importance of marketing intelligence to an entrepreneur, according to Babin and Zikmund (2015: 27), is that "*market intelligence provides the input and vigor for the evolution of mechanisms involved in the formulation and execution of effective strategy within a strategically managed company.*" These mechanisms are: systematic, comprehensive planning/implementation; effective responses to unexpected opportunities and problems; and creative, entrepreneurial insights. By doing so, marketing intelligence provides enterprises the ability to learn and deal with a vibrant market environment, to acquire information about influential forces in ones surroundings, and to apply that knowledge to manipulate ones environment (Ayub, Razzaq, Aslam and Iftekhhar 2013: 93). This research tries to make a contribution to the area of marketing intelligence and to fill a gap in the theoretical study of the Chinese entrepreneurs and their application of marketing intelligence in KwaZulu-Natal, South Africa. This research could impact on the marketing and management of Chinese enterprises which can stimulate their growth and performance in the business environment.

1.5 AIMS AND OBJECTIVES

The aim of this study is to assess the application of marketing intelligence by Chinese entrepreneurs regarding their survival, growth and success in KwaZulu-Natal, South Africa.

The objectives are:

- To ascertain to what extent the Chinese entrepreneurs in KwaZulu-Natal are aware of marketing intelligence;
- To identify the overall importance of marketing intelligence among the Chinese entrepreneurs in KwaZulu-Natal;
- To determine if it is the small and medium-sized family business that constitutes the majority of the Chinese enterprises in KwaZulu-Natal;
- To identify business sectors mostly adopted by the Chinese entrepreneurs in KwaZulu-Natal;
- To determine the Chinese entrepreneurs' attitudes and perceptions towards marketing intelligence;
- To identify the current situations of application of marketing intelligence by Chinese entrepreneurs in KwaZulu-Natal; and
- To establish which factors are important to a successful Chinese entrepreneur in KwaZulu-Natal.

1.6 RESEARCH HYPOTHESES

Based on the aim, objectives and literature review of this study, following research hypotheses are developed to guide this research. The following hypotheses are formulated:

Ho1: The small and medium-sized family business is not the majority of the Chinese enterprises in KwaZulu-Natal;

Ho2: Chinese entrepreneurs in KwaZulu-Natal are not fully aware of marketing intelligence;

Ho3: Marketing intelligence is not considered important by Chinese entrepreneurs in KwaZulu-Natal;

Ho4: Marketing intelligence is not clearly understood by Chinese entrepreneurs in KwaZulu-Natal;

Ho5: Marketing intelligence is not widely used by Chinese entrepreneurs in KwaZulu-Natal; and

Ho6: There are not positive perceptions or attitudes towards marketing intelligence by Chinese entrepreneurs in KwaZulu-Natal.

1.7 DELIMITATIONS

This study is confined to the Chinese entrepreneurs who are currently residing in KwaZulu-Natal, South Africa. This study does not include the other provinces in South Africa as the study may become too longitudinal in nature. The research focuses on marketing intelligence, entrepreneurship, strategic marketing, and business success in the field of marketing within the context of Chinese enterprises.

1.8 THEORETICAL FRAMEWORK UNDERPINNING THE STUDY

This section provides an overview of the literature that will be discussed in detail in the next three chapters.

Guarda *et al.* (2012: 455) state that, the fierce global competition leads organisations to consistently obtain accurate information for decision-making in order to sustain its competitive advantage. It is crucial for an organisation to be proactive, acting before its competitors, by having an updated vision of market development. The information processing would then become the platform that enhances competitive advantage. Marketing intelligence, according to Aaker *et al.* (2013: 3), is *“the process of acquiring and analysing information in order to understand the market (both existing and potential customers); to determine the current and future needs and preferences, attitudes and behaviour of the market; and to assess changes in the business environment that may affect the size and nature of the market in future.”* Marketing intelligence includes information from customer analysis and industry analyses as well as general market conditions. According to Ranjan (2008: 461), in today's highly competitive and increasingly uncertain world, the quality and timeliness of an organisation's “Marketing Intelligence” can mean not only the difference between profit and loss, but also even the difference between survival and bankruptcy.

According to Tan and Ahmed (2008: 300-301), a market intelligence system is a set of procedures and sources used by managers to obtain their everyday information about pertinent developments in the marketing environment. Helm, Krinner and Schmalfuß (2014: 239) state that the marketing intelligence process and system may help identify the valuable and rare company resources as a company concentrating on a systematic strategic analysis of the business environment through marketing intelligence may be better in providing tailored offerings to customers and in facing up to competition.

To become a successful entrepreneur especially in the international business environment requires some characteristics and attributes. Zoltan (2006: 97) indicates that most successful entrepreneurs share certain personal attributes, including: creativity, dedication, determination, flexibility, leadership, passion, self-confidence, and “smarts”. Particularly for Chinese entrepreneurs, some of

attributes are very notable. Phan, Zhou and Abrahamson (2010: 176) identify several characteristics of Chinese entrepreneurs, such as: being-mobile, wealthier, and more willing to accept a risk-neutral gamble; Chinese entrepreneurs do not have a higher education than non-entrepreneurs but are more likely to have been bosses or directors and are wealthier on average; they show strong motivation; hard-working, requires for political freedom and trust are placed in high positions for Chinese entrepreneurs. Qian, Djankov, Roland and Zhuravskaya (2006: 30) confirm two major characteristics that are more unique to Chinese entrepreneurs, which are political nimbleness and interpersonal harmony. Wang (2012: 80) emphasises that connections (interpreted in Chinese means “Guanxi”) play a crucial role in achieving business success for Chinese entrepreneurs.

It is important to note that if a company or an organisation strives to succeed in today’s market, it should establish a strategic marketing orientation in its corporate strategy. According to Garland, Brooksbank and Werder (2011: 139), strategic marketing is an on-going, organisation-wide, and customer-led planning approach that facilitates optimal organisational responses to the fast changing and increasingly volatile modern business environment. Plus, strategic marketing can profile the marketing practices of successful enterprises, and compare them against those of less successful enterprises in order to offer insights to researchers and managers into ways of improving the enterprises’ performance (Gray *et al.* 2007: 72).

It is generally agreed that sustainable and profitable growth is central for most companies. Therefore, the challenge for them is how to achieve sustainable and profitable growth (Aqeel, Awan and Riaz 2011: 99). There are quite a few factors that could effect on an organisation’s success, and many researchers have worked on the determinants of the successful business, for example, Abdul, Rosli and Hj (2009: 148) conducted a study on the determinants of small business success as professed and experienced by rural entrepreneurs and they empirically found that internal and external factors are vital for the

success of small businesses. Actually, for the Chinese entrepreneurs that currently exist in South Africa, both internal and external factors are very important for them to succeed. For Chinese business owners overseas, it is remarkable that “Guanxi” (interpreted in English means personal social network) plays a significant role for their business survival and success.

1.9 RESEARCH METHODOLOGY

This section discusses the overview of the research methodology. It shows how the research was designed and collected data. It provides insight into the sampling method used, the measuring instruments as well as various techniques used to analyse the data.

This study is exploratory in nature. Aaker *et al.* (2013: 65) explain that exploratory research is used when one is seeking insights into the general nature of a problem, the possible decision alternatives, and relevant variables that need to be considered. In addition to being exploratory in the first instance, the study is also planned to be descriptive. The purpose of a descriptive research is to examine a phenomenon that is occurring at a specific time and place (McBurney and White 2009: 113). Accordingly, considering the very nature of Chinese entrepreneurs working and living in South Africa, the semi-structured or focused individual interviews were conducted, which are also based on the designed questionnaires. This research uses quantitative and qualitative approaches. As per Leedy and Ormrod (2015: 87), quantitative research is used to answer questions about relationships among measured variables with the purpose of explaining, predicting, and controlling phenomena. On the other hand, qualitative research is typically used to answer questions about the complex nature of phenomena, with the purpose of describing and understanding the phenomena from the participants' point of view.

In this research, the target population are entrepreneurs of Chinese nationality currently based in KwaZulu-Natal. These include areas where Chinese businesses are popular, such as Durban Central Business District (CBD), Springfield Industrial Park, Pinetown, KwaMashu, Phoenix, Mandeni, Isithebe, New-Castle, Pietermaritzburg, Howick, Ladysmith, and Richards Bay. In terms of sample size, 117 respondents were actually interviewed and questionnaires were collected.

Interviews and questionnaires were used to collect primary data from respondents. The questionnaire was designed with both open and closed-ended questions. The researcher planned to interview 120 respondents from different Chinese organisations. In the field research, the researcher with two other people who both understand English and Mandarin fluently travelled to the premises of certain respondents in different areas in KwaZulu-Natal. During the three month period of field research, the researcher himself and two other people interviewed 40 respondents respectively, so the total number of respondents was 120. The whole interview process was monitored and under the guideline of interviewing by the researcher. The respondents were provided questionnaires and explained what the researcher wanted to accomplish. The respondents were then requested to complete the questionnaires following a briefing by the researcher. Interviews were conducted at places such as offices, warehouses, factories and even the living areas of Chinese entrepreneurs. Fieldworks took place from January to March 2015. Finally, 117 respondents were actually interviewed and questionnaires were collected.

The basic questions covered in the questionnaire were derived from the objectives of the study which are guided by the literature review. A covering letter (both in English and Chinese) was necessary which aimed to ensure that the respondents were informed of the nature and purpose of the research. The questions included multiple-choice questions which offered a list of alternative responses. Open-ended questions were also used in the survey to

obtain a better and deeper understanding of the problem. The questionnaire was designed in English, as well as Chinese to cater for those who did not understand English well. The researcher administered the questionnaires to the respondents. In order to ascertain that all the respondents could completely understand all the questions, the researcher assisted the respondents with proper and accurate explanations.

The data collected, coded, and captured was analysed to make inferences from the data. Data was analysed by means of Statistical Programme for Social Sciences (SPSS) version 22.0. A series of relevant statistical analysis methods including descriptive and inferential analysis were then conducted.

1.10 STRUCTURE OF THE RESEARCH

This study is structured as follows:

Chapter One: Introduction

Chapter One provides a guideline with regard to how this research is organised. The background of this study is presented, followed by research problems, rational, delimitation, aims and objectives. An overview of the literature review, and a summary of the research design with particular reference to the nature of this study, sampling method, data collection method and data analysis method is then provided. The aim of this chapter is to provide a brief overview of the study and its objectives for the reader.

Chapter Two: Literature review—Entrepreneurship in South Africa and in China

This chapter provides a theoretical framework of entrepreneurship as a whole. It gives the conception of entrepreneurship, and then focuses on the

importance and several factors that could impact on the success of entrepreneurs. The characteristics of entrepreneurs are also explained. Then, it discusses the special characteristics of Chinese entrepreneurs especially in the overseas market, the overseas Chinese family businesses and their structure, and the different main categories of Chinese business in Africa will also be explained. Lastly, a brief discussion with regard to entrepreneurship in South Africa is presented.

Chapter Three: Literature review—Strategic marketing and business success

This chapter provides a theoretical framework based on the current literatures of strategic marketing and business success. It discusses strategic marketing from different aspects such as conception, evolution, features, implementing steps, strategic marketing strategy, barriers to achieve strategic marketing success, and strategic marketing planning within the international context. Then, it continues to discuss the factors that can determine the business success internally and externally. It also presents reasons why Chinese entrepreneurs are successful overseas.

Chapter Four: Literature review—Marketing intelligence applicable in small and medium-sized business

This chapter starts with the introduction of business intelligence and competitive intelligence. It then moves to marketing intelligence, inclusive of the basic knowledge of marketing intelligence, the explanation of marketing intelligence system, and the main functions as well as the benefits of marketing intelligence system in organisations. This is then followed by the discussion of how Chinese entrepreneurs are currently applying marketing intelligence system especially in the overseas market, as well as the limitations and challenges for Chinese businesses to “Go Global”.

Chapter Five: Research methodology

This chapter explains the various research methods used in this study in order to give a guide to the field work. The research design, development of the measuring instruments, population and sampling, data collection methods and data analysis methods are explained and discussed in this chapter.

Chapter Six: Interpretation and discussion of results

This chapter discusses the data collected, coded and analysed. It then presents the descriptions and interpretations of the results by means of quantitative and qualitative approaches. The statistical analysis of the survey data include descriptive statistics analyses, reliability analysis, factor analysis, section analysis, Chi-square test analysis, hypothesis test analysis, correlation analysis, and regression analysis. The results are presented in the form of graphs, cross tabulations and other figures.

Chapter Seven: Conclusions and recommendations

This chapter presents the summary of findings of the research. In addition, the conclusions of objectives, recommendations derived from the study, limitations of the study, contributions, and implications are presented as well.

1.11 CONCLUSION

This chapter presents an overview, more specifically, the general background of the study, the research problem, the aims and objectives, and delimitations of the study. In addition, it draws up a brief overview of literature and discusses the overall design of the research.

In the next chapter, the literature pertaining to entrepreneurship of Chinese in the overseas market and the characteristics of Chinese entrepreneurs is analysed.

CHAPTER TWO

ENTREPRENEURSHIP IN SOUTH AFRICA AND IN CHINA

2.1 INTRODUCTION

In Chapter one, the reason for the study, the problem statement, the research objectives, and the guidelines of research design were discussed. This chapter commences with the focus on entrepreneurship in South Africa and China. According to Nieman and Bennett (2006: 59), entrepreneurship is the essence of free enterprise because the creation of new businesses gives a market economy its vitality. New and emerging businesses create a very large proportion of innovative products and generate most of the new jobs in the economy. Furthermore, the aim of this chapter is to establish a detailed framework of entrepreneurship as a whole, and to explain the importance and critical factors of entrepreneurship. This chapter also addresses the business environment in South Africa and the fast-grown Chinese investments in South Africa related to entrepreneurship.

2.2 ENTREPRENEURSHIP

Entrepreneurship is a wide conception which refers to owning and managing a business on one's own account and at one's own risk. Its "practitioners" are called entrepreneurs, self-employed, or business owners. Within this concept of entrepreneurship, two perspectives are identified: a dynamic perspective which focuses on the creation of new businesses, whilst a static perspective relates to the number of business owners. Secondly, entrepreneurship refers to "entrepreneurial behaviour" in the sense of seizing an economic opportunity. "Innovator" or "pioneer" may be considered synonyms for "entrepreneur" in this sense (Brixy, Sternberg and Stueber 2012: 106). According to Sathiabama (2010: 5) entrepreneurship is a dynamic process of creating

wealth by individuals or groups of individuals. Herrington, Kew and Kew (2010: 8) point out that entrepreneur is one that shifts economic resources out of an area of low productivity into an area of higher productivity and greater yield. An entrepreneur is one who organises, manages and assumes the risk of a business enterprise. According to Volkmann, Wilson, Mariotti, Rabuzzi, Vyakarnam and Sepulveda (2009: 17), entrepreneurship refers to an individual's ability to turn ideas into action. It includes creativity, innovation and taking calculated risks, as well as the ability to plan and manage projects in order to achieve objectives. Nieman and Nieuwenhuizen (2014: 10) define an entrepreneur as a person who sees an opportunity in the market, gathers resources and creates and grows a business venture to meet these needs. He or she bears the risk of the venture and is rewarded with profit if it succeeds. Djordjevic (2013: 129) summarises that entrepreneurs are individuals, acting independently or as part of an organisation, who create a new venture or develop an innovation and take risks entering them into the marketplace. Entrepreneurs can be independent individuals or surface in an organisation at any level. Thus, top-level managers, middle and first-level managers, staff personnel, and those producing the company's goods or services can all be entrepreneurs.

Entrepreneurship is a dynamic process of vision, change, and creation. It requires an application of energy and passion towards the creation and implementation of new ideas and creative solutions. Essential ingredients include the willingness to take calculated risks, formulate an effective venture team, marshal the needed resources, build a solid business plan, and, finally, the vision to recognise opportunity where others see chaos, contradiction, and confusion (Kuratko 2013: 6). According to Jong de and Wennekers (2008: 125), the concept of entrepreneurship includes professional and behavioural dimensions. Professional refers to the functioning of individuals who either own or operate a business or are employees in enterprises owned by others; and the behavioural dimension focuses on specific behaviours – whether entrepreneurial or managerial. In this way, it is possible to recognise three different entrepreneurial roles – business owners, independent entrepreneurs,

and employees with entrepreneurial or enterprising behaviours – intrapreneurs. Therefore, on the basis of this classification, it can separate the so-called enterprising individuals, including independent entrepreneurs, managers who show an entrepreneurial and not merely managerial mode of behaviour, and enterprising employees. In conclusion, entrepreneurship is a process that results in creativity, innovation and growth. Innovative entrepreneurs come in all shapes and forms; the benefits are not limited to start-ups, innovative ventures or new jobs. Entrepreneurship refers to an individual's ability to turn ideas into action and is therefore a key competence for all, helping young people to be more creative and self-confident in whatever they undertake (Acs and Armington 2006: 54).

2.2.1 Administrator versus Entrepreneur

Kumar (2012: 3) uses a table (Table 2.1) to illustrate the differences between enterprise administrators and entrepreneurs:

Table 2.1: Differences between enterprise administrator and entrepreneur

No	Entrepreneur	Administrator
1	Entrepreneurship is associated with connotations of enterprise, opportunism, individuality.	Administrations are associated with notions of organisation, planning, professionalism, rationality and predictive management processes.
2	The entrepreneur of a small business organisation needs primarily to perform activities relevant to adaptive management process, activities that enable him to exploit the advantages he has in being a small enterprise.	The administrator in a large firm is primarily concerned with those activities relevant top predictive management processes that are with activities related to prediction and control.
3	An entrepreneur puts emphasis on the entrepreneurial activities of management process, so his hold attitudes related to entrepreneurial orientation.	An administrator of a large organisation would hold attitudes related to the administrative orientation of the management process.

Source: *Adapted from Kumar (2012: 3-4).*

Hill and Media (2015: 1) conclude the differences between administrator and entrepreneur such as: an entrepreneur starts and builds a business enterprise, and he is the leader of the company, the chief executive officer. An administrator is someone who manages a department, division, or functional area within an organisation. His job is to perform the tasks assigned to him as efficiently as possible and to meet all deadlines. An entrepreneur must have administrative abilities in the sense of being able to complete tasks efficiently, but an administrator does not have to possess the qualities associated with being an entrepreneur in order to succeed at his job.

2.2.2 Entrepreneurial process

As for entrepreneurial process, different researchers give prominence to different blend of factors. Brixy, Sternberg and Stueber (2012: 105) conclude that there are two main reasons why it is important to analyse the entrepreneurial process. First, if potentially successful entrepreneurs drop out at certain thresholds during this process, the achievable number of new firms is reduced. Secondly, like many other social processes, the entrepreneurial process is selective. Selectivity as such is nothing to worry about as long as its results are, for instance, that the individuals who drop out are those whose ideas and concepts are not sound enough. However, it is well known that selection can be inefficient or even discriminatory. The entrepreneurial process has the following four steps:

2.2.2.1 *The first step—to identify and evaluate opportunity*

The first step is to identify and evaluate the opportunity, which entails an external (or market) orientation rather than an internal (or resource) orientation. Entrepreneurs are not just opportunistic, they are also creative and innovative. The entrepreneur does not necessarily want to break new ground but perhaps just remix old ideas to make a seemingly new application (Hisrich, Peters and Shepherd 2012: 119). Without business opportunity identification, it will be very hard to achieve business success (Short, Ketchen,

Shook and Ireland 2010: 42). Nieman and Nieuwenhuizen (2014: 101-102) address that it is not an easy task to identify and evaluate opportunities. This process demands that the entrepreneur should search for ideas to be converted into a business opportunity in a creative and innovative manner. Therefore, business opportunity and evaluation has become an ability for entrepreneurs to identify a good idea and transform it to their own business operation so as to add value to customer satisfaction and foster business development.

According to Harmon (2012: 4), whether the opportunity is identified by using input from consumers, business associates, channel members, or technical people, each opportunity must be carefully screened, and evaluated. The evaluation of opportunity is perhaps the most critical element of the entrepreneurial process, as it allows the entrepreneur to assess whether the specific product or service has the returns needed compared to the resources required. The evaluation process involves looking at the length of opportunity, its real and perceived value, its risks and returns, its fit with the personal skills and goal of the entrepreneur, and its uniqueness or differential advantage in its competitive environment. Zhao (2011: 54) also stress the importance of the formulation of selection of market opportunities. He concludes models which including simple checklists, cost-benefit analysis, multiple criteria analysis, and analytical hierarchy process. Traditionally, the decision-analytic approach toward market opportunity selection first evaluates opportunities by two steps: quantifying the probability that an opportunity would yield success; and quantifying the benefits attributable to an opportunity if it were to yield success. Then, entrepreneurs need to compare these opportunities to find out which one can maximize the company's benefits.

2.2.2.2 *The second step—to develop a business plan*

The second step of entrepreneurial process is to developing a business plan. According to Brixy, Sternberg and Stueber (2012: 125), a good business plan

must be developed in order to exploit the defined opportunity. This is a very time-consuming phase of the entrepreneurial process. An entrepreneur usually has not prepared a business plan before and does not have the resources available to do a good job. A good business plan is essential to developing the opportunity and determining the resources required, obtaining those resources, and successfully managing the resulting venture. Nieman and Nieuwenhuizen (2014: 120) state that given the limited resources most entrepreneurs have at their disposal in the start-up stage, few can afford to waste resources. Without a business plan, the entrepreneur could easily waste the resources without even realising it before it is too late. Without the assistance or guidance of a business plan, the high return on capital will be most unlikely.

2.2.2.3 *The third step—to determine the resources required*

The third step is to determining the resources required. The resources needed for addressing the opportunity must also be determined. Stokes, Wilson and Mador (2010: 304-305) state that the resource-based concept considers that a successful enterprise strategy involves competing for and winning resources and then developing and deploying them in unique ways. Entrepreneurs often start with a few resources, an idea and determination and gradually accrue and develop resources over time, designing an enterprise around what they have available and what they gradually leverage from the environment. Alternatively, they may start with goals and a view of the resources they require to achieve them, and specifically seek these resources in order to proceed. Nieman and Nieuwenhuizen (2014: 142) mention that resources are limited to the entrepreneur. Using funds to acquire one resource can mean that there are less funds for acquiring other resources. It is therefore important that the entrepreneur make the right choice as to which resources to invest in. To take this decision, the entrepreneur must decide which contributes the greater value for the business to pursue its goals and strategies. Then again, one resource is sometimes needed for another resource to be used. The entrepreneur therefore also needs to consider the right mix of resources.

2.2.2.4 *The fourth step—to sustain the business*

The last step is to sustain the enterprise. After resources are acquired, the entrepreneur must use them to implement the business plan. Martins (2015: 5) argues that starting a business is just the beginning of the game; sustaining that business is where the real challenge lies. This is where the entrepreneur fights to keep the business he has started afloat. The entrepreneur will have to handle competition, find customers, deal with critical business challenges, pay bills as well as deal with employees and so on. This is where the stress of running a business gets worst.

2.2.3 Types of entrepreneurs

According to Linda (2011: 1-2), there are four types of entrepreneurs:

- The achiever: achievers are willing to work long and hard to reach their personal goals. They like to plan and are committed to making things happen. They are good at dealing with crisis and trying to be good at everything. They focus on running small organisations and are careful not to expect themselves to know everything. Large organisations or those that are controlled by outsiders may be too structured for the achiever;
- The salesperson: salespeople care about people and want to help them. They use a soft-sell approach, and their customers buy from them as a way to show gratitude for the help offered by the sales person. They focus on selling and have someone else manage the business;
- The manager: managers are competitive, decisive, and feel comfortable being in charge. They may be good at sales because they use logic and persuasion. They are good at managing major growth in a new organisation or an existing organisation needs their talents. They may tend to cover-manage a small operation and need to be careful that they really have the knowledge and skills they need; and
- The investor: the investors are drawn to new ideas and finding ways to get ahead of the competition. They may be idealistic and get carried away with their enthusiasm. They are good at envisioning solutions to challenges for an organisation. They need to stay away from areas in

which they are not experts and remember that some of their ideas may not be the best.

According to Nieman and Bennett (2006: 59), being an entrepreneur means that the person must be able to conceptualise, organise and coordinate the primary and secondary activities of the value chain in such a way that it can yield a satisfactory profit and satisfy customer needs. This requires creativity and innovation on the part of the entrepreneur. In preparing to utilise an entrepreneurial opportunity, the entrepreneur will have to assume a certain degree of risk, and he will have to prepare a business plan to quantify the degree of risk and the chances of success.

2.2.4 Characteristics of entrepreneurship

Owning an independent business is an attractive option to many people, not only to those people working and engaged in it, but also to many who are working for others and would rather direct themselves (Nieman and Bennett 2006: 50). To become an entrepreneur requires several indispensable characteristics. Innovation is always the most fundamental one. Entrepreneurship can contribute in important ways to economic development. One way it does this is through innovation, which involves the development of new products, new processes, new sources of supply, but also the exploitation of new markets and the development of new ways to organise business (Szirmai, Naude and Goedhuys 2011: 26).

Whilst it is often assumed that entrepreneurs are solely driven by financial and other external rewards (so-called extrinsic motivation), there is plenty of evidence to suggest that this is not always the case. Intrinsic motivation – the love of doing something for its own sake – can be a very strong motivator for many entrepreneurs. The essence of innovation is the successful exploitation of a new idea. It is clearly important to remember that the process of entrepreneurship requires both the skills to transform an existing market and

to standardise a new product, service or process (Stokes, Wilson and Mador 2010: 40-63). Therefore, innovation is always fundamental for entrepreneurs as one of the characteristics. Nieman and Bennett (2006: 50-51) identify a few dominant characteristics that are found in successful entrepreneurs, such as: commitment and determination; opportunity obsession; tolerance of risk, ambiguity and uncertainty; creativity and/or innovation; locus of control, self-reliance and ability to adapt; motivation to excel.

Zoltan (2006: 97) indicates that most successful entrepreneurs share certain personal attributes, including: creativity, dedication, determination, flexibility, leadership, passion, self-confidence, and “smarts”.

- Creativity is the spark that drives the development of new products or services or ways to do business. It is the push for innovation and improvement. It is continuous learning, questioning, and thinking outside of prescribed formulas;
- Dedication is what motivates the entrepreneur to work hard, 12 hours a day or more, even seven days a week, especially in the beginning, to get the endeavour off the ground. Planning and ideas must be joined by hard work to succeed. Dedication makes it happen;
- Determination is the extremely strong desire to achieve success. It includes persistence and the ability to bounce back after rough times. It persuades the entrepreneur to make the 10th phone call, after nine have yielded nothing. For the true entrepreneur, money is not the motivation. Success is the motivator, money is the reward;
- Flexibility is the ability to move quickly in response to changing market needs. It is being true to a dream while also being mindful of market realities;
- Leadership is the ability to create rules and to set goals. It is the capacity to follow through to see that rules are followed and goals are accomplished;
- Passion is what gets entrepreneurs started and keeps them there. It gives entrepreneurs the ability to convince others to believe in their vision. It

cannot substitute for planning, but it will help them to stay focused and to get others to look at their plans;

- Self-confidence comes from thorough planning, which reduces uncertainty and the level of risk. It also comes from expertise. Self-confidence gives the entrepreneur the ability to listen without being easily swayed or intimidated; and
- “Smart” consists of common sense joined with knowledge or experience in a related business or endeavour. The former gives a person good instinct, the latter, expertise. Many people have smarts they do not recognise. A person who successfully keeps a household on a budget has organisational and financial skills. Employment, education, and life experiences all contribute to smarts (Zoltan 2006: 97-98).

Every entrepreneur has these qualities in different degrees. But some people lack one or more. Many skills can be learned. Or, someone can be hired who has strengths that the entrepreneur lacks. The most important strategy is to be aware of strengths and to build on them.

Burdus (2010: 35) reveals some other characteristics of entrepreneurs, including:

- Confidence in personal abilities, due to optimism that demonstrate success when targeting, which many times but can also lead to failure;
- The desire for immediate results, which causes them to continuously monitor the results, which will confirm whether they have done right or wrong;
- Preference for a moderate risk, which means they face no risk in any circumstances, but a calculated risk, but nevertheless in the eyes of others may seem like an impossible goal;
- Willingness to assume responsibilities, preferring to control their own resources to achieve their objectives;
- High energy, above average, which allows him to make incredible effort needed to start a business, business creation;

- Vision to enable the discovery times discovery future opportunities, not to mediate on the successes or failures that have passed;
- Organising skills, which allow entrepreneurs to put together people who carry out certain tasks, to be combined so as to implement the vision;
- The desire to achieve, above money-making entrepreneur motivation is more complex, expressing the first urge to go further, to do for others is impossible, the money represents only a confirmation of success;
- High level of commitment, which makes them hard to work for a company that creates success, removing barriers that seem insurmountable to others;
- Tolerance of ambiguity, as an absolute necessity entrepreneurs, who often must make decisions based on uncertain information, or even contradictory; and
- Flexibility, which is the ability of entrepreneurs to adapt to changing customer demand, is an important characteristic of entrepreneurs (Burdus 2010: 36-37).

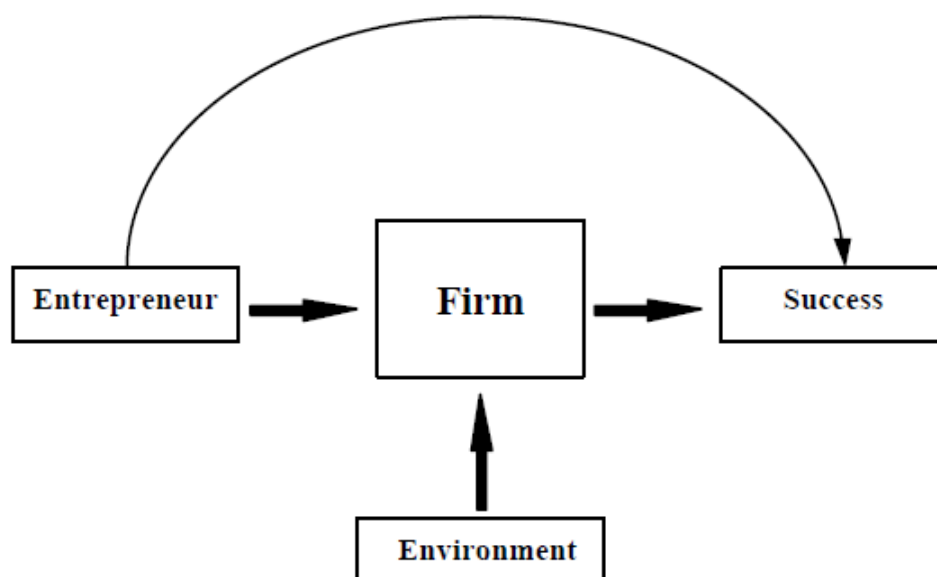
Different researchers have summarised different characteristics of entrepreneurs, all these characteristics are not necessarily born with each entrepreneur, and each entrepreneur is not necessarily equipped with all these characteristics. Depending on individual entrepreneur's life, working, and social experience, his own personal attribute, and his own motivation to achieve success, specific characteristics can be obtained in his specific stages of life. Entrepreneurial characteristics are believed to be highly influential on the business success and the use of marketing intelligence in entrepreneur's daily business operation.

2.2.5 Measure of entrepreneurial success

The entrepreneur does not exclusively determine the structure of a firm. Regarding the factors that could determine the success of an enterprise, external environment is regarded as the key that contributes to the success of

entrepreneurs (Jennings, McDougald and Arslan 2000: 749; Kara, Chu and Benzing 2010: 2). Figure 2.1 shows the relation between the entrepreneur and success when the impact of the environment on the firm is acknowledged.

Figure 2.1: The relation between the entrepreneur and success when the role of the environment is acknowledged



Source: Adapted from Bosma, Van Praag and De Wit (2000: 13).

Entrepreneurship drives economic change and innovation. Unfortunately, in many developing countries, obstacles in the business environment close off entrepreneurial opportunities to huge swathes of the population. Such barriers add to the usual challenges that entrepreneurs face with regard to capacity, financing, and market access (Kerrigan 2014: 7). In South Africa, many Chinese would-be entrepreneurs face difficult situations because they lack the connections, status, and resources to establish business and be successful. Especially the young entrepreneurs and small business owners face higher hurdles to grow their business in this country.

2.2.6 Determinants of success

The term entrepreneurial success is used to refer to the success of a venture or business activity, and sometimes the success of the entrepreneur connected to the venture (Fisher, Maritz and Lobo 2014: 479). In this section it will explore several determinants of entrepreneurship success, the classic views on entrepreneurship produce possible success determinants for starting entrepreneurs, which are summarised in Table 2.2 (Van Praag 1999: 320).

Table 2.2: Determinants of successful entrepreneurship discussed by the classic authors

	Having success as entrepreneur	Start and be a successful entrepreneur
Cantillon		Alertness and foresight Bear risk
Say	Judgement, perseverance, knowledge of the world, business and occupation	Bear risk
Marshall	Intelligence, general ability (dependent on family background and education) Knowledge of the trade Bear Risk Leadership Own capital	Good fortune Father entrepreneur
Schumpeter		Leadership
Knight	Ability to deal with uncertainty: self-confidence, foresight, intellectual capacity	Good luck
Kirzner	Creativeness and leadership to exploit profit opportunities	

Source: Adapted from Van Praag (1999: 320).

In this study, it practically tested the proposed determinants from the literature, and also some other determinants from the real Chinese enterprises in KwaZulu-Natal. This section is highly linked to the determinants of business success discussed in Chapter four. Some general classifications of the determinants are classified as follows:

2.2.6.1 *Human capital*

For many years entrepreneurial researchers have been interested in the relationship between human capital – including education, experience, knowledge, and skills – and success. Human capital increases owners' capabilities of discovering and exploiting business opportunities. Human capital helps owners to acquire other utilitarian resources such as financial and physical capital, and it assists in the accumulation of new knowledge and skills (Unger, Rauch, Frese and Rosenbusch 2011: 341). Human capital is vital for successful business venturing and can be divided into: general human capital – comprising socio-demographic characteristics such as age and gender; and specific human capital – comprising intellectual human capital, derived from investment in formal education and training and prior work and managerial experience (Junquera 2011: 393). Makhbul (2011: 117) believes that being knowledgeable can help an entrepreneur to be innovative and trigger new ideas, which in turn enables entrepreneurs to seize opportunities emerging from their environment. McGowan, Lewis, Cooper and Greenan (2012: 56) identify education as a particularly important element of human capital for aspiring young entrepreneurs, given that they may engage in business venturing straight from school, college, or university with little prior working experience.

2.2.6.2 *Financial capital*

Stokes, Wilson and Mador (2010: 346) state that finance has been likened to the life-blood of an enterprise: it flows through the various operating areas of an enterprise and provides them with the sustenance to keep going. It is also the most common way of measuring the health of an enterprise. Bosma, Van Praag and De Wit (2000: 20) conclude a list of aspects determines the success of financial capital as follows:

- Amount other income: if the firms founder receives income outside of the income from self-employment, this reduces the risks of the firms' founder;

- Own capital;
- Contribution by business partners: business partners can make some financial contribution. This partner will benefit from the new firm;
- Received loan from family: the family comes to help in the financing part of starting the firm; and
- Wage income received by spouse.

However, according to a research done by (Berge, Bjorvatn and Tungodden 2011: 3), the findings show that the human capital intervention causes a substantial increase in the profits of entrepreneurs, whereas the financial capital intervention has no impact on business performance. This provides evidence of the human capital constraint being of fundamental importance for enterprise development and more binding than the financial capital constraint.

2.2.6.3 *Social capital*

Successful entrepreneurs are team builders and they know how to work with people and motivate them, how to build a comprehensive network of contacts which they know will possibly be useful in the future. Networking is considered to be a useful tool in terms of “know-how” and “know-who”, as critical external relationships contribute to business success. The information, knowledge and data gathered via networking are important resources for the entrepreneur. (Nieman and Nieuwenhuizen 2014: 212). Increased attention is paid on the relation between social capital and entrepreneurship. Stam, Arzlanian and Elfring (2014: 152-154) conclude that it is widely agreed that social capital, or the resources embedded in entrepreneurs’ personal network, is critical for the performance of small firms. For instance, network connections enable entrepreneurs to identify new business opportunities, obtain resources below the market price, and secure legitimacy from external stakeholders. Furthermore, it is pointed that family members, friends, and business contacts as important items in the social capital are directly connected to the entrepreneurs. Especially, it is noted by Kwon and Arenius (2010: 317) that

social capital on entrepreneurship has highlighted the roles both forms of trust can play in reducing transaction cost associated with searching for information and monitoring possible malfeasance.

2.2.7 Keeping up with developments relevant for the business

In this study, as it aims to evaluate the marketing intelligence application by Chinese entrepreneurs in KwaZulu-Natal, South Africa, to understand how they obtain business information for their businesses' start-up, survival, and growth becomes one point that needs to be addressed. Cassis and Minoglou (2005: 78-79) raises this question: how do the entrepreneurs get their information on the developments that are important for their particular businesses? Then he provides a number of information sources with regard to the business survival, growth and success can be obtained from: visiting congress; taking part in courses; keeping up with literature; getting information from customers, suppliers, distributors, banks, commercial associations, branch organisations, competitors, fellow entrepreneurs, and various media channels which include TV, radio, newspapers, magazines and Internet. One thing that needs to be noted is, the subject of keeping up with business is closely related to social capital. However, it cannot be considered as a component of social capital. It reflects the strategy used to retrieve relevant information from relationships. These relationships do not occur naturally.

2.2.8 Appearances and levels of entrepreneurship

The entrepreneurial function implies entrepreneurs have the ability to provide development opportunities, prevent some changes may occur in the environment, which seeks to exploit the personal interest (Burdus 2010: 35). According to Reynolds (2005: 360), entrepreneurship (the entrepreneurial function) can be conceptualized as the discovery of opportunities and the subsequent creation of new economic activity, often via the creation of a new organisation.

The entrepreneur's central activity is that of business creation, which can be studied at an individual and/or organisational level – analysing psychological aspects and social variables of education, background or the family – either at an environmental level using variables that enable business development, or by analysing aspects of the economic, social and cultural environments (Finkle, Kuratko and Goldsby 2006: 185). Stokes, Wilson and Mador (2010: 16-20) discuss the entrepreneurship in terms of appearances from four perspectives:

- The functional perspective – it leads with a conceptualisation of the entrepreneur's interaction with his or her environment. It is interested to understand what the entrepreneur actually does;
- The personality perspective – it takes the premise that certain individuals possess a distinctive range of personality characteristics which are sufficiently stable and enduring to predispose them to entrepreneurial activity (including such characteristics as a high need for achievement, internal locus of control, risk-taking and self-efficacy). According to Fairlie and Holleran (2012: 370), a relatively new and growing literature examines whether the personality or psychological characteristics of individuals are important determinants of entrepreneurship in addition to the more traditionally-identified determinants such as education, family business experience and access to financial capital. But the most studied personality characteristic in the context of entrepreneurship is risk tolerance, because business ownership is inherently risky and it stands to reason that individuals who are more risk-tolerant are more likely to become entrepreneurs;
- The behavioural perspective – when it comes to educating and training people for entrepreneurship, the focus on entrepreneurial behaviours is very much in the ascendancy, as this sense of self-discovery and behavioural independence sits very comfortably with popular notions of what being entrepreneurial, or enterprising, is all about; and
- The dynamic learning perspective – it goes beyond the start-up phase of the enterprise to consider the complex ways in which entrepreneurs learn

to adapt as business grow. This perspective has important implications for the role of entrepreneurship in established and larger firms, in particular.

Different levels of entrepreneurs can be found according to entrepreneurial sophistication based on the nature of their entrepreneurial activities. Nieman and Nieuwenhuizen (2014: 26-27) identify five levels, which are: 1) basic survivalists – no economic independence, little involvement with other entrepreneurs within their social network; 2) pre-entrepreneurs – welfare-oriented approach, not expected to be self-sustaining, training needed in entrepreneurial competency; 3) subsistence entrepreneurs – self-employed, independent income generation through a temporary market stall or stand; 4) micro-entrepreneurs – zero to nine employees, with operating licence from local authority, and a fixed workshop; 5) small-scale entrepreneurs – ten to 49 employees, qualifies for a loan from a bank, well-educated and has adequate collateral to apply for a loan, for example, a small accounting or law firm. However, the Chinese entrepreneurs in KwaZulu-Natal, South Africa are not only small to medium sized, as a certain number of them belong to big private companies' branch, state-owned enterprises' branch or even non-profit organisations.

2.2.9 Entrepreneurship and organisational types

Miles and Snow (2003: 123-125) suggest four empirically-derived types of organisations: (1) defenders – have narrow product-market domains; (2) prospectors – search almost continually for new opportunities and experiment regularly with potential responses to emerging environmental trends, their emphasis is on innovation; (3) analysers typically operate in two types of product-market domains: one rapidly changing, the other one relatively stable. Their top management must be able to deal with strategies in different modes; (4) reactors – are unable to answer with effectiveness to environmental alterations. They make changes only when they are obligated. Therefore, defenders can be characterized by a planning mode, prospectors are likely to

use an entrepreneurial mode, and reactors are likely to be characterized by an adapting mode.

Jarrar and Smith (2014: 61) identify two types of organisations, which are entrepreneurial organisations and conservative organisations. The former are those firms in which the top managers have entrepreneurial management styles, as evidenced by the firm's strategic decisions and operating management philosophy. Entrepreneurial organisations tend to emphasise flexibility, high degrees of innovation and risk-taking. Strategies pursued by entrepreneurial firms tend to be aggressive or proactive and these firms compete mainly by engaging in substantial new products and latest technology development; conservative organisations are those firms in which the top management style is risk-averse, non-innovative, and reactive. Strategies pursued by conservative organisations seek to derive strength from efficient production and from competition based on lowest possible prices within high quality standards.

Especially for the Chinese entrepreneurs, according to Wang (2012: 80), due to the conservative feature of most of the Chinese entrepreneurs based overseas and the deep-rooted traditionally cultural effects, in overseas Chinese communities, businesses are predominately family-controlled; even the largest of them, albeit technically public corporations, have rarely become professionally managed bureaucracies, and are still heavily controlled by families. The author further points that although the family-based business structure has some advantages such as providing financial support for start-up business, and help reducing internal transaction costs, the negative effects are also clear: it may restrain the size of the business; it may result in nepotism; paternalism may dominate the decision-making process; and, management succession is often a big problem for a large number of overseas Chinese entrepreneurs.

2.3 ENTREPRENEURSHIP OF OVERSEAS CHINESE ENTERPRISES

This section explores and discusses the characteristics, cultures, management styles and mind-sets of Chinese entrepreneurs, especially when they conduct business overseas. South Africa is a good place for them to invest in and obtain opportunities, as in the recent 10 years with the bilateral trade between China and South Africa which attracts numerous Chinese business people to this country.

2.3.1 Characteristics of Chinese entrepreneurs

According to Liao and Sohmen (2001: 30), Chinese entrepreneurs show some unique characteristics among the universal attributes: firstly, comfort with risk and even an enjoyment of risk is most obvious; secondly, at current stage, due to the relatively low educational level of most Chinese entrepreneurs, their success has been comparatively more surprising, whether or not they have a more natural “business instinct” is difficult to establish; thirdly, luck and fate are often regarded as “key” factor to success, and such trust in fate may also partially explain the reliance on opportunism over long-term strategy.

Qian *et al.* (2006: 30) confirm two major characteristics that are more unique to Chinese entrepreneurs, which are political nimbleness and interpersonal harmony. Flexibility and liquidity are subsets within the need to be politically nimble. Liquidity is a valued intangible asset of Chinese entrepreneurs. Backed-up plans, dual citizenship and low capital-requirement start-ups all allow for desired liquidity. Mobility and quickness are priorities in the “philosophy” of overseas Chinese entrepreneurs. Therefore, most Chinese entrepreneurs, especially for the ones overseas, tend to emphasise short-term profits and opportunism instead of long-term strategy. According to Li, Young and Tang (2012: 373), Chinese entrepreneurs differ from their Western counterparts in that they typically do not engage in high technology, research and development (R&D), or innovative activities, and their entrepreneurial

activities depend heavily on networks of kinship ties. This means that Chinese enterprises always contain host of traditional Chinese values, such as the importance of family, and this type of entrepreneurship emphasises the interests of family.

Blau (2011: 6-7) argues that Chinese entrepreneurs stand out with some unique marketing approach, which entails both advantages and disadvantages. Remarkably, Chinese entrepreneurs utilise their personal social network, and leverage on it quite significantly along their marketing processes. The network is mainly used to collect market information and to learn about new opportunities, such as customers' needs, which may lead to new product ideas and additional revenues. At the other end, these trust-based relationships can be used cleverly to identify potential customers, as well as channel partners (distributors, agents etc.), reducing both risk and time to market. It can be concluded that this personal social network leads to responsiveness of the firm, reacting to market changes and finally may very well create a competitive advantage over entrepreneurs that lack such a network. Unlike other resources, such a network cannot be easily imitated or transferred. Wang (2012: 80) states that such connections (interpreted in Chinese means "Guanxi") play a crucial role in achieving business success for Chinese entrepreneurs. People in a Guanxi network do each other favours in a reciprocal fashion. However, in many occasions, the favours are performed illegally or unethically. The negative side of a Guanxi network is that it has been used improperly by Chinese business people in order to have access into foreign markets, through their friends or family living abroad, which renders many people zealous in seeking shortcut to success, rather than working hard, and hence stifles entrepreneurship to a substantial extent. This means that possibly some better opportunities, attractive target markets, efficient routes to market or a more sustainable competitive position could be missed out. This may lead to potential lost revenues, lower profits or smaller market share.

Normally, it is maintained that the Chinese interpersonal network applied in business has a competitive edge over their African counterparts (Gadzala 2009: 205). However, this network can hinder businesses to connect partners beyond their immediate networks. Mohan and Kale (2007: 7-8) have different opinions that the remarkable entrepreneurialism demonstrated by overseas Chinese in Africa is due to their specific networks, adapted to the requirements of globalization, rather than to cultural characteristics such as Confucianism. The Chinese Diaspora is not at all homogenous. Although there are elements of a common cultural heritage, this commonality is overlaid by language and regional distinctions, as well as age, gender, and class distinctions. Dillon (2013: 1-3) states that China has little option if it wishes to continue its phenomenal growth trajectory. The financial crisis in the West has deterred China from passing higher costs to customers, and fewer orders are coming from Europe while demographic changes and increasing labour shortages have led to a quintupling of wages in the last decade with diminishing profit margins. The author suggests that Chinese entrepreneurs should adjust their traditional marketing strategies and learn to work with global consumers in foreign markets and use sophisticated strategies and medias to build brands. Jones, Dimitratos, Fletcher, Young and Elgar (2009: 112) argue that a major barrier to Chinese companies to expand globally is the shortage of international knowledge and experience. Many of Chinese owners or managers are unfamiliar with foreign countries' market conditions, business rules and practices. It is suggested that Chinese entrepreneurs learn to explore foreign markets by a series of sophisticated marketing strategies and work with local partners who can provide them with foreign market knowledge and management and business expertise in order to progress in internalisation.

2.3.2 Overseas Chinese family business

Redding (2007: 234) defines the "*spirit of overseas Chinese capitalism*" as being rooted in a drive to get rich, the desire to protect ideas, secrecy regarding business affairs and a paternalistic organisational structure. Zhuang

and Wang (2010: 189) find that there are two different types of models of Chinese entrepreneur's management. One is the private sector presently in China and one overseas. The authors note that the private sector in China is subject to governmental regulations, along with the creation of a legal system, and the entry of the country into the world trading community. The overseas model, in contrast, grew up in a unique fashion, apart from the mother country.

Redding (2007: 250-251) indicates that the current overseas Chinese enterprises establishments coincide with a restructuring of world markets which are well-suited for nimble and responsive small and medium enterprises to fit world market patterns, such as the endless demand for Original Equipment Manufacturers (OEM's). The demand occurs because Western markets are available and are looking for low cost sourcing, and these small and medium-sized firms can meet the demand. Another important aspect, is that most of these firms happen to be controlled by overseas Chinese families that are well established. Therefore, there is a special overseas Chinese interpretation of the universals of entrepreneurship which happens to fit perfectly into the current opportunities based on world trade patterns.

The above procedure allows the family to maintain ultimate control over a large array of business activities. Zhang, Venus and Wang (2012: 99) indicate that for Chinese family business, traditional culture (especially Confucian ethics) is still having a profound influence on business operations and financing activities. Business owners are culturally influenced to regard their business as family property and are reluctant to share ownership with others. Sciascia, Mazzola, Astrachan and Pieper (2012: 19-20) state that the drawbacks of family ownership on international entrepreneurship can be explained with the stagnation perspective highlighting family business resource restrictions, conservative behaviour, and potential for conflict. Plus, family owned firms generally have less access to capital markets than non-family firms and a paucity of capital could lead to a lack of resources needed

for international entrepreneurship. Therefore, it is suggested that Chinese entrepreneurs should open ownership to non-family members who could provide different resources such as financial, technical, human resources and marketing which are essential for foreign firms to enter local markets.

Zhuang and Wang (2010: 191) state that the overseas Chinese model would be relevant in any nation where the environment is uncertain and heavily politicized – which covers many countries throughout the globe. If an entrepreneur is working in these two conditions, then the response formula of the overseas Chinese model is a perfect adaption. The overseas Chinese entrepreneurs have raised the exchange of information and the sacred nature of information to a very high level of significance in their system, which includes the secrecy about it. Further, the overseas Chinese have learned to play the political game by focusing power within their system on the key players in the game, who can then co-opt political support, if necessary. The uniqueness of the overseas Chinese entrepreneurship model is how it responds to its particular conditions especially in Africa.

In overseas markets, Chinese state-owned-enterprises (SOEs) are more likely to invest abroad compared to private companies as a consequence of the appreciation of the Renminbi (Chinese currency), given their easier access to capital and foreign reserves granted by the government (Duanmu 2012: 66). Private firms are driven by market motives, and usually take the form of family business. Private firms are pushed to invest overseas by the need to escape from an unfavourable domestic business environment (Lu, Liu and Wang 2011: 230). Wang (2012: 79) concludes one of the major characteristics of Chinese family business is “Familism”. Unlike typical Western people who highly value their independence from others, Chinese people emphasise loyalty and piety to superiors, which include parents, employers and government officials. Inside the family enterprise, the parents especially the “Father” is important. It also means that family interests are placed above those of individuals. With regard to the management style of overseas

Chinese family business, Chen (2004: 87) finds out that, most if not all of the top management positions in the typical Chinese family business are filled by family members. Other strategic posts are usually reserved for close relatives and for those who have worked for the family for long periods of time. Unlike the western family business or normal enterprise, the overseas Chinese family enterprises normally take authoritarian leadership style, and the combination of owners and managers for the “boss” avoids many of the “agency” problems that western businesses face in getting executives to promote the interests of the shareholders. Within this framework, the Chinese family firms provide a high degree of flexibility accompanied by intense managerial effort. The ethnic Chinese business groups have maintained strong family control despite holdings that on occasion massive of capital and range over a wide variety of industries as well as countries of operation. They often show a near fanatical reluctance to admit professional outsiders into the senior management of their firms.

On occasion, the overseas Chinese family enterprises take on some of the trappings of a modern corporation, such as the recruitment of professional managers and a degree of public ownership, including listing of some of the family’s companies on a major stock exchange. But even then, the most desirable assets are kept in a maze of private businesses and trusts controlled by the family. Family members continue to make strategic decisions, whether formally or behind the scenes. The tendency of these firms is to engage in as many of their business relationships as they can with people of similar culture (Chen and Rynes 2013: 488). Xue (2014: 1-2) addresses that there is a series of disadvantages associated with the Chinese family enterprises, such as too much emphasis on familism, nepotism, paternalism, the rejection of formal management, and difficulties of external capital access. Similarly, Yu (2001: 23) argues that keeping control within the family almost inevitably restricts the size, and especially the complexity, to which it can grow. This is less a problem for low-tech firms than it is for high-tech companies which require sophisticated organisational structures and innovative experts. Family ties can be so strong that incompetent and untrained relatives are

preferred over outside professionals. The reasons why Chinese businesses are almost always in family firms, is within traditional Chinese culture, you can only trust close relatives. So, in many Chinese businesses, the managers who are not family members are the unhappy individuals. They often quickly encounter the limits of their authority, especially when they deal with family members who nominally report to them. Therefore, as Kim and Gao (2010: 2098) state that, excessive focus on relationship with family members and inadequate company structure and decision-making process actually lead family enterprises to a shortage of higher skilled stuff, such as professional manager. In addition, Loy (2012: 35) remarks that there is another noted phenomenon that widely exists in the overseas Chinese enterprises, which is the Confucian tradition that is remarkably persistent, especially the common core of values such as loyalty to a hierarchical structure of authority, a code of defined conduct between children and adults, and trust among relatives and friends. Besides this, frugality is another important characteristic

2.3.3 Overseas Chinese business structures

The overseas Chinese firms would like to set up a less sophisticated business structure in order to adapt to the weak system of contracting and law in most of developing countries. In the eyes of western countries and by their standards, this structure is quite simple, based on either production or sales or services. That is why among the numerous numbers of Chinese businesses overseas, there are few, or even no Chinese enterprise equivalents of such complex corporations as Japan's Sony, South Korea's Daewoo, or the United States's Procter & Gamble. For example, almost all of the 100 largest companies in Taiwan are owned by a single individual, a family, or very close partners. Frequently, a family-held business maintains cross-ownership with other firms controlled by the family. The result is a web of holdings, which is reinforced by placing family members in key management positions (Yeung 1999: 91-92). Zweig and Jianhai (2005: 30) find out that Chinese management models are quite different from Western management models. Basically, Western management models are system-

oriented or computer-technology-like relationships with performance measures. In contrast, Chinese management models are family-oriented, or intimate human relationships with rules and routines

Brown (1995: 53) argues that the typical overseas Chinese conglomerate is privately held, or at least relatively few of its constituent enterprises are listed on stock exchanges and thus available for public ownership. Therefore, management of the family group are always reluctant to reveal conventional financial data, or only limited amounts of information of all types are available on the detailed operations of the overseas Chinese enterprises. So, according to Ahlstrom, Young, Chan, and Bruton (2004: 283), excessive control of information could pose a negative impact on the fast growing industries, though it to some extent has a positive influence on traditional industries. Moreover, paternalism might lead to low efficiency. Even general material has to gain approval from the top leader of the company because of the management and decision-making process is highly centralized. Consequently, too much emphasis on one's authority might be positive to the company in the short-term, but could lead the company to an unstable governance situation in the long-term (Xue 2014: 5).

Lee (2011: 1) points that especially for the overseas Chinese enterprises, many successful ones have a hierarchical organisational structure where top leaders steer the direction. The successful Chinese entrepreneurs lead managers and managers lead workers. It is a top-down communication from top decision makers to employees. This means only the top executives make decisions for any project. Managers and workers are the ones who follow the orders, implement the plan, monitor the progress and report to the leaders. However, the downside is that when a crisis happens, employees do not have the know-hows, abilities and skills to cope with sophisticated tasks and solve problems with creative solutions. The upside is that Chinese organisations will always be operated by highly disciplined workers. Brown (1995:111) states that, often, few of overseas Chinese companies set up large staff departments,

such as labour relations, public relations, or research which require specialized expertise. These responsibilities in a general way are assumed by each of the key family executives. The resultant level of specialization is low, with few routine work procedures and rarely any described in a formal company manual. When the two forces conflict, personal relationships take precedence over organisational efficiency. Vitez and Media (2015: 2) argue that the advantage is these centralized organizations can be extremely efficient regarding business decisions. Business owners typically develop the company's mission and vision, and set objectives for managers and employees to follow when achieving these goals.

Due to the relatively simple organisational structure of the overseas Chinese enterprises, the fundamental business decisions are often made on the basis of experience, intuition, and informal exchanges, rather than detailed statistical reports or the expensive advice of external consultants. The leading ethnic Chinese business leaders know each other personally and do deals together, with information spreading through an informal network rather than through more conventional channels. Therefore, as a result of the informality of key dealings, the overall cost of doing business is low substantially. The transnational trading networks developed by the overseas Chinese allow for the flexible and efficient transmission of information, finance, goods, and capital in what are rarely formal agreements (Weidenbaum 2001: 150). Tull (2006: 478) summarises that, in the long run, the overseas Chinese companies themselves face very serious limitations. Their most noticeable weakness is very little if any experience in the worlds of brand-name goods, mass-marketing, and high-technology. Inevitably, family businesses face size limitations that restrict the range of activities that can be managed outside their boundaries. They need the design, manufacturing, and marketing capabilities that the western companies usually have.

It is suggested that the overseas Chinese companies can combine the western management models and the Chinese management models which

will be beneficial to themselves, to yield a marriage of high-technology and modern marketing with regional business savvy.

2.3.4 Overseas Chinese enterprises in Africa

Most overseas Chinese (including in South Africa) take a low profile in the commercial world, and shy away from advertising and publicity. As a result, there are few if any examples of well-known consumer goods with Chinese brand names. Instead, it is found these entrepreneurs operating in the interstices of the business world. They make components, manufacture for others, and perform sub-assembly work. They are also heavily involved in wholesaling, financing, sourcing, transporting, and providing other services. Most of these operations are behind the scenes, minimising the need to market product to end-users (Borras, Ernst and Haggard 2000: 61). Suryadinata (2006: 320) states that one possible reason for overseas Chinese entrepreneurs normally do not play significant roles in the network of production is the inconsistency between overseas Chinese business structures and the corporate culture that is needed to have a place in the production networks:

- Firstly, overseas Chinese business is best known for its familism and is patrimonially personalistic in character. The management style is often paternalistic in the Confucian tradition. Such corporate culture embedded in the traditional overseas Chinese business is totally incompatible with non-family lineage and emphasise on creativity in the dynamic environment of the Asian production networks. This is because the management style inhibits talent from below and also inhibits technological sophistication as well as influence of non-family professionals;
- Secondly, family controls over this type of firms in the networks are at most nominal or just providing necessary capital at the start-up to jump-start the company. This is because in these types of firms, creativity and talents are essential ingredients for technopreneurial success. Retention of

talented staff is normally through provision of stock options which tend to dilute family ownership and control over time; and

- Thirdly, the business success of traditional overseas Chinese business depends very much on the entrepreneurial spirit of family head and his monopoly of market knowledge for “knowledge arbitrage” (Suryadinata 2006: 320-321).

However, in the recent few years China has made efforts to change its position in the global production network and to make a shift in the growth model to push overseas Chinese firms to upgrade their technology, pursue higher levels of the value chain previously conceded to foreign firms, and augment managerial skills and staffing to remain globally competitive (Rosen and Hanemann 2015: 3-4). Sturgeon (2002: 452) believes that in the Information technology and electronic sector, research and development (R & D) is part and parcel of a firm in the production networks. Overseas Chinese business spends the least in this type of activities. This is mainly because overseas Chinese business hardly involves in vertical integration in manufacturing activities. Even in their manufacturing activities, research and development (R & D) is minimal as the type of industries involved, such as toys making and manufactures of textiles and apparels, do not require extensive technological research. To them, research and development (R & D) activities which do not give rise to immediate results in money making seem to be fruitless and non-productive. But in recent years, according to Minin, Zhang and Gammeltoft (2012: 190-192), in order to achieve sustainable competitive advantage, more and more Chinese multinational companies and private companies try to go beyond imitation and over-dependence on foreign multinational companies to promote independent innovations. Increasing number of Chinese companies begin to show concern about how to cultivate their own research and development (R & D) capabilities and to go global.

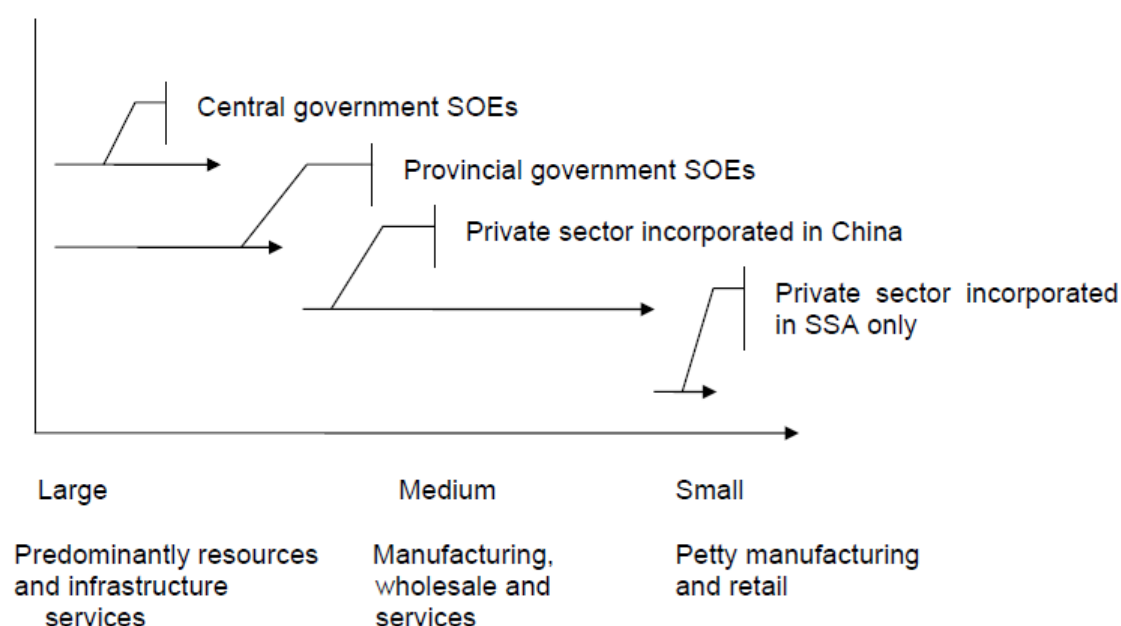
Gong (2007: 3-4) states that in addition to diplomats doing negotiations and business deals, some of the main categories of Chinese doing business in Africa (including South Africa) are: state corporation personnel managing contracts, investments, and projects; owners and managing staff of private sector firms; owners of small and medium formal sector businesses; import-export agents and traders; informal sector hawkers and marketers; contract workers and labours. But it is shown that most Chinese retain separate cultural lives, and interactions with Africans are limited. Shen (2013: 4) finds that by 2011 a significant 45% of China's total outbound foreign direct investment (OFDI) was attributable to its private sector players. He further concludes that in many parts of Africa, the wide range of up-and-coming Chinese businesses – manufacturers of textiles, shoes, ternaries, food products, along with restaurants, wholesale and retail centres and other service providers – have become an everyday sight one can hardly miss. These businesses are seldom run by large Chinese stated-owned-enterprises (SOEs), but mostly by small and medium sized private Chinese investors, who are often producing outside China for the first time, and who hardly speak any language other than their mother tongue.

The Chinese approach to foreign direct investment in Africa stands in contrast to the Western approach. Unlike the Western economic actors investing in Africa which are predominantly private corporations, for example, Coca-Cola, whereas China's major companies are state-owned enterprises, blurring the boundaries between private and national objectives (Sutton 2010: 3-4). Therefore, the investments of Chinese companies investing in Africa are often driven by economic, political and national security goals. Gu (2009: 571) identifies three main reasons that Chinese firms go to Africa for investment: first, they go to start up development projects. Those firms that are able to enter African markets early through development assistance projects gain an advantage to learn about local markets and then to use their familiarity with Africa to make subsequent investments; second, particularly, a limited number of apparel manufacturers established processing factories in Africa in order to increase their sales; third, investments have involved the search for oil and

gas and other resources to export to China. Ayodele and Sotola (2014: 6-7) conclude several key drivers of the engagement of Chinese investment in Africa: firstly, China needs resources notably crude oil to power its modern, growing economy and to support its expanding industrial base; secondly, Africa's population is seen as a potential market for Chinese products; thirdly, African manufacturers and other industries had enjoyed many years of monopoly and protection. African countries economic reform liberalized the protected market and opened up the door to increased economic activities from other players elsewhere. Many firms which were hitherto shut out of the market are now interested in the new markets, including Chinese firms; lastly, the privatization of publicly owned enterprises in China are necessitated with the need to scout for new investment opportunities outside China to complete their transition from the state-owned enterprises. To do this, the privatized enterprises needed to step up entry into international market such as Africa.

Then, it becomes necessary to discuss the main categories of Chinese business or investment in Africa. Kaplinsky and Morris (2009: 555) use a figure (Figure 2.2) to illustrate the size, sector and ownership of Chinese entrepreneurs in Africa.

Figure 2.2: Size, sector and ownership of Chinese investors in Africa



Source: Adapted from Kaplinsky and Morris (2009: 555).

Informal-sector Chinese entrepreneurs sell apparel and everyday goods in direct competition with large numbers of African micro- and small-scale entrepreneurs. With limited education, skills and capital most are self-employed business people who settled in Africa in the 1990s. They are legal and illegal immigrants who took advantage of China's loosening emigration policy and found African market niches. Some who came at the entry level succeed in moving upward and became wholesalers and business owners (Haugen and Carling 2005: 642). For example, Chinese trade-immigrants in several "China Cities" in Durban, KwaZulu-Natal and some rural areas have market stalls, and sell large volumes of Chinese cheap goods to small, informal-sector African traders. This is in contrast to the Taiwanese who entered South Africa with capital and opened businesses using skilled staff in the 1970s and 1980s.

Moving up to small businesses in the formal sector are the restaurants, medical clinics, and retail stores where skills and start-up capital are higher.

Usually family and other Chinese employees are hired, although some restaurants have African workers (French and Polgreen 2007: 21). Medium size formal-sector firms include international trade, agriculture, manufacturing, textiles, and construction. At this level, the start-up capital is higher. These businesses usually have long-term commitments, and many came to Africa because of the shrinking market and high competition in China. Chinese business owners may also hire Africans to go to China to select products suitable for African tastes (Wang 2007: 110). China, unlike the West, focuses on agriculture endeavours since its accession to the World Trade Organisation (WTO). These include small to large farms and processing companies for export and local sales, and firms that sell agrichemicals and farm equipment.

China has been involved in agriculture in Africa since the 1960s. The Chinese government featured agricultural technology transfer as a central component of its aid programme. In the 1980s and 1990s, stated-owned companies that had built stated-owned farms and plantations for African governments often returned to manage them. These companies and others began to lease stated-owned farms being privatised under structural adjustment programmes. After the 21st century, the Chinese government had developed policy guidelines for outward investment in a number of sectors, and agricultural cooperation is one of the keystones of China's commitments under the Forum on China—Africa Cooperation and the January 2006 White Paper on China's Africa Policy (Brautigam and Zhang 2013: 1681). The good examples are: in June 2010 China's top state-owned agribusiness group, China National Agricultural Development Corporation Group (CNADC) and the China-Africa Development Fund set up a joint venture, China-Africa Agriculture Investment Co., Ltd (CAAIC). The authors further note that, funded at \$161 million, and CAAIC is intended to be a platform to promote China's farming, fishing, animal husbandry, livestock, and agro-processing and marketing investments in Africa. It can be seen that in order to establish its foundation of agricultural programme in Africa, the official authorities of China is using diverse methods

(including marketing and capital incentives) to stimulate public institutions and private sectors to explore Africa.

It is noted that most Chinese enterprises invest in strategic sectors, such as oil, minerals or infrastructure which are often state-owned (by either the central government or provincial governments) and receive government grants or loans from state-owned banks (Kaplinsky and Morris 2009: 557). These investments often involve large projects in Africa. For instance, the state-owned China National Petroleum Corporation is the leading foreign investor in Sudan. According to Renard (2011: 19), Chinese medium to large sized enterprises are found mainly in the manufactured goods, telecommunications and wholesaling trade sectors. Small firms are found mostly in the light industry and retailing sectors. Although the small enterprises certainly play an important role and are present in most African countries, they are not properly captured in official statistics. Gu (2009: 574) states that the majority of the Chinese private firms in Africa are small and medium-sized enterprises (SMEs). These enterprises are highly flexible and adapt quickly to local conditions. Only a very small number of large Chinese private manufacturing firms have invested in Africa such as Huawei Technologies, Holley Group, and Zhongxing ZTE Corporation among others. (Ayodele and Sotola 2014: 7) mention that while state-owned enterprises are driven by state's interests and largely invest heavily in the extractive sector, Chinese private companies are driven by market forces and are investing beyond the extractive sector. In addition, the private sector is driven by profit and the goal of creating lasting economic opportunities for host countries. In South Africa, the typical successful example of the biggest investment by Chinese company ever since is the Industrial and Commercial Bank of China (ICBC) acquired 20% stake in one of South Africa's leading bank, Standard Bank. The ICBC's US\$5.6 billion investment into Standard Bank – the largest single foreign investment by a Chinese firm to date – reflects the confidence that Chinese business have in Africa as an emerging market. Recently in 2013, ICBC has closed a deal to buy Standard Bank's London-based commodity trading business, which is about US\$700 million. This means that

this deal represents a new strategic direction in ICBC's international expansion. And it also represents that the buying stake by ICBC has led to further technical and management cooperation between the Chinese investment and South African recipient (Rabinovitch and Davies 2013: 3-4).

2.4 ENTREPRENEURSHIP IN SOUTH AFRICA

According to Pihie (2009: 341), entrepreneurship can be measured in two ways: actual entrepreneurship (i.e. people that have actually started business) and entrepreneurial intention or latent entrepreneurship (i.e. people that intend to start business). In South Africa, the percentage of adult South Africans involved in entrepreneurial activity has dropped by 34% since 2013. The percentage of adults in South Africa involved in a business that are less than three-and-a-half years old (also known as early-stage entrepreneurs) fell to 6.97% last year from a 13-year high of 10.6% in 2013 (Dludla 2015: 1). TEA is a measure of people in the 18-64 age groups who are actively involved in the start-up process or those managing a business less than forty two months old. The TEA rate in South Africa in 2008 was 7.8% which is significantly below the average of 13.2% for the countries that participated in the Global Entrepreneurship Monitor (GEM) annual review (Herrington, Kew and Kew 2010: 10). Fatoki and Chindoga (2011: 162) notice that young people in South Africa are far less likely to start their businesses compared to those from other countries. In South Africa, the less entrepreneurial activity among youths has become the primary reason for the low overall entrepreneurial activity. In South Africa, youths are defined as those within the 14-35 age range as mandated by the National Youth Commission Act of 1996 and the National Youth Policy of 2000.

2.4.1 Constraints on South Africa entrepreneurship

In South Africa, there is a host of challenges that entrepreneurs may encounter. These challenges include lack of start-up and expansion finance,

access to markets and gaining marketing credibility, access to appropriate technology, access to resources (especially human resources – managing people) (Nieman and Nieuwenhuizen 2014: 40), and other barriers such as: the lack of entrepreneurial skills, awareness and preparedness amongst entrepreneurs; lack of respect for and recognition of the contribution made by entrepreneurs in South Africa; forecasts, which are rarely accurate; sub-optimal infrastructure, which is impairing the culture of entrepreneurship in South Africa; everything taking longer than planned (Nieman and Nieuwenhuizen 2014: 42). Abor and Quartey (2010: 225) found that in a survey, many small to medium entrepreneurs owners perceive access to funds is the major constraint especially in establishing or expanding their businesses. Dlodla (2015: 2) indicates that the biggest reasons for the decline of entrepreneurship rate in South Africa are the country's poor ratings on government programmes, primary education, restricted and inhabiting regulatory environment and restrictive labour laws. He further shows that education plays a major role in entrepreneurial activity in that the more educated the person, the more likely that person is to start a business and that the business continues to be sustainable.

It is obvious that the knowledge accessibility and research and development (R & D) ability play a fundamental role in new firm formation (Desai, Nijkamp and Stough 2011: 174). Leadership talent is also seen as an important part of becoming a successful entrepreneur. Especially, leadership and leadership development needs an updated understanding to enhance the quality of general leadership practice withdrawing innate leadership talent and acceptance of individual learning (Ostergaard 2014: 20). Herrington and Wood (2003: 7) point out that lack of education and training have reduced management capacity and entrepreneurship in South Africa. The quality and context of the educational system do not promote the development of managerial competencies. This is consistent with the findings of Herrington, Kew and Kew (2010: 11) who point out that the most crucial factor hindering entrepreneurship in South Africa is the lack of education and training. The quality of basic education has deteriorated in South Africa. More than half of

the students in high schools in South Africa do not matriculate. Lack of basic business skills is a constraint to entrepreneurial intention.

In terms of financial support from government, Mass and Herrington (2006: 7) address that most youths entrepreneurs are not aware of the various support programmes available and as a result, youths with entrepreneurial tendencies perceive that there is no support from government. Ndhlovu and Twala (2007: 5) find that access to government financial support is a problem in South Africa. Lack of awareness of the existence of government programmes is another problem faced by youth. Herrington, Kew and Kew (2009: 14) add that access to finance is a major problem for the South African entrepreneur. Lack of financial support is the second most reported contributor to low new firm creation and failure, after education and training in South Africa.

Another obstacle to the success of an enterprise is lack of willingness to take risk. Fear of failure and embarrassment prevent people with ideas not to explore them and venture into a competitive stage. Many young entrepreneurs become risk averse because of their social environment (Kazela 2009: 7). Social and cultural factors can also have an influence on latent entrepreneurial intention (Fatoki and Chindoga 2011: 163). In addition, South Africa is characterised as a high-crime-rate country. Crime increases expenditures or investments in security measures to eliminate or minimise the likelihood of crime. Plus, corruption both in the public and private establishments in South Africa is growing (Olawale and Garwe 2010: 732). All of these definitely increase the cost of entrepreneurial operation and result in additional burden for companies' survival and development.

Furthermore, economic and market conditions are also critical factors. Ehlers and Lazenby (2007:108) state that economic forces can influence market opportunities and ultimately result in prosperity or adversity on organisations in different industries and in different locations. If entrepreneurs have negative

perceptions regarding the environment of the business, they might decide not to start their own business. Olawale and Garwe (2010: 732) state that South Africa's current economic environment is characterised not only by high interest rates but also by low growth rates, high inflation rates and weakening exchange rates. The country is experiencing economic recession mainly due to the world economic meltdown which causes high unemployment rates. All these can negatively affect sales, revenues and market potential for local entrepreneurs.

2.4.2 The importance of entrepreneurship to South Africa

It is well established that entrepreneurship plays specific, but important roles in economic development and alleviation of unemployment. Chand (2015: 6-7) argues that the importance of entrepreneurship can both benefit the organisation itself and the macro-environment: it helps in identifying and developing managerial capabilities of entrepreneurs, and sharpening the decision making skills of an entrepreneur; entrepreneurship results into creation of organisations when entrepreneurs assemble and coordinate physical, human and financial resources and direct them towards achievement of objectives through managerial skills; by creating productive organisations, entrepreneurship helps in making a wide variety of goods and services available to the society which results into higher standards of living for the people; entrepreneurship involves creation and use of innovative ideas, maximisation of output from given resources, development of managerial skills, etc., and all these factors are so essential for the economic development of a country. Naudè (2008: 30) identifies that entrepreneurship is often regarded as a crucial tool that facilitates the transformation of a country's economy from a developing one to a developed one. It achieves this by facilitating the structural transformation of countries from low-income, factor driven societies, into high-income technology-based societies. Thus, through the application of existing technologies in innovative ways or launching new technology, entrepreneurs not only increase competition in the market, but also create positive market externalities (Cassim, Soni and

Karodia 2014: 30). Van Praag and Versloot (2007: 360) identify economic benefits of entrepreneurship in four main categories, namely: employment generation; innovation; productivity and growth; increasing individuals' utility levels. According to Cassim, Soni and Karodia (2014: 30), although South Africa is one of the strongest economies in Africa, it is noted that unemployment and poverty are still major issues for the majority of the citizens. Approximately 30% of the working age population is unemployed. Therefore, South Africa's current economic and socio-economic conditions demand serious economic reform.

Naudè (2010: 32) affirms the position that entrepreneurs are the main vehicle for economic development, adding that as the number of entrepreneurs in an economy grows, so does the economy. Entrepreneurs in developing countries have more opportunities to exploit thereby increasing the potential for entrepreneurship to contribute to decreasing unemployment and increasing economic growth. Abor and Quartey (2010: 223) note that small and medium-sized enterprises (SMEs) in South Africa produce up to 57 per cent of the country's Gross Domestic Product (GDP), and provide about 61 per cent of all employment. However, according to Cassim, Soni and Karodia (2014: 30), South Africa performs poorly on the Global Entrepreneurship Monitor (GEM) rankings. In 2009, South Africa ranked 35th out of the 54 GEM countries with a TEA (Total Early Stage Entrepreneurial Activity) rate of 5.9%. This is significantly lower than the average for "efficiency driven economies": 11.2% and "middle to low income countries": 14.8%. These conditions have prompted South African government to focus on the promotion of entrepreneurship and small business as a "priority area".

2.4.3 South Africa's strategy of entrepreneurship

The South African government always recognises the importance of entrepreneurship and tries its best to foster an enabling environment for the start-up and growth of small enterprises. According to Knight (2001: 2), in

March 1995, the government articulated a number of measures to foster an enabling environment in the South African National White Paper on Small Business. The Department of Finance implemented the Growth, Employment and Redistribution (GEAR) strategy, a macroeconomic policy aimed at strengthening economic development, redistributing socio-economic opportunities and improving employment. In 2007, promoted and articulated by Department of Trade and Industry, is the Integrated Strategy on the Promotion of Entrepreneurship and Small Enterprises, which aims to foster a more enabling environment for the development of entrepreneurship and small business (Department of Trade and Industry 2007: 5). The core thrust of the strategy has been focused on *“improving access to small business support and information, strengthening small business advocacy, delivering effective service and monitoring impact”* (Cassim, Soni and Karodia 2014: 34-35). Herrington, Kew and Kew (2010: 132) mention that in the recent years, South African government moved rapidly to introduce an integrated strategy which was specifically designed to address the challenge of dramatic decrease of small to medium sized enterprises' contribution to the economic growth. Numerous government-backed institutions have been launched to support and help finance small business development. Agencies such as Khula Enterprise Finance, Ntsika Promotion Agency, the Youth Commission, Umsobomvu Youth Fund and the National Empowerment Fund were launched.

2.5 CONCLUSION

This chapter highlighted the conceptualisation of entrepreneurship from different perspectives. Thereafter the Chinese entrepreneurs in terms of the characteristics, categories, and investment in Africa was discussed. It explained the situation and importance of family businesses and small and medium-sized businesses of Chinese in the overseas market. The South Africa entrepreneurship in terms of the importance, constraints to its development and strategy of it were discussed which concluded the chapter.

The next chapter will explain the literature framework of marketing intelligence in theory and in practice. It will discuss the application of it among the Chinese entrepreneurs in overseas.

CHAPTER THREE

STRATEGIC MARKETING AND BUSINESS SUCCESS

3.1 INTRODUCTION

In the previous chapter the conception and application of business intelligence, competitive intelligence, and marketing intelligence were discussed. Marketing intelligence among small and medium-sized entrepreneurs, the marketing intelligence and marketing practices used by Chinese entrepreneurs, and the Chinese business' marketing and management styles were discussed. In this chapter, the strategic marketing from all different aspects in the context of South Africa and global business environment will be discussed, and followed by a framework of literature on business success. The current development of marketing in the business world requires enterprises to establish a strategic orientation for their future. If a enterprise or an organisation strives to succeed in today's market, it should establish a strategic marketing orientation in its corporate strategy. A strategic marketing orientation based on the understanding of customer satisfaction is the bottom line.

3.2 STRATEGIC MARKETING

This section provides a detailed framework of strategic marketing from different respects, which includes the conception, the evolution, the features, the implementing steps, strategic marketing strategy, strategic marketing planning in the international context and quality function deployment. It will follow the discussion of current developments and future of strategic marketing in the context of both South Africa and the international business environment.

3.2.1 The concept of strategic marketing

According to Porter (2008b: 30), all of marketing and strategy is for the attainment of competitive advantages against other players in the enterprise's chosen industry. It is important to note that competitive advantage cannot be short-lived. It must be a continuous, long-term achievement which the enterprise's managers must conceive as having an infinite lifespan, and the attainment of this advantage may be a mix of several strategies at different levels in the strategic planning process. Brooksbank, Garland and Taylor (2010: 33) believe that strategic marketing is an on-going, companywide, and market-led overall planning process. Garland, Brooksbank and Werder (2011: 139) define strategic marketing as an on-going, organisation-wide, and customer-led planning approach that facilitates optimal organisational responses to the fast changing and increasingly volatile modern business environment. West, Ford and Ibrahim (2015: 31) highlights that, while marketers have historically relied on trends for marketing sound decisions, strategic marketing in today's rapidly changing world is made more treacherous than before since trends are not what they used to be. According to Hooley, Nicoulaud and Piercy (2011: 222), the very purpose of strategic marketing is to facilitate an enterprise's ability to adapt to, and take advantage of, a fast changing and increasingly volatile modern business environment. Huan, Brooksbank, Taylor and Babis (2008: 277) confirm that strategic marketing makes an important contribution to organisational performance. Strategic marketing can profile the marketing practices of successful enterprises, and compare them against those of less successful enterprises in order to offer insights to researchers and managers into ways of improving enterprise performance (Gray, Matear, Deans and Garrett 2007: 72). Strategic marketing emphasises on directivity, competition, creativity, coordination, chronicity and win-win situations (Li and Jin 2011: 144).

Competitive marketing strategy is a market-orientated approach that establishes a profitable competitive position for the organisation against all forces that determine competition by continuously creating and developing a

sustainable competitive advantage from the potential sources that exist in a enterprise's value chain (West, Ford and Ibrahim 2015: 5). Strategic marketing is commonly accepted to be the process of defining the market clearly, segmenting the market, targeting attractive market segments, and positioning the organisation in the targeted segments (Venter and van Rensburg 2014b: 443). Iyamabo and Otubanjo (2013: 28) state that the difference between strategic marketing and business strategy is that the former *“serves a boundary role function between the enterprise and its customers, competitors and other stakeholders.”* Hence, though marketing is concerned with the analyses of these factors (customers, competitors and enterprises), it requires the integration of other business inputs (e.g. financial, research and development, and human resources) to arrive at an integrated business strategy. Porter (2008b: 30) argues that, there are various environmental factors such as the enabling technology and expertise, and the environment which remains crucial in defining strategic marketing. The enterprise's positioning drives this definition further with its varying levels of meaning. In addition to choice of markets in which the enterprises operate, positioning includes hard decisions or “trade-offs” which in effect, determines whether or not the enterprise will achieve the desired competitive advantage.

3.2.2 Evolution of strategic marketing

Strategic marketing as a field of study has evolved almost half a century ago and it continues to evolve. During the 1970s and 1980s, a number of marketing scholars (Day 1984: 49; Wind 1982: 43; Wind and Robertson 1983: 23) highlight the benefits to organisations of the greater involvement of marketing personnel in charting the strategic direction of the enterprise, e.g. analysis, planning and strategy formulation at the corporate and business unit levels. Crawford and Di Benedetto (2015: 79) believe that marketing personnel in organisations are likely to be the most knowledgeable about the external environment, and, therefore, are equipped to play a major role in charting the strategic direction of the enterprise. Jain (1992: 510) states that In the 1970s, the field of marketing witnessed a new development, namely the

emergence of strategic marketing. Strategic marketing soon gained prominence as a major component of corporate strategy among enterprises. While in the 1960s the password was marketing orientation, in the 1970s it was replaced by strategic marketing. Subhan, Brooksbank, Garland and Rader (2015: 46) state that strategic marketing reached its peak in the early-to-mid 1980s creating a momentum that has seen it continue onwards into the new millennium as an ever-evolving topic that still attracts a good deal of scholarly attention today. Du Plessis, Jooste and Strydom (2001: 2) state that strategic marketing has its own evolution history. Especially after the Second World War, as more and larger markets were opened up, the large organisations with various divisions were faced with a rapidly changing environment and increase competition. The complexity of managing large and diverse organisations forced entrepreneurs to find ways and methods of integrating different divisions and functions within organisations. The authors further show that between the 1970s and 1980s, due to the world business environment changed such as slower growth, global competition, information technology and deregulation, forced managers to develop strategic plans for more centralised control of resources. Policy formulation gradually gave way to strategic formulation. During the 1990s there was relatively strong growth which slowed down towards the turn of the century.

3.2.3 The characteristics and the importance of strategic marketing

According to Venter and van Rensburg (2014a: 9), on the one hand, strategic marketing is about supporting strategy and identifying opportunities for competitive advantage. On the other hand, existing products and services need to be managed and marketed from day to day – this is operational marketing. Brennan, Baines, Garneau and Vos (2008: 13) state strategic marketing is concerned with identifying changes in the market and the business environment, and then ensuring that the enterprise is well prepared to meet them. It involves looking beyond the day-to-day marketing battleground, reflecting upon the key changes that lie ahead and deciding how the enterprise will respond to them. West, Ford and Ibrahim (2015: 6-7)

identify several key elements for the competitive marketing strategy: market orientated; establishes a profitable market position; forces that determine competition; continuously creating a sustainable competitive advantage (SCA); and potential sources that exist in a enterprise's value chain. Venter and van Rensburg (2014a: 11-12) identify five key characteristics of strategic marketing:

- Strategic marketing is driven by vision, strategic objectives and corporate strategy;
- Strategic marketing is driven by customer needs and heterogeneous markets;
- Strategic marketing focuses on segments where you can compete successfully;
- Strategic marketing is everybody's responsibility; and
- Strategic marketing is dynamic.

Decisions with regard to products and markets and the achievement of competitive advantage belong with strategic marketers. In the context of South African business environment, Jooste *et al.* (2008: 2-3) identify the following list of reasons of why strategic marketing will become increasingly important:

- The battle for market share is intensifying – strategic marketing can provide extra leverage in share battles;
- Deregulation in many industries is mandating a move to strategic marketing;
- Competition in world markets is becoming fierce. To cope with worldwide competition, renewed emphasis on marketing strategy achieves significance. The global village is a reality and borders have become seamless;
- The fragmentation of markets is causing market segments to become smaller in terms of unique needs and increased demand for customisation. The competitive realities of fragmented markets require strategic marketing capability to identify unserved segments;

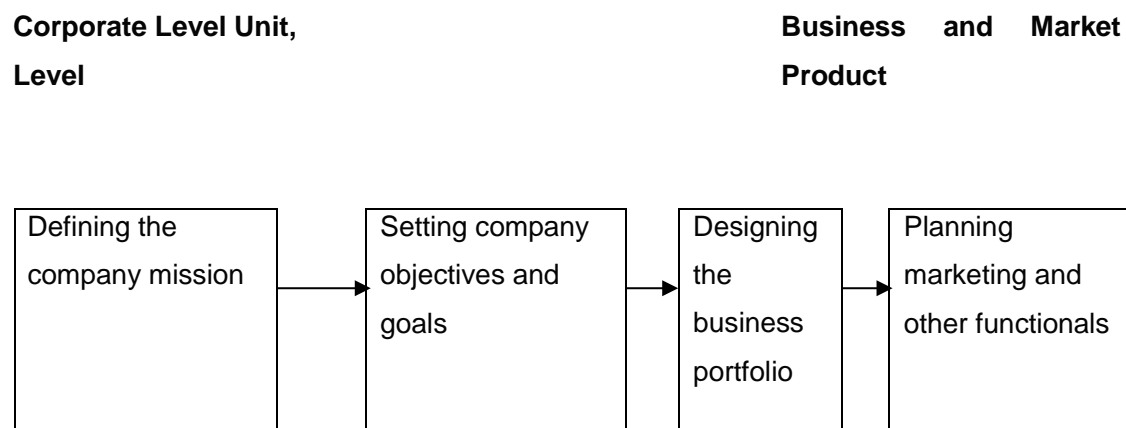
- There is a diversity of needs and requirements in South Africa. The concept of one-on-one marketing demands new thinking in terms of strategy formulation;
- Shortening product life-cycles and ease of accessibility to technology will increase the importance of getting to the market quickly;
- Organisations will need to conceive and create a new competitive space. Imagination and expeditionary strategies are the keys that unlock new markets. Organisations should think about needs and functionalities instead of conventional customer-product matrices, discard traditional price/performance assumptions, and lead customers rather than follow them. To cross these chasms organisations will need strategic marketing;
- Demographic shifts in South African society have created a new environment. The new release report from Statistics South Africa (South Africa 2014: 2) shows that: approximately 51% (approximately 27.64 million) of the population is female; about 30% of the population is aged younger than 15 years and approximately 8.40% (4.54 million) is 60 years or older; and
- The explosion of information technology and the implications for organisations have opened up opportunities that have only the imagination as a ceiling. Digital revolution sweeping the world has brought about information explosion at an unprecedented scale so much so that storage and retrieval of the data becoming available is becoming challenging and more challenging is the processing and analysing the data for possible economic values and social gains (Sardana 2012: 1).

3.2.4 Strategic marketing steps

Iyamabo and Otubanjo (2013: 28) argue that following the “marketing-orientated” growth of the discipline, the planning process has been articulated by industry in a “marketing plan” document. But that orientation needs to be re-evaluated given the current approach of value systems, value propositions, and value offerings (particular to the branding literature) in delivering any service and/or product to the marketplace. Brooksbank, Garland and Taylor (2010: 34) identify the key stages in the strategic marketing process, namely,

the conduct of a strategic situation analysis, the development of marketing objectives, the formulation of a marketing strategy, and the execution of strategic control. The steps in marketing strategic planning are illustrated in Figure 3.1. Chaneta (2014: 72) explains that: at the corporate level, the enterprise first defines its overall purpose and mission. This mission is then turned into a detailed set of supporting objectives that guide the whole enterprise. Next, the head offices decide what portfolio of businesses and products is best for the enterprise and how much resource support to give each business unit or product. Each business unit and each product level within a business unit must in turn develop more detailed marketing and other functional plans that support the enterprise's wide plan. This marketing planning occurs at the business unit, product and market levels. It supports corporate strategic planning and involves more detailed planning for specific marketing opportunities.

Figure 3.1: Steps in strategic planning



Source: Adapted from Chaneta (2014: 72).

With regard to the objective-setting phase of the strategic marketing process, it shows that successful companies set longer-term strategic objectives, and a winning strategy requires a longer-term time horizon. It is also advised that the setting of more challenging and ambitious objectives will often be a distinguishing characteristic of the higher performing enterprise (Brooksbank, Subhan, Garland and Rader 2015: 604). Each step in strategic planning

involves information gathering, reflective thinking, and communication, and the advantage of systematic strategic planning, is the balance struck among the different steps. Systematic strategic planning, by its very nature, emphasises the connection or inter-relatedness of the steps in the process (Chaneta 2014: 75). Dobbins and Ehmke (2010: 1) argue that, to be successful, business managers must make strategic planning a systematic process they undertake periodically. Periodically going through a systematic process of strategic planning has the potential to sharpen the business managers' intuition and, at the very least, carve out specific time periods for thinking about where the business is headed and how to get there. Cant and van Heerden (2014: 451) state that the need for planning is almost universally accepted by managers, even though it is not as widely implemented in practice. The authors also note the benefits of the planning are:

- Consistency – marketing action plans will be consistent with the overall corporate plan as well as with the other functional plans;
- Responsibility – those people responsible for implementing the individual parts of the marketing plan will know their responsibilities and their performance can be monitored against these;
- Communication – those involved in implementing the plans will also know through effective communication what the overall objectives are, as well as the assumptions which lie behind them; and
- Commitment – if all involved agree to the plans, their agreement should stimulate a group commitment (Cant and van Heerden 2014: 451-452).

3.2.5 Strategic marketing and corporate strategy

There is a distinction between “corporate strategy” and “robust strategy” in the strategic marketing planning. Collis (2009: 6) states that corporate strategy is concerned with how enterprises create value across different businesses. It takes on competitive strategy, and asks how the corporation can add value over and above that which a business unit creates by itself. This requires the corporation to invest in a valuable set of resources, craft the business portfolio,

and design the organisation structure, systems and corporate functions to share activities or transfer skills across businesses. For robust strategy in strategic marketing, according to Newton and Media (2014: 1), as the strategic direction is an overall plan formulated by executives or business leaders that charts the course of action for a business to achieve a specific goal or set of goals, the process of creating a enterprise's strategic direction should be robust, or capable of performing without failure under a variety of conditions, for a business to excel. Furthermore, a robust process for creating a strategic decision allows all stakeholders to offer opinions and suggestions. In terms of strategic marketing and business strategy, Iyamabo and Otubanjo (2013: 28) state that the difference between them is that the former “*serves a boundary role function between the enterprise and its customers, competitors, and other stakeholders.*” Therefore, though marketing is concerned with the analysis of factors such as customers, competitors and enterprises, it requires the integration of other business inputs (financial, research and development, and human resource) to arrive at an integrated business strategy.

Brennan *et al.* (2008: 14-15) discuss how does strategic marketing fit with corporate strategy. Both are concerned with big decisions – taking effect over a long period, having considerable resource implications, being made by top managers. However, strategic marketing is concerned with a narrower range of decisions than strategic management and is focused at the level of business unit or competitive strategy, rather than at the corporate level. Lynch (2006: 38) explains the broader nature of corporate strategy in terms of the following six key points:

- Corporate strategy involves the entire organisation;
- Corporate strategy is likely to concern itself with the survival of the business as a minimum objective and the creation of value added as a maximum objective;
- Corporate strategy covers the range and depth of the organisation's activities;

- Corporate strategy directs the changing and evolving relationship of the organisation with its environment;
- Corporate strategy is central to the development of sustainable competitive advantage; and
- Corporate strategy development is crucial to adding value.

Based on the above, Brennan *et al.* (2008: 15) argue that, strategic marketing management shares several of these characteristics. In particular the development of sustainable competitive advantage is central to strategic marketing, and strategic marketing is crucial to adding value. However, strategic marketing does not involve the entire organisation, nor does it cover the full range and depth of the organisation's activities. Constantinescu (2014: 91) holds the view that the aim of strategic marketing is to analyse the existing needs of the market, the product-market relation, the real and potential market segments, the competitive advantage and the economic life cycle of the product. Furthermore, strategic marketing is geared towards identifying a strategy that allows the development and increase of the enterprise's profitability.

3.2.6 Barriers to achieve strategic marketing success

Iyamabo and Otubanjo (2013: 16-17) state that there is much overlap between overall enterprise strategy and marketing strategy. Marketing assesses consumer needs and the enterprise's ability to gain a competitive advantage in important markets and these considerations guide the corporate missions and objectives. Most enterprise strategy planning deals with marketing variables such as market share, market development and growth. It is sometimes hard to separate strategic planning from marketing. Hulfactor (2006: 1-3) addresses a list of barriers to achieve marketing success for many business managers: uncertainty about target market segments – those are relevant to a product or service. Some segments will be early adopters, and others will follow, and still others may never buy at all; misreading market signals – since even for known market segments managers may be fooled

when they've misread or misunderstood which market signals are important and not; analytical bias – preventing even accurate market information from being appropriately evaluated and acted upon. Coleman (2012: 1-2) identifies four common barriers to the strategic marketing success as follows:

- One of the most profound problems is confusion between strategy and tactics. The term “*strategy*” has been tossed around with such abandon that it is becoming meaningless. Tactics should support business strategy;
- Too little care is taken on positioning and differentiation or, to remove the jargon, too little care is taken to explain why the customer should spend money with one enterprise and not its competitor;
- Lack of coordination: this often takes the form of sales and marketing happily operating in their distinct own spheres and paying little attention to each other (except to complain that the other doesn't appreciate it); and
- Confusing the customer: with the ever-growing numbers of mechanisms to reach out to customers and prospects, there is a concomitant growth to confuse them – and lose them – with mixed messages.

Nayab (2011: 5-8) draws up a list of barriers which may impact on the implementation of strategic marketing from both outside and inside of a enterprise as follows:

- Environmental barriers: the prevailing social, legal, economic, political, technological, and ethical norms and regulations, all together constituting the external environment of the business may pose major barriers to marketing planning by placing restrictions or limitations in the way the business interacts with the environment, or by regulating corporate conduct. Leonidou and Leonidou (2011: 89) highlights that environmental research covers a wide range of topics, with the thrust being on marketing management aspects (especially green attitudes and responses), environmental management (especially stakeholder management), and environmental corporate strategy (especially production operations);

- Cultural barriers: culture impedes market planning when the managers and/or the workforce inculcate a lack of belief in the planning, or on the need to change. Failing to understand the cultural sensitivities of the target audience leads to faulty marketing plans, especially in international marketing. In order to overcome the cultural barriers when exploring international market, to become a learning-orientated enterprise is also important. Voudouris, Dimitratos and Salavou (2011: 240) states that international learning orientation can define the business scope and decisively affect the discovery opportunities of the enterprise;
- Behavioural barriers: behavioural issues impeding marketing plans may manifest as lack of top management support, and lack of cross-functional involvement. Zahra, Korri and Yu (2005: 135) note that managers' behaviours are governed by their self-efficacy, mental models, motivations, and perceptions. Managers' and entrepreneurs' perceptions often determine their responses to their external environments as well as their definition of viable entrepreneurial opportunities;
- Cognitive barriers: lack of knowledge or skills resulting in incompetence very often ranks as a primary reason for faulty or unsuccessful marketing plans. Lack of skills may prevent the marketing team from conducting a market survey to identify new trends or customer preferences to launch effective marketing campaigns. McDonald (1996: 20) refers to barriers associated with decision-maker cognition, the non-recognition of alternatives, a lack of innovation, and then other barriers arising from the operationalisation of marketing planning systems;
- Systems and procedures: at times lack of data or information, and/or inappropriate systems can greatly impede marketing plans. Inappropriate systems can hold up implementation of the marketing plan. The marketing team not empowered to commit resources may have to seek approval for each item of expenditure, dragging down efficiency and timely implementation; and
- The right resources: the biggest barriers to marketing planning are by large a lack of resources such as time, people, and money. The success of any marketing plan depends on having a fund to sustain the campaign.

Wilson and McDonald (2011: 18) state that communication and interpersonal skills are prerequisites for marketing planning success, since excellent marketing plans will be ineffective unless those on whom the main burden of implementation lies understand them and are highly motivated towards their achievement. Brooksbank and Taylor (2007: 32) state that for those higher performing manufacturing enterprises, the key success factors in terms of strategic marketing are: do more and better marketing research; carry out a more comprehensive strategic situation analysis; pursue a strategy based on providing superior value to customers; make greater use of marketing information systems.

3.2.7 Domain of strategic marketing as a field of research

The American Marketing Association (AMA) and the Marketing Strategy Special Interest Group (SIG), in its call for nominations for the Mahajan Award for Lifetime Contributions to Marketing Strategy Research, state the domain of marketing strategy research as follows: the domain of marketing strategy research is broadly defined to include all enterprise-level strategic marketing issues, decisions, and problems (Elmar 2009: 6). Varadarajan (2010: 119) proposes that the domain of strategic marketing is: *the study of organisational, inter-organisational, and environmental phenomena concerned with 1) the behaviour of organisations in the marketplace in their interactions with consumers, customers, competitors and other external constituencies, in the context of creation, communication and delivery of products that offer value to customers in exchange with organisations, and 2) the general management responsibilities associated with the boundary spanning role of the marketing function in organisations*. Hunt (2015: 62) makes comments on this stating that although this proposed domain is broad, it contains those behaviours and responsibilities associated with the context of the “*creation, communication and delivery of products that offer value to customers in exchange with organisations*”, which makes it not excessively broad.

Gundlach (2007: 246-247) states that, understanding, explaining and predicting the behaviour of enterprises, broadly construed, is of enduring interest to researchers in the fields of strategic marketing, strategic management, and industrial organisational economics. Vargo and Lusch (2004: 5) believe that of particular interest to strategic marketing as a field of study is the behaviour of organisations in the marketplace in their interactions with consumers, customers (both end-use customers and immediate customers), competitors and other key external constituencies in the context of the creation, communication and delivery of products that offer value to customers engaging in exchange (transactional and relational exchanges) with organisations. The author further explain that the second part of the domain statement relates to the boundary spanning nature of the marketing function in organisations and the associated general management responsibilities such as its role in the monitoring and analysis of the environment and strategy formulation at the corporate and business unit levels.

3.2.8 Strategic marketing decisions: some distinguishing characteristics

To develop the capabilities within an organisation to make effective strategic marketing decisions, an enterprise needs to have the ability to understand the changing dimensions of the market in which it operates and the impact this has on its competitive advantage. It also needs to be able to challenge traditional thinking and develop an innovative culture through learning and knowledge management in order to re-orientate and re-formulate competitive strategies, in order to sustain its advantage in the market. Finally, it must have the ability to appraise strategic marketing decisions and assess strategic options with regard to the potential return on any investments made (Doole and Lowe 2006: 4). Therefore, strategic marketing decisions need to be made throughout the marketing planning process as well as at critical times in response to the competitive challenges facing the enterprise, not necessarily in the formal planning or budgeting cycle, but also as part of the iterative process of strategy development. Furthermore, strategic decisions making in

the small and medium-sized enterprises (SMEs) needs to be addressed. Urü, Caliskan, Atan and Aksu (2011: 539) state that strategic decisions in small and medium-sized enterprises (SMEs) are made by individuals who bear the ultimate responsibility for their decisions. This increases the relevance of the factors related to the decision-maker for the decision-making process. It further continues to strategic decisions made by small and medium-sized business entrepreneurs from the heart of entrepreneurship and can therefore be considered as essential for the dynamics in the economy.

Varadarajan (2010: 123) finds out the distinguishing characteristics of strategic marketing decisions that stem by virtue of their long-term performance implications are as follows:

- Entail resource commitments that are either irreversible or relatively difficult to reverse;
- Entail resource commitments that are relatively larger in magnitude;
- Entail resource commitments that are made with a relatively longer term outlook;
- Entail resource commitments that are spread over a relatively longer time period;
- Entail resource commitments that are made with a relatively greater emphasis on the achievement of a competitive cost and/or differentiation advantage;
- Entail trade-offs (i.e. pursuing course of action A implying that courses of action B, C and D must be foregone, in light of the relatively large resource outlays that pursuing any of these courses of action would entail);
- Are made in the context of other strategic decisions, in light of inter-dependencies between them; and
- Are made at higher levels in an organisation (e.g. the top management level – the CEO and executives directly reporting to the CEO), and/or at higher levels within the marketing function (e.g. the CMO and executives directly reporting to the CMO).

3.2.9 Marketing plans – strategic, tactical, and operational

Within marketing theory there is a clear distinction between the strategic and tactical activities that an organisation undertakes. Strategy sets the direction of business and guides the allocation of resources, whereas tactics are “short-term” actions undertaken to achieve implementation of a broader strategy (Polonsky, Lefroy, Garma and Chia 2011: 43). Drummond, Ensor and Ashford (2007: 221-222) indicate that there are two types of marketing plans – strategic and tactical. This distinction generates much confusion and debate: is it a strategy or a tactic? This question may be academic when facing the reality of the business world, as the distinction between the two will vary from organisation to organisation and manager to manager. Duff and Media (2014: 1) list the distinctions between strategic marketing and tactical marketing as follows:

- Strategic marketing: planning marketing strategy requires a thorough understanding of trends in the industry, the competitive position and the demographics and buying habits of target customers. Achieve this understanding through industry and market research, then formulate the goals. The strategy is the road map that helps to achieve goals and comprises a financial plan entailing marketing budget as well as a conceptual plan; and
- Tactical marketing: advertising, community building and sales promotions are all parts of the tactical marketing plan. Advertising entails online, radio, television and print marketing. It communicates the enterprise’s brand image and informs target customers of the enterprise’s presence in the market and any promotional events the enterprise is hosting. Plan only activities that directly support the strategic marketing plan. If the strategy involves expanding into the high-end consumer market, the tactics might aim to convey a quality image at a reasonable price (Duff and Media 2014: 1-2).

Similarly, Keyvani (2011: 7767-7769) differentiates between strategic marketing and operational marketing. The author addresses the process of marketing in the operational perspective which focuses mainly on gaining the attention of the target customers and effectively completing a sale in order to generate revenue. The marketing process so perceived is mainly restricted to the operational level that is the marketing department of the enterprise operating as a separate entity using the funds allocated for marketing in the budget without the close operation with the management or the production department of the enterprise. On the other hand, the concept of strategic marketing revolves around the communication is the critical element for a successful marketing plan for which the orientation of the whole organisation is inevitable. Tsai-Lung (2005: 104) states that the nature and contents of strategic marketing include the organisational marketing resources of choices, commitment and actions. This makes it clear that effective communication and total involvement of the entire organisation is essential for a successful business venture and effective marketing plan.

3.2.10 Strategic marketing planning

The business plan explains the model for turning an idea into a viable venture. According to Chaneta (2014: 77), a solid business plan explains the enterprise's passion, purpose, vision, background and strategic business model to achieve its mission. The plan must address:

- Market needs and why current competitive alternatives are not satisfying them;
- Enterprise's solution – the product and/or services offered to solve the unmet needs with a sustainable competitive advantage;
- Sales and marketing approach to bring the solution to market including pricing, distribution, partnership and promotional strategies;
- Realistic projections of forecasted sales and resulting revenue;
- Proforma financial statements showing how the enterprise makes money, becomes profitable and makes a full triple-bottom-line impact;

- Management and human resources available to create and execute the plans; and
- Explanation of what other resources, financial, human and otherwise, are needed to succeed (Chaneta 2014: 77-78).

In general, the plan guides the enterprise's efforts, and ensures there is a solid business to be built and helps attract resources. The plan must be professional and comprehensive; otherwise it will set the enterprise up for a failure. As Drummond, Ensor and Ashford (2007: 235) state, although the structures and presentations of strategic marketing plan vary from organisation to organisation, marketing plans perform a common function and have common components. Lorette and Media (2014: 1) indicate that, strategic marketing planning is the process that the operational and managerial staff of an enterprise goes through to create and implement effective marketing strategies. It involves combining customer experiences with the overall direction the enterprise wants and needs to take in order to succeed. Such definitions focus on the purpose, as opposed to the structure, of planning.

In order to successfully manage business processes under modern business conditions, the management must link marketing and strategy as the basis for determining long-term goals, setting the guideline for the actions by which the enterprise is led from the present to the future desired position, and defining the framework for involving resources necessary for achieving the desired business performances (Civic 2013: 105). Strategic market planning is concerned with adapting the organisation to a changing environment. Organisations succeed when they meet the need of customers more effectively than competitors (Rundh 2011: 268). Perreault, Cannon and McCarthy (2013: 78) state that strategic marketing planning means finding attractive opportunities and developing profitable strategies that specifies a target market and related marketing mix. Armstrong and Kotler (2014: 221), stress that a strategic marketing plan involves laying out the target markets

and the value proposition that will be offered, based on the analysis of the best market opportunities. The marketing plan is the central instrument for directing and coordinating the marketing effort of an organisation and the content of a marketing plan includes laying out the current situation, setting objectives, strategies, action programmes, budgets, implementation and control. Drummond, Ensor and Ashford (2007: 257) emphasise that while planning formats and conventions are largely a matter of historic precedent within the organisation, the key imperative is to generate action. Plans should address critical issues in a way that is relevant to the organisation.

Radulescu (2012: 359) defines market-orientated strategic planning as the process of defining and maintaining a viable relationship between objectives, training of personnel and resources of an organisation, on the one hand and market conditions, on the other hand. Strategic marketing planning is an integral part of the strategic planning process of one organisation. Johnson, Scholes and Whittington (2008: 51) identify the purpose of a strategic plan is to specify what business an organisation is in and the direction it is going. Similarly, Civic (2013: 106) states that the goals of strategic planning are designing and re-designing enterprises' business activities or their products and services in such a way that enterprises make the planned profit and growth. Cravens and Piercy (2012: 106) emphasises that the environment and all functional areas of a business, such as finance, marketing, personnel are to be taken into consideration during the strategic marketing planning process. The authors say that the strategic marketing planning process consists of key steps such as: analysing the environment, designing a marketing strategy, formulating a marketing programme, and implementing and controlling the marketing programme. Radulescu (2012: 359) reveals that to understand the strategic marketing planning requires the integration into overall strategic planning process, and strategic marketing planning goal is to identify and create competitive advantage, which is a logical sequence and also includes a series of activities leading to setting goals and formulating marketing strategies and tactics to achieve objectives with financial consequences resulting from applying the proposed strategies.

Compared with the planning of higher organisational level, the achieved strategic business unit level does not cover the entire organisation as a whole but only part of it. Strategic planning at the strategic business unit comprises the following steps: defining the mission, conducting a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis on the enterprise's internal and external environment, formulation of objectives, setting strategy, establishing market programme, implementation, feedback and control (Kotler and Keller 2015: 163). Civic (2013: 105) has a similar view that, depending on the organisational structure, an enterprise needs to develop corporate marketing strategy (which is relevant for the entire enterprise), but it is necessary to lower the development of marketing strategy to the level of strategic business units. Kotler and Keller (2015: 137) state that strategic marketing planning is the starting point of the planning process, providing courses of action for all other functions of the organisation. Each enterprise should periodically review the strategic approach control through instruments such as a marketing audit.

3.2.11 Strategic marketing management

Globalization of the market environment in which the modern businesses operate is characterised by the rapid changes in economic conditions. Stability of competitive position is largely dependent on the ability of enterprises to predict the dynamics and nature of changes in the market environment and the ability to timely and adequately respond to them, emphasizing the relevance and prospects of a strategic approach to the management of enterprises (Sokhatska and Lahotska 2013: 117). Strategic marketing management is a system designed to help management create, change, or retain a business strategy and to create strategic visions. A strategic vision is a projection of a future strategy or sets of strategies. A vision will provide direction and purpose for interim strategies and activities and can inspire those in the organisation by providing a purpose that is worthwhile and enabling (Cravens and Piercy 2012: 217). The objectives of

strategic marketing management according to Aaker and McLoughlin (2010: 14) are as follows:

- To precipitate the consideration of strategic choices;
- To help a business cope with change;
- To force a long-range view;
- To make visible the resource allocation decision;
- To aid strategic analysis and decision-making;
- To provide a strategic management and control system; and
- To provide both horizontal and vertical communication and coordination.

Marketing should, first, be conceptualized (and should operate) at the level of management which is integral to management decisions and strategies formulated by the enterprise to achieve set out objectives. Otherwise, the definition of marketing will only continue to be limited in scope to promotional activities. (Iyamabo and Otubanjo 2013: 20-21). Strategic market management involves decisions with a significant long-term impact on the organisation. The resulting business strategies can be costly in terms of time and resources to reverse or change. In fact, emerging strategic decisions can mean the difference between success, mediocrity, failure, or even survival (Aaker and McLoughlin 2010: 10).

3.2.12 Strategic marketing versus marketing management

According to Jooste *et al.* (2008: 6), strategic marketing differs from marketing management in many respects. They differ in orientation, philosophy, approach, required management style and relationship with the environment and with other divisions of the organisation. The authors further explain that, basically, marketing management takes marketing projections and a competitive position as given and strives to optimise profit within these limitations. Strategic marketing tries to overcome them; it is opportunistic. Marketing management is deductive and analytical, whereas strategic marketing is inductive and intuitive.

Table 3.1 summarises the differences between strategic marketing and marketing management. It is important to note these differences are relative, and are not at opposing ends of a continuum.

Table 3.1: Differences between strategic marketing and marketing management

Point of difference	Strategic marketing	Marketing management
Time frame	Long range, i.e. decisions have long -term implications	Day-to-day, i.e. decisions have relevance in a given year
Orientation	Inductive and intuitive	Deductive and analytical
Decision process	Primarily bottom-up	Mainly top-down
Relationship with environment	Environment considered ever-changing and dynamic	Environment considered constant with occasional disturbances
Opportunity sensitivity	Ongoing to seek new opportunities	Ad hoc search for a new opportunity
Organisational behaviour	Achieve synergy between different components of the organisation, both horizontally and vertically	Pursue interests of the decentralised unit
Nature of job	Requires high degree of creativity and originality	Requires maturity, experience and control orientation
Leadership style	Requires proactive perspective	Requires reactive perspective
Mission	Deals with that which organisation has to emphasise	Deals with running a delineated business

Source: Adapted from Jooste et al. (2008: 7).

Besides the above differences, Lancaster and Massingham (2011: 14) indicate that effective marketing management requires analysis of factors that

affect success and failure. It is the prelude to planning and decision making and includes analysis of these: market analysis – market size and trends; competitor analysis; customer analysis; enterprise analysis – market share, portfolio analysis and profitability analysis. Ogunmokun and Tang (2012: 160) analyse literature about strategic marketing planning and find that the strategic marketing planning process contains either implicitly or explicitly, the following components: environmental analysis; setting goals and objectives; formulating marketing strategy; action programmes; as well as implementation and control. It could be seen that marketing management process has to analyse more aspects in the market than strategic marketing process which mainly focuses on the market-orientated strategy.

3.2.13 Strategic marketing and the international context

A very interesting and important issue requiring focussed and detailed research attention is the question of whether, relative to domestic market situations and strategic orientations have the same value in the more complex environments enterprises often face in the international marketing arena (Cadogan 2012: 341). Therefore, international marketplaces potentially are very different from domestic markets, and the international marketing context brings new variables into consideration that may affect how useful strategic operations are. Ghauri and Cateora (2009: 8) state that the international marketer's task is more complicated than that of the domestic marketer because the international marketer must deal with at least two levels of uncontrollable uncertainty instead of one. Ellis (2007: 381) argues that not only does an enterprise's diversity in terms of its international markets matter when it comes to an enterprise's strategic orientation, but where enterprises originate from and are located also matters.

As for China, there is a liability in being an international player from a developing nation, since the latter is less able to leverage the international performance outcomes of a market orientation (a core strategic orientation).

Therefore, as Cadogan (2012: 341) states, research is needed to confirm with conclusion of course, paying particular attention to the need to ensure that measures of strategic orientation and international performance are cross-culturally equivalent. Nevertheless, the point is pertinent: international context and international variables need to be fully considered when considering how strategic orientations may shape business success in the international marketplace.

In this study, the researcher emphasised on the marketing strategic orientation in the context of strategic orientation among the Chinese entrepreneurs in the KwaZulu-Natal area. According to the information available, most of Chinese enterprises in the province are mainly manufacturing, exporting, retailing/wholesaling and investing oriented. In order to achieve the success in the global markets for many Chinese entrepreneurs, strategic marketing planning is significant and must be applied especially when exploring overseas markets. This can be reflected from their counterparts – such as Japanese enterprises when they designed and implemented strategic marketing decades ago. According to Keegan (2004: 13-14), a list of reviews as follows in the case of Japanese enterprises approaches to strategic marketing:

- The Japanese advantage is not in secret or esoteric knowledge or techniques, but rather in simply practicing what is known and avoiding seduction by simple solutions of “fixes”;
- Many of the key skills and strengths of Japanese strategic marketing planning are based on disciplines that are well known in the US but are rarely practiced;
- The global/international orientation of Japanese enterprises is a key element of the approach to strategic marketing planning. An international orientation is the framework for each of the elements of the strategic marketing planning process;
- An essential element of a strategic marketing plan is vision and commitment to that vision;

- An integral part of the Japanese approach to strategic marketing planning is a close link between public and private policy. In public policy, the Japanese follow a design of cooperation and collaboration between the public and private sectors; and
- The Japanese model raises questions about the costs and benefits of the different approaches to business/government relations.

Jaca, Viles, Paipa-Galeano, Santos and Mateo (2014: 4581-4582) highlights the factors that attribute to Japanese enterprises' success such as orderliness, cleanliness, emphasis on group loyalty, and mutual cooperation. Furthermore, Japanese enterprises often organise social activities for workers and their families, reward workers when they propose improvements, and support workers in many ways, in order to building trust and lasting relationships. Therefore, the researcher of this study believes that just simply copying the Japanese approaches without noticing their company culture which is different from Western enterprises and Chinese enterprises will not work. Chinese enterprises need to think about more underlying reasons and fundamental differences on culture when they are exploring overseas markets.

3.2.14 Strategic marketing management in small and medium-sized enterprises

This research focuses on the small and medium-sized Chinese enterprises in KwaZulu-Natal, South Africa, therefore to understand the application of strategic marketing among them is of importance when conducting the interviews. However, according to Chaston (2014: 64), marketing theory development in small and medium-sized enterprises (SMEs) has been somewhat limited and often relies on the application of classical marketing models used in big businesses to smaller businesses. Simpson, Padmore, Taylor and Frecknall-Hughes (2006: 362) find that the development of theories to explain the behaviour of small and medium-sized enterprises (SMEs) towards marketing have generally been qualitative or descriptive and few have been rigorously tested in practice. Becherer, Haynes and Helms

(2008: 45) argue that although marketing plays an important role in the success of large enterprises, its role is even more critical for small and medium sized enterprises, since the loss or gain of a single customer can often determine their survival.

Gabrielli and Balboni (2010: 275) state that the basic principles of marketing are universally applicable to large as well as small businesses. Gilmore, Kraus, O'Dwyer and Miles (2012: 141) believe that small and medium-sized enterprises (SMEs) often face diverse strategic challenges and opportunities when operating in a variety of different industrial and geographical contexts. The authors also note that traditionally the marketing concept and strategic marketing management are perceived as corporate management philosophies driven by the needs and capabilities of larger organisations. Within smaller and medium organisations the intrinsic value of a traditional approach to marketing management is acknowledged but it is also recognised that there are context specific issues that have an impact on the nature of marketing capabilities and activities of small and medium-sized enterprises (SMEs). Bettiol, Di Maria and Finotto (2012: 223) state that small enterprises do engage in peculiar marketing strategies and activities that do not necessarily reflect codified processes observed in large organisations. Philip (2011: 119) asserts that changes in the environment causes more uncertainty in small and medium-sized enterprises (SMEs) than in large enterprises. Their resources for acquiring information about the market and changing the course of the enterprise are more limited. Gilmore, Carson and Grant (2001: 6) note that small and medium-sized enterprises (SMEs) have unique characteristics that differentiate them from conventional marketing in large organisations. Such limitations can be summarised as: limited resources (such as finance, time, and marketing knowledge); lack of specialist expertise (owner-managers tend to be generalists rather than specialists); and limited impact in the marketplace. In respect of e-commerce or Internet marketing, Ramanathan, Ramanathan and Hsiao (2012: 935) say that an increasing number of small and medium-sized enterprises (SMEs) use e-commerce worldwide at different levels of their business.

The Department of Trade and Industry (DTI) in the UK has identified different levels of business benefits (such as e-mail, website, e-commerce, and e-business) on implementing different IT applications. However, MacGregor and Kartiwi (2010: 61) argue that despite the proven potential of e-commerce in the small business sector, studies have shown that larger businesses have reaped the benefits, with small and medium-sized enterprises (SMEs) adoption remaining relatively low by comparison. Gabrielli and Balboni (2010: 278) state that for small and medium-sized enterprises (SMEs), special emphasis is given to personal communications and personal contact networks when businesses have a limited number of customers and the product or service offered has a high value for the customer. Besides, Bettiol, Di Maria and Finotto (2012: 226) believe that there are also limitations connected to the innovative nature of marketing.

However, it must be recognised that small and medium-sized enterprises (SMEs) are different from large enterprises although the limitations exist. According to Franco, Santos, Ramalho and Nunes (2014: 267), the unique characteristics of small and medium-sized enterprises (SMEs) do not always have a great influence on the markets, but even so, it must be recognised that their size often allows them to obtain competitive advantages. Moreover, Singh, Garg and Deshmukh (2008: 530) state that the majority of small and medium-sized enterprises (SMEs) have simple systems and procedures, which permits flexibility, immediate feedback, a short decision-making chain, and better understanding of and a faster response to customer needs. Zortea-Jonhston, Darroch and Matear (2012: 149) conclude that in small and medium-sized enterprises (SMEs), entrepreneurs are personally and directly in charge of the enterprise's financial, technical, social and moral responsibilities, whatever in legal form. Entrepreneurially oriented enterprises do not only create new markets but also organise existing ones by launching new products or services and influencing customer behaviour. Those enterprises offer the customer greater value and simultaneously make them buy their products or services.

Therefore, different from marketing practices of large corporations, small and medium-sized enterprises (SMEs) marketing practices are often done through networking, or a combination of transaction, relationship, and interaction (Simpson *et al.* 2006: 364). Reijonen (2010: 291) concludes that small and medium-sized entrepreneurs acknowledge the importance of marketing. It is agreed that marketing is an important and integral part of business operations which can help promote the products and services and to be useful to the business. On the other hand, marketing is not always used sufficiently and some acknowledge that they do not have enough knowledge of marketing and are short of capital and expertise.

3.3 BUSINESS SUCCESS

It is generally agreed that sustainable and profitable growth is central for most enterprises. Therefore, the challenge for them is to know how to achieve the sustainable and profitable growth. But most of the businesses fall short of desired growth because of heavy reliance on profit making rather than on satisfying customers, yielding low quality products and distorting customer relations. (Aqeel, Awan and Riaz 2011: 99). But still, there seems to be a lack of agreement over what constitutes the best measure of business success (Ahmad, Wilson and Kummerow 2011: 209). Chong (2012: 205) also agrees that there is no consensus among researchers on the factors that contribute to the success of small and medium-sized enterprises (SMEs). This section contributes to the reasons and determinants in making business success of small and medium-sized enterprises (SMEs).

3.3.1 Elements that influencing the success of business

Joyce, Nohria and Roberson (2004: 75) identify eight general management practices correlating strongly with sustained business success, which are:

- Strategy: devise and maintain a clearly related, focused strategy;
- Execution: develop and maintain flawless operational execution;

- Culture: develop and maintain a performance-oriented culture;
- Structure: build and maintain a fast, flexible, flat organisation;
- Talent: hold on to talented employees and find more;
- Innovation: make industry-transforming innovations;
- Leadership: find leaders who are committed to the business and its people; and
- Mergers and partnerships: seek growth through mergers and partnerships.

Joyce, Nohria and Roberson (2004: 76) find out that the first four practices are the “primary management practices” representing the fundamentals of business, and the last four are “secondary management practices”. From this examination emerges the 4+2 formula which is a set of approaches that *“tell managers precisely where to focus their efforts and where not to”*.

Besides the above, many researchers have worked on the determinants of the successful businesses. Islam, Mian and Ali (2009: 135) in their study of small and medium-sized enterprises (SMEs) find that products and services, the way of doing business, management know-how and, external environment are most significant factors in determining the business success of small and medium-sized enterprises (SMEs). The study of Abdul, Rosli and Hj (2009: 148) which looked at the determinants of small business success as professed and experienced by rural entrepreneurs found that internal and external factors are vital for the success of small business. They conclude by studying eight factors of business success which are external environment, market accessibility, entrepreneurial quality, human resource, and market support by the government pricing, delivery and service. Chittithaworn, Islam, Keawchana and Yusuf (2011: 185) affirm that external environment factors play a very important role as well for enterprise success. Social network, government support, and legality, are the key strategic dimensions of external environment in business success. The study by Rogoff, Lee and Suh (2004: 371) reveal that external and internal factors are determinants of business success. The internal factors include characteristics of the business owner,

business size and years in business, the ability to attract outside capital investment, management, financing, planning, experience, and skill to implement any identified projects. The external or environmental factors are sales tax rates and infrastructure expenditure.

Chittithaworn *et al.* (2011: 182) classify the factors affecting small and medium-sized enterprises (SMEs) business success into the following categories: entrepreneur characteristics; characteristics of small and medium-sized enterprises (SMEs); management and know-how; products and services; customers and markets; the way of doing business and cooperation; resources and finance; strategy; external environment; and internet. Furthermore, Masuo, Fong, Yanagida and Cabal (2001: 58) found that business success is generally defined in terms of economic or financial communications which include return on assets, sales, profits, employee's survival rates and non-financial measures, such as customer satisfaction, individual development and individual achievement. Li, Wang and Fan (2014: 15) assert that government assistance is a more significant contributor for the success of Chinese entrepreneurs overseas than for the indigenous ones. But Chong (2012: 212) states that the Chinese entrepreneurs view political involvement and government support as the least critical success factors. Headd (2003: 56) finds that small and medium business outcomes are also positively associated with the education level of the business owner. It is concluded that owners' education improves four business outcomes: closure, profits, employment and sales. Owners who have completed graduate school have even more success in business. Looking across education levels, it is generally seen there is better business outcomes with each higher level of education. Fairlie and Robb (2007: 230) find that having a family business background is important for small business outcomes. The authors further argue that the family business background appears to provide an important opportunity for family members to acquire human capital related to operating a business. Then, in terms of working or managerial experience, Alicia, Robert and Fairlie (2009: 835) argue that management experience before starting or acquiring a business generally improves business outcomes but

does not have a consistent effect across specifications. In contrast, previous work experience in a similar business, which provides specific business human capital, is an important determinant of business success.

According to Fairlie and Robb (2007: 231) business owners' level of wealth may affect future business success. In particular, the owner's wealth may affect access to financial capital because this wealth can be invested directly in the business or used as collateral to obtain business loans. Another fact is Asian entrepreneurs are more reliant on family and friends or on personal and family equity than on borrowing loans from banks or other financial institutions. Pitman (2008: 255) finds that financial flexibility is significantly correlated to business success. Small and medium-sized enterprises (SMEs) which can take the advantage of gaining capital from a third party usually enjoy the better chances of success. Islam, Khan, Obaidullah and Alam (2011: 294) also agree that financial flexibility is significantly correlated to business success. The small and medium-sized enterprises (SMEs) that take advantage of family and third-party investment experience higher level of success. Financial resources are of vital importance for a business to run profitably. Small and medium-sized enterprises (SMEs) have comparatively limited resources and greater difficulty in accessing funding resources, and more dependent on one single product, have less adequate budget control system, lack economies of scale (Thurik 2007: 71). For all businesses to be successful require ever demanding efforts in all areas that affects the business success. Jasra, Khan, Hunjra, Rehman and Azam (2011: 276) address that increasing business competition, in particular against large and medium competitors puts small and medium-sized enterprises (SMEs) in a vulnerable position. As small and medium-sized enterprises (SMEs) operate around the traditional lines, and no matter what the location of small and medium-sized enterprises (SMEs) are and how strong the market conditions are, influencing factors are always there for the small and medium businessmen to anticipate these factors while doing the business. Robert (2007: 190) suggests that small and medium-sized enterprises (SMEs) operate on traditional lines which suffer strict reaction on account of

competition should respond proactively by conducting business development and research.

Audretsch's research (2005: 26) shows the relationship between ownership, decision making, employee deployment and performances of the enterprise. The findings show that ownership profile is the key factor in the success of small and medium-sized enterprises (SMEs). Chami (2006: 271) states that the business plan holds the vital importance as better business planning reduces the risks associated with any business activity. Insufficient awareness of the need for a business plan is identified as one problem at the start-up phase among small and medium-sized enterprises (SMEs). Simoneaux and Stroud (2011: 92) explain that a business plan forces the entrepreneur to look inward with a critical eye and identify strengths and weakness. It also requires the entrepreneur to look outward and perform an environmental scan, analysing the industry, the competition and identifying potential opportunities and threats. Therefore, it is important to have a plan and a system to measure success.

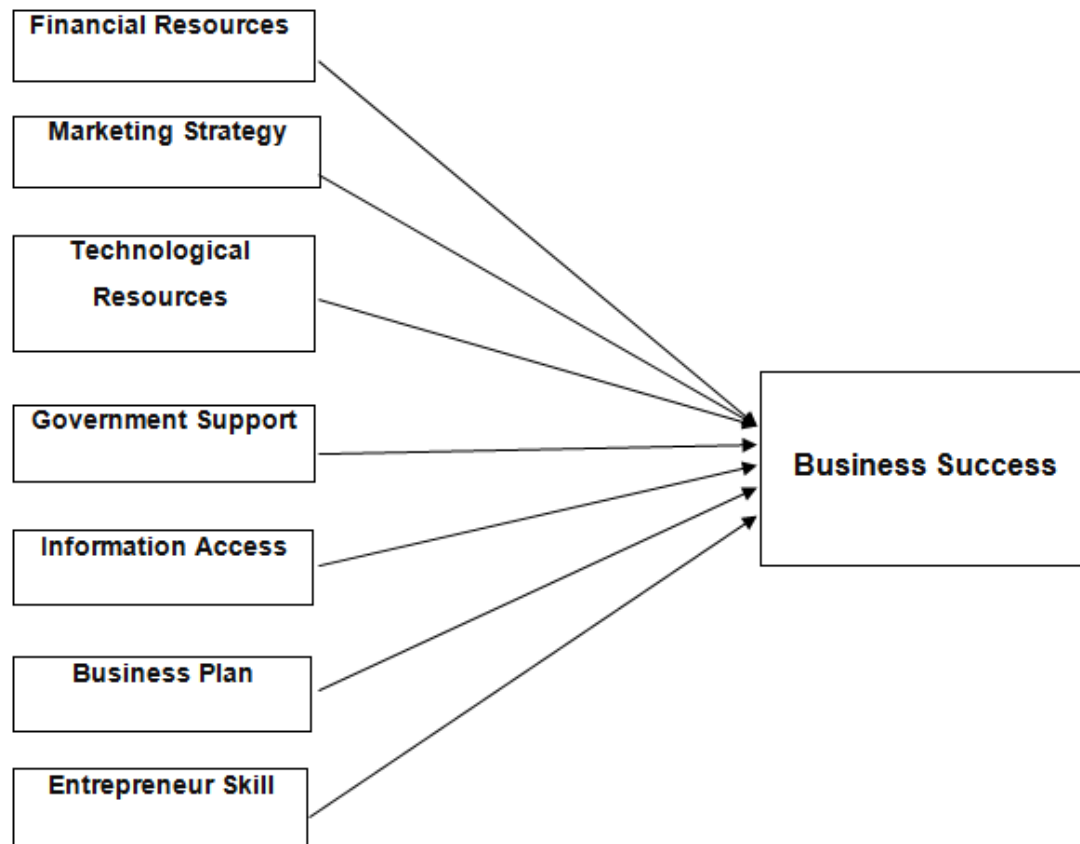
Information access stands for the availability of business information which is also important to initiate new enterprises and to run the existing enterprise profitably. Relation building is one of the key factors in almost every society, and the result of this activity is dependent on information accessibility, which is vital for the survival and growth of enterprises (Curran 2007: 121). Chittithaworn *et al.* (2011: 185) highlight that successful enterprises are likely to spend more time on communicating with partners, customers, suppliers, and employees. Use of outside professionals and advisors, and the advice and information provided by customers and suppliers is also important for business success. The authors also note that technology is also playing an important role in this respect. Technology has a close relationship with improvement of production process. Other studies have also revealed similar results that the lack of new technology and equipment are hindrances of small and medium-sized enterprises (SMEs) development, and government support

is one of the major variables that ensure the business success of small and medium-sized enterprises (SMEs) (Swierczek and Ha 2007: 47). Philip (2011: 133) asserts that developments in technology have had the effects of transforming business activities as well creating entirely new ones, and technological change leads to the introduction of new products, changes in methods and organisation of production, and changes in the quality of resources and products.

According to Hayami (2009: 49), most of the small and medium-sized enterprises (SMEs) tend to have less marketing and technical resources, do less marketing research, possess fewer incentive and reward programmes, lack presence in large readily accessible markets and have less well-organised brands. Verhees and Meulenbergh (2009: 28) believe that market development is vital for preserving high growth in the small and medium line businesses and success. Furthermore, market orientation is also necessary for the development of a business. The authors also note that market-based orientation is fruitful in selection of a healthy and attractive product when the small and medium-sized enterprises (SMEs) operate in markets with relatively homogenous products.

The following conceptual frame work as illustrated in Figure 3.2 is developed to establish the relationship between different variables and business success.

Figure 3.2: Conceptual framework: business success



Source: Adapted from Jasra et al. (2011: 278).

Based on Figure 3.2, it is asserted that these factors play a vital role in determining the success of the business, and from all indications, authors have found all the above mentioned factors to have connection with business success (Lucky and Olusegun 2012: 39). Jasra *et al.* (2011: 277) argue that it is obvious that hurdles in the business success are far more than it was previously. The environments as well as some other factors are very complex and dynamic. The factors concerned are financial resources, marketing strategy, technological resources, information access, government support and business plans. Doh and Kim (2014: 1557) state that each government, irrespective of countries, have been accounting for regional and local factors which affect entrepreneurship. This is because entrepreneurship has been regarded as one of the important drivers of sustainable economic development and growth in this current knowledge-based economy.

Technological resources, is one of the most important elements in the success of any business. Teece (2010: 174) mentions that, superior technology and products, excellent people, and good governance and leadership are likely to produce sustainable profitability and business success if the business model configuration of an enterprise could properly adapt to the competitive environment. In many third world countries most of the small and medium-sized enterprises (SMEs) are not able to install new technology due to the high costs. But, according to Cartsson (2008: 227), technology has its deep roots in the business success of the small and medium-sized enterprises (SMEs) and is positively correlated with the business success of a small and medium-sized enterprise (SME).

3.3.2 Chinese enterprises and their business success

A study by Alicia, Robert and Fairlie (2009: 828) found that Asian-owned businesses are more successful than white-owned businesses for two main reasons – Asian owners have high levels of human capital and their businesses have substantial start-up capital. The authors further reveal that, in the US, the economic success of Chinese immigrants is in part due to their ownership of small and medium businesses. Besides these, the social networks in entering into foreign markets for Chinese entrepreneurs are very important. The authors further point that relying heavily on social or ethnic resources may be necessary for those with lower levels of class resources but could result in worse outcomes.

Tung and Chung (2010: 375) argue that social networks can be instrumental in reducing the physical distance between the investor country and the target market, particularly where the latter is characterised as an emerging economy, like South Africa. Chinese entrepreneurs often rely on Chinese immigrants in terms of human resource, Yoon (1997: 281) states that ethnic immigrant workers may have restricted job opportunities because of limited English skills but fit in well working for ethnic business owners who understand their own

language and culture. Kao (1993: 26) indicates that overseas Chinese family businesses have gained a reputation for their cost efficiency, responsiveness and flexibility. Their success is based upon a relatively simple “personally manage” organisation operating within a network of kin and ethnic relations. Guan (2011: 3) state that, in Chinese, the network is called “Guanxi”, which refers to connections or relationships between people. Taormina and Gao (2010: 1196) recognise that “Guanxi” involves the immediate dyadic relationship between the actors as well as additional contacts who can be involved as part of a larger, interconnected network of people. Khanna and Palepu (2010: 74) regard “Guanxi” as the capabilities of relationship-based management. Particularly in China, enterprises usually use it as a substitution for the lack of institutional infrastructure to base their competitive advantage on links with local authorities. Therefore, the enterprises can obtain licenses and other benefits by using their close links with government and various authorities (Fornes and Butt-Philip 2011: 101). Hwang (2009: 59) notes that “Guanxi” use has two aspects: *“the giving of unsolicited help and favours that foster favourable interpersonal relationship, and the (utilitarian) soliciting of favours for s specific purpose.”* This refers to the fact that individuals attempt to establish relationships with people outside the family in order to gain some specific goals or desired outcomes.

Confucianism as a traditional Chinese cultural heritage and way of conduct in normal life also plays a significant role in ethnic Chinese business life and success. Researchers have stressed the importance of Chinese culture in particular as a key explanation for the unique business systems around East Asia (Ahlstrom, Chen and Yeh 2010: 342). Haley, Haley and Tan (2009: 32) state that at the strategic level, Confucianism places emphasis on social capital and networking, which is of particular importance in a globalising world. Also, in China, honesty is regarded as the most crucial element for business success. According to Zhu and Chu (2010: 172), honesty has been one of the Chinese traditional core values, and people believe that honesty is the foundation to behave oneself and start one’s career. So, by communicating truth, which can be built between entrepreneurs and customers, thereby

establishing long-term business relationships. In conclusion, according to a study by Chu, Kara, Zhu and Gok (2011: 110), reputation for honesty, providing good customer services, and having good management skills are reported to be necessary conditions for business success of Chinese entrepreneurs. Friendliness to customers and hard work are also critical for high - performance enterprises.

Furthermore, since the family business takes a large portion of overseas Chinese enterprises, the success of overseas Chinese businesses can be attributed to the following benefits of family business:

- Family relationships are very strong and family members tend to stick with the business through thick and thin;
- Family members will sacrifice their income to keep the business going;
- The fact that it is a family business can be used in marketing campaigns to distinguish the business from its competitors, highlighting a strong commitment to the business, high ethical standards as well as a personal commitment to serving its clients and the community;
- When family members work well together, they make good business partners, which ensure a competitive edge;
- Family businesses focus on the long term;
- Family businesses emphasise quality because their good name is at stake; and
- The same values that are pursued at home are brought to the business and this ensures a secure foundation for the business (Longenecker and Moore 2006: 56).

The success of overseas Chinese businesses achieved has also been supported by different Chinese authorities and even the central Chinese government, especially on large-scale Chinese investments overseas. The Chinese government is playing a more and more important role in supporting Chinese enterprises expanding globally. For example, various government agencies such as the National Development and Reform Commission

(NRDC), the Ministry of Finance, the Ministry of Commerce and the State Administration of Foreign Exchange (SAFE) have all developed policies encouraging Chinese enterprises to expand overseas (Going global—prospects and challenges for Chinese enterprises on the world stage 2007: 5). In recent years, in order to increase the efficiency of Chinese enterprises and implement the “Go Global” strategy, the Chinese central government made changes in areas relating to Outward Foreign Direct Investment (OFDI), including: the creation of incentives for OFDI; streamlining administrative procedures (including decentralization of authority to local levels of government); easing capital controls; the provision of information and guidance on investment opportunities; and reducing political and investment risks (Luo, Xue and Han 2010: 70).

3.4 CONCLUSION

This chapter provided a discussion of strategic marketing, which included the conceptions, the evolution, the characteristics, the importance, the steps, and a detailed analysis on strategic marketing planning and strategic management are given. In the second part, a compressive literature of business success was provided, and the determinants which can affect the business success were also discussed, in particular with the reference to the Chinese entrepreneurs. The evidence concerning the crucial role played by Chinese entrepreneurs in strategic marketing and business success is overwhelming.

The next chapter will explain and justify the selection of the appropriate research design to explore the broad issues of this study. This will be followed by a description of the research process, especially the process of administrating the questionnaire and data collection.

CHAPTER FOUR

MARKETING INTELLIGENCE APPLICABLE IN SMALL AND MEDIUM-SIZED BUSINESS

4.1 INTRODUCTION

The previous chapter focused mainly on aspects and issues pertaining to entrepreneurship which included literature pertaining to different aspects such as entrepreneurship process, different types of entrepreneurs, characteristics, determinants of entrepreneurship success, entrepreneurship and organisational types. The focus shifted the analysis of Chinese entrepreneurship in South Africa, which consisted of characteristics and features of Chinese entrepreneurs, Chinese family business in international markets, the structures and categories of Chinese enterprises, and the recent Chinese investments in Africa. Finally, it provided a description of South African entrepreneurs, the importance of entrepreneurship to South Africa, and the constraints of South African entrepreneurs' development. This chapter focuses primarily on aspect pertaining to the theoretical background of business and marketing intelligence. It then proceeds to explain and discuss the application of marketing intelligence in the context of Chinese entrepreneurial community in South Africa, and the challenges facing them.

4.2 BUSINESS INTELLIGENCE

This section provides the concept of intelligence and business intelligence, which encompasses the importance and its application in this study.

4.2.1 Conception of business intelligence

Guarda *et al.* (2012: 455) state that, the analysis of large volumes of data is impossible without resorting to the appropriate software tools, making it essential to develop frameworks that help to automatically and intelligently, analysing, interpreting and correlating data, enabling the development and selection of strategies for action. Then, how can an enterprise get a jump on the competition? According to Tan and Ahmed (2008: 298), it can do so by knowing what their competitors are up to and staying one step ahead – a process known in business parlance as market intelligence.

Gainor and Bouthillier (2014: 591) state that the term “intelligence” connotes a combination of raw data, technology, and analysis resulting in intelligence deliverables such as reports and profiles. For all intelligence fields, the primary purpose of intelligence is to inform decision-making, with the intent of increasing the likelihood of the most optimal outcomes for the organisation. Heppes and du Toit (2009: 50) state that components of the intelligence function are: area location, define responsibilities, search frequency and orientation. Guarda *et al.* (2012: 455) agree to the usefulness of intelligence by saying that, in order to assist enterprises in this exploration of data, concepts and tools for organising information are critical, highlighting the Pervasive Business Intelligence (PBI) and Marketing Intelligence (MKTI) as pillars to support the decision-making. West (2001: 13) defines business intelligence as the intelligence on the marketplace within which competitive battles are fought, which provides the essential background to all strategic and tactical decisions. It indicates the severity of the battle and the length of time over which it is likely to take place. It also indicates the marketing and promotional tools that competitors can use successfully to fight their battles and the messages to customers that are likely to produce the most positive outcome. But more importantly, it provides a forward view of technology, customers and customer requirements that forewarns of significant change, thereby providing a basis for a strategy that differentiates enterprises from their competitors and permits some radical outflanking maneuvers.

Business intelligence, as Aaker *et al.* (2013: 1) define that, at its core, is the ability to access data from multiple sources within an enterprise and deliver it to business users for analysis. Business intelligence bridges the gap between disparate operational systems and data-hungry end users. It connects people to their business. It creates an information environment that makes it easy for people to get the reports they need in the context of their day-to-day activities. It provides an accessible means of analysing the business and getting to the bottom of what is behind trends and anomalies. And, it offers a reliable barometer of how well the business is performing. Karim (2011: 196) mentions that business Intelligence is the mixture of the gathering, cleaning and integrating data from various sources, and introducing results in a mode that can enhance business decisions making. According to Utley (2008: 4), business intelligence is a concept that can cover many technologies. A business intelligence solution can cover a wide range of processes, software, and techniques, from retrieving the data from source systems to delivering business values to users. Business intelligence is more a concept than a single technology. The goal is to gain insight into the business by bringing together data, formatting it in a way that enables better analysis, and then providing tools that give users power – not just to examine and explore the data, but to quickly understand it. While obtaining information is important, information is only useful if it is easy to grasp so that people can use it to make decisions. It is the goal to make data easy to comprehend; a quick grasp of the trends, relationships, and relative strengths and weakness is essential to delivering a useable system that truly delivers business value.

According to Pirttimäki (2007: 4), business intelligence is not unambiguous but is at least dualistic, referring to the:

- Refined information and knowledge that describe the business environment, an enterprise itself, and its state in relation to its markets, customers, competitors and economic issues; and

- Process that produces insights, suggestions and recommendations (i.e. the refined information and knowledge) for the management and decision makers.

In order to apply business intelligence effectively in business, and to build a system that allow management of enterprises to easily get what is presented and turn it into easily comprehended, actionable business information requires a number of steps, which are identified by Utley (2008: 4-5): first, the business problems to be solved must be identified. Then, the data must be located in the various source systems and consolidated in such a way that it is consistent and accessible. After building the warehouse, there must be a mechanism to retrieve the data and present it to business users so that they can understand it and act on what they see.

4.2.2 Constructing business intelligence from business information

Business intelligence is not a single entity. It is decomposed into business information. Green (2007: 19) states that cross-pollination of the value drivers identifies three major components to business intelligence within a business enterprise:

- Relationship intelligence: refers to understanding of how the interactions between knowledge workers influence the organisational performance;
- Competence intelligence: refers to understanding of how the abilities/proficiency of knowledge workers influences organisational performance; and
- Structure intelligence: refers to understanding of how an organisation's infrastructure environment influences organisational performance.

On the one end of the business intelligence spectrum, analytical tools are used primarily to predict what will happen and thus are geared towards

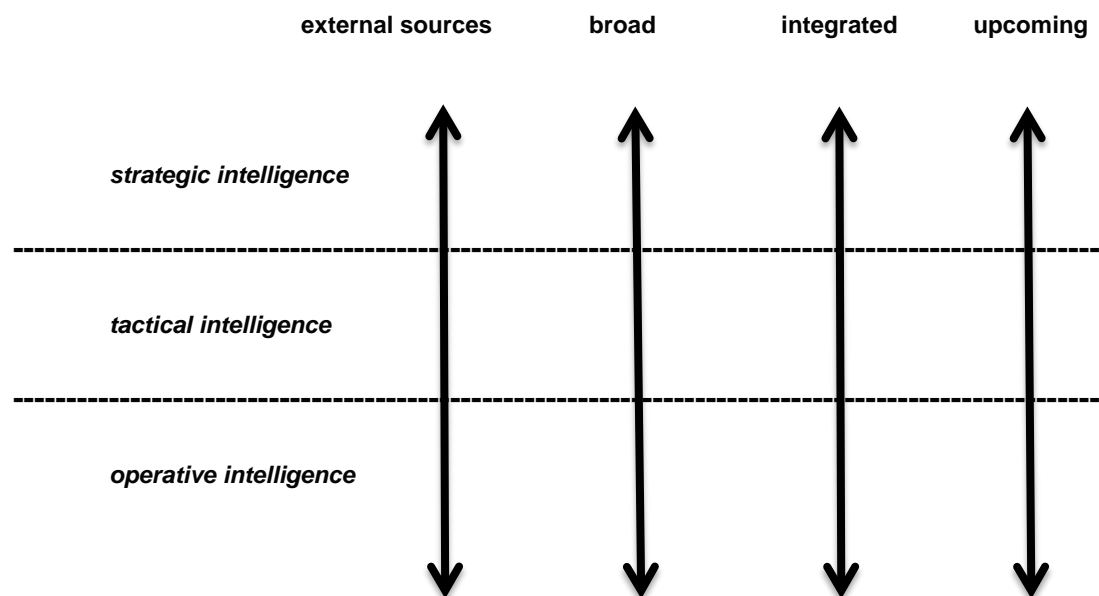
statistical modeling and forecasting. On the other end of the spectrum, reporting tools are used to summarise what has happened and thus are geared towards querying and summarisation best exemplified by online analytical processing, a “slicing and dicing” technique of grouping and summarizing data (Grenci 2015: 217-218). Business Intelligence systems provides a proposal that faces the needs of contemporary organisations. The main tasks that are to be faced by the business intelligence systems include intelligent exploration, integration, aggregation, and a multidimensional analysis of data originating from various information resources. Systems of a business intelligence standard obtain data from internal and external environments of an organisation and they integrate data from that particular environment. Such systems are meant to provide adequate and reliable up-to-date information on different aspects of organisation activities (Olszak and Ziemba 2007: 137).

4.2.3 Levels of business intelligence

Business intelligence is often described as an umbrella concept, covering different activities and technologies that, in one way or another, use data and information to enhance business performance and support decision-making at all organizational levels, i.e. strategic, tactical and operational levels (Gudfinnsson, Strand and Berndtsson 2015: 37). Ranjan (2009: 60) states that the term business intelligence implies having a comprehensive knowledge of all of the factors that affect the business. It is imperative that enterprises have an in-depth knowledge about factors such as the customers, competitors, business partners, economic environment, and internal operations to make effective and good quality business decisions. Business intelligence enables enterprises to make these kinds of decisions. Garcia-Alsina, Cobarsí-Morales and Ortoll (2016: 60) argue the intelligence system has two kinds: the orientation – proactive or reactive, tactical or strategic – function, which is due to the needs of the information expressed by the organisation’s objectives, or by the unit where the function is allocated, or by the organisational level where the obtained intelligence applies, or by the

temporary framework to foresee the results of the designed actions. Also, Thierauf (2001: 66–67) categorises business intelligence into three groups: strategic intelligence, tactical intelligence and operational intelligence, as illustrated in Figure 4.1.

Figure 4.1: Levels of business intelligence



Source: Adapted from Thierauf (2001: 56).

According to Thierauf (2001:66), the information needed varies with the business intelligence level but financial intelligence is required at every level. And strategic decision makers most need extensive and enriched information to manage upcoming operations and steer the course of a enterprise. At the operative level, more detailed, history-specific information is required to implement daily activities. Between the strategic and operative level is the tactical level, where the data is gathered and enriched. Furthermore, the author uses the grouping of internal and external information in his framework: information from external sources is emphasised in strategic decision making, whereas the focus of the operational level is on internal sources. On the other hand, information from internal sources is also needed in strategic decision

making and external information sources at the operative level. For example, according to Pirttimäki (2007: 7), strategic decision makers have to perceive resource sharing and management in the context of long-term strategic planning, which necessitates that they have enough information from internal as well as external sources. At the operative level, the marketing and research and development departments need information from external – not just internal – sources on, for example, markets, trends and customers.

4.2.4 Application of business intelligence

Business Intelligence enables organizations to make well informed business decisions and thus can be the source of competitive advantages. This is especially true when enterprises are able to extrapolate information from indicators in the external environment and make accurate forecasts about future trends or economic conditions. Once business intelligence is gathered effectively and used proactively then the firms can make decisions that benefit the enterprises (Ranjan 2009: 63). Usually, the hub of a business intelligence solution is the data warehouse. Data, internal as well as external, are extracted from various source systems into the data warehouse at a certain intervals or at specific times (Ponniiah 2010: 77). Therefore, the central theme of business intelligence is to fully utilise massive data to help organisations gain competitive advantage.

Business intelligence is a key technology for business users to efficiently extract useful information from oceans of data (Duan and Xu 2012: 679). The business intelligence is the core of the entire enterprise system which is based on series of strategic and tactical management steps implemented by technology that supply data input and uses the analytical output to speedily generate high effective and efficient business decision making process. While many corporations attempt to rummage through huge amounts of data, it is obvious that business intelligence is as much about missed opportunities as about the ones enterprises seize. Selecting and manipulating data needs a

vigorous infrastructure, efficient data collection pools, and ingenious tool for data mining and data analytics. So therefore it will be feasible to detect hidden trends, purchaser and seller relationships and behavior, business opportunities and other essential information (Karim 2011: 196).

It is assumed that business intelligence may support decision making on all levels of management regardless of the level of their structuralisation. Sacu and Spruit (2010: 8-9) suggest the operation of business intelligence can function in two types:

- Strategic business intelligence – helps executives and business/financial analysts develop and access progress in achieving long-term enterprise goals. It depends on historical data that may span over months or even years. It is data-centric as it is typically supported by a data warehouse that serves as the source of data and user driven as it is initiated on demand by a business user; and
- Tactical business intelligence – helps achieving strategic goals by analysing short-term data and is valuable to operational and line-of-business managers in addition to executives and analysts. It uses historical data that is one day to a few months old. It is also a data driver and user-centric.

Hsu (2004: 55) states that business intelligence system allows for stating that the system in question may support data analyses and decision makings in different areas of organisation performances, particularly including the following:

- Financial analyses that involve reviewing costs and revenues, calculations and comparative analyses of corporate income statements, analyses of corporate balance sheet and profitability, analyses of financial markets and sophisticated controlling;

- Marketing analyses that involve analyses of sales receipts, sales profitability, profit margins, meeting sales targets, time of orders, actions undertaken by competitors, stock exchange quotations;
- Customer analyses that is concerned with the period of maintaining contacts with customers, customer profitability, modeling customers' behaviours and reactions, customer satisfactions;
- Production management analyses that makes it possible to identify production "bottle-necks" and delayed orders, thus enabling organisations to examine production dynamics and to compare production results obtained by dependents;
- Logistic analyses that enable to identify partners of supply chain quickly; and
- Personal data analyses that involve examination of employment turnover, employment types, presentation of information on individual employee's personal data, and so on (Hsu 2004: 55-56).

4.2.5 Business and competitive intelligence in South Africa

A recent study by the Bureau of Market Research of the College of Economic and Management Sciences at the University of South Africa shows that business intelligence plays a key role in management decision making and is anticipated to increase its importance in the future. This survey interviewed 230 business intelligence practitioners, and it clearly shows that business intelligence makes a solid contribution to the sales and marketing functions with sales forecasting and product demand forecasting perceived to benefit the most (Peter 2010: 2). Further, this study reflects high confidence in the value that business intelligence could offer to business in general and to small business establishments in particular and serves as an ideal benchmark for enterprises to evaluate the nature of their business intelligence systems or to identify tools and techniques used by business intelligence practitioners that could add value to current management information systems. It is found that

75% of business practitioners employ market research as a business intelligence tool. Competitive intelligence and the internet are mostly used (Peter 2010: 2-3).

Hartley and Seymour (2010: 116) mention that South Africa is a country that has suffered from a history of Apartheid. The country is still plagued with the Apartheid legacy: that of inequality and inefficiency. Venter and Tustin (2009: 88) find that, business intelligence plays a critical role in providing actionable intelligence to enable good business decision-making. However, within a South African business context, an understanding of the practice, impacts and benefits of business intelligence are only partly addressed by existing research. The authors further mention that South African enterprises show a general lack of appropriate processes and structure of business intelligence, and that there is little evidence that systems in enterprises assist the business intelligence activities; that few enterprises can claim that business intelligence is embedded in the whole enterprise; little information sharing takes place and people in the enterprise in general do not know the focus of the intelligence activity. But Hartley and Seymour (2010: 117) insist that South African organizations have always had the potential to improve operational business intelligence. From small and medium-sized enterprises (SMEs) to big corporations that look at how future events may affect profitability or business process flow. Depending on the nature of the organisation, it may seek to gain competitive advantage by gaining lead information or analyse information to reveal areas of needed attention. Business intelligence is such a technology that is available to provide information and supply organisation with some level of astuteness.

Competitive intelligence is the process of developing actionable foresight regarding competitive dynamics and non-market factors that can be used to enhance competitive advantage. Competitive intelligence is concerned with the techniques used to select and filter information from a variety of sources, to interpret and analyse it, to communicate it to the right people and to use it

effectively (Sewdass and Du Toit 2014: 186). Competitive Intelligence involves the early identification of potential risks and opportunities by gathering and analysing information about the environment to support managers in making strategic decisions for an enterprise. Most enterprises realise the importance of competitive intelligence in enterprise risk management and decision support, and invest a large amount of money in competitive intelligence (Xu, Liao, Li, Song 2011: 743). The benefits of obtaining competitive intelligence for businesses far outweigh the costs. The four major benefits are: differentiation; cohesive marketing communication plans; pre-selling an idea to the target audience; and building credibility with customers (Van Doren 2010: 553-554).

Competitive intelligence as a business discipline could form an integral part of efforts to enhance the competitive behaviour of African enterprises and society as a whole. Entry into the global economy requires high-grade competitive intelligence with regard to aspects such as standards, regulations, consumer preferences, competitor strategies and business styles (Du Toit and Strauss 2010: 20). Strauss and Du Toit (2010: 305) stress that competitive intelligence management is a well-established function in organisations in developed countries, because managers realise that if they do not monitor the actions and activities of their competitors, their strategic plans will fail. Nevertheless, organisations in African countries (including South Africa) continue to be surprised by undesirable changes in the environment and it appears that the advances in managing intelligence are as yet largely unknown in these countries. Sewdass and Du Toit (2014: 185) note that the business environment is highly complex in South Africa because of factors such as the country's unique history, diversity, geography, political and institutional landscape. Enterprises in South Africa tend to be less dynamic and more resistant to change, compared to enterprises in industrialised countries.

Du Toit and Strauss (2010: 22) add that the competitive environment of South African enterprises is vast, competitors are numerous, and technological advances staggering. With the recognition that competitive challenges and risks will increase significantly in the future, to remain competitive by applying competitive intelligence processes, it is increasingly necessary to constantly monitor the competitive landscape. Most enterprises recognise the need to improve the quality and integration of their competitive intelligence, but seem unsure of how to adopt more effective, integrated and systematic approaches to competitive intelligence. But the problem of application of competitive intelligence in South Africa is, according to Strauss and Du Toit (2010: 305), it is still in its infancy stage and for those companies do conduct competitive intelligence practices it still is a matter of sensitivity. Furthermore, lack of skills might be the main reason of South Africa's poor competitive position in the world. Therefore, with the focus on competitive intelligence, if professionals do not have the appropriate competitive intelligence skills, the competitive intelligence will not be conducted efficiently. It is suggested that the South African government should develop awareness of the vital role of competitive intelligence in competitiveness and should strive to create appropriate mechanisms for initiating, supporting and sustaining the competitive intelligence effort in Africa.

4.3 MARKETING INTELLIGENCE

Marketing intelligence concerns the attitudes, opinions, behaviours, and needs of individuals and organisations within the context of the economic, environmental, social and everyday activities (Prior 2011: 5). Tan and Ahmed (2008: 305) find that, in recent years, world growth has slowed and markets have matured or become more protective. It appears that the only way for many enterprises to grow is at the expense of their competitors. Many enterprises are turning to market intelligence for input into their strategic management system and decision making. The marketing intelligence cycle typically consists of directing, collecting, compiling, cataloguing, analysing and communicating data. This section will explore the general conceptions of

marketing intelligence, the marketing intelligence system, and its general application by entrepreneurs.

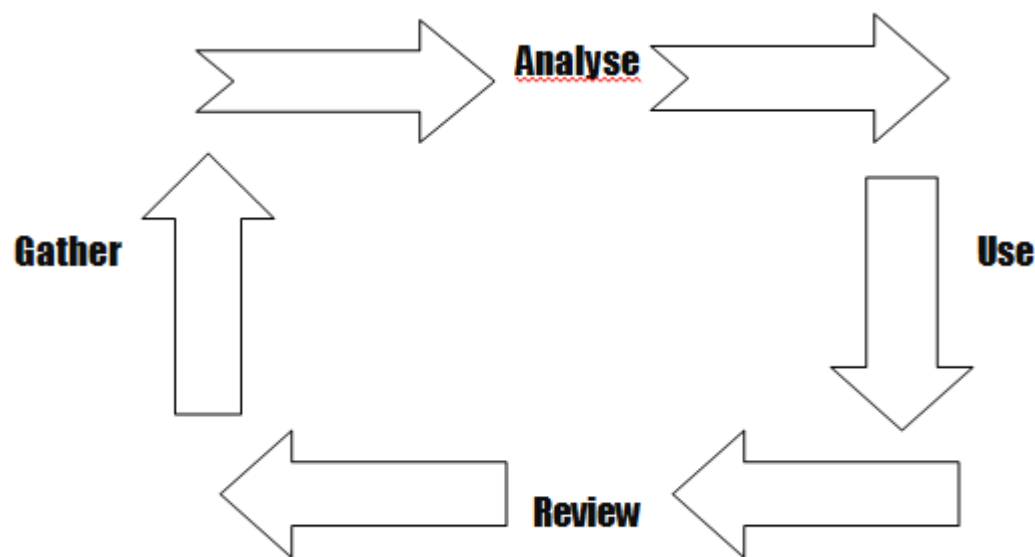
4.3.1 Marketing intelligence definition

Marketing intelligence is a business discipline aimed at supporting strategic decision-making through the provision of timely, accurate information and analysis about the external market environment. Marketing intelligence is primarily concerned with identifying and evaluating opportunities posed by external forces, allowing organisations to conduct pre-emptive action. Marketing intelligence typically involves collation of data from various sources such as enterprise accounts, official statistics, data from trade bodies, social media and web news. Marketing intelligence aims at creating knowledge and foreknowledge of all aspects of a market thorough research and analysis. The analysed data will lead to a new understanding of the current and future situation and will convert into informed action or decision-making (Peter 2012: 4). Making critical decisions without sufficient information is a typical problem enterprises face. While information is unlimited, time and budgets are not. But executives are accustomed to make difficult decisions based on imperfect information. However, in today's climate, executives are far more accountable to stakeholders than in the past—they cannot afford to be wrong about major decisions that put significant assets at risk (Bowen 2009: 1). This will require executives to integrate marketing intelligence into their decision-making process from the bottom to up.

As already explained in Chapter One, marketing intelligence, according to Aaker *et al.* (2013: 3), is *“the process of acquiring and analysing information in order to understand the market (both existing and potential customers); to determine the current and future needs and preferences, attitudes and behaviour of the market; and to assess changes in the business environment that may affect the size and nature of the marketing in future.”* Marketing intelligence is a system to capture the information needed for decision-making

in marketing. The fundamental purpose of marketing intelligence is to help marketing managers to take the decisions they face every day in their various areas of responsibility (Guarda *et al.* 2012: 456). According to Mochtar and Arditi (2001: 140), the fundamental purpose of marketing intelligence is to help marketing managers make decisions they face each day in their various areas of responsibility. They further argue that marketing intelligence can be used to assist with more or less every decision faced by the enterprise on a daily basis. The overriding purpose of most marketing intelligence is to help the enterprise grow – to increase revenue, profit, or market share. So, good marketing intelligence can have a huge return on investment. Caudron (1994: 39) identifies four primary purposes which are served by marketing intelligence which are: competitor's assessment and tracking; early warnings of opportunities and threats; support for strategic planning and implementation; and support of strategic decision-making. Ranjan (2008: 461) mentions that, in today's highly competitive and increasingly uncertain world, the quality and timeliness of an organisation's "marketing intelligence" can mean not only the difference between profit and loss, but also even the difference between survival and bankruptcy. Figure 4.2 represents a model for marketing intelligence, which is an iterative circle:

Figure 4.2: Model for marketing intelligence



Source: *Adapted from Johnston (2011: 4).*

From this model of marketing intelligence, it can be seen that each of the four stages represent a starting point. Johnston (2011: 4) suggests that a marketing intelligence framework should be developed for marketing practitioners in order to provide a set of practical resources: to gather the right intelligence from the right sources; to analyse the intelligence to provide a meaningful picture of demand, supply and gaps in provision; to use the analysis to inform decisions about required structuring and interventions; and to periodically review the intelligence to check that needs continue to be met.

Marketing intelligence is information that is gathered for the purpose of making business decisions. In practice, marketing intelligence tends to refer to the branch of market research called market assessment research, which is designed to help a enterprise establish a foothold in a market, or increase its presence in a market. As such, typical areas covered would be routes to market analyses, market size calculations, competitor analyses, substitute products (or services) analyses, and market growth predictions – in summary,

information about the external market environment (Harrison and Cupman 2011: 4-5). The authors further state that marketing intelligence can be obtained externally – by a market research and intelligence enterprise, or by an internal department. Once the marketing intelligence is obtained, it is usually managed in-house, often in an informal fashion, but increasingly with the assistance of IT-based marketing intelligence systems provided by technology and market research enterprises. From a managerial standpoint, the importance of motivating sales people to do the marketing activities needs to be highlighted. Nasri and Charfeddine (2012: 172) suggest that the managerial people who are responsible for developing marketing intelligence activities internally should: firstly, increase expectancies, which means to provide a work environment that facilitates the best performance and set realistically attainable performance goals; secondly, make performance instrumental toward positive outcomes. Make sure that good performance is followed by personal recognition, pay increases, and other positive results; thirdly, to identify positively outcome--the managers need to understand what sales people want to get out of their work, and assign them with different jobs according to their different valences and characteristics. Porter (2008a: 54) states that in order for organisations to remain or become truly global competent, it is recognised that information is required to support decisions in various levels of organisations. Marketing intelligence should be positioned in the organisation to identify threats in the external environment capable of impacting negatively on the future of the enterprise or organisation. A second and equally important function of marketing intelligence is to identify new opportunities for the organisation, lead to innovation and ultimately benefit the competitive status of the organisation.

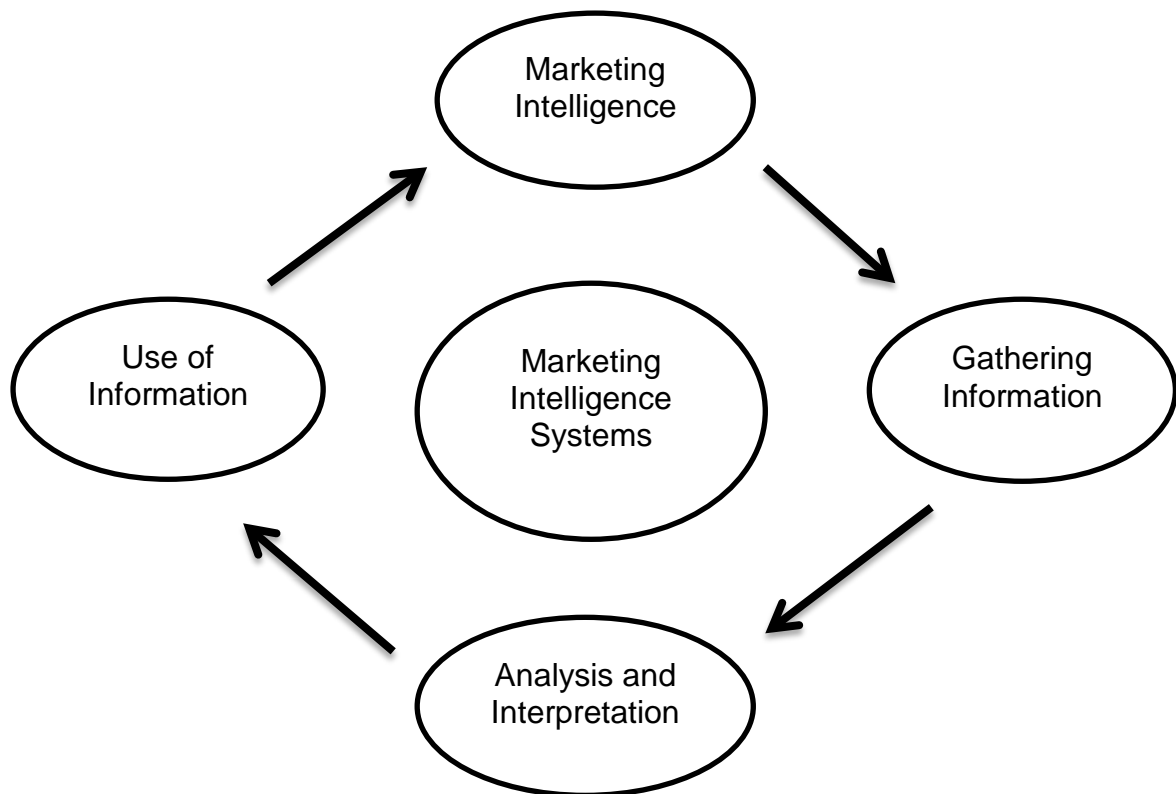
4.3.2 Marketing intelligence system

Marketing intelligence system is one that systematically gathers and processes critical business information, transforming it into actionable management intelligence for marketing decisions (Surinta 2010: 2). Vikram (2010: 3) defines that marketing intelligence system as the set of procedures

and sources that managers use to develop the marketing environment. It is used as a tool to collect the daily information of market and by analysing this they can develop the results of the enterprise. Nasri and Charfeddine (2012: 168) state that the marketing intelligence system is a set of procedures and data sources used by marketing managers to sift information from the environment that they can use in their decision-making. Therefore, marketing intelligence system provides a continuous flow of information about new technologies, markets, customers, and the economic and regulatory environment that might affect the enterprise's position. Igbaekemen (2014: 24) believes that the marketing intelligence system determines the intelligence needed, collect it by searching the environment and delivers it to marketing managers who need it. Marketing intelligence comes from many sources and much intelligence is from the enterprise's personal executives, engineers and scientists, purchasing agents and the sales force.

Helm, Krinner and Schmalfuß (2014: 239) an enterprise operating marketing intelligence may recognise the need for adaption to the changing business environment faster than its competitors, which is a sustainable asset for the enterprise. Igbaekemen (2014: 18) argues that successful enterprises take an outside-inside view of their business. They recognise that the marketing environment is constantly presenting new opportunities and threats, which can only be detected, collected, analysed, and utilised through the use of marketing intelligence and likewise an organisation should understand the importance of continuously monitoring and adapting to that environment. According to Öztürk, Okumus and Mutlu (2012: 229), marketing managers are able to achieve better results in preparing and executing the marketing plans by using information sustained from marketing intelligence. In information gathering process, information could be provided from various sources which vary from business to business. Sales people, customers, competitors, employees, competitors, the internet, trade fairs, seminars, conferences, literature and trade publications are among the important sources of intelligence.

Figure 4.3: Marketing intelligence systems



Source: Adapted from Öztürk, Okumus and Mutlu (2012: 229).

Öztürk, Okumus and Mutlu (2012: 229) further stress that marketing intelligence system can be used to determine what information is necessary, collect the information by investigating the market environment and present them to marketing managers when needed, as shown in Figure 4.3.

Peter (2010: 3) suggests several steps to improve the quality of marketing intelligence system: train and motivate the sales force to spot and report new developments; motivate distributors, retailers, and other intermediates; external networking; set up an enterprise advisory panel; take advantage of government data resources; purchase information from outside supplies; use

online customer feedback systems to collect competitive intelligence. But, in order to develop new future routes to superior knowledge-based value propositions for customers, it is necessary to investigate the implementation of marketing intelligence systems in practice (Piercy 2010: 352). Similarly, Kotler and Keller (2015: 91-92) believe that there are four steps to improve the quantity and quality of marketing intelligence system. First, train and motivate the sales force to spot and report new developments, because they are the enterprise's "eyes and ears", they are in an excellent position to pick up information missed by other means. Second, motivate distributors, retailers, and other intermediaries to pass along important intelligence. Third, purchase information from outside suppliers/research enterprises, they gather data at a much lower cost than the enterprise could do on its own. And finally, establish an internal marketing information center to collect and circulate marketing intelligence. Marketing intelligence is clearly a broad and complex function whose effectiveness dramatically affects the quality of marketing decisions.

Vikram (2010: 4) states that marketing managers must collect information from different sources to improve the marketing intelligence system, which are as follows:

- Sales team: the front end of the enterprises who stay long time on field can collect information about the market, product, price, and etc. The enterprise can collect great information from its sales team. The sales team keeps in touch with distributors, channel partners, customers and so on;
- Marketing intermediaries: by keeping a healthier relationship with the intermediaries like channel partners, distributors, dealers, stockists, retailers and so on. They can collect good information about the daily happenings;
- Third party: by appointing or tying up with third party, consulting teams may also help the organisation to collect information. The marketing research enterprises can provide hands on information about the required

parameters of the market. They can act to give good information based on the customers' feedback and comments;

- Competitors: by purchasing competitor products, and working on their strategies, published reports, and advertisements. Based on this information they can analyse the market and work on the areas where they can beat the competitors so as to tap the market;
- Government resources: from government published reports, surveys, journals and books, can also provide hands on information. This can be utilised in a proper manner as the data collected and published are on the exact parameters with true and hard work. Hence these data can be trusted and managers can collect the information from those; and
- Customers: managers can also collect information from customers. They can collect it as feedback, comments, and suggestions. These can be done on line or at customers' places. Therefore it depends on the enterprise's line of business. Hence different managers work on different parameters to collect the information (Vikram 2010: 4-5).

However, marketing managers need to be aware of the risks associated with sensitive information falling into the hands of competitors while negotiating business deals (Nakra 2003: 3). Kahaner (1998: 23) identifies a list of benefits of marketing intelligence system:

- Market and customer orientation – implementing a marketing intelligence system will encourage people throughout the organisation to focus externally;
- Identification of new opportunities;
- Early warning of competitor moves;
- Minimizing investment risk;
- Better customer interaction;

- Better market selection and positioning; and
- Quicker, more efficient and cost-effective information.

4.3.3 Knowledge and organisations

In the current business world, terms like knowledge society, intelligence, learning or knowledge based organisations are used more often. Therefore, organisations should act intelligently by learning and using their knowledge or by being just knowledge-based organisations (Neagu 2008: 420). Knowledge as a strategic resource for the economic activity (entrepreneurial resource), has gained major importance within the present society (Lucia 2007: 43). Knowledge-based organisations have nowadays widely become an important research topic. Several studies discuss the fact that knowledge is the primary source in the organisations nowadays. Furthermore, knowledge flows are becoming more important than financial flows, employees are revenue creators, and the organisational hierarchical structure has fewer levels and so on. Managers are becoming leaders and they are focused on employee's career development and on supporting the organisational learning and continuum innovation (Neagu 2005: 2). The knowledge-based view of the enterprise assumes that the wealth-creating capacity of enterprises is situated on the knowledge and capabilities that they acquire and retain. Knowledge is an intangible asset, and its management is more complex than managing information or any other physical asset such as machineries, raw materials, industrial establishments and the like (Alguezaui and Filieri 2014: 119-120). Mehrez (2010: 34) supports that one of the main aspects of dynamic and continuously evolving organisations is that the organisation must be truly learn organisation.

Therefore, it is important for organisations to move from traditional organisations to knowledge and learning organisations, in order to adapt to the current knowledge-orientated business world. Rašula, Vukšić and Štemberger (2012: 149-150) state that successful knowledge management

applies a set of approaches to organisational knowledge – including its accumulation, utilisation, sharing and ownership:

- Accumulation – the higher the effectiveness of knowledge accumulation (internal and external) in an organisation, the greater the knowledge management effects;
- Utilisation – the higher the effectiveness of utilising the knowledge in an organisation, the better the knowledge management results;
- Sharing – the improvement of sharing knowledge (formal or informal) effects the knowledge effectively; and
- Ownership – the better the accessibility of knowledge, the greater the knowledge management successes.

However, to manage knowledge strategically is more crucial. While managing knowledge right is useful, managing the right knowledge is critical. And strategic knowledge can take a long time to develop. If it did not, it won't be strategic (Lucia 2007: 44). It is advised that Chinese entrepreneurs should adapt themselves into knowledge economy and move from the more traditional business structure to a knowledge and learning structure, especially when exploring in the overseas market.

4.3.4 Marketing intelligence and small and medium-sized enterprises (SMEs)

Small and medium-sized enterprises (SMEs) are important to both developed and developing countries' economies, as growing enterprises contribute to regional and national growth (Kuratko 2013: 75). According to Islam, Khan, Obaidullah and Alam (2011: 291), small and medium entrepreneurs contribute to the expansion of private ownership through entrepreneurship, and create employment due to their local presence even in the most rural areas. Despite the level of flexibility in the way small and medium-sized enterprises (SMEs)

react to changes in the market, small and medium enterprises can be managed by entrepreneurs or owner-managers. These differ significantly in their managerial styles and their decision making. According to Hisrich, Peters and Shepherd (2012: 75), entrepreneurs are more inclined to risk taking and this affects their strategic attitudes. Entrepreneurs are opportunity seekers and show less inclination to planning. Ionita (2012: 135) explains the differences between entrepreneurs and small business owners according to the attitude towards innovation. An entrepreneur strives to introduce new products and processes, to open new markets and to seek new sources of supply; while a small business owner will not engage in new and innovative marketing practices.

Fornell, Rust and Dekimpe (2010: 30) believe that marketing allows enterprises to generate value for the consumers, hence contributing directly to business growth. Ionita (2012: 135) considers that marketing process is fully assimilated into entrepreneurship. This total absorption is due to the fact that the market is no longer a “given” thing, a place for transactions according to positivist thinking, but something potential, a socio-relational process by which producers and consumers co-produce and co-consume not only a product but a lifestyle, or an identity.

Cacciolatti and Fearne (2013: 7) state that when building a framework for the relationship between enterprise’s characteristics and the use of marketing information, marketing intelligence plays an important role in determining the enterprise’s marketing orientation. For the small enterprises, according to Clark (2009: 220), they gain knowledge by sharing information collaboratively with enterprises in their sector or industry in industry clusters or community partnerships. However, according to Yeoh (2005: 170), even for marketing-oriented small and medium enterprises, there will be difficulties to acquire information, because the quantity and variety of information is wide, and data is related to suppliers, buyers, intermediaries, consumers, competitors and environments. Banham (2010: 21) even argues that the processes for

collection for marketing intelligence are predominately technology based, designed for and tested on large corporations without any inbuilt processes for scaling down the tasks to suit small and medium-sized enterprises (SMEs). But, Hills, Hultman and Miles (2008: 100) identify that small and medium-sized enterprises (SMEs) manifest specific forms of marketing that differ from conventional and structured forms typical of large organisations, and they require novel conceptual frameworks to be fully understood. In small enterprises, especially in innovative ones or in those engaging in strategic renewal, entrepreneurs formulate original and novel visions that can create value for customers. These enterprises often exhibit a market-driven posture and are characterised by a strong entrepreneurial orientation (Bettiol, Di Maria and Finotto 2012: 224).

When engaging in enterprise decision-making and setting up marketing strategy among small and medium-sized enterprises (SMEs), marketing intelligence plays an important role in determining the enterprise's market orientation. According to Kirca, Jayachandran and Bearden (2005: 25-26), Marketing-oriented enterprises tend to make use of marketing intelligence, while non-marketing-oriented enterprises tend not to collect information through marketing intelligence.

The information collected can help with the identification of opportunities and making better decisions (Westhead, Ucbasaran and Wright 2009: 665). But, not all enterprises make good use of formalised marketing information and both small and medium entrepreneurs' characteristics and owner-managers' personal characteristics may play an important role in explaining the different usage of marketing information (Cacciolatti and Fearne 2013: 7). According to research done by Ross, McGowan and Styger (2012: 12), the findings show that the marketing intelligence collection within small and medium-sized enterprises (SMEs) is typically reactive, with business managers only taking action when there is a need to respond to a crisis or a change in the market. The authors further reveal a list of triggers that would initiate the collection of

marketing intelligence for small and medium businesses, such as: a reduction in sales turnover; a new opportunity for the business; a change in the customer demographic resulting in a change in demand; market-driven changes to demand; recession; sale or change of management of the business; new or exciting competitors; and government or legislative changes.

Keh, Nguyen and Ng (2007: 595) raise a problem of the lack of availability to resources of small and medium-sized enterprises (SMEs). But, Cacciolatti and Fearn (2013: 17) argue that, the lack of allocation of resources to marketing intelligence, however, does not necessarily correspond to a lack of available resources in small and medium-sized enterprises (SMEs). There are small and medium-sized enterprises (SMEs) with not much financial and human capital available, yet there may be small and medium-sized enterprises (SMEs) with financial availability that are not willing to invest any of their capital in marketing intelligence, as the willingness to engage in marketing intelligence may partly depend on the small and medium entrepreneurs' marketing strategy.

With a comparison between these three concepts, namely, business intelligence, competitive intelligence, and marketing intelligence, it is found that as concepts of intelligence they are closely linked in particularly in the modern business field. On the other hand, the differences also exist. The intent of competitive intelligence is to better understand customers, regulators, competitors and so forth to create new opportunities and forecast changes in the quest for sustainable competitive advantage (Wright and Calof 2006: 454). Business Intelligence is used to understand the capabilities available in the firm; the state of the art, trends, and future directions in the markets, the technologies, and the regulatory environment in which the firm competes; and the actions of competitors and the implications of these actions (Negash 2004: 177). For marketing intelligence, Castanon (2004: 16) argues that marketing intelligence is "leveraging internal and external data, analysis and statistical remodeling with the ultimate goal of improving the marketing response". With

the current strong wave of Chinese investments selecting South Africa as a new growing destination by more and more Chinese entrepreneurs, how to explore the local market, to make themselves stabilised and to make business success are their major concerns. Therefore, this research intends to make a contribution in examining marketing intelligence awareness among the Chinese entrepreneurs and how marketing intelligence is being applied amongst them in KwaZulu-Natal, South Africa, in order to help Chinese entrepreneurs make their investments more successful.

4.4 THE MARKETING INTELLIGENCE IN THE CONTEXT OF OVERSEAS CHINESE ENTERPRISES' COMMUNITY

Igbaekemen (2014: 17) addresses that the impact of competition in the business environment has compelled many organizations to turn around and start scanning the environment for information, so as to have competitive edge over other similar organisations within the industry. Organisations have to embark on efficient and effective marketing intelligence in order to maintain their competitive position in the industry. Johnston (2011: 4) says marketing intelligence embraces a set of activities that collectively enhance the knowledge and understanding of a given market and the factors that can influence it, providing an evidence basis for organisational structuring and targeted interventions aimed at achieving the “market shape” assessed being required. Tan and Ahmed (2008: 300) state that marketing intelligence is still in its infancy in Asia and even in the West, businesses are only recently waking up to the importance of marketing intelligence. For most of the Chinese entrepreneurs either in domestic or in overseas, they either do not conduct research at all or if they do, it is usually in the form of limited focus dipstick type of marketing research, not to mention the complete application of marketing intelligence system.

4.4.1 Marketing practices and Chinese small and medium-sized enterprises (SMEs)

Due to the relatively small scale for most of the entrepreneurs, some different marketing research methods or marketing intelligence are used by them which are different from the ones applied by corporate enterprises. Small and medium-sized enterprises (SMEs) tend to face a range of challenges in marketing, due to the lack of resources, expertise and impact. Moreover, small and medium-sized enterprises (SMEs) tend to lack management and marketing expertise particularly (O'Dwyer, Gilmore and Carson 2009: 49). Therefore, these characteristics will influence the marketing performance, activities and ways of carrying out marketing by small and medium-sized enterprises (SMEs). Day, Reynolds and Lancaster (2006: 592) explain that, some successful entrepreneurs undertake marketing in unconventional ways. They tend to focus first on innovations, and only second on customer needs. They target customers through a bottom-up process of elimination, rather than deliberate segmentation, targeting and positioning strategies. They rely on interactive marketing methods communicated through word-of-mouth, rather than a more conventional marketing mix. They monitor the marketplace through informal networks, rather than formalized market research.

Martens, Jennings and Jennings (2007: 1130) believe that personal involvement in marketing activities strengthens the credibility of the proposition associating it, for instance, to successfully track records and entrepreneurs' professional histories. In order to improve marketing performance and business development for small and medium entrepreneurs, Van Scheers (2011: 5055) recommends that, because one of the greatest needs of managers of small businesses is to understand and develop small business marketing strategies for their products and services, the marketing challenges of small and medium-sized enterprises (SMEs) can be decreased by training marketing skills to small and medium entrepreneurs and assist them to use the marketing concept more efficiently.

Entrepreneurial marketing as a recent perspective in the marketing field has taken the challenges and characteristics of small enterprises into account. And entrepreneurial marketing needs to target any organization or individual that can have a positive effect on the entrepreneurial venture (Wallnöfer and Hacklin 2013: 755). Entrepreneurial marketing provides a potential tool for understanding how early internationalising enterprises compete with limited resources against incumbents (Zhou, Barnes and Lu 2010: 885). Mort, Weerawardena and Liesch (2012: 544) suggest that entrepreneurial marketing relates to developing innovative products in close interaction with customers, leveraging resources of partners, and using innovative techniques to acquire market acceptance. Hallback and Gabrielsson (2013: 1008) state that due to the small size of the small and medium-sized enterprises (SMEs), the enterprises have limited resources and capabilities and their newness and foreignness also restrict their access to supplementary resources and networks, thus making their marketing activities especially difficult. To tackle this problem, Hills, Hultman and Miles (2008: 103) believe that entrepreneurial marketing should be considered a powerful novel approach for smaller, younger, and resource-constrained entrepreneurial enterprises. In terms of the marketing practices of small and medium-sized enterprises (SMEs), according to the findings by Awan and Hashmi (2014: 16-17), it shows that: marketing practices of small and medium-sized enterprises (SMEs) are innovative and efficient in their operation, product development and marketing strategies; small and medium-sized enterprises (SMEs) do not follow traditional marketing strategies but opt their own unique marketing practices; and they usually maintain a strong customer base, they are market-focused and they have earned a lot of success by making exhibitions for the sale of their products. Their marketing networks usually consist of regular customers, old friends, suppliers and distributors. Therefore, it can be seen that small and medium-sized enterprises (SMEs) are very customer and market-focused, and familiarisation and knowledge of the products and customers are necessary for them to keep a strong customer base.

Nieman and Nieuwenhuizen (2014: 13) argue that economic development can be directly attributed to the level of entrepreneurial activity in one country. Entrepreneurial businesses ensure growth in the economy of one country. Entrepreneurs mostly own their own businesses, and most entrepreneurial activity takes place in small, medium and micro-sized enterprises (SMMEs). The Chinese enterprises in the recent years have been showing a more and more dynamic trend based upon the distinct Chinese management styles oriented from Chinese culture. It is said that the booming Chinese economy is built upon the Chinese family businesses (Dolun 2009: 4). Singh, Suresh, Garg and Deshmukh (2010: 55) indicate that small and medium-sized enterprises (SMEs) are particularly important in China, because current small and medium-sized enterprises (SMEs) account for 98.9% of the total number of businesses and 65.6% of industrial output value in China. However, according to Cao, Hartung, Forrest and Shen (2011: 77) Chinese small and medium-sized enterprises (SMEs) only contribute 40% share of the manufactured exports, which indicates that there is a strong potential for Chinese small and medium-sized enterprises (SMEs) exploring the global market. In terms of the unique style of Chinese entrepreneurs, Zhang (2013: 13) finds that Chinese entrepreneurs have a higher risk-taking propensity and that they are more short-term oriented. On the other side, as a historical country which is famous for its abundant, unique and diverse culture, Chinese culture indeed strongly influences Chinese entrepreneurs living and working outside of China. Although with an ethnically diverse population living in such a huge territory and a widely dispersed Diaspora across the world, China still has its own entrepreneurial culture.

With Chinese entrepreneurs more willing to take risks and more oriented to short-term outcomes, how much time and effort do they spend on marketing activities (Vanhonacker, Zweig and Chung 2007: 190)? On the other hand, according to Carswell and Gunaratne (2005: 41), the Chinese cultural inclination towards networking and the entrepreneurs' general reliance on personal networks might well lead Chinese entrepreneurs to be more commercially focused particularly given the hostile environment for private

entrepreneurs in overseas. Care in identifying with whom to work (for example, as client and as distributor) and the cultivation of social networks probably leads them to be more involved in these marketing activities. According to a research done by Vanhonacker, Zweig and Chung (2007: 190-191), most of the Chinese entrepreneurs focus on an industrial client base of private enterprises, suggesting that they are developing close networks with enterprises that face challenges similar to what they face themselves. Moreover, Chinese entrepreneurs' marketing practices suggest that entrepreneurs prefer tight control over their operations. Preference is given to direct sales, and when distributors are used, the channel is kept both short (few tiers) and narrow (few tier-one distributors).

4.4.2 Distinctive features of overseas Chinese enterprises

Enterprise strategies are usually affected by the external world. New advanced technologies and a changing market environment have provided quality and marketing concepts with a new dimension (Wang, Chen and Chen 2012: 120). SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis—the systematic assessment of the enterprise's strengths, weaknesses, opportunities, and threats and the recognition of their strategic implications—is a basic, often used tool of strategic thinking (Mooradian, Matzler and Ring 2012: 224). Chan (2011: 148) states that the SWOT framework can be used for business planning, strategic planning, competitor evaluation, marketing, business and product development and research reports. It may also be used in any decision-making situation when a desired objective has been defined. Therefore, the SWOT analysis is a model that can be used by enterprises to obtain benefits between the internal side of the enterprise and the external side of the environment. Due to the uncontrollable nature of environmental factors, according to Jooste, Strydom, Berndt and du Plessis (2008: 24), organizations should try to identify environmental trends likely to affect current product market entries and then adjust the value mix to take advantage or reduce the negative impact of those changes. However, for most of the Chinese entrepreneurs, they are more influenced from internal.

For the worship and blindness obedience to the patriarchy in family enterprise, the business owners become too complacent, even arbitrary, to make a comprehensive, systematic and scientific solution (Liu and Chen, 2014: 88). Gan (2011: 57) concludes that deep-rooted relationships of social network in China creates the Chinese-styled enterprise called “*relationship-intensive*”. Liu and Chen (2014: 89) further explain that Chinese family enterprises believe the exclusive right to families, enterprise owner wants absolutely to control the enterprise and is unwilling to absorb capital (financial, social and human capital) from outside.

Thus, in most of the Chinese enterprises outside of China, a particular management style still persists throughout all different countries including South Africa. Dolun (2009: 5) states that the Chinese management style tends towards the directive, with the senior manager giving instructions to direct reports who in turn pass on the instructions down the line. It is not expected that subordinates will question the decisions of the superiors – that would be to show disrespect and be the direct cause of loss of face for all concerned. Moreover, the manager should be seen as a type of father figure who expects and receives loyalty and obedience from colleagues. In return, the manager is expected to take a holistic interest in the well-being of these colleagues. It is a mutually beneficial two-way relationship. Wong (1988: 142-143) uses the term “entrepreneurial familism” to denote the dynamics of the Chinese business. In Wong’s view, entrepreneurial familism involves “the family as the basic unit of economic competition”. Then, the application of familism extends to financial loans, management techniques and marketing strategies. In terms of the family business leadership style, Gao, Bai and Shi (2011: 219) say that Chinese family businesses are influenced by the dominant Confucian-orientated family culture. Family employees are supposed to pay a high level of final piety, trust, respect and loyalty to their enterprises. In return, the owners should show benevolence to their employees by taking care of their livelihood and growth. Chinese also view high moral standard and personal charisma as important features of good leaders. Dolun (2009: 3) reports that the Chinese family business, based on patriarchal leadership, enhances

common ownership of family wealth for business finance and development. Its vertical hierarchical structure facilitates transmission of the entrepreneurs' goals. An urge to maintain family reputation by the patriarchal leader allows business networking via nepotism. More importantly, charismatic leadership in a patriarchal business can reduce opportunism and hence transaction costs.

Redding (1990: 100-101) concludes three major characteristics of Chinese business, in particular, the Chinese family business as follows:

- First, a feature which enhances the power of the father-figure is the common ownership of family belongings. Possessions are normally seen as belonging to the group, although individuals may have stewardship of certain parts of the resources;
- Second, a Chinese family enterprise is governed by paternalism. Chinese entrepreneurs exhibit a strong sense of responsibility toward employees that is not only moral, but also economic. Owners of the family enterprises consider themselves as patriarchal business leaders who confer welfare benefits on their employees as favors, take a personal interest in their subordinates' non-job related activities, and disapprove of trade union activities; and
- Third, a Chinese family enterprise engages extensively in business networks and nepotism. The creation of wealth in one family unit cannot be managed in isolation; it must buy and sell, exchange information, borrow money, and seek advice. Therefore, it is essential to make linkages if one's own purposes are to be served. The operation of Chinese business networks is, in fact, an extension of family culture. Like Yeung and Tung (1996: 54) point out that, to ensure that such networks operate reliably, Chinese enterprises pay special attention on trust in business transactions. It is important to be able to deal with people who can be trusted. Chinese trust their families totally, however, they trust their friends and acquaintances only to the degree that mutual dependence has

been established and face invested in them. With everybody else they make no assumptions about their goodwill.

4.4.3 Management limits of Chinese entrepreneurs in “Going Global”

In the light of Chinese enterprises’ increasing overseas activities, there is no doubt that Chinese enterprises play a significant role in China’s foreign-economic policy. On the other hand, most Chinese enterprises benefit from both monetary and political support from the government. They are encouraged to act aggressively across the world to acquire natural resources and cutting-edge management and technologies. On the other hand, as enterprises, their close links with the government have hindered their business plans, as they have made economic and political compromises both at home and abroad in order to fit with Chinese government’s priorities (Klinck 2009: 34). Wood and Brown (2009: 15-18) report that Chinese enterprises are particularly vulnerable – not to mention complacent – when they operate abroad. Some Chinese enterprises simply assume that acquiring a foreign enterprise represents success, and treat it as an end by itself. However, the really tough challenges they have faced arise from post-merger management and market entry, as enterprises struggle to adapt to new and unanticipated situations without the Chinese government’s interventions and protections.

Zeng (2005: 20) argues that, the intricacies of the approval processes are not the only domestic constraint Chinese enterprises have faced. There is considerable evidence that Chinese enterprises have on occasion made clearly loss-making investments at the behest of government, which uses the deals as instruments to develop China’s bilateral relations with other countries. Moreover, the government does not take responsibility for enterprises’ financial losses that result from signing such investment deals. Yet, despite the political difficulties that Chinese enterprises face, as Yu and Li (2009: 27-28) mention, the biggest obstacle to “Going Global” is that they are not equipped with the sufficient management skills to take on complex and long-

term investments abroad. Many Chinese enterprises have enough cash to acquire foreign enterprises, but have lacked the confidence and knowhow to deal with the challenges involved. On the other side, Gu (2011: 16) finds a strong entrepreneurial spirit among Chinese entrepreneurs. The author explains that Chinese enterprises are often risk-taking ventures with a powerful work ethic. As one Chinese CEO remarked: *"we work very hard, and we can accept any hardship"*. In terms of defining Chinese entrepreneurship, it would describe Chinese success as primarily attributable to the human actor factors, rather than exogenous conditions.

Zhang and Ebbers (2010: 231) suggest that, besides the "Government Umbrella", Chinese enterprises also need to develop their understanding of local customs in order to succeed in their business abroad. What is seen as customary in China may be considered very strange on another continent. Thus understanding customer behaviour has been a genuine difficulty for Chinese enterprises, which may not easily be discovered after entering the new customer territory. Therefore, it is important for the Chinese entrepreneurs to understand the subject of international marketing intelligence. Jena and Parida (2012: 767-768) state that the general subject of international marketing intelligence includes collection, processing, analysis, and interpretation of all types of information from all available sources, to aid business management in making international marketing decision. As such business intelligence is essential at all types of strategic planning in the arena of global or international marketing. Various information required under international marketing intelligence are: market selection related information; promotion related information; competitive related information; distribution related information; price related information; international market related information; product related information; and foreign direct investment (FDI) information.

In the future, there are four major things Chinese enterprises should pay particular attention to on overseas acquisitions, mergers and investments (Zhang 2013: 4) as follows:

- First, Chinese enterprises should take the advantage of the 2008 global financial crisis and the 2010 European debt crisis to seek favorable targets so as to obtain advanced technologies and management skills. Chinese enterprises should target countries with relatively simple regulations and take a roundabout way to enter the developing countries such as South Africa;
- Secondly, ambitious private enterprises, which have limited funds and experiences, need to conduct a serious feasibility study before they embark on expansion attempts. Many private enterprises see potential in the African market and jump in headlong without any consideration of the risks involved or the environment. For example, some Chinese private enterprises want to enter South Africa solar power industry, but the country still primarily uses thermal power, renewable energy sources are still in its infancy stage. If Chinese enterprises go abroad recklessly without understanding the host markets and investment returns, they are likely to lose all their money;
- Thirdly, both state-owned enterprises (SOEs) and private enterprises should communicate with foreign authorities and establish a good image. Chinese enterprises should emphasise their business intents and downplay the support of the Chinese government. They should also learn to explain to foreign governments, media, local communities, and employees in target enterprises how they would protect local employment and intellectual property rights. Getting the relationships right in the local areas where they are making investments is the most important thing; and
- Fourthly, post-merger, Chinese enterprises have an opportunity to learn from western practices in corporate management, financial accounting and operations, market positioning, and technological research and development. In fact, compared with established multinationals, Chinese

enterprises do not have much of an advantage, except for ample funds. They will have to learn quickly (Zhang 2013: 4-5).

4.4.4 Challenges for Chinese marketing entrepreneurs

In the context of current business world and-, although China's executives and entrepreneurs have high aspirations when they are developing into the world, they still face challenges when incorporating their business into the local country. One of the important barriers is culture. According to Gordon and Renwick (2011: 10-11), cultural inflexibility is a major limiting factor. Future business will be constructed against a multicultural background; therefore mono-cultural organisations will give way to multicultural organisations based on merit. This will involve complex personal and organisational changes for the executive population. Aspiring Chinese executives will also face intense competition from local enterprises as well. Furthermore, in order to tackle this, it is recommended that developing the right managers – world-class human resource expertise is the most critical factor in the transformation of Chinese enterprises and the growth of overseas enterprises. Zhang (2013: 16-18) advises that the disadvantages of Chinese traditional culture may hamper the development of Chinese entrepreneurship. The problems may appear as the phenomena: short-term orientated business behaviour, few ethical considerations, and too much familism resulting in the size of enterprise and nepotism. Cooke (2008: 56) reveals that, given the inherent disadvantages of Chinese enterprises, there are several major challenges that may affect their ability to implement their internationalisation strategy successfully. These include insufficient technical and management competence, capital constraints, image problems associated with low-cost and low-quality products. This is in addition to their perceived undesirable attitude towards business ethnics and social responsibility.

Moreover, according to Schuman (2010: 19), as China marches on to global greatness, one of its major deficiencies is in corporate management. It's not

that Chinese executives are not smart or hardworking, but the fact is they have little experience on managing operations outside of China. Many Chinese entrepreneurs talk about becoming global players and direct investment in overseas, but making those dreams reality will not be easy. Backaler (2015: 2) states that, at a basic level, Chinese enterprises lack the decades of international business experience that competitors from markets like the U.S., EU and Japan enjoy. Many Chinese enterprises are quite large domestically – 95 enterprises on the Fortune Global 500 ranking originate from China – yet very few operate truly global businesses with operations outside of China. Chinese enterprises' general lack of international business experience often leads to costly missteps that can damage their reputation and waste millions in investment capital. The author further note that some of the more common missteps include: overemphasis on short-term sales performance above all else; failure to empower overseas management to make important decisions; reluctance to hire overseas advisors in critical areas such as legal, management consulting and financial services; unwillingness to invest in public relations, marketing, and advertising to build their global brand.

Therefore, in order for Chinese enterprises in overseas to gain a further success in overseas markets, Wang and Wang (2012: 110-113) suggest four strategies as follows:

- To set up overseas research and development (R & D) centers. For example, Huawei Technologies of ShenZhen has established 17 research institutes in countries including the United States, Germany, Sweden, Russia and India since 1999;
- To set up joint ventures with incumbent enterprises, mainly located in advanced economies. For example, in 2003, China's largest television manufacturer – TCL, and Thomson SA of France announced the creation of a joint venture known as TCL-Thomson Electronics (TTE) to produce televisions and DVD players worldwide;

- To involve Merger and Acquisitions (M & As) of overseas enterprises. This strategy has become one of the most widely used methods for Chinese enterprises, largely because it provides rapid access to advanced technology, brand names and quicker establishments of Research and Development (R & D) capabilities. The most-well known example is Lenovo's purchase of IBM's PC business in 2005; and
- To make full use of networks of overseas Chinese migrants. This strategy is popular among Chinese private small and medium-sized enterprises (SMEs) who wish to explore overseas markets. This can help them to be better informed of the local opportunities, challenges, cultures and legislations and to overcome the disadvantages of foreigners.

Spigarelli, Alon and Mucelli (2013: 203) suggest that Chinese enterprises that are focusing on internalisation initiatives should need more well-trained professionals, in the field of management cultural synergy, opened to Western standards and sensitive to the instruments and tools that can help human resource coordination and support the development of a customer-orientated attitude/philosophy.

4.5 CONCLUSION

This chapter discussed the definition of marketing intelligence, with a brief overview of business intelligence and competitive intelligence, and their application in South Africa. Then, the application of marketing intelligence among overseas Chinese business entrepreneurs, the management philosophy and marketing practices of Chinese entrepreneurs was examined in the context of overseas countries including South Africa. It was found that in the literature, besides the Chinese multinational enterprises and the Chinese state-owned corporations, most of the Chinese private enterprises are still family-orientated and follow strict hierarchy in their business model and management. Moreover, the literature examined showed that the

marketing intelligence conception is still not rooted in most of their minds, and the degree of applying marketing intelligence is still quite lower compared with their counterparts of Western enterprises. The reason for all these can be highly attributed to the traditional Confucianism belief and physical evidence and environments of foreign markets which make them feel necessary to keep on this.

The literature review of this chapter did not reveal meaningful information on the marketing intelligence application of Chinese entrepreneurs in South Africa, more specifically, in KwaZulu-Natal. The research questions posed in Chapter One, therefore, remain unanswered. Therefore, it remains necessary to conduct primary research to establish the framework of marketing intelligence application among Chinese entrepreneurs in KwaZulu-Natal. The next chapter will discuss strategic marketing in the context of South Africa business environment and factors that influence on business success particularly among the Chinese entrepreneurs in South Africa.

CHAPTER FIVE

RESEARCH METHODOLOGY

5.1 INTRODUCTION

In the last three chapters the framework of marketing intelligence, its current application in the overseas Chinese entrepreneurs, and the marketing and management characteristics of Chinese entrepreneurs were detailed. Furthermore, the current situations of Chinese enterprises in Africa especially in KwaZulu-Natal, South Africa were explored at length. Moreover, the theoretical framework of strategic marketing and business success were also fully reviewed. All of these contributed to the theoretical background and established a foundation for the research design, data collection and analysis.

This chapter focuses on the methodology of research and shows how the research was designed and data was collected. It also provides the aspects of study methodology and design such as: the frame of research design, population, sample size, sampling method, data collection methods, questionnaire design, data analysis which includes descriptive statistics, correlations, T-test, Chi-square test, reliability, validity, factor analysis, hypothesis testing, regression analysis, and qualitative analysis.

5.2 RESEARCH DESIGN

Research design is fundamental to the purpose of the research (Sachdeva 2009: 15). Leedy and Ormrod (2015: 103) define the research as a systematic process of collecting and analysing information to give us a thorough understanding of the subject in which we are interested. According to Haynes (2009: 169), a research design serves to develop justification for a study. Moreover, it assists in representing the objectivity and structural logic of the

study. Aaker *et al.* (2013: 63) state that a research design is the detailed blueprint used to guide a research study toward its objectives. Rubin and Babbie (2014: 105) state that the term “research design” basically has two connotations. One connotation refers to alternative logical arrangements from which one or more can be selected. Examples are experimental research designs, correlation research designs, and others in that category. The other connotation deals with the act of designing the study in its broadest sense. This refers to all the decisions we make in planning the study – decisions not only about what overall type or design to use, but also about sampling, sources and procedures for collecting data, measurement issues and data analysis plans.

This research follows a quantitative and qualitative approach and aims to evaluate and determine how the marketing intelligence is applied by the Chinese entrepreneurs in KwaZulu-Natal, South Africa. Neuman (2014: 118-149) distinguishes between quantitative and qualitative research designs. The quantitative category includes experiments, surveys and content analyses. Types of experiment described are the classical experimental design, pre-experimental designs such as the one-shot case study, the one-group pre-test and post-test design, and the static group comparison. Quasi-experimental and special designs described are the two-group post-test-only design, interrupted time series, equivalent time series, Latin square designs, the Solomon four-group design and factorial designs. As per Leedy and Ormrod (2015: 87), quantitative research is used to answer questions about relationships among measured variables with the purpose of explaining, predicting, and controlling phenomena. The authors state that qualitative research is typically used to answer questions about the complex nature of phenomena, with the purpose of describing and understanding the phenomena from the participants' point of view.

Secondly, this research is descriptive in nature. The descriptive study is one in which information is collected without changing the environment.

Sometimes these are referred to as “correlational” or “observational” studies. The descriptive research attempts to describe, explain and interpret conditions of the present, for example, “what is”, “who is”, “where is”. The purpose of a descriptive research is to examine a phenomenon that is occurring at a specific time and place (McBurney and White 2009: 113). Lisa (2007: 3) states that descriptive research provides a detailed account of a social setting, a group of people, a community, a situation, or some other phenomenon. Researchers engaged in descriptive studies set out to identify who participates in an event, where and when it occurs, and what happens, without exploring the casual relationships involved in that event. For this study, the researcher interviewed a sample of current Chinese entrepreneurs in KwaZulu-Natal from Durban area to other industrial towns and cities, and as marked by the clear statement of problem and detailed information needs in the research proposal, the descriptive nature for this study is appropriate.

The approach to be used for conducting a research depends on the nature of the investigation and the type of data and information that are required and available. Haynes (2009: 172) suggests that a positivistic methodology using survey research methods is appropriate formative workplace research. This method was considered appropriate as this study is at the foundational stages of application of marketing intelligence research and intends to make inferences among the Chinese entrepreneurs in KwaZulu-Natal, South Africa. Naoum (2012: 51) states that survey can be divided into two broad categories: the questionnaire and interview, and it is used to gather data from a relatively large number of respondents within a limited time frame. It is concluded that surveys are concerned with a generalised result of data which is abstracted from a particular population. In this research, the survey method was used as it is the overwhelming choice of researchers for collecting primary data (Aaker *et al.* 2013: 181).

This research is also exploratory in nature. According to Aaker *et al.* (2013: 65), exploratory research is used when one is seeking insights into the

general nature of a problem, the possible decision alternatives, and relevant variables that need to be considered. Typically, there is no little prior knowledge on which to build. Accordingly, considering the very nature of Chinese entrepreneurs working and living in South Africa, the semi-structured or focused individual interviews were conducted, which were also based on the designed questionnaires. Strydom, Delport and De Vos (2015: 296) explain that the semi-structure one-to-one interview enables the researcher to follow up particular interesting avenues that emerge in the interview, and it is especially suitable where one is particularly interested in complexity or process, or where an issue is controversial or personal. With semi-structured interviews, the research had a set of predetermined questions on an interview schedule. Aaker *et al.* (2013: 151) state individual in-depth interviews are interviews that are conducted face to face with the respondents, in which the subject matter of the interview is explored in detail. The interviewer will fully discrete the matters such as the timing, exact wording, and time allocated to each question. This mode of interviewing is especially effective with busy executives, technical experts, and thought leaders. The open structure ensures that unexpected facts or attitudes can be pursued easily.

According to Krueger and Casey (2008: 4), focus groups are a means of better understanding how people feel or think about an issue, product or service. Participants are selected because they have certain characteristics in common that relate to the topic of the focus group. Strydom, Delport and De Vos (2015: 305) believe that focus groups usually include six to ten participants. Groups this size allows everyone to participate, while still eliciting a range of responses.

In this research, due to the education level and English language ability of most Chinese entrepreneurs, as said by Welman, Kruger and Mitchell (2006: 161), although all respondents were asked the same questions, the interviewer adapted the formulation, including the terminology, to fit the background and educational level of the respondents.

5.3 POPULATION

A population is the group of people, animals, or archives that the researcher is interested in examining. Residency, occupation, gender, age and time frame are some of the characteristics that might define a population (Adams and Lawrence 2015: 118). Bless, Higson-Smith and Sithole (2013: 85) regard population as the set of elements that the research focuses upon and to which the obtained results should be generalised. McBurney and White (2009: 252) refer to the population as the sampling frame. A population is the totality of persons, events, organisation units, case records or other sampling units with which the research problem is concerned.

In this research, the target population is all the entrepreneurs of Chinese nationality currently based in KwaZulu-Natal, including the areas where Chinese businesses are popular, such as Durban Central Business District (CBD), Springfield Industrial Park, Pinetown, KwaMashu, Phoenix, Mandeni, Isithebe, NewCastle, Pietermaritzburg, Howick, Ladysmith, and Richards Bay. The researcher consulted different local authorities and associations including the Durban Chamber of Commerce and the commercial section of the Consulate General of People's Republic of China in Durban to determine how many Chinese entrepreneurs were in KwaZulu-Natal. The researcher was informed by the Consulate General of People's Republic of China in Durban that although there is no official recording of the number of Chinese entrepreneurs, the figure is estimated to be around 500 in KwaZulu-Natal. Currently, many studies lack actual figures of how many Chinese entrepreneurs are in South Africa, more specifically KwaZulu-Natal. According to a study by Dekker (2011: 31-49), the Chinese migrations to South Africa is estimated to reach 350,000. He further notes that in South Africa, Chinese entrepreneurs are relatively less present in large cities, because there are many Chinese working for State-owned-enterprises and government institutions. A logical inference regarding their entrepreneurial presence is that they are relatively present in the smaller cities than in larger. During the three-month interview period, the researcher noticed that there is at least one

business (shop, factory or trading enterprise) in every single town in KwaZulu-Natal; in some bigger towns or industrial cities, the number could be more than a dozen. The researcher estimated that the number of Chinese entrepreneurs in KwaZulu-Natal would be around 500.

5.4 SAMPLE SIZE

A sample is a subset of the population that is meant to represent the full population, and sampling is the procedure used to obtain the sample (Adams and Lawrence 2015: 119). Sampling involves a process of selecting a subsection of a population that represents the entire population in order to obtain information regarding the phenomenon of interest. There are two methods of sampling, one yields probability samples in which the probability of selection of each respondent is assured. The other yields non-probability samples in which the probability of selection is unknown (Johnson and Christensen 2010: 70).

According to Sekaran (2000: 295), sample size larger than 30 and less than 500 are appropriate for most research. This point of view is also supported by Struwig and Stead (2001: 119) who hold that if the sampling process has been followed properly, sample size of 50 to 500 can provide an acceptable reflection of the population. Furthermore, Strydom, Delport and De Vos (2015: 191) argues that the sample size ought to be 100 for population of 500 and sample size ought to be 140 for population of 1000. Moreover, based on the non-probability sampling method used in this research, and the small population situation, as a general rule, the small population situation is the one in which the sample exceeds 5% of the population size (Burns and Bush 2014: 282), which is around 500 in this research. Therefore, the sample size of 120 is adequate for this study. This sample size was administrated towards Chinese entrepreneurs (business owners, managers or marketing executives) as respondents. Interviews were conducted in the areas where Chinese businesses are popular, such as Durban Central Business District (CBD),

Springfield Industrial Park, Pinetown, KwaMashu, Phoenix, Mandeni, Isithebe, New-Castle, Pietermaritzburg, Howick, Ladysmith, and Richards Bay with a target of exploring and investigating their experience and attitudes towards marketing intelligence in terms of entrepreneurship. Finally, 117 respondents were actually interviewed and questionnaires were collected.

5.5 SAMPLING METHOD

According to Cox (2008: 3), the target population for a survey is the entire set of units for which the survey data are to be used to make inferences. Thus, the target population defines those units for which the findings of the survey are meant to generalise. He further stresses that target population must be specifically defined, and the geographic and temporal characteristics of the target population need to be delineated. In this research, the sampling elements are Chinese entrepreneurs in KwaZulu-Natal area. A sampling unit is the basic unit containing the elements of the population to be sampled. The sampling units are the places where Chinese entrepreneurs are located and focused, and this is defined by the KwaZulu-Natal area. The temporal factor is the time period considering when practicing the research. Fieldworks actually took place from January to March 2015.

Since it is difficult to get a complete list of Chinese enterprises currently existing in KwaZulu-Natal, the non-probability was used, as it is impossible to define the sampling frame and create a list of population members to obtain a sample. Welman, Kruger and Mitchell (2006: 61) state that, the probability that any element (unit of analysis) will be included in a non-probability sample cannot be specified. Similarly, Gravetter and Forzano (2016: 131) conclude that in non-probability sampling the odds of selecting a particular individual are not known because the researcher does not know the population size or the members of the population. According to Aaker *et al.* (2013: 315), non-probability sampling typically is used in situations such as: the exploratory stages of a research project; pretesting a questionnaire; dealing with a

homogeneous population; when a researcher lacks statistical knowledge; when operational ease is required.

There are two steps to sample the population for this study. First, the sampling units which means the place where the interviews were conducted was selected. So, judgmental sampling was used first to choose the geographical locations of the sample. According to Zhang and Zhang (2012: 470), judgmental sampling is the subjective selection of sampling locations based on information on the sampling site, visual inspection, and personal knowledge and experience. Judgemental sampling is a non-probability sampling method and it occurs when *“elements selected for the sample are chosen by the judgement of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgement, which will result in saving time and money”* (Black 2010: 225).

The second step was to select the respondents who were going to be interviewed. In this step, several non-probability sampling methods were considered and applied, due to the non-sampling frame of the Chinese entrepreneurs in KwaZulu-Natal. Firstly, purposive sampling as the most important kind of non-probability sampling relying on the researchers' experience, ingenuity and/or previous research findings (Welman, Kruger and Mitchell 2006: 63) was used to identify the main respondents among the communities of Chinese entrepreneurs in KwaZulu-Natal. According to Singleton and Straits (2009: 203), purposive sampling is based entirely on the judgment of the researcher, in that a sample is composed of elements that contain the most characteristics, representative or typical attributes of the population. Secondly, according to Strydom, Delport and De Vos (2015: 203), target sampling is mainly a strategy for obtaining systematic information when random sampling is impossible and when accidental sampling cannot be strictly implemented as a consequence of the hidden nature of the problem. Watters and Biernacki (1989: 420) define a target sample as *“a purposeful, systematic method by which controlled lists of specified populations within*

geographical districts are developed and detailed plans are designed to recruit adequate numbers of cases within each of the targets”.

Then, the snowball sampling was applied as well. According to Aaker *et al.* (2013: 316), snowball sampling is a form of judgmental sampling that is very appropriate when it is necessary to reach small, specialized populations. Under a snowball design, each respondent, after being interviewed, is asked to identify one or more others in the field. The result can be a very useful sample. Welman, Kruger and Mitchell (2006: 71) further explain that in the first phase of snowball sampling, a few individuals are approached from the relevant population. These individuals act as informants and identify other members (for example, acquaintances or friends) from the same population for inclusion in the sample. The latter may in turn identify a further set of relevant individuals so that the sample, like a rolling snowball, grows in size till saturated. Also, snowball sampling is a relatively cheap sampling technique which also allows researcher to access respondents in a reasonably short period of time. Snowball sampling was suitable for this research, as Adams and Lawrence (2015: 132) argue that snowball sampling is typically used to seek out members of a specific population who are difficult to find or who might be distrustful of a researcher. Due to some special characteristics of overseas Chinese entrepreneurs, for example, legal permits for residing in one country, and fierce competition in the same industry, many of them are very hard to approach and reluctant to reveal their true business and identities. Therefore, the researcher could use snowball sampling to firstly identify few members of the population who were willing to participate in the study and also to help the researcher to find other participants.

5.6 DATA SELECTION

Collecting data is regarded as one of the core activities in a research (Blaikie 2009: 36). According to Reitz and Wing (2008: 153), primary data is *“observations that can be replicated by subsequent investigators, such as*

element representation and taxonomic identification.” They further point out that primary data are associated with identification stage, and secondary data are associated with analysis and interpretation stages. Galloway (2011: 3) describes data collection as a process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypothesis, and evaluate outcomes. This is essentially done accurately in order to maintain the integrity of research. Mouton (1996: 68) argues that research is looking for truthful representations of the social world and observations need to be augmented by more reliable and valid measuring instruments such as scales, observation schedules, and particularly, questionnaires. If properly constructed and operated over time, the collection of data and data analysis will be more reliable. Researches often use multiple forms of data in one study. This process is known as triangulation.

5.6.1 Interviews

According to Leedy and Ormrod (2015: 134), the interview can provide a lot of useful information. The researcher can ask questions related to any of the following:

- Facts (e.g. biographical information);
- Beliefs about facts;
- Feelings;
- Motives;
- Present and past behaviours;
- Standards of behaviours (i.e. what people think should be done in a particular situation); and
- Conscious reasons for actions or feelings (e.g. why people think that engaging in a particular behaviour is desirable or undesirable).

Johnson and Christensen (2010: 188) identify three types of qualitative interviews, as the following:

- Informal conversational: spontaneous and loosely structured;
- Interview guide approach: an approach that is a more structured type of interview including an interview protocol listing the open-ended questions, the questions can be asked in any order by the interviewer and the wording of questions can be changed by the interviewer if necessary; and
- Standardized open-ended: these questions are written on an interview protocol, and are asked in exact order, and the wording of the questions cannot be changed.

Leedy and Ormrod (2015: 136-137) explain that the interview in a qualitative study is rarely as structured as interview conducted in a quantitative study. Interview in a qualitative study is either open-ended or semi-structured. Unstructured interview is more flexible and more likely to yield information that the research has no plan to ask for.

In-depth interviews, was applied in this research, which is defined as a set of probing questions posed one on one to a subject by a trained interviewer to gain an idea of what the subject thinks about something or why he or she behaves in a certain way. It is sometimes conducted in the respondent's home or possibly at a central interviewing location, where several respondents can be interviewed in depth in a relatively short time. The objective is to obtain unrestricted comments or opinions and to ask questions that will help the marketing researcher better understand the various dimensions of these opinions as well as the reasons for them (Burns and Bush 2014: 157-158).

Due to the nature of this study, the executive interviewing which is a type of personal interviewing was used. According to Aaker *et al.* (2013: 196), the term executive interviewing is used by marketing researchers to refer to the industrial equivalent of door-to-door interviewing. This type of survey involves interviewing business people at their offices concerning industrial products or

services. This type of interviewing is very expensive. First, individuals involved in the purchase decision for the product in question must be identified and located. Once a qualified person is located, the next step is to get that person to agree to be interviewed and to set a time for the interview. Finally, an interviewer must go to the particular place at the appointed time. Long waits are frequently encountered; cancellations are not uncommon. This type of survey requires the very best interviewers, because frequently they must conduct interviews on topics about which they know very little.

In this research, the researcher with two other people who both understand English and Mandarin fluently travelled to the premises of certain respondents in different areas in KwaZulu-Natal. During the three month period of field research, the researcher himself and two other people interviewed 40 respondents respectively, so the total number of respondents was 120. The whole interview process was monitored and under the guideline of interviewing by the researcher. Firstly, the meetings were set via telephone with the marketing executives, managers or the owners, with regard to the purpose of research, the time and venue. Then, the researcher went to visit the respondents to conduct the interviews with the questionnaire mentioned in the next section. Finally, 117 respondents were successfully interviewed with the questionnaire filled and collected.

5.6.2 Questionnaire

Survey research relies on some type of questionnaire to solicit information from a sample or census of respondents. The questionnaire is a set of questions used to generate data that meet specific research and survey objectives. The quality of the data obtained is directly related to the quality of the questionnaire designed (Clow and James 2014: 323). The questionnaire survey and semi-structured interviews were conducted at the same time during the period of January to March, 2015. Appointments with the potential respondents were firstly set up. Then, the researcher went to visit them and

conducted face-to-face interview, and if possible, a small focus group was held in one place and therefore, several questionnaires could be completed simultaneously in order to save time and cost.

5.7 QUESTIONNAIRE DESIGN

According to Hussey and Hussey (2009: 171), a questionnaire is a list of carefully structured questions, chosen after considerable testing, with a view to elicit reliable responses from a chosen sample. The aim is to find what a selected group of participants do, think and feel. Adams and Lawrence (2015: 84-85) state that a common method to use for the survey is the use of a questionnaire, this measure is exactly what the researcher might assume. Participants respond to a question or questions regarding a particular topic, variable, trait, attitude, and so on. Each question, or item, on a questionnaire consists of a stem and a response. The stem can be a statement, question, or single word that describes or lists an attitude, belief, behaviour, emotion or characteristic. They further explain that the response format for questionnaires can be broken into two general types of formats, open-ended and closed-ended response formats.

Based on the above, in this study the researcher was motivated to choose both face-to-face semi-structured interviews and a well-structured questionnaire by using both open-ended and closed-ended questions as the most effective way to conduct the research and collect the data.

The basic questions of this study were derived from the objectives of the study which are guided by the literature review. A covering letter was presented to the respondents firstly to ensure that they understood the purpose and reason of this study. The questionnaire was basically self-administered, and the individual was assured anonymity and was, therefore, more likely to respond honestly. The questions included multiple-choice

questions which offered a list of alternative responses, excessive responses to “others” categories diluted the usefulness of the results, unless the “others” were also named. Open-ended questions were used in the second part of survey to obtain a better and deeper understanding of the problem. The questionnaire was designed in English and another copy in Chinese was also developed considering the respondents’ English ability. The researcher administered the questionnaires to the respondents. In order to ascertain that all the respondents could completely understand all the questions, the researcher assisted the respondents with proper and accurate explanations.

In order to make the respondents feel comfortable and not being kept waiting for long periods for their interviews, the researcher combined the interview method and the questionnaire; then, the respondents were less likely to be influenced by the personal characteristics of the research, as may be the case in an interview.

The structure and content of questionnaire is as the following:

- The questionnaire consists of 15 pages. The questions follow a cover page called a “Letter of Consent”, which explains the reason and purpose of this study, and guarantees the responses and the details of respondents to be kept confidential; and
- According to Bless, Higson-Smith and Sithole (2013: 119), questions can either be based on factual information or opinion. Both types of questions were applied in this research: factual questions require objective information about respondents, for example, age, gender, income level, education level, etc. Factual questions are straightforward and easy to answer; and, opinion questions are more complicated than factual questions. There are many factors, which can distract the outcome of the answer.

Basically, the main body of the questionnaire comprised of the following sections:

- Section 1: this section contained several questions with regard to enterprise's information which was straightforward, such as the business type, location, and which sector the business belonged to, and so on;
- Section 2: this section was concerned with respondents' perceptions and opinions towards marketing intelligence as a relatively new business instrument and towards the importance of marketing intelligence to business's survival, growth and success;
- Section 3: this section included questions with regard to respondents' ideas to the factors that could determine the success of entrepreneurship and respondents' perceptions of why strategic marketing is getting important; and what their thoughts were about the business success and also the factors influencing business success;
- Section 4: this section was concerned with the general biographical information of respondents, and background of them. It included the respondents' gender, age, education level, number of employees they have, years of experience, and if they received any support from Chinese government and the level of importance of the support. These questions provided the researcher with the basic information of the respondents who were interviewed.

The interview schedule was made as follows:

It consisted of six open-ended questions through which respondents freely expressed their thoughts and ideas. This provided the researcher with data rich information to achieve the objectives of the study.

5.8 DATA ANALYSIS

Data analysis forms the core of the whole research. It serves to elicit validity, eligibility, reliability, generalisability and meaning of all information gathered (Laveglia and Richardson 2011: 1). In this research, the questionnaire was

designed in a way that all the answers and revised unusable data could be easily captured, coded and analysed into a computer and by using Statistical Programme for Social Sciences (SPSS) version 22.0.

Five characteristics of statistical data are listed below, according to Leedy and Ormrod (2015: 253):

- The kind of data to be analysed – the data analysed is discrete data, which refers to facts regarding the population such as race, gender, income, etc. These factors are independent on each other;
- The scale of measurement – a ratio analysis will be used to determine the common factors in each question. A graphical representation will be used to represent the relationship between the factors;
- The number of groups from which the data arises – one group is being analysed, and, therefore, a one-group data will arise from a single group of subjects;
- Variables analysed – the study is focused on different theories and subjects and it will generate a range of data; and
- Data becomes useful only after it is analysed. Data analysis involves covering a series of recorded observations into descriptive statements and/or inferences about relationships.

For this study, the data was analysed in order to make inferences. A computerised statistical analysis of the data was necessary to describe and interpret the data that obtained from the questionnaires. The stages in the statistical analysis are data preparation, tabulation of data, and various statistical tests that were utilised to analyse the relationships.

5.8.1 Data preparation

The data preparation process starts as soon as the data are collected. Regardless of how the data are collected, data preparation begins with a

validation process. Data preparation includes editing and coding of the data (Clow and James 2014: 359). Aaker *et al.* (2013: 346) state the role of the editing process is to identify omissions, ambiguities, and errors in the responses. It should be conducted in the field by the interviewer and field supervisor, as well as by the analyst just prior to data analysis. In this research, the questionnaire was coded with the assistance of the appointed statistical analyst after the field study. Open-ended questions were also coded and analysed after the completion of the field research.

5.8.2 Data analysis and interpretation of the results

According to Aaker *et al.* (2013: 350), usually the first step in data analysis, after data preparation, is to analyse each question or measure by itself. This is done by tabulating the data. Tabulation consists simply of counting the number of cases that fall into the various categories. The primary use of tabulation is in: determining the empirical distribution (frequency distribution) of the variable in question and calculating the descriptive (summary) statistics, particularly the mean or percentages.

The scale will influence the data, which can be nominal or ordinal. According to Boone and Boone (2012: 3), in the nominal scale, observations are assigned to categories based on equivalence. Numbers associated with the categories serve only as labels. Examples of nominal scale data include gender, eye colour, and race. Ordinal scale observations are ranked in some measure of magnitude. Numbers assigned to groups express a "greater than" relationship; however, how much greater is not implied. The numbers only indicate the order. Examples of ordinal scale measures include letter grades, rankings, and achievement (low, medium, high).

Frequency and percentage are widely used in marketing research. According to Aaker *et al.* (2013: 350), a frequency distribution simply reports the number

of responses that each question received, and is the simplest way of determining the empirical distribution of the variable. A frequency distribution organises the data into classes, or groups of values, and shows the number of observations from the data set that falls into each of the classes. Meanwhile, the percentage is the proportion who answers a question a certain way, multiplied by 100.

Once the data was collected and recorded, it was carefully analysed. It was also checked to ensure that none of them contained missing data. The data was analysed by examining the frequency with which certain responses occur. The results were displayed by pie charts, bar charts and tables to make the frequencies easy to read. The data was then entered into Statistical Programme for Social Sciences (SPSS) version 22.0 and the information was verified to make sure that data was entered correctly. The questionnaires were already coded to make the task easier.

5.8.3 Descriptive statistics

Coakes (2013: 58) states that descriptive statistics are applied to investigate, review and illustrate the data gathered. Saunders, Lewis and Thornhill (2015: 378) assert that descriptive statistics are used to help the researcher to describe and compare the main features of the collected data in quantitative terms.

The statistical analysis for this study covers the following methods:

- **Frequency:** a number of responses that each question received (Aaker *et al.* 2013: 350); and
- **Percentages:** frequencies themselves are raw counts, and normally these frequencies are converted into percentages for ease of comparison. The conversion is accomplished simply through a quick division of the frequency for each value by the total number of observations for all values,

resulting in a percent, called a percentage distribution. The sum of all these percent values is 100% (Burns and Bush 2014: 321).

5.8.4 Inferential statistics

According to Welman, Kruger and Mitchell (2006: 212-213), broadly speaking, inferential statistics is concerned with inferences that we can make about population indices on the basis of the corresponding indices obtained from samples drawn randomly from the populations. Blaikie (2009: 258) explains that inferential statistics are used for two population characteristics (parameters) from sample characteristics (statistics); and to establish whether differences or relationships within a sample can be expected to exist, other than by chance, in the population from which the sample is drawn.

5.8.4.1 Correlations

The correlation coefficient is a fundamental building block of data analysis (Churchill, Brown and Suter 2010: 466). Pearson's correlation matrix indicates the direction, strength, and significance of the bivariate relationship among the variables in the study (Blaikie 2009: 287). A positive correlation reflects a tendency for a high value in one variable to be associated with a high value in the second variable. A negative correlation reflects an association between a high value in one variable and a low value in the second variable (Aaker *et al.* 2013: 403).

5.8.4.2 T-test

The T-tests and analysis of variance enable researchers to determine whether two groups have equivalent or different mean scores. Descriptive research involves comparing the mean of one group with the mean of another. T-tests (for two groups) and analysis of variance (for more than two groups) are the appropriate statistics to use. A T-test determines whether an observed difference in the means of two groups is sufficiently large to be attributed to a

change in some variable or if it merely could have taken place according to chance. The principle underlying T-tests and analysis of variance is the assumption that both groups represent samples from a normal distribution (Welman, Kruger and Mitchell 2006: 213).

5.8.4.3 *Chi-square test*

Burns and Bush (2014: 386) state that Chi-square analysis is the examination of frequencies for two nominal-scaled variables in a cross-tabulation table to determine whether the variables have a statistically significant non-monotonic relationship. According to Welman, Kruger and Mitchell (2006: 213), researchers generally use Chi-square analysis to make inferences when the data can be divided into different categories. A Chi-square analysis involves measuring participants in terms of categories such as male—female, voter—non-voter, and so on.

5.8.4.4 *Reliability*

A measurement instrument that provides the same results time and time again is said to be reliable. From a marketing perspective, reliability is defined as the degree to which a measurement is free from error and provides consistent results over time (Clow and James 2014: 267). According to Leedy and Ormrod (2015: 38), reliability of the measurement refers to the extent to which the measurement process is free from random errors. Reliability refers to the extent to which obtained scores may be generalised to different measuring situations. The relationship between validity and reliability is as follows: a test can be reliable but not valid, but a test cannot be valid without first being reliable. Saunders, Lewis and Thornhill (2015: 334-336) state that the purpose of the pre-test is to refine the questionnaire so that respondents will have no problems in answering the questions and there will be no problems in recording the data. Therefore, for the purpose of this study, validity was ensured by doing a pre-test of interviewing 20 selected Chinese entrepreneurs to examine the questionnaire. This enabled the researcher to

correct errors before the survey was conducted and made sure that respondents could understand the questions.

5.8.4.5 *Validity*

Validity refers to the accuracy and trustworthiness of instruments, data, and findings in research (Bernard 2013: 45). Goddard and Melville (2001: 41) state that validity refers to the extent to which the measurement process is free of both systematic and random error. It refers to how well the data measure what they are supposed to measure. Clow and James (2014: 269) stress that validity refers to the ability of a measurement scale to measure what it proposes to measure and the degree to which it is free of both systematic and random error. Thus, for a measurement to be valid, it must be reliable.

Bellamy (2012: 92) states that measurement validity often involves three distinct aspects of research design:

- Content validity – how well the measures accurately capture the construct being measured;
- Criterion validity – whether the measures are in line with other measures of the same content that are generally accepted as valid in the wider research community; and
- Conceptual validity – whether the measures are in line with the way we specify the relevant theoretical concepts.

Similarly, Bernard (2013: 48-51) lists four validity tests, namely face validity, content validity, construct validity and criterion validity. In order to test the validity of this research, a pre-test was done by the researcher through applying these validity tests:

- Face validity – face validity is an estimate of the degree to which a measure is clearly and unambiguously tapping the construct it purports to

assess. Thus, face validity refers to the “obviousness” of a test—the degree to which the purpose of the test is apparent to those taking it (Bronstein 2004: 3). A professional statistician assisted and provided advice to this test before the administering of the questionnaire;

- Content validity – if the measure of some construct adequately covers the most important aspects of that construct, it has content validity (Churchill, Brown and Suter 2010: 259). Content validity refers to the degree to which a test appropriately represents the content domain it is intended to measure. When a test is judged to have high content validity, its content is considered to be congruent with the testing purpose and with prevailing notions of the subject matter tested (Sireci 2007: 3). Leedy and Ormrod (2015: 113) mention that the key to content validity lies in the procedures used to develop the instrument used, and content validity can hardly be guaranteed because it is partly a matter of judgment. In this research, the content validity was used to test the sampling method, and in order to do this, the pre-test was done and the questionnaire was evaluated by the statistician; and
- Construct validity – the third type of validity that was used in this research was construct validity. Construct validity is the most difficult to achieve and exist more in theory than it does in actual practice with marketing research enterprises. Construct validity assesses how well the measurement captures the construct or concept under consideration and how well it logically connects to underlying theories (Clow and James 2014: 271). Bernard (2013: 49) states that an instrument has high construct validity if there is a close fit between the construct it supposedly measures and actual observations made with the instrument. An instrument has high construct validity, in other words, if it allows the researcher to infer that a unit of analysis, for example, a person, has a particular complex trait and if it supports predictions that are made from theory. Therefore, for this research, some of issues had to be addressed pertaining to the research objectives, such as: does this research actually measure the application of marketing intelligence among Chinese entrepreneurs in KwaZulu-Natal? Do the respondents interviewed represent Chinese entrepreneurs in KwaZulu-Natal? Are the research

findings corresponding with the research objectives? In order to test these, the pre-test was done and statistician helped test the questions from questionnaire to see if some variables conform to the theories used in this study.

5.8.4.6 *Factor analysis*

Factor analysis is a statistical technique whose main goal is data reduction. According to Schindler and Cooper (2013: 615), factor analysis correlates a number of variables to reveal high inter-correlations and, thus, new, common underlying variables, factors or constructs. Sekaran and Bougie (2013: 251) state that a typical use of factor analysis is in survey research, where a researcher wishes to represent a number of questions with a small number of hypothetical factors. Factor analysis can be used to establish whether the three measures do, in fact, measure the same thing. If so, they can then be combined to create a new variable, a factor score variable that contains a score for each respondent on the factor. Factor techniques are applicable to a variety of situations. A researcher may want to know if the skills required to be a decathlete are as varied as the ten events, or if a small number of core skills are needed to be successful in a decathlon. The researcher need not believe that factors actually exist in order to perform a factor analysis, but in practice the factors are usually interpreted, given names, and spoken of as real things.

5.8.4.7 *Hypothesis testing*

According to Weisstein (2015: 1), hypothesis testing is the use of statistics to determine the probability that a given hypothesis is true. The usual process of hypothesis testing consists of four steps:

- Formulate the null hypothesis H_0 (commonly, that the observations are the result of pure chance) and the alternative hypothesis H_a (commonly, that the observations show a real effect combined with a component of chance variation);

- Identify a test statistic that can be used to assess the truth of the null hypothesis;
- Compute the p-value, which is the probability that a test statistic at least as significant as the one observed would be obtained assuming that the null hypothesis were true. The smaller the P -value, the stronger the evidence against the null hypothesis; and
- Compare the p-value to an acceptable significance value α (sometimes called an alpha value). If $p \leq \alpha$, that the observed effect is statistically significant, the null hypothesis is ruled out, and the alternative hypothesis is valid.

5.8.4.8 *Regression analysis*

Regression analysis is a statistical tool for the investigation of relationships between variables. Usually, the investigator seeks to ascertain the causal effect of one variable upon another. To explore such issues, the investigator assembles data on the underlying variables of interest and employs regression to estimate the quantitative effect of the causal variables upon the variable that they influence. The investigator also typically assesses the “statistical significance” of the estimated relationships, that is, the degree of confidence that the true relationship is close to the estimated relationship (Sykes 2015: 21)

For this study, the researcher used regression analysis to set up a model which will determine and verify the relationships between one dependent variable and a few independent variables, in order to test the effects on marketing intelligence by different factors which are impacting on it from both inside and outside of the Chinese enterprises.

5.8.5 Qualitative data analysis

Data analysis in qualitative research consists of preparing and organising the data (i.e., text data as in transcripts, or image data as in photographs) for analysis, then reducing the data into themes through a process of coding and condensing the codes, and finally representing the data in figures, tables, or a discussion (Creswell 2013: 180). Qualitative data analysis involves a process of discovery that enables the researcher to remain close to the data and form an evidence-based understanding of the research issues. It is through immersion in the data that the researcher is able to identify the unique perspectives of study participants, understand social or cultural meanings attached to behaviour and begin to explain and develop theory about people's actions or beliefs (Hennink, Hutter and Bailey 2011: 205). The mere amount of data generated by qualitative research, in the form of hundreds of pages of field notes or mountains of dictation on tape, is even more awe-inspiring to the inexperienced qualitative researcher than the quantitative researcher (Strydom, Delport and De Vos 2015: 333).

Marshall and Rossman (2006: 150-157) describe the qualitative data analysis as follows. It is noted that this integration of process is presented in a linear form, which is best known to researchers. However, these steps also move in circles. Often some of these steps overlap or some steps are carried out before some others mentioned in any of the descriptions of the process found in the literature: planning for recording of data; data collection and preliminary analyses; managing or organising the data; reading and writing memos; generating categories, themes and patterns; coding the data; testing the emergent understandings; searching for alternative explanations; representing, visualising (i.e. writing the report).

In the second step – data collection and preliminary analyses, there will be a twofold approach, as indicated by Erlandson, Harris, Skipper and Allen (1993: 113): the first aspect involves data analysis at the research site during data collection; the second aspect involves data analysis away from the site,

following a period of data collection. However, according to Strydom, Delpont and De Vos (2015: 336), too much focus on analysis while fieldwork is still going on can interfere with the openness of qualitative inquiry, which is its strength. Rushing to premature conclusions should be avoided. Therefore, in this research, the data analysis was done only after the data collection was completed.

Then, all the collected data was organised into file folders, index cards or computer files. According to Creswell (2013: 182), besides organising files, researchers convert their files to appropriate text units, e.g. a word, a sentence, an entire story, for analysis either by hand or by computer. Materials must be easily located in large databases of text (or images). The researcher organised the large amount of data by typing and organising all the handwritten field notes. Furthermore, it was wise to make another backup copy for all the data.

The next critical step is how to generate categories, themes and patterns. According to Strydom, Delpont and De Vos (2015: 338), the process of category generation involves noting regularities in the setting or people chosen for study. As categories of meaning emerge, the researcher searches for those that have internal convergence and external divergence. That is, the categories should be internally consistent but distinct from one another. Creswell (2013: 186) states that classifying means taking the text or qualitative information apart and looking for categories, themes, or dimensions of information. As a popular form of analysis, classification involves identifying five or six general themes. These themes, in turn, are viewed as a “family” of themes with children, or subthemes, and grandchildren, represented by segments of data.

According to Marshall and Rossman (2006: 142-146), coding data is the formal representation of analytic thinking. The tough intellectual work of

analysis is generating categories and themes. Codes may take several forms: abbreviations of key words, coloured dots, and numbers. Computer software programmes for data analysis typically rely on abbreviations of key words. The researcher then applied some coding theme to those categories and themes, and diligently and thoroughly marked passages in the data using the codes.

In the final step, the researcher presented the data, a packaging of what was found in text, tabular or figure form. For example, creating a visual image of the information, a researcher may present a “comparison” table or a matrix, e.g. a 2 x 2 table that compares men and women in terms of one of the themes or categories in the study (Strydom, Delport and De Vos 2015: 350). Furthermore, according to Marshall and Rossman (2006: 160-161), writing about qualitative data cannot be separated from the analytic process. It is central to that process, for in the choice of particular words to summarise and reflect the complexity of the data, the researcher is engaging in the interpretive act, lending shape and form – meaning – to massive amounts of raw data. In the dissertation stage, this is typically done by outlining the chapters to be included in the final document. Hennink, Hutter and Bailey (2011: 269) also mention that writing in qualitative research is not simply a final task in the research process. It is often considered part of the analytic process of qualitative research and can be an effective reflexive tool to refine data analysis.

5.9 CONCLUSION

In this chapter, the rationale for selecting a research design, the quantitative and qualitative methodology approach and questionnaire were discussed. The collection and analysis of data were explained. This chapter concluded the basic steps and procedures that were used in the fieldwork. The sampling method and the reasons for choosing specific non-probability sampling methods were explained. Reliability, validity and the pilot study which was

done for this study were properly described in this chapter. This discussion of the methodology allows an easier understanding of the analysis of the data collected in the next stage. Chapter Six will present the data analysis and empirical research results.

CHAPTER SIX

INTERPRETATION AND DISCUSSION OF RESULTS

6.1 INTRODUCTION

This chapter presents the results and discusses the findings obtained from the questionnaires in this study. The questionnaire is the primary tool that was used to collect data. The questionnaires were distributed to Chinese entrepreneurs in KwaZulu-Natal. The data collected from the respondents was analysed with Statistical Programme for Social Sciences (SPSS) version 22.0. The results presents the descriptive statistics in the form of graphs, cross tabulations and other figures for the qualitative data that was collected. Inferential techniques include the use of correlations and chi square test values; which were interpreted using the p-values. In total, 120 questionnaires were dispatched and 117 were returned which gave a 97.5% response rate. The research instrument consists of 85 items, with a level of measurement at a nominal, scale or an ordinal level. The questionnaire is divided into 2 sections, namely closed questions and a section containing open-ended questions, which measured various themes as illustrated below.

6.2 BIOGRAPHICAL DATA OF RESPONDENTS

This section summarises the biographical characteristics of the respondents. Descriptive techniques are applied to analyse the biographical data.

6.2.1 Gender and Age

Table 6.1 describes the overall gender distribution by age of the Chinese entrepreneurs interviewed in KwaZulu-Natal.

Table 6.1: Gender and age

		Please indicate your gender		Total
		Male	Female	
Please indicate your age	Count	1	5	6
	% within Please indicate your age	16.7%	83.3%	100.0%
	% within Please indicate your gender	1.5%	9.8%	5.1%
	% of Total	0.9%	4.3%	5.1%
	Count	21	13	34
	% within Please indicate your age	61.8%	38.2%	100.0%
	% within Please indicate your gender	31.8%	25.5%	29.1%
	% of Total	17.9%	11.1%	29.1%
	Count	24	17	41
	% within Please indicate your age	58.5%	41.5%	100.0%
	% within Please indicate your gender	36.4%	33.3%	35.0%
	% of Total	20.5%	14.5%	35.0%
	Count	7	9	16
	% within Please indicate your age	43.8%	56.3%	100.0%
	% within Please indicate your gender	10.6%	17.6%	13.7%
	% of Total	6.0%	7.7%	13.7%
	Count	10	7	17
	% within Please indicate your age	58.8%	41.2%	100.0%
	% within Please indicate your gender	15.2%	13.7%	14.5%
	% of Total	8.5%	6.0%	14.5%
	Count	3	0	3
	% within Please indicate your age	100.0%	0.0%	100.0%
	% within Please indicate your gender	4.5%	0.0%	2.6%
	% of Total	2.6%	0.0%	2.6%
Total	Count	66	51	117
	% within Please indicate your age	56.4%	43.6%	100.0%
	% within Please indicate your gender	100.0%	100.0%	100.0%
	% of Total	56.4%	43.6%	100.0%

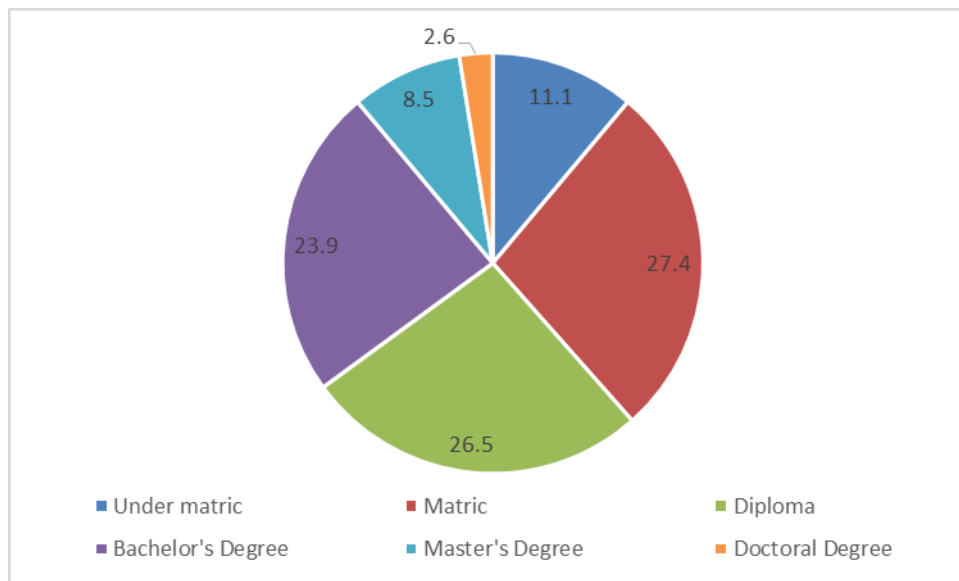
The ratio of males to females is approximately 3:2 (56.4%: 43.6%). The age category of 20 – 29 years and 30 – 39 years depicts the major part of the entrepreneurs interviewed, which were 75 respondents. The age category of 40 – 49 years and 50 – 60 years is 16 and 17 respondents respectively.

Within the age category of 20 to 29 years, 61.8% of the respondents were male. Within the category of males (only), 31.8% were between the ages of 20 to 29 years. This category of males between the ages of 20 to 29 years form 17.9% of the total sample; within the age category of 30 to 39 years, 58.5% are male. Within the category of males (only), 36.4% are between the ages of 30 to 39 years. This category of males between the ages of 30 to 39 years form 20.5% of the total sample; within the age category of 40 to 49 years, 43.8% are male. Within the category of males (only), 10.6% are between the ages of 40 to 49 years. This category of males between the ages of 40 to 49 years form 6.0% of the total sample; within the age category of 50 to 60 years, 58.8% are male. Within the category of males (only), 15.2% are between the ages of 50 to 60 years. This category of males between the ages of 50 to 60 years form 8.5% of the total sample. These can reflect that the young and middle aged take the major part of the Chinese entrepreneurs in KwaZulu-Natal, South Africa.

6.2.2 Education

Figure 6.1 shows the overall education distribution of the Chinese entrepreneurs interviewed in KwaZulu-Natal. It reveals the educational level dispersion of the respondents in this research. It shows that similar numbers of respondents have between a school leaving certificate and an undergraduate degree. This could also include diploma qualifications. From this figure, it is clear that the number of respondents with Matric, National diploma and Bachelor's degree are similar; and the ones' educational level who are under Matric, having Master's degree and Doctoral degree only take little part. This is contradictory to the statement by Liao and Sohmen (2001: 30), that at the current stage, Chinese entrepreneurs overseas has gained success surprisingly with relatively low educational level. In South Africa, the educational level of a large proportion of Chinese entrepreneurs is not low based on the data.

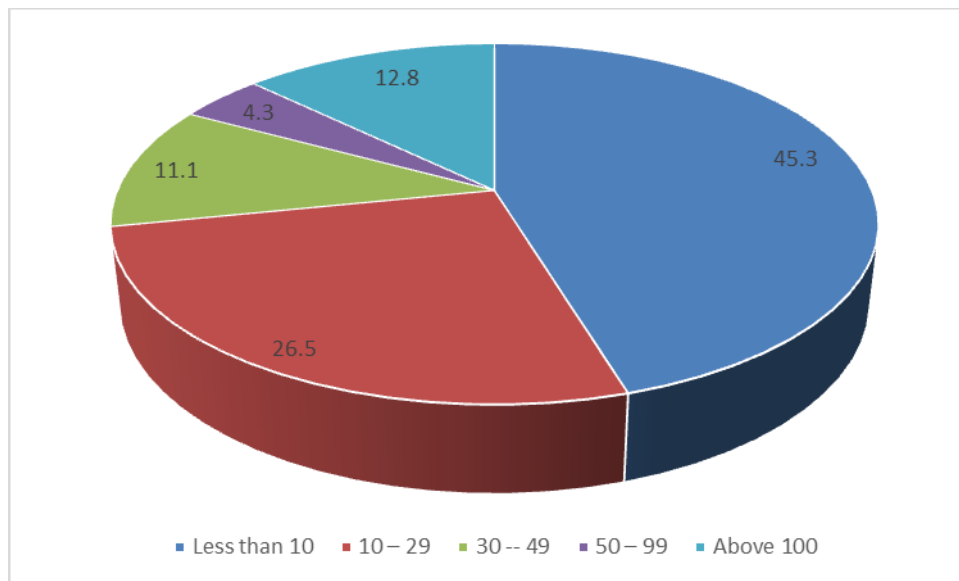
Figure 6.1: Education level



6.2.3 Number of employees

Figure 6.2 shows the overall distribution of the number of employees of the Chinese entrepreneurs interviewed in KwaZulu-Natal. Half of the respondents (45.3%) employ less than 10 employees. This indicates that a major proportion of Chinese business in KwaZulu-Natal, South Africa are small family businesses. This is corresponding with the conclusion by Ahlstrom *et al.* (2004: 264) that overseas Chinese enterprises typically are characterized by family ownership and control, which is a simple organisational structure.

Figure 6.2: Number of employees



6.2.4 Number of family members in the business

Table 6.2 shows the overall number of family members distribution of the Chinese entrepreneurs interviewed in KwaZulu-Natal. The researcher interviewed 117 respondents who are owners, shareholders or managers in the business. Half of the total respondents (59) answered that they have family members in their businesses. This implies that a major proportion of the Chinese businesses have family background or even family-controlled. This is reflected by Redding (2007: 250-251) stating that most of the overseas established Chinese enterprises are controlled by overseas Chinese families. However, the number of family members involved in the business is mostly less than 10.

Table 6.2: Number of family members in the business

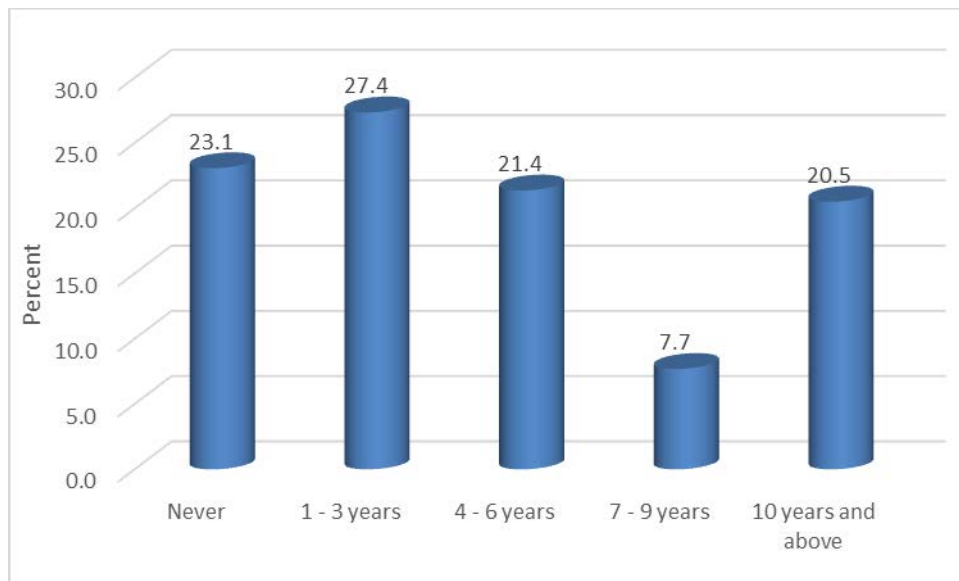
			Number of family members in the business	
			Yes	No
If yes, how many?	1.00	Count	12	
		Percent	20.3%	
	2.00	Count	12	
		Percent	20.3%	
	3.00	Count	12	
		Percent	20.3%	
	4.00	Count	9	
		Percent	15.3%	
	5.00	Count	9	
		Percent	15.3%	
	10.00	Count	4	
		Percent	6.8%	
20.00	Count	1		
	Percent	1.7%		
Total		Count	59	58

6.2.5 Years of working experience

Figure 6.3 shows the overall distribution of years of working experiences of the Chinese entrepreneurs interviewed in KwaZulu-Natal.

Figure 6.3, shows that nearly half of the respondents (49.6%) have worked for a minimum of 4 years. This implies that the number of years of working experience plays a significant role for the Chinese entrepreneurs in overseas. Weidenbaum (2001: 150) points out that due to the relatively simple organisational structure of the overseas Chinese enterprises, the fundamental business decisions are made on the basis of experience, intuition, and informal exchanges, rather than detailed statistical reports or the expensive advice of external consultants.

Figure 6.3: Years of working experience



6.2.6 Support from Chinese government

Table 6.3 and Table 6.4 shows the overall distribution of support from Chinese government of the Chinese entrepreneurs interviewed in KwaZulu-Natal.

Table 6.3: Support from Chinese government—part 1

	Frequency	Percent
Yes	21	18.1
No	95	81.9
Total	116	100.0

Table 6.4: Support from Chinese government—part 2

	Percent
Unimportant	23.5
Neutral	37.3
Important	39.2

This question asks if the Chinese government provides any support in terms of policy, incentives, techniques, human resources or capital for the respondents' business in South Africa. The results show that 18.1% of the respondents did receive support. Of those who responded positively, 39.2% confirmed the support is important, 23.5% confirmed the support is unimportant, and 37.3% held a neutral attitude towards this. However, according to Klinck (2009: 34), most Chinese enterprises benefit from both monetary and political support from the government, which is somehow different from the findings of this research, mainly because the Chinese enterprises interviewed are small and medium-sized.

6.3 RELIABILITY STATISTICS

The interpretation rule for reliability test is: a reliability coefficient of 0.70 or higher is considered as "acceptable". Specifically, if the Cronbach Alpha value is between 0.4 to 0.7, it indicates medium internal consistency and reliability; if the Cronbach Alpha value is between 0.7 to 1.0, it indicates high or good internal consistency and reliability.

Table 6.5: Cronbach Alpha

Sections	Questions	Number of Items	Cronbach's Alpha
Marketing Intelligence	7 - 9	3 of 3	.704
Perception relating to marketing intelligence	10 - 17	8 of 8	.903
Benefits of marketing intelligence system	18 - 28	7 of 7	.857
Characteristics of a successful entrepreneur	25 - 34	10 of 10	.885
Factors that determine the success of entrepreneurship	35 - 44	10 of 10	.802
Importance of strategic marketing planning	45 - 53	9 of 9	.849
Factors which are impacting on business survival, growth and success	54 - 68	15 of 15	.897

Table 6.5 reflects the Cronbach's alpha score for all the major sections of the questionnaire. The reliability scores for all sections exceeded the recommended value of 0.700. This indicates a high (overall) degree of acceptable, consistent scoring for the various sections of the research.

6.4 FACTOR ANALYSIS

In this section, the matrix tables is preceded by a summarised table that reflects the results of KMO and Bartlett's Test. The requirement is that Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be greater than 0.50 and Bartlett's Test of Sphericity less than 0.05. In all instances, the conditions are satisfied which allows for the factor analysis procedure.

Table 6.6: KMO and Bartlett's

Sections	Questions	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity: Approx. Chi-Square	df	Sig.
Marketing Intelligence	7 - 9	.641	66.723	3	.000
Perception relating to marketing intelligence	10 - 17	.882	526.346	28	.000
Benefits of marketing intelligence system	18 - 24	.866	318.264	21	.000
Characteristics of a successful entrepreneur	25 - 34	.864	868.998	45	.000
Factors that determine the success of entrepreneurship	35 - 44	.718	401.721	45	.000
Importance of strategic marketing planning	45 - 53	.855	379.174	36	.000
Factors which are impacting on business survival, growth and success	54 - 68	.866	836.582	105	.000

From Table 6.6 it is clear that all of the conditions are satisfied for factor analysis, because Kaiser-Meyer-Olkin Measure of Sampling Adequacy of each item is greater than 0.50 and Bartlett's Test of Sphericity of each item is less than 0.05.

Table 6.7, 6.8, 6.9, 6.10, 6.11, 6.12, 6.13 show that certain components are divided into finer components, which are called rotated component matrix. With reference to the tables below:

- The principle component analysis is used as the extraction method, and the rotation method is Varimax with Kaiser Normalization. This is an orthogonal rotation method that minimises the number of variables that have high loadings on each factor. It simplifies the interpretation of the factors;
- Factor analysis/loading show inter-correlations between variables; and
- Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the various components.

Table 6.7: Rotated component matrix: Marketing intelligence

Marketing Intelligence	Component
	1
Level of competition in your industry	.746
Extent of marketing intelligence awareness	.781
Importance of marketing intelligence to the survival, growth, and success of your business in South Africa	.852

The variables that constitute Table 6.7 load perfectly along a single component. This implies that the questions in the section measured what they set out to measure. It also implies that the respondents understand the intentions and meanings of these questions perfectly, and they also have similar perceptions towards these questions.

Table 6.8: Rotated component matrix: Perception relating to marketing intelligence

Perception relating to marketing intelligence	Component
	1
New opportunities can be identified through marketing intelligence	.773
Marketers can be aware of competitors' new moves through marketing intelligence	.735
Investment risks can be minimised through marketing intelligence	.822
Marketers can effectively interact with customers through marketing intelligence	.831
Marketers can explore more prospective customers through marketing intelligence	.743
Marketing intelligence can help position the business and select the proper market to invest	.822
Business information can be obtained quickly and effectively through marketing intelligence	.764
Strategic decisions can be made more accurately through marketing intelligence	.705

The variables that constitute Table 6.8 load perfectly along a single component. This implies that the questions in the section measured what they set out to measure. It also implies that the respondents understand the intentions and meanings of these questions perfectly, and they also have similar perceptions towards these questions.

Table 6.9: Rotated component matrix: Benefits of marketing intelligence system

Benefits of marketing intelligence system	Component
	1
Employees in organisation are encouraged to focus externally	.594
New opportunities are identified	.795
Warning of competitor moves is made early	.803
Investment risks are minimised	.642
Customer interactions are more effective	.792
Allows for improved market selection and positioning	.725
Information is collected quickly, efficiently and cost-effectively	.782

The variables that constitute Table 6.9 load perfectly along a single component. This implies that the questions in the section measured what they set out to measure. It also implies that the respondents understand the

intentions and meanings of these questions perfectly, and they also have similar perceptions towards these questions.

Table 6.10: Rotated component matrix: Characteristics of a successful entrepreneur

Characteristics of a successful entrepreneur	Component	
	1	2
innovation/creativity	.836	.210
commitment and determination	.855	.133
motivation	.912	.145
flexibility	.835	.121
leadership	.840	.148
self-confidence	.840	.128
vision	.854	.127
luck and fate	-.093	.812
political nimbleness	.243	.799
personal social network	.357	.729

Table 6.10 loads along 2 components (sub-themes). This means that respondents identify different trends within the sections. For example, with regard to the characteristics to be a successful entrepreneur shown in Table 6.9, certain respondents showed similar trends towards these characteristics: innovation/creativity, commitment and determination, motivation, flexibility, leadership, self-confidence and vision, which can be named as the “inside” characteristics of a successful entrepreneur. These have been proved by Burdus (2010: 35), Nieman and Bennett (2006: 50-51) and Zoltan (2006: 97) which are cited in Chapter Two. The rest of respondents show similar views towards – luck and fate, political nimbleness, and personal social network, which can be called “outside” characteristics of a successful entrepreneur. Among the “outside” characteristics, luck and fate is regarded as “key” factors of success by Chinese entrepreneurs (Liao and Sohmen 2001: 30); political nimbleness is understandable and well-accepted among Chinese people considering the political uncertainty of China as an evolving communist state (Qian *et al.* 2006: 30).

Table 6.11: Rotated component matrix: Factors that determine the success of entrepreneurship

Factors that determine the success of entrepreneurship	Component		
	1	2	3
are usually mature persons	.025	.545	.505
sufficient education/knowledge	.136	.760	.086
enough experience in the industry	.122	.728	.255
their own capital	.275	.711	.005
capital from business partners	.594	.437	-.129
capital from family	.788	.184	.212
capital from spouses	.905	.139	.025
The family members are involved in the enterprises	.780	.082	.075
Entrepreneurs should have personal network	-.052	.120	.820
Entrepreneurs should have emotional support from spouses	.233	.084	.828

When asked about the factors that determine the success of entrepreneurship as shown in Table 6.11, a group of respondents show similar views towards these factors: mature persons, sufficient education/knowledge, enough experience in the industry and own capital, which can be categorised as entrepreneurs' own abilities that can determine their successes. These factors have been proven by (Junquera 2011: 393) categorised as human capital determining business success and financial capital determining business success by Stokes, Wilson and Mador (2010: 346).

Certain respondents had similar views towards capital from business partners, capital from family, capital from spouses and the family members are involved in the enterprises. This shows that these respondents are highly reliant on capital. These factors acknowledged by respondents are corresponding with the findings of financial capital and social capital as the determinants of business success by Bosma, Van Praag and De Wit (2000: 20) and Stam, Arzlanian and Elfring (2014: 152-154). Another group of respondents show similar attitudes towards personal network and emotional support from spouses, which can prove that they tend to rely more on relationship for their

business success. These two factors are proved as determinants of business success by Stam, Arzlanian and Elfring (2014: 152-154).

Table 6.12: Rotated component matrix: Importance of strategic marketing planning

Importance of strategic marketing planning	Component	
	1	2
The battle for market share is intensifying	.743	.116
Industries are being deregulated	.471	.273
Competition in world market is becoming fierce	.827	.077
Market segments are becoming smaller which require niche market and customisation	.771	.104
Needs and requirements in the South Africa market are diverse	.190	.830
Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly	.692	.304
Organisations will need to conceive and create new competitive space	.781	.176
Demographic changes in South Africa creating new market environment	.144	.874
The explosion of information technology	.610	.358

This study found that certain respondents hold similar views towards the following variables represented in Table 6.12: battle of market share is intensifying, industries are being deregulated, competition in world market is becoming fierce, market segments are becoming smaller which require niche market and customisation, shortening product-life cycles and ease of accessibility to technology require accessing to market quickly, organisations will need to conceive and create new competitive space, and the explosion of information technology. All these reasons/factors can be concluded as the elements of macro-environment which have made strategic marketing planning become increasingly important.

The other respondents showed similar attitudes towards: needs and requirements in the South African market are diverse and demographic changes in South Africa creating new market environment. These two factors are closely linked, the demographic changes in South Africa are creating new

market environment, so the needs and requirement in South Africa market are becoming diverse. These findings are corresponding with the discussion in Chapter Four, Jooste *et al.* (2008: 2-3) identify a list of reasons of why strategic marketing will become increasingly important in the context of South African business environment. This section examines the conceptions of Chinese entrepreneurs who are running businesses in KwaZulu-Natal towards these factors.

Table 6.13: Rotated component matrix: Factors which are impacting on business survival, growth and success

Factors which are impacting on business survival, growth and success	Component			
	1	2	3	4
Size of the business increases	.485	.193	.520	.119
Return on investment increases	.811	.231	.156	.106
Company annual sales increases	.806	.325	.021	.060
Employee's turnover rates of the business decreases	.549	-.204	.296	.445
Customer satisfaction to the business improves	.714	.185	.052	.210
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	.268	.712	-.182	.243
Business plan and marketing improve the business performance	.185	.839	.237	.132
Staff and management education and training help the business grow	.226	.709	.325	.125
Management has family business experience	-.067	.150	.260	.744
Owners have sufficient management experience in the industry	.187	.478	.252	.533
Owners have sufficient capital	.375	.160	-.045	.698
Competition in the industry is fierce	-.035	.091	.829	.224
Company has good information access in South Africa	.488	.369	.532	.091
Sound marketing intelligence and marketing research programmes are implemented in the business	.453	.535	.413	.020
Economic and political stability of South Africa is improving	.652	.507	.028	.012

For the factors which are impacting on business survival, growth and success, varied trends of respondents towards this question can be seen. Different groups of respondents showed similar trends towards different questions, such as: **1)** return on investment increases, company annual sales increases,

employee's turnover rates of the business decreases, customer satisfaction to the business improves, these can be categorised as the business performance, and these are reflected in the finding of Masuo *et al.* (2001: 58) that business success is generally defined in terms of economic or financial communication; **2)** Li, Wang and Fan (2014: 15) argue that government assistance is a more significant contributor for the success of Chinese entrepreneurs overseas than the indigenous ones. This study finds that government provides strong support to the business to some extent; business plans and marketing improve the business performance as proved by Chami (2006: 271) and Simoneaux and Stroud (2011: 92); staff and management education and training help the business grow (Radulescu 2012: 359); **3)** management has family business experience (Fairlie and Robb 2007: 230), owners have sufficient management experience in the industry (Alicia, Robert and Fairlie 2009: 835), owners have sufficient capital (Fairlie and Robb 2007: 231), these three factors can be categorised as the entrepreneurs' own experience; **4)** competition in the industry is fierce (Jasra *et al.* 2011: 276) and companies have good information access (Curran 2007: 121).

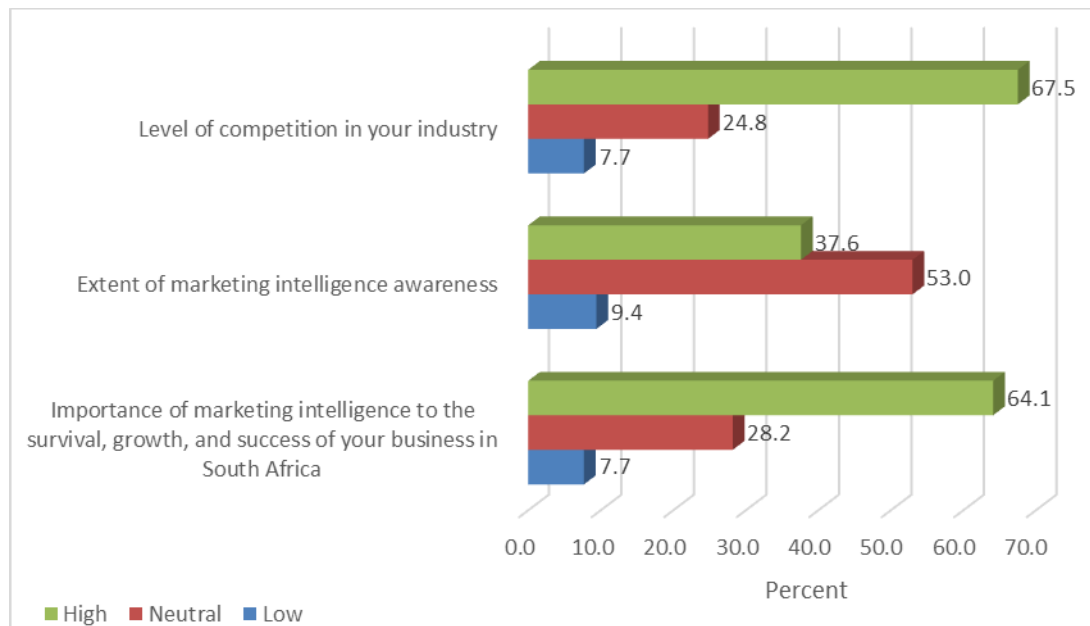
6.5 SECTION ANALYSIS

The section that follows analyses the scoring patterns of the respondents per variable per section. Where applicable, levels of disagreement (negative statements) are collapsed to show a single category of "Disagree". A similar procedure is followed for the levels of agreement (positive statements). The results are first presented using summarised percentages for the variables that constitute each section. Results are then further analysed according to the importance of the statements.

6.5.1 Marketing intelligence

This section consists of three main themes which then have its own factors. It deals with the perceptions and applications of marketing intelligence and marketing intelligence system in the real business world of the respondents.

Figure 6.4: Marketing intelligence



Across this section, the number of respondents that rated the three factors as low averaged 8.3%, this can prove that most of the respondents realise that the competition in their industry is becoming more fierce and they wish to improve business through the marketing intelligence system. Secondly, more than half of the respondents (53.0%) were neutral regarding the extent of marketing intelligence awareness, and only 37.6% of respondents rated it as high. This means that Chinese entrepreneurs overseas still need to have a deep and clear understanding of marketing intelligence, as Tan and Ahmed (2008: 300) state that, marketing intelligence is still in its infancy in Asia and even in the west. Then, approximately two-thirds of respondents rated level of competition and importance of marketing intelligence as high respectively. The reason of why the respondents regard the importance of marketing intelligence as high is partly because the level of competition in their industry is becoming higher. From the above patterns it can be seen that respondents show approximately similar trends of attitudes towards each statement, which is corresponding to Table 6.6 in the factor analysis.

To determine whether the scoring patterns per statement are significantly different per option, a chi square test was conducted. The null hypothesis claims that similar numbers of respondents scored across each option for each statement (one statement at a time). The alternate states that there is a significant difference between the levels of agreement and disagreement.

Interpretation rules for Chi-Square test:

- 1) If the p value is less than or equal to 0.05, there is statistically significant relationship;
- 2) If the p value is greater than 0.05, there is no statistically significant relationship.

Table 6.14: Chi-Square test: Marketing intelligence

Test Statistics			
	Level of competition in the industry	Extent of marketing intelligence awareness	Importance of marketing intelligence to the survival, growth, and success of the business in South Africa
Chi-Square	66.667 ^a	34.308 ^a	57.231 ^a
df	2	2	2
Asymp. Sig.	.000	.000	.000

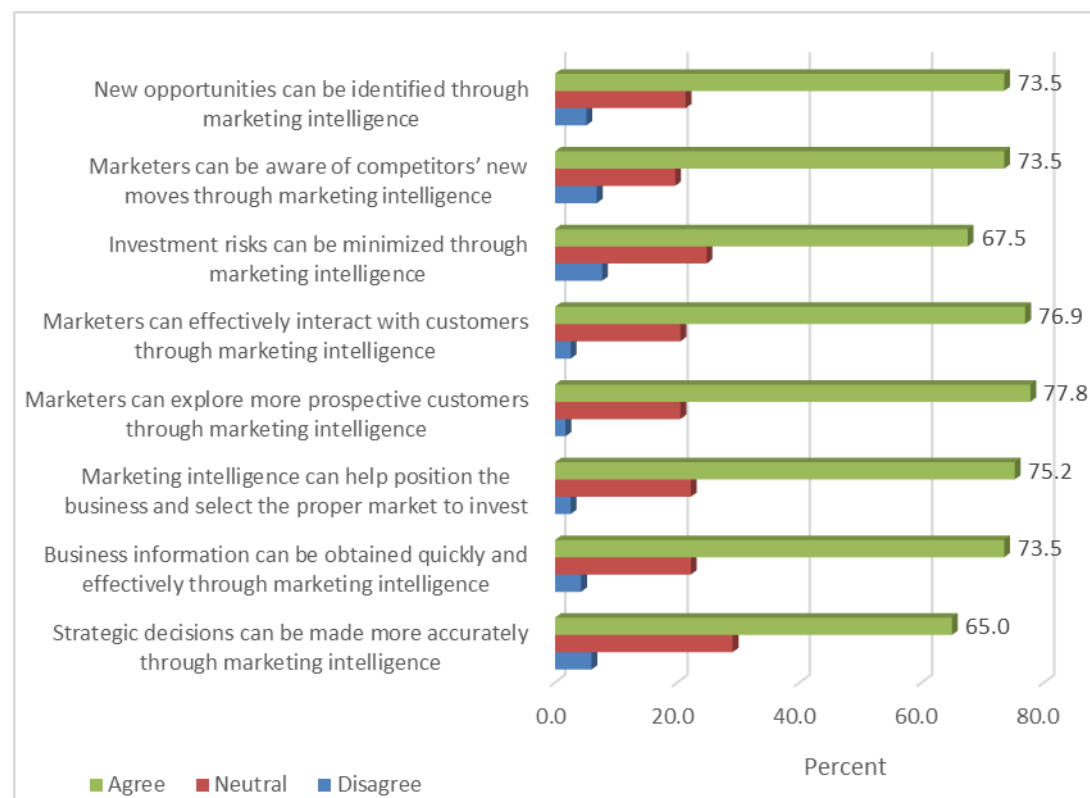
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 39.0.

The sig. values (p-values) of the statements in Table 6.14: level of competition in the industry, extent of marketing intelligence awareness and importance of marketing intelligence to the survival, growth, and success of the business in South Arica are all less than 0.05 (the level of significance), it implies that the distributions are not similar. That is, the differences between high and low are significant.

6.5.2 Perception relating to marketing intelligence

This section investigates respondents' perceptions towards marketing intelligence in their daily business in South Africa. It includes the main functions of marketing intelligence in the real business world.

Figure 6.5: Perception relating to marketing intelligence



Throughout the eight factors indicated in Figure 6.5, the number of respondents rated the factors as agree on an average of 72.9%. This proves that the majority of respondents agree with the various functions and positive effects that marketing intelligence can bring into their business in South Africa, which is reflected by the statement of Kahaner (1998: 23) and Caudron (1994: 39) who identifies a list of benefits and purposes that marketing intelligence can bring up. Secondly, the ratio of disagree towards each of the factor is also very similar, with the biggest disagree rate to investments risks can be minimised through marketing intelligence is only 7.7%. Thirdly, the neutral on

average across all these factors is 22.6%. From the above patterns it can be seen that respondents show approximately similar trends of attitudes towards each statement, which is corresponding to Table 6.8 in the factor analysis discussed.

Table 6.15: Chi-Square test: Perception relating to marketing intelligence

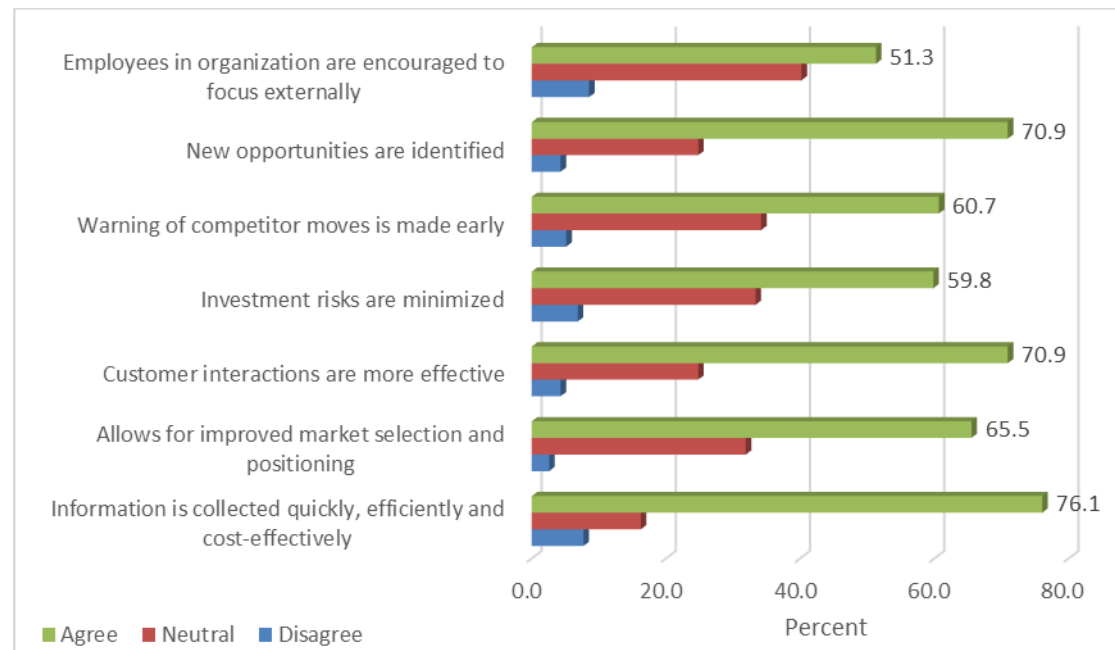
	Chi-Square	df	Asymp. Sig.
New opportunities can be identified through marketing intelligence	89.590 ^a	2	.000
Marketers can be aware of competitors' new moves through marketing intelligence	87.846 ^a	2	.000
Investment risks can be minimised through marketing intelligence	66.667 ^a	2	.000
Marketers can effectively interact with customers through marketing intelligence	105.692 ^a	2	.000
Marketers can explore more prospective customers through marketing intelligence	110.205 ^a	2	.000
Marketing intelligence can help position the business and select the proper market to invest	99.128 ^a	2	.000
Business information can be obtained quickly and effectively through marketing intelligence	90.615 ^a	2	.000
Strategic decisions can be made more accurately through marketing intelligence	62.000 ^a	2	.000

The sig. value (p-value) of each statement in Table 6.15 is less than 0.05 (the level of significance), it implies that the distributions are not similar. That is, the differences between Agree and Disagree are significant.

6.5.3 Benefits of the marketing intelligence system

This section looks at the extent to how respondents agree or disagree with the different benefits brought by marketing intelligence system in their business practice in South Africa.

Figure 6.6: Benefits of marketing intelligence system



The average percentage of agree of the seven factors indicated in Figure 6.6 is 65.0% which is much higher than the average percentage of neutral and disagree, which is 29.3% and 5.6% respectively. Secondly, among these factors, 76.1% of the respondents chose agree to: information is collected quickly, efficiently and cost-effectively as one of the benefits of marketing intelligence system. This proves that the Chinese entrepreneurs agree that information is a significant factor for their success in South Africa, which is backed up by the literature mentioned in Chapter Two, that the overseas Chinese entrepreneurs have raised the exchange of information and the sacred nature of information to a very high level of significance in their system, which includes the secrecy about it (Zhuang and Wang 2010: 191). Furthermore, in the disagree category, 8.5% of respondents expressed negative attitudes to employees in organisation are encouraged to focus externally. From the above patterns it can be seen that respondents show approximately similar trends of attitudes towards each statement, which is corresponding to the Table 6.8 in the factor analysis discussed.

Table 6.16: Chi-Square test: Benefits of marketing intelligence system

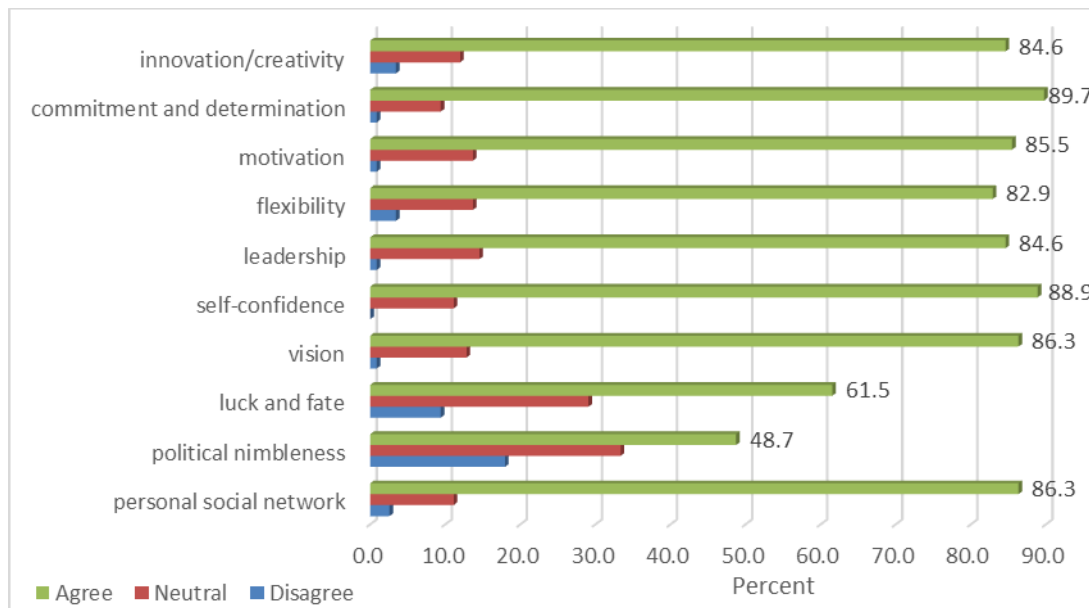
	Chi-Square	df	Asymp. Sig.
Employees in organisation are encouraged to focus externally	34.513	2	.000
New opportunities are identified	81.846	2	.000
Warning of competitor moves is made early	54.205	2	.000
Investment risks are minimised	49.282	2	.000
Customer interactions are more effective	81.846	2	.000
Allows for improved market selection and positioning	69.017	2	.000
Information is collected quickly, efficiently and cost-effectively	97.436	2	.000

The sig. value (p-value) of each statement in Table 6.16 is less than 0.05 (the level of significance), it implies that the distributions are not similar. That is, the differences between Agree and Disagree are significant.

6.5.4 Characteristics of a successful entrepreneur

This section is concerned with in overseas market, e.g. South Africa, there are certain characteristics that the entrepreneurs must have.

Figure 6.7: Characteristics of a successful entrepreneur



In this section, for the characteristics such as innovation/creativity, commitment and determination, motivation, flexibility, leadership, self-confidence, vision, and personal social network, on average more than 80% of the respondents chose agree towards these factors. Secondly, it is noted that luck and fate are not regarded as important compared to other factors. Only 61.5% respondents showed agree, compared to the above mentioned factors which are all over 80%. This is more or less a contradiction to the literature referred to in Chapter Two which highlights that luck and fate are often regarded as “key” factor to success (Liao and Sohmen 2001: 30). This reflects that the Chinese entrepreneurs in South Africa are not paying much attention on luck and fate to achieve their business success. Then, although political nimbleness is considered as one of the major unique characteristics of the overseas Chinese entrepreneurs (Qian *et al.* 2006: 30), less than half (48.7%) of the respondents showed agree to political nimbleness as a characteristic of a successful entrepreneur. Compared with luck and fate, and political nimbleness, the percentages of disagree (1.6%) and neutral (12.3%) towards the other eight factors are small. It was remarkable that nobody chose disagree towards self-confidence. This is also corresponding to the

factor analysis shown in the Table 6.9 that respondents express two kinds of different attitudes towards these statements.

Table 6.17: Chi-Square test: Characteristics of a successful entrepreneur

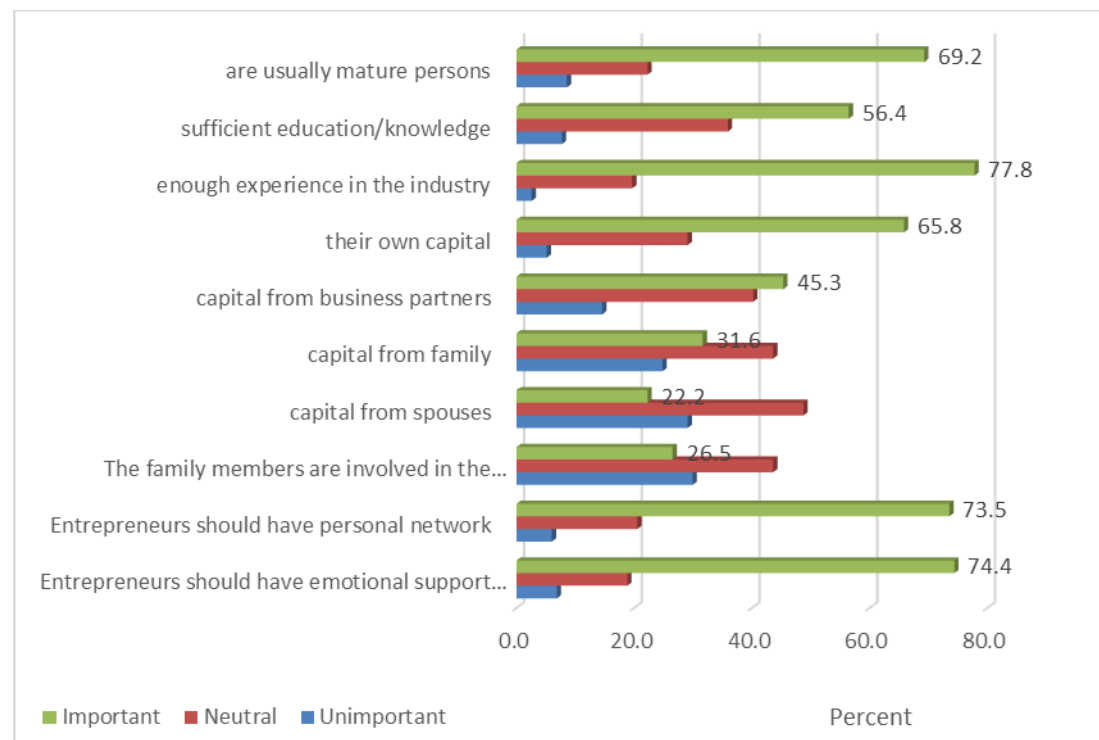
	Chi-Square	df	Asymp. Sig.
innovation/creativity	139.744	2	.000
commitment and determination	168.821	2	.000
motivation	146.000	2	.000
flexibility	131.231	2	.000
leadership	141.744	2	.000
self-confidence	70.778	1	.000
vision	150.359	2	.000
luck and fate	48.667	2	.000
political nimbleness	16.615	2	.000
personal social network	149.128	2	.000

The sig. value (p-value) of each statement in Table 6.17 is less than 0.05 (the level of significance), it implies that the distributions are not similar. That is, the differences between Agree and Disagree are significant.

6.5.5 Factors that determine the success of entrepreneurship

This section looks at the various factors that determine the success of entrepreneurship in the context of Chinese entrepreneurs in KwaZulu-Natal, South Africa.

Figure 6.8: Factors that determine the success of entrepreneurship



Across this section, it is remarkable that respondents showed different attitudes towards these factors that could determine the success of entrepreneurship. The average percentage of important (54.3%) is higher than the average percentage of neutral (32.2%) and unimportant (13.5%). Secondly, it is noticed that among all the factors that could determine the success of entrepreneurship, enough experience in the industry (77.8%), emotional support (74.4%), and personal network (73.5%) are the top three. According to the literature discussed in Chapter Two, Chinese entrepreneurs are very concerned with interpersonal harmony (Qian *et al.* 2006: 30), as a result, the personal network is regarded highly important in their marketing success. Chinese entrepreneurs utilise their personal social network, and leverage on it quite significantly along their marketing processes (Blau 2011: 6-7). Furthermore, compared with the high demand for enough experience (77.8%) in the industry, more than half of the respondents (56.4%) showed important to sufficient education/knowledge. This finding is not as same as the literature finding in Chapter Two that at the current stage, Chinese

entrepreneurs overseas have relatively low educational levels (Liao and Sohmen 2001: 30). Also, with regard to the capital for the business, entrepreneurs' own capital is regarded as the most important one (65.8%) compared to capital from business partners (45.3%), capital from family (31.6%), and capital from spouses (22.2%). The trends of the above patterns are corresponding to the Table 6.10 in the factor analysis, in which three different attitudes for these statements. For example, the average percentage of important for capital from business partners, capital from family, capital from spouses and the family members are involved in the enterprise is only 31.4%.

Table 6.18: Chi-Square test: Factors that determine the success of entrepreneurship groups

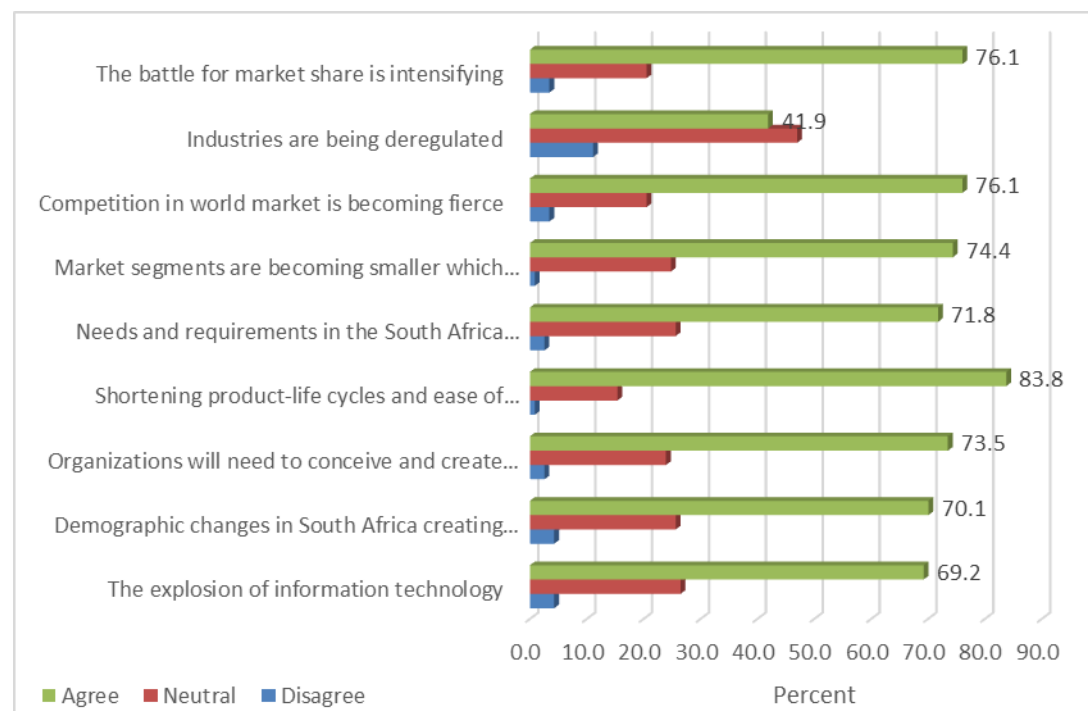
	Chi-Square	df	Asymp. Sig.
are usually mature persons	71.128	2	.000
sufficient education/knowledge	42.000	2	.000
enough experience in the industry	109.128	2	.000
their own capital	65.590	2	.000
capital from business partners	19.077	2	.000
capital from family	6.359	2	.042
capital from spouses	13.282	2	.001
The family members are involved in the enterprises	5.744	2	.057
Entrepreneurs should have personal network	88.667	2	.000
Entrepreneurs should have emotional support from spouses	91.128	2	.000

The sig. value (p-value) of each statement in Table 6.18 is less than 0.05 (the level of significance), it implies that the distributions are not similar. That is, the differences between Important and Unimportant are significant. There is no significant difference in terms of family members being involved in the business or not.

6.5.6 Importance of strategic marketing planning

This section looks at strategic marketing planning as a growing important factor in business decision-making in the current business world, and the reasons of why it is becoming increasingly important.

Figure 6.9: Importance of strategic marketing planning groups



For all the statements indicated in Figure 6.9 as reasons of why strategic marketing planning is becoming more important in the current business world, the average percentage of agree except industries are being deregulated is as high as 74.4%. By contrast, only 41.9% of respondents agree that different industries in South Africa are being deregulated, and as high as 47.0% of them hold neutral attitude towards this; respondents express very low Disagree percentage on average 3.7% for all these statements.

Table 6.19: Chi-Square test: Importance of strategic marketing planning groups

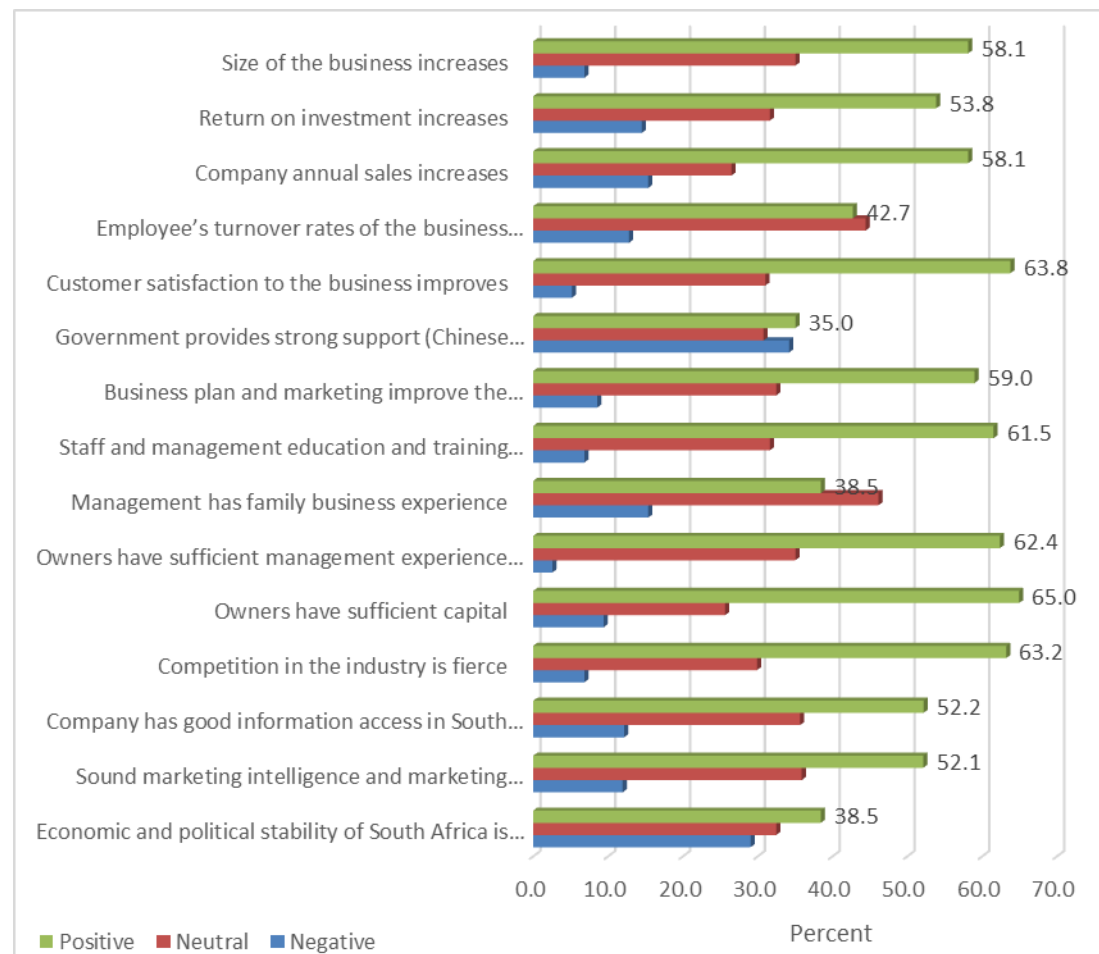
	Chi-Square	df	Asymp. Sig.
The battle for market share is intensifying	101.282	2	.000
Industries are being deregulated	26.462	2	.000
Competition in world market is becoming fierce	101.282	2	.000
Market segments are becoming smaller which require niche market and customisation	98.667	2	.000
Needs and requirements in the South Africa market are diverse	87.231	2	.000
Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly	137.590	2	.000
Organisations will need to conceive and create new competitive space	92.974	2	.000
Demographic changes in South Africa creating new market environment	79.128	2	.000
The explosion of information technology	76.513	2	.000

The sig. value (p-value) of each statement in Table 6.19 is less than 0.05 (the level of significance), it implies that the distributions are not similar. That is, the differences between Agree and Disagree are significant.

6.5.7 Factors which are impacting on business survival, growth and success

This section looks at various factors that could have effect on business survival, growth and success of Chinese entrepreneurs in KwaZulu-Natal, South Africa.

Figure 6.10: Factors which are impacting on business survival, growth and success groups



There are 15 factors as indicated in Figure 6.10 that could impact on the business survival, growth and success, which can be categorised as the business running itself, the application of marketing plan, staff training, management experience, marketing intelligence, and the government support and the whole environment in South Africa. In terms of the business growth, respondents showed approximately similar percentage (on average 56.7%) of positive towards size of the business increases, return on investment increases, and company annual sales increases (Masuo *et al.* 2001: 58); Furthermore, 65% of the respondents agreed that owners have sufficient capital (Fairlie and Robb 2007: 231) is the most important factor impacting on business survival, growth and success. Customer satisfaction to the business improves (Masuo *et al.* 2001: 58) were also highly agreed by respondents

(63.8%). In terms of the Chinese government's support to the business, only 35% of respondents were in positive, 30.8% were in neutral, and 34.2% were in negative. This means that a large proportion of the respondent did not believe the support from Chinese government could improve their business, this is mainly because most of the Chinese businesses interviewed were small to medium sized, but the big Chinese enterprises can obtain benefits from both monetary and political support from the government. They are encouraged to act aggressively across the world to acquire natural resources and cutting-edge management and technologies (Klinck 2009: 34).

According to Perreault, Cannon and McCarthy (2013: 78), strategic marketing planning means finding attractive opportunities and developing profitable strategies that specifies a target market and related marketing mix. Also, Chami (2006: 271) states that business plan holds the vital importance as better business planning reduces the risks associated with any business activity. In this section, 59% of the respondents believed marketing or business plan can improve their business.

Furthermore, 61.5% of the respondents acknowledged the role of staff and management training. Alicia, Robert and Fairlie (2009: 835) argue that management experience before starting or acquiring a business generally improves business outcomes but does not have a consistent effect across specifications. In this section, 62.4% of them believed to have sufficient management experience in the relevant industry is important.

Only 38.5% of the respondents believed the family business experience is helpful for their business, and this finding is a little different from what Fairlie and Robb (2007: 230) state that having a family business background is important for small business outcomes.

Competition is another important factor that could impact on their business in South Africa (63.2% in positive), this is in line with the finding of Jasra *et al.* (2011: 276) that as small and medium-sized enterprises (SMEs) operate around the traditional lines, increasing business competition, in particular against large and medium competitors puts small and medium-sized enterprises (SMEs) in a vulnerable position.

According to Hayami (2009: 49), most of the small and medium-sized enterprises (SMEs) tend to have less marketing and technical resources, do less marketing research, possess fewer incentive and reward programmes, lack presence in large readily accessible markets and have less well-organised brands. However, this section found that more than half of the respondents (52.1%) acknowledge the role of marketing research and marketing intelligence programme to their business.

Moreover, to have good information access was acknowledged by 52.2% of the respondents, and this finding is according to Curran (2007: 121) who states that information access stands for the availability of business information which is also important to initiate new enterprises and to run the existing enterprise profitably.

Finally, 29.1% of the respondents did not believe the improving political and economic stability will have influence on their business, while 32.5% were in neutral, and 38.5% were in positive in this regard.

Table 6.20: Chi-Square test: Factors which are impacting on business survival, growth and success groups

	Chi-Square	df	Asymp. Sig.
Size of the business increases	46.308 ^a	2	.000
Return on investment increases	27.282 ^a	2	.000
Company annual sales increases	34.513 ^a	2	.000
Employee's turnover rates of the business decreases	22.205 ^a	2	.000
Customer satisfaction to the business improves	60.069 ^b	2	.000
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	.359 ^a	2	.836
Business plan and marketing improve the business performance	44.667 ^a	2	.000
Staff and management education and training help the business grow	52.667 ^a	2	.000
Management has family business experience	18.000 ^a	2	.000
Owners have sufficient management experience in the industry	62.974 ^a	2	.000
Owners have sufficient capital	57.282 ^a	2	.000
Competition in the industry is fierce	56.462 ^a	2	.000
Company has good information access in South Africa	27.878 ^c	2	.000
Sound marketing intelligence and marketing research programmes are implemented in the business	28.667 ^a	2	.000
Economic and political stability of South Africa is improving	1.590 ^a	2	.452

The sig. value (p-value) of each statement in Table 6.20 is less than 0.05 (the level of significance), it implies that the distributions are not similar. That is, the differences between Positive and Negative are significant. There is no significant difference in terms of government provides strong support to the business and economic and political stability of South Africa is improving or not.

6.6 HYPOTHESIS TESTING

The traditional approach to reporting a result requires a statement of statistical significance. A p-value is generated from a test statistic. A significant result is indicated with "p < 0.05". All values without an * (or p-values more than 0.05) do not have a significant relationship.

A second Chi square test is performed to determine whether there is a statistically significant relationship between the variables (rows vs columns). The rule is: the null hypothesis states that there is no association between the two variables. The alternate hypothesis indicates that there is an association between the two variables.

6.6.1 Level of competition versus Sector of the business

This section examines the relationship between the level of competition in the respondent's industry and the sector of the respondent's business. The p-value between "Which one of the sectors best describes the business?" and "Level of competition in the industry" is 0.000. This means that there is a significant relationship between the two variables. That is, the sector of the respondent's business plays a significant role in terms of the level of competition.

Table 6.21: Chi-Square test: Level of competition versus Sector of the business

		Which one of the sectors best describes the business?
Level of competition in the industry	Chi-Square	57.457
	df	16
	Sig.	.000

6.6.2 Extent of marketing intelligence awareness versus Business type

This section examines the relationship between the extent of marketing intelligence and the business type of the respondent. The p-value between "Please indicate the business type" and "Extent of marketing intelligence

awareness” is 0.048. This means that there is a significant relationship between the two variables. That is, the business type of the respondent plays a significant role in terms of the extent of marketing intelligence awareness.

Table 6.22: Chi-Square test: Extent of marketing intelligence versus Business type

		Please indicate the business type
Extent of marketing intelligence awareness	Chi-Square	57.457
	df	16
	Sig.	.048

6.6.3 Extent of marketing intelligence awareness versus How often the marketing intelligence system is referred when making strategic decisions

This section examines the relationship between the extent of marketing intelligence and how often the respondent refers to marketing intelligence system when making strategic decisions. The p-value between “How often the marketing intelligence system is referred when making strategic decisions for business” and “Extent of marketing intelligence awareness” is 0.037. This means that there is a significant relationship between the two variables. That is, the frequency of the respondent refers to marketing intelligence system when making strategic decisions plays a significant role in terms of the extent of marketing intelligence awareness.

Table 6.23: Chi-Square test: Extent of marketing intelligence versus How often the marketing intelligence system is referred when making strategic decisions

		How often the marketing intelligence system is referred when making strategic decisions for business?
Extent of marketing intelligence awareness	Chi-Square	57.457
	df	16
	Sig.	.037

6.6.4 Importance of marketing intelligence to the survival, growth and success of business in South Africa versus Sector of the business

This section examines the relationship between the importance of marketing intelligence to the survival, growth and success of the respondent's business in South Africa and the sector of the respondent's business. The p-value between "Which one of the sectors best describes the business?" and "Importance of marketing intelligence to the survival, growth and success of the business in South Africa" is 0.017. This means that there is a significant relationship between the two variables. That is, the sector of the respondent's business plays a significant role in terms of the importance of marketing intelligence to the survival, growth and success of the respondent's business.

Table 6.24: Chi-Square test: Importance of marketing intelligence to the survival, growth and success of business in South Africa versus Sector of the business

		Which one of the sectors best describes the business?
Importance of marketing intelligence to the survival, growth and success of the business in South Africa	Chi-Square	30.119
	df	16
	Sig.	.017

6.6.5 Importance of marketing intelligence to the survival, growth and success of business in South Africa versus How often the marketing intelligence system is referred when making strategic decisions

This section examines the relationship between the importance of marketing intelligence to the survival, growth and success of the respondent's business in South Africa and how often the respondent refers to marketing intelligence system when making strategic decisions. The p-value between "How often the marketing intelligence system is referred when making strategic decisions for business?" and "Importance of marketing intelligence to the survival, growth and success of the business in South Africa" is 0.034. This means that there is a significant relationship between the two variables. That is, the frequency of the respondent refers to marketing intelligence system when making strategic decisions plays a significant role in terms of the importance of marketing intelligence to the survival, growth and success of the respondent's business.

Table 6.25: Chi-Square test: Importance of marketing intelligence to the survival, growth and success of business in South Africa versus How often the marketing intelligence system is referred when making strategic decisions

		How often the marketing intelligence system is referred when making strategic decisions for business?
Importance of marketing intelligence to the survival, growth and success of the business in South Africa	Chi-Square	30.119
	df	16
	Sig.	.034

6.6.6 Importance of marketing intelligence to the survival, growth and success of business in South Africa versus Education level

This section examines the relationship between the importance of marketing intelligence to the survival, growth and success of the respondent's business in South Africa and the education level of the respondent's business. The p-value between "Please indicate the education level" and "Importance of marketing intelligence to the survival, growth and success of the business in South Africa" is 0.005. This means that there is a significant relationship between the two variables. That is, the education level of the respondent plays a significant role in terms of the importance of marketing intelligence to the survival, growth and success of the respondent's business.

Table 6.26: Chi-Square test: Importance of marketing intelligence to the survival, growth and success of business in South Africa versus Education level

		Please indicate the education level
Importance of marketing intelligence to the survival, growth and success of the business in South Africa	Chi-Square	30.119
	df	16
	Sig.	.005

6.6.7 Marketing intelligence can help position the business and select the proper market to invest versus Education level

This section examines the relationship between marketing intelligence can help position the business and select the proper market to invest and education level of the respondent. The p-value between “Please indicate the education level” and “Marketing intelligence can help position the business and select the proper market to invest” is 0.013. This means that there is a significant relationship between the two variables. That is, the education level of the respondent plays a significant role in terms of marketing intelligence which can help position the business and select the proper market to invest.

Table 6.27: Chi-Square test: Marketing intelligence can help position the business and select the proper market to invest versus Education level

		Please indicate the education level
Marketing intelligence can help position the business and select the proper market to invest	Chi-Square	30.119
	df	16
	Sig.	.013

6.6.8 New opportunities can be identified through marketing intelligence versus Business location

This section examines the relationship between new opportunities can be identified through marketing intelligence and business location of the respondent. The p-value between “The business location” and “New opportunities can be identified through marketing intelligence” is 0.035. This means that there is a significant relationship between the two variables. That is, the business location of the respondent plays a significant role in terms of new opportunities can be identified through marketing intelligence.

Table 6.28: Chi-Square test: New opportunities can be identified through marketing intelligence versus Business location

		The business location
New opportunities can be identified through marketing intelligence	Chi-Square	30.119
	df	16
	Sig.	.035

6.7 CORRELATIONS

Bivariate correlation is also performed on the (ordinal) data. The complete results are found in the appendix.

Interpretation rules:

- 1) Pearson correlation coefficient (r) values starts from -1 to +1;
- 2) - means negative correlation (If one variable increases, the other variable will decrease);
- 3) + means positive relationship (If one variable increases, the other variable will also increase);

6.7.1 Marketers can effectively interact with customers through marketing intelligence versus Marketers can be aware of competitors' new moves through marketing intelligence

The correlation value between “Marketers can be aware of competitors” new moves through marketing intelligence” and “Marketers can effectively interact with customers through marketing intelligence” is 0.560. The positive sign indicates positive correlations. The Pearson product correlation coefficient r value of 0.560 indicates a significant correlation between them. This is directly related proportionality. Respondents indicate that the more effectively they interact with customers through marketing intelligence, the more aware they are of new moves by competitors through marketing intelligence, and vice versa.

Table 6.29: Correlation: Marketers can effectively interact with customers through marketing intelligence versus Marketers can be aware of competitors' new moves through marketing intelligence

			Marketers can be aware of competitors' new moves through marketing intelligence
Spearman's rho	Marketers can effectively interact with customers through marketing intelligence	Correlation Coefficient	.560
		Sig. (2-tailed)	.000
		N	117

6.7.2 Marketers can be aware of competitors' new moves through marketing intelligence versus New opportunities can be identified through marketing intelligence

The correlation value between “New opportunities can be identified through marketing intelligence” and “Marketers can be aware of competitors' new moves through marketing intelligence” is 0.476. The positive sign indicates positive correlations. The Pearson product correlation coefficient r value of 0.476 indicates a significant correlation between them. This is directly related proportionality. Respondents indicate that the more aware they are of competitors' new moves through marketing intelligence, the more new opportunities can be identified through marketing intelligence, and vice versa.

Table 6.30: Correlation: Marketers can be aware of competitors' new moves through marketing intelligence versus New opportunities can be identified through marketing intelligence

			New opportunities can be identified through marketing intelligence
Spearman's rho	Marketers can be aware of competitors' new moves through marketing intelligence	Correlation Coefficient	.476
		Sig. (2-tailed)	.000
		N	117

6.7.3 Marketing intelligence can help position the business and select the proper market to invest versus Investment risks can be minimised through marketing intelligence

The correlation value between “Investment risks can be minimised through marketing intelligence” and “Marketing intelligence can help position the business and select the proper market to invest” is 0.660. The positive sign indicates positive correlations. The Pearson product correlation coefficient r value of 0.660 indicates a significant correlation between them. This is directly related proportionality. Respondents indicate that the more effectively marketing intelligence helps position the business and select the proper market to invest, the more investment risks can be minimised through marketing intelligence, and vice versa.

Table 6.31: Correlation: Marketing intelligence can help position the business and select the proper market to invest versus Investment risks can be minimised through marketing intelligence

			Investment risks can be minimised through marketing intelligence
Spearman's rho	Marketing intelligence can help position the business and select the proper market to invest	Correlation Coefficient	.660
		Sig. (2-tailed)	.000
		N	117

6.7.4 Business information can be obtained quickly and effectively through marketing intelligence versus New opportunities can be identified through marketing intelligence

The correlation value between “New opportunities can be identified through marketing intelligence” and “Business information can be obtained quickly and effectively through marketing intelligence” is 0.510. The positive sign indicates positive correlations. The Pearson product correlation coefficient r value of 0.510 indicates a significant correlation between them. This is directly related proportionality. Respondents indicate that the more quickly and effectively business information can be obtained through marketing intelligence, the more new opportunities can be identified through marketing intelligence, and vice versa.

Table 6.32: Correlation: Business information can be obtained quickly and effectively through marketing intelligence versus New opportunities can be identified through marketing intelligence

			New opportunities can be identified through marketing intelligence
Spearman's rho	Business information can be obtained quickly and effectively through marketing intelligence	Correlation Coefficient	.510
		Sig. (2-tailed)	.000
		N	117

6.7.5 Strategic decisions can be made more accurately through marketing intelligence versus Investment risks can be minimised through marketing intelligence

The correlation value between “Investment risks can be minimised through marketing intelligence” and “Strategic decisions can be made more accurately through marketing intelligence” is 0.568. The positive sign indicates positive correlations. The Pearson product correlation coefficient r value of 0.568 indicates a significant correlation between them. This is directly related proportionality. Respondents indicate that the more accurately strategic decisions can be made through marketing intelligence, the more investment risks can be minimised through marketing intelligence, and vice versa.

Table 6.33: Correlation: Strategic decisions can be made more accurately through marketing intelligence versus Investment risks can be minimised through marketing intelligence

			Investment risks can be minimised through marketing intelligence
Spearman's rho	Strategic decisions can be made more accurately through marketing intelligence	Correlation Coefficient	.568
		Sig. (2-tailed)	.000
		N	117

6.7.6 Employees in organisation are encouraged to focus externally versus Strategic decisions can be made more accurately through marketing intelligence

The correlation value between “Strategic decisions can be made more accurately through marketing intelligence” and “Employees in organisation are encouraged to focus externally” is 0.300. The positive sign indicates positive correlations. The Pearson product correlation coefficient r value of 0.300 indicates a significant correlation between them. This is directly related proportionality. Respondents indicate that the more employees in the organisation are encouraged to focus externally, the more accurately strategic decisions can be made through marketing intelligence, and vice versa.

Table 6.34: Correlation: Employees in organisation are encouraged to focus externally versus Strategic decisions can be made more accurately through marketing intelligence

			Strategic decisions can be made more accurately through marketing intelligence
Spearman's rho	Employees in organisation are encouraged to focus externally	Correlation Coefficient	.300
		Sig. (2-tailed)	.001
		N	117

6.7.7 Sound marketing intelligence and marketing research programmes are implemented in the business versus Company has good information access in South Africa

The correlation value between “Company has good information access in South Africa” and “Sound marketing intelligence and marketing research programmes are implemented in the business” is 0.544. The positive sign indicates positive correlations. The Pearson product correlation coefficient r value of 0.544 indicates a significant correlation between them. This is directly related proportionality. Respondents indicate that the sounder marketing intelligence and marketing research programmes are implemented in the business, the better information access the company has in South Africa, and vice versa.

Table 6.35: Correlation: Sound marketing intelligence and marketing research programmes are implemented in the business versus Company has good information access in South Africa

			Company has good information access in South Africa
Spearman's rho	Sound marketing intelligence and marketing research programmes are implemented in the business	Correlation Coefficient	.544
		Sig. (2-tailed)	.000
		N	115

6.7.8 Summary to the correlation analysis

In this section, the correlation between the application of marketing intelligence and marketing research activities, and the benefits of marketing intelligence is discussed. It shows that the better the marketing intelligence is implemented, the better perceived benefits of marketing intelligence can be brought with. It also reflects that Chinese entrepreneurs do need marketing and marketing intelligence to help them improve their business in South Africa.

6.8 REGRESSION ANALYSIS

This section uses regression analysis to set up a model which will determine and verify the relationships between one dependent variable and a list of independent variables, in order to test the impacts on marketing intelligence from different factors which are impacting on it from both inside and outside of the Chinese enterprises.

The dependent variable: strategic decisions can be made more accurately through marketing intelligence;

The independent variables/Predictors:

- If the Chinese government provides any policy support, incentives, technical support, human resources support or capital support for doing business in South Africa, if yes, then how to rate the Chinese government's support to the overseas Chinese enterprises in South Africa;
- Education level;
- The explosion of information technology;
- The sector best describes the business;
- Size of the business increases;
- Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business;
- The number of years of experience in the industry before running this business;
- The number of employees in the business;
- Needs and requirements in the South Africa market are diverse;
- Level of competition in the industry;
- Market segments are becoming smaller which require niche market and customisation;
- Sound marketing intelligence and marketing research programmes are implemented in the business; and
- The battle for market share is intensifying.

6.8.1 How well the model fits

Table 6.36 provides the R , R^2 , adjusted R^2 , and the standard error of the estimate, which can be used to determine how well a regression model fits the

data. The “R” column represents the value of R, the *multiple correlation coefficient*. This coefficient can be considered to be one measure of the quality of the prediction of the dependent variable (SOC). A value of 0.676, in this example, indicates a high level of prediction. The “R Square” column represents the R^2 value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables. The independent variables explain 45.6% of the variability of the dependent variable. The results show that the whole regression model is reliable and predictable.

Table 6.36: Regression model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 ^a	.456	.265	.73715

- a. Dependent Variable: Strategic decisions can be made more accurately through marketing intelligence
- b. Predictors: If the Chinese government provides any policy support, incentives, technical support, human resources support or capital support for doing business in South Africa, if yes, then how to rate the Chinese government's support to the overseas Chinese enterprises in South Africa; education level; the explosion of information technology; the sector best describes the business; size of the business increases; government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business; the number of years of experience in the industry before running this business; the number of employees in the business; needs and requirements in the South Africa market are diverse; level of competition in the industry; market segments are becoming smaller which require niche market and customisation; sound marketing intelligence and marketing research programmes are implemented in the business; the battle for market share is intensifying.

6.8.2 Statistical significance using ANOVA

Table 6.37 tests whether the overall regression model is a good fit for the data captured from the dependent and independent variables. Since (Sig.) p value < 0.05, it indicates that the independent variables statistically significantly predict the dependent variable. That is, the regression model is a good fit of the data.

Table 6.37: Statistical significance using ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.875	13	1.298	2.389	.019 ^b
	Residual	20.105	37	.543		
	Total	36.980	50			

6.8.3 Estimated regression model

This section examines and explains the unstandardised coefficients which indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant.

Table 6.38: Estimated regression model—part 1**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.981	1.135		1.745	.089
The sector best describes the business	-.052	.045	-.151	-1.153	.256
Level of competition in the industry	-.121	.143	-.130	-.843	.405
The battle for market share is intensifying	.203	.226	.177	.900	.374
Market segments are becoming smaller which require niche market and customisation	.138	.202	.120	.682	.500
Needs and requirements in the South Africa market are diverse	-.003	.169	-.002	-.017	.987
The explosion of information technology	.331	.158	.330	2.101	.043
Size of the business increases	.424	.163	.359	2.592	.014
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	-.001	.129	-.001	-.009	.993
Sound marketing intelligence and marketing research programmes are implemented in the business	-.160	.162	-.171	-.983	.332
Education level	-.076	.117	-.087	-.654	.517
The number of employees in the business	-.069	.076	-.125	-.908	.370
The number of years of experience in the industry before running this business	-.019	.079	-.032	-.238	.813
If the Chinese government provides any policy support, incentives, technical support, human resources support or capital support for doing business in South Africa, if yes, then how to rate the Chinese government's support to the overseas Chinese enterprises in South Africa	-.175	.099	-.235	-1.771	.085

a. Dependent Variable: Strategic decisions can be made more accurately through marketing intelligence

Table 6.39: Estimated regression model—part 2**Key**

Strategic decisions can be made more accurately through marketing intelligence	Y
(Constant)	a
The sector best describes the business	X ₁
Level of competition in the industry	X ₂
The battle for market share is intensifying	X ₃
Market segments are becoming smaller which require niche market and customisation	X ₄
Needs and requirements in the South Africa market are diverse	X ₅
The explosion of information technology	X ₆
Size of the business increases	X ₇
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	X ₈
Sound marketing intelligence and marketing research programmes are implemented in the business	X ₉
Education level	X ₁₀
The number of employees in the business	X ₁₁
The number of years of experience in the industry before running this business	X ₁₂
If the Chinese government provides any policy support, incentives, technical support, human resources support or capital support for doing business in South Africa, if yes, then how to rate the Chinese government's support to the overseas Chinese enterprises in South Africa	X ₁₃

Based on Table 6.38 and Table 6.39, the general form of the equation to predict Y is concluded:

$$\begin{aligned}
 Y = & a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8 + b_9X_9 + b_{10}X_{10} + b_{11}X_{11} + b_{12}X_{12} + b_{13}X_{13} \\
 = & 1.981 - 0.052X_1 - 0.121X_2 + 0.203X_3 + 0.138X_4 - 0.003X_5 + 0.331X_6 + 0.424X_7 - 0.001X_8 - 0.16X_9 \\
 & - 0.076X_{10} - 0.069X_{11} - 0.019X_{12} - 0.175X_{13}
 \end{aligned}$$

Unstandardised coefficients indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. Consider the effect of “the explosion of information technology” in this example. The unstandardised coefficient, B, for “the explosion of information technology” is equal to 0.331. This means that for each one unit increase in “the explosion of information technology”, there is an increase in Y of 0.331 units.

To determine whether the unstandardised (or standardised) coefficients are equal to 0 (zero) in the population, a t-test is done. If $p < 0.05$, it can be concluded that the coefficients are statistically significantly different to 0. It is noted that only X_6 (the explosion of information technology) and X_7 (size of the business increases) are significantly different from zero. An inspection of the other coefficients indicates that they are all very close to zero and contribute little to the model. In other words, in this model, it is analysed that only these two contribute a lot to the model and they are the most important two independent variables which have impact on the dependent variable, which is strategic decisions can be made more accurately through marketing intelligence.

In order to further prove these two independent variables -- the explosion of information technology and size of the business increases (whose coefficients are different from zero) -- are the ones that impact most on the dependent variable, Table 6.40 is developed for only these two independent variables as shown below:

Table 6.40: Final regression model

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant) (a)	2.013	.426		4.729	.000
The explosion of information technology (X_6)	.204	.088	.211	2.329	.022
Size of the business increases (X_7)	.268	.098	.247	2.722	.007

Based on Table 6.40, it is clear that the p values (sig. values) for these two independent variables are less than 0.05. This means that they are significantly different to zero. It is concluded that “the explosion of information

technology” and “size of the business increases” are the two most important factors that are having impact on “strategic decisions can be made more accurately through marketing intelligence”. This finding shows that for the most of the Chinese entrepreneurs in South Africa, the IT technology development and the growing size of business are highly influencing their strategic decision-making. It can be explained that Chinese entrepreneurs based overseas are very sensitive of the IT advancement and business growing, and as these two factors are developing into a brighter future, they are more encouraged and tend to make more accurate and feasible strategic marketing decisions. This finding has never been seen from other literatures in the context of Chinese entrepreneurs in overseas with regard to marketing intelligence.

6.9 QUALITATIVE ANALYSIS

This section focuses on the open-ended questions posed in the questionnaire with the 117 selected respondents in this research. It aims to explore the current situation of Chinese entrepreneurs in KwaZulu-Natal, and the deeper understanding of them towards the marketing intelligence and management in their business fields, and also to get a future landscape in the context of Chinese entrepreneurs in South Africa.

The use of open-ended questions allowed the researcher to probe the interviewees to access in-depth information. In this process the actual lived experience, including emotions, memories and desires were illuminated. Information captured during this actual experience, assisted in assessing the impacts on past, present and future decisions.

The qualitative data presented below was gathered after surveys to Chinese business owners, managers or marketing staff members in KwaZulu-Natal in the form of open-ended questions were administered. The data generated

from the interviews was taken when talking to the respondents by writing down the key words of what they wanted to express. In order to save time and to be as accurate as possible, the researcher firstly marked down the information in Chinese and then translated it to English. During this process, no real name or business information (including enterprise names or financial information) of the respondents were taken because most of the Chinese business people are very sensitive of disclosing their information to outsiders. The following sections will explain and analyse the information collected from the respondents.

6.9.1 The family members' roles to the survival, growth and success of business

The majority of the interviewed respondents (80.3%) (94) asserted the important roles of family members in their businesses, which can be concluded as follows:

Firstly, trust or loyalty, is a top concern when the Chinese entrepreneurs think of the family members involved in business. According to Yu (2001: 23), the reasons of why Chinese businesses are almost always family enterprises, especially overseas, is within traditional Chinese culture, you can only trust close relatives. Yeung and Tung (1996: 54) address that, in Chinese practice, trust is limited to the partners in the bond. It works on the basis of personal obligations, the maintenance of reputation (family name) and face. Chinese trust their families absolutely, but they trust their friends and acquaintances only to the degree that mutual dependence has been established and face invested in them.

To this question, first of all, it is found that the safety of cash confidentiality of business is the most concern for Chinese entrepreneurs, so they prefer to use family members. Many of them share similar opinions like these: family

members are more trustful, and are easy to manage; when dealing with money, they are also easy to corporate with each other; they (family members) are the key players in the business, and they are also the decision-makers; trust is most important, and family members can be trusted than any others. Respondent 1 stated: 'the participation of the family members into my business is more trustworthy, and sometimes maximum achievements can be obtained with minimum efforts, which is hardly possible by employing non-family members'; Respondent 2 stated: 'family members involved in the business is more reliable than outsiders; secondly, due to the strong South Africa Labor Department (they tend to protect local employees more than employers), I prefer to use family members.'

Furthermore on the issue of communication, it was found that communication for Chinese entrepreneurs means they share the same language, not only Mandarin (the official language of China). Chinese people from different provinces or even different cities or towns have different accents. Within the same family, they can easily talk to each other with their own accents just like at home. Communication also means they can easily understand each other "heart-to-heart" without extra signs or discussion, because they are family. This partly corresponds with the finding of Yoon (1997: 281) who state that ethnic immigrant workers may have restricted job opportunities because of limited English skills but fit in well working for ethnic business owners who understand their own language and culture.

Respondent 3 stated: 'one advantage of using family members is some of the sensitive business can be communicated with only family members, but not with non-family members. They can raise questions towards enterprise policies more straightforward, because they can talk to the owners freely without hesitance or fear. Then, family members can be easily motivated to work together, so that business can succeed.' Respondent 4 gave another reason: 'to have family members is much easier for communication, and

management can have more time for discussing the business, not only during working time.'

In terms of support, the role of support included almost all the aspects in their business in South Africa, such as customer service, logistics, sales, administration, operation, coordination, production, management, sourcing, warehousing, and financing. Because family members are easy to communicate with each other and to be unified, the family members can form a real team.

Moreover, many respondents expressed that the emotional support is also critical especially when they are having hard time in businesses. For example, Respondent 5 said: 'except the capital support and all other responsibilities, I really need the encouragement and understanding from my family, this is the key element which is supporting me go so far today'; Respondent 6 said that 'the family members do not necessarily need to participate into the business, but they can really provide emotional support which can relieve the owner's pressure.'

On the issue of experience, Alicia, Robert and Fairlie (2009: 835) argue that management experience before starting or acquiring a business generally improves business outcomes but does not have a consistent effect across specifications. In contrast, prior work experience in a similar business, which provides specific business human capital, is an important determinant of business success. However, to this question, there are only two respondents who acknowledged that the experience of family members is important to the growth of business. They mentioned that family members with necessary business or managerial background will have a positive effect on the business.

Family members can provide good advice and suggestions for business. According to Redding (1990: 100), one of the major characteristics of Chinese family business is: a Chinese family enterprise engages extensively in business networks and nepotism. The creation of wealth in one family unit cannot be managed in isolation; it must buy and sell, exchange information, borrow money, and seek advice. This is a very important aspect when Chinese entrepreneurs consider involving their families into businesses. They believe family members can provide good ideas and suggestions for business direction and business planning, but sometimes it also causes negative effects for future developments. Respondent 7 who is running several clothing factories said that: 'family members have their opinions with regard to how I should manage my business and ideas to improve it but without direct interference.' Respondent 8 said that: 'currently, my sister is helping me such a lot and her role in our business is so important. She also provides a lot of ideas and helps me solve many problems.'

Family members themselves are closely linked to the family business. According to Respondent 9 who owns several wholesale stores: 'my family members put too much hope on the business growing and they always do all their best to run the business because this business can give them a bright future. And they understand how important the success of your business is and will work hard to achieve success.' Respondent 10 indicated that 'family members in the business share common objectives with the owner, and they can easily be consolidated into one "family" and focus on one mission. So they support the owner and regard the business as their own.' These findings correspond with the conclusion by Longenecker and Moore (2006: 56) who state that, in the Chinese family business, family relationships are very strong and family members tend to stick with the business through thick and thin. Family members will sacrifice their income to keep the business going; when family members work well together, they make good business partners, which ensure a competitive edge; family business focus on the long term, and the same values that are pursued at home are brought to the business and this ensures a secure foundation for the business.

Family members can provide all kinds of assistance and help managing business in all aspects. Assistance is significant in the business operation for Chinese entrepreneurs. Since a large number of overseas Chinese businesses are small-to-medium sized, it is very difficult for them to find “proper” employees to assist their business. Most if not all of the top management positions in the typical Chinese family business are filled by family members. Other strategic posts are usually reserved for close relatives and for those who have worked for the family for long periods of time (Chen 2004: 87). This implies that family members are always the right one and sometimes there is no other choice. A list of statements is as follows by several respondents:

- It is easier to manage the business with the assistance of family members;
- By involving family members to the business, it can make business operation more stable and help reduce staff turn-over rate;
- By having family members, it can reduce staff stealing from my shop and warehouse;
- Family members are able to help anytime when in need;
- For my Chinese medication shop, to have family members run the shop can reduce the management and human resources (HR) cost; and
- The family members are usually multi-skilled, and any one of them can take multi-responsibilities.

Finally, there are also arguments with regard to family members’ roles from both positive and negative sides. Based on the interviews and discussions with the respondents, different ideas and arguments are expressed such as: ‘generally speaking, family members are beneficial to the enterprise, they can coordinate with employees and make communication more effectively; the involvement of them can bring some kind of problems and arguments such as how to allocate resources fairly between each department. It is said that family members may distract business owners to focus on work, because

family issues will be involved into the decision-making process. Having family members in the business can be very convenient for business owners, but not very helpful to the development of business, although there is an advantage that it can make the whole business running stably which can reduce staff turn-over rate.' Respondent 11 said 'it is not so important to get family members involved, because I have a solid and effective management system already. In order to make the business successful, the family members must be self-disciplined firstly, and they must not have any privilege than other normal staff, so that everyone in the enterprise can feel the fairness.'

6.9.2 To employ people to help run the business besides family members is important or not. If yes, what kinds of tasks or positions can be offered

There are only 20.5% (24) of the total respondents who indicated that it is not important to employ outside people to help run their businesses. Amongst them, Respondent 1 said 'although the answer is negative, but sometimes I need to hire someone to help me run the business in order to get advices.' Respondent 2 gave the reason of why not employing non-family members, was just because they are not as reliable as family members. Respondent 3 said: 'because our business is mostly outsourced, we do not need to hire more people besides our family members.'

Table 6.41 gives the detailed positions for outside people that Chinese entrepreneurs would like to offer. It can be concluded that, out of the 79.5% (93) of the total respondents who confirmed that they will need to employ people outside of the family, 27.9% (26) of them indicated they want to hire staff in the marketing area. The position names are diverse, including sales manager, merchandiser, sales rep, marketing executive, or marketing manager. The second is manager or general manager by 13.9% (13). Supervisor and financial manager ranks No three and four by 10.8% (10) and 8.6% (8) respectively. Technician is also paid attention by some of the

respondents, which 6.5% (6) indicated they need experienced technicians to do the follow-up service for their products. For the rest of positions, each one is only required by more or less two respondents. It is noted that Chinese entrepreneurs are not quite interested in recruiting Research and Development (R&D) staff, as Ahlstrom *et al.* (2004: 264) state, little or no spending on research and development (R&D) by overseas Chinese enterprises.

Table 6.41: Positions for employment of personnel

Positions	No of respondents would like to offer this position
Merchandiser/sales rep/marketing executive/marketing manager	23
Sales manager	3
Manager/General manager	13
Supervisor	10
Financial manager	8
Technician	6
Low-middle class manager	2
Product line manager	2
Project manager	1
Accountant	4
Front-line manager	1
Security manager	1
Business administrator	4
Consultant/advisor	2
Public relations administrator	1
Planner	1
Supply chain specialist	1
Research and development (R&D) developer	2
CEO	1
Shop assistant	1
Assistant	1
Kitchen manager	1
Driver	2
Translator	2

6.9.3 Please state opinions about the personal network (in Chinese, “Guanxi”) to the business

Guanxi as one of the most popular words in the normal social life of Chinese also receives high attention in the business world, so do the overseas Chinese business people. Guan (2011: 3) defines Guanxi as connections or relationships between people, in Chinese. To this question, there were 15.4% (18) of the total respondents who stated that Guanxi is not as important as in China or not applicable in South Africa. The reasons are diverse, such as: ‘the enterprise is not dealing with Chinese people, only to local people; this practice prevents the most suitable and qualified person for being employed for this job, so I am strictly against Guanxi in my business as it is not a fair way of working; I do not have long-term objective for my business in South Africa and I am just running a small business (retail shop), and my customers just come and go, so there is no need to grow and maintain Guanxi; we do not want to be involved into the Chinese community too much, we firmly believe the improvement of quality, innovation, reliable skills, customer satisfaction and hard-working can bring us success; Guanxi in South Africa is not as important as in China, because in overseas market, people more care about honesty, products and service quality, not how to handle relationships with people; I believe that compared to Guanxi, honesty is more essential in business.’

The majority of the respondents (around 85%) (99) had a positive attitude towards Guanxi, and they regarded the role of it as important as in China; and no matter where the business is, to have a strong and good network is a key element which can make sure the business can grow and be successful. In their mind, the meanings of Guanxi are: a kind of social life, and it is very useful when you in need; a group of people with common interests and common goals; to be moderate as a behavioural conduct in the Chinese community can bring peacefulness and smoothness.

The following reasons explain why Guanxi is so important for Chinese entrepreneurs doing business in South Africa:

Firstly, opportunity. Out of the 85% of the respondents who had positive attitude towards Guanxi, 40.4% (40) of them regard opportunity as the primary reason of why Guanxi is important. According to their sayings, Guanxi means having a lot of friends and keeping in touch with them, and this can open doors for more business; Guanxi is important when doing business in overseas, it can increase business opportunities and get more information resources from both Chinese and local community; Guanxi means friends, who can introduce more customers, and broaden the sales channel, they can also help find more suppliers.

Secondly, information and resources sharing. Respondent 1 addressed that: 'no matter in China or in overseas, Chinese business people cannot be isolated from the Chinese community. Guanxi as a conception in the business field is a very important factor, as it consists of the obtaining of information, finding business opportunities, and the decision-making in which kind of business type to take, and the development of business. All these can be obtained in the process of managing personal network and social network. It can help improve the communication, and information sharing.' Respondent 2 said: 'with a sound Guanxi, people can discuss and share each other with business information and valuable resources. Guanxi is helpful for information-sharing, and the communication between people in the same network can increase each other's business. However, the disadvantage is also remarkable, for example, Guanxi can easily make simple things complicated.'

Thirdly, support and assistance. According to the respondents who regard Guanxi as support and assistance, they said 'it is important to have good relationship with business partners, which can make business running easier.

Guanxi also means the support from regular customers.’ Respondent 3 mentioned that ‘Guanxi can provide emotional support. Besides, good Guanxi helps expanding business in the local market, and also can help getting financial support from others.’

Four, Guanxi can increase sales. Respondent 4 claimed that good Guanxi with regular customers creates one third of his total business turnover. Good Guanxi means we are recognised by our customers, and then we can build strong relationship with them, in order to increase our sales.

Five, Guanxi can provide protection to the Chinese community. In the mind of a lot of Chinese entrepreneurs, good Guanxi means the one can provide stable and safe business community, especially in the Chinese community. Respondent 5 addressed that: ‘I tend to participate the one (one of the unofficial Chinese associations in South Africa) which can provide protection and consultation to the Chinese community, for example, Southern Africa Fujian Overseas Chinese Association—KwaZulu-Natal Branch.’

Lastly, Guanxi means building good customer relationships and enterprise reputation. Guanxi means the sales network and the platform for customer services. The level of good Guanxi is up to the enterprise’s service attitude, if it is a customer-oriented enterprise. Moreover, Guanxi can generate good enterprise reputation.

6.9.4 Please indicate the strengths and weakness of marketing in the business

To this question, there were 10.3% (12) of the total respondents who indicated this question is not applicable to them. The majority of 89.7% (105) provided their answers to this question.

6.9.4.1 Strength

For the respondents who answered this question, 10.5% (11) of them stated that they do not have any strength with regard to marketing in their business. 89.5% (94) of them indicated they have strengths.

20.2% (19) of them who indicated they have strengths confirmed the **nice location** is the strength, and their reasons are: having a nice and neat business environment makes customers feel comfortable for shopping; the nice location can generate big customer volume; located in the area which enjoys convenient transportation is easy to attract customers. 18.1% (17) indicated their **good quality** is the strength; 14.9% (14) said the **reasonable and competitive price** is the strength. Then followed by a list of other strengths including: the low cost (operation, production, and labor cost), less competition in South African market compared with in China, sufficient experience in the related industry, the decent customer service, and good reputation among customers as strengths, good communication skills, good customer relationship, the targeting to the correct market, complete and detailed marketing research, sound management system, good and stabilized sourcing, sufficient capital with good cash flow and accurate planning.

6.9.4.2 Weakness

4.8% (5) of the respondents who answered this question said they do not have any weakness for their business. 95.2% (100) indicated they have weaknesses.

The biggest weakness encountered by Chinese entrepreneurs in South Africa market is the **marketing or advertising** (for them, narrowly speaking, marketing mainly means advertising). In total, 29% (29) of them who indicated they have weaknesses admitted that their top weakness is marketing, which is corresponding with the finding of Ahlstrom *et al.* (2004: 264) that overseas

Chinese enterprises typically are characterized by family ownership and control, with little or no spending on research and development (R&D) or advertising. They had different shortfalls with regard to marketing: 'we need to use more methods to explain to and educate customers about our products and services; customers are not aware of our products and name; we do not have marketing professionals; the local advertising cost is very high, such as newspapers, and how to implement proper marketing and advertising activities is very difficult, because the situations of South Africa is very different with China; we are not doing enough on Internet marketing; the interactions with local customers is still not good enough, we need to do much more to give knowledge to local people about Chinese traditional medication, and explain to them about the good treatment and effect, and consequently, to make my store a good name in KwaZulu-Natal; we need to be more recognised by chain-stores and big groups in South Africa; we need to increase our enterprise awareness to both Chinese and local community; we never designed and implemented any marketing plan.'

The second weakness identified by 11% (11) respondents is **competition**, and one common view is that: as more and more Chinese people entering South Africa for different business purposes, the competition is getting higher and higher in almost all the industries. Respondent 1 stated that, 'the competition is high, we need to increase more ranges of products to attract more customers'; Respondent 2 said: 'many Chinese business people are doing similar business with similar products, and price wars are everywhere, which will finally harm ourselves.'

There is another 11% (11) respondents identified that the various **increasing costs** are their weakness in their business in South Africa, which include: operating cost, managing cost, procurement cost, labor cost, transportation cost, and the rent cost. In their mind, the weakening Rand is the main reason that drives all the costs up. The current exchange rate of Rand to US Dollar is very disadvantageous for importing and returns on investment.

Another weakness or barrier which the Chinese people always encounter overseas is the **language**. Although only 10% (10) respondents clearly marked language as the weakness in this interview, most of the Chinese entrepreneurs coming from China (not the South Africa born Chinese) have certain language problem. Language barrier is rooted in the culture difference, and can bring a number of difficulties such as communication and understanding. For example, Respondent 3 in the plastic manufacturing industry said: 'my English is bad which is causing communication problem, and because of this, I feel difficult to read and understand local policy and news'; Respondent 4 said: 'I feel very hard to effectively deal with my local clients as my English is poor, which results in the fact that I have to resort to translator for important meetings every time.'

The next weakness is about **how to communicate properly with local customers and communities**, for which 7% (7) respondents admitted this. Because the complete different culture background, misunderstanding and miscommunication often take place between Chinese and local people, even in the business field; secondly, because Chinese people always pay a lot of attention onto obtaining a good Guanxi, the relationship with local government officials is very important to some of Chinese entrepreneurs who wish to grow bigger in this country, because they believe the good relationship with government is beneficial to their success of business in South Africa.

6.9.5 Please state if any strategic marketing plan for the business. If yes, please explain

The majority of respondents (62.4%) (73) do not have any strategic marketing plan for their business. Some of them gave reasons of why there was no plan: 'I do not have any plan because you cannot predict the future. I can only work harder but no other way, so just let it go.' There is another reason which can represent the common thought of Chinese entrepreneurs in South Africa: 'there is no need to make up a plan because you won't know what will happen

tomorrow, as the crime rate is high and the South Africa government's policy is always changing. So, there is no need for considering big investment in this country.'

Only 37.6% (44) of the total respondents clearly said they have plans in marketing for their business which are summarised as the following:

First, to improve marketing: this is addressed by nearly 50% (43.2%, 19 respondents) of the 44 respondents who confirmed they have plans. There are different kinds of plans depicted with regard to marketing:

- Planning to make advertising on local newspapers and Internet;
- Planning to make one billboard with proper English and Zulu language outside the shop;
- Planning to list the enterprise information to certain well-known business websites, and make more efforts on Internet marketing;
- Planning to do more advertising on social media, and also to sponsor some local events to increase the enterprise awareness;
- Planning to do more on marketing research;
- Planning to make cooperation with local chain-pharmacies or health stores (e.g. Dis-chem) to promote Chinese medication;
- To fully use the "Guanxi" that already established in my business community, because I believe that effective word-of-mouth can generate more opportunities; and
- As a Chinese shopping mall owner, I plan to make some business canvass activities, in order to attract more tenants.

Secondly, to improve human resource management: although human resource does not belong to marketing, there were 18.2% (8) respondents who felt that human resource was their main weakness and would plan to improve it. For example, some of them mentioned that they will hire more professional people and employees with expertise and experience; some respondents plan to do marketing research with the assistance of professional staff which they have never done before, and to make proper allocation to the current employees according to their abilities.

Thirdly, to improve product and service quality: there were 13.6% (6) respondents who confirmed that they do have some planning to improve product and service quality, as they regarded the product quality as the key element for the success.

Further, to increase business size or to increase investment: there were also 13.6% (6) respondents who indicated that they want to increase their business size or investment in South Africa, for example, 'I hope to open a few more outlets; I am trying to establish two to three more outlets in Johannesburg; because South Africa is weak in manufacturing, especially in the light industry, I intend to invest more on manufacturing.'

Then, to improve enterprise management: 9.1% (4) respondents indicated they would like to achieve success through improvement on enterprise management system.

Lastly, only one respondent answered that he will consider moving his business to neighboring countries in the next two years.

6.10 CONCLUSION

The main objective of this chapter was to present, assess and examine the research results of the empirical study. This chapter presented the results of the study by using descriptive and inferential statistics and provided a description and interpretation of the results by using various methods. The results identified significant relationships and differences between the variables of the study. Furthermore, this chapter presented the thoughts and ideas of respondents towards five open-ended questions by using qualitative analysis.

The next chapter will present the findings, conclusions, implications, limitations, contributions and recommendations of the study and perhaps the scope of the further research.

CHAPTER SEVEN

CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

This chapter focuses on the summary of findings based on Chapter Six, and conclusions of the objectives. It also presents the study limitations, contributions to the business practice of Chinese enterprises in South Africa, implications and recommendations for the business practice and for the further research.

It is worth noting in this chapter that there has been no prior attempt to systematically review and assess the application of marketing intelligence by Chinese entrepreneurs in KwaZulu-Natal in South Africa. This survey based empirical study is a snapshot of marketing intelligence and entrepreneurship practices among Chinese entrepreneurs in KwaZulu-Natal. Generally, the results of this study for objective one to seven appear to support the results reported in the literature. As a pioneering study, the empirical study survey shed some light on the shared features and peculiarities of marketing practices among small and medium Chinese entrepreneurs in South Africa.

7.2 CONCLUSIONS BASED ON THE STUDY OBJECTIVES

This section presents the conclusions of the study in terms of the research objectives based on the relevant questions.

7.2.1 Objective 1

This research firstly set out to ascertain to what extent the Chinese entrepreneurs in KwaZulu-Natal are aware of marketing intelligence. It is

argued that by Tan and Ahmed (2008: 300), marketing intelligence is still in its infancy in Asia and even in the west, and for most of the Chinese entrepreneurs either in domestic or in overseas, they either do not conduct research at all, not to mention the application of marketing intelligence system. Section 6.5.1 analysed this objective with the question “extent of marketing intelligence awareness” providing the result that more than half of the 117 respondents expressed a neutral attitude to this, and only 37.6% rated high. The T-test of this question shows that the difference is significant. This indicates that the understanding to marketing intelligence in their business life of Chinese entrepreneurs in KwaZulu-Natal is still not sufficient. It is noted that Chinese entrepreneurs often simply confused marketing intelligence with marketing or marketing research. The conception of marketing intelligence in their minds is not clear and they did not know how to use marketing intelligence as a power business tool. This is not only seen among the Chinese entrepreneurs, according to Harrison and Cupman (2015: 8), there are few real methodological differences when it comes to obtaining market intelligence in different countries. When it comes to data collection, it is true that Asia markets, for both cultural and logistical reasons, often require more face-to-face data collection than Western markets. It is also true that market intelligence can be more difficult to obtain in developing countries. A key reason for this is that economic records tend to be less well-established.

7.2.2 Objective 2

The second objective was to identify the overall importance of marketing intelligence among the Chinese entrepreneurs in KwaZulu-Natal. According to Wee (2001: 247), market and competitive intelligence is an important responsibility of top management because of its critical impact on business decisions and its role in shaping enterprise strategy.

Section 6.5.1 analysed the importance of marketing intelligence regarded by Chinese entrepreneurs in KwaZulu-Natal. According to their answers, 64.1%

of the total respondents regarded the importance of marketing intelligence as high, and only 7.7% of them regarded it as low. This reflects that although the awareness of marketing intelligence among the Chinese entrepreneurs in KwaZulu-Natal still needs to be improved, the importance or the practical use of it in their business life have been recognised. This also reflects that the main reason of why the importance of marketing intelligence is high but the awareness of it is low is most of the Chinese entrepreneurs do not have enough knowledge about it.

7.2.3 Objective 3

The third objective was to determine if it is the small and medium-sized family business that constitutes the majority of the Chinese enterprises in KwaZulu-Natal. Kao (1993: 28) argues that privately owned Chinese enterprises, most of which are located outside mainland China itself, make up the world's fourth economic power after North America, Japan and Europe. Many of these enterprises are in the form of Chinese family business (CFB) where ownership and managerial control are both concentrated within a single family.

To this objective, section 6.2.4 analysed the number of family members in the respondents' businesses. It shows that among the 117 total respondents, more than half of them (59) stated that they have family members in their businesses, and the rest expressed they are the sole owners with some employees not from the family. But the number of family members is mostly less than 10. It can be concluded that the majority of Chinese enterprises in KwaZulu-Natal is small and medium-sized enterprises (SMEs) with family background.

7.2.4 Objective 4

This objective was to identify the business sector mostly adopted by the Chinese entrepreneurs in KwaZulu-Natal.

The results indicated that retail/wholesale takes the biggest portion which accounts for 35.0%, then followed by food/restaurant, manufacturing, electric goods, finance, business and consulting services and construction. This finding corresponds with the research done by Borrus, Ernst and Haggard (2000: 61) who state that most overseas Chinese take a low profile in the commercial world, and shy away from advertising and publicity. They are also heavily involved in wholesaling, financing, sourcing, transporting, and providing other services. Most of these operations are behind scenes, minimising the need to market product to end-users. It is noted that very few respondents target agriculture and medical/health services. The main reason of this is most of the Chinese entrepreneurs in KwaZulu-Natal are small to medium sized, and they cannot afford the heavy investment on agriculture and are also short of related skills and technology. Most of the agricultural and medical programmes between China and Africa are supported by Chinese government or backed by stated-owned corporations. Further, the Chinese small and medium-sized enterprises are always short of long-term objectives so that they mainly focus on the retail or wholesales and food and restaurant industry which can give them quick return-on-investment.

7.2.5 Objective 5

The fifth objective aimed to determine the Chinese entrepreneurs' attitudes and perceptions towards marketing intelligence. According to Prabhu and Stewart (2001: 63), marketing information systems enable marketing and sales managers to identify, interpret, and react to competitive signals and are key elements leading to efficient marketing strategies and actions. Therefore, the respondents of this research are mainly marketing or sales managers, or owners who take sales and marketing responsibilities themselves. Their

opinions and perceptions towards marketing intelligence system will be valuable for this research and practical for the business field.

Section 6.5.2 and Section 6.5.3 discussed the perceptions of the respondents towards marketing intelligence system as a list of functions of marketing intelligence system is provided so that the researcher can have a benchmark to measure it. By analysing the two sections, the findings indicate that most of the respondents agreed and acknowledged the main functions, positive effects and benefits that marketing intelligence system can bring up with. It showed that they did believe marketing intelligence system will be useful in their business and can help them achieve more success. It is noted that Chinese entrepreneurs care more about the obtaining of business information, because *“information is collected quickly, efficiently and cost-effectively”* as one of the benefits of marketing intelligence system is paid most attention by the respondents according to the analysis. This can prove that they regarded information as a significant factor for them to make a success in South Africa.

7.2.6 Objective 6

This objective was to identify the current situations of application of marketing intelligence by Chinese entrepreneurs in KwaZulu-Natal. It includes three aspects: first, how often the Chinese entrepreneurs use marketing intelligence system when they want to make strategic decisions for their businesses; second, which kinds of way are suitable to collect marketing information or data; third, what is the most important in the marketing intelligence system.

The results demonstrated the frequencies of the respondents who used marketing intelligence system when they want to make strategic decisions. It showed that the respondents did not use it often, as the majority of the respondents who answered only used it one time between one month to six month, and as high as 17.9% of them stated that they never used it. Therefore,

it can be concluded that the application of marketing intelligence system among the Chinese entrepreneurs in KwaZulu-Natal is very rare and they did not usually consider it when they are making strategic decisions. This could be attributed to the short of knowledge to the marketing intelligence and small and medium-size for most of the Chinese enterprises in KwaZulu-Natal.

Secondly, with regard to which way is the most suitable one to collect marketing information or data, customers is regarded as the most important source to collect information or data which takes as high as 35.0%. This corresponds with what Vikram (2010: 4) states that customers is an important step for marketing managers to collect information in order to improve marketing intelligence system.

Thirdly, according to the respondents, in the marketing intelligence system, “train and motivate the sales force to spot and report new developments” is considered to be the most important one. Because of their boundary position, salespeople can offer their enterprises direct access to important information about competitors and customers (Lorge 1998: 76).

7.2.7 Objective 7

The last objective was to establish which factors are important to a successful Chinese entrepreneur in KwaZulu-Natal.

Based on Section 6.5.4 and Section 6.5.5, the identified factors are various, including innovation/creativity, commitment and determination, motivation, flexibility, leadership, self-confidence, vision, and personal social network. Besides, to be a mature person, enough experience in the related industry, owners' own capital and emotional support from family are also highly regarded. It is noted that these elements are commonplace for becoming a

successful Chinese entrepreneur anywhere in the world. Actually Chinese businessmen who achieve success no matter in their own country or overseas all share similar characteristics.

7.3 CONCLUSIONS BASED ON THE RESEARCH HYPOTHESES

Ho1: The small and medium-sized family business is not the majority of the Chinese enterprises in KwaZulu-Natal

Figure 6.2 and Table 6.2 have shown that the majority of Chinese enterprises is small and medium-sized family business as seen from the conclusions that the small number of employees and the small number of family members are widely used in the business. Therefore, this hypothesis is not accepted.

Ho2: Chinese entrepreneurs in KwaZulu-Natal are not fully aware of marketing intelligence

Figure 6.4 has shown that the extent of awareness to marketing intelligence by Chinese entrepreneurs in KwaZulu-Natal is not high enough. Therefore, this hypothesis is accepted.

Ho3: Marketing intelligence is not considered important by Chinese entrepreneurs in KwaZulu-Natal

Figure 6.4 has shown that 64.1% of the respondents rated the level of importance of marketing intelligence as high to the survival, growth and success of their business in South Africa. Therefore, this hypothesis is not accepted.

Ho4: Marketing intelligence is not clearly understood by Chinese entrepreneurs in KwaZulu-Natal

Figure 6.4, Figure 6.5 and Figure 6.6 have shown that although most of the respondents acknowledged marketing intelligence and believed the various functions of it could be beneficial to their businesses success, they still lacked knowledge of marketing intelligence. Therefore, this hypothesis is accepted.

Ho5: Marketing intelligence is not widely used by Chinese entrepreneurs in KwaZulu-Natal

Appendix E: Frequency Tables has shown that 59% of the respondents answered that they referred to marketing intelligence system less than once a month when they wanted to make strategic decisions in their business, which means that marketing intelligence was not widely used by Chinese entrepreneurs in KwaZulu-Natal. Therefore, this hypothesis is accepted.

Ho6: There are not positive perceptions or attitudes towards marketing intelligence by Chinese entrepreneurs in KwaZulu-Natal

Figure 6.4, Figure 6.5 and Figure 6.6 have revealed that the majority of the respondents had positive perceptions and attitudes towards marketing intelligence and realised the importance and various benefits of marketing intelligence system. Therefore, this hypothesis is not accepted.

7.4 SUMMARY OF FINDINGS

This study was designed to explore and discuss the application of marketing intelligence to the Chinese entrepreneurs' survival, growth and success in KwaZulu-Natal, South Africa, and also to investigate their perceptions and opinions towards marketing intelligence system. Moreover, this study aimed to investigate and describe the entrepreneurship of Chinese business people in South Africa and their strategic marketing and to find out the factors that

impact on how they achieve business success in this country. Based on the statistics findings and qualitative analysis in Chapter Six, a list of conclusions is found out as following:

- The majority of Chinese enterprises in KwaZulu-Natal is small and medium-sized, and many of the Chinese entrepreneurs who are owners of the business act as managers, marketing managers and sales reps themselves;
- The extent of awareness to marketing intelligence by Chinese entrepreneurs in KwaZulu-Natal is not high enough, and this reflects that the understanding of marketing intelligence and what the marketing intelligence entails need to be improved for the Chinese entrepreneurs. A large portion of the respondents did not even know the difference between marketing research, marketing and marketing intelligence, although the majority of them confirmed the importance of marketing intelligence as a business conception;
- The use of marketing intelligence in the daily business and strategic decision-making by Chinese entrepreneurs in KwaZulu-Natal is very limited, which is less involved in their business thinking. Among the several steps to improve the quality of marketing intelligence system, “train and motivate the sales force to spot and report new developments” is regarded as the primary and most important one. This means that the application of marketing intelligence to the Chinese entrepreneurs in KwaZulu-Natal still remains at the infancy stage;
- Although Chinese entrepreneurs lack the understanding of marketing intelligence, most of the respondents still acknowledged marketing intelligence and believed the various functions of it could be beneficial to their businesses success. They are of the view that marketing intelligence could help identify more opportunities, effectively interact with customers, explore more prospective customers, obtain more business information effectively, improve market selection and business position, and make accurate strategic decisions;

- This study shows that in order to obtain business success in overseas markets, e.g. South Africa, Chinese entrepreneurs have to possess characteristics, such as innovation/creativity, commitment and determination, motivation, flexibility, leadership, self-confidence, vision and personal network. Each is highly recognised, except for luck and fate, as well as political nimbleness, which are regarded as the “key factor” and the “major unique characteristic” in the literature referred in Chapter Two. The findings of the empirical study are different to what the literature state to some extent. This possibly implies that Chinese entrepreneurs in KwaZulu-Natal are more realistic and mainly focus on the positive personal attributes in order to achieve success;
- The majority of respondents indicated that in order to make their business successful in South Africa, besides being a mature person, having sufficient experience, capital of their own, having a good personal network, the emotional support from family is critically important, many of them expressed that the emotional support is the only factor that “supports them to go as far as possible”;
- The educational level of the respondents are between Matric to Bachelor’s degree, and few of them are having Master’s and Doctoral degree or under Matric. This shows that the level of education of the Chinese entrepreneurs in KwaZulu-Natal is not as low as imagined. However, compared to other factors that could determine the success of entrepreneurship, sufficient education/knowledge is not considered as important as other factors, only a little more than half of them stated “important”;
- This study concludes that a large number of Chinese entrepreneurs care about information technology improvement, for example, the rapidly advanced touch-screen equipments (iPhone, tabs and tablets) and various kinds of social-life media software (Wechat, What’s up). The popularity of these equipments and IT social softwares can be seen as the expansion of traditional “Guanxi”, which means personal social network in Chinese. Chinese entrepreneurs believe there is an association between

the involvement of these with the success of business and strategic decision-making;

- Chinese entrepreneurs also care about the size of the business, because in their mind, the growing size of the business somewhat means the achievement of business success. Plus, their strategic decision-making is also highly linked to this;
- With regard to the support from Chinese government for Chinese investments in South Africa, in terms of capital, policy, technology and human resource does not fully assist Chinese entrepreneurs in South Africa. On one side, less than 20% of the respondents stated they did receive some support from the Chinese government; and on the other side, a large number of them held the view that the support is not so important. This is mainly because the support from Chinese government tends to be more focused on the big enterprises, stated-owned-corporations, or the enterprises which have joint-ventures with South African enterprises. The small and medium-sized Chinese enterprises are not likely to benefit from these supports. Moreover, these Chinese small and medium-sized enterprises (SMEs) appeared to start with their businesses for the purpose of making a living and short-term profits in South Africa but not for the future growth. Therefore, these enterprises are not meeting the rules and standards for obtaining support from the government;
- It is concluded that “owners having their own capital” holds high importance by respondents, compared with capital from family members, business partners and spouses;
- Family business experience is not considered as an important factor which can impact on business survival, growth and success of Chinese entrepreneurs in KwaZulu-Natal, South Africa;
- Although the majority of the respondents lack knowledge about marketing intelligence, they still acknowledge the importance of business and the marketing plan, as well as the roles of marketing intelligence programmes;

- From the qualitative analysis based on the open-ended questions, it is concluded that most of the respondents confirmed the important role of family members in their businesses and personal network (Guanxi) for a list of reasons;
- The majority of the respondents stated that, it is important to hire employees outside of the family, and the positions provided for them are mostly related to marketing and management. This reflects that although many of the Chinese entrepreneurs often take the responsibility of marketing on their own, they realised the need to employ marketing personnel and management staff which can better improve their business performance; and
- Lastly, the findings indicate that the majority of respondents (62.4%) never thought about any strategic marketing plan for their business. This proves that the Chinese small and medium-sized enterprises (SMEs) in South Africa do not have long-term plans but would rather focus on short-term benefits.

7.5 LIMITATIONS OF THIS STUDY

Several limitations were identified during the process of conducting the empirical study which applies to this research:

- Firstly, the sample size of this study is 117. In fact, the number of Chinese enterprises in KwaZulu-Natal is high and the number of Chinese entrepreneurs (including owners, managers, and personnel) are far more than this sample size chosen for this study, because the small and medium-sized Chinese enterprises constitute the majority of Chinese investments in this province. Therefore, further research should be conducted with larger samples;
- Secondly, although the empirical study covers the major business areas in KwaZulu-Natal where most of the Chinese entrepreneurs exist, more than half of the interviewed respondents were from the Durban area. Some of

the rural areas where a number of Chinese small business also exists were not covered in this research. It is expected that these business in the rural areas may also provide some useful information which could contribute to this study, and further research should be conducted with an effort to covering more of these areas;

- Thirdly, this study used a structured questionnaire as the main body with six open-ended questions for the purpose of qualitative analysis. Even though the researcher tried to educate and explain the importance of the open-ended questions, many respondents showed impatience to answer the open-ended questions. Therefore, this constrained the researcher to further explore more useful opinions and thoughts towards the application of marketing intelligence and other related aspects;
- When doing the empirical study and interviewing the respondents, it is noted that a large number of them feel reluctant to disclose “sensitive” information such as enterprise names or addresses. Normally, they just briefed their answers especially to the open-ended questions without detail which prompted the researcher delve deeper. Moreover, even though most of the interviews were pre-booked through telephone, when the researcher actually visited the respondents, many of the respondents just wanted to finish the interviews as quickly as possible. All these more or less influenced the accuracy of the information collected. Therefore, the ways of interviewing should be improved in order to get more accurate information for the possible further research in the future; and
- In conclusion, since this cross-sectional research interviewed a limited number of respondents and only covered one province of South Africa, the results and conclusions may change at other times and in other provinces. Moreover, most of the respondents are from small and medium-sized enterprises, if the state-owned corporations or big enterprises backed by the Chinese government were involved in this study, the results may also change. Therefore, the generalisation of the findings in this study may apply to KwaZulu-Natal for similar research but it is suggested to be cautious if it took place in other areas of South Africa.

7.6 CONTRIBUTIONS OF THIS STUDY

This research mainly aims to explore the Chinese entrepreneurs' understanding and perception towards marketing intelligence in KwaZulu-Natal and the application of it. There is no other similar study being conducted with regard to the topic on marketing intelligence linked with Chinese entrepreneurs in KwaZulu-Natal, South Africa.

Based on the regression analysis explained in Chapter Six, it is found that in terms of "strategic decisions can be made more accurately through marketing intelligence", "explosion of information technology" and "size of the business increases" contributes mostly towards it. This finding shows that in South Africa, information technology development and business size increase are the top concern when Chinese entrepreneurs consider strategic decision making through marketing intelligence. This finding has never been seen in other literatures within the context of Chinese entrepreneurs overseas with regard to marketing intelligence.

This study also makes contributions towards the marketing functions and exploration on entrepreneurship among Chinese people specifically in the context of South African business environment, through a list of open-ended questions. It found out that the family members plays a critically important role in business's survival, growth and success, because family members can provide various supports to the business. The majority of respondents admitted the significance of employing skilled non-family members and would like to offer positions to them. Furthermore, personal network (in Chinese, called "Guanxi") which is formed by relatives, peers, friends and various stakeholders means more positive influence on business than negative ones. The biggest weakness recognised by Chinese entrepreneurs is marketing and communication. Even though the importance of marketing is admitted by most of the respondents, no marketing plan for their business has been considered.

Besides exploring the marketing intelligence's application among Chinese entrepreneurs, this study also provided a theoretical framework of the Chinese entrepreneurship overseas. It also aimed to explore the aspects that determine their survival, growth and success in South Africa, in the context of current economic downturn both in China and South Africa. The findings reveal a list of useful ways that could be referred to by future researchers and also Chinese business practitioners who wish to make an investment in South Africa or to conduct trade between these two countries.

This study has linked the existing marketing intelligence system developed with the business practices of Chinese business practitioners. This is, especially in the business environment of South Africa, trying to provide some useful practices and knowledge in order to make contributions to the rapidly-developing Sino-South Africa business relationship. The results have contributed to the existing knowledge by evaluating the Chinese entrepreneurs' attitudes towards marketing intelligence as a growing business instrument by using exploratory, descriptive and cross-sectional research methods. The limitations and flaws of this study may be rectified and further improved in future research.

7.7 IMPLICATIONS OF THE STUDY

The implications of this study will be mainly for the business practices used by Chinese entrepreneurs in KwaZulu-Natal, South Africa based on the theories of marketing intelligence, entrepreneurship, business success and strategic marketing which are cited in the literature review.

Based on the empirical study and the interviews of the respondents, this study found that as a result of the shortage of marketing intelligence knowledge, and expertise and professionals, as well as the limited size of the Chinese enterprises, Chinese entrepreneurs in KwaZulu-Natal do not fully apply

marketing intelligence system to their business effectively. As a result, there will be a lot of potential to explore. Even the basic marketing research programmes are hardly applied in many of the Chinese enterprises. This causes a lot of replication of the similar products or services and consequently results in unnecessary competition. Due to the insufficient marketing and research skills, Chinese entrepreneurs struggle to develop sufficient range of products and services, and just simply copy the ones that is “selling well”. Although it is noted that Chinese business people are highly reliant on the fast-growing information technology to expand their business connections, Guanxi (personal network) is the traditional way of communicating and doing business has become deeply entrenched in their mind.

The practical implications of this study will benefit Chinese entrepreneurs in KwaZulu-Natal, South Africa by emphasising a relatively new way of marketing function, namely, marketing intelligence. This is to facilitate future growth and success in this country, and also by providing some useful ideas for them to consider making further investment in South Africa, especially for the small and medium-sized and family-based Chinese businesses. Marketing intelligence system, suggested by this study, will provide effective tools that will assist Chinese entrepreneurs and fit in the business environment. Although the application of marketing intelligence is still low at the current stage, it is noted that a number of the respondents have realised the importance of employing outside people who have the expertise on marketing to help them improve the marketing and management system of their enterprises. Furthermore, to train and motivate the sales force inside the enterprise has been addressed by many of them. This study also suggests combining the using of marketing intelligence as a new way of business function and Guanxi as the traditional and well-recognised way by Chinese business people.

However, although certain number of Chinese entrepreneurs have realised the importance of marketing intelligence and recognised the benefits of

marketing intelligence system, the awareness and application of marketing intelligence is still in the early stages. The set-up of formal marketing intelligence system in the Chinese enterprises in South Africa still has a long way to go. There are many reasons for this, which includes the educational levels of Chinese entrepreneurs, their personal business experience, personal characteristics, capital and also the whole business environment of South Africa. But one aspect that needs to be addressed in this study is that, the different kinds of support from Chinese government is not sufficient and effective. There seems to be a huge gap between the Chinese entrepreneurs running businesses in South Africa and the Chinese authorities. A large number of the respondents indicated either no support or the support is not effective if there is. Another barrier is the language, without sufficient English language ability it will be very difficult to implement marketing intelligence programmes in South Africa. Therefore, this study suggests the Chinese authorities and non-governmental organisations (NGOs) who aim to promote Chinese investments to South Africa could make plans for assisting, consulting and training services to the tremendous Chinese entrepreneurs in South Africa.

7.8 RECOMMENDATIONS FOR BUSINESS PRACTICE

This section provides recommendations based on the findings of this study on how to involve marketing intelligence into Chinese entrepreneurs' business activities and decision-making in South Africa.

According to Anderson, Sweeney, Williams, Camm and Cochran (2015:8), models are representations of real objects or situations and can be presented in various formats. DaSilva and Trkman (2014: 380) state that business model seems to be the answer for explaining how innovative undertakings dealing with technology or any other form of unclear but potentially profitable concepts, foreign to the logic of traditional industries, were materialised in business terms. For this research, a model is made to guide Chinese entrepreneurs to

clarify the factors that may influence the application of marketing intelligence for their businesses in KwaZulu-Natal, South Africa. The model that is suggested to deal with the factors that are related with Chinese entrepreneurs' business survival, growth and success in this study is as follows:

Figure 7.1: A strategic model for Chinese entrepreneurs' business in KwaZulu-Natal, South Africa

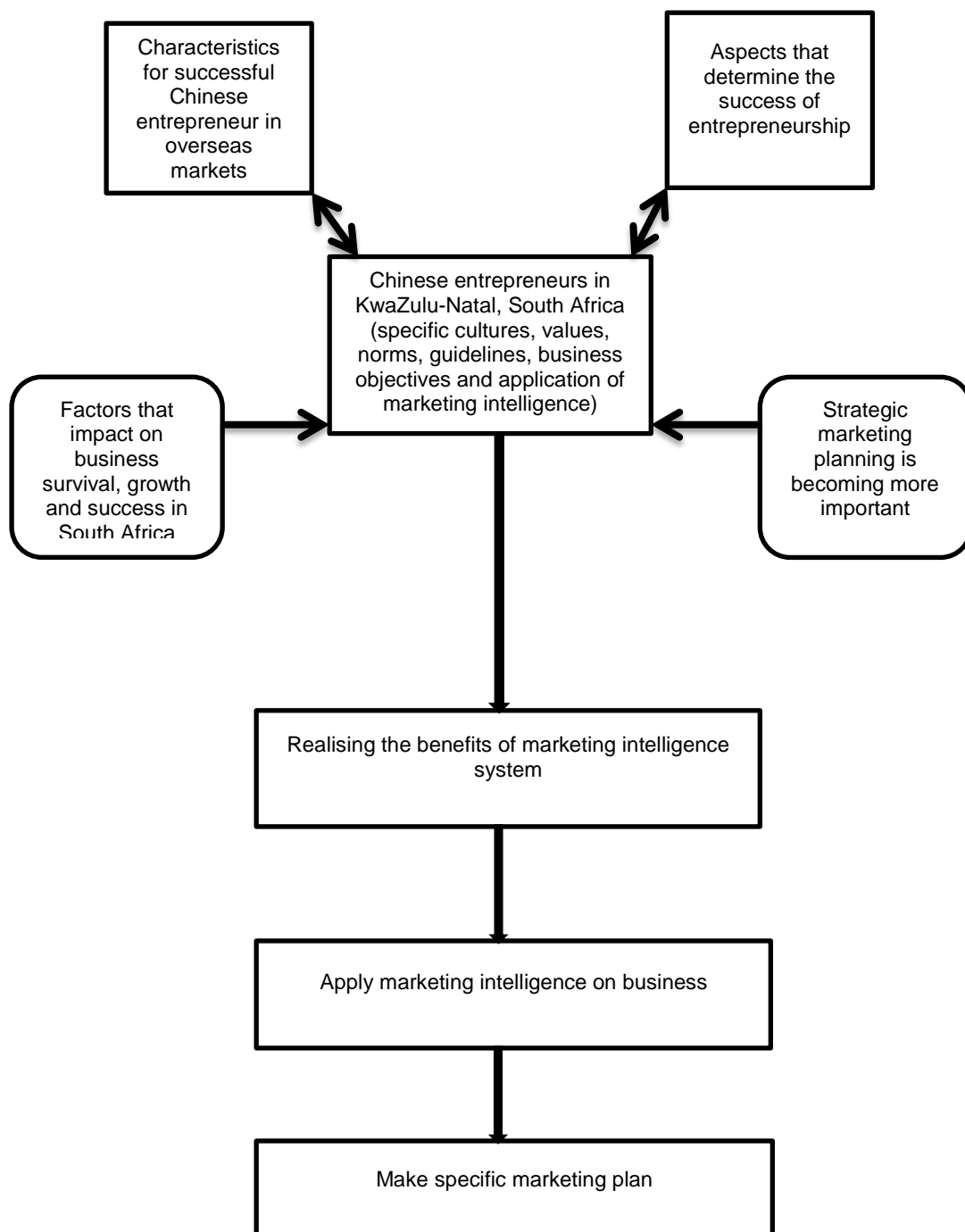


Figure 7.1 provides a framework and general guideline to the current Chinese entrepreneurs in KwaZulu-Natal and potential Chinese entrepreneurs who wish to make investments in South Africa, with regard to the marketing intelligence application and marketing plan to be implemented. Figure 7.1 shows that the characteristics of Chinese entrepreneurs and aspects that determine the success of entrepreneurship are having mutual effects with the specific cultures, norms, values and business conducts of Chinese entrepreneurs. In the meantime, factors that impact on businesses and the increasingly important strategic marketing are both influencing Chinese entrepreneurs when they are making business decisions. Therefore, with the increasing awareness of importance of marketing in overseas markets, the application of marketing intelligence and strategic marketing plan will be paid more attention by Chinese entrepreneurs.

Moreover, marketing intelligence has become a recent trend. According to Tan and Ahmed (2008: 305), in recent years, many enterprises are turning to market intelligence for input into their strategic management system and decision making. But according to the findings of this study, very little has been done to involve marketing intelligence into Chinese entrepreneurs' enterprise system, and to set up a mature marketing intelligence system. The study shows that Chinese entrepreneurs in KwaZulu-Natal area currently face few barriers such as language, shortage of support from Chinese government in terms of capital, policy, technology and human resources, insufficient marketing, entrepreneurship and management knowledge and expertise. Also, the high crime rate in KwaZulu-Natal area is another factor impacting on the decision-making and further plan on investment and business expansion.

The literature of this study shows that in order to improve the marketing intelligence system, there are several steps suggested, from training and motivating the sales force, to motivating intermediaries, referring to external advices, setting up an enterprise advisory panel, seeking information and help from government resources and to use customer feedback to enhance

enterprise's own marketing intelligence system. However, the findings of this study indicate that few of these steps has been implemented and carried out. The Chinese entrepreneurs should adjust themselves in the context of local business environment, and improve their performance from the marketing side through using different marketing tools. Also, if the Chinese entrepreneurs cannot overcome the language barrier and improve their knowledge of marketing in a short term, this study suggests that they should interact more with local people, get involved in the local community, enhance relationships with local suppliers, distributors and other intermediaries, seek advice from local financing and marketing institutions or enterprises, employ marketing professionals, and get more customer feedback. Most importantly, to gradually set up an internal marketing intelligence system and to build up a marketing-oriented intelligence thinking is the priority.

With regard to the role of Chinese government and authorities, it is suggested that some kinds of Chinese investment fund or Chinese entrepreneurs development scheme should be established. The Chinese government, namely, the councils of different provinces in China, the Chinese Consulate General in Durban, and Chinese Immigrants business associations, for example, Southern Africa Fujian Overseas Chinese Association—KwaZulu-Natal Branch and South Africa Fujian Business Association, should work together and set up a formal business programme to sustain the Chinese businesses in South Africa. The recent newly opened branch of Bank of China in Umhalanga, Durban, has made a significant step to providing financial and business consulting services mainly to the Chinese business people in KwaZulu-Natal, which is highly recognised and welcomed in the local Chinese community.

7.9 RECOMMENDATIONS FOR FURTHER RESEARCH

This study mainly has the purpose of examining the application of marketing intelligence for the Chinese entrepreneurs' survival, growth and success in

order to provide a platform of knowledge and business practice both for the academics and practical field, covering the KwaZulu-Natal area in South Africa. Small and medium-sized enterprises are the main investigating targets as this kind of business represents the majority of Chinese businesses in KwaZulu-Natal. Therefore, further research is hoped to cover larger areas possibly including other provinces where the Chinese business people reside, such as Gauteng, Free State and Western Cape. More types of Chinese businesses will be included for the empirical study, ranging from small businesses to joint-ventures and State-owned corporations. The details of the further research will include the following:

- A more detailed quantitative study needs to be conducted on what actually the Chinese entrepreneurs are doing to start or improve the marketing intelligence system. This will include various types of Chinese enterprises trying to cover more sectors of business in larger geographic areas in South Africa. A bigger sample size will be utilised in order to achieve more accurate results. Sample size will not only include the entrepreneurs, which means the owners, managers, or managing staff, but will also include government officials from both China and South Africa, delegations from different business associations or academies, scholars in universities and institutions from China and South Africa;
- A more detailed qualitative study needs to be conducted as well based on the above plan and topic. More questions related to Sino-South Africa trade, business development and human resources should be included in the study as well;
- The comparison of how the South African entrepreneurs and Chinese entrepreneurs apply marketing intelligence and the different ways of business practice by them should be conducted through a series of questions and interviews; and
- A mixed of quantitative and qualitative study needs to be conducted in order to find out how to sustain, grow and nurture more Chinese business investing in South Africa within a healthy business environment and system, in order to benefit both countries.

7.10 CONCLUSION

The researcher hopes that this study and the findings will encourage more Chinese entrepreneurs in KwaZulu-Natal, South Africa or the ones who wish to do business in South Africa to be more aware of marketing intelligence as a business concept and instrument, which can benefit their business operation. The researcher wishes that the scholars or experts in the marketing field would pay more attention to the current situations of the Chinese entrepreneurs in South Africa, their conducting ways of business, their benchmarks of decision-making and the effects Chinese investments that can impact on local community and South Africa economy.

It is also hoped that this research can add some knowledge to the current theory of marketing intelligence, entrepreneurship, and strategic marketing, and also can provide some useful practices to the marketing field in the context of Chinese entrepreneurship.

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APPENDIX A

LETTER OF CONSENT

Date: 05/11/2014

7 Carlisle Crescent,
Durban North, 4051
Durban
KwaZulu-Natal

Attention: Respondents

Dear Respondents:

I am completing my Doctoral Degree in Marketing at the Durban University of Technology. In terms of the programme, I am required to conduct research on a topic of my choice that will contribute positively to the body of knowledge and the industry as a whole.

I have chosen to research **The Application of Marketing Intelligence for The Survival, Growth, and Success of Chinese Entrepreneurs in KwaZulu-Natal**. I believe it is of prime importance for Chinese entrepreneurs to get a better understanding of the growing South African economy and market. Once the research is completed, I will then submit it to the institution for approval and will be in position by then to make it available at the university library of the ML Sultan Campus for public use.

I hereby request your assistance in conducting this study. Please answer the questionnaire as accurately as possible. Your responses are highly confidential and will be treated as such.

Thank you for your co-operation.

.....

Xiao Yu.

APPENDIX B

Please mark an “X” in the appropriate block.

PART ONE: QUESTIONNAIRE

1. Please indicate your business type. Please tick one.

1.1. Non-profit organisations	
1.2. Close Corporation (CC)	
1.3. Partnership	
1.4. Sole proprietorship	
1.5. Private company	
1.6. External company (branch of a China-based private company)	
1.7. Branch or head office of a Chinese State-Owned-Enterprise	
1.8. Other, please specify:	

2. Where is your business located? Please tick one.

2.1. Durban city centre	
2.2. Springfield Industrial Park	
2.3. Pinetown	
2.4. KwaMashu/Phoenix	
2.5. Mandeni/Isithebe	
2.6. New-Castle	
2.7. Pietermaritzburg/Howick	
2.8. Ladysmith	
2.9. Richards Bay	
2.10. Other places in KZN, please specify:	

3. Which one of the sectors best describes your business? Please tick one.

3.1. Agriculture	
3.2. Electronic goods	
3.3. Manufacturing	
3.4. Medical/Health services	
3.5. Food and restaurant	
3.6. Finance, business and consulting services	
3.7. Construction	
3.8. Retail/Wholesale	
3.9. Other, please specify:	

4. If you are aware of that marketing intelligence is a critical way of improving your business, which one of the following do you think is a suitable way for you to collect information or data? Please tick one.

4.1. Official statistics	
4.2. Trade bodies	
4.3. Social media	
4.4. Public publications	
4.5. Web news	
4.6. Industry reports	
4.7. Customers	
4.8. Competitors	
4.9. Personal observation	
4.10. Word-of-mouth	
4.11. Personal networks	
4.12. Company accounts or related internal departments	

5. How often do you refer to marketing intelligence system when you want to make strategic decisions in your business? Please tick one.

5.1. Never	
5.2. Once every twelve months	
5.3. Once every six months	
5.4. Once every three months	
5.5. Once every month	
5.6. Once every three weeks	
5.7. Once every week	
5.8. Almost every day	

6. Which one of the following do you think is the most important in the marketing intelligence system? Please tick one.

6.1. Train and motivate the sales force to spot and report new developments.	
6.2. Motivate distributors, retailers and other intermediates.	
6.3. External networking.	
6.4. Set up a company advisory panel.	
6.5. Take advantage of government data resources.	
6.6. Purchase information from outsiders.	
6.7. Use online network to collect competitive intelligence.	

Please rate the following statements.

	Ratings
1	VERY LOW
2	LOW
3	NEUTRAL
4	HIGH
5	VERY HIGH

Statements	Ratings				
	1	2	3	4	5
7. Level of competition in your industry.					
8. Extent of marketing intelligence awareness.					
9. Importance of marketing intelligence to the survival, growth, and success of your business in South Africa.					

The following set of statements relates to your perception about marketing intelligence you may have experienced in your business life in South Africa. Please rate the following statements.

	Ratings
1	STRONGLY DISAGREE
2	DISAGREE
3	NEUTRAL
4	AGREE
5	STRONGLY AGREE

Statements	Ratings				
	1	2	3	4	5
10. New opportunities can be identified through marketing intelligence.					
11. Marketers can be aware of competitors' new moves through marketing intelligence.					
12. Investment risks can be minimised through marketing intelligence.					
13. Marketers can effectively interact with customers through marketing intelligence.					
14. Marketers can explore more prospective customers through marketing intelligence.					
15. Marketing intelligence can help position the business and select the proper market to invest.					
16. Business information can be obtained quickly and effectively through marketing intelligence.					
17. Strategic decisions can be made more accurately through marketing intelligence.					

The following questions relate to the benefits of marketing intelligence system in your business practice in South Africa. Please rate them.

	Ratings
1	STRONGLY DISAGREE
2	DISAGREE
3	NEUTRAL
4	AGREE
5	STRONGLY AGREE

Statements	Ratings				
	1	2	3	4	5
18. Employees in organisation are encouraged to focus externally.					
19. New opportunities are identified.					
20. Warning of competitor moves is made early.					
21. Investment risks are minimised.					
22. Customer interactions are more effective.					
23. Allows for improved market selection and positioning.					
24. Information is collected quickly, efficiently and cost-effectively.					

To be a successful entrepreneur, especially in overseas markets, there are some characteristics which the entrepreneurs must have. In light of your business in South Africa, please rate the following statements.

	Ratings
1	STRONGLY DISAGREE
2	DISAGREE
3	NEUTRAL
4	AGREE
5	STRONGLY AGREE

Statements	Ratings				
	1	2	3	4	5
25. Successful entrepreneurs should have innovation/creativity.					
26. Successful entrepreneurs should have commitment and determination.					
27. Successful entrepreneurs should have motivation.					
28. Successful entrepreneurs should have flexibility.					
29. Successful entrepreneurs should have leadership.					
30. Successful entrepreneurs should have self-confidence.					
31. Successful entrepreneurs should have vision.					
32. Successful entrepreneurs should have luck and fate.					
33. Successful entrepreneurs should have political nimbleness.					
34. Successful entrepreneurs should have personal social network.					

Please rate the importance of the following aspects which determine the success of entrepreneurship.

	Ratings
1	VERY UNIMPORTANT
2	UNIMPORTANT
3	NEUTRAL
4	IMPORTANT
5	VERY IMPORTANT

Statements	Ratings				
	1	2	3	4	5
35. Entrepreneurs are usually mature persons.					
36. Entrepreneurs should have sufficient education/knowledge.					
37. Entrepreneurs should have enough experience in the industry.					
38. Entrepreneurs should have their own capital.					
39. Entrepreneurs should have capital from business partners.					
40. Entrepreneurs should have capital from family.					
41. Entrepreneurs should have capital from spouses.					
42. The family members are involved in the enterprises.					
43. Entrepreneurs should have personal network.					
44. Entrepreneurs should have emotional support from spouses.					

As strategic marketing planning is becoming more and more important in business decision-making in the current business world, please rate the following statements about why strategic marketing planning will become increasingly important.

	Ratings
1	STRONGLY DISAGREE
2	DISAGREE
3	NEUTRAL
4	AGREE
5	STRONGLY AGREE

Statements	Ratings				
	1	2	3	4	5
45. The battle for market share is intensifying.					
46. Industries are being deregulated.					
47. Competition in world market is becoming fierce.					
48. Market segments are becoming smaller which require niche market and customisation.					
49. Needs and requirements in the South Africa market are diverse.					
50. Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly.					
51. Organisations will need to conceive and create new competitive space.					
52. Demographic changes in South Africa creating new market environment.					
53. The explosion of information technology.					

Please rate the following factors which are impacting on your business survival, growth and success in South Africa.

	Ratings
1	VERY NEGATIVE
2	NEGATIVE
3	NEUTRAL
4	POSITIVE
5	VERY POSITIVE

Statement	Ratings				
	1	2	3	4	5
54. Size of the business increases.					
55. Return on investment increases.					
56. Company annual sales increases.					
57. Employee's turnover rates of the business decreases.					
58. Customer satisfaction to the business improves.					
59. Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business.					
60. Business plan and marketing improve the business performance.					
61. Staff and management education and training help the business grow.					
62. Management has family business experience.					
63. Owners have sufficient management experience in the industry.					
64. Owners have sufficient capital.					
65. Competition in the industry is fierce.					
66. Company has good information access in South Africa.					
67. Sound marketing intelligence and marketing research programmes are implemented in the business.					
68. Economic and political stability of South Africa is improving.					

Respondent's demographic details:

69. Please indicate your gender. Please tick one.

69.1. Male	69.2. Female
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70. Please indicate your age. Please tick one.

70.1. Under 20	
70.2. 20 – 29	
70.3. 30 – 39	
70.4. 40 – 49	
70.5. 50 – 60	
70.6. Above 60	

71. Please indicate your education level. Please tick one.

71.1. Under matric	
71.2. Matric	
71.3. Diploma	
71.4. Bachelor's Degree	
71.5. Master's Degree	
71.6. Doctoral Degree	

72. Please indicate the number of employees in your business. Please tick one.

72.1. Less than 10	
72.2. 10 – 29	
72.3. 30 -- 49	
72.4. 50 – 99	
72.5. Above 100	

73. How many years did you work in your industry before running this business? Please tick one.

73.1. Never	
73.2. 1-3 years	
73.3. 4-6 years	
73.4. 7-9 years	
73.5. 10 years and above	

74. Does the Chinese government give you any policy support, incentives, technical support, human resources support or capital support for doing business in South Africa? Please tick one.

74.1. Yes	74.2. No
-----------	----------

If yes, then how do you rate the Chinese government's support to the overseas Chinese enterprises in South Africa? Please tick one.

74.3. Completely unimportant	
74.4. Unimportant	
74.5. Neutral	
74.6. Important	
74.7. Completely important	

INTERVIEW SCHEDULE

1. Do you have any family members in your business? If yes, how many?

2. How do you think the family members roles in your business' survival, growth and success?

3. Do you think it is important to employ professional people to help you run your business besides your family members? If yes, what tasks or what positions they will take?

4. Please state your opinions about the personal network (in Chinese, “Guanxi”) to your business.

5. What are your strengths and weakness of marketing in your business?
Please explain.

6. Do you have any strategic marketing plan for your business? If yes,
please explain.

*Thank you for completing this questionnaire and your kind
cooperation!*

APPENDIX C (附錄 C)

同意書

日期: 2014 年 11 月 5 日

7 Carlisle Crescent,
Durban North, 4051
Durban
KwaZulu-Natal

致所有被採訪人員:

本人現正在德班理工大學就讀市場營銷學博士學位，根據畢業要求計劃，我需要做一個論文，題目是：市場情報學的實際應用——對在南非夸祖魯-納塔爾省的華人企業的生存，發展以及成功。為了成功完成這個題目，我需要對在該省的華人企業主，經理，包括員工做一個以問卷形式為主的實地的調查採訪。相信這個題目的完成能夠對該題目所涉及的學術領域以及對華人企業在當地的發展，對當地經濟的實際貢獻都能有所幫助。

當這個調查問卷完成之後，我會隨之將其連同我的論文一起上交我所在的德班理工大學。並且當論文通過之後，會被保管在學校圖書館并對需要的公眾開放查閱。

在此我希望能夠得到您的幫助與支持，盡可能的準確的完成這份問卷調查。您的個人及公司的敏感信息不會出現在問卷之中，只需要您在完成該問卷之後能夠在問卷末頁簽名及日期。您所有的答案將會被妥善并保密保管。

謝謝您的合作。

Xiao Yu 于潇

APPENDIX D（附錄 D）

請在相關空白處做標記“X”。

第一部份：問卷選擇題

1. 請選擇您公司的商業類型。僅選一個。

1.1. 非盈利性機構	
1.2. 小型公司（CC）	
1.3. 合夥型公司	
1.4. 獨立型公司	
1.5. 私人公司	
1.6. 總部在中國的私人企業在海外的分支公司	
1.7. 中國國有型企業在國外的分支或在所在國家的總辦事處	
1.8. 若是其它，請說明：	

2. 請選擇您的公司所在的區域。僅選一個。

2.1. Durban city center（德班市中心）	
2.2. Springfield Industrial Park（春田工業區）	
2.3. Pinetown	
2.4. KwaMashu/Phoenix	
2.5. Mandeni/Isithebe	
2.6. New-Castle	
2.7. Pietermaritzburg/Howick	
2.8. Ladysmith	
2.9. Richards Bay	
2.10. 若是其它，請說明：	

3. 您的公司屬於下列哪一個行業？僅選一個。.

3.1. 農業	
3.2. 電子產品	
3.3. 製造業	
3.4. 醫療，健康用品及相關服務	
3.5. 食品及餐飲	
3.6. 金融，財會，商業以及諮詢服務	
3.7. 建築	
3.8. 零售或批發	
3.9. 若是其它，請說明：	

4. 如果您意識到市場情報是一種能夠改善并提高您公司業績的重要手段，
下列哪一種您覺得是用來獲得信息與數據的合適方法？僅選一個。

4.1. 官方數據	
4.2. 商業或行業協會	
4.3. 社交傳媒	
4.4. 公共出版物	
4.5. 網上信息	
4.6. 行業報告	
4.7. 客戶	
4.8. 競爭對手	
4.9. 個人觀察	
4.10. 口碑/口口相傳	
4.11. 社會網絡/社會關係	
4.12. 公司內部資料	

5. 當您在日常業務中想做關於戰略決策方面的決定時，您多久會考慮應用一次市場情報系統？僅選一個。

5.1. 從來沒有	
5.2. 每年一次	
5.3. 每半年一次	
5.4. 每三個月一次	
5.5. 每月一次	
5.6. 每三周一次	
5.7. 每周一次	
5.8. 幾乎每天	

6. 下列哪項您認為是在市場情報系統中最重要？僅選一個。

6.1. 培訓并激發公司銷售人員尋求并報告新的行業趨勢與公司發展方向。	
6.2. 激勵分銷商，零售商以及其他中間商。	
6.3. 外部網絡環境。	
6.4. 設置一個公司內部的建議互動討論版塊。	
6.5. 利用政府信息資源。	
6.6. 從外部購買信息與數據。	
6.7. 利用網絡來收集有用的情報信息。	

請給下列陳述選擇您認為合適的程度。

	程度
1	非常低
2	低
3	中立
4	高
5	非常高

陳述	程度				
	1	2	3	4	5
7. 您所在行業的競爭程度。					
8. 您對市場情報的認知程度。					
9. 市場情報對您在南非的業務的生存，發展以及成功的重要程度。					

下列陳述是關於您在南非的商業生活中對市場情報這一概念以及活動的感受與經歷。請對每一條陳述做程度上的選擇。

	程度
1	強烈反對
2	反對
3	中立
4	同意
5	強烈同意

陳述	程度				
	1	2	3	4	5
10. 通過市場情報可以發現新的機會。					
11. 通過市場情報可以更好的覺察競爭對手的新動向。					
12. 通過市場情報可以最大程度上降低投資風險。					
13. 通過市場情報市場人員可以更有效地與客戶聯繫溝通。					
14. 通過市場情報市場人員可以開發更多的潛在客戶。					
15. 市場情報可以幫助定位公司業務以及選擇合適的市場進行投資。					
16. 通過市場情報可以更快捷有效地獲取商業信息。					
17. 通過市場情報可以更準確地做出戰略決策。					

下列陳述是關於您在南非的商業活動中，市場情報體系所帶來的好處。請對每一條陳述做出程度上的選擇。

	程度
1	強烈反對
2	反對
3	中立
4	同意
5	強烈同意

陳述	程度				
	1	2	3	4	5
18. 有助於鼓勵公司員工多注意外部環境與動態。					
19. 有助於發現更多機會。					
20. 可以儘早預警競爭對手的動向。					
21. 最大程度降低投資風險。					
22. 與顧客的交流與關係更有效。					
23. 有助於改善市場選擇與定位。					
24. 有助於更快地，更有效地，更低成本地獲取信息。					

要成為一個成功的企業家，特別是在海外市場，有一些要素是企業家必須具備的。根據您在南非市場的感受與經驗，請對下列陳述做出程度上的選擇。

	程度
1	強烈反對
2	反對
3	中立
4	同意
5	強烈同意

陳述	程度				
	1	2	3	4	5
25. 成功的企業家應該具有創造力與創新精神。					
26. 成功的企業家應該具有責任感與決斷力。					
27. 成功的企業家應該具有創業的動力與積極性。					
28. 成功的企業家應該具有彈性與可塑性。					
29. 成功的企業家應該具有領導力。					
30. 成功的企業家應該具有自信。					
31. 成功的企業家應該具有眼光。					
32. 成功的企業家應該具備運氣與機緣。					
33. 成功的企業家應該具有政治敏銳性。 .					
34. 成功的企業家應該擁有良好的人際關係與社交網絡。					

請對下列能夠影響成為一個成功企業家的各個因素，按其重要性做出程度上的選擇。

	程度
1	非常不重要
2	不重要
3	中立
4	重要
5	非常重要

陳述	程度				
	1	2	3	4	5
35. 企業家通常具有成熟的人格。					
36. 企業家應具備足夠的教育程度與知識。					
37. 對其所在的行業，企業家應具備足夠的經驗。					
38. 企業家自身應具有足夠的資金。					
39. 企業家應該具有來自生意夥伴的資金。					
40. 企業家應具有來自家庭的資金。					
41. 企業家應具有來自配偶的資金。					
42. 家庭成員參與到企業之中。					
43. 企業家應具有個人社會關係網絡。					
44. 企業家應擁有來自配偶的情感支持。					

在當今商業社會中，隨著戰略市場計劃在商業決策中扮演著越來越舉足輕重的低位，請對下列關於戰略市場計劃越來越重要的原因做出程度上的選擇。

	程度
1	強烈反對
2	反對
3	中立
4	同意
5	強烈同意

陳述	程度				
	1	2	3	4	5
45. 對市場佔有率的競爭越來越激烈。					
46. 各個行業正在解除管制。					
47. 世界市場上的競爭日趨激烈。					
48. 市場越來越細分，要求企業家更加人性化的市場定位，以更好的適應市場需求。					
49. 南非市場的需求更加多樣。					
50. 日益縮短的產品週期與更加方便的技術接入，要求企業進入市場更加迅速。					
51. 企業需要構想與創建更多的競爭空間。					
52. 南非人口結構的變化產生了更多的市場環境。					
53. 信息技術的爆炸。					

請對下列影響您在南非的業務（生存，發展與成功）的因素，做出程度上的選擇。

	程度
1	非常消極
2	消極
3	中立
4	積極
5	非常積極

陳述	程度				
	1	2	3	4	5
54. 業務規模的增長。					
55. 投資回報率的增長。					
56. 公司年銷售額的增長。					
57. 員工周轉率/離職率的下降。					
58. 客戶滿意度的增長。					
59. 政府對您的業務提供了有力的支持（中國政府在政策，資金，技術，以及人力資源方面的支持）。					
60. 商業計劃與市場營銷提高了公司的業績與表現。					
61. 對管理人員與員工的培訓與教育使業務增長。.					
62. 管理層有來自家族企業管理的經驗。					
63. 業主有充足的行業管理經驗。					
64. 業主有充足的資金。					
65. 行業競爭激烈。					
66. 公司在南非有良好的信息來源。					
67. 公司創製並實施了良好的市場情報與市場調研項目。					
68. 南非的政治經濟環境的穩定改善。					

人口統計部份：

69. 您的性別。

69.1. 男	69.2. 女
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70. 您的年齡段。

70.1. 20 歲以下	
70.2. 20 – 29	
70.3. 30 – 39	
70.4. 40 – 49	
70.5. 50 – 60	
70.6. 60 歲以上	

71. 您的教育背景。

71.1. 高中程度以下	
71.2. 高中	
71.3. 大學專科/國家學歷證書	
71.4. 本科	
71.5. 碩士研究生	
71.6. 博士研究生	

72. 您公司員工的數量。

72.1. 10 個以下	
72.2. 10 – 29	
72.3. 30 -- 49	
72.4. 50 – 99	
72.5. 100 個以上	

73. 在您從事現在的業務之前，您有多長時間的相關工作經驗？

73.1. 從來沒有過	
73.2. 1-3 年	
73.3. 4-6 年	
73.4. 7-9 年	
73.5. 10 年以上（包含 10 年）	

74. 中國政府有沒有給您在南非的業務提供政策，鼓勵，技術，人力資源以及資金方面的幫助與支持？

74.1. 有	74.2. 沒有
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如果有，您怎麼評價中國政府對在南非的中國企業這些方面的支持？

74.3. 完全不重要	
74.4. 不重要	
74.5. 中立	
74.6. 重要	
74.7. 完全重要	

访谈问题表

1. 您的業務中包含家庭成員嗎？如果有，多少？

2. 您怎麼看待家庭成員的作用，以及對您的業務的生存，發展與成功？

3. 您認為在家庭成員之外僱傭專業人員來幫助運營您的業務是重要的嗎？
如果是重要的話，他/她將會擔任什麼職位與任務？

4. 對於中國人常說的“關係”（人際關係，社交網絡）在您的生意中的作用，
您是怎麼理解的？

5. 您在南非業務的運營中，在市場營銷方面的優勢與不足之處分別是什麼？請解釋一下。

6. 對您在南非的業務，您有任何戰略市場計劃方面的安排嗎？有的話，請解釋一下。

非常感謝您對這份問卷的配合與支持！

APPENDIX E: FREQUENCY TABLES

Please indicate your business type					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-profit organizations	6	5.1	5.1	5.1
	Close Corporation (CC)	40	34.2	34.2	39.3
	Partnership	16	13.7	13.7	53.0
	Sole proprietorship	13	11.1	11.1	64.1
	Private company	33	28.2	28.2	92.3
	External company (branch of a China-based private company)	4	3.4	3.4	95.7
	Branch or head office of a Chinese State-Owned-Enterprise	4	3.4	3.4	99.1
	Other	1	.9	.9	100.0
	Total	117	100.0	100.0	

Where is your business located?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Durban city centre	39	33.3	33.6	33.6
	Springfield Industrial Park	24	20.5	20.7	54.3
	Pinetown	4	3.4	3.4	57.8
	KwaMashu/Phoenix	3	2.6	2.6	60.3
	Mandeni/Isithebe	8	6.8	6.9	67.2
	Newcastle	4	3.4	3.4	70.7
	Pietermaritzburg/Howick	4	3.4	3.4	74.1
	Harrismith	4	3.4	3.4	77.6
	Ladysmith	5	4.3	4.3	81.9
	Richards Bay	3	2.6	2.6	84.5
	Other places in KZN	18	15.4	15.5	100.0
	Total	116	99.1	100.0	
Missing	System	1	.9		
Total		117	100.0		

Which one of the sectors best describes your business?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agriculture	3	2.6	2.6	2.6
	Electronic goods	10	8.5	8.5	11.1
	Manufacturing	18	15.4	15.4	26.5
	Medical/Health services	4	3.4	3.4	29.9
	Food and restaurant	16	13.7	13.7	43.6
	Finance, business and consulting services	8	6.8	6.8	50.4
	Construction	7	6.0	6.0	56.4
	Retail/Wholesale	41	35.0	35.0	91.5
	Other	10	8.5	8.5	100.0
	Total	117	100.0	100.0	

If you are aware of that marketing intelligence is a critical way of improving your business, which one of the following do you think is a suitable way for you to collect information or data?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Official statistics	4	3.4	3.4	3.4
	Trade bodies	6	5.1	5.1	8.5
	Social media	9	7.7	7.7	16.2
	Public publications	3	2.6	2.6	18.8
	Web news	16	13.7	13.7	32.5
	Industry reports	13	11.1	11.1	43.6
	Customers	41	35.0	35.0	78.6
	Competitors	6	5.1	5.1	83.8
	Personal observation	8	6.8	6.8	90.6
	Word-of-mouth	6	5.1	5.1	95.7
	Personal networks	5	4.3	4.3	100.0
	Total	117	100.0	100.0	

How often do you refer to marketing intelligence system when you want to make strategic decisions in your business?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	21	17.9	17.9	17.9
	Once every twelve months	8	6.8	6.8	24.8
	Once every six months	18	15.4	15.4	40.2
	Once every three months	22	18.8	18.8	59.0
	Once every month	25	21.4	21.4	80.3
	Once every three weeks	7	6.0	6.0	86.3
	Once every week	8	6.8	6.8	93.2
	Almost every day	8	6.8	6.8	100.0
	Total	117	100.0	100.0	

Which one of the following do you think is the most important in the marketing intelligence system?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Train and motivate the sales force to spot and report new developments	38	32.5	32.5	32.5
	Motivate distributors, retailers and other intermediates	22	18.8	18.8	51.3
	External networking	14	12.0	12.0	63.2
	Set up a company advisory panel	7	6.0	6.0	69.2
	Take advantage of government data resources	3	2.6	2.6	71.8
	Purchase information from outsiders	12	10.3	10.3	82.1
	Use online network to collect competitive intelligence	21	17.9	17.9	100.0
	Total	117	100.0	100.0	

Level of competition in your industry					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	3	2.6	2.6	2.6
	Low	6	5.1	5.1	7.7
	Neutral	29	24.8	24.8	32.5
	High	49	41.9	41.9	74.4
	Very High	30	25.6	25.6	100.0
	Total	117	100.0	100.0	

Extent of marketing intelligence awareness					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	2	1.7	1.7	1.7
	Low	9	7.7	7.7	9.4
	Neutral	62	53.0	53.0	62.4
	High	32	27.4	27.4	89.7
	Very High	12	10.3	10.3	100.0
	Total	117	100.0	100.0	

Importance of marketing intelligence to the survival, growth, and success of your business in South Africa					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low	2	1.7	1.7	1.7
	Low	7	6.0	6.0	7.7
	Neutral	33	28.2	28.2	35.9
	High	43	36.8	36.8	72.6
	Very High	32	27.4	27.4	100.0
	Total	117	100.0	100.0	

New opportunities can be identified through marketing intelligence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.7	1.7	1.7
	Disagree	4	3.4	3.4	5.1
	Neutral	25	21.4	21.4	26.5
	Agree	60	51.3	51.3	77.8
	Strongly Agree	26	22.2	22.2	100.0
	Total	117	100.0	100.0	

Marketers can be aware of competitors' new moves through marketing intelligence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.6	2.6	2.6
	Disagree	5	4.3	4.3	6.8
	Neutral	23	19.7	19.7	26.5
	Agree	63	53.8	53.8	80.3
	Strongly Agree	23	19.7	19.7	100.0
	Total	117	100.0	100.0	

Investment risks can be minimized through marketing intelligence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.7	1.7	1.7
	Disagree	7	6.0	6.0	7.7
	Neutral	29	24.8	24.8	32.5
	Agree	56	47.9	47.9	80.3
	Strongly Agree	23	19.7	19.7	100.0
	Total	117	100.0	100.0	

Marketers can effectively interact with customers through marketing intelligence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	2.6	2.6	2.6
	Neutral	24	20.5	20.5	23.1
	Agree	61	52.1	52.1	75.2
	Strongly Agree	29	24.8	24.8	100.0
	Total	117	100.0	100.0	

Marketers can explore more prospective customers through marketing intelligence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	1.7	1.7	1.7
	Neutral	24	20.5	20.5	22.2
	Agree	65	55.6	55.6	77.8
	Strongly Agree	26	22.2	22.2	100.0
	Total	117	100.0	100.0	

Marketing intelligence can help position the business and select the proper market to invest					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	2.6	2.6	2.6
	Neutral	26	22.2	22.2	24.8
	Agree	58	49.6	49.6	74.4
	Strongly Agree	30	25.6	25.6	100.0
	Total	117	100.0	100.0	

Business information can be obtained quickly and effectively through marketing intelligence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	4.3	4.3	4.3
	Neutral	26	22.2	22.2	26.5
	Agree	64	54.7	54.7	81.2
	Strongly Agree	22	18.8	18.8	100.0
	Total	117	100.0	100.0	

Strategic decisions can be made more accurately through marketing intelligence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	.9	.9
	Disagree	6	5.1	5.1	6.0
	Neutral	34	29.1	29.1	35.0
	Agree	54	46.2	46.2	81.2
	Strongly Agree	22	18.8	18.8	100.0
	Total	117	100.0	100.0	

Employees in organization are encouraged to focus externally					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	8.5	8.5	8.5
	Neutral	47	40.2	40.2	48.7
	Agree	49	41.9	41.9	90.6
	Strongly Agree	11	9.4	9.4	100.0
	Total	117	100.0	100.0	

New opportunities are identified					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	4.3	4.3	4.3
	Neutral	29	24.8	24.8	29.1
	Agree	63	53.8	53.8	82.9
	Strongly Agree	20	17.1	17.1	100.0
	Total	117	100.0	100.0	

Warning of competitor moves is made early					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	.9	.9
	Disagree	5	4.3	4.3	5.1
	Neutral	40	34.2	34.2	39.3
	Agree	53	45.3	45.3	84.6
	Strongly Agree	18	15.4	15.4	100.0
	Total	117	100.0	100.0	

Investment risks are minimized					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	.9	.9
	Disagree	7	6.0	6.0	6.8
	Neutral	39	33.3	33.3	40.2
	Agree	59	50.4	50.4	90.6
	Strongly Agree	11	9.4	9.4	100.0
	Total	117	100.0	100.0	

Customer interactions are more effective					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	.9	.9
	Disagree	4	3.4	3.4	4.3
	Neutral	29	24.8	24.8	29.1
	Agree	64	54.7	54.7	83.8
	Strongly Agree	19	16.2	16.2	100.0
	Total	117	100.0	100.0	

Allows for improved market selection and positioning					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	2.6	2.6	2.6
	Neutral	37	31.6	31.9	34.5
	Agree	59	50.4	50.9	85.3
	Strongly Agree	17	14.5	14.7	100.0
	Total	116	99.1	100.0	
Missing	System	1	.9		
Total		117	100.0		

Information is collected quickly, efficiently and cost-effectively					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.7	1.7	1.7
	Disagree	7	6.0	6.0	7.7
	Neutral	19	16.2	16.2	23.9
	Agree	67	57.3	57.3	81.2
	Strongly Agree	22	18.8	18.8	100.0
	Total	117	100.0	100.0	

Innovation/Creativity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.7	1.7	1.7
	Disagree	2	1.7	1.7	3.4
	Neutral	14	12.0	12.0	15.4
	Agree	49	41.9	41.9	57.3
	Strongly Agree	50	42.7	42.7	100.0
	Total	117	100.0	100.0	

Commitment and determination					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.9	.9	.9
	Neutral	11	9.4	9.4	10.3
	Agree	48	41.0	41.0	51.3
	Strongly Agree	57	48.7	48.7	100.0
	Total	117	100.0	100.0	

Motivation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.9	.9	.9
	Neutral	16	13.7	13.7	14.5
	Agree	46	39.3	39.3	53.8
	Strongly Agree	54	46.2	46.2	100.0
	Total	117	100.0	100.0	

Flexibility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	3.4	3.4	3.4
	Neutral	16	13.7	13.7	17.1
	Agree	46	39.3	39.3	56.4
	Strongly Agree	51	43.6	43.6	100.0
	Total	117	100.0	100.0	

Leadership					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.9	.9	.9
	Neutral	17	14.5	14.5	15.4
	Agree	36	30.8	30.8	46.2
	Strongly Agree	63	53.8	53.8	100.0
	Total	117	100.0	100.0	

Self-confidence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	13	11.1	11.1	11.1
	Agree	42	35.9	35.9	47.0
	Strongly Agree	62	53.0	53.0	100.0
	Total	117	100.0	100.0	

Vision					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.9	.9	.9
	Neutral	15	12.8	12.8	13.7
	Agree	40	34.2	34.2	47.9
	Strongly Agree	61	52.1	52.1	100.0
	Total	117	100.0	100.0	

Luck and fate					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	4.3	4.3	4.3
	Disagree	6	5.1	5.1	9.4
	Neutral	34	29.1	29.1	38.5
	Agree	39	33.3	33.3	71.8
	Strongly Agree	33	28.2	28.2	100.0
	Total	117	100.0	100.0	

Political nimbleness					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.6	2.6	2.6
	Disagree	18	15.4	15.4	17.9
	Neutral	39	33.3	33.3	51.3
	Agree	32	27.4	27.4	78.6
	Strongly Agree	25	21.4	21.4	100.0
	Total	117	100.0	100.0	

Personal social network					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	.9	.9
	Disagree	2	1.7	1.7	2.6
	Neutral	13	11.1	11.1	13.7
	Agree	56	47.9	47.9	61.5
	Strongly Agree	45	38.5	38.5	100.0
	Total	117	100.0	100.0	

Are usually mature persons					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	3	2.6	2.6	2.6
	Unimportant	7	6.0	6.0	8.5
	Neutral	26	22.2	22.2	30.8
	Important	47	40.2	40.2	70.9
	Very Important	34	29.1	29.1	100.0
	Total	117	100.0	100.0	

Sufficient education/knowledge					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	2	1.7	1.7	1.7
	Unimportant	7	6.0	6.0	7.7
	Neutral	42	35.9	35.9	43.6
	Important	39	33.3	33.3	76.9
	Very Important	27	23.1	23.1	100.0
	Total	117	100.0	100.0	

Enough experience in the industry					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unimportant	3	2.6	2.6	2.6
	Neutral	23	19.7	19.7	22.2
	Important	57	48.7	48.7	70.9
	Very Important	34	29.1	29.1	100.0
	Total	117	100.0	100.0	

Their own capital					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	1	.9	.9	.9
	Unimportant	5	4.3	4.3	5.1
	Neutral	34	29.1	29.1	34.2
	Important	47	40.2	40.2	74.4
	Very Important	30	25.6	25.6	100.0
	Total	117	100.0	100.0	

Capital from business partners					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	2	1.7	1.7	1.7
	Unimportant	15	12.8	12.8	14.5
	Neutral	47	40.2	40.2	54.7
	Important	34	29.1	29.1	83.8
	Very Important	19	16.2	16.2	100.0
	Total	117	100.0	100.0	

Capital from family					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	4	3.4	3.4	3.4
	Unimportant	25	21.4	21.4	24.8
	Neutral	51	43.6	43.6	68.4
	Important	26	22.2	22.2	90.6
	Very Important	11	9.4	9.4	100.0
	Total	117	100.0	100.0	

Capital from spouses					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	8	6.8	6.8	6.8
	Unimportant	26	22.2	22.2	29.1
	Neutral	57	48.7	48.7	77.8
	Important	19	16.2	16.2	94.0
	Very Important	7	6.0	6.0	100.0
	Total	117	100.0	100.0	

The family members are involved in the enterprises					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	9	7.7	7.7	7.7
	Unimportant	26	22.2	22.2	29.9
	Neutral	51	43.6	43.6	73.5
	Important	24	20.5	20.5	94.0
	Very Important	7	6.0	6.0	100.0
	Total	117	100.0	100.0	

Entrepreneurs should have personal network					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	2	1.7	1.7	1.7
	Unimportant	5	4.3	4.3	6.0
	Neutral	24	20.5	20.5	26.5
	Important	58	49.6	49.6	76.1
	Very Important	28	23.9	23.9	100.0
	Total	117	100.0	100.0	

Entrepreneurs should have emotional support from spouses					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unimportant	4	3.4	3.4	3.4
	Unimportant	4	3.4	3.4	6.8
	Neutral	22	18.8	18.8	25.6
	Important	54	46.2	46.2	71.8
	Very Important	33	28.2	28.2	100.0
	Total	117	100.0	100.0	

The battle for market share is intensifying					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	3.4	3.4	3.4
	Neutral	24	20.5	20.5	23.9
	Agree	63	53.8	53.8	77.8
	Strongly Agree	26	22.2	22.2	100.0
	Total	117	100.0	100.0	

Industries are being deregulated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	13	11.1	11.1	11.1
	Neutral	55	47.0	47.0	58.1
	Agree	38	32.5	32.5	90.6
	Strongly Agree	11	9.4	9.4	100.0
	Total	117	100.0	100.0	

Competition in world market is becoming fierce					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	3.4	3.4	3.4
	Neutral	24	20.5	20.5	23.9
	Agree	60	51.3	51.3	75.2
	Strongly Agree	29	24.8	24.8	100.0
	Total	117	100.0	100.0	

Market segments are becoming smaller which require niche market and customisation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.9	.9	.9
	Neutral	29	24.8	24.8	25.6
	Agree	64	54.7	54.7	80.3
	Strongly Agree	23	19.7	19.7	100.0
	Total	117	100.0	100.0	

Needs and requirements in the South Africa market are diverse					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.7	1.7	1.7
	Disagree	1	.9	.9	2.6
	Neutral	30	25.6	25.6	28.2
	Agree	63	53.8	53.8	82.1
	Strongly Agree	21	17.9	17.9	100.0
	Total	117	100.0	100.0	

Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	.9	.9
	Neutral	18	15.4	15.4	16.2
	Agree	72	61.5	61.5	77.8
	Strongly Agree	26	22.2	22.2	100.0
	Total	117	100.0	100.0	

Organizations will need to conceive and create new competitive space					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	2.6	2.6	2.6
	Neutral	28	23.9	23.9	26.5
	Agree	58	49.6	49.6	76.1
	Strongly Agree	28	23.9	23.9	100.0
	Total	117	100.0	100.0	

Demographic changes in South Africa creating new market environment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.9	.9	.9
	Disagree	4	3.4	3.4	4.3
	Neutral	30	25.6	25.6	29.9
	Agree	64	54.7	54.7	84.6
	Strongly Agree	18	15.4	15.4	100.0
	Total	117	100.0	100.0	

The explosion of information technology					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.7	1.7	1.7
	Disagree	3	2.6	2.6	4.3
	Neutral	31	26.5	26.5	30.8
	Agree	52	44.4	44.4	75.2
	Strongly Agree	29	24.8	24.8	100.0
	Total	117	100.0	100.0	

Size of the business increases					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	1	.9	.9	.9
	Negative	7	6.0	6.0	6.8
	Neutral	41	35.0	35.0	41.9
	Positive	57	48.7	48.7	90.6
	Very Positive	11	9.4	9.4	100.0
	Total	117	100.0	100.0	

Return on investment increases					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	4	3.4	3.4	3.4
	Negative	13	11.1	11.1	14.5
	Neutral	37	31.6	31.6	46.2
	Positive	50	42.7	42.7	88.9
	Very Positive	13	11.1	11.1	100.0
	Total	117	100.0	100.0	

Company annual sales increases					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	5	4.3	4.3	4.3
	Negative	13	11.1	11.1	15.4
	Neutral	31	26.5	26.5	41.9
	Positive	51	43.6	43.6	85.5
	Very Positive	17	14.5	14.5	100.0
	Total	117	100.0	100.0	

Employee's turnover rates of the business decreases					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Negative	15	12.8	12.8	12.8
	Neutral	52	44.4	44.4	57.3
	Positive	42	35.9	35.9	93.2
	Very Positive	8	6.8	6.8	100.0
	Total	117	100.0	100.0	

Customer satisfaction to the business improves					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	1	.9	.9	.9
	Negative	5	4.3	4.3	5.2
	Neutral	36	30.8	31.0	36.2
	Positive	53	45.3	45.7	81.9
	Very Positive	21	17.9	18.1	100.0
	Total	116	99.1	100.0	
Missing	System	1	.9		
Total		117	100.0		

Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	16	13.7	13.7	13.7
	Negative	24	20.5	20.5	34.2
	Neutral	36	30.8	30.8	65.0
	Positive	30	25.6	25.6	90.6
	Very Positive	11	9.4	9.4	100.0
	Total	117	100.0	100.0	

Business plan and marketing improve the business performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	1	.9	.9	.9
	Negative	9	7.7	7.7	8.5
	Neutral	38	32.5	32.5	41.0
	Positive	51	43.6	43.6	84.6
	Very Positive	18	15.4	15.4	100.0
	Total	117	100.0	100.0	

Staff and management education and training help the business grow					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	1	.9	.9	.9
	Negative	7	6.0	6.0	6.8
	Neutral	37	31.6	31.6	38.5
	Positive	58	49.6	49.6	88.0
	Very Positive	14	12.0	12.0	100.0
	Total	117	100.0	100.0	

Management has family business experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	3	2.6	2.6	2.6
	Negative	15	12.8	12.8	15.4
	Neutral	54	46.2	46.2	61.5
	Positive	39	33.3	33.3	94.9
	Very Positive	6	5.1	5.1	100.0
	Total	117	100.0	100.0	

Owners have sufficient management experience in the industry					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Negative	3	2.6	2.6	2.6
	Neutral	41	35.0	35.0	37.6
	Positive	56	47.9	47.9	85.5
	Very Positive	17	14.5	14.5	100.0
	Total	117	100.0	100.0	

Owners have sufficient capital					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	1	.9	.9	.9
	Negative	10	8.5	8.5	9.4
	Neutral	30	25.6	25.6	35.0
	Positive	55	47.0	47.0	82.1
	Very Positive	21	17.9	17.9	100.0
	Total	117	100.0	100.0	

Competition in the industry is fierce					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	2	1.7	1.7	1.7
	Negative	6	5.1	5.1	6.8
	Neutral	35	29.9	29.9	36.8
	Positive	51	43.6	43.6	80.3
	Very Positive	23	19.7	19.7	100.0
	Total	117	100.0	100.0	

Company has good information access in South Africa					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	2	1.7	1.7	1.7
	Negative	12	10.3	10.4	12.2
	Neutral	41	35.0	35.7	47.8
	Positive	44	37.6	38.3	86.1
	Very Positive	16	13.7	13.9	100.0
	Total	115	98.3	100.0	
Missing	System	2	1.7		
Total		117	100.0		

Sound marketing intelligence and marketing research programmes are implemented in the business					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	5	4.3	4.3	4.3
	Negative	9	7.7	7.7	12.0
	Neutral	42	35.9	35.9	47.9
	Positive	44	37.6	37.6	85.5
	Very Positive	17	14.5	14.5	100.0
	Total	117	100.0	100.0	

Economic and political stability of South Africa is improving					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Negative	11	9.4	9.4	9.4
	Negative	23	19.7	19.7	29.1
	Neutral	38	32.5	32.5	61.5
	Positive	27	23.1	23.1	84.6
	Very Positive	18	15.4	15.4	100.0
	Total	117	100.0	100.0	

Please indicate your gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	56.4	56.4	56.4
	Female	51	43.6	43.6	100.0
	Total	117	100.0	100.0	

Please indicate your age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 20	6	5.1	5.1	5.1
	20 – 29	34	29.1	29.1	34.2
	30 – 39	41	35.0	35.0	69.2
	40 – 49	16	13.7	13.7	82.9
	50 – 60	17	14.5	14.5	97.4
	Above 60	3	2.6	2.6	100.0
	Total	117	100.0	100.0	

Please indicate your education level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under matric	13	11.1	11.1	11.1
	Matric	32	27.4	27.4	38.5
	Diploma	31	26.5	26.5	65.0
	Bachelor's Degree	28	23.9	23.9	88.9
	Master's Degree	10	8.5	8.5	97.4
	Doctoral Degree	3	2.6	2.6	100.0
	Total	117	100.0	100.0	

Please indicate the number of employees in your business					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10	53	45.3	45.3	45.3
	10 – 29	31	26.5	26.5	71.8
	30 -- 49	13	11.1	11.1	82.9
	50 – 99	5	4.3	4.3	87.2
	Above 100	15	12.8	12.8	100.0
	Total	117	100.0	100.0	

How many years did you work in your industry before running this business?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	27	23.1	23.1	23.1
	1 - 3 years	32	27.4	27.4	50.4
	4 - 6 years	25	21.4	21.4	71.8
	7 - 9 years	9	7.7	7.7	79.5
	10 years and above	24	20.5	20.5	100.0
	Total	117	100.0	100.0	

Does the Chinese government give you any policy support, incentives, technical support, human resources support or capital support for doing business in South Africa?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	17.9	18.1	18.1
	No	95	81.2	81.9	100.0
	Total	116	99.1	100.0	
Missing	System	1	.9		
Total		117	100.0		

If yes, then how do you rate the Chinese government's support to the overseas Chinese enterprises in South Africa?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completely Unimportant	6	5.1	11.8	11.8
	Unimportant	6	5.1	11.8	23.5
	Neutral	19	16.2	37.3	60.8
	Important	14	12.0	27.5	88.2
	Completely Important	6	5.1	11.8	100.0
	Total	51	43.6	100.0	
Missing	System	66	56.4		
Total		117	100.0		

	Percent
Unimportant	23.5
Neutral	37.3
Important	39.2

Do you have any family members in your business?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	59	50.4	100.0	100.0
Missing	System	58	49.6		
Total		117	100.0		

If yes, how many?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	12	10.3	20.3	20.3
	2.00	12	10.3	20.3	40.7
	3.00	12	10.3	20.3	61.0
	4.00	9	7.7	15.3	76.3
	5.00	9	7.7	15.3	91.5
	10.00	4	3.4	6.8	98.3
	20.00	1	.9	1.7	100.0
	Total	59	50.4	100.0	
Missing	System	58	49.6		
Total		117	100.0		

How do you think the family members roles in your business' survival, growth and success?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		27	23.1	23.1	23.1
	Business growth	7	6.0	6.0	29.1
	Contributes profit	5	4.3	4.3	33.3
	Experience	1	.9	.9	34.2
	Good understanding	1	.9	.9	35.0
	Good co-operation	4	3.4	3.4	38.5
	Good communication	4	3.4	3.4	41.9
	Good expeerience	1	.9	.9	42.7
	Good management	7	6.0	6.0	48.7
	Good understanding	4	3.4	3.4	52.1
	High growth	2	1.7	1.7	53.8
	Important	6	5.1	5.1	59.0
	More committed	1	.9	.9	59.8
	Negative effects	1	.9	.9	60.7
	No help	1	.9	.9	61.5
	Positive effect	1	.9	.9	62.4
	Positive effects	3	2.6	2.6	65.0
	Supportive	18	15.4	15.4	80.3
	Time saving	1	.9	.9	81.2
	Trust & assistance	21	17.9	17.9	99.1
	Trust and assistance	1	.9	.9	100.0
	Total	117	100.0	100.0	

Do you think it is important to employ professional people to help you run your business besides your family members?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	92	78.6	100.0	100.0
Missing	System	25	21.4		
Total		117	100.0		

If yes, what tasks or what positions they will take?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		25	21.4	21.4	21.4
	Accountant	2	1.7	1.7	23.1
	Accountants	1	.9	.9	23.9
	Administration	1	.9	.9	24.8
	Based on knowledge	7	6.0	6.0	30.8
	Driver	1	.9	.9	31.6
	Electronics	1	.9	.9	32.5
	Finance dept	2	1.7	1.7	34.2
	Finance dept.	2	1.7	1.7	35.9
	Management	33	28.2	28.2	64.1
	Managements	1	.9	.9	65.0
	Manager	1	.9	.9	65.8
	Marketing	9	7.7	7.7	73.5
	Planner	1	.9	.9	74.4
	Qualification & experience	1	.9	.9	75.2
	Research & development	2	1.7	1.7	76.9
	Sales rep	1	.9	.9	77.8
	Sales rep	10	8.5	8.5	86.3
	Security management	1	.9	.9	87.2
	Supervisor	5	4.3	4.3	91.5
	Supervisors	2	1.7	1.7	93.2
	Talents & abilities	1	.9	.9	94.0
	Technician	2	1.7	1.7	95.7
	Technicians	3	2.6	2.6	98.3
	Translator	1	.9	.9	99.1
	Warehouse workers	1	.9	.9	100.0
	Total	117	100.0	100.0	

Please state your opinions about the personal network (in Chinese, "Guanxi") to your business					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		8	6.8	6.8	6.8
	Business growth	4	3.4	3.4	10.3
	Customer feedback	1	.9	.9	11.1
	Customer improvement	3	2.6	2.6	13.7
	Customer satisfaction	6	5.1	5.1	18.8
	Good advertising	1	.9	.9	19.7
	Good communication	6	5.1	5.1	24.8
	Good information	10	8.5	8.5	33.3
	Good marketing	2	1.7	1.7	35.0
	Good quality products	1	.9	.9	35.9
	Good relationships	2	1.7	1.7	37.6
	Good support	4	3.4	3.4	41.0
	Growth in business	1	.9	.9	41.9
	Hard working	1	.9	.9	42.7
	Honesty essential	1	.9	.9	43.6
	Identify risk factors	1	.9	.9	44.4
	Important	17	14.5	14.5	59.0
	Improving sales	3	2.6	2.6	61.5
	Loyalty	2	1.7	1.7	63.2
	More advertising	1	.9	.9	64.1
	More communication	1	.9	.9	65.0
	More information	3	2.6	2.6	67.5
	More opportunities	23	19.7	19.7	87.2
	More stability	4	3.4	3.4	90.6
	Neutral	4	3.4	3.4	94.0
	Not important	1	.9	.9	94.9
	Positive effects	1	.9	.9	95.7
	Safety encouragement	1	.9	.9	96.6
	Sharing information	1	.9	.9	97.4
	Socialising	1	.9	.9	98.3
	Trust important	1	.9	.9	99.1
	Unfairness	1	.9	.9	100.0
	Total	117	100.0	100.0	

What are your strengths and weakness of marketing in your business?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		24	20.5	20.5	20.5
	Business growth	2	1.7	1.7	22.2
	Commitment	2	1.7	1.7	23.9
	Customer satisfaction	4	3.4	3.4	27.4
	Expand marketing	4	3.4	3.4	30.8
	Experienced	1	.9	.9	31.6
	Good communication	5	4.3	4.3	35.9
	Good competition	3	2.6	2.6	38.5
	Good customer feedback	1	.9	.9	39.3
	Good experience	2	1.7	1.7	41.0
	Good information	1	.9	.9	41.9
	Good knowledge	3	2.6	2.6	44.4
	Good location	16	13.7	13.7	58.1
	Good management	2	1.7	1.7	59.8
	Good pricing	1	.9	.9	60.7
	Good quality	1	.9	.9	61.5
	Good quality products	15	12.8	12.8	74.4
	Good reputation	1	.9	.9	75.2
	Good stability	1	.9	.9	76.1
	Good technology	2	1.7	1.7	77.8
	Good understanding	2	1.7	1.7	79.5
	Good work conditions	1	.9	.9	80.3
	High turnover	1	.9	.9	81.2
	Internal marketing	1	.9	.9	82.1
	Leadership skills	2	1.7	1.7	83.8
	Low competition	2	1.7	1.7	85.5
	Low cost	3	2.6	2.6	88.0
	Low costs	1	.9	.9	88.9
	Low expense	1	.9	.9	89.7
	Market research	1	.9	.9	90.6
	More advertising	2	1.7	1.7	92.3
	More opportunity	1	.9	.9	93.2
	No competition	1	.9	.9	94.0
	Professionalism	1	.9	.9	94.9
	Reasonable prices	2	1.7	1.7	96.6
	Service orientated	1	.9	.9	97.4
	Shortage of resources	2	1.7	1.7	99.1
	Too many Companies	1	.9	.9	100.0
	Total	117	100.0	100.0	

Please explain					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		23	19.7	19.7	19.7
	Controlled by head office	1	.9	.9	20.5
	Expand marketing	3	2.6	2.6	23.1
	High competition	5	4.3	4.3	27.4
	High expenses	13	11.1	11.1	38.5
	Lack of advertising	4	3.4	3.4	41.9
	Lack of materials	1	.9	.9	42.7
	Lack of professionals	2	1.7	1.7	44.4
	Lack of support from Govt.	2	1.7	1.7	46.2
	Language & culture	4	3.4	3.4	49.6
	Limited budget	4	3.4	3.4	53.0
	No infrastructure	1	.9	.9	53.8
	No motivation	1	.9	.9	54.7
	Not enough meetings	1	.9	.9	55.6
	Poor advertising	3	2.6	2.6	58.1
	Poor communication	15	12.8	12.8	70.9
	Poor communications	3	2.6	2.6	73.5
	Poor data	1	.9	.9	74.4
	Poor location	2	1.7	1.7	76.1
	Poor management	3	2.6	2.6	78.6
	Poor marketing	9	7.7	7.7	86.3
	Poor quality	1	.9	.9	87.2
	Poor quality products	2	1.7	1.7	88.9
	Poor standard	1	.9	.9	89.7
	Safety issues	5	4.3	4.3	94.0
	Shortage of professionals	1	.9	.9	94.9
	Socialising	1	.9	.9	95.7
	Too much competition	3	2.6	2.6	98.3
	Upgrade marketing	2	1.7	1.7	100.0
	Total	117	100.0	100.0	

Do you have any strategic marketing plan for your business?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	37.6	100.0	100.0
Missing	System	73	62.4		
Total		117	100.0		

If yes, please explain					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		74	63.2	63.2	63.2
	Customer satisfaction	3	2.6	2.6	65.8
	Develop stability	1	.9	.9	66.7
	Employ more professionals	1	.9	.9	67.5
	Expand market	8	6.8	6.8	74.4
	Good advertising	2	1.7	1.7	76.1
	Good communication	1	.9	.9	76.9
	Improve management	1	.9	.9	77.8
	Improve quality	2	1.7	1.7	79.5
	Increase advertising	6	5.1	5.1	84.6
	Maintain good relationships	1	.9	.9	85.5
	Maintain low costs	1	.9	.9	86.3
	Market Research	1	.9	.9	87.2
	More communication	3	2.6	2.6	89.7
	More promotions	1	.9	.9	90.6
	New developments	1	.9	.9	91.5
	Upgrade marketing	10	8.5	8.5	100.0
	Total	117	100.0	100.0	

APPENDIX F: SECTION FREQUENCIES

Marketing Intelligence	Low		Neutral		High	
	Count	Row N %	Count	Row N %	Count	Row N %
Level of competition in your industry	9	7.7%	29	24.8%	79	67.5%
Extent of marketing intelligence awareness	11	9.4%	62	53.0%	44	37.6%
Importance of marketing intelligence to the survival, growth, and success of your business in South Africa	9	7.7%	33	28.2%	75	64.1%

Perception relating to marketing intelligence	Disagree		Neutral		Agree	
	Count	Row N %	Count	Row N %	Count	Row N %
New opportunities can be identified through marketing intelligence	6	5.1%	25	21.4%	86	73.5%
Marketers can be aware of competitors' new moves through marketing intelligence	8	6.8%	23	19.7%	86	73.5%
Investment risks can be minimized through marketing intelligence	9	7.7%	29	24.8%	79	67.5%
Marketers can effectively interact with customers through marketing intelligence	3	2.6%	24	20.5%	90	76.9%
Marketers can explore more prospective customers through marketing intelligence	2	1.7%	24	20.5%	91	77.8%
Marketing intelligence can help position the business and select the proper market to invest	3	2.6%	26	22.2%	88	75.2%
Business information can be obtained quickly and effectively through marketing intelligence	5	4.3%	26	22.2%	86	73.5%
Strategic decisions can be made more accurately through marketing intelligence	7	6.0%	34	29.1%	76	65.0%

Benefits of marketing intelligence system	Disagree		Neutral		Agree	
	Count	Row N %	Count	Row N %	Count	Row N %
Employees in organization are encouraged to focus externally	10	8.5%	47	40.2%	60	51.3%
New opportunities are identified	5	4.3%	29	24.8%	83	70.9%
Warning of competitor moves is made early	6	5.1%	40	34.2%	71	60.7%
Investment risks are minimized	8	6.8%	39	33.3%	70	59.8%
Customer interactions are more effective	5	4.3%	29	24.8%	83	70.9%
Allows for improved market selection and positioning	3	2.6%	37	31.9%	76	65.5%
Information is collected quickly, efficiently and cost-effectively	9	7.7%	19	16.2%	89	76.1%

Characteristics of a successful entrepreneur	Disagree		Neutral		Agree	
	Count	Row N %	Count	Row N %	Count	Row N %
innovation/creativity	4	3.4%	14	12.0%	99	84.6%
commitment and determination	1	.9%	11	9.4%	105	89.7%
motivation	1	.9%	16	13.7%	100	85.5%
flexibility	4	3.4%	16	13.7%	97	82.9%
leadership	1	.9%	17	14.5%	99	84.6%
self-confidence	0	0.0%	13	11.1%	104	88.9%
vision	1	.9%	15	12.8%	101	86.3%
luck and fate	11	9.4%	34	29.1%	72	61.5%
political nimbleness	21	17.9%	39	33.3%	57	48.7%
personal social network	3	2.6%	13	11.1%	101	86.3%

Factors that determine the success of entrepreneurship	Unimportant		Neutral		Important	
	Count	Row N %	Count	Row N %	Count	Row N %
are usually mature persons	10	8.5%	26	22.2%	81	69.2%
sufficient education/knowledge	9	7.7%	42	35.9%	66	56.4%
enough experience in the industry	3	2.6%	23	19.7%	91	77.8%
their own capital	6	5.1%	34	29.1%	77	65.8%
capital from business partners	17	14.5%	47	40.2%	53	45.3%
capital from family	29	24.8%	51	43.6%	37	31.6%
capital from spouses	34	29.1%	57	48.7%	26	22.2%
The family members are involved in the enterprises	35	29.9%	51	43.6%	31	26.5%
Entrepreneurs should have personal network	7	6.0%	24	20.5%	86	73.5%
Entrepreneurs should have emotional support from spouses	8	6.8%	22	18.8%	87	74.4%

Importance of strategic marketing planning	Disagree		Neutral		Agree	
	Count	Row N %	Count	Row N %	Count	Row N %
The battle for market share is intensifying	4	3.4%	24	20.5%	89	76.1%
Industries are being deregulated	13	11.1%	55	47.0%	49	41.9%
Competition in world market is becoming fierce	4	3.4%	24	20.5%	89	76.1%
Market segments are becoming smaller which require niche market and customisation	1	.9%	29	24.8%	87	74.4%
Needs and requirements in the South Africa market are diverse	3	2.6%	30	25.6%	84	71.8%
Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly	1	.9%	18	15.4%	98	83.8%
Organizations will need to conceive and create new competitive space	3	2.6%	28	23.9%	86	73.5%
Demographic changes in South Africa creating new market environment	5	4.3%	30	25.6%	82	70.1%
The explosion of information technology	5	4.3%	31	26.5%	81	69.2%

Factors which are impacting on business survival, growth and success	Negative		Neutral		Positive	
	Count	Row N %	Count	Row N %	Count	Row N %
Size of the business increases	8	6.8%	41	35.0%	68	58.1%
Return on investment increases	17	14.5%	37	31.6%	63	53.8%
Company annual sales increases	18	15.4%	31	26.5%	68	58.1%
Employee's turnover rates of the business decreases	15	12.8%	52	44.4%	50	42.7%
Customer satisfaction to the business improves	6	5.2%	36	31.0%	74	63.8%
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	40	34.2%	36	30.8%	41	35.0%
Business plan and marketing improve the business performance	10	8.5%	38	32.5%	69	59.0%
Staff and management education and training help the business grow	8	6.8%	37	31.6%	72	61.5%
Management has family business experience	18	15.4%	54	46.2%	45	38.5%
Owners have sufficient management experience in the industry	3	2.6%	41	35.0%	73	62.4%
Owners have sufficient capital	11	9.4%	30	25.6%	76	65.0%
Competition in the industry is fierce	8	6.8%	35	29.9%	74	63.2%
Company has good information access in South Africa	14	12.2%	41	35.7%	60	52.2%
Sound marketing intelligence and marketing research programmes are implemented in the business	14	12.0%	42	35.9%	61	52.1%
Economic and political stability of South Africa is improving	34	29.1%	38	32.5%	45	38.5%

APPENDIX G: HYPOTHESIS TESTS—PEARSON CHI-SQUARE TESTS

Pearson Chi-Square Tests													
		Please indicate your business type	Where is your business located?	Which one of the sectors best describes your business?	If you are aware of that marketing intelligence is a critical way of improving your business, which one of the following do you think is a suitable way for you to collect information or data?	How often do you refer to marketing intelligence system when you want to make strategic decisions in your business?	Which one of the following do you think is the most important in the marketing intelligence system?	Please indicate your gender	Please indicate your age	Please indicate your education level	Please indicate the number of employees in your business	How many years did you work in your industry before running this business?	Does the Chinese government give you any policy support, incentives, technical support, human resources support or capital support for doing business in South Africa?
Level of competition in your industry	Chi-square df	14.766	15.135	57.457	11.122	11.834	8.313	.654	2.030	29.298	5.683	8.272	.340
	Sig.	0.394	0.769	.000*	0.943	0.62	0.76	.721	0.996	.001*	0.683	0.407	.844
Extent of marketing intelligence awareness	Chi-square df	23.862	14.506	19.081	34.815	24.795	12.071	.299	3.921	18.194	7.203	11.454	.395
	Sig.	.048*	0.804	0.265	.021*	.037*	0.44	.861	0.951	0.052	0.515	0.177	.821
Importance of marketing intelligence to the survival, growth, and success of your business in South Africa	Chi-square df	30.530	19.443	30.119	14.563	25.015	5.975	.992	4.944	24.993	8.925	7.296	2.529
	Sig.	.006*	0.493	.017*	0.801	.034*	0.917	.609	0.895	.005*	0.349	0.505	.282
New opportunities can be identified through marketing intelligence	Chi-square df	8.502	32.807	13.372	15.733	20.074	10.334	.496	10.671	18.283	5.468	9.608	1.152
	Sig.	0.862	.035*	0.645	0.733	0.128	0.587	0.78	0.384	0.05	0.707	0.294	0.562
Marketers can be aware of competitors' new moves through marketing intelligence	Chi-square df	7.452	12.880	13.676	23.746	14.555	13.448	1.825	20.288	21.653	8.811	12.466	.386
	Sig.	0.916	0.882	0.623	0.254	0.409	0.337	0.402	.027*	.017*	0.359	0.132	0.824
Investment risks can be minimised through marketing intelligence	Chi-square df	10.264	12.185	24.381	21.458	11.096	16.105	.654	7.116	7.234	3.165	8.675	2.069
	Sig.	0.743	0.91	0.082	0.371	0.678	0.186	.721	0.714	0.703	0.924	0.37	.355
Marketers can effectively interact with customers through marketing intelligence	Chi-square df	15.803	19.794	17.330	36.353	7.729	19.109	2.722	10.393	11.647	14.043	5.725	1.577
	Sig.	0.326	0.471	0.365	.014*	0.903	0.086	0.256	0.407	0.309	0.081	0.678	0.454
Marketers can explore more prospective customers through marketing intelligence	Chi-square df	6.085	10.112	21.560	31.250	9.729	9.924	1.600	5.955	11.111	7.579	2.923	.470
	Sig.	0.964	0.966	0.158	0.052	0.782	0.623	0.449	0.819	0.349	0.476	0.939	0.79
Marketing intelligence can help position the business and select the proper market to invest	Chi-square df	17.262	21.201	11.486	25.815	9.186	6.337	2.460	8.639	22.390	12.716	7.860	2.779
	Sig.	0.242	0.385	0.779	0.172	0.819	0.898	0.292	0.567	.013*	0.122	0.447	0.249
Business information can be obtained quickly and effectively through marketing intelligence	Chi-square df	15.556	18.442	17.609	24.510	10.223	12.802	1.577	4.691	11.921	8.318	10.354	1.792
	Sig.	0.341	0.558	0.347	0.221	0.746	0.384	0.454	0.911	0.29	0.403	0.241	0.408
Strategic decisions can be made more accurately through marketing intelligence	Chi-square df	15.447	22.245	14.527	22.014	8.226	22.246	3.014	6.386	18.569	8.495	8.142	3.783
	Sig.	0.348	0.327	0.56	0.34	0.877	.035*	0.222	0.782	.046*	0.387	0.42	.151

Employees in organization are encouraged to focus externally	Chi-square	16.101	35.022	14.896	23.776	16.104	14.591	.121	13.078	9.720	6.198	6.560	.812
	df	14	20	16	20	14	12	2	10	10	8	8	2
New opportunities are identified	Sig.	0.307	.020*	0.532	0.252	0.307	0.265	.941	0.219	0.465	0.625	0.585	.666
	Chi-square	9.459	18.785	23.375	27.071	8.472	15.351	1.352	4.031	12.710	8.531	8.337	1.244
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.801	0.536	0.104	0.133	0.863	0.223	0.509	0.946	0.24	0.383	0.401	0.537
Warning of competitor moves is made early	Chi-square	10.506	18.247	21.199	21.433	12.870	12.951	.289	18.246	18.802	11.534	8.471	.230
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.724	0.571	0.171	0.372	0.537	0.373	0.865	0.051	.043*	0.173	0.389	0.891
Investment risks are minimised	Chi-square	9.439	26.490	10.462	21.295	21.087	8.311	2.230	12.275	9.479	9.621	5.170	8.392
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.802	0.15	0.841	0.38	0.099	0.76	0.328	0.267	0.487	0.293	0.739	.015*
Customer interactions are more effective	Chi-square	20.629	22.152	5.796	27.574	20.781	6.753	4.956	10.969	13.746	3.457	9.515	4.499
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.112	0.332	0.99	0.12	0.107	0.873	0.084	0.36	0.185	0.903	0.301	0.105
Allows for improved market selection and positioning	Chi-square	20.769	10.815	14.933	31.624	16.287	11.680	.120	16.976	10.107	13.770	6.992	5.818
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.108	0.951	0.53	.047*	0.296	0.472	0.942	0.075	0.431	0.088	0.538	0.055
Information is collected quickly, efficiently and cost-effectively	Chi-square	9.980	17.836	13.914	22.920	9.696	4.669	.468	13.450	8.593	6.247	5.105	1.253
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.764	0.598	0.605	0.293	0.784	0.968	.791	0.2	0.571	0.62	0.746	0.534
innovation/creativity	Chi-square	12.919	47.521	22.638	20.338	17.564	14.546	4.983	13.038	33.679	6.709	10.977	.271
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.533	.000*	0.124	0.437	0.227	0.267	0.083	0.222	.000*	0.568	0.203	0.873
commitment and determination	Chi-square	23.882	8.078	25.020	26.225	10.662	8.635	1.065	5.821	10.593	4.793	7.195	.889
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	.047*	0.991	0.069	0.159	0.712	0.734	0.587	0.83	0.39	0.779	0.516	0.641
motivation	Chi-square	18.164	38.318	20.233	18.730	24.803	24.285	5.782	10.228	6.981	8.509	5.196	.226
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.199	.008*	0.21	0.539	.037*	.019*	0.056	0.421	0.727	0.385	0.736	0.893
flexibility	Chi-square	16.066	20.543	15.434	20.600	17.311	8.522	3.390	7.643	15.179	7.056	8.421	.775
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.309	0.424	0.493	0.421	0.24	0.743	0.184	0.664	0.126	0.531	0.393	0.679
leadership	Chi-square	9.950	46.075	15.858	7.574	9.751	7.532	4.163	7.902	23.291	3.591	4.025	.228
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.766	.001*	0.463	0.994	0.78	0.821	0.125	0.638	.010*	0.892	0.855	0.892
self-confidence	Chi-square	10.278	13.910	26.602	6.064	9.337	7.250	.978	6.062	3.000	4.983	1.254	1.070
	df	7	10	8	10	7	6	1	5	5	4	4	1
	Sig.	0.173	0.177	.001*	0.81	0.229	0.298	0.323	0.3	0.7	0.289	0.869	0.301
vision	Chi-square	14.298	13.885	19.168	51.294	18.855	7.579	2.876	22.887	41.516	9.911	4.964	2.866
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.428	0.836	0.26	.000*	0.171	0.817	0.237	.011*	.000*	0.271	0.761	0.239
luck and fate	Chi-square	19.227	22.203	11.415	19.201	12.811	16.327	.408	6.277	20.256	8.002	3.464	3.109
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.156	0.33	0.783	0.509	0.541	0.177	.815	0.792	.027*	0.433	0.902	.211
political nimbleness	Chi-square	27.481	17.064	25.533	15.333	9.786	8.552	.364	8.884	17.116	13.531	4.812	5.710
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	.017*	0.649	0.061	0.757	0.778	0.741	.834	0.543	0.072	0.095	0.778	.058

personal social network	Chi-square	18.774	15.966	38.812	16.202	7.638	7.573	1.557	11.728	5.512	2.980	10.178	.881
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.174	0.719	.001*	0.704	0.907	0.818	0.459	0.304	0.854	0.936	0.253	0.644
are usually mature persons	Chi-square	20.650	23.415	18.772	22.672	17.305	16.351	.469	3.450	11.906	4.140	3.089	1.992
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.111	0.269	0.281	0.305	0.24	0.176	.791	0.969	0.291	0.844	0.929	0.369
sufficient education/knowledge	Chi-square	16.643	25.483	8.509	39.234	17.209	17.878	.699	5.849	11.438	8.717	4.511	1.820
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.276	0.184	0.932	.006*	0.245	0.119	.705	0.828	0.324	0.367	0.808	.403
enough experience in the industry	Chi-square	10.699	22.492	15.777	25.211	7.728	10.417	2.491	12.266	6.562	6.185	9.476	6.166
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.709	0.314	0.469	0.193	0.903	0.579	0.288	0.268	0.766	0.627	0.304	.046*
their own capital	Chi-square	7.841	16.565	15.683	41.532	14.696	15.370	1.881	4.317	7.984	11.875	3.338	.301
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.897	0.681	0.475	.003*	0.399	0.222	0.39	0.932	0.63	0.157	0.911	0.86
capital from business partners	Chi-square	16.119	21.076	28.468	18.058	17.875	8.883	.620	16.759	8.127	8.741	12.250	.548
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.306	0.393	.028*	0.584	0.213	0.713	.733	0.08	0.616	0.365	0.14	.760
capital from family	Chi-square	14.615	21.962	20.962	20.114	13.844	9.894	.205	10.704	13.757	13.564	2.401	8.557
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.405	0.343	0.18	0.451	0.461	0.625	.903	0.381	0.184	0.094	0.966	.014*
capital from spouses	Chi-square	7.263	26.712	24.931	14.502	12.878	10.806	3.813	19.593	5.528	9.564	5.229	2.826
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.924	0.144	0.071	0.804	0.536	0.546	.149	.033*	0.853	0.297	0.733	.243
The family members are involved in the enterprises	Chi-square	20.171	21.151	14.508	15.706	19.101	9.936	.412	5.202	19.897	6.573	3.584	5.996
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.125	0.388	0.561	0.735	0.161	0.622	.814	0.877	.030*	0.583	0.893	.050*
Entrepreneurs should have personal network	Chi-square	16.633	28.390	18.692	20.492	15.005	13.123	2.548	12.488	8.623	12.418	9.616	2.503
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.276	0.1	0.285	0.428	0.378	0.36	0.28	0.254	0.568	0.134	0.293	0.286
Entrepreneurs should have emotional support from spouses	Chi-square	16.133	24.420	30.917	25.124	9.684	11.601	.655	5.725	8.007	.775	15.802	.282
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.305	0.225	.014*	0.197	0.785	0.478	0.721	0.838	0.628	0.999	.045*	0.868
The battle for market share is intensifying	Chi-square	6.308	11.871	17.300	18.680	14.866	6.828	1.516	16.567	12.849	4.590	9.750	1.455
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.958	0.92	0.366	0.543	0.387	0.869	0.469	0.085	0.232	0.8	0.283	0.483
Industries are being deregulated	Chi-square	16.694	23.777	24.522	27.728	23.727	9.388	.800	7.128	13.470	3.686	5.814	1.010
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.273	0.252	0.079	0.116	.049*	0.669	.670	0.713	0.199	0.884	0.668	.603
Competition in world market is becoming fierce	Chi-square	11.604	30.483	19.626	19.087	14.049	11.994	.105	6.430	11.848	4.292	12.319	.756
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.638	0.062	0.238	0.516	0.446	0.446	0.949	0.778	0.295	0.83	0.138	0.685
Market segments are becoming smaller which require niche market and customisation	Chi-square	12.529	15.307	44.216	10.364	11.287	23.461	1.352	11.012	4.604	5.502	5.779	2.877
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.564	0.759	.000*	0.961	0.663	.024*	0.509	0.357	0.916	0.703	0.672	0.237
Needs and requirements in the South Africa market are diverse	Chi-square	9.018	21.067	11.881	14.327	18.069	16.202	.892	6.830	7.730	2.490	2.246	.797
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.83	0.393	0.752	0.814	0.204	0.182	0.64	0.741	0.655	0.962	0.973	0.671

Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly	Chi-square	11.386	14.171	19.266	23.165	13.624	15.517	1.095	4.973	5.985	2.967	7.932	.449
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.655	0.822	0.255	0.281	0.478	0.214	0.578	0.893	0.817	0.936	0.44	0.799
Organizations will need to conceive and create new competitive space	Chi-square	12.437	32.448	11.396	31.032	13.620	17.664	2.433	8.532	23.332	4.924	6.764	.774
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.571	.039*	0.784	0.055	0.478	0.126	0.296	0.577	.010*	0.766	0.562	0.679
Demographic changes in South Africa creating new market environment	Chi-square	16.684	16.999	14.094	16.316	9.713	12.490	3.591	12.943	6.567	12.681	4.048	.063
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.273	0.653	0.592	0.697	0.783	0.407	0.166	0.227	0.766	0.123	0.853	0.969
The explosion of information technology	Chi-square	8.593	16.884	20.938	18.400	11.748	17.556	.470	15.155	11.142	5.669	3.555	.065
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.856	0.661	0.181	0.561	0.627	0.13	0.79	0.127	0.347	0.684	0.895	0.968
Size of the business increases	Chi-square	7.102	22.604	13.557	38.940	9.009	13.285	.271	11.638	11.554	4.769	6.153	.276
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.931	0.309	0.632	.007*	0.83	0.349	0.873	0.31	0.316	0.782	0.63	.871
Return on investment increases	Chi-square	13.636	15.412	22.209	55.187	21.643	7.135	1.833	19.358	21.097	4.009	15.521	.542
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.477	0.752	0.137	.000*	0.086	0.849	.400	.036*	.020*	0.856	.050*	.763
Company annual sales increases	Chi-square	11.834	21.462	9.854	28.636	12.506	14.075	2.777	20.889	22.248	3.342	15.705	.059
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.62	0.37	0.874	0.095	0.566	0.296	.249	.022*	.014*	0.911	.047*	.971
Employee's turnover rates of the business decreases	Chi-square	15.145	20.546	15.559	16.582	4.653	13.388	.269	15.495	13.329	9.437	12.248	.943
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.368	0.424	0.484	0.68	0.99	0.342	.874	0.115	0.206	0.307	0.14	.624
Customer satisfaction to the business improves	Chi-square	11.022	18.122	12.599	30.081	17.887	13.227	.973	4.878	16.754	13.065	6.869	.113
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.684	0.579	0.702	0.069	0.212	0.353	0.615	0.899	0.08	0.11	0.551	0.945
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	Chi-square	32.580	17.341	23.523	16.845	17.791	9.699	2.164	5.768	18.976	19.767	7.057	11.771
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	.003*	0.631	0.1	0.663	0.216	0.642	.339	0.834	.041*	.011*	0.53	.003*
Business plan and marketing improve the business performance	Chi-square	11.713	18.195	16.050	21.473	19.126	7.816	4.991	7.409	13.720	8.872	3.950	2.811
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.629	0.575	0.449	0.37	0.16	0.799	.082	0.686	0.186	0.353	0.862	.245
Staff and management education and training help the business grow	Chi-square	14.725	22.271	13.983	19.816	13.578	7.489	7.160	14.063	19.292	10.267	4.554	3.024
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.397	0.326	0.6	0.469	0.482	0.824	.028*	0.17	.037*	0.247	0.804	.221
Management has family business experience	Chi-square	16.960	30.200	17.655	25.630	10.640	13.170	3.128	2.769	8.550	11.535	8.194	3.584
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.258	0.067	0.345	0.178	0.714	0.357	.209	0.986	0.575	0.173	0.415	.167
Owners have sufficient management experience in the industry	Chi-square	12.410	16.502	9.633	40.898	16.388	14.639	.132	10.513	17.139	9.149	5.229	1.069
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.573	0.685	0.885	.004*	0.29	0.262	0.936	0.397	0.071	0.33	0.733	0.586
Owners have sufficient capital	Chi-square	24.074	19.225	12.377	38.694	18.897	19.265	.803	8.500	15.132	8.942	7.077	3.001
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	.045*	0.507	0.718	.007*	0.169	0.082	.669	0.58	0.127	0.347	0.528	.223
Competition in the industry is fierce	Chi-square	14.158	17.486	19.531	14.970	24.178	8.633	1.591	6.137	7.036	3.781	4.955	.276
	df	14	20	16	20	14	12	2	10	10	8	8	2

	Sig.	0.438	0.621	0.242	0.778	.044*	0.734	0.451	0.804	0.722	0.876	0.762	.871
Company has good information access in South Africa	Chi-square	13.351	18.615	19.981	38.515	10.544	7.270	3.468	9.842	19.818	5.488	7.412	1.105
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.499	0.547	0.221	.008*	0.721	0.839	.177	0.454	.031*	0.704	0.493	.575
Sound marketing intelligence and marketing research programmes are implemented in the business	Chi-square	13.322	15.218	14.263	30.217	22.070	15.229	6.773	14.584	12.149	10.358	14.860	4.019
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.501	0.764	0.579	0.066	0.077	0.229	.034*	0.148	0.275	0.241	0.062	.134
Economic and political stability of South Africa is improving	Chi-square	18.701	16.238	12.813	24.310	13.890	7.022	.630	11.033	23.649	12.993	6.480	2.832
	df	14	20	16	20	14	12	2	10	10	8	8	2
	Sig.	0.177	0.702	0.686	0.229	0.458	0.856	.730	0.355	.009*	0.112	0.594	.243

APPENDIX H: CORRELATIONS

Part 1

			Level of competition in your industry	Extent of marketing intelligence awareness	Importance of marketing intelligence to the survival, growth, and success of your business in South Africa	New opportunities can be identified through marketing intelligence	Marketers can be aware of competitors' new moves through marketing intelligence	Investment risks can be minimized through marketing intelligence	Marketers can effectively interact with customers through marketing intelligence	Marketers can explore more prospective customers through marketing intelligence	Marketing intelligence can help position the business and select the proper market to invest	Business information can be obtained quickly and effectively through marketing intelligence	Strategic decisions can be made more accurately through marketing intelligence	Employees in organization are encouraged to focus externally
Spearman's rho	Level of competition in your industry	Correlation Coefficient	1.000											
		Sig. (2-tailed)												
		N	117											
	Extent of marketing intelligence awareness	Correlation Coefficient	.281**	1.000										
		Sig. (2-tailed)	.002											
		N	117	117										
	Importance of marketing intelligence to the survival, growth, and success of your business in South Africa	Correlation Coefficient	.459**	.411**	1.000									
		Sig. (2-tailed)	.000	.000										
		N	117	117	117									
	New opportunities can be identified through marketing intelligence	Correlation Coefficient	.413**	.194*	.317**	1.000								
		Sig. (2-tailed)	.000	.036	.000									
		N	117	117	117	117								
	Marketers can be aware of competitors' new moves through marketing intelligence	Correlation Coefficient	.260**	.034	.336**	.476**	1.000							
		Sig. (2-tailed)	.005	.717	.000	.000								
		N	117	117	117	117	117							
	Investment risks can be minimised through marketing intelligence	Correlation Coefficient	.176	.076	.191*	.391**	.367**	1.000						
		Sig. (2-tailed)	.057	.417	.039	.000	.000							
		N	117	117	117	117	117	117						
	Marketers can effectively interact with customers through marketing intelligence	Correlation Coefficient	.199*	.104	.263**	.407**	.560**	.550**	1.000					
		Sig. (2-tailed)	.032	.264	.004	.000	.000	.000						
		N	117	117	117	117	117	117	117					
	Marketers can explore more prospective customers through marketing intelligence	Correlation Coefficient	.220*	.229*	.230*	.306**	.512**	.444**	.487**	1.000				
		Sig. (2-tailed)	.017	.013	.013	.001	.000	.000	.000					
		N	117	117	117	117	117	117	117	117				
	Marketing intelligence can help position the business	Correlation Coefficient	.340**	.055	.363**	.415**	.493**	.660**	.501**	.385**	1.000			

and select the proper market to invest	Sig. (2-tailed) N	.000 117	.552 117	.000 117	.00 117	.000 117	.000 117	.000 117	.000 117				
Business information can be obtained quickly and effectively through marketing intelligence	Correlation Coefficient Sig. (2-tailed) N	.246** .008 117	.182* .049 117	.281** .002 117	.51 0 117	.439** .000 117	.491** .000 117	.462** .000 117	.436** .000 117	.513** .000 117	1.000 117		
Strategic decisions can be made more accurately through marketing intelligence	Correlation Coefficient Sig. (2-tailed) N	.269** .003 117	.054 .564 117	.350** .000 117	.40 9 117	.312** .001 117	.568** .000 117	.453** .000 117	.282** .002 117	.564** .000 117	.420** .000 117	1.000 117	
Employees in organization are encouraged to focus externally	Correlation Coefficient Sig. (2-tailed) N	.169 .068 117	.179 .053 117	.296** .001 117	.25 7 117	.054 .561 117	.228* .013 117	.216* .019 117	.125 .178 117	.220* .017 117	.163 .079 117	.300** .001 117	1.000 117
New opportunities are identified	Correlation Coefficient Sig. (2-tailed) N	.163 .079 117	.143 .125 117	.256** .005 117	.27 1 117	.363** .000 117	.236* .010 117	.253** .006 117	.290** .001 117	.257** .005 117	.311** .001 117	.379** .000 117	.440** .000 117
Warning of competitor moves is made early	Correlation Coefficient Sig. (2-tailed) N	.126 .175 117	.184* .047 117	.265** .004 117	.35 3 117	.346** .000 117	.332** .000 117	.365** .000 117	.304** .001 117	.350** .000 117	.394** .000 117	.377** .000 117	.392** .000 117
Investment risks are minimised	Correlation Coefficient Sig. (2-tailed) N	-.012 .894 117	-.018 .844 117	.158 .089 117	.26 4 117	.225* .015 117	.519** .000 117	.298** .001 117	.289** .002 117	.439** .000 117	.309** .001 117	.428** .000 117	.356** .000 117
Customer interactions are more effective	Correlation Coefficient Sig. (2-tailed) N	.028 .762 117	.077 .411 117	.172 .064 117	.28 8 117	.253** .006 117	.361** .000 117	.392** .000 117	.319** .000 117	.421** .000 117	.220* .017 117	.261** .004 117	.304** .001 117
Allows for improved market selection and positioning	Correlation Coefficient Sig. (2-tailed) N	.060 .520 116	.009 .923 116	.101 .280 116	.26 7 116	.201* .030 116	.341** .000 116	.251** .007 116	.283** .002 116	.428** .000 116	.246** .008 116	.393** .000 116	.185* .046 116
Information is collected quickly, efficiently and cost-effectively	Correlation Coefficient Sig. (2-tailed) N	.204* .028 117	.058 .536 117	.226* .014 117	.28 2 117	.215* .020 117	.405** .000 117	.270** .003 117	.200* .030 117	.484** .000 117	.543** .000 117	.413** .000 117	.321** .000 117
innovation/creativity	Correlation Coefficient Sig. (2-tailed) N	.094 .315 117	.094 .316 117	.375** .000 117	.25 3 117	.241** .009 117	.127 .171 117	.106 .254 117	.096 .302 117	.366** .000 117	.112 .229 117	.239** .009 117	.302** .001 117
commitment and determination	Correlation Coefficient Sig. (2-tailed) N	.059 .525 117	-.060 .517 117	.264** .004 117	.18 9 117	.190* .040 117	.133 .154 117	.161 .083 117	.106 .253 117	.183* .048 117	.226* .014 117	.081 .386 117	.153 .101 117
motivation	Correlation Coefficient Sig. (2-tailed) N	.178 .054 117	-.034 .715 117	.331** .000 117	.28 3 117	.207* .025 117	.104 .266 117	.197* .033 117	.076 .412 117	.164 .077 117	.176 .058 117	.053 .572 117	.233* .012 117

flexibility	Correlation Coefficient	.188 ⁺	.133	.287 ^{**}	.301 ^{**}	.208 ⁺	.093	.158	.142	.335 ^{**}	.171	.112	.047
	Sig. (2-tailed)	.043	.152	.002	.001	.024	.319	.088	.126	.000	.066	.231	.616
	N	117	117	117	117	117	117	117	117	117	117	117	117
leadership	Correlation Coefficient	.142	.055	.192 ⁺	.163	.142	.102	.115	.050	.149	.122	.129	.259 ^{**}
	Sig. (2-tailed)	.126	.554	.038	.080	.127	.275	.216	.596	.108	.191	.167	.005
	N	117	117	117	117	117	117	117	117	117	117	117	117
self-confidence	Correlation Coefficient	.253 ^{**}	.002	.315 ^{**}	.260 ^{**}	.220 ⁺	.184 ⁺	.261 ^{**}	.132	.241 ^{**}	.141	.134	.203 ⁺
	Sig. (2-tailed)	.006	.981	.001	.005	.017	.047	.005	.155	.009	.130	.151	.028
	N	117	117	117	117	117	117	117	117	117	117	117	117
vision	Correlation Coefficient	.231 ⁺	.017	.281 ^{**}	.333 ^{**}	.227 ⁺	.322 ^{**}	.202 ⁺	.195 ⁺	.475 ^{**}	.270 ^{**}	.347 ^{**}	.248 ^{**}
	Sig. (2-tailed)	.012	.852	.002	.000	.014	.000	.029	.035	.000	.003	.000	.007
	N	117	117	117	117	117	117	117	117	117	117	117	117
luck and fate	Correlation Coefficient	-.050	.060	.045	.255 ^{**}	-.116	.186 ⁺	.047	.112	-.083	.175	.140	.232 ⁺
	Sig. (2-tailed)	.594	.519	.633	.006	.213	.045	.611	.230	.372	.058	.133	.012
	N	117	117	117	117	117	117	117	117	117	117	117	117
political nimbleness	Correlation Coefficient	.216 ⁺	.196 ⁺	.232 ⁺	.418 ^{**}	.151	.076	.135	.221 ⁺	.065	.137	.189 ⁺	.248 ^{**}
	Sig. (2-tailed)	.019	.034	.012	.000	.105	.416	.146	.017	.485	.142	.042	.007
	N	117	117	117	117	117	117	117	117	117	117	117	117
personal social network	Correlation Coefficient	.052	.077	.302 ^{**}	.139	.111	-.020	.019	.086	.045	.024	.209 ⁺	.095
	Sig. (2-tailed)	.574	.412	.001	.135	.236	.830	.836	.354	.632	.800	.024	.311
	N	117	117	117	117	117	117	117	117	117	117	117	117
are usually mature persons	Correlation Coefficient	.022	.050	.067	.095	.143	.139	.154	.240 ^{**}	.088	.186 ⁺	.146	.147
	Sig. (2-tailed)	.816	.594	.474	.308	.123	.135	.096	.009	.347	.045	.115	.113
	N	117	117	117	117	117	117	117	117	117	117	117	117
sufficient education/knowledge	Correlation Coefficient	.233 ⁺	.251 ^{**}	.214 ⁺	.200 ^{**}	.091	.243 ^{**}	.241 ^{**}	.156	.183 ⁺	.273 ^{**}	.227 ⁺	.126
	Sig. (2-tailed)	.011	.006	.021	.030	.331	.008	.009	.093	.048	.003	.014	.175
	N	117	117	117	117	117	117	117	117	117	117	117	117
enough experience in the industry	Correlation Coefficient	-.118	.048	.050	.130	.065	.156	.158	.211 ⁺	.156	.177	.201 ⁺	.027
	Sig. (2-tailed)	.206	.606	.589	.162	.486	.093	.089	.023	.094	.056	.030	.770
	N	117	117	117	117	117	117	117	117	117	117	117	117
their own capital	Correlation Coefficient	.008	-.008	.081	.116	.057	.185 ⁺	.119	.148	.200 ⁺	.168	.312 ^{**}	.172
	Sig. (2-tailed)	.936	.929	.387	.212	.542	.046	.201	.110	.031	.071	.001	.063
	N	117	117	117	117	117	117	117	117	117	117	117	117
capital from business partners	Correlation Coefficient	.086	.110	.110	.119	.059	.197 ⁺	.058	.114	.145	.112	.195 ⁺	.184 ⁺
	Sig. (2-tailed)	.356	.237	.236	.200	.526	.033	.537	.220	.120	.230	.035	.047
	N	117	117	117	117	117	117	117	117	117	117	117	117
capital from family	Correlation Coefficient	-.037	-.092	-.155	.070	.001	.081	.110	.194 ⁺	-.029	.154	.130	-.022
	Sig. (2-tailed)	.688	.325	.094	.452	.992	.384	.237	.036	.753	.097	.162	.811

N		117	117	117	117	117	117	117	117	117	117	117	117
capital from spouses	Correlation Coefficient	.028	-.034	.004	.098	.027	.079	.062	.132	-.037	.098	.197 ⁺	-.049
	Sig. (2-tailed)	.766	.718	.966	.293	.774	.396	.507	.156	.691	.293	.033	.603
	N	117	117	117	117	117	117	117	117	117	117	117	117
The family members are involved in the enterprises	Correlation Coefficient	-.015	.002	-.136	-.116	-.108	-.020	.029	.006	-.106	-.061	.129	-.072
	Sig. (2-tailed)	.875	.984	.142	.211	.247	.833	.755	.946	.254	.513	.165	.439
	N	117	117	117	117	117	117	117	117	117	117	117	117
Entrepreneurs should have personal network	Correlation Coefficient	.054	-.111	.160	.038	.066	.029	.124	.033	.087	.173	.107	.075
	Sig. (2-tailed)	.566	.235	.084	.683	.477	.754	.181	.725	.350	.063	.253	.421
	N	117	117	117	117	117	117	117	117	117	117	117	117
Entrepreneurs should have emotional support from spouses	Correlation Coefficient	.090	.063	.141	.279 ⁺	.085	.189 ⁺	.060	.175	.158	.138	.235 ⁺	.226 ⁺
	Sig. (2-tailed)	.333	.499	.128	.002	.363	.041	.522	.060	.089	.138	.011	.014
	N	117	117	117	117	117	117	117	117	117	117	117	117
The battle for market share is intensifying	Correlation Coefficient	.263 ⁺⁺	.062	.318 ⁺⁺	.131	.184 ⁺	.182 ⁺	.106	.202 ⁺	.311 ⁺⁺	.283 ⁺⁺	.283 ⁺⁺	.258 ⁺⁺
	Sig. (2-tailed)	.004	.504	.000	.160	.047	.050	.257	.029	.001	.002	.002	.005
	N	117	117	117	117	117	117	117	117	117	117	117	117
Industries are being deregulated	Correlation Coefficient	.239 ⁺⁺	.172	.280 ⁺⁺	.160	.085	.182 ⁺	.164	.050	.177	.298 ⁺⁺	.233 ⁺	.274 ⁺⁺
	Sig. (2-tailed)	.009	.063	.002	.084	.360	.050	.077	.591	.056	.001	.012	.003
	N	117	117	117	117	117	117	117	117	117	117	117	117
Competition in world market is becoming fierce	Correlation Coefficient	.301 ⁺⁺	.120	.371 ⁺⁺	.302 ⁺⁺	.226 ⁺	.319 ⁺⁺	.194 ⁺	.168	.406 ⁺⁺	.354 ⁺⁺	.330 ⁺⁺	.403 ⁺⁺
	Sig. (2-tailed)	.001	.199	.000	.001	.014	.000	.036	.071	.000	.000	.000	.000
	N	117	117	117	117	117	117	117	117	117	117	117	117
Market segments are becoming smaller which require niche market and customisation	Correlation Coefficient	.104	.108	.171	.253 ⁺	-.001	.193 ⁺	.127	.144	.144	.121	.333 ⁺⁺	.360 ⁺⁺
	Sig. (2-tailed)	.265	.246	.066	.006	.987	.037	.174	.120	.122	.193	.000	.000
	N	117	117	117	117	117	117	117	117	117	117	117	117
Needs and requirements in the South Africa market are diverse	Correlation Coefficient	.146	.059	.023	.105	-.013	-.031	-.086	.027	.026	-.043	.134	.229 ⁺
	Sig. (2-tailed)	.116	.530	.801	.260	.886	.741	.358	.769	.777	.645	.149	.013
	N	117	117	117	117	117	117	117	117	117	117	117	117
Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly	Correlation Coefficient	.116	.223 ⁺	.272 ⁺⁺	.375 ⁺⁺	.225 ⁺	.323 ⁺⁺	.323 ⁺⁺	.274 ⁺⁺	.174	.353 ⁺⁺	.347 ⁺⁺	.228 ⁺
	Sig. (2-tailed)	.211	.016	.003	.000	.015	.000	.000	.003	.060	.000	.000	.013
	N	117	117	117	117	117	117	117	117	117	117	117	117
Organizations will need to conceive and create new competitive space	Correlation Coefficient	.112	.253 ⁺⁺	.350 ⁺⁺	.253 ⁺⁺	.251 ⁺⁺	.280 ⁺⁺	.239 ⁺⁺	.267 ⁺⁺	.265 ⁺⁺	.233 ⁺	.356 ⁺⁺	.231 ⁺
	Sig. (2-tailed)	.231	.006	.000	.006	.006	.002	.010	.004	.004	.012	.000	.012
	N	117	117	117	117	117	117	117	117	117	117	117	117
Demographic changes in South Africa creating new market environment	Correlation Coefficient	.166	.116	.143	.252 ⁺	.144	.162	.108	.044	.235 ⁺	.247 ⁺⁺	.245 ⁺⁺	.140
	Sig. (2-tailed)	.074	.212	.124	.006	.121	.081	.245	.639	.011	.007	.008	.133
	N	117	117	117	117	117	117	117	117	117	117	117	117
The explosion of information technology	Correlation Coefficient	.209 ⁺	.122	.263 ⁺⁺	.373 ⁺⁺	.238 ⁺⁺	.219 ⁺	.148	.194 ⁺	.198 ⁺	.235 ⁺	.297 ⁺⁺	.212 ⁺

	Sig. (2-tailed) N	.024 117	.189 117	.004 117	.00 0 117	.010 117	.018 117	.111 117	.036 117	.032 117	.011 117	.001 117	.022 117
Size of the business increases	Correlation Coefficient	.092	.030	.005	.15 0	.140	.225 ⁺	.118	.287 ^{***}	.180	.117	.214 ⁺	.106
	Sig. (2-tailed) N	.323 117	.746 117	.955 117	.10 6 117	.131 117	.015 117	.206 117	.002 117	.052 117	.207 117	.021 117	.258 117
Return on investment increases	Correlation Coefficient	.094	.090	.056	.16 3	.184 ⁺	.203 ⁺	.120	.056	.304 ^{***}	.156	.123	.127
	Sig. (2-tailed) N	.313 117	.335 117	.547 117	.08 0 117	.047 117	.028 117	.197 117	.550 117	.001 117	.093 117	.186 117	.174 117
Company annual sales increases	Correlation Coefficient	.058	.112	.069	.15 4	.167	.084	.092	.041	.151	.184 ⁺	.110	.110
	Sig. (2-tailed) N	.538 117	.231 117	.460 117	.09 7 117	.072 117	.368 117	.323 117	.661 117	.104 117	.047 117	.240 117	.238 117
Employee's turnover rates of the business decreases	Correlation Coefficient	.018	.047	.037	.29 4 ⁺	.144	.134	.253 ^{***}	.061	.146	.190 ⁺	.255 ^{***}	.153
	Sig. (2-tailed) N	.846 117	.617 117	.694 117	.00 1 117	.120 117	.150 117	.006 117	.515 117	.117 117	.040 117	.005 117	.101 117
Customer satisfaction to the business improves	Correlation Coefficient	.021	.132	.123	.19 3 ⁺	.147	.080	.088	.075	.152	.120	.119	.163
	Sig. (2-tailed) N	.823 116	.158 116	.189 116	.03 8 116	.115 116	.393 116	.348 116	.426 116	.104 116	.198 116	.203 116	.081 116
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	Correlation Coefficient	.114	.157	.186 ⁺	.00 6	.123	-.152	.035	.036	-.040	-.054	-.012	.158
	Sig. (2-tailed) N	.223 117	.091 117	.045 117	.94 6 117	.186 117	.101 117	.705 117	.703 117	.666 117	.563 117	.894 117	.089 117
Business plan and marketing improve the business performance	Correlation Coefficient	.256 ^{***}	.176	.277 ^{***}	.17 3	.133	.122	.089	.107	.208 ⁺	.187 ⁺	.150	.307 ^{***}
	Sig. (2-tailed) N	.005 117	.058 117	.003 117	.06 3 117	.153 117	.189 117	.339 117	.249 117	.025 117	.043 117	.107 117	.001 117
Staff and management education and training help the business grow	Correlation Coefficient	.262 ^{***}	.139	.181	.32 7 ^{***}	.137	.190 ⁺	.156	.027	.173	.100	.209 ⁺	.308 ^{***}
	Sig. (2-tailed) N	.004 117	.135 117	.050 117	.00 0 117	.142 117	.040 117	.093 117	.770 117	.062 117	.285 117	.024 117	.001 117
Management has family business experience	Correlation Coefficient	.122	.084	.111	.17 9	-.017	.182 ⁺	.076	-.003	.158	.202 ⁺	.308 ^{***}	.265 ^{***}
	Sig. (2-tailed) N	.190 117	.366 117	.232 117	.05 4 117	.855 117	.050 117	.418 117	.972 117	.089 117	.029 117	.001 117	.004 117
Owners have sufficient management experience in the industry	Correlation Coefficient	.131	.088	.186 ⁺	.18 8 ⁺	.177	.125	.258 ^{***}	.128	.169	.080	.156	.441 ^{***}
	Sig. (2-tailed) N	.160 117	.346 117	.044 117	.04 2 117	.056 117	.178 117	.005 117	.170 117	.068 117	.394 117	.094 117	.000 117
Owners have sufficient capital	Correlation Coefficient	-.012	.012	.017	.09 2	.155	.121	.102	.159	.117	.205 ⁺	.099	.094
	Sig. (2-tailed) N	.901 117	.902 117	.855 117	.32 6 117	.095 117	.192 117	.275 117	.086 117	.210 117	.027 117	.288 117	.311 117
Competition in the industry is fierce	Correlation Coefficient	.178	.111	.123	.29 2 ^{***}	.154	.156	.194 ⁺	.022	.046	.090	.280 ^{***}	.252 ^{***}
	Sig. (2-tailed) N	.055 117	.232 117	.186 117	.00 1 117	.098 117	.093 117	.036 117	.817 117	.621 117	.335 117	.002 117	.006 117

	Company has good information access in South Africa	Correlation Coefficient	.247**	.288**	.227*	.257	.119	.236*	.203*	.233*	.158	.251**	.222*	.230*
		Sig. (2-tailed)	.008	.002	.015	.006	.207	.011	.030	.012	.091	.007	.017	.013
		N	115	115	115	115	115	115	115	115	115	115	115	115
	Sound marketing intelligence and marketing research programmes are implemented in the business	Correlation Coefficient	.113	.254**	.149	.290	.133	.141	.083	.176	.130	.160	.068	.160
		Sig. (2-tailed)	.224	.006	.109	.002	.154	.129	.376	.058	.163	.085	.467	.085
		N	117	117	117	117	117	117	117	117	117	117	117	117
	Economic and political stability of South Africa is improving	Correlation Coefficient	.189*	.061	.071	.163	.111	.024	.001	.099	.122	.020	.109	.043
		Sig. (2-tailed)	.041	.513	.448	.079	.232	.794	.989	.286	.191	.835	.240	.643
		N	117	117	117	117	117	117	117	117	117	117	117	117

Part 2

			New opportunities are identified	Warning of competitor moves is made early	Investment risks are minimized	Customer interactions are more effective	Allows for improved market selection and positioning	Information is collected quickly, efficiently and cost-effectively	innovation/creativity	commitment and determination	motivation	flexibility	leadership	self-confidence
Spearman's rho	Level of competition in your industry	Correlation Coefficient Sig. (2-tailed) N												
	Extent of marketing intelligence awareness	Correlation Coefficient Sig. (2-tailed) N												
	Importance of marketing intelligence to the survival, growth, and success of your business in South Africa	Correlation Coefficient Sig. (2-tailed) N												
	New opportunities can be identified through marketing intelligence	Correlation Coefficient												

	Sig. (2-tailed) N	.000 117	.000 117										
Customer interactions are more effective	Correlation Coefficient Sig. (2-tailed) N	.368 .000 117	.405 .000 117	.517 .000 117	1.000 117								
Allows for improved market selection and positioning	Correlation Coefficient Sig. (2-tailed) N	.245 .008 116	.373 .000 116	.456 .000 116	.409 .000 116	1.000 116							
Information is collected quickly, efficiently and cost-effectively	Correlation Coefficient Sig. (2-tailed) N	.400 .000 117	.387 .000 117	.404 .000 117	.453 .000 117	.344 .000 116	1.000 117						
innovation/creativity	Correlation Coefficient Sig. (2-tailed) N	.347 .000 117	.281 .002 117	.194 .036 117	.215 .020 117	.120 .201 116	.245 .008 117	1.000 117					
commitment and determination	Correlation Coefficient Sig. (2-tailed) N	.194 .036 117	.160 .086 117	.197 .033 117	.194 .036 117	.041 .663 116	.171 .065 117	.527 .000 117	1.000 117				
motivation	Correlation Coefficient Sig. (2-tailed) N	.141 .131 117	.186 .045 117	.117 .210 117	.141 .131 117	-.053 .575 116	.132 .157 117	.615 .000 117	.822 .000 117	1.000 117			
flexibility	Correlation Coefficient Sig. (2-tailed) N	.055 .558 117	.276 .003 117	.068 .463 117	.200 .031 117	.188 .043 116	.167 .073 117	.607 .000 117	.595 .000 117	.584 .000 117	1.000 117		
leadership	Correlation Coefficient Sig. (2-tailed) N	.243 .008 117	.310 .001 117	.070 .452 117	.024 .797 117	.028 .769 116	.136 .143 117	.675 .000 117	.546 .000 117	.702 .000 117	.418 .000 117	1.000 117	
self-confidence	Correlation Coefficient Sig. (2-tailed) N	.134 .149 117	.262 .004 117	-.031 .742 117	.117 .209 117	.022 .813 116	.153 .099 117	.526 .000 117	.502 .000 117	.707 .000 117	.478 .000 117	.682 .000 117	1.000 117
vision	Correlation Coefficient Sig. (2-tailed) N	.250 .007 117	.182 .049 117	.225 .015 117	.167 .072 117	.166 .075 116	.344 .000 117	.661 .000 117	.429 .000 117	.460 .000 117	.420 .000 117	.518 .000 117	.565 .000 117
luck and fate	Correlation Coefficient	.092	.046	.033	.030	-.091	.135	.017	.095	.075	-.054	.062	.173

	Sig. (2-tailed) N	.326 117	.624 117	.721 117	.745 117	.333 116	.148 117	.856 117	.310 117	.419 117	.560 117	.507 117	.063 117
political nimbleness	Correlation Coefficient Sig. (2-tailed) N	.210 .023 117	.321 .000 117	.017 .855 117	.115 .216 117	-.043 .650 116	.106 .254 117	.275 .003 117	.137 .141 117	.224 .015 117	.292 .001 117	.351 .000 117	.295 .001 117
personal social network	Correlation Coefficient Sig. (2-tailed) N	.142 .127 117	.149 .108 117	-.004 .969 117	.008 .933 117	.031 .744 116	.046 .623 117	.358 .000 117	.348 .000 117	.313 .001 117	.326 .000 117	.296 .001 117	.332 .000 117
are usually mature persons	Correlation Coefficient Sig. (2-tailed) N	.177 .056 117	.148 .112 117	.070 .456 117	.153 .101 117	-.111 .235 116	.119 .199 117	.099 .287 117	.204 .027 117	.099 .290 117	.175 .060 117	.102 .273 117	.104 .263 117
sufficient education/knowledge	Correlation Coefficient Sig. (2-tailed) N	.203 .028 117	.223 .016 117	.219 .018 117	.238 .010 117	.067 .478 116	.288 .002 117	.083 .376 117	.297 .001 117	.198 .032 117	.257 .005 117	.128 .169 117	.066 .480 117
enough experience in the industry	Correlation Coefficient Sig. (2-tailed) N	.114 .220 117	.276 .003 117	.270 .003 117	.294 .001 117	.224 .015 116	.164 .077 117	.221 .017 117	.315 .001 117	.199 .031 117	.262 .004 117	.114 .219 117	.066 .481 117
their own capital	Correlation Coefficient Sig. (2-tailed) N	.252 .006 117	.224 .015 117	.182 .050 117	.304 .001 117	.157 .092 116	.333 .000 117	.084 .368 117	.173 .062 117	.056 .548 117	.126 .175 117	-.025 .788 117	.017 .856 117
capital from business partners	Correlation Coefficient Sig. (2-tailed) N	.171 .066 117	.166 .074 117	.171 .066 117	.084 .367 117	.086 .358 116	.193 .037 117	.112 .230 117	.183 .048 117	.109 .241 117	.123 .186 117	.083 .376 117	.102 .274 117
capital from family	Correlation Coefficient Sig. (2-tailed) N	.020 .828 117	.016 .862 117	.004 .968 117	.057 .545 117	-.071 .448 116	-.026 .780 117	-.214 .020 117	.000 .996 117	-.053 .570 117	-.041 .662 117	-.053 .569 117	-.003 .971 117
capital from spouses	Correlation Coefficient Sig. (2-tailed) N	-.002 .986 117	.048 .605 117	.053 .573 117	.079 .394 117	-.064 .495 116	.015 .871 117	-.150 .107 117	.046 .622 117	-.003 .971 117	-.070 .453 117	-.043 .648 117	.038 .687 117
The family members are involved in the enterprises	Correlation Coefficient Sig. (2-tailed) N	.018 .845 117	-.069 .463 117	-.080 .391 117	-.055 .554 117	-.098 .296 116	.017 .860 117	.077 .411 117	.050 .591 117	.148 .111 117	.041 .660 117	.084 .370 117	.054 .561 117
Entrepreneurs should have personal network	Correlation Coefficient	-.027	.119	.003	.000	-.022	.185	.188	.293	.235	.278	.157	.150

	Sig. (2-tailed) N	.775 117	.201 117	.978 117	.997 117	.818 116	.046 117	.042 117	.001 117	.011 117	.002 117	.091 117	.105 117
Entrepreneurs should have emotional support from spouses	Correlation Coefficient Sig. (2-tailed) N	.076 .414 117	.075 .421 117	.142 .128 117	.002 .984 117	.019 .842 116	.095 .306 117	.251 .006 117	.158 .090 117	.218 .018 117	.212 .022 117	.157 .091 117	.197 .033 117
The battle for market share is intensifying	Correlation Coefficient Sig. (2-tailed) N	.269 .003 117	.200 .031 117	.157 .092 117	.109 .244 117	.148 .114 116	.293 .001 117	.401 .000 117	.252 .006 117	.203 .028 117	.222 .016 117	.185 .046 117	.247 .007 117
Industries are being deregulated	Correlation Coefficient Sig. (2-tailed) N	.152 .101 117	.171 .065 117	.087 .350 117	.030 .746 117	.049 .600 116	.204 .028 117	.099 .290 117	.104 .265 117	.147 .115 117	.127 .173 117	.077 .408 117	.176 .058 117
Competition in world market is becoming fierce	Correlation Coefficient Sig. (2-tailed) N	.481 .000 117	.476 .000 117	.150 .106 117	.111 .234 117	.092 .325 116	.321 .000 117	.485 .000 117	.440 .000 117	.441 .000 117	.319 .000 117	.431 .000 117	.446 .000 117
Market segments are becoming smaller which require niche market and customisation	Correlation Coefficient Sig. (2-tailed) N	.449 .000 117	.485 .000 117	.319 .000 117	.311 .001 117	.184 .048 116	.257 .005 117	.293 .001 117	.182 .050 117	.140 .133 117	.239 .009 117	.176 .058 117	.179 .054 117
Needs and requirements in the South Africa market are diverse	Correlation Coefficient Sig. (2-tailed) N	.208 .024 117	.098 .291 117	.073 .436 117	.104 .264 117	.011 .904 116	.054 .564 117	.242 .009 117	.271 .003 117	.217 .019 117	.219 .018 117	.240 .009 117	.131 .159 117
Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly	Correlation Coefficient Sig. (2-tailed) N	.223 .015 117	.204 .028 117	.185 .045 117	.065 .488 117	.112 .232 116	.310 .001 117	.323 .000 117	.384 .000 117	.345 .000 117	.243 .008 117	.327 .000 117	.283 .002 117
Organizations will need to conceive and create new competitive space	Correlation Coefficient Sig. (2-tailed) N	.414 .000 117	.446 .000 117	.148 .110 117	.301 .001 117	.148 .112 116	.301 .001 117	.496 .000 117	.295 .001 117	.349 .000 117	.406 .000 117	.335 .000 117	.343 .000 117
Demographic changes in South Africa creating new market environment	Correlation Coefficient Sig. (2-tailed) N	.086 .356 117	.247 .007 117	.148 .112 117	.183 .049 117	.158 .090 116	.273 .003 117	.347 .000 117	.204 .027 117	.207 .025 117	.354 .000 117	.338 .000 117	.240 .009 117
The explosion of information technology	Correlation Coefficient Sig. (2-tailed) N	.131 .160 117	.350 .000 117	.118 .203 117	.167 .072 117	.288 .002 116	.132 .156 117	.345 .000 117	.255 .006 117	.360 .000 117	.263 .004 117	.400 .000 117	.456 .000 117
Size of the business increases	Correlation Coefficient N	.046 117	.233 117	.149 117	.160 117	.097 116	.092 117	.104 117	.138 117	.148 117	.207 117	.119 117	.204 117

		Sig. (2-tailed) N	.621 117	.011 117	.108 117	.086 117	.298 116	.324 117	.265 117	.139 117	.110 117	.025 117	.202 117	.027 117
Return on investment increases	Correlation Coefficient Sig. (2-tailed) N		.127 117	.301 117	.144 117	.161 117	.185 116	.231 117	.134 117	.124 117	.102 117	.267 117	.115 117	.047 117
Company annual sales increases	Correlation Coefficient Sig. (2-tailed) N		.127 117	.225 117	.009 117	.082 117	.075 116	.256 117	.210 117	.007 117	.059 117	.212 117	.126 117	.025 117
Employee's turnover rates of the business decreases	Correlation Coefficient Sig. (2-tailed) N		.146 117	.293 117	.159 117	.145 117	.233 116	.054 117	.167 117	.130 117	.197 117	.205 117	.206 117	.200 117
Customer satisfaction to the business improves	Correlation Coefficient Sig. (2-tailed) N		.173 116	.168 116	.068 116	.162 116	.070 115	.191 116	.292 116	.190 116	.210 116	.207 116	.148 116	.108 116
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	Correlation Coefficient Sig. (2-tailed) N		.220 117	.190 117	-.027 117	.042 117	.043 116	-.005 117	.005 117	-.093 117	-.087 117	-.052 117	.093 117	-.029 117
Business plan and marketing improve the business performance	Correlation Coefficient Sig. (2-tailed) N		.276 117	.297 117	.265 117	.252 117	.125 116	.359 117	.100 117	.136 117	.101 117	.060 117	.062 117	.030 117
Staff and management education and training help the business grow	Correlation Coefficient Sig. (2-tailed) N		.242 117	.335 117	.232 117	.209 117	.160 116	.257 117	.126 117	.158 117	.139 117	.091 117	.162 117	.084 117
Management has family business experience	Correlation Coefficient Sig. (2-tailed) N		.139 117	.217 117	.166 117	.056 117	.067 116	.210 117	.098 117	.074 117	.033 117	.001 117	.112 117	.107 117
Owners have sufficient management experience in the industry	Correlation Coefficient Sig. (2-tailed) N		.345 117	.251 117	.114 117	.227 117	.110 116	.159 117	.195 117	.136 117	.181 117	.103 117	.166 117	.129 117
Owners have sufficient capital	Correlation Coefficient Sig. (2-tailed) N		.241 117	.237 117	.154 117	.222 117	.249 116	.232 117	.057 117	.116 117	.113 117	.041 117	.077 117	.038 117
Competition in the industry is fierce	Correlation Coefficient Sig. (2-tailed) N		.187 117	.330 117	.163 117	.167 117	.223 116	.165 117	.142 117	.171 117	.127 117	.207 117	.100 117	.189 117

		Sig. (2-tailed) N	.043 117	.000 117	.079 117	.073 117	.016 116	.076 117	.128 117	.065 117	.173 117	.025 117	.285 117	.041 117
Company has good information access in South Africa	Correlation Coefficient Sig. (2-tailed) N	.243**	.263**	.120	.128	.151	.243**	.052	.153	.126	.176	.076	.165	
		.009	.005	.200	.174	.106	.009	.578	.104	.180	.060	.418	.078	
		115	115	115	115	115	115	115	115	115	115	115	115	
Sound marketing intelligence and marketing research programmes are implemented in the business	Correlation Coefficient Sig. (2-tailed) N	.142	.230	.127	.157	.248**	.212	.070	.173	.103	.229	.009	.072	
		.126	.013	.172	.091	.007	.022	.452	.062	.268	.013	.927	.440	
		117	117	117	117	116	117	117	117	117	117	117	117	
Economic and political stability of South Africa is improving	Correlation Coefficient Sig. (2-tailed) N	.128	.161	.009	.107	.182	.144	.130	.052	.113	.146	.176	.113	
		.169	.083	.924	.252	.051	.120	.163	.577	.224	.115	.057	.223	
		117	117	117	117	116	117	117	117	117	117	117	117	

Part 3

			vision	luck and fate	political nimbleness	personal social network	are usually mature persons	sufficient education/knowledge	enough experience in the industry	their own capital	capital from business partners	capital from family	capital from spouses	The family members are involved in the enterprises
Spearman's rho	Level of competition in your industry	Correlation Coefficient Sig. (2-tailed) N												
	Extent of marketing intelligence awareness	Correlation Coefficient Sig. (2-tailed) N												
	Importance of marketing intelligence to the survival, growth,	Correlation Coefficient												

and success of your business in South Africa	Sig. (2-tailed) N												
New opportunities can be identified through marketing intelligence	Correlation Coefficient Sig. (2-tailed) N												
Marketers can be aware of competitors' new moves through marketing intelligence	Correlation Coefficient Sig. (2-tailed) N												
Investment risks can be minimised through marketing intelligence	Correlation Coefficient Sig. (2-tailed) N												
Marketers can effectively interact with customers through marketing intelligence	Correlation Coefficient Sig. (2-tailed) N												
Marketers can explore more prospective customers through marketing intelligence	Correlation Coefficient Sig. (2-tailed) N												
Marketing intelligence can help position the business and select the proper market to invest	Correlation Coefficient Sig. (2-tailed) N												
Business information can be obtained quickly and effectively through marketing intelligence	Correlation Coefficient Sig. (2-tailed) N												
Strategic decisions can be made more accurately through marketing intelligence	Correlation Coefficient Sig. (2-tailed) N												
Employees in organization are encouraged to focus externally	Correlation Coefficient Sig. (2-tailed) N												
New opportunities are identified	Correlation Coefficient Sig. (2-tailed) N												
Warning of competitor moves is made early	Correlation Coefficient												

	Sig. (2-tailed) N													
Investment risks are minimised	Correlation Coefficient Sig. (2-tailed) N													
Customer interactions are more effective	Correlation Coefficient Sig. (2-tailed) N													
Allows for improved market selection and positioning	Correlation Coefficient Sig. (2-tailed) N													
Information is collected quickly, efficiently and cost-effectively	Correlation Coefficient Sig. (2-tailed) N													
innovation/creativity	Correlation Coefficient Sig. (2-tailed) N													
commitment and determination	Correlation Coefficient Sig. (2-tailed) N													
motivation	Correlation Coefficient Sig. (2-tailed) N													
flexibility	Correlation Coefficient Sig. (2-tailed) N													
leadership	Correlation Coefficient Sig. (2-tailed) N													
self-confidence	Correlation Coefficient Sig. (2-tailed) N													
vision	Correlation Coefficient	1.000												

	Sig. (2-tailed) N	.573 117	.063 117	.593 117	.116 117	.009 117	.005 117	.083 117	.001 117	.000 117	.000 117	.000 117	
Entrepreneurs should have personal network	Correlation Coefficient	.187	.156	.170	.322	.338	.108	.250	.073	-.018	.076	.028	.033
	Sig. (2-tailed)	.044	.092	.067	.000	.000	.245	.006	.435	.847	.416	.767	.727
	N	117	117	117	117	117	117	117	117	117	117	117	117
Entrepreneurs should have emotional support from spouses	Correlation Coefficient	.266	.344	.246	.304	.336	.078	.285	.141	.251	.194	.221	.211
	Sig. (2-tailed)	.004	.000	.007	.001	.000	.403	.002	.128	.006	.036	.017	.022
	N	117	117	117	117	117	117	117	117	117	117	117	117
The battle for market share is intensifying	Correlation Coefficient	.412	.098	.072	.300	.116	.088	.163	.092	.063	-.092	-.095	-.070
	Sig. (2-tailed)	.000	.294	.442	.001	.213	.343	.080	.325	.501	.323	.310	.452
	N	117	117	117	117	117	117	117	117	117	117	117	117
Industries are being deregulated	Correlation Coefficient	.236	.118	.100	.127	.157	.236	.022	.127	.154	.090	.137	-.045
	Sig. (2-tailed)	.010	.204	.282	.173	.091	.010	.810	.171	.098	.337	.140	.627
	N	117	117	117	117	117	117	117	117	117	117	117	117
Competition in world market is becoming fierce	Correlation Coefficient	.466	.127	.223	.196	.154	.226	.208	.182	.247	-.056	-.060	-.076
	Sig. (2-tailed)	.000	.173	.016	.034	.098	.014	.025	.050	.007	.547	.519	.413
	N	117	117	117	117	117	117	117	117	117	117	117	117
Market segments are becoming smaller which require niche market and customisation	Correlation Coefficient	.214	.115	.225	.285	.294	.206	.342	.323	.256	.140	.171	.161
	Sig. (2-tailed)	.021	.216	.015	.002	.001	.026	.000	.000	.005	.133	.065	.083
	N	117	117	117	117	117	117	117	117	117	117	117	117
Needs and requirements in the South Africa market are diverse	Correlation Coefficient	.184	.111	.193	.169	.048	.121	.022	.089	.064	.032	.072	.040
	Sig. (2-tailed)	.047	.233	.037	.068	.606	.194	.817	.339	.490	.734	.442	.671
	N	117	117	117	117	117	117	117	117	117	117	117	117
Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly	Correlation Coefficient	.355	.225	.273	.280	.200	.337	.335	.154	.244	.110	.156	.076
	Sig. (2-tailed)	.000	.015	.003	.002	.031	.000	.000	.097	.008	.237	.092	.418
	N	117	117	117	117	117	117	117	117	117	117	117	117
Organizations will need to conceive and create new competitive space	Correlation Coefficient	.381	.138	.296	.363	.097	.175	.284	.124	.119	-.034	-.004	.023
	Sig. (2-tailed)	.000	.137	.001	.000	.298	.058	.002	.182	.201	.718	.963	.804
	N	117	117	117	117	117	117	117	117	117	117	117	117
Demographic changes in South Africa creating new market environment	Correlation Coefficient	.292	.021	.305	.094	.051	.077	.104	.008	.050	-.016	-.010	-.099
	Sig. (2-tailed)	.001	.819	.001	.314	.587	.408	.264	.930	.594	.865	.919	.286
	N	117	117	117	117	117	117	117	117	117	117	117	117
The explosion of information technology	Correlation Coefficient	.344	.141	.279	.308	.072	.078	.313	.020	.155	.033	.118	-.102

		Sig. (2-tailed) N	.000 117	.129 117	.002 117	.001 117	.438 117	.401 117	.001 117	.833 117	.094 117	.721 117	.204 117	.274 117
Size of the business increases	Correlation Coefficient Sig. (2-tailed) N	.191 .039 117	- .874 117	- .858 117	.130 .163 117	.106 .254 117	.148 .110 117	.247 .007 117	.194 .036 117	.161 .083 117	.172 .063 117	.249 .007 117	.035 .706 117	
Return on investment increases	Correlation Coefficient Sig. (2-tailed) N	.142 .126 117	- .144 117	.042 .652 117	.032 .729 117	.040 .666 117	.271 .003 117	.168 .071 117	.274 .003 117	.161 .082 117	- .891 117	.022 .816 117	- .653 117	
Company annual sales increases	Correlation Coefficient Sig. (2-tailed) N	.169 .069 117	- .333 117	.060 .521 117	.103 .269 117	- .807 117	.089 .343 117	.119 .200 117	.137 .140 117	- .833 117	- .224 117	- .401 117	- .423 117	
Employee's turnover rates of the business decreases	Correlation Coefficient Sig. (2-tailed) N	.070 .454 117	.064 .490 117	.089 .340 117	.035 .709 117	- .898 117	.186 .045 117	.184 .047 117	.214 .021 117	.206 .026 117	.087 .352 117	.182 .050 117	- .940 117	
Customer satisfaction to the business improves	Correlation Coefficient Sig. (2-tailed) N	.155 .096 116	- .539 116	.028 .764 116	.183 .049 116	.027 .773 116	.039 .681 116	.206 .027 116	.232 .012 116	.184 .048 116	- .358 116	.028 .768 116	.020 .834 116	
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	Correlation Coefficient Sig. (2-tailed) N	- .219 117	- .043 117	.308 .001 117	.191 .039 117	- .353 117	.073 .432 117	- .939 117	- .512 117	- .982 117	- .726 117	.035 .709 117	- .019 117	
Business plan and marketing improve the business performance	Correlation Coefficient Sig. (2-tailed) N	.150 .107 117	- .092 117	.107 .252 117	.032 .730 117	.053 .573 117	.301 .001 117	.204 .028 117	.102 .275 117	.255 .005 117	- .129 117	.004 .964 117	- .039 117	
Staff and management education and training help the business grow	Correlation Coefficient Sig. (2-tailed) N	.062 .506 117	- .248 117	.133 .154 117	.035 .706 117	.020 .828 117	.375 .000 117	.273 .003 117	.136 .142 117	.288 .002 117	- .825 117	.151 .103 117	- .959 117	
Management has family business experience	Correlation Coefficient Sig. (2-tailed) N	.086 .359 117	.232 .012 117	.139 .135 117	.091 .330 117	.133 .154 117	.128 .169 117	.268 .003 117	.249 .007 117	.342 .000 117	.244 .008 117	.266 .004 117	.175 .059 117	
Owners have sufficient management experience in the industry	Correlation Coefficient Sig. (2-tailed) N	.045 .632 117	- .654 117	.064 .494 117	.135 .145 117	.134 .151 117	.159 .086 117	.172 .064 117	.273 .003 117	.172 .064 117	- .814 117	- .913 117	- .226 117	
Owners have sufficient capital	Correlation Coefficient Sig. (2-tailed) N	.053 .632 117	.015 .654 117	- .494 117	.064 .145 117	.189 .151 117	.142 .086 117	.295 .064 117	.356 .003 117	.099 .064 117	.055 .814 117	.097 .913 117	- .226 117	

		Sig. (2-tailed) N	.573 117	.870 117	.576 117	.492 117	.042 117	.126 117	.001 117	.000 117	.287 117	.559 117	.298 117	.893 117
Competition in the industry is fierce	Correlation Coefficient Sig. (2-tailed) N		.148 117	.164 117	.112 117	.196 117	.117 117	.164 117	.088 117	.073 117	-.005 117	-.045 117	-.009 117	-.058 117
Company has good information access in South Africa	Correlation Coefficient Sig. (2-tailed) N		.233 115	.101 115	.116 115	-.004 115	.142 115	.316 115	.223 115	.125 115	.235 115	-.030 115	.078 115	-.089 115
Sound marketing intelligence and marketing research programmes are implemented in the business	Correlation Coefficient Sig. (2-tailed) N		.074 117	-.065 117	.130 117	.056 117	.049 117	.234 117	.211 117	.052 117	.311 117	.068 117	.152 117	-.128 117
Economic and political stability of South Africa is improving	Correlation Coefficient Sig. (2-tailed) N		.112 117	-.191 117	.234 117	-.016 117	-.037 117	.133 117	.119 117	.063 117	.093 117	-.053 117	.009 117	-.235 117

Part 4

			Entrepreneurs should have personal network	Entrepreneurs should have emotional support from spouses	The battle for market share is intensifying	Industries are being deregulated	Competition in world market is becoming fierce	Market segments are becoming smaller which require niche market and customisation	Needs and requirements in the South Africa market are diverse	Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly	Organizations will need to conceive and create new competitive space	Demographic changes in South Africa creating new market environment	The explosion of information technology	Size of the business increases
Spearman's rho	Level of competition in your industry	Correlation Coefficient Sig. (2-tailed) N												
	Extent of marketing intelligence awareness	Correlation Coefficient												

	Sig. (2-tailed) N													
vision	Correlation Coefficient Sig. (2-tailed) N													
luck and fate	Correlation Coefficient Sig. (2-tailed) N													
political nimbleness	Correlation Coefficient Sig. (2-tailed) N													
personal social network	Correlation Coefficient Sig. (2-tailed) N													
are usually mature persons	Correlation Coefficient Sig. (2-tailed) N													
sufficient education/knowledge	Correlation Coefficient Sig. (2-tailed) N													
enough experience in the industry	Correlation Coefficient Sig. (2-tailed) N													
their own capital	Correlation Coefficient Sig. (2-tailed) N													
capital from business partners	Correlation Coefficient Sig. (2-tailed) N													
capital from family	Correlation Coefficient Sig. (2-tailed) N													
capital from spouses	Correlation Coefficient													

	Sig. (2-tailed) N													
The family members are involved in the enterprises	Correlation Coefficient Sig. (2-tailed) N													
Entrepreneurs should have personal network	Correlation Coefficient Sig. (2-tailed) N	1.000 117												
Entrepreneurs should have emotional support from spouses	Correlation Coefficient Sig. (2-tailed) N	.331** .000 117	1.000 117											
The battle for market share is intensifying	Correlation Coefficient Sig. (2-tailed) N	.295** .001 117	.157 .092 117	1.000 117										
Industries are being deregulated	Correlation Coefficient Sig. (2-tailed) N	.178 .054 117	.152 .102 117	.287** .002 117	1.000 117									
Competition in world market is becoming fierce	Correlation Coefficient Sig. (2-tailed) N	.177 .056 117	.248** .007 117	.472** .000 117	.345** .000 117	1.000 117								
Market segments are becoming smaller which require niche market and customisation	Correlation Coefficient Sig. (2-tailed) N	.183 .048 117	.278** .002 117	.265** .004 117	.228 .014 117	.516** .000 117	1.000 117							
Needs and requirements in the South Africa market are diverse	Correlation Coefficient Sig. (2-tailed) N	.129 .166 117	.140 .132 117	.202 .029 117	.279 .002 117	.305 .001 117	.315 .001 117	1.000 117						
Shortening product-life cycles and ease of accessibility to technology require accessing to market quickly	Correlation Coefficient Sig. (2-tailed) N	.188 .042 117	.218 .018 117	.323** .000 117	.271 .003 117	.384** .000 117	.375** .000 117	.270** .003 117	1.000 117					
Organizations will need to conceive and create new competitive space	Correlation Coefficient Sig. (2-tailed) N	.142 .126 117	.173 .063 117	.407** .000 117	.217 .019 117	.570** .000 117	.365** .000 117	.216 .019 117	.452** .000 117	1.000 117				
Demographic changes in South Africa creating new market	Correlation Coefficient Sig. (2-tailed) N	.127 .068 117	.068 .032 117	.312** .000 117	.180 .019 117	.282** .000 117	.316** .000 117	.394** .000 117	.283** .000 117	.271** .000 117	1.000 117			

environment	Sig. (2-tailed) N	.174 117	.470 117	.001 117	.052 117	.002 117	.001 117	.000 117	.002 117	.003 117			
The explosion of information technology	Correlation Coefficient Sig. (2-tailed) N	.171 .065 117	.280 .002 117	.310 .001 117	.195 .035 117	.338 .000 117	.259 .005 117	.155 .096 117	.426 .000 117	.415 .000 117	.337 .000 117	1.000 117	
Size of the business increases	Correlation Coefficient Sig. (2-tailed) N	.164 .076 117	.079 .399 117	.088 .347 117	-.018 .844 117	.061 .511 117	.163 .078 117	.116 .212 117	.101 .277 117	.149 .109 117	.046 .623 117	.233 .012 117	1.000 117
Return on investment increases	Correlation Coefficient Sig. (2-tailed) N	.054 .564 117	-.030 .745 117	-.051 .583 117	-.044 .640 117	.085 .364 117	.026 .779 117	.081 .383 117	.144 .121 117	.212 .022 117	.081 .382 117	.166 .074 117	.474 .000 117
Company annual sales increases	Correlation Coefficient Sig. (2-tailed) N	.056 .551 117	.079 .397 117	.084 .368 117	.016 .861 117	.071 .444 117	.048 .606 117	.185 .045 117	.171 .065 117	.325 .000 117	.145 .119 117	.125 .180 117	.406 .000 117
Employee's turnover rates of the business decreases	Correlation Coefficient Sig. (2-tailed) N	-.005 .960 117	-.016 .868 117	-.044 .636 117	.011 .910 117	.103 .267 117	.120 .196 117	.167 .073 117	.177 .056 117	.120 .196 117	.115 .216 117	.159 .086 117	.268 .003 117
Customer satisfaction to the business improves	Correlation Coefficient Sig. (2-tailed) N	.087 .352 116	.152 .103 116	.102 .278 116	.005 .957 116	.173 .064 116	.212 .022 116	.080 .394 116	.166 .076 116	.304 .001 116	.073 .433 116	.100 .288 116	.353 .000 116
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	Correlation Coefficient Sig. (2-tailed) N	-.037 .691 117	-.130 .163 117	-.058 .537 117	.023 .806 117	.012 .901 117	.036 .701 117	.070 .453 117	.060 .518 117	.091 .332 117	.000 .998 117	-.021 .823 117	.085 .363 117
Business plan and marketing improve the business performance	Correlation Coefficient Sig. (2-tailed) N	.177 .057 117	.031 .738 117	.119 .202 117	.182 .050 117	.287 .002 117	.283 .002 117	.178 .055 117	.198 .032 117	.192 .038 117	.166 .073 117	.157 .090 117	.188 .042 117
Staff and management education and training help the business grow	Correlation Coefficient Sig. (2-tailed) N	.094 .311 117	.079 .395 117	.070 .451 117	.009 .921 117	.321 .000 117	.416 .000 117	.186 .045 117	.230 .013 117	.168 .070 117	.193 .038 117	.202 .029 117	.231 .012 117
Management has family business experience	Correlation Coefficient Sig. (2-tailed) N	.144 .121 117	.144 .121 117	.008 .934 117	.186 .045 117	.305 .001 117	.264 .004 117	.097 .298 117	.256 .005 117	.209 .024 117	.091 .329 117	.251 .006 117	.205 .027 117
Owners have sufficient management experience in the	Correlation Coefficient Sig. (2-tailed) N	-.016 .016 117	.048 .048 117	.065 .065 117	-.007 .007 117	.295 .295 117	.246 .246 117	.096 .096 117	.147 .147 117	.212 .212 117	.007 .007 117	.188 .188 117	.298 .298 117

	industry	Sig. (2-tailed) N	.864 117	.605 117	.486 117	.942 117	.001 117	.008 117	.304 117	.113 117	.022 117	.939 117	.043 117	.001 117
	Owners have sufficient capital	Correlation Coefficient Sig. (2-tailed) N	.154 .098 117	.169 .068 117	-.102 .276 117	.047 .618 117	.093 .320 117	.125 .180 117	.073 .431 117	.068 .466 117	.101 .277 117	.043 .645 117	.210 .023 117	.299 .001 117
	Competition in the industry is fierce	Correlation Coefficient Sig. (2-tailed) N	.138 .138 117	.052 .577 117	.240 .009 117	.172 .064 117	.267 .004 117	.317 .000 117	.186 .044 117	.288 .002 117	.300 .001 117	.168 .070 117	.246 .007 117	.198 .033 117
	Company has good information access in South Africa	Correlation Coefficient Sig. (2-tailed) N	.166 .076 115	.075 .426 115	.096 .307 115	.206 .027 115	.275 .003 115	.167 .074 115	.221 .018 115	.235 .011 115	.296 .001 115	.187 .045 115	.220 .018 115	.336 .000 115
	Sound marketing intelligence and marketing research programmes are implemented in the business	Correlation Coefficient Sig. (2-tailed) N	.051 .581 117	.055 .555 117	.005 .954 117	.133 .154 117	.237 .010 117	.204 .027 117	.135 .146 117	.290 .001 117	.266 .004 117	.191 .040 117	.177 .056 117	.350 .000 117
	Economic and political stability of South Africa is improving	Correlation Coefficient Sig. (2-tailed) N	-.017 .855 117	-.016 .861 117	-.021 .818 117	-.069 .459 117	.098 .295 117	.071 .445 117	.165 .076 117	.107 .249 117	.195 .035 117	.207 .025 117	.198 .032 117	.356 .000 117

Part 5

[illegible]

focus externally	Sig. (2-tailed) N													
New opportunities are identified	Correlation Coefficient Sig. (2-tailed) N													
Warning of competitor moves is made early	Correlation Coefficient Sig. (2-tailed) N													
Investment risks are minimised	Correlation Coefficient Sig. (2-tailed) N													
Customer interactions are more effective	Correlation Coefficient Sig. (2-tailed) N													
Allows for improved market selection and positioning	Correlation Coefficient Sig. (2-tailed) N													
Information is collected quickly, efficiently and cost-effectively	Correlation Coefficient Sig. (2-tailed) N													
innovation/creativity	Correlation Coefficient Sig. (2-tailed) N													
commitment and determination	Correlation Coefficient Sig. (2-tailed) N													
motivation	Correlation Coefficient Sig. (2-tailed) N													
flexibility	Correlation Coefficient Sig. (2-tailed) N													
leadership	Correlation Coefficient													

competitive space	Sig. (2-tailed) N																
Demographic changes in South Africa creating new market environment	Correlation Coefficient Sig. (2-tailed) N																
The explosion of information technology	Correlation Coefficient Sig. (2-tailed) N																
Size of the business increases	Correlation Coefficient Sig. (2-tailed) N																
Return on investment increases	Correlation Coefficient Sig. (2-tailed) N	1.000															
		117															
Company annual sales increases	Correlation Coefficient Sig. (2-tailed) N	.728	1.000														
		.000															
		117	117														
Employee's turnover rates of the business decreases	Correlation Coefficient Sig. (2-tailed) N	.305	.162	1.000													
		.001	.080														
		117	117	117													
Customer satisfaction to the business improves	Correlation Coefficient Sig. (2-tailed) N	.455	.469	.352	1.000												
		.000	.000	.000													
		116	116	116	116												
Government provides strong support (Chinese government's support in terms of policy, capital, technology and human resources) to the business	Correlation Coefficient Sig. (2-tailed) N	.233	.272	.147	.177	1.000											
		.012	.003	.113	.058												
		117	117	117	116	117											
Business plan and marketing improve the business performance	Correlation Coefficient Sig. (2-tailed) N	.324	.284	.009	.129	.364	1.000										
		.000	.002	.924	.167	.000											
		117	117	117	116	117	117										
Staff and management education and training help the business grow	Correlation Coefficient Sig. (2-tailed) N	.308	.230	.192	.294	.265	.584	1.000									
		.001	.013	.038	.001	.004	.000										
		117	117	117	116	117	117	117									

Management has family business experience	Correlation Coefficient Sig. (2-tailed) N	.162 .080 117	.068 .463 117	.260** .005 117	.192* .039 116	.141 .131 117	.255** .006 117	.277** .003 117	1.000 117						
Owners have sufficient management experience in the industry	Correlation Coefficient Sig. (2-tailed) N	.364* .000 117	.243* .008 117	.367** .000 117	.414* .000 116	.263** .004 117	.293* .001 117	.360* .000 117	.251** .006 117	1.000 117					
Owners have sufficient capital	Correlation Coefficient Sig. (2-tailed) N	.363* .000 117	.289* .002 117	.321** .000 117	.348* .000 116	.140 .131 117	.149 .108 117	.105 .262 117	.242** .009 117	.399* .000 117	1.000 117				
Competition in the industry is fierce	Correlation Coefficient Sig. (2-tailed) N	.220* .017 117	.129 .167 117	.265** .004 117	.094 .317 116	.001 .991 117	.258* .005 117	.250* .007 117	.300** .001 117	.310* .001 117	.076 .418 117	1.000 117			
Company has good information access in South Africa	Correlation Coefficient Sig. (2-tailed) N	.489* .000 115	.454* .000 115	.295** .001 115	.297* .001 114	.161 .085 115	.482* .000 115	.387* .000 115	.270** .004 115	.315* .001 115	.307* .001 115	.363* .000 115	1.000 115		
Sound marketing intelligence and marketing research programmes are implemented in the business	Correlation Coefficient Sig. (2-tailed) N	.334* .000 117	.282* .002 117	.283* .002 117	.280* .002 116	.302* .001 117	.466* .000 117	.380* .000 117	.179 .054 117	.287* .002 117	.247* .007 117	.214* .020 117	.544* .000 115	1.000 117	
Economic and political stability of South Africa is improving	Correlation Coefficient Sig. (2-tailed) N	.446** .000 117	.438** .000 117	.189* .042 117	.327* .000 116	.440** .000 117	.384* .000 117	.324* .000 117	.072 .441 117	.299* .001 117	.275* .003 117	.025 .792 117	.413* .000 115	.538* .000 117	1.000 117

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).