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Since Sim was a young boy, personality traits associating him with being a potential entrepreneur. By improvising with board games or his fascination for music (starting with a harmonica) all showed substantive prospects for independency. Further, Sim was renowned for *“his tendency to color outside the lines”*, with his positive aspirations to hopefully make a computer ‘sing’. Sim believes in balance *“you have to balance chaos with structure”* (Kiran 2004:03), which links with Kirby’s (2003) understanding of the main psychological characteristics of an entrepreneur, risk-taking ability, need for achievement, locus of control, desire for autonomy, creativity & opportunism and intuition, as Sim *“longed for a fun-filled work environment”* (Kiran 2004:03). Resulting in Sim possessing entrepreneurial characteristics. Indeed as we review his approach towards tasks (taking into account his failure of the Cubic CT and move to the Game Blaster) we can identify him with Kirby’s (2003) concept an innovator, as he approaches tasks from an unusual angle a computer singing is far from logical, disciplined and precise). Once identifying the different types of entrepreneur (of which there are many) it can be acknowledged that Sim shows light in a number of categories. With the building of the Cubic CT, Game Blaster, Sound Blaster, DVD kits and Nomad Jukebox he may be viewed as a craftsman, building the business and products from knowledge he had learned from technology. Also, as he was new and this was his first business, he is to be considered a novice entrepreneur, . Sim, is a portfolio ideas entrepreneur, he constantly believes in introducing new ideas and introducing new products, diversifying ideas and questioning his market continually, having persistence when products don’t sell (Cubic CT), but willing to make the calculated risk and inner control to ‘pull’ effort on that product when needed, in essence being realistic. Creative shines dominantly as a technology firm that has had and probably will have more high growth potential. Thus links in with both a high potential venture and a Gazelle firm (due to the high investor interest and investment and high growth factors) greatly influenced the \$658 million sales in 1994 by sales of the Sound Blaster.

Furthermore, Sim has great visionary leadership and is change orientated. When Chay Kwong Soon and Ng Kai Wa parted with Sim, he changed the company’s management wanting to push increasingly forward into the future, venturing into more diversified products

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

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

Both Burns(2001) and Hisrich & Peters (2002) agree that personal character traits that influence learning and behaviour in order to become entrepreneurs are not all born with us, but mostly evolve or are ‘made’ over time. These characteristics and patterns of behaviour that Sim has are, the ability to take calculated risks – through the development of the Cubic CT and Sound Blaster some risks were taken – some good some not so good; locus of control – Sim believes his progression and company more growth is down to him, and when his partners left it truly was; desire for autonomy – Sim takes ownership of his own direction and values his individualism and freedom – when he went to the US to promote the Sound Blaster he believed in himself. Intuition plays an important part in Sim’s traits as it recognises that he can sense when an idea, such as the Cubic CT product, was not going to work at the time that he wanted it to enter the market and so revert to other products in order to make himself and the company more successful. Nonetheless, Timmins (1999:224) believes that *“successful entrepreneurs are adaptive and resilient”*, thus Sim was eager to carry on. Other traits that he is identified to have – mainly because of his venture to the US are; a sense of value, self-confidence, independence, is courageous, persistent, reliable and tenacious, which are all identified by Lumsdaine and Binks as key attributes of an entrepreneur. The author believes that his intuition and lateral thinking spurred Sim to take the Sound Blaster to the US and not to give up on it, together with his ‘dominant’ right side of his brain¹ (body’s

¹ Refers to the left, right brain with Kirby (2004)

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emotional, intuitive and spatial functions) taking clear focus towards his entrepreneurial opportunities, being “...*at the heart of the creative process...*” (Kirby 2003:139).

Moreover, it is necessary to mention a little about Sim’s culture and how this affects his entrepreneurial behaviour and ability to interact and sell his product to people of other cultures, such as the United States (where he launched the Sound Blaster). With the clear differences between the United States and Asia through Hofstede’s four dimensions – Individualism Vs collectivism, power distance, uncertainty avoidance; this means that greater ambiguity, personal choice and preference for flexibility, stressing development of analytical skills, are all associated in one way or another to character traits and associations with entrepreneurs. Thus, it is felt aided Sim when he travelled to America to set-up the subsidiary, it tasks to influence the market with Sound Blaster.