

A Summary of Team 's entrepreneurial ability

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Abstract: With the emergence of relevant policies for entrepreneurship and entrepreneurial teams, entrepreneurial research has gradually become the main object of the study of experts and scholars. Entrepreneurship activities can be carried out smoothly, not only need the support of the external environment, entrepreneurs and entrepreneurial team of comprehensive ability and quality are more importantly. But the existing researches are mainly on the entrepreneurial team heterogeneity, team structure, the relationship between team members, and team performance. There are many studies on the entrepreneurial ability of entrepreneurs, the research on the team's entrepreneurial ability is relatively less. This article mainly reviews the literature on the entrepreneurial team, define the team's entrepreneurial capabilities, and according to the development process of entrepreneurship team to classify the entrepreneurial ability, to provide a reference for the follow-up study.

Keywords: entrepreneur; entrepreneurial team; entrepreneurial ability

1 Introduction

With the entrepreneurial activities in the country generally, more and more attention are paid for the entrepreneur's personal qualities, entrepreneurial ability and entrepreneurial behavior by the academic community. There is plenty of evidence to show, the main body of entrepreneurial activity is increasingly inclined to an entrepreneurial team rather than an individual entrepreneur (Venture 1989). The performance of the entrepreneurial team is also superior to the performance of individual entrepreneurship. In the process of entrepreneurship, whether the entrepreneurial team can successfully complete the entrepreneurial task and achieve high entrepreneurial performance is the key to the success of entrepreneurship. And a good entrepreneurial team with the knowledge, skills and ability. In the process of entrepreneurship to identify the opportunity to use, access and integration of resources and other capabilities of the integrated, that is, we call the entrepreneurial ability. However, the concept of entrepreneurial ability, still remain in the theoretical discussion and connotation of the analysis stage, its division of the dimension did not form a unified standard, there is no relatively mature scale can measure the team entrepreneurial ability. This paper mainly reviews the entrepreneurial team and the related literature of entrepreneurial ability, and tries to construct a change model of team entrepreneurial ability in the process of entrepreneurial process.

2 Introduction to related concepts

2.1 Entrepreneurship team

With the development of the times, entrepreneurship is no longer an entrepreneur alone, mainly in the form of a team. There is plenty of evidence that entrepreneurship is in the form of a start-up team, not a single entrepreneur. The study also said that the entrepreneurial team than a single entrepreneur to bring higher performance. Timmons (1979) pointed out that lonely entrepreneurs are rarely able to build more than one million dollars in the cause, and venture capitalists often use the quality of the new business entrepreneurial team as an important basis for its investment or not. Cooper and Brun (1997) found that in their survey of fast-growing business, more than 80% of the enterprises are established by the team. Therefore, the entrepreneurial team as a research object is more meaningful. However, for the definition of entrepreneurial team, the academic community has not yet formed a unified conclusion. In this article, we mainly use the current general definition of the entrepreneurial team, entrepreneurial team is a combination of multiple people who involved in the establishment of the company, engaged in

business management and development strategies. They are usually able to complement each other, in order to achieve a common business goal, everyone bears the corresponding success or failure responsibility. In order to achieve the purpose, they work together. In the team, they enjoy a common financial interest, generally occupy the company shares or enjoy a certain degree of corporate ownership.

2.2 Entrepreneurial ability

Although there are many studies on entrepreneurial ability, but there is no consistent definition of entrepreneurial ability. Chandler and Hanks (1994) first proposed the concept of entrepreneurial ability and defined as the ability to identify, predict and exploit opportunities. At the individual level, most of the research examines entrepreneurial ability as entrepreneurial talent (Thompson 2004), or the entrepreneurial characteristics that can be effective and successful to complete the work (Muzychenko 2008); While the organizational dimension defines entrepreneurial ability as the capacity of the organization to acquire the resources according to the identified market opportunities, and then develop the opportunities and build new markets. (Arthurs, Busenitz 2006). Regardless of which level, the concept of entrepreneurial ability is mainly from four aspects to elaborate, these are entrepreneur's personal, opportunities, management and relationship. Based on the management perspective, entrepreneurial ability is defined as the product of internal operation, it is the key to promote the internal operation (Yin Miao, Cai Li 2012). Although there are many definitions of entrepreneurial ability, but mainly focus on the entrepreneurial individuals, the team's entrepreneurial ability needs to be further explored.

2.3 Team's entrepreneurial ability

Charles (2001) argued that entrepreneurial success lies in a reasonable team's entrepreneurial capacity, so he defines the team's entrepreneurial ability, when a team as a whole, the ability of team members is the core and the team's entrepreneurial ability is a combination of a series of knowledge and skills during each member. Ma Hongmin (2008) argued that team's entrepreneurial ability is the basic ability to maintain the normal operation first of all. Followed by a system, is the organic combination of entrepreneur, entrepreneurial resources and entrepreneurial team. Finally, a strategic view, which extends the field of competition, the competition rose to the overall strength of the entrepreneurial team confrontation. The entrepreneurial ability of the team refers to the enterprise in the process of entrepreneurship, to complete entrepreneurial tasks and achieve the entrepreneurial performance, it required knowledge, skills, ability and other characteristics (Liu Jin, Zhu Jiajun 2013). Combined with the relevant scholars on the definition of team entrepreneurial ability, in this paper, we define the entrepreneurial ability of the team as a combination of a series of competencies in the process of starting a business process as a whole, which can successfully complete the entrepreneurial task and achieve high performance.

3 Dimensions measuring individual and team entrepreneurial ability

For entrepreneurial ability measurement, we from the individual perspective and team perspective to elaborate, as shown in Table 1:

Table 1 Measurement dimension of entrepreneurial ability

Perspective	Author	Dimension
Individual	Thomas (2000)	opportunity competency, conceptual competency, strategic competence, organizational competency, relationship competency, commitment competency
	Cynthia (2003)	knowledge ability, subject matter, tolerance, problem solving, communication, cooperation, motivation, derivation

Table 1,
cont.

	Lans (2011)	analytical ability, ability to pursue and network capacity
Team	Ma Hongmin, Li Fei (2008)	strategic ability, opportunities ability, relationships ability, organizational ability, commitment ability, conceptual ability, collaboration ability, learning, and innovation ability
	Zhang zhenhua (2009)	entrepreneurial orientation, opportunity ability, relationship collaboration ability, organizational ability, commitment ability, learning ability, knowledge sharing ability, innovation ability

Source: Author finishing

To sum up, the team's entrepreneurial ability is also a multi-faceted complex, which not only includes the basic competencies required by individual members, such as opportunity ability and relationship ability, and so on. Compared to individual entrepreneurs, as a member of the entrepreneurial team, do not have to have all the ability, team members can be complementary in all aspects of capacity. It can be seen, as a start-up team, the comprehensive aspects of entrepreneurial capacity is better than individual entrepreneur. So to conduct an overview about the team entrepreneurial ability is a certain necessity.

4 Team entrepreneurial capacity integration model

By comparing the entrepreneurial and team entrepreneurial abilities, we summed up the basic abilities that the entrepreneurial team needed. First, entrepreneurial personality and ability; second, opportunity, including the identification of entrepreneurial opportunities, the assessment of entrepreneurial opportunities and the use of entrepreneurial opportunities; third, entrepreneurial orientation; fourth, entrepreneurial spirit; fifth, learning ability; Sixth, ability to articulate; seventh, organizational capacity; eighth, strategic capacity. Through the above summary and analysis, we draw the following model according to the life cycle of the entrepreneurial team (Figure 1). Because in different business periods, the focus of the entrepreneurial team is different, so according to different periods of time the ability to divide the entrepreneurial team is necessary. In this model, we divide the different entrepreneurial abilities according to the different stages of the entrepreneurial team and explain the entrepreneurial capacity needed by each team.

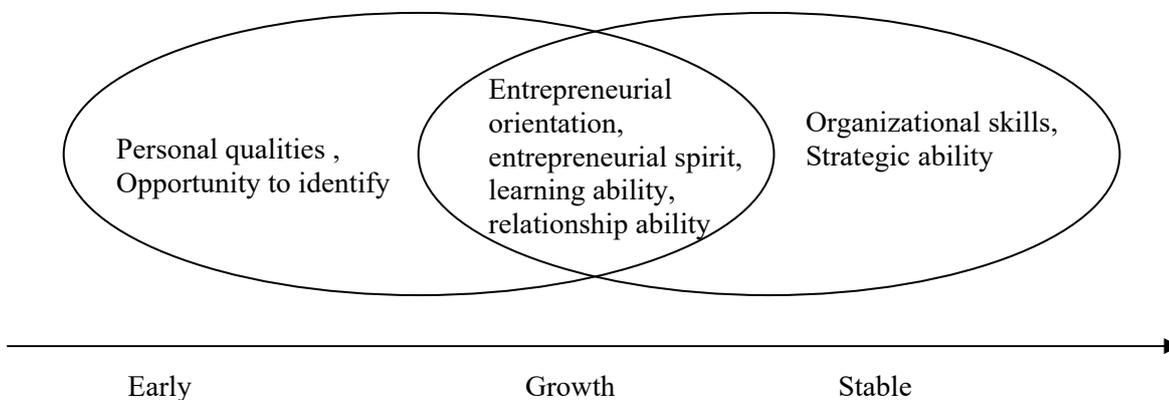


Figure 1 team entrepreneurial capacity change model

First of all, in the initial stage of the entrepreneurial team, we are mainly concerned about the entrepreneur's personal characteristics and entrepreneurial team recognition of the opportunity. Whether the entrepreneur has the spirit of innovation, the desire for success, the courage to take risks and courage, a

great impact on entrepreneurship, thus affecting the entrepreneurial team, the formation and composition of the entrepreneurial team plays a key role. According to the definition of team entrepreneurial capacity, opportunities for the entrepreneurial team is essential, the entrepreneurial team in the early stages of business can not identify the entrepreneurial opportunities is the entrepreneurial team can successfully start the key business. From the entrepreneurial process point of view, it is the starting point for business. Opportunities for entrepreneurial opportunities include vision and insight, information acquisition, imitation and innovation, etc.

Second, in the entrepreneurial growth period, the entrepreneurial team's entrepreneurial capacity will focus on different. At this stage, companies need to use the opportunity to assess the ability to select the most valuable market opportunities, and its transformation into specific business activities, such as the development of new products or into the new market, so in the growth period, the opportunity to assess the ability and opportunity use the ability to play a key role. Of course, entrepreneurship has an important role in this period. Entrepreneurial orientation is the specific performance of the organization in order to solve the problem and respond to changes in the environment of a series of related activities in the management of the specific performance. For the entrepreneurial-oriented measurement dimension at home and abroad is not consistent, we summed up several aspects, namely, entrepreneurial orientation, including innovation (product and technology innovation), risk commitment (a large number of resources into the uncertainty of the commitment to the cause), first (To change the competitive position and challenge the opponent's competition) and autonomy (for an idea of creativity or willingness, from idea to independent in the process of implementation). Entrepreneurship includes collective innovation, sharing of cognition, risk sharing, and collaboration. Entrepreneurial team Entrepreneurship refers to every entrepreneurial team members do not simply think of themselves as individual entrepreneurs, but as a collective sense of entrepreneurs, through the sharing of cognitive and cooperative action, creatively identify, develop and leverage entrepreneurial opportunities, and then create new businesses and promote business growth. Therefore, the entrepreneurial spirit regardless of the initial start of the entrepreneurial team or the subsequent development and maturity, is an important ability. With the continuous development of the entrepreneurial team, learning becomes critical. Entrepreneurship team from the past experience in the initiative to learn and improve the team's behavior, so that entrepreneurship to a good direction. So learning ability is through the development of the entire entrepreneurial team in the process. The role of the relationship at this stage can not be ignored, the growth stage of the new enterprises more need to use their own relationship to build a network of relationships to obtain a variety of resources for enterprises to grow and the necessary information for strategic adjustment.

Finally, to the stability of the development of entrepreneurial team, the entrepreneurial team in addition to the need for the above-mentioned ability, should pay attention to strategic and organizational capacity. Strategic and organizational skills are organizational level of entrepreneurial capacity, organizational level of entrepreneurial capacity in the enterprise mature stage play a role. After the growth stage, the enterprise has entered a mature period, if you can maintain the daily operation at the same time to develop and implement an effective long-term development strategy, and the various resources and ability to effectively integrate, then not only to survive, but also on the contrary, if companies can not develop and implement effective sustainable development strategies, and can not be effective integration of resources and capacity, then it may prematurely enter the recession, or even "premature death."

5 Future prospects

Through the study of entrepreneurial team and entrepreneurial research, we found that in the past ten years, scholars have carried out more empirical research on entrepreneurial ability, and made some progress. Although there are gaps compared to other themes of entrepreneurship, the concept of entrepreneurial competence has been defined and the dimensions of entrepreneurial ability have been divided. But there are still shortcomings. The existing research does not take into account the dynamic evolution of entrepreneurial ability. There is no clear interaction between each dimension and the internal

mechanism. Second, the existing research methods are relatively simple, mainly regression analysis and descriptive statistics, it is difficult to further elaborate the complex relationship between the various variables. Finally, because of the differences in culture at home and abroad, so the entrepreneurial environment will cause different entrepreneurial ability is different, but the domestic and no entrepreneurial ability of the localization of the study.

Based on the above problems, we propose some future research directions. First of all, the future of the entrepreneurial ability of the dynamic evolution of the process, a variety of entrepreneurial ability changes and the entrepreneurial team will have what kind of different effects of research. Secondly, in the study of entrepreneurial ability related issues, can improve the research methods. Finally, we can combine the entrepreneurial ability of Chinese local culture research entrepreneurial team to find out the entrepreneurial ability which is more suitable for entrepreneurial team in China's entrepreneurial environment, and provide some reference for entrepreneurial team to create entrepreneurial team or venture capitalist to study entrepreneurial team.

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