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## The role and attributes of entrepreneurs at South Africa's largest arts festival.

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**Abstract:** The Klein Karoo National Arts Festival (KKNK) in Oudtshoorn, South Africa, is the largest arts festival in South Africa. The purpose of this research was to determine the attributes and role of the entrepreneurs at the Klein Karoo National Arts Festival. This was done by means of a questionnaire survey (N=249). After data capturing was completed, two factor analyses were conducted. The first factor analysis revealed six factors (entrepreneurial attributes), namely organisational skills, resourcefulness, self-edification, explorative, acquired skill and drive, of which resourcefulness had the highest mean value. The second factor analysis identified the role of entrepreneurs at KKNK and revealed three primary roles, namely festival promotion, product promotion and income generation, of which product promotion had the highest mean value. This is the first time that the roles of entrepreneurs at festivals were investigated in South Africa.

**Keywords:** Klein Karoo National Arts Festival; Attributes; Factor analysis; Festival entrepreneur.

**Resumen:** El Festival de las Artes Nacional Klein Karoo (KKNK) en Oudtshoorn, Sudáfrica, es el mayor festival de las artes en el sur de África. El propósito de esta investigación fue determinar las características y el papel de los empresarios en éste. Lo cual se hizo por medio de una encuesta (N = 249). Después de la captura de datos, se realizaron dos análisis. El análisis factorial reveló por primera vez seis factores (atributos empresariales): capacidad de organización, capacidad de auto-edificación, de exploración, adquirió la habilidad y la unidad, de la que el ingenio tuvo el valor más alto. El análisis del segundo factor identificado como el papel de los empresarios en el KKNK reveló tres papeles principales, a saber, la promoción de festivales, promoción de productos y generación de ingresos, de los cuales tenían la promoción de los productos de mayor valor. Esta es la primera vez que se ha investigado el papel de los empresarios en los festivales de Sudáfrica.

**Palabras clave:** Klein Karoo Festival Nacional de las Artes; atributos; análisis factorial; empresario Festival.

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## Introduction

Entrepreneurship is a crucial factor in the development of any country, especially a developing country such as South Africa (Haasje, 2006:47). Since 1994, the South African government has been committed to developing entrepreneurship through its strategies and has put a large number of resources, financial support, as well as policies into the development of small, medium and micro-enterprises (SMME) (Ah-wireng-Obeng, 2005:15). Tourism entrepreneurs include both direct providers of tourism products (accommodation, tour services) and indirect providers of goods and services (crafts, food) (Ndabeni & Rogerson, 2005:134). According to Statistics SA (2005), the tourism industry has earned an estimated R758.5 million in direct spending in 2005, and is one of the largest industries in South Africa; therefore, tourism entrepreneurs, who make up most of the tourism industry, contribute significantly to the economic development of the country.

The Klein Karoo National Arts Festival (KKNK) was established in Oudtshoorn in 1994 after South Africa's first democratic election. According to Van der Vyver and Du Plooy-Cilliers (2006:193) and Kirshoff (2004:237), the KKNK was originally created to promote the Afrikaans language

and its culture and serve as a financial injection for the local community of Oudtshoorn. Since its establishment, the festival has grown significantly with the total economic impact estimated at R89,980 million in 2007 (Slabbert, Saayman, Saayman & Viviers, 2007:41). According to Van der Vyver and Du Plooy-Cilliers (2006:192), the Oudtshoorn Municipality's Economic Report estimated that 120 000 visitors attended the KKNK in 2007. Thus, the popularity and size of the KKNK has developed a great deal in the past 13 years. Kirshoff (2004:238) adds that the KKNK is a "combined arts festival" that offers a variety of art forms as well as flea markets that range from food stalls, arts, crafts and memorabilia for those who love shopping. It is the latter part that laid the foundation for the research, since Van der Merwe (2008) indicated that entrepreneurs are important role players at arts festivals although his study did not elaborate on what these roles are.

In order to maximise the growth and provide quality services to entrepreneurs at the KKNK, festival organisers should have a greater understanding of the role and attributes of entrepreneurs. The purpose of this article is to explore the attributes and role of entrepreneurs at the KKNK Festival.



Map 1: Western Cape Province, Oudtshoorn

## LITERATURE REVIEW

Entrepreneurship has been researched extensively in the past and still receives significant attention from academics around the world. One of the reasons why entrepreneurship is so important is because it commercialises public knowledge and it contributes to employment growth and efficiency (Ullrich & Brown, 2004:6). Extensive research has gone towards understanding entrepreneurship, from the entrepreneurial process (Baron & Shane, 2005; Kurantho & Hodgetts, 2007) to the entrepreneurial individual (Visser, De Coning & Smit, 2005).

Because of South Africa's high rate of unemployment, it is of utmost importance to create job opportunities (Henning, 2003:2). Small enterprises play a valuable role in employment creation, stability, competitiveness, developing skills and ensuring economic growth. Small to medium enterprises provided jobs to approximately seven million South Africans in 1996 and contributed 45% of the GDP (Henning, 2003:2). According to Kroon (2002:221), one of the priorities for success in entrepreneurial development in South Africa is the improvement of small business's support infrastructure, to build networks, to focus government policy on entrepreneurial development and small business development. Festivals and events, according to Tyson et al. (2005), are one way to achieve the latter.

National Art Festivals in South Africa are attracting entrepreneurs from small

businesses across the country to promote and grow their businesses (Saayman, Douglas & De Klerk, 2008:13). According to Tyson, Hayle, Truly, Jordan and Thame (2005:327), entrepreneurial opportunities, such as accommodation, attractions, crafts and foods are stimulated by big events. Increased tourism because of these big events may increase the demand for the products and services mentioned above. This in turn attracts more festival entrepreneurs to these events (Tyson *et al.*, 2005:329). According to Jonker and Saayman (2008), festival entrepreneurs can be categorised as indicated in Figure 1.

Based on the information captured in Figure 1, it becomes clear that festival entrepreneurs, as indicated in the internal category, seem to be dependent on specific talents and skills. In the absence or due to a lack of definitions for a festival entrepreneur, the latter can be seen as *someone who started and manages his/her own business, who travels from festival to festival in order to promote, offer or sell his/her product or services as well as creating or adding new ones*. Having said that, the questions remain, namely: What are the attributes of festival entrepreneurs and what do they regard as their role at festivals/events? Answers to these questions, according to Saayman *et al.* (2008), can assist festival organisers in getting a greater understanding and clarity about aspects driving these entrepreneurs, since the latter are key stakeholders and contributors to the sustainability and success of festivals.

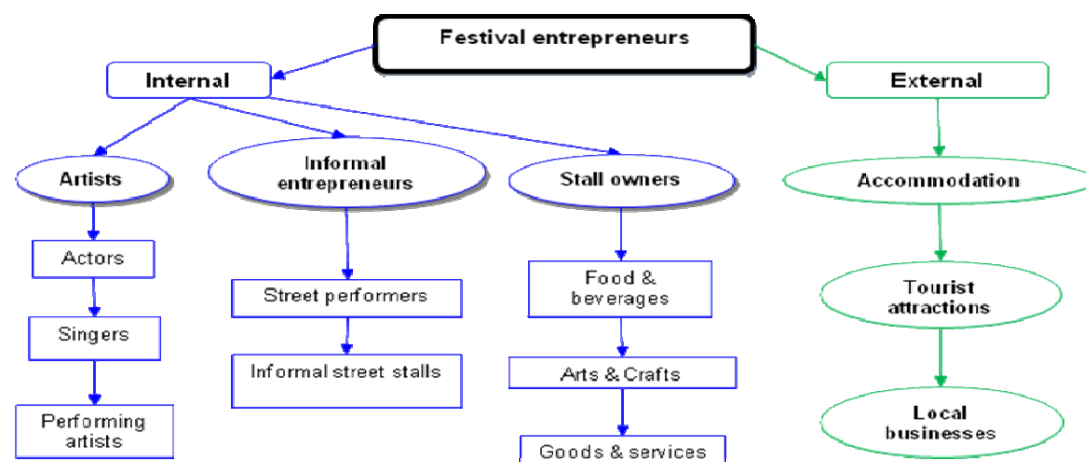


Figure 1: Categories of entrepreneurs at festivals

Based on the literature review, different attributes that have been associated with entrepreneurs by various researchers as seen in Table 1, were revealed.

The only study conducted at an arts festival (Table 1) identifying attributes was

done by Saayman *et al.* (2008). Li (2008:1017) states that even though small businesses and entrepreneurial spirit are seen as crucial in the tourism industry, research in this field is still lacking.

Author	Attributes
Min (1999:80)	<ul style="list-style-type: none"> <li>• Recognising and taking advantage of opportunities</li> <li>• Resourcefulness</li> <li>• Creativity</li> <li>• Visionary</li> <li>• Independent thinker</li> <li>• Hard worker</li> <li>• Optimistic</li> <li>• Risk taker</li> <li>• Leader</li> <li>• Innovator</li> </ul>
Timmons & Spinelli (2004:249-256)	<ul style="list-style-type: none"> <li>• Commitment and determination</li> <li>• Leadership</li> <li>• Opportunity obsession</li> <li>• Tolerance of risk, ambiguity and uncertainty</li> <li>• Creativity, self-reliance and the ability to adapt</li> <li>• Motivation to excel</li> </ul>
Te Velde (2004:123)	<ul style="list-style-type: none"> <li>• <i>Social intelligence</i>: ability to recognise up-and-coming trends in society at a very early stage</li> <li>• <i>Imagination and empathy</i>: ability to connect these trends with existing new combinations in order to change the conventional routines in the circular flow</li> <li>• Establish a <i>social network</i> with the right people around the innovation</li> <li>• A protected <i>niche</i> should be created to enhance the social network.</li> <li>• Ability of the entrepreneur to <i>up-scale the niche</i></li> </ul>
Bolton & Thomson (2004:17)	<ul style="list-style-type: none"> <li>• Ability to identify opportunities in order to utilise ideas</li> </ul>
Saayman, Douglas & De Klerk (2008:13)	<ul style="list-style-type: none"> <li>• Organisational skills</li> <li>• Resourcefulness</li> <li>• Achievement</li> <li>• Self-edification</li> <li>• Explorative</li> <li>• Commitment</li> </ul>
Gartner (1990:21-26)	<ul style="list-style-type: none"> <li>• Innovation</li> <li>• Organisation creation</li> <li>• Creating value: transforming a business, creating a new business, growing a business and creating wealth</li> <li>• Make profit</li> <li>• Growth of business</li> <li>• Uniqueness</li> <li>• Owner-manager</li> </ul>

Table 1: Attributes of entrepreneurs

## Method of research

During the KKNK Festival held in Oudtshoorn on 21-29 March 2008, data was gathered by means of a newly administered, structured questionnaire. The questionnaire determined the entrepreneurs' demographic backgrounds, attributes as well as their roles at the KKNK. The method of research will subsequently be examined under (a) questionnaire, (b) samples and (c) method.

## Questionnaire

The questionnaire was developed to examine the profile of the entrepreneurs, their attributes and role at KKNK, and their business type. The questionnaire that was used in this research was adapted and slightly altered from the questionnaire that was used by Saayman *et al.* (2008) at the Aardklop National Arts Festival to analyse the role more specifically. It was personally distributed to the stall owners at the KKNK. The questionnaire had three sections, which consisted of (A) demographic information, (B) business information, and (C) festival information. Open and closed questions were included in the 24 questions in a way that made it easy to complete. A Likert scale that ranged from 1-5 was used to determine the entrepreneurs' level of agreement with regard to the 28 statements that represented the attributes of entrepreneurs (Tustin, Lighthelm, Martins & Van Wyk, 2005:407). Their level of agreement was also examined using the Likert scale in order to determine the entrepreneurs' reasons for visiting the KKNK, as well as their role at the KKNK.

## Sample

The survey was conducted over a four-day period at the KKNK Festival in Oudtshoorn, Western Cape. Fieldworkers handed out 300 questionnaires among the 511 existing stall owners (440 art stalls and 71 food stalls) and retrieved completed questionnaires during the course of the festival. Stalls that were managed by charity organisations or where the owner was not available were omitted from the survey. Of the 300 questionnaires that were handed out, 249 were completed and used in the analyses.

## Method

Microsoft Excel was used for data capturing and basic data analysis. An exploratory factor analysis was performed to validate the constructs by means of SPSS. Reliability tests were performed for the profile of entrepreneurs, where descriptive data was used.

## Results

Firstly, the results will be discussed in terms of the profile of the entrepreneurs that attended the KKNK Festival. Secondly, the results of the factor analyses conducted on the attributes of the stall owners and their role at KKNK will be reported.

As can be seen in Table 2, the highest single category of entrepreneurs at the KKNK is between 41 and 50 years of age and are, mainly, Afrikaans-speaking (72%) white South Africans who are married. Both males and females are equally represented. More than half (53%) of the entrepreneurs have a degree or higher qualification. Most (55%) of the entrepreneurs originate from the Western Cape Province, with 20% coming from Gauteng. However, all provinces are represented. The highest percentage of businesses is 1 to 5 years old. More than half are family businesses that are operated from home and most of the entrepreneurs classify their businesses as arts and crafts.

## Attributes of entrepreneurs

As seen in Table 2, the factor analysis (Pattern Matrix) identified six factors, which include organisational skills, resourcefulness, self-education, explorative, acquired skills and drive. The Kaiser-Meyer-Olkin measure of sampling adequacy aims to examine whether the strength of the relationship between variables is large enough to proceed to a factor analysis. The measure was 0.908 for KKNK, which is acceptable. The Bartlett test was also found to be significant ( $p < .0001$ ). An Eigenvalue of 1.0 was used as factor extraction criterion and loadings of .40 were used for item inclusion.

Variable	Averages
Gender	57% Female
Language	72% Afrikaans
Age	32% Between 41-50 years
Race	90% White
Marital Status	71% Married
Province	55% Western Cape 20% Gauteng
Qualification	53% Degree/Diploma & Post-graduate
Age of business	40% 0-5 years
Family-owned businesses	57% Family-owned
How business started	91% Started on their own
Operate from...	55% From home
Classification of business	86% Arts & Crafts

Table 2: Profile of entrepreneurs at the KKNK, 2008

Pattern Matrix (a)						
	Organisa- tional skills	Resourcefulness	Self- edification	Explor- ative	Acquired skills	Drive
Tolerance	.768					
Hard work	.723					
Communication	.608					
Time management	.513					
Thought through plans	.486					
Human relations	.448					
To give your best	.434					
Innovation		.834				
Initiative		.828				
Creativity		.601				
Dedication		.543				
Vision		.435				
Optimism		.353				
Profit driven			.816			
Calculated risks			.760			
To win			.549			
Success			.463			
Privacy				.764		
Adventurous				.523		
Education					.319	
Teamwork					.549	
Management skills					.350	
Use of opportunities						-.730
Leadership						-.636
Confidence						-.607
Ambition						-.567
Independence						-.533
Knowledge						-.459
<b>Cronbach Alpha</b>	.866	.813	.773	.629	.569	.825

Table 3: Results of the factor analysis (attributes)

The reliability of the factors was determined by means of the Cronbach Alphas. With the exception of *Training*, which showed the lowest value (0.569), the other factors had very good correlations between their factors, as determined by the Cronbach analysis (see Table 2).

❖ **Factor 1: Organisational skills**

Factor one, namely organisational skills, included tolerance, communication, time management, thought through plans, human relations, and to give your best. Saayman *et al.* (2008:15) also identified organisational skills as a factor in their study that was performed on entrepreneurs at the Aardklop National Arts Festival in 2007. The mean value of organisational skills was third highest with 4.26.

❖ **Factor 2: Resourcefulness**

Resourcefulness included innovation, initiative, creativity, dedication, vision and optimism that were included in this factor. Min (1999:80) included creativity, visionary, optimistic and innovator in the top ten attributes that entrepreneurs share. Gartner (1990:27) and Saayman *et al.* (2008:15) also support the importance of innovation in entrepreneurship. According to Russell and Faulkner (2004:561), it is through times of upheaval that entrepreneurs are often resourceful by spotting opportunities in the environment and using their creativity to bring about innovation. Resourcefulness had the highest mean value (4.38) in this study.

❖ **Factor 3: Self-edification**

Convey (1989:207) defined self-edification as a frame of mind that always seeks personal benefit in all human action. This factor included profit driven, calculated risks, to always win, and to always be successful, and had the second lowest mean value of 3.72. Avlonitis and Salavou (2007:573) found in their research that active entrepreneurs are more aggressive and this is characterised by their willingness to undertake high-risk actions. Similar results were found by Saayman *et al.* (2008:16) and Gartner (1990:26), indicating the impor-

tance of this aspect.

❖ **Factor 4: Being explorative**

Saayman *et al.* (2008:16) and Hofstede, Noorderhaven, Thurik, Uhlaner, Wennekers and Wildeman (2004:167) have also identified the explorative as a motive, where they found that the entrepreneur has the need to explore new business ventures in order to get to their desired state. Explorative included adventure and privacy. Of the six factors, being explorative scored the lowest mean value of 3.25.

❖ **Factor 5: Acquired skills**

Education, teamwork and management skills are part of the acquired skills and had a mean value of 4.10. Barringer, Jones and Neubaum (2004:678) confirmed the importance of college education in their studies. These researchers found that rapid-growth business entrepreneurs had a college education and that it can provide the skills necessary to be a successful entrepreneur. Kroon and Meyer (2001:52) and Latzani and Van Vuuren (2002:157) also highlight the importance of training entrepreneurs.

❖ **Factor 6: Drive**

Drive has the second highest mean value (4.32) and consists of the use of opportunities, leadership, confidence, ambition, independence and knowledge. According to Duening and Sherrill (2007:24), one of the primary attributes that all successful entrepreneurs share, is the drive to work long hours with high energy levels. Min (1999:80) also included the use of opportunities, independent thinker and leadership under the top ten attributes that the entrepreneurs of today share.

Based on the results of the correlation matrix as captured in Table 3, the low correlation between the different factors shows that the factors can be clearly distinguished. The entrepreneurial attributes at the KKNK are thus very specific and well defined, stating that organisational skills of entrepreneurs at the festival are not the same as self-edification and drive, for example.



<b>Correlation matrix</b>						
<b>Factors</b>	Organisational skills	Resourcefulness	Self-edification	Explorative	Acquired skills	Drive
Organisational skills	1.000	.309	.347	.223	.142	-.421
Resourcefulness	.309	1.000	.214	.182	.030	-.381
Self-edification	.347	.214	1.000	.200	.072	-.348
Explorative	.223	.182	.200	1.000	.088	-.305
Acquired skills	.142	.030	.072	.088	1.000	-.131
Drive	-.421	-.381	-.348	-.305	-.131	1.000
Extraction Method: Principal Component Analysis Rotation Method: Oblimin with Kaiser Normalisation						

Table 4: Correlation matrix (attributes)

**Role of entrepreneurs**

According to Table 4, the factor analysis (Pattern matrix) identified three factors that include festival promotion, product promotion and income generation. The Kaiser-Meyer-Olkin measure was 0.849 for the KKNK, which is acceptable. The Bartlett test was also found to be significant ( $p < .0001$ ). The factor analysis was performed to identify the underlying dimensions of the role of entrepreneurs at the KKNK. An Eigenvalue of 1.0 was used as factor extrac-

tion criterion and loadings of .40 were used for item inclusion.

The three factors accounted for 57.7% of the total variance. Eigenvalues for these factors ranged from 1.01 to 5.87. Cronbach's coefficients were also examined for each factor to verify the reliability of the data and to serve as a measure of internal consistency among the items. According to Table 4, the value differed between .724 and .845, which is acceptable.

<b>Pattern Matrix (b)</b>			
	Festival promotion	Product promotion	Income generation
Help community	.771		
Growth of the KKNK	.758		
Support of the KKNK	.742		
To entertain	.741		
Contribute to the arts	.726		
Benefit local community	.634		
Social interaction	.615		
Marketing of product		.864	
Business marketing		.812	
Introduce new products		.787	
Expand business		.781	
New unique product		.378	
Make money for self			.857
Profit and sales			.800
Provide quality products			.440
Personal satisfaction			.320
<b>Cronbach Alpha</b>	.845	.817	.724

Table 5: Results of the factor analysis (role)

❖ **Factor 1: Festival promotion**

Festival promotion includes helping the community, growth of the KKNK, support of the KKNK, to entertain, to contribute to the arts, to benefit local community and social interaction. It seems that these entrepreneurs realise they also have a role to play in order to ensure the success of the festival, even though of the three factors, festival promotion scored the lowest mean value of 3.61.

❖ **Factor 2: Product promotion**

Product promotion has the highest mean value (4.40) and consists of aspects such as marketing of product, business marketing, introduce new products, expand business and new unique products. According to Jackson (2005: 359), when entrepreneurial micro-businesses participate at a special event, the objectives are usually initial exposure, credibility, promotion, distribution and networking. Therefore, these results support this notion.

❖ **Factor 3: Income generation**

Income generation had the second highest mean value of 4.15, and can be achieved by making money for self, profit and sales, provide quality products and personal satisfaction. Getz and Petersen (2005:232) found that “money matters” was one of the goals of tourism entrepreneurs and it included aspects such as “to make lots of money” and “to permit me to become financially independent”. This is understandable, since their personal income is dependent on the income their businesses generate. Personal satisfaction and making money remain important reasons for starting

entrepreneurial ventures.

Based on the results of the correlation matrix as captured in Table 4, the low correlation between the different factors shows that the factors can be clearly distinguished. The roles of entrepreneurs at the KKNK are thus very specific and well defined, stating that festival promotion at the festival is not the same as product promotion and income generation, for example.

### Findings and implications

The results indicated six key attributes of entrepreneurs at South Africa's largest national arts festival, namely organisational skills, resourcefulness, self-education, explorative, acquired skills and drive. The findings with regard to attributes support research done by Russell and Faulkner (2004:561), Min (1999:80), Saayman and Snyman (2005) and Saayman *et al.* (2008:15), who suggest resourcefulness as a key attribute for an entrepreneur. Organisational skills were also identified as a key attribute by Saayman and Snyman (2005) and Saayman *et al.* (2008). Other attributes found in the literature, include drive (McClelland, 1967; Duening & Sherrill, 2007:24; Min, 1999:80) and the fact that entrepreneurs are explorative (Saayman *et al.*, 2008; Hofstede *et al.*, 2004:167; Rotefoss & Kolvereid, 2005). Hormozi (2004), Lapinni (2007), Avlonitis and Salavou (2007:573) and Gartner (1990:26) stressed the importance of self-education as an attribute, whereas Kroon (2002:218) and Latzani and Van Vuuren (2002:157) stressed the importance of acquired skills and education.

Correlation matrix			
<i><b>Factors</b></i>	Festival promotion	Product promotion	Income generation
Festival promotion	1.000	.366	.266
Product promotion	.366	1.000	.355
Income generation	.266	.355	1.000
Extraction Method: Principal Component Analysis Rotation Method: Oblimin with Kaiser Normalisation			

Table 6: Correlation matrix (role)

Resourcefulness (innovation, creativity, vision, dedication and optimism), as the most significant attribute of festival entrepreneurs, can also be categorised as a personal attribute. The latter can therefore not necessarily be taught, but does not imply that acquired skills are not important; it merely stresses that, in this case, personal attributes received a higher rating. Although there are similarities if one compares these research findings with those found in the literature, the exact group of attributes could not be found in any research. This, therefore, supports the notion that festival entrepreneurs seem to be industry specific – in this case arts festivals, due to the dependence on specific talents and skills. This is evident from the large number of arts and crafts businesses. In the case of the KKNK, 86% of the businesses are composed of arts and crafts, which implies high levels of creativity and innovation. That is most probably why resourcefulness had the highest mean value, because it represents innovation, vision, creativity, dedication and optimism.

Findings with regard to the role of entrepreneurs at festivals confirmed three factors, namely festival promotion, product promotion and income generation. These findings support research by Jackson (2005:359), who found in his study of entrepreneurial micro-businesses at major events, that entrepreneurs aim to achieve initial exposure, credibility, promotion, distribution and networking.

This research, therefore, contributes in a large way to the groundbreaking findings of festival tourism with the classification of the main important attractions for entrepreneurs to these festivals.

The implications of the research are as follows. Firstly, these results could assist in developing training programmes for potential festival entrepreneurs.

Secondly, festival organisers can market the KKNK as a festival where creative, innovative entrepreneurs can promote their businesses, thereby attracting new entrepreneurs to the festival who might be able to offer different products adding to the success of the festival as well as increased economic spin-offs.

Thirdly, a greater understanding of the role

of entrepreneurs could assist event organisers to offer better advice and service to festival entrepreneurs in order to fulfil their needs.

## Conclusions

The contribution of this research lies in the confirmation of the three key roles of entrepreneurs at arts festivals, namely product promotion, festival promotion and income generation. A better understanding of the role of entrepreneurs at arts festivals was also obtained as groundbreaking new information. The research confirms resourcefulness as the key attribute of entrepreneurs attending the KKNK, therefore not only supporting existing research, but also identifying and contributing to the literature review of arts festival entrepreneurs' unique attributes, namely to acquire skills and displaying a passionate drive for the opportunity. Lastly, this research confirms that the combination and importance of entrepreneurial attributes differ from industry to industry and seem to be industry or sector specific.

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