THE ENTREPRENEUR AND THE “CHAIN DEVELOPMENT”

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This article is linked to the stakes of the decision for strategic development to the immediate environment of business services, to the necessity of growth, to the need to take advantage of the technology revolution, to the strengthening of competition, and to the globalization of trade. But before addressing the issue of dealing with the decision itself to develop in chain, we would like to deal with the dominating element, i.e. the “Entrepreneur” himself and his mind on the one hand and his vision on the other; at this level many questions will be asked:

- Is the role of the Entrepreneur primal to the success of strategic development of a firm or an enterprise?
- Does the expansion of the firm depend solely on good decisions?
- Who should take such decisions, and in what way should one take them?
- Does the presence of a true Entrepreneur at the head of the firm constitute a determinant to its success?

These are crucial questions concerning the decision of Strategic Development, questions that compel us to debate other points, more general though:

- What is the meaning of the term Entrepreneur?
- What are his characteristics?
- How should he act and on what level: strategic, tactical, structural and operational?

The Entrepreneur act lights up joyfully. This is facilitated with periods of turbulence or environmental changes. We think it is important to deal with this act, defining the Entrepreneur, his characteristics, responsibilities, obligations, role and participation in the success of the firm in general and within the framework of the retail business in particular.

Despite the weakness of the literature concerning the Entrepreneur and more particularly for the strategic development’s decisions (SDD), if we want to except a large number of available biographies, we shall present the studies linked to the Entrepreneur in general and will try to see how these works could apply on SDD. We shall examine then, in this article, the entrepreneurial act, the Entrepreneur and his role in SDD and the success of the firm.

This article is subdivided into two sections:

- Section 1: The Entrepreneur
- Section 2: The Entrepreneur and the development.

SECTION 1 - The Entrepreneur:

At the head of every company is a dynamic person who makes it function with his own vision for its success. This person, whether owner or manager, has the responsibility of funding, managing and developing various resources: human, material, markets, finances, information, methods, technology and time.

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1 The article about the “Chain Development Decision” will be published in the near future.
2 As for example the current world economic crisis that is affecting the most powerful countries
This person targets the success of his company or eventually that of other groups (within or outside the company) as well as his own. However:

- Does the presence of a good manager determine the success of the firm?
- What is a good manager?
- What part does he play in the success of SDD?
- What are his functions and prerogatives within the framework of the SDD?

1.1 The Entrepreneur:

The Entrepreneur is the one who exercises company activity on his own behalf. He involves his own capital and uses all possible resources to attain the objectives he has fixed for himself. He is a builder, a pioneer, a solution finder. His presence at the head of the company is essential because he wants to create something out of nothing. He makes it work and ensures its success. In general economy, the Entrepreneur holds an essential place; he is the motor.

The Entrepreneur activates the economy by putting forth new ideas of production for goods and services, new ideas for commercializing sales in the large sense of the word. He creates companies, develops them and increases their capacity (often by intuition) for his personal and social motives.

1.1.1- The Development of an enterprising mind

The Entrepreneur is a human being with needs and objectives. He wants to develop, and has the resources. Which he tries to increase in order to achieve other objectives such as profit and leadership, to become the best in his field and be the first to do something new. Facing all these challenges: Aren’t we all Entrepreneurs?. Is contracting an inborn act?. Can one acquire it?. Once acquired, can it be developed?

An enterprising mind exists in each human being, but it needs to be polished, both formatively and practically in order to be appropriated. How can one cause the development of an enterprising mind?

Is it a purely personal need?

In fact, the development of an enterprising mind is the result of:

- First, the search to satisfy needs such as physiological, security, self-esteem, belonging and self accomplishment, the factors of impulse (the need to accomplish, the need for power, the need for personal relationships).
- Second, continuously feeding himself on personal values and social qualities (level of education, culture, dominant moral values) and the intensity with which those values are exercised in business. The development of an enterprising mind is often due to the fact that the Entrepreneur comes from the minorities who seek to accede to a certain social status which had been forbidden to them.
- Third, the development of an enterprising mind is tied to the individual’s will to construct an image of himself through personal success, and to create a place he had not had at the beginning. For instance: In the world of retail, Entrepreneurs who want to create their own image, often tend to base their sales departments in the regions where they lived and have relations.

The development of above will push the Entrepreneur to become an innovator, technician and/or an artisan full of initiative, owner and individualist having the will to surpass himself, stimulated by the risk and the market. This spirit will make the Entrepreneur proactive facing the environment, a producer who succeeds in his activities and an administrator-integrator who knows how to mobilize energies by investing in know-How.

The Entrepreneur has two faces: One to propel the organization and the other to mobilize it. He is the agent of change who dares to take the first step because he knows how to think
differently. He knows how to distinguish himself from others. The Entrepreneur has faith in himself; he possesses a solid vision of the future and an important capacity for learning. Added to this is the idea that the Entrepreneur faces numerous challenges during his business development which cannot succeed if the decision for development is not planned on the one hand, and on the other, accompanied by an update and an adaptation of his human resources: managers and employees.

The Entrepreneur is the person who leads complex missions and who develops complex ideas. The Entrepreneur is often identified as the founder, the owner or the manager of large companies. His spirit of enterprise appears as a personal quality, which hallows him to make decisions which are often important and strategic. The Entrepreneur is the one who manages his affairs, among others, in order to maximize the profit obtained through a given effort. He relies on the profit in order to attain the required status. Sometimes he does not seek to improve his situation by methods which will affect the profit of his affairs. His behavior is atypical; he thinks he is the only one to see the right course.

The Entrepreneur and his environment: the Entrepreneur distinguishes himself from the masses by different act; He obtains excellent results and will serve as an example to others because he is patient and because obstacles do not faze him.

These definitions, which are quite theoretical (not to say idyllic) of the Entrepreneur are not really confirmed by studies on the subject. Many studies and adventure tales often show that the Entrepreneur seeks more to overcome a failure than to make a profit at all costs. The example of Sam Walton, creator of the Wal-Mart Empire is edifying. Sam Walton failed miserably at the start of his career. It was not a lack of commercial success, but an error of judgment, not to say thoughtlessness. Effectively, he succeeded very well with his first shop in Arkansas, but he forgot, when signing his lease, to foresee a right of preemption in case the owner wanted his property back… which is what happened, leaving Sam Walton with no other alternative. On his second attempt, he took great care with his leasing contract and especially quickly opened a second shop in case… then a third, then... Wal-Mart now have over 3000 in the US (10 years after the founder’s death) and Wal-Mart would be in 2009 the company with the highest turnover before Exxon and General Motors.

1.1.2- The qualities of the Entrepreneur
The Entrepreneur is more a generalist than a specialist. In order to succeed, he must have one particular quality, that of knowing how to manage. He is a multidisciplinary generalist, competent in all aspects of decision-making. He is a good decider. He knows both his strong and his weak points. He overcomes his weaknesses and compensates them with his strong points. He is a producer, administrator and integrator, possessing the know-How appropriate to the situation. The Entrepreneur who succeeds his enterprise has: A good self knowledge, an imaginative spirit with a capacity of concretization, delegation, organization, planning, impulse and control, an adventurous spirit, enthusiastic at the prospect of doing something new, a capacity to judge well, an intelligence in three kinds of intellectual operations: abstraction, problem-solving and model construction, and being up to date in technology and information.

For that, the Entrepreneur knows how to adapt himself to different situations and understands the process of decision making in different phases:
- The first phase: modeling and evaluation
- The second phase: exploring the environment, identifying situations, their characteristics and consequences and the formulating of plans.
- The third phase: the capacity to anticipate and to project into the future.

The Entrepreneur possesses academic and intellectual capabilities (without their being exceptional) and personal qualities such as: an adventurous and contemplative spirit, a revolutionary with charisma, a capacity for organization, a strong tactic intuition, an ambition
(the dream and desire to found a private kingdom), a jealousy, with the will to fight and prove his superiority over others. To this we can add that the entrepreneur is an accumulator of profits and wealth who wants to succeed for the pleasure of succeeding rather than for the results of this success and to do something positive, or simply to expand his energy and use his ingenuity especially in the matter of collecting funds for his affairs.

As the Entrepreneur faces each day different kinds of problems relative to competition and environment in general, to the evolution of the needs of his clients and his company, to obtaining finances, he must have other characteristics allowing him to analyze, to control, to develop his strong points and compensate for the weak ones, to seize the opportunities, avoid the dangers and threats.

The good Entrepreneur knows how to develop. He defines beforehand his management style and his success program. He continually updates his information, his know-how, his competence and his resources, which leads us to say what Casson had mentioned in his work "It is fashionable to become an Entrepreneur".

Becoming an Entrepreneur is an important decision in itself but not easy to realize. Schumpeter calls the Entrepreneur “Master of economic development”. His function is to put in place new mechanisms, as for instance: The introduction of a new service or a new method, the opening of a new market, the conquest of a new source of finished products, the creation of a new type of organization. We can distinguish the Entrepreneur by explaining that “his ease of adaptation enlarges his business horizons and encourages him to attempt ideas and experiments”. A good Entrepreneur is capable of imagination, has the sense of timing and the instinctive knowledge of what will succeed.

1.2- The evolution of an enterprising mind:
Schumpeter accentuates the evolution of the part played by the Entrepreneur as in the first place the Entrepreneur takes initiatives in order to know and give birth to opportunities, and secondly he exploits them, and thirdly he develops them, which prompt us to add that, in order to play the part properly, the Entrepreneur: must be creative, intuitive, persuasive and tenacious. He has to know that he must continuously do a lot with little, and must be an innovator and continually improve the performance of his company.

Within the framework of “knowing how to use technology”, the Entrepreneur has become that strategist who uses the new technologies to define the appropriate strategies face to the pressure of rivals. The Entrepreneur, thanks to the evolution of his knowledge, is more and more capable of conceiving and putting forth strategies than those of his rivals. This will lead us to make the liaison between the success of the great creators of companies, their creativity and their intuition and their capacity to foresee the consequences of their decisions.

The capacity to foresee is not the only cause of the evolution of an enterprising mind, though innovation plays an important part. It is only one of the vision at the departure (preparation and incubation). We also have the creativity (part of the genius of the Entrepreneur), the putting in place of the initiative, the organization of development, the charisma, the clear strategy, the perfect understanding of situations, the capacity to negotiate, and all the exceptional qualities which are important in the evolution of an enterprising mind.

Generally, in order to develop an enterprising mind, the Entrepreneur must have extremely diverse talents. To begin with, he must be creative; then he must possess a strong commercial sense in order for his inventions to yield a profit and reap their benefits. We can advocate that the evolution of an enterprising mind depends on three key elements which form a process in three stages: Path finding, Problem solving and Implementing.

To each of these three stages, we need an adequate man:
For the first stage, a visionary and a creative man is needed in order to find the path (for example the satisfaction of the clients needs every instant and at all times).

For the second stage a strategist and organizer is needed in order to solve the problems.

For the third stage a leader or a manager is needed to manage strictly, to animate and control.

The importance of the part played by the Entrepreneur lies not only in the fact that he must make good decisions, but also in how to make them work. Putting these decisions to work also requires the approval and consent of the other managers collaborating with the entrepreneur in order to succeed. In order to obtain that, the Entrepreneur must be persuasive and charismatic to explain his decision and its expected result. He indicates to what measures certain activities were taken into account before working the decision. He mentions the flexibility that the executive managers can dispose for making it work.

Till now, we have just evoked the importance of the capabilities of the Entrepreneur in general. Now, let us see if they have any influence on the decisions for SDD.

SECTION 2 - The Entrepreneur and SDD:

After having drawn the profile of the Entrepreneur and the criteria of his success in a general manner, let us now try to apply them to the services in general and to the retail in particular, as well as the SDD. The answers to the following questions will constitute the structure of the section:

- Is having an Entrepreneur sufficient to ensure the success of SDD?
- Why does the Entrepreneur make the SDD?
- What are the elements that push the Entrepreneur to favor Strategic Development?

2.1- The Entrepreneur and the SDD:

As we have presented him in the first section of this chapter, the Entrepreneur is the one who exercises an entrepreneurial activity for his own account. He bases his action on his capacities of decision, ambition, intuition and creation. He is both proactive and reactive to all evolutions. But he is also a human being with his personal perceptions of things. Each Entrepreneur finds, conceives, designs the manner which is convenient to him to fill the needs of the market. The Entrepreneur seeks in general: the success, the wealth, the self accomplishment, the leadership and the power.

Are those objectives always valid and attainable?

In the field of services and distribution, the Entrepreneur will be able to decide on the development of his activity, for instance the passage from one POS to several Points (as for example from a unique point of sales to several points of sale) and later to a chain, constitutes the best solution to realize his ambitions and fill his needs. It is to be noted that the Entrepreneur who manages only one Point of Sales does not have the same needs and ambitions as the Entrepreneur who manages several Point of Sales. Therefore the necessity to finalize this work, to develop the characteristics of the Entrepreneur: not only the decision maker, but the Entrepreneur-manager-decision maker as a determinant of chain development.

Let us for example focus on the retail business. To be able to explain the idea, let us dissociate in retail sales and services in general, the company with one Point of Sales and that with several Point of Sales and the chain (not to mention the networks). The idea of a chain implies the will for geographic expansion and therefore the conquest of one or several territories. The SDD for chain development is motivated by:

- The need for economy of scale
• Human and social resources (for example: give work to members of one’s family)
• Personal or security reasons (to possess greater fortune or ensure one’s retirement)
• Or other reasons pertaining to the Entrepreneur himself.

2.1.1- The responsibilities of the Entrepreneur:
As we have seen at the beginning of our work, the Entrepreneur who decides on chain development faces new responsibilities and high stakes. He will face more risks while waiting to generate more profits and satisfying other needs. The responsibilities of the Entrepreneur will not be the same. The passage from a unique point of sale to a chain implies a change of role and the exercise for responsibilities require additional capacities:
• Managing not only one Point of Sales, but several.
• Managing human resources which are growing and diversifying, with humans ensuring good relations and winning approval; all from a distance.
• Ensuring continuity of services and merchandise everywhere, therefore good relations with suppliers.
• Developing the actual client list on different markets and making sure they remain faithful.
• Making sure that the uniformity of the concept and the system he is managing are respected throughout the chain.
• Innovating and improving the offer in time, according to the needs of the clients and demands of the environment.
• Defending and protecting all the participants in the chain of Point of Sales, whether salaried, franchised, affiliated or concessionary, against any aggression and against rivals.
• Intervening at any moment to correct, to adjust and make changes according to the results obtained.
• Safe keeping the interests of others such as members of the chain, suppliers, creditors, shareholders, employees, the community, the public and the clients.

On the other hand, the Entrepreneurs who want to succeed on a world scale wish to find a management team who has a global vision of things, who backs up its managers, who is attentive to environment and who knows how to recruit good elements for the company. An Entrepreneur must therefore know how to surround himself with a team of managers whose originator develops the criteria for success which can easily be applied for retail and services. He has to:
• Understand the implication of their decisions and master the market well.
• Choose good strategies and apply them.
• Understand the importance of technology (it is today an important element for success including in services and trade).
• Take the different markets as one large market and not a series of individual market.
• Develop a solid organizational structure.
• Develop a system of information which is always up to date.
• Recognize the need of other groups of people tied to the company, ensure their needs and objectives without harming the company global objective.
• Know-how to delegate and give more importance to the managerial framework.
• Know-how to manage the company on a long term, medium term, short term and even on a daily basis.

It is essential for an Entrepreneur to develop his know-how in the matters of planning and development, in the management of development and identification of the reasons of this decision for chain development. Many authors tried to show the importance of the entrepreneur not only of knowing how to plan, but to be able to adapt those plans to every change. This adaptation will not succeed if the Entrepreneur does not have the will to develop his know-How in the matter. They try to demonstrate this assertion by an exploratory study of five companies which have developed geographically, three having succeeded and two
having failed. The Entrepreneur who develops new ideas must know how to realize them and put them into action. He must assume all the responsibilities which result from them.

The Entrepreneur who decides on chain development shows a particular quality of leadership, which means he becomes proactive facing the environment. He becomes a producer and personally realizes the required activities. He becomes an administrator facing the regulations and an integrator mobilizing energies. In order to assume all those responsibilities, he needs a different know-how from the one he had for the management and success of only one Point of Sales. When he has his chain he must develop a new know-how, according to the rhythm of development of his chain. He must therefore, at first, seek the know-how of other people, develop his management team, start to delegate and spread responsibilities among the different members of that team. In other words, he can no longer work alone, others will participate with him in the management of his business or his services. This can also apply to the passage from one Point of Sales to a chain. To face all those responsibilities, the Entrepreneur must hold a principal part. It will consist in propelling the company, mobilizing it and leading it.

In order to play that part, the Entrepreneur needs to be a courageous agent and trust others, coupling a solid vision of the future with a strong capacity for training. He must not only be a founder, but must be able to ensure good management.

2.1.2- The new characteristics of the Entrepreneur:
Everything has changed in contracting and management. One can suppose that this also applies to the owner of one shop, now at the head of a chain of Point of Sales composed of several shops. This owner Entrepreneur must not remain the same as he must evolve with his company, and he must change style and develop know-how:
- At first he was owner and manager of one Point of Sales
- Then he became an Entrepreneur and decision maker
- Finally he will become the strategist manager who must ensure the development and success of his decision.

The Entrepreneur will have to develop other skills. In the following list, one will find the capacities tied to know-how: Manage and organize, recruit and motivate, lay-off and fire employees, plan, control and correct, foresee, operate, define the good strategies and tactics, negotiate and communicate, develop his knowledge and information (on the whole of internal and external facts), analyze and evaluate, decide, preside the chain council, delegate, buy, sell and share.

We understand from the above the fact that if we are all Entrepreneurs at birth is not as pertinent as knowing who is capable of assuming these roles. To this list, we propose adding other capabilities for three functions: operational Entrepreneur, intermediary developer and high level manager. The operational Entrepreneur is the one who knows how to create and seize opportunities, which can attract and make a profit on the competence of rare resources, ceaselessly continue to improve performance. For that, he disposes of the following characteristics: competitive, creative, intuitive, persuasive, engaging, combative and tenacious

The intermediary developer must analyze, develop and back up the individuals and their initiatives, tie together know-how, competence and good practices which are dispersed; manage tensions both short and long term. For that, he disposes of the following characteristics: People oriented, helpful, patient, integrator, supple, perspicacious and demanding.

The high level manager knows how to: Stimulate ideas, define the standards of performance, build cooperative and loyal environment, motivate everyone through a project and an
ambition to contract. For that he develops the following characteristics: A vision of the institution, ambitious, open, loyal, perspicacious and brilliant.

The success of the Entrepreneur is his capacity to understand the needs and demands of the client, to take his place and think like him. This can only be true in the services where the company is in continual contact with its customers. For that, we shall try to justify this last idea in the following paragraph.

2.2- How can the Entrepreneur succeed in chain development?
Deciding to go into chain development is an art which consists especially in attracting new and unexpected markets, while ensuring a physical presence on unknown territories. What are the possibilities offered to the Entrepreneur which would help him to succeed in his mission once the chain development has been accomplished?

In chain development one must manage more individuals, be responsible of new entities (Point of Sales). Contacts and rivalry with the environment become wider, more complicated and difficult to understand and analyze. In order to face this situation which requires the acquisition of personal and new professional capacities, the Entrepreneur relies on his capital or personal wealth. In order to succeed, he develops his social contacts, develop his personal qualifications and his personal capacities especially through education.

Education is presented as an advantage but not as essential, for one must admit that too much education may be a serious disadvantage for the Entrepreneur. Among the personal qualities (exceptional) he needs in order to succeed in his mission are the following ones: Charisma, Great capacity for organization, and Tactic intuition if he wants to have some chance of success.

On the other hand, Greening, Barringer and Macy insist on the importance of a good relationship between employees and the initial owner of the company and consider it as determining for the success of chain development. The Entrepreneur, in this case, develops his relationships with innovation. Each day, he innovates and makes new combinations. Five types of innovations can be distinguished:
- The introduction of new goods
- The opening of new markets
- The conquest of a new source of supply of products and services
- The introduction of a new method of commercialization
- The creation of a new type of organization to which it is convenient to add the introduction of a new strategic vision.

The Entrepreneur needs information to decide on development. However, information is not always available, or if it is, it is not complete. It is not easy to have complete information, because the price of collecting it is high and one needs time to receive it. If it arrives late, the price of opportunity is added, and more effort must be exerted; it is even more difficult when one physically takes on other markets. It can eventually operate on three axes:
- His knowledge both internal and external
- His assistants and his assistant managers: advisors, managers at the base, lawyers
- His style of management which will allow him to ensure the good functioning of his chain.

2.2.1- The development of knowledge:
The success of the company requires a wealth of knowledge “propped” to the Entrepreneur, which are acquired through experience, practice and continuous updating. Among the determinants needed by an Entrepreneur, are:
The need to foresee and to master the complete management of chain operations, to develop technical and technological knowledge and information. Continuous training: continuous self education, innovate and know the resources, internal and external. Understand the detail of operations in his company: Purchase, sales, payment, recruiting, training, redundancy, budgets, expenses, construction, repairs, maintenance, motivation. The need to have this knowledge of people as individuals and know how to influence them, understand the dynamics they follow among themselves and in different groups. The knowledge of holders and tenants in relationships, between short term priorities and long term objectives is an important point. Understand the organization of systems, processes and cultures. Finally, know the area of other companies, other sectors, their ground, ensure a good control and not to be afraid to lose everything.

The Entrepreneur who decides to create and develop a business must know how to determine his strategic objectives precisely: short, medium or long term. He determines his priorities and decides on the resources by which he will ensure the development of his chain.

We can add other determinants:
- To develop his know-How, the Entrepreneur creates, prepares the future plans of his development and defines a mission which allows him to distinguish himself from his competitors and to determine his market.
- Then, he decides on the organizational structure: the modes of spreading, the repartition of work and responsibilities, the organizational form, the system of delegation. All those elements have a particular importance for the passage to a chain.
- Then he sets a system of recruitment, training, remuneration and motivation of human resources. He adopts systems of control (long distance in this instance), adapted to all the situations and all the levels in all the sections of his chain: control of quality, of performance, of respect for the general theme of the chain.
- Finally, he develops a strong culture in the company.

This whole knowledge cannot be possessed by one person at all times. The retail Entrepreneur or beneficiary of services must therefore rely on collaborators, and know-how to delegate.

**2.2.2. The assistants and the assistant managers:**
Wilkie considers that the success of chain development is not due to fate. It is always the result of the combination and harmony between ideas, people and devotion.

Anderson adds that this combination is also a factor of success. The Entrepreneur who seeks the success of his chain development does not only propose the idea of chain development but also finds the adequate people to ensure the success.

The idea that the decision must be made solely by the Entrepreneur comes from the fact that many companies of services had only one owner at the beginning and at their head, only one chief. This chief was used to make all the decisions, because he feels, within himself, that the other people, members of the company, are less competent. The decisions made by others could turn out to be expensive and wrong. The fact of allowing others to make decisions could result in loss of prestige and power.

On this point, one must pinpoint the importance of the Entrepreneur’s role, which resides not only in the fact that he must make the right decisions, but also know how to make them. Knowing how to find the people whom he can depend on and with whom he can cooperate, is
a difficult task and a determining factor in the decision for chain development. He alone
cannot be everywhere, every moment, and he does not know everything.

To make those decisions work, Hornstein believes that the question is not only to find the
right colleagues but also to win their approval, their commitment to the successful execution
of those decisions and their consent to ensure the daily operational management of the chain
from their Point of Sales.

The Entrepreneur, who was used to managing one shop and who now has new
responsibilities, must face the problem of managing the several Point of Sales of his
company. He buys more, which induces longer negotiations with the suppliers. He
communicates with a larger customer list, geographically scattered, with different
compartments. He must try to control everything.

Concerning, for example, the managing of human resources, Greening, Barringer and Macy
insist on the fact that the Entrepreneur needs know-how in order to ensure the training of his
employees, whether old or new. In order to avoid a conflict between old and new, it is
necessary to adapt the programs according to the situation, old employees or new recruits.

This conflict can become a problem when most of the experienced employees work at the
founding company or in the first Point of Sales of the chain, while the new ones are dispersed
in the recent Point of Sales. There is then a risk of fracture between the two communities. For
that, we suggest the following to the Entrepreneur who decides on chain development:
• To know how to find the assistance of those who can follow his vision
• To know how to transform employees into managers and managers into Entrepreneurs.
  This allows us to evoke the question of contracting.

In that matter we suggest favoring those with a creative profile when recruited, and those who
are patient. We do also suggest transferring the managers from the original establishment
(the unique Point of Sales) to the other units (the other Point of Sales) and to favor those who
accept and know how to work with a group. It seems preferable to choose not only those who
only know how to manage well, but also those who can move things and correlate the ideas
and experiences of others.

According to what we have mentioned, the Entrepreneur who decides on the development of
the company must understand what others want, and know how to detect their strengths and
weaknesses in order to gain their approval.

2.2.3- The Management style:
The choice of a style of management depends on the degree of expertise and the capabilities
of the managing Entrepreneur. The chosen style of management is concentrated on the
energies and opportunities. The aim of a style of management is to successfully complete the
operations of the company, especially as the Entrepreneur (being a human person, who must
rest, sometimes be absent) he cannot be everywhere at once.

In order to help himself with his task, the Entrepreneur recognizes the potential people and
recruits them, knows how to motivate and lead people, and concentrate his attention on the
precise objective of the chain. Each responsible person, whether himself an Entrepreneur
(case of a franchised) or paid manager, has his own style of management. The style of
management can vary between two extremes: authoritarian and participative. The decision to
adopt this or that management style depends on the capacity of the Entrepreneur to make
strategic decisions, such as the decision for chain development. The determination of a style
of management depends on the capacity of the Entrepreneur to learn all he can about:
• His activity (applications, everyday practices)
- The management of purchasing and sales, internal management, and risk and stock management.
- How to step out and break traditional barriers
- How to understand the importance of technology in the development of the style of management

The Entrepreneur must not require other members of the company to do things he cannot do himself. He must avoid the depression of sad spirits, or the discouragement issuing from bad practices. He will be capable of evaluating, analyzing, intervening and correcting difficult situations, knowing how to manage individuals, motivating them and pushing them to work harder.

Applied to retail and services, the management style chosen by the Entrepreneur for the success of the chain development can be determinant to the decision of chain development if it allows:
- The development of individuals and their relations
- The delegation of responsibilities
- The development of aptitudes and differences while maintaining tension
- The Maintenance of an equilibrium between tranquility and defiance
- The creation of a work environment both demanding and exalting
- The combination of sagacity and motivating defiance.

The management style reflects the identity of the Entrepreneur that is his capacity to tolerate risk, exercise control, and be ambitious and perseverant. It also reflects the idea that the Entrepreneur:
- Is determined and decisive
- Knows how to delegate
- Trusts others
- Has the know-how
- Knows everything about his firm (even the smallest details)
- Knows when he must intervene, how to intervene and make the necessary corrections
- Has a spirit of analysis and evaluation
- Is charismatic, a leader, has power, is competent: a man for all situations.

**CONCLUSION**

The Entrepreneur is a strategist, an orchestra leader. The SDD is born out of the intuition and creativity of the Entrepreneur. In spite of his exceptional characteristics, the Entrepreneur, if not surrounded by an appropriate team or if he cannot master them well, will not be able to implement in the right way his decision.

However, many companies, who neither have elaborate systems nor teams of strategic planning that some of their rivals possess, continue to prosper and grow year after year with remarkable performances. Their secret weapon is a talented and intuitive Entrepreneur, present in the person of the founder or one of the General Managers. His approach is perspicacious and creative, full of energy and determination which give his strategy an extraordinary “competitive” impact.

This generation of intuitive strategists faces rational and calculating planners. The present organization of large groups does not stimulate innovation: the management systems are conceived to optimize the existing ones. The partisans of daring strategies remain on the line, while those who can accommodate themselves with the current system are given a raise and rewarded.
The culture of the company now exalts the logic of reason: the analysts lead the games, not the creators. The new procedures of planning and control often sophisticated and rigid strangely resemble the systems of planned and centralized economy.

Like artistic masterpieces and great scientific discoveries, it seems that the winning decisions demand a masterful technique in their execution, but are born in a vision inaccessible solely by methodic analysis.

The environment is more or less turbulent for the Entrepreneur and his business. It is worthwhile to surround himself well in order to scrutinize the necessary capacities for his mastery or at least adapt to his whims.

Bibliography