

Article

A Framework of Key Growth Factors for Small Enterprises Operating at the Base of the Pyramid

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Supplementary A Survey of Best Practices in South African Social Enterprises

Please note that the survey was arrived at by eliminating any potential sources of overlap and incorporating the framework's primary requirements. The writing in red signifies those primary requirements that were incorporated into the others to shorten the survey.

Demographics

1. Under which industry is your enterprise classified (according to the Standard Industrial Classification)?

[ACC] Accommodation and food service activities

[ADM] Administrative and support service activities

[AGR] Agriculture, forestry and fishing

[ART] Arts, entertainment and recreation

[CON] Construction

[EDU] Education

[ELE] Electricity, gas, steam and air conditioning supply

[FIN] Financial and insurance activities

[HUM] Human health and social work activities

[INF] Information and communication

[MAN] Manufacturing

[MIN] Mining and quarrying

[OTH] Other service activities

[PRO] Professional, scientific and technical activities

[PUB] Public administration and defence; compulsory social security

[REA] Real estate activities

[TRA] Transportation and storage

[WAT] Water supply; sewerage, waste management and remediation activities

[WHO] Wholesale and retail trade; repair of motor vehicles and motorcycles

Other comment field

2. What is your official position within your enterprise?

Comment box

3. How many permanent employees work for your enterprise?

Comment box

4. How many temporary employees work for your enterprise?

Comment box

5. How many employees work for your enterprise in total?

Calculation: add number of permanent employees to number of temporary employees

6. What size category is the SMME?

In accordance with standard industrial classifications and total employee count:

Micro

Very small

Small

Medium

Large

7. In what year was your enterprise founded?

Comment box

8. What is the age of your enterprise in years in the year 2017?

Calculation: subtract year founded from 2017

9. What category best describes the current growth rate of your enterprise (i.e., this year's sales less last year's sales as a fraction of last year's sales)?

Dropdown options with Likert from 1 to 6:

[6] More than doubled (i.e., better than 106% per annum)

[5] More than inflation (between 6% and 106% per annum)

[4] In line with inflation (i.e., close to 6% per annum)

[3] Definitely declining (i.e., between 6% and -44% per annum)

[2] Less than half of previous year (i.e., worse than -44% per annum)

[1] My enterprise was only founded this year

10. For how many consecutive years has your enterprise experienced positive growth?

Dropdown options:

[1] 1 year

[2] 2 years

[3] 3 years

[4] 4 years

[5] 5 years

[6] 6 years

[7] 7 years

[8] Over 7 years

[0] Our enterprise has never experienced positive growth yet

[0] Our enterprise is not currently experiencing positive growth but has done in the past

11. Which roles do the poor undertake in the value creation process of your enterprise?

Multiple choice with more than one option:

Customers (i.e., benefiting from value offerings sold to them)

Clients (i.e., customers receiving a professional service)

Co-creators (i.e., strategic partners)

Employees (i.e., being paid to work for the enterprise)

Growth impact and managerial difficulty

The following options are given for answering the questions on this page.

With regards to the impact each best practice has on growth:

Growth impact options [GI]	Likert scale value
We have not addressed this	1
Consistently negative growth impact	2
Costs usually outweigh benefits	3
Negligible growth impact	4
Benefits usually outweigh costs	5
Consistently positive growth impact	6

With regards to how difficult each best practice is to manage effectively:

Managerial difficulty options [MD]	Likert scale value
Not addressed	1
Trivial to manage	2
Easy to manage	3
Negligible difficulty	4
Difficult to manage	5
Complex to manage	6

12. Please rate both how you perceive the following best practices impact the growth of your enterprise and how difficult managing the best practices is:

Best practices	Growth impact [GI]	Managerial difficulty [MD]
Business modelling in planning and amending the value creation process	12BMGI	12BMMD
Pursuing sustainable development to ensure social, economic, and environmental development trade-offs are managed	12SDGI	12SDMD
Following a clear strategy so as to keep one step ahead of competitors	12STGI	12STMD
Collaborating with strategic alliance partners to accrue maximum benefits for the firm	12SAGI	12SAMD
Innovating to improve existing value offerings and arrive at new offerings for maximum value creation for customers	12INGI	12INMD
Marketing to ensure that the value offering is brought to market in the right way so as to maximise market penetration	12MAGI	12MAMD

Importance and adequacy

The following options are given for answering the questions on this page.

To answer how much of a priority each concern is in terms of time given to its planning and regarded impact on enterprise growth (i.e., importance and urgency):

Priority level in planning [PL]	Likert scale value
Not planned for	1
Unimportant and not urgent	2
Unimportant but urgent	3
Important but not urgent	4
Important and urgent	5

To answer how well each concern is implemented in terms of the tools/structures/methods used when it is addressed (i.e., adequacy of the tools, structures, or methods used by management to ensure each is addressed):

Manner of implementation [MI]	Likert scale value
Not addressed at all	1
Not addressed practically	2
Addressed indirectly/implicitly	3
Addressed directly/explicitly	4

Business modelling (BM)

The business model describes the core logic for the creation and capturing of value

~ Zott and Amit (2010)

13. How well does your enterprise articulate its value propositions (i.e., how well do you describe the products and services that specific customer segments gain value from)?

Dropdown options with Likert from 1 to 4:

- [1] Not described at all
- [2] Inadequately described
- [3] Adequately described
- [4] Very clearly described

14. Please rate both the priority you place on planning for each consideration and the manner in which each consideration is implemented in your enterprise:

Action statements	Priority level in planning [PL]	Manner of implementation [MI]
Using business modelling as a tool for describing the core logic for creating and capturing value	14BM01PL	14BM01MI
*Identifying customer segments that the enterprise aims to reach and serve	14BM02PL	14BM02MI
^Defining channels to understand how you reach and communicate with customer segments when delivering a product/service	14BM03PL	14BM03MI
∞Identifying customer relationships the enterprise has with each customer segment	14BM04PL	14BM04MI
®Estimating revenue streams by calculating the predicted revenues less costs to determine likely earnings and estimating the cost structure by calculating and describing all of the costs that are incurred in operating the business model	14BM05PL	14BM05MI
Determining key resources that are required to make the business model work (financial, human, intellectual, physical)	14BM06PL	14BM06MI
~Identifying key partnerships that help make the business model work (i.e., the network of suppliers and partners)	14BM07PL	14BM07MI

Sustainable development (SD)

Development which ensures that it meets the needs (global economic, environmental, and social) of the present without compromising the ability of future generations to meet their own needs.

~ Brundtland (1987)

15. Please rate both the priority you place on planning for each consideration and the manner in which each consideration is implemented in your enterprise:

Action statements	Priority in planning [PL]	Manner of implementation [MI]
Practically addressing economic needs of the poor	15SD01PL	15SD01MI
Practically addressing social needs of the poor	15SD02PL	15SD02MI
Practically addressing environmental needs of the poor	15SD03PL	15SD03MI
®Evaluating and promoting the long term economic feasibility of the business plan (i.e., ensuring it generates a lasting profit)	15SD04PL	15SD04MI
Evaluating and promoting the long term social feasibility of the business plan (i.e., ensuring it impacts society beneficially)	15SD05PL	15SD05MI
Evaluating and promoting the long term environmental feasibility of the business plan (i.e., ensuring it is renewable)	15SD06PL	15SD06MI

Strategy (ST)

A plan, method, or series of manoeuvres or stratagems for obtaining a specific goal or result.

~ Andrews and Roland (2012)

16. Which type of strategic stance would you say your enterprise exhibits the most:

- [1] We do not follow any strategy per se
- [2] A competitive approach (developing better products/services to beat competitors)
- [3] A non-competitive approach (developing altogether new and different products/services to cut out competitors)

17. Please rate both the priority you place on planning for each consideration and the manner in which each consideration is implemented in your enterprise:

Action statements	Priority in planning [PL]	Manner of implementation [MI]
Documenting a clear strategy to obtain specific goals and results	17ST01PL	17ST01MI
Outlining the strategic profile of the enterprise, industry, and current and potential competitors (i.e., what is invested in, competitive factors/offerings, what may need to be invested in in future)	17ST02PL	17ST02MI
Addressing key organisational hurdles for optimal strategy implementation (e.g., motivational, resource)	17ST03PL	17ST03MI
Determining competitive factors which can minimise or cut out competition (i.e., eliminating and reducing factors the industry competes in to make cost savings, and creating and raising factors the industry hasn't offered yet to increase buyer value)	17ST04PL	17ST04MI
Getting into the field and gaining first-hand experience by seeing the value offering being used by the buyer/user, and actively communicating with buyers, suppliers, and co-creators	17ST05PL	17ST05MI
Creating new demand (market space) for products/services by looking to non-customers, whilst focusing on both the differences and commonalities among what buyers value	17ST06PL	17ST06MI
α Following a step-by-step approach to strategy by:		
α maximising buyer acceptability when designing products/services;	17ST07PL	17ST07MI
α ensuring affordability to the buyer by determining the right strategic pricing (then meeting the target cost);	17ST08PL	17ST08MI
α ensuring accessibility (and availability) of value offerings to buyers, and;	17ST09PL	17ST09MI
α increasing awareness of buyers and fostering adoption with key stakeholders by designing adequate means of promotion	17ST10PL	17ST10MI

Strategic alliances (SA)

Strategic alliances are purposive strategic relationships between independent firms that share compatible goals, strive for mutual benefits, and acknowledge a high level of mutual dependence.

~ Mohr and Spekman (1994)

18. Please rate both the priority you place on planning for each consideration and the manner in which each consideration is implemented in your enterprise:

Action statements	Priority in planning [PL]	Manner of implementation [MI]
Forming strategic alliances to accrue mutual benefits (resource access, synergies, lower costs) from organisations with compatible goals	18SA01PL	18SA01MI
~Searching for potential partner(s) by:		
~actively seeking alliance partners in the social sector (e.g., NPOs, local communities);	18SA02PL	18SA02MI
~actively seeking alliance partners in the private sector (e.g., private businesses including social enterprises), and;	18SA03PL	18SA03MI
~actively seeking alliance partners in the public sector (e.g., government, state-owned enterprises)	18SA04PL	18SA04MI
Ranking and selecting a suitable partner by weighing their relative pros and cons and choosing the most complementary one	18SA05PL	18SA05MI
Defining rights and duties when designing the alliance by forming a contract and negotiating accordingly (e.g., negotiating payments in contracts, length of contracts, resource specificity, negotiation costs, maximising bargaining power)	18SA06PL	18SA06MI
Closely monitoring/managing the alliance throughout its life span by:		
developing clear methods of communicating and coordinating with partners (engagement spaces);	18SA07PL	18SA07MI
gaining access to (complementary) resources of partners;	18SA08PL	18SA08MI
gaining access to complementary contextual knowledge of partners;	18SA09PL	18SA09MI

establishing routines for the co-creation of knowledge with partners;	18SA10PL	18SA10MI
outlining procedures for managing intellectual property (IP);	18SA11PL	18SA11MI
addressing cultural differences between partner firms (e.g., values, goals);	18SA12PL	18SA12MI
acting so as to minimise risk and opportunistic behaviour of partners (e.g., protecting proprietary assets, being clear about objectives to avoid incompatibility and performance risks, etc.);	18SA13PL	18SA13MI
acting so as to promote trust with/between alliance partners;	18SA14PL	18SA14MI
gaining increased social status in the public eye through association with partners;	18SA15PL	18SA15MI
enhancing relationship building with select communities by taking advantage of the partnership;	18SA16PL	18SA16MI
safeguarding against the key competencies of the firm being undermined by or through partners, and;	18SA17PL	18SA17MI
ensuring transaction costs are minimised as a result of the partnership	18SA18PL	18SA18MI
Evaluating the alliance to determine if it should be renewed, renegotiated or terminated	18SA19PL	18SA19MI

Innovation (IN)

Innovation can be seen as the process by which new ideas are turned into reality and existing offerings are improved, maximising the value created by and captured from them.

~ Anonymous

19. Which innovation stance does your enterprise exhibit?

Dropdown options with Likert from 1 to 5:

- [1] Non-existent (the enterprise does not have any detailed approach to managing innovation at present)
- [2] Passive (the firm tends to pick up on the relevant signals whilst ensuring resources are focused on the right improvements)
- [3] Reactive (the enterprise recognises in which direction change is most needed when they detect the need for change, and form strategic alliances to aid in these changes)
- [4] Strategic (the enterprise pursues and develops routes to fostering radical innovations so as to redefine markets, seeking knowledge which is new and beyond traditional industry boundaries)
- [5] Creative (the enterprise exploits technical and market knowledge, so as to extend and diversify networks into other sectors and change how organisations compete)

20. Please rate both the priority you place on planning for each consideration and the manner in which each consideration is implemented in your enterprise:

Action statements	Priority in planning [PL]	Manner of implementation [MI]
Innovating to bring about new ideas and improve existing offerings so as to maximise the created and captured value	20IN01PL	20IN01MI
Determining what is needed and outlining parameters to guide the innovation search process (e.g., setting search boundaries wrt if product/process/position/paradigm innovation is needed; identifying triggers of discontinuity; industry maturity impact)	20IN02PL	20IN02MI
Generating ideas through searching for innovative solutions to social problems by: utilising multiple sources of innovation (e.g., users as innovators, design-led innovation, forecasting, etc.) and various search tools and mechanisms (e.g., working with alliance partners, sending out scouts, deep diving, etc.);	20IN03PL	20IN03MI
engaging with the poor from the bottom up and developing solutions together	20IN04PL	20IN04MI

Ranking and then selecting the top innovative solution which is ideally: disruptive to existing norms; requires distinctive competencies of the enterprise, and; dissimilar to offerings of competitors	20IN05PL	20IN05MI
Developing a high quality innovative solution by: encouraging incrementalism when developing innovative solutions (step-by-step modification of objectives and resources when new evidence arrives);	20IN06PL	20IN06MI
setting in place stopping criteria so as to terminate too costly/unfruitful ideas early on;	20IN07PL	20IN07MI
testing the robustness of proposed solutions to a range of assumptions, and;	20IN08PL	20IN08MI
reducing risk (key technical and market uncertainties) before committing to full-scale commercialisation procedures	20IN09PL	20IN09MI
Capturing maximal value from the innovation by: maximising compatibility (consistency) with existing norms and values of the buyer/user when designing innovative solutions;	20IN10PL	20IN10MI
minimising the need for new skill and knowledge to be developed before user is able to use it/benefit from the innovative solution;	20IN11PL	20IN11MI
making outcome/results of innovation clearly visible to buyer/user, and;	20IN12PL	20IN12MI
enabling potential adopters to experiment with the innovation before investing	20IN13PL	20IN13MI

Marketing (MA)

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

~ Keefe (2013)

21. Please rate both the priority you place on planning for each consideration and the manner in which each consideration is implemented in your enterprise:

Action statements	Priority in planning [PL]	Manner of implementation [MI]
Marketing to ensure the creating, communicating, delivering and exchanging of value offerings for customers, clients, partners and society	21MA01PL	21MA01MI
Fostering a customer-centric enterprise by focusing on customers first and foremost, then frontline people, and then middle management	21MA02PL	21MA02MI
*Targeting and learning more about specific market segments by: *using traditional segmentation criteria (i.e., measurable, substantial, accessible, differentiable, and actionable);	21MA03PL	21MA03MI
*using low-income market segmentation criteria (i.e., living standard (low-income, subsistence, and extreme poverty) and value creation role (consumers, co-producers/creators, or clients));	21MA04PL	21MA04MI
*choosing a suitable segmentation level (i.e., full market coverage, multiple segment specialisation, single segment concentration, or individual marketing), and;	21MA05PL	21MA05MI
∞identifying customer relationships the enterprise has with each customer segment	21MA06PL	21MA06MI
Developing suitable branding (memorable, meaningful, and likeable) and brand management capability (transferrable, adaptable, and protectable)	21MA07PL	21MA07MI
^Finding existing and developing new channels for communicating (messages to and from target buyers), distributing (value propositions that display, deliver, and sell them to buyers/users), and servicing (transactions with potential buyers)	21MA08PL	21MA08MI
Exploiting multiple forms of exchange including structured, networked, pure, and centralised exchange (e.g., using standardised	21MA09PL	21MA09MI

processes, social links, trade centres, and political influence respectively)		
α Developing a suitable and realistic marketing mix by:		
α testing that products/services are developed to be acceptable to buyers;	21MA10PL	21MA10MI
α testing that pricing is set to be affordable to buyers;	21MA11PL	21MA11MI
α testing that placement is chosen to be accessible (available) to buyers, and;	21MA12PL	21MA12MI
α testing that promotion means are designed to increase awareness of buyers	21MA13PL	21MA13MI

Supplementary B Literary Sources

1 B.1 Titles, references, and ID numbers of literary sources (IWs and KIWs)

The literary sources, including titles, references, and their associated ID numbers are shown in detail in Table B1.

Table B1. Titles, references, and ID numbers of literary sources (IWs and KIWs).

Title	Reference	ID
<i>Who creates jobs? Small versus large versus young</i>	Haltiwanger et al. (2013)	1
<i>Entrepreneurial ecosystems and growth oriented entrepreneurship</i>	Mason and Brown (2014)	2
<i>Arriving at the high-growth firm</i>	Delmar et al. (2003)	3
<i>Organizational growth: Linking founding team, strategy, environment, and growth among US semiconductor ventures, 1978-1988</i>	Eisenhardt and Schoonhoven (1990)	4
<i>Initial human and financial capital as predictors of new venture performance</i>	Cooper et al. (1994)	5
<i>A multidimensional model of venture growth</i>	Baum et al. (2001)	6
<i>Strategies for superior performance under adverse conditions: A focus on small and medium-sized high-growth firms</i>	Bamiatzi and Kirchmaier (2014)	7
<i>Clarifying the entrepreneurial orientation construct and linking it to performance</i>	Lumpkin and Dess (1996)	8
<i>Entrepreneurial orientation and small business performance: a configurational approach</i>	Wiklund and Shepherd (2005)	9
<i>Competitive strategy: Techniques for analyzing industries and competitors</i>	Porter (1980)	10
<i>The Theory of the Growth of the Firm</i>	Penrose (1995)	11
<i>Internal capabilities, external networks, and performance: a study on technology-based ventures</i>	Lee et al. (2001)	12
<i>Is innovation always beneficial? A meta-analysis of the relationship between innovation and performance in SMEs</i>	Rosenbusch et al. (2011)	13
<i>A quantitative content analysis of the characteristics of rapid-growth firms and their founders</i>	Barringer et al. (2005)	14
<i>Age, size, growth and survival: UK companies in the 1980s</i>	Dunne and Hughes (1994)	15
<i>Effects of age at entry, knowledge intensity, and imitability on international growth</i>	Autio et al. (2000)	16
<i>Innovation, growth and survival</i>	Audretsch (1995)	17
<i>Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle</i>	Lumpkin and Dess (2001)	18
<i>Building an integrative model of small business growth</i>	Wiklund et al. (2009)	19
<i>Founder competence, the environment and venture performance</i>	Chandler and Hanks (1994)	20
<i>Aspiring for, and achieving growth: the moderating role of resources and opportunities</i>	Wiklund and Shepherd (2003)	21
<i>New venture growth: A review and extension</i>	Gilbert et al. (2006)	22
<i>The growth of firms: A survey of theories and empirical evidence</i>	Coad (2009)	23
<i>Legal form, growth and exit of West German firms—empirical results for manufacturing, construction, trade and service industries</i>	Harhoff et al. (1998)	24

Title	Reference	ID
<i>Continued entrepreneurship: Ability, need, and opportunity as determinants of small firm growth</i>	Davidsson (1991)	25
<i>Innovation and firm growth in high-tech sectors: A quantile regression approach</i>	Coad and Rao (2008)	26
<i>Linking prefunding factors and high-technology venture success: An exploratory study</i>	Roure and Maidique (1986)	27
<i>Understanding the dynamics of new venture top management teams: cohesion, conflict, and new venture performance</i>	Ensley et al. (2002)	28
<i>The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth</i>	Baum and Locke (2004)	29
<i>Success among high-technology firms</i>	Cooper and Bruno (1977)	30
<i>What happens to gazelles? The importance of dynamic management strategy</i>	Parker et al. (2010)	31
<i>A profile of new venture success and failure in an emerging industry</i>	Duchesneau and Gartner (1990)	32
<i>Founding strategy and performance: A comparison of high and low growth high tech firms</i>	Feeser and Willard (1990)	33
<i>Market orientation, marketing capabilities, and firm performance</i>	Morgan et al. (2009)	34
<i>Advancing firm growth research: A focus on growth mode instead of growth rate</i>	McKelvie and Wiklund (2010)	35
<i>A stage-contingent model of design and growth for technology based new ventures</i>	Kazanjian and Drazin (1990)	36
<i>High-impact firms: gazelles revisited</i>	Acs et al. (2008)	37
<i>Hot spots and blind spots: geographical clusters of firms and innovation</i>	Pouder and John (1996)	38
<i>Impact of entrepreneurial and management experience on early performance</i>	Stuart and Abetti (1990)	39
<i>Start-up ventures: Towards the prediction of initial success</i>	Stuart and Abetti (1987)	40
<i>Product innovation and small business growth: a comparison of the strategies of German, UK and Irish companies</i>	Roper (1997)	41
<i>Clusters and the new economics of competition</i>	Porter (1998)	42
<i>Characteristics distinguishing high-growth ventures</i>	Siegel et al. (1993)	43
<i>High-growth SMEs versus non-high-growth SMEs: a discriminant analysis</i>	Moreno and Casillas (2007)	44
<i>Networking and growth of young technology-intensive ventures in China</i>	Zhao and Aram (1995)	45
<i>Small firm growth</i>	Davidsson et al. (2010)	46
<i>Entrepreneurial networks and new organization growth</i>	Hansen (1995)	47
<i>Is Extraordinary Growth Profitable? A Study of Inc. 500 High-Growth Companies</i>	Markman and Gartner (2002)	48
<i>Do small businesses create more jobs? New evidence for the United States from the National Establishment Time Series</i>	Neumark et al. (2011)	49
<i>Growth of new technology-based firms: which factors matter?</i>	Almus and Nerlinger (1999)	50
<i>Firm networks: external relationships as sources for the growth and competitiveness of entrepreneurial firms</i>	Lechner and Dowling (2003)	51
<i>A longitudinal study of the relation of vision and vision communication to venture growth in entrepreneurial firms</i>	Baum et al. (1998)	52
<i>Technology strategy and software new ventures' performance: Exploring the moderating effect of the competitive environment</i>	Zahra and Bogner (2000)	53
<i>Corporate ventures into industrial markets: Dynamics of aggressive entry</i>	MacMillan and Day (1988)	54
<i>Do small innovating firms outperform non-innovators?</i>	Freel (2000)	55
<i>Collective efficiency: Growth path for small-scale industry</i>	Schmitz (1995)	56
<i>Entrepreneurial orientation, learning orientation, and firm performance</i>	Wang (2008)	57
<i>Predictors of success in new technology based ventures</i>	Roure and Keeley (1990)	58
<i>High-growth entrepreneurial firms in Africa: a quantile regression approach</i>	Goedhuys and Sleuwaegen (2010)	59
<i>New venture growth and personal networks</i>	Ostgaard and Birley (1996)	60
<i>Employment effects of business dynamics: Mice, Gazelles and Elephants</i>	Acs and Mueller (2008)	61
<i>Testing Gibrat's law for small, young and innovating firms</i>	Calvo (2006)	62

Title	Reference	ID
<i>Planning and financial performance of small, mature firms</i>	Bracker and Pearson (1986)	63
<i>What characterizes a fast-growing firm?</i>	Almus (2002)	64
<i>Firm growth: empirical analysis</i>	Coad and Hözl (2012)	65
<i>Small business growth through geographic expansion: a comparative case study</i>	Barringer and Greening (1998)	66
<i>Growth of micro and small enterprises in southern Africa</i>	McPherson (1996)	67
<i>Managerial capabilities and paths to growth as determinants of high-growth small and medium-sized enterprises</i>	Barbero et al. (2011)	68
<i>Research on small firm growth: A review</i>	Davidsson et al. (2005)	69
<i>Firm growth, size, age and behavior in Japanese manufacturing</i>	Yasuda (2005)	70
<i>A social capital model of high-growth ventures</i>	Florin et al. (2003)	71
<i>The performance implications of fit among business strategy</i>	Olson et al. (2005)	72
<i>The growth of firms in theory and in practice</i>	Geroski (1999)	73
<i>The effects of entrepreneurial personality, background and network activities on venture growth</i>	Lee and Tsang (2001)	74
<i>Is the R&D Behaviour of Fast Growing SMEs Different?</i>	Hözl (2009)	75
<i>Market orientation and other potential influences on performance in small and medium-sized manufacturing firms</i>	Pelham (2000)	76
<i>Constellations of firms and new ventures</i>	Lorenzoni and Ornati (1989)	77
<i>High-growth firms and employment</i>	Schreyer (2000)	78
<i>Business Planning for New Ventures: A Guide for Start-ups and New Innovations</i>	Butler (2014)	79
<i>Small vs. young firms across the world: contribution to employment, job creation, and growth</i>	Ayyagari et al. (2011)	80
<i>The role of socially constructed temporal perspectives in the emergence of rapid growth firms</i>	Fischer et al. (1997)	81
<i>The characteristics and strategies of high growth SMEs</i>	Smallbone et al. (1995)	82
<i>Size of investment, opportunity choice and human resources in new venture growth: Some typologies</i>	Thakur (1999)	83
<i>The small, the young, and the productive: Determinants of manufacturing firm growth in Ethiopia</i>	Bigsten and Gebreeyesus (2007)	84
<i>The role of legal status in influencing bank financing and new firm growth</i>	Storey (1994a)	85
<i>Determinants and dimensions of firm growth</i>	Zhou and De Wit (2009)	86
<i>The role of alliances in the early development of high-growth firms</i>	Mohr et al. (2013)	87
<i>Four years on—are the Gazelles still running? A longitudinal study of firm performance after a period of rapid growth</i>	Senderovitz et al. (2012)	88
<i>The facts about growth</i>	Zook and Allen (1999)	89
<i>Profitable business models and market creation in the context of deep poverty: A strategic view</i>	Seelos and Mair (2007)	90
<i>Dynamic capabilities and venture performance: The effects of venture capitalists</i>	Arthurs and Busenitz (2006)	91
<i>The turnover of market leaders in UK manufacturing industry, 1979-86</i>	Geroski and Toker (1996)	92
<i>Contours of development</i>	Singer (1995)	93
<i>Small firm growth in developing countries</i>	Nichter and Goldmark (2009)	94
<i>Geographic cluster size and firm performance</i>	Folta et al. (2006)	95
<i>Entry barriers and new venture performance: a comparison of universal and contingency approaches</i>	Robinson and McDougall (2001)	96
<i>The effects of human capital, organizational demography, and interpersonal processes on venture partner perceptions of firm profit and growth</i>	Watson et al. (2003)	97
<i>Firm resources as moderators of the relationship between market growth and strategic alliances in semiconductor start-ups</i>	Park et al. (2002)	98
<i>Marketing for business growth</i>	Levitt and Levitt (1974)	99
<i>Strategy process-content interaction: Effects on growth performance in small</i>	Olson and Bokor (1995)	100

Title	Reference	ID
<i>The influence of guided preparation on the long-term performance of new ventures</i>	Chrisman et al. (2005)	101
<i>Linking marketing capabilities with profit growth</i>	Morgan et al. (2009)	102
<i>Competencies and institutions fostering high-growth firms</i>	Henrekson and Johansson (2008)	103
<i>Ideas and growth</i>	Lucas (2009)	104
<i>A qualitative study of the management practices of rapid-growth firms and how rapid-growth firms mitigate the managerial capacity problem</i>	Barringer et al. (1998)	105
<i>Growth Intention and Its Impact on Business Growth amongst SMEs in South Africa</i>	Neneh and Vanzyl (2014)	106
<i>Entrepreneurship as growth: Growth as entrepreneurship</i>	Davidsson, Delmar and Wiklund (2006)	107
<i>What makes a new business start-up successful?</i>	Reid and Smith (2000)	108
<i>Will promoting more typical SME start-ups increase job creation in South Africa?</i>	Neneh and Smit (2013)	109
<i>Edith Penrose's theory of the growth of the firm and the strategic management of multinational enterprises</i>	Buckley and Casson (2007)	110
<i>Three strategies for managing fast growth</i>	Von Krogh and Cusumano (2001)	111
<i>What's distinctive about growth-oriented entrepreneurship in developing countries?</i>	Lingelbach, De La Vina and Asel (2005)	112
<i>Technological innovation and employment: complements or substitutes?</i>	Benavente and Lauterbach (2008)	113
<i>Building the rural economy with high-growth entrepreneurs</i>	Henderson (2002)	114
<i>Sustaining innovation and growth: Public policy support for entrepreneurship</i>	Audretsch (2004)	115
<i>The effect of financial factors on the performance of new venture companies in high tech and knowledge-intensive industries: An empirical study in Denmark</i>	Bollingtoft et al. (2003)	116
<i>Bankable Business Plans for Entrepreneurial Ventures</i>	Rogoff (2007)	117
<i>The 7 irrefutable rules of small business growth</i>	Little (2005)	118
<i>The rapid internationalisation of high-tech young firms in Germany and the United Kingdom</i>	Fier et al. (2001)	119
<i>Entrepreneurial narratives and the dominant logics of high-growth firms</i>	Mishina et al. (2002)	120
<i>Strategy and Human Resource Management Integration in Fast Growth Versus Other Mid-sized Firms</i>	Buller and Napier (1993)	121
<i>The Physics of Business Growth: Mindsets, System, and Processes</i>	Hess and Liedtka (2012)	122

2 B.2 Factors addressed in each literary source

The factors addressed in each literary source are shown in Table B2.

Table B2. Factors addressed in each literary source.

[illegible]

[illegible]

ID	Leadership qualities	Team size	Relevant industry	Level of education	Entrepreneurial	Entrepreneurial	Breadth of	Size and age	Legal form	Geographic location	Industry life cycle	Financial capital	Organisational	Vision, mission, and	Commitment to and	Strategy	Strategic alliances	Business planning	Marketing	International sales	Acquisition	Creating unique	Innovation	Human capital	Performance based
79																x	x	x	x				x		
80								x																	
81																x		x							
82											x				x				x						
83	x	x																						x	
84								x																	
85									x																
86	x			x				x			x	x	x	x	x									x	
87												x					x			x					
88																x					x				
89	x							x			x														
90																		x							
91												x													
92								x											x				x		
93								x			x	x					x								
94			x	x			x	x				x	x				x								
95										x							x								
96											x					x									
97	x			x							x													x	
98												x					x								
99																x		x	x				x		
100																x									
101																		x							
102																			x						
103								x			x														
104				x																				x	
105													x				x	x	x					x	x
106			x	x	x							x				x									
107						x										x									
108																x									
109															x				x				x	x	
110																x				x			x		
111											x			x	x	x									
112												x				x	x	x	x				x		
113																							x		
114								x		x					x									x	
115																							x		
116							x		x		x	x													
117																x	x	x	x				x		
118																x	x	x	x				x		
119			x		x			x												x			x		
120															x	x									
121											x					x								x	
122																x	x	x	x				x		

Reference	Leadership qualities	Team size	Relevant industry experience	Level of education	Entrepreneurial experience	Entrepreneurial orientation	Breadth of professional and social network	Size and age	Legal form	Geographic location and expansion	Industry life cycle stage and market	Financial capital	Organisational structure	Vision, mission, and communication	Commitment to and motivation for growth	Strategy	Strategic alliances	Business planning	Marketing capabilities	International sales	Acquisition	Creating unique value for customers	Innovation	Human capital	Performance based incentives
Deeds and Hill (1996)																	x								
Deeds et al. (2000)			x		x					x														x	
Denckler et al. (2009)	x		x																						
Forbes (2005)					x																				
Goddard et al. (2002)								x																	
Goldmark and Barber (2005)							x													x					
Hannan and Carroll (1992)									x		x						x								
Harrison et al. (2008)																						x			
Haynie et al. (2010)					x																				
Headd (2010)								x																	
Humphrey (2003)							x			x							x								
Knight et al. (2001)															x									x	
Landy and Becker (1987)															x										
Locke (2000)														x	x										
Mullins (1996)				x																				x	
Nooteboom (1994)																						x			
Oliver and Anderson (1995)																								x	
Pearce and Michael (2006)										x						x			x						
Ryals (2005)																			x						
Sirmon et al. (2010)																x									

[illegible]