

# Determinants of New Venture Performance : Resources Variables

## Tangible Assets

- Current assets
  - accounts receivable
  - cash
  - inventory
  - prepaid expenses
  - supplies
- Equipment & machinery
- Facilities
  - plant
  - offices
- Financing
  - long term debt
  - short term debt
  - equity
- Initial size
- Land

## Intangible Assets

- Access to capital markets
- Access to distribution channels
- Access to labor markets
- Access to suppliers
- Access to raw materials
- Completeness of management team
- Contracts
- Culture
- Databases
- Employee flexibility
- Employee specialization
- Functional skills
  - financial
  - manufacturing
  - marketing
  - technical

## Intangible Assets

- Geographic location
- Intellectual property
- Licenses
- Outside consultants
- accountants
- bankers
- government sponsored
- professional
- university
- venture capitalists
- Reputation
- Social networks
- Trade secrets
- Trained professional managers



# New Venture Performance

**William R. Sandberg**

## **New Venture Performance:**

*Entrepreneurial Teams as Determinants of New Venture Performance* Michael D. Ensley,1999 First Published in 1999 Routledge is an imprint of Taylor Francis an informa company    **Experience and New Venture Performance** Gregor Toohey,2020-06-12 Is an entrepreneur s previous experience relevant in predicting the success or otherwise of a new business venture Common sense would suggest that this undoubtedly be the case Current research suggests otherwise however As elucidated in this volume a business founder s prior experience can have either a positive or a negative impact on the performance of any given start up venture This book aims to explore these inconsistencies through in depth case studies of six diverse entrepreneurs The research conclusions drawn during the course of this book differ significantly from much contemporary theory in the subject area that is entrepreneurial research This book serves to shed new light on the importance of previous business founder experience while also underlining the importance of context in the application of same within new business ventures    [The Determinants of New Venture Performance](#) William R. Sandberg,1984    **New Venture Performance** William R. Sandberg,1986

**New Venture Strategy** Dean A. Shepherd,1998-06-24 If an opportunity exists is it best to ensure that your product is first to the market or is performance enhanced through waiting and following What factors should an entrepreneur consider in deciding when to take the lead in being the first to introduce a new product or service What can be done to improve new venture performance New Venture Strategy examines the process of introducing a new product or service and offers readers a framework for thinking through the issues involved in new venture performance Examples include entry timing market conditions facing the entrant focus or breadth of entry scope product or process mimicry creation and development of entry barriers and differences between independent and corporate ventures New Venture Strategy will be useful as a core text in courses on entrepreneurship corporate entrepreneurship new product development small business and strategic planning It will also be of interest to those developing business plans and others involved in new venture funding marketing and business development

**The Effects of Characteristics of the New Entrepreneur on New Venture Performance** Lanny Herron,1990    **Modeling New Venture Performance** Patricia P. McDougall, Richard Braden Robinson, Angelo S. DeNisi,1991    **The determinants of new venture performance** William Robert Sandberg,1990

**Market Information and New Venture Performance** Michael Song, Anthony Di Benedetto, Mark E. Parry,2014 The authors examine the significance of formal processes for market information acquisition and use as antecedents to success of Chinese new ventures Building on insights from the entrepreneurial planning literature the authors construct a theoretical model in which formal processes for market information and market utilization have direct positive main effects on new venture financial performance and in which the existence of an established technology standard has a direct effect on performance and also affects the relationship between market information processes and performance The authors test hypotheses derived from the model using a dataset

comprising 222 Chinese new ventures Consistent with expectations the authors find that new venture financial performance was positively associated with the use of formal processes for the generation of market information However the impact on performance of formal processes for market information utilization depended on the firm s technological environment In particular for firms facing an established technology standard the use of formal processes for market information utilization did not significantly affect performance In contrast the use of formal processes for market information utilization had a significant impact on performance among ventures that faced an emerging technology standard

*Antecedents of New Venture Performance* Seung Bai Bach,2002

International New Venture Performance Dominic Buccieri,2018

Over the past two decades the growth of international new ventures has stimulated a great deal of interest among international entrepreneurship scholars to understand how these entrepreneurial start ups internationalize given their resource deficiencies However the literature exhibits considerable gaps related to how international new ventures can overcome their asset constrained positions to enhance performance Employing the concept of international entrepreneurship culture which provides a holistic operationalization of international entrepreneurship this dissertation develops and tests a conceptual framework to better understand how international new ventures entrepreneurial culture and entrepreneurial marketing actions of opportunity based discovery and exploitation impact their performance in global markets The methodology and tests incorporated into this research provide a foundation upon which to better understand international entrepreneurial culture and entrepreneurial marketing as key inputs for positioning and performance of international new ventures

Additionally this dissertation focuses on international new ventures from emerging markets specifically India where the emphasis on understanding the mechanisms that have driven more than a quarter of the world s firms to go international early in their existence Therefore this study contributes to the calls for more early internationalization research from emerging market firms

**Newness and Novelty** Allen C. Amason,Rod Shrader,George H Tompson,2010 It is argued that the tasks of new venture topmanagement teams vary with new venture novelty Novelty is distinguished fromnewness i e a novel firm must not necessarily be a new one Because of theabilities of being different the information processing demandsput on these top management teams present unique challenges Data were collected on 174 U S high potential new ventures founded between1983 and 1988 which issued initial public offerings prior to being six yearsold Results show that as venture novelty increases the informationprocessing requirements change One change was an increased need forface to face interaction Hence a team that can engage in rich opencommunication should perform better Also more homogeneous teams were found to perform better than heterogeneousteams in highly novel ventures due to the need for increased behavioralintegration Hence a coordinated and creative effort is hindered by increasingheterogeneity This is in contrast to the view that increasing heterogeneity isassociated with increasing creativity An explanation for this may lie in a difference of contexts e g strategic adaptation by existing firms is not thesame as the initiation of new products by new ventures LKB

**Improving new venture performance** William R. Sandberg,Charles W. Hofer,1987

**Characteristics that**

**Influence New Software Venture Performance** John Deely,1998 In recent years software companies have accounted for the greatest number of small business start ups among all technology related fields The industry in general is highly fragmented rapidly changing and fast growing As such it is a highly attractive industry for entrepreneurs particularly software professionals looking to strike out on their own The software industry offers many opportunities and thrives on innovation Its opportunities however can be extremely volatile and short lived At the onset of this project the author believes that certain characteristics of a new software venture could minimize the risks in this opportunity filled but uncertain industry The intent was to perform an academic study of a new software venture performance modeled after some other general works on new venture performance The results of the study then would identify some key characteristics that can minimize the risk and improve the probability of success of new software ventures This project first looks at some of the characteristics of the software industry which differentiate new software ventures from new ventures in other industries Chapter One looks briefly at some software case histories which serve to illustrate some of these characteristics Some of the characteristics of the software industry identified are rapid change fragmented markets low barriers to entry fast growth opportunities a unique economy and a reliance on intellectual capital The project then reviews pertinent literature with respect to start up ventures and entrepreneurship Chapter Two identifies four general classifications of factors that influence new ventures Business Environment New Venture Strategy New Venture Financing and Entrepreneur Characteristics Chapter Three takes a look at several research studies related to new venture performance In particular three Ph D dissertations are reviewed in depth and are used later as a basis for the primary research used in this project

**Determinants of New Venture Performance** Stephen Taylor,University Department of Economic Studies,University of Dundee. Department of Economics and Management,1996

*The Life Cycle of New Ventures* Candida G. Brush,Lars

Kolvereid,L. Oystein Widding,Roger Sorheim,2010-01-01 The contributors to this book provide a cross national comparison of venture emergence newness and growth Their chapters examine the influences of cultural social and economic factors on venture development compare the approaches of entrepreneurs who move from idea to emerging organization and investigate acquisition and development of resources in growth and performance The authors consider important issues in new ventures research such as technology commercialization management team development and influence of equity funding While its particular focus is on Norway and the US the book offers broad and intriguing contributions with regard to the emergence and growth of knowledge based firms in developed economies and has implications for both direct and indirect government policy with regard to stimulating the formation and development of knowledge based firms Scholars and students of entrepreneurship international studies and economics policymakers international business experts and economic development specialists will find this rigorous analysis of the utmost importance

The Effects of Characteristics of the

Entrepreneur on New Venture Performance Lanny Herron,19?? The Impact of Strategy and Industry Structure on New Venture Performance Scott William Kunkel,1991 **Toward the Development of Causal Models of New Venture Performance** Pieter A. VanderWerf,1989\* Organizational Routines Development and New Venture Performance David H. Hsu,Alessandro Marino,2011 To better understand how entrepreneurial ventures vary as they evolve we introduce and develop the concept of an organizational routine in a prototypical state a protoroutine Protoroutines allow experienced new ventures but not inexperienced start ups to economize on decision making and execution time in problem solving by drawing from an inventory of prior solutions to challenges Protoroutines are not however tailored to the challenge at hand We embed protoroutines into a simulation based model featuring agents with differing decision making speeds and abilities of exploring more distant solutions two parameters influenced by founding team characteristics Search speed and distance are typically traded off against each other at the team design level Protoroutines may therefore be particularly helpful in organizational contexts in which it is optimal to have both search speed and distance We characterize the organizational contextual configurations along the dimensions of environmental turbulence and decision complexity in which protoroutines search speed and search distance are associated with elevated and damped organizational performance One important conclusion is that decision making speed can be a valuable organizational resource across organizational environments Overall our agent based model and simulation results deepen our understanding of how and with what performance consequence new ventures develop

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