

**Curriculum Vitae:  
Prof Elmarie Venter  
Professor, Department of Business  
Management, Nelson Mandela University**

## BIOGRAPHICAL DETAILS

Surname	Venter
Maiden Surname	Van Zyl
Name	Elmarie
Date of birth	7 December 1967
Place of birth	Upington, South Africa
Nationality	South African
Languages	Fluent in Afrikaans, English and Flemish
Computer literacy	Proficient in the use of Microsoft Office packages
Marital status	Married
Health	Excellent
Address (work)	Department of Business Management Nelson Mandela Metropolitan University P.O.Box 77 000 Port Elizabeth 6031 Telephone: (041) 504 2875 Cell: 083-226-0806 Fax: (041) 5832644 E-mail: <a href="mailto:Elmarie.Venter@mandela.ac.za">Elmarie.Venter@mandela.ac.za</a>
Address (home)	Gerdine Street 20 Summerstrand Port Elizabeth 6000 Telephone: (041) 5832003

## EDUCATION AND QUALIFICATIONS

- **2003** D Com-degree  
University of Port Elizabeth  
**Dissertation Title:** The succession process in small and medium-sized family businesses in South Africa  
Received the 2003 Family Firm Institute **Best Dissertation Award** (this organization is based in Boston, USA, and this is an international award)
- **1996** M.B.A. - **with distinction**  
Vlerick School of Management  
University of Gent, Belgium  
**Consulting Project:** Formulation of an international marketing strategy : the launch of a new assortment of ready-made frozen portionable pasta menus: N.V. Crops.  
**Award:** Mrs. Muller-Malek price awarded yearly to a creative, intelligent student with extraordinary social and communication skills.
- **1992** M Com-degree (**cum laude**)  
University of Stellenbosch  
**Thesis:** A study of the marketing activities, with specific reference to the size and nature of promotional practices, of small businesses in the Stellenbosch region.
- **1990** B Com Honours-degree in Business Management  
University of the Orange Free State  
**Treatise:** Bemarking van bankdienste aan swart verbruikers / Marketing of banking services to black consumers
- **1989** Diploma in Higher Education (HDE)  
University of the Orange Free State
- **1986-1988** B Com-degree  
University of the Orange Free State  
Major subjects : Business Management and Economics  
**Obtain distinction in Business Management**
- **1985** Matric, Upington High School

## WORK EXPERIENCE

- **2009+** Full Professor, Business Management and Director of the Nelson Mandela University Family Business Unit
- **2008+** Associate Professor  
Nelson Mandela Metropolitan University
- **2002-2007** Senior Lecturer  
Nelson Mandela Metropolitan University (ex UPE)
- **1998 - 2001** Lecturer  
University of Port Elizabeth (ex UPE)
- **1995 - 1997** Lecturer  
University of Stellenbosch
- **1993 - 1994** Junior Lecturer (permanent appointment)  
University of Stellenbosch
- **1991 - 1992** Part-time lecturer  
University of Stellenbosch

## TEACHING RESPONSIBILITIES

### Lectures (or has lectured) the following courses:

- Introduction to Business Management (1<sup>st</sup> year level)
- Investment Management (1<sup>st</sup> year level)
- Contemporary Management (1<sup>st</sup> year level)
- General Management (2<sup>nd</sup> & 3<sup>rd</sup> year level)
- Marketing Management (2<sup>nd</sup> year & MBA level)
- Marketing Communication Management (2<sup>nd</sup> year level)
- General and Strategic Management (3<sup>rd</sup> year level)
- Systems Approach to Management (3<sup>rd</sup> year level)
- Retail- and Distribution Management (3<sup>rd</sup> year level)
- Entrepreneurship and Small Business Management (1<sup>st</sup>, 3<sup>rd</sup> year and honours level)
- Family business management (honours level)
- Business Research (honours level)

**Award:** Received the **Excellence in Teaching Award** from UPE in 2003.

## RESEARCH ACTIVITIES

### Accredited (Subsidisable) Publications

- Van Zyl, E. & O'Neill, R.C. Reklame: 1994. Die weeskind van die kleinsakeonderneming. Southern African Journal for Entrepreneurship and Small Business, 7(1), May, 26-42.
- Van Zyl, E. & Bloom, J.Z. 1995. Toward an efficacious tourism policy for South Africa. South African Journal of Economic and Management Sciences, 15(Fall), 14-28.
- Venter, E., Van Eeden, S., Tait, M. & Venter, D.J.L. 2000. The perceived influence of socio-economic and technological macro-environmental variables on small businesses in the Port Elizabeth/Uitenhage Metropole. Management Dynamics (SA DHET), 9(1), Summer, 95-111.
- Venter, E., Van Eeden, S. & Tait, M. 2001. Small businesses in the Port Elizabeth/Uitenhage metropole: characteristics and perceived influence of environmental variables – a preliminary study. Journal of African Business (IBSS), 2(2), 7-22.
- Venter, E., Boshoff, H.C., & Maas, G. 2003. The influence of relational factors on successful succession in family business: A comparative study of owner-managers and successors. South African Journal of Business Management (ISI), 34(4).
- Venter, E., Boshoff, H.C., & Maas, G. 2003. The influence of organizational factors on successful succession in family business. Management Dynamics (SA DHET), 12(4), p. 2-17.
- Venter, E., Boshoff, C., Maas, G. 2005. The influence of successor-related factors on the succession process in small and medium-sized family businesses. Family Business Review (ISI), 18(4), p. 283-303. **(Family Business Review is a top listed journal and has an impact rating of 2.6)**.
- Venter, E., Boshoff, C., Maas, G. 2006. Influence of owner-manager-related factors on the succession process in small and medium-sized family businesses (IBSS). International Journal of Entrepreneurship and Innovation, 7(1), p. 33-47.
- Venter, E. & Boshoff, C. 2006. The influence of family-related factors on the succession process in small and medium-sized family businesses. South African Journal of Economic and Management Sciences (ISI), 9(1), p. 17-32.
- Bosch, J., Venter, E., Ying, H. & Boshoff, C. 2006. The impact of brand identity on perceived brand image of a merged Higher Education Institution: Empirical findings: Part one. Management Dynamics (SA DHET), 15(2), pp.10-30.
- Bosch, J., Venter, E., Ying, H. & Boshoff, C. 2006. The impact of brand identity on perceived brand image of a merged Higher Education Institution: Empirical findings: Part two. Management Dynamics (SA DHET), 15(3), pp. 36-47.
- Venter, E. & Boshoff, C. 2007. The influence of organisational-related factors on the succession process in small and medium-sized family businesses. Management Dynamics (SA DHET), 16(1), pp. 42-54.

- Adendorff, C., Venter, E. & Boshoff, C. 2008. The impact of family harmony on governance practices in South African Greek family businesses. Management Dynamics (SA DHET), 17(3), pp. 28-43.
- Venter, E., Farrington, S.M. & Boshoff, C. 2009. Selected relational-based factors that impact on the successful functioning of copreneurial businesses: A proposed conceptual model. Management Dynamics (SA DHET), 18(2), pp. 2-21.
- Van der Merwe, SP., Venter, E. & Ellis, S.M. 2009. An exploratory study of some of the determinants of management succession planning in family businesses. Management Dynamics (SA DHET), 18(4), pp. 2-17.
- Venter, E. & Farrington, S.M. 2009. The nature of family businesses and their importance for economic development. New Contree (SA DHET), No. 58 (November 2009), pp. 131-154.
- Farrington, S.M. & Venter, E. 2009. A historical view of the study of family business as an evolving field. New Contree (SA DHET), No. 58 (November 2009), pp. 57-74.
- Farrington, S.M., Venter, E. & Boshoff, C. 2010. The influence of family and non-family stakeholders on family business success. The Southern African Journal of Entrepreneurship and Small Business Management (SAJESBM), Volume 3, Article 107, pp. 32-60.
- Farrington, S.M., Venter, E. & Boshoff, C. 2011. The impact of intra-group processes on family business success. South African Journal of Economic and Management Sciences (SAJEMS) (ISI), NS 14 (2011) No1, pp. 8-23.
- Farrington, S.M., Venter, E., Eybers, C. & Boshoff, C. 2011. Task-based factors influencing the successful functioning of copreneurial businesses in South Africa. South African Journal of Economic and Management Sciences (SAJEMS), NS 14 (2011) No1, pp. 24-46.
- Farrington, S.M., Venter, E. & van der Merwe, S. 2011. Organisational-based factors influencing non-financial goals of family firms. Management Dynamics (SA DHET), 20(3), 51-67.
- Farrington, S.M., Venter, E., Eybers, C. & Boshoff, C. 2011. Structuring effective copreneurial teams. South African Journal of Business Management (ISI), 42(3), 1-15.
- Farrington, S.M., Venter, E. & Boshoff, C. 2012. The role of selected team design elements in successful sibling teams. Family Business Review (ISI), 25(2), pp. 191-205. **(Family Business Review is a top listed journal and has an impact rating of 2.6).**
- Viviers, S., Van Greunen, C. & Venter, E. 2012. Variables influencing unethical decision-making in the life insurance sector in South Africa: A theoretical framework. Management Dynamics (SA DHET), 21(2), pp. 34-50.
- Van der Merwe, S. Venter, E. & Farrington, S. M. 2012. An assessment of selected family business values in small and medium-sized family businesses. South African Journal of Business Management (ISI), 43(4), pp. 17-31.
- Venter, E., Van der Merwe, S. & Farrington, S.M. 2012. The impact of selected stakeholder groups on family business continuity and family harmony. SA Business Review, 16(2), pp. 69-96.
- Venter, E., Farrington, & Boshoff, C. 2012. Relational-based factors influencing successful copreneurships. Management Dynamics (SA DHET), 21(4), pp 14-30.

- Turyakira, P., Venter, E. & Smith, E. 2012. Corporate social responsibility for SMEs: a proposed hypothesised model. *African Journal of Business Ethics (IBSS)*, 6(2), May-Aug, pp 1-14.
- Viviers, S., Van Greunen, C. & Venter, E. 2013. The likelihood of unethical behavior in the life insurance sector in South Africa: An empirical investigation. *Management Dynamics*, 22(3), pp. 13-28. (SA DHET)
- Venter, E., Farrington, S. & Sharp, G. 2013. The influence of relational-based issues on job satisfaction and organisational commitment in family businesses: views of non-family employees. *Management Dynamics (SA DHET)*, 22(4), pp. 38-57.
- Turyakira, P., Venter, E. & Smith, E. 2014. The impact of corporate social responsibility factors on competitiveness of SMEs. *South African Journal of Economic and Management Sciences (SAJEMS) (ISI)*, 17(2), pp. 157-172. Available at: <http://sajems.org/index.php/sajems/issue/view/40>
- Farrington, S., Venter, E. & Sharp, G. 2014. Extrinsic rewards in family businesses: Perspectives of nonfamily employees. *South African Journal of Business Management (ISI)*, 45(3), pp. 67-80. Available at: [http://reference.sabinet.co.za/webx/access/electronic\\_journals/busman/busman\\_v45\\_n3\\_a5.pdf](http://reference.sabinet.co.za/webx/access/electronic_journals/busman/busman_v45_n3_a5.pdf)
- Venter, E., Turyakira, P. & Smith, E. 2014. The impact of potential outcomes of corporate social responsibility engagement factors on SME competitiveness. *South African Journal of Business Management (ISI)*, 45(4), pp. 33-43. Available at: <http://reference.sabinet.co.za/document/EJC164019>
- Smith, E., Venter, E. & Turyakira, P. 2014. The influence of corporate social responsibility factors on business reputation of SMEs in Uganda. *Journal of Contemporary Management (SA DHET)*, 11(20), pp. 677-702. Available at: [http://reference.sabinet.co.za/sa\\_epublication/jcman](http://reference.sabinet.co.za/sa_epublication/jcman)
- Mataboee, J., Venter, E. & Rootman, C. 2016. Understanding relational conditions necessary for effective mentoring of black-owned small businesses: A South African perspective. *Acta Commercci*. 16(1), a327. Available at: <http://dx.doi.org/10.4102/ac.v16i1.327>
- Venter, E. & Farrington, S.M. 2016. The relationship between value-laden leadership and perceived family business performance. *South African Journal for Business Management (ISI)*. 47(4): 35-46. Available at: <https://journals.co.za/content/busman/47/4/EJC199803>
- Rootman, C., Venter, E. and Mataboee, J. 2017. Non-relational condition necessary for mentoring of black small business owner-managers in South Africa, *Acta Commercci*, 17(1). Available at: a443. <https://doi.org/10.4102/ac.v17i1.443>
- Venter, E. & Krüger, J. 2017. Exploring women's perceptions regarding successful investment planning practices, *South African Journal of Economic and Management Sciences* 20(1), a1486. Available at: <https://doi.org/10.4102/sajems.v20i1.1486>
- Farrington, S.M., Venter, E. & Richardson, B. 2018. The influence of selected marketing and branding practices on the financial performance of family SMEs. *Southern African Business Review*, 22(2018), ISSN: 1998-8125. Available at: <https://upjournals.co.za/index.php/SABR/article/view/3842/2454>
- Van den Heever, S. & Venter, E. 2019. The influence of networks and decision-making orientation on value creation in technology-based

entrepreneurial businesses. South African Journal of Business Management, 50(1), a225. Available at: <https://doi.org/10.4102/sajbm.v50i1.225> (ISSN: 2078-5585, E-ISSN: 2078-5976).

- Van Greunen, C., Venter, E. & Sharp, G. 2019. Knowledge-sharing intention in knowledge-intensive organisations: The influence of personality traits. Management Dynamics, 28(2), pp. 2-13. Available at: <https://journals.co.za/content/journal/10520/EJC-15f06edf4d>

### **In Press:**

- Beck, S., Farrington, S.M. & Venter, E. 2020. Parental Influences on the Next Generation's Intention to join their Family Business. Journal of Contemporary Management, 17 (1).
- Van Greunen, C., Venter, E. & Sharp, G. 2020. The Influence of Relationship and Task Conflict on the Knowledge-Sharing Intention in Knowledge-Intensive Organisations: The Moderating Effect of Extrinsic and Intrinsic Motivation. SA Business Review.

### **Under review:**

Venter, E., Kruger, J. & Paterson, S. 2020. The influence of organisational-related factors on the affective commitment of financial planners in South Africa.

### **Doctoral dissertations**

- Farrington, S. 2009. Sibling partnerships in South African small and medium-sized family businesses. Supervisor: Prof E Venter. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Turyakira, P. K. 2012. Corporate social responsibility: A competitive strategy for small and medium-sized enterprises in Uganda. Supervisor: Prof E Venter. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Van den Heever, S. 2014. (s211277681). Perceived value creation in technology-based entrepreneurial businesses. Supervisor: Prof E Venter. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Letele-Mataboee, J.M. 2015. Proposed integrated framework for mentoring in black small businesses in South Africa. Supervisor: Prof E Venter. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Van Greunen, C. (s204008212). 2016. Factors influencing knowledge-sharing behavior in knowledge-intensive businesses: An individual-level analysis. Supervisor: Prof E Venter. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Paterson, S.J. (208007509). 2017. The organisational commitment of financial planners in South Africa. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela Metropolitan University. (Supervisor: Prof J Krüger and Co-supervisor Prof E Venter).



- Saunders (Beck), Shelley (2017011567). 2018. Parental influences on the next generation's intention to join the family business. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela Metropolitan University. (Supervisor: Prof SM Farrington and Co-supervisor Prof E Venter).
- Matchaba-Hove, Tony. 2019. A framework for enhancing the transgenerational potential of African family businesses. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela University. (Co-supervisor). Currently being examined.
- Palframan, Jackie. An intellectual capital framework for value creation in the financial planning industry in South Africa. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela University (Register and in progress in 2015 - 187090750). (Supervisor).
- Scheepers, Jessica. CSR in South African family businesses. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela University (Register and in progress 2016 - 210212691). (Supervisor – E Venter and Co-supervisor SM Farrington).
- Kupangwa, W. (210155310). The role of values in the transgenerational success of indigenous South African family businesses. Supervisor: Prof SM Farrington Co-supervisor: Prof E Venter. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Akah Nding, W. (s215385136). Innovation in family businesses in South Africa. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela University (Register and in progress 2017 – 215385136). (Supervisor: Prof E. Venter)
- Kiconco, M.K. Service quality, customer satisfaction and customer loyalty in Kampala City Restaurants. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela University (Register and in progress 2018). (Supervisor: Dr. A. Nelmapius and Co-supervisor Prof E. Venter).
- Van Greunen, C. (s204008212). Team-related factors influencing intra-team knowledge sharing in knowledge-intensive business. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela University (Register and in progress 2018) (Supervisor Prof E. Venter).
- Sanelisiwe Siyotula. Towards integrated reporting: communicating value through digitization for family firms. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela University (Registered and in progress in 2019). (Supervisor: Prof E. Venter and Co-supervisor Prof Stefan Prigge from the Hamburg School of Business Administration)
- Carelsen, Mispah. The influence of a feminine leadership style on the thriving of a future workforce. Unpublished Doctoral Thesis. Port Elizabeth: The Nelson Mandela University (Register and in progress 2020). (Supervisor: Prof E. Venter).

## Masters Dissertations

- Meiring, R. 2004. Evaluating customer's perception of service quality in a non-profit organization: A case study of the Eastern Cape Advisory Centre. Cape Town: Business School of the Netherlands.
- O.Connell, J. 2005. A retrospective study encountered by small business owner-managers in the health sector. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Han, Ying. 2006. Stakeholder perceptions on brand image and commitment of the Nelson Mandela Metropolitan University. Port Elizabeth: The Nelson Mandela Metropolitan University (Co-supervisor with Prof JK Bosch).
- Eybers, C. 2009. Co-preneurships in South African small and medium-sized family businesses. Study-leader: Prof E Venter; Co-study leader Dr S Farrington. Unpublished masters dissertation. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Van Greunen, Conrad. 2010. An investigation into the application of business ethics in the financial services industry. Port Elizabeth: The Nelson Mandela Metropolitan University (Co-supervisor with Dr S Viviers).
- Scholtz, Laurie. 2011. Factors that impact on the successful functioning of social entrepreneurs in the informal sector of the Nelson Mandela Metropole. Port Elizabeth: Nelson Mandela Metropolitan University.
- Visser, I. 2012. The impact of social media on brand image of a higher education institution. Port Elizabeth: The Nelson Mandela Metropolitan University (Supervisor).
- Letele-Mataboee, M.J. 2012. An investigation into the factors influencing the levels of job satisfaction and organizational commitment of non-family employees working in family businesses. Port Elizabeth: The Nelson Mandela Metropolitan University (Supervisor).
- Lillah, R. 2012. Environmental literacy – a gap analysis. Port Elizabeth: The Nelson Mandela Metropolitan University (Co-supervisor).
- Mamadou, H. 2014. (s210121149) The impact of happiness on students' entrepreneurial intention at a higher educational institution. Supervisor: Prof E Venter. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Lama Ndai, A. 2014. (s210209909). The impact of happiness on the job satisfaction of employees in the ICT industry. Supervisor: Prof E Venter. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela Metropolitan University.
- De Witt, Andrea. 2015. (s210037504). Influence of leadership styles on the business performance of family businesses in the Eastern Cape. Supervisor: Prof E Venter. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Klee, Robynne. 2015. (s209033115). The influence of family business resources on transgenerational success: A family business case study. Supervisor: Prof E Venter. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Scheepers, Jessica. 2015. (s210212691). The meaning of success: perspectives of family business owners using word associations. Co-

supervisor: Prof E Venter. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela Metropolitan University.

- Thi Anh Thu Dao (Kami). 2015. (s206063480). Women's perceptions regarding financial planning with specific reference to investment. Supervisor: Prof E Venter. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Carelsen, M. 2016. (s205023088). Measures of success in small and medium-sized family and non-family owned businesses in the Eastern Cape. Supervisor: Prof E Venter. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Richardson, B. (212217062). 2017. The relationship between family business branding and perceived financial performance of small and medium-sized family businesses in the Eastern Cape. Supervisor: Prof E. Venter; Co-supervisor: Prof S.M. Farrington. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela University. Awarded Cum Laude
- Westraat, C. (210019484). 2017. The influence of organisational culture on the organisational commitment of employees in the banking industry. Supervisor: Prof J Krüger; Co-supervisor: Prof E. Venter. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela University.
- De Lange, J. (210032332). 2017. Marketing strategies of family and non-family-owned small businesses in the Eastern Cape. Supervisor: Prof E. Venter; Co-supervisor: Prof S. Perks. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela University.
- Izaks, R. (218156936). 2019. Familiness resource pools: A comparative study in the motor vehicle industry. Supervisor: Prof E Venter; Co-supervisor: Prof S.M. Farrington. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Hayidakis, H. (215064143). The influence of innovation on business success amongst family and non-family SMEs in the Nelson Mandela Bay. Unpublished Masters Dissertation. Port Elizabeth: The Nelson Mandela University. (Registered and in progress 2019). Supervisor: Prof E. Venter

### **Honours Treatises**

- Clarke, G. 1999. The entrepreneurial traits of small business owners in the Port Elizabeth Metropole. Unpublished Honours Treatise. Port Elizabeth: University of Port Elizabeth.
- Lamont, T. 2000. A study into the export success factors among small and medium enterprises in Port Elizabeth. Unpublished Honours Treatise. Port Elizabeth: University of Port Elizabeth.
- Larter, M. 2003. The nature and scope of family businesses in South Africa. Unpublished Honours Treatise. Port Elizabeth: University of Port Elizabeth.
- Taylor, G. 2003. An exploratory study into perspectives of HIV/AIDS among small businesses in the Nelson Mandela Metropole. Unpublished Honours Treatise. Port Elizabeth: University of Port Elizabeth.
- King, T. 2003. Management competencies in small and medium-sized businesses. Unpublished Honours Treatise. Port Elizabeth: University of Port Elizabeth.

- Chirairo, C. 2003. Succession in black family businesses in the Nelson Mandela Metropole. Unpublished Honours Treatise. Port Elizabeth: University of Port Elizabeth.
- Potgieter, J. 2004. An exploratory study of the management competencies needed for family businesses success in the Nelson Mandela Metropole. Unpublished Honours Treatise. Port Elizabeth: University of Port Elizabeth.
- Wattrus, J. 2004. The existence and use of business plans among small businesses in the Nelson Mandela Metropole: An exploratory study. Unpublished Honours Treatise. Port Elizabeth: University of Port Elizabeth.
- Wicks, D. 2004. The influence which advertising has on children in the Port Elizabeth Metropole. Unpublished Honours Treatise. Port Elizabeth: University of Port Elizabeth.
- Nina, S. 2005. Challenges women face in running a successful business. Unpublished Honours Treatise. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Pitsiladi, P.C. 2004. An investigation into the strategic management process in Greek family businesses: An exploratory investigation. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Johnson, P. 2004. An investigation into the nature and importance of goals in small in medium-sized businesses. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Mistri, M. 2005. The problems experience by small businesses in the Nelson Mandela Metropole: A comparative study. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Edgar, T. 2006. The problems experience by family vs non-family small businesses in the Nelson Mandela Metropole. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Coetzer, B. 2006. Student perceptions of identified consumer patronage factors for two shopping centres in the Summerstrand area. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Baxter, L. 2007. The influence of relational-based factors on the perceived success of copreneurial businesses. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Eybers, C. 2007. The organizational-based factors that influence the perceived success of co-preneurs in South Africa. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Scott, C. 2007. An investigation into the challenges facing copreneurial businesses in the Nelson Mandela Metropole. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Mataboee, Julia. 2008. An exploratory study of the dynamics of family businesses in South Africa: Determinants of family harmony in family businesses. Port Elizabeth: Nelson Mandela Metropolitan University.
- Finkelstein, Candice. 2008. The factors influencing non-family employee commitment to the family business. Port Elizabeth: Nelson Mandela Metropolitan University.
- Scholtz, Laurie. 2009. Factors that impact on the successful functioning of social entrepreneurs in the informal sector of the Nelson Mandela Metropole. Port Elizabeth: Nelson Mandela Metropolitan University.

- Ali, Suldán. 2009. An exploratory study on the factors that influence students' choice when enrolling at a particular tertiary institution. Port Elizabeth: Nelson Mandela Metropolitan University.
- Barker, Michelle. 2009. The role of female entrepreneurs in the Nelson Mandela Metropole. Port Elizabeth: Nelson Mandela Metropolitan University.
- Visser, I. & Strydom, J.C. 2010. Impact of various stakeholder groups on family harmony in family businesses. Port Elizabeth: Nelson Mandela Metropolitan University.
- Kayoki, F. & Lesaoana, S. 2011. Perceptions of employers and employees on the factors influencing employee motivation. Port Elizabeth: Nelson Mandela Metropolitan University.
- Lama Ndai, A., Mamoudou, H. & Osmond, C.J. 2012. Impact of reward-based factors on job satisfaction and organizational commitment of non-family employees in family businesses.
- Atherton, W., Rijs, A. & Paterson, S. 2012. The influence of relational-based factors on the job satisfaction and organizational commitment of non-family employees in family businesses.
- Mgidlana, N. & Nomnga, S. 2012. The organisational-based factors influencing the job satisfaction and organizational commitment of non-family employees in family businesses.
- Hobongwana, A. & Owona Ndi, R.X. 2013. The impact of education on entrepreneurial intentions amongst students at a higher education institution.
- Abrahams, B. & Carelsen, M. 2013. An investigation into the marketing tasks of small business owners in Nelson Mandela Bay.
- Raga, N. & Soomar, S. 2013. Personality traits of self-employed health-care practitioners in Nelson Mandela Bay.
- De Lange, J.A. (s210032332) & Scheepers, J. (s210212691). 2014. The influence of goal achievement on the job satisfaction of small and medium-sized business owner-managers in the Eastern Cape. Study leaders: Prof E Venter and Prof S Farrington. Unpublished Honours Treatise. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Kutta, T. (s213510634) & Mazibukwana, A. (s208090804). 2014. The importance of selected goals and their influence on the overall perception of success among small-medium sized businesses in the Nelson Mandela Bay. Study leaders: Prof E Venter and Prof S Farrington. Unpublished Honours Treatise. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Cumberledge, R. (s208035342) & Millson, C. (s209076955). 2014. The importance of selected goals and their influence on the overall perception of success among family-owned businesses in the Nelson Mandela Bay. Study leaders: Prof E Venter and Prof S Farrington. Unpublished Honours Treatise. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Domeris, L. (s211183644) & Fritz, E. (s214080110). 2015. Ethical leadership in family businesses. Study leader: Prof E Venter. Unpublished Honours Treatise. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Mellet, B. (212266640) & Mould, A. (212230689). 2015. Marketing strategies of family businesses in the Eastern Cape. Supervisor: Prof E Venter. Unpublished Honours Treatise. Port Elizabeth: The Nelson Mandela Metropolitan University.

- Richardson, B. (s212217062) & Dempers, C. (s212249002). 2015. The influence of selected marketing mix strategies on business performance of small businesses in the Eastern Cape. Co-supervisor: Prof E Venter. Unpublished Honours Treatise. Port Elizabeth: The Nelson Mandela Metropolitan University.
- Ntaba, Lerato, (s209012767). 2016. Entrepreneurial orientation amongst black family-owned businesses in the Eastern Cape. Unpublished Honours Treatise. Port Elizabeth: The Nelson Mandela Metropolitan University. Supervisor: Prof E Venter.
- Jijana, T. (s211061514) and Tyamko, L. (s211129739). 2017. Entrepreneurial orientation amongst black family-owned businesses in the Eastern Cape. Unpublished Honours Treatise. Port Elizabeth: The Nelson Mandela University. Supervisor: Prof E Venter.
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- Venter, E., Farrington, S..M. and Finkelstein, C. 2010. An Exploratory Study of the Factors Influencing Non-Family Employee Commitment to the Family Business. The 22<sup>nd</sup> Annual Conference of the Southern African Institute for Management Sciences, Mpekweni Beach Resort, Port Alfred. ISBN 978-086-810-4652.
- Eybers, C., Farrington, S.M., Venter, E. and Boshoff, C. 2010. The influence of selected demographic variables on the success of copreneurships. The 22<sup>nd</sup> Annual Conference of the Southern African Institute for Management Sciences, Mpekweni Beach Resort, Port Alfred. ISBN 978-086-810-4652.
- Farrington, S.M., Venter, E. and Boshoff, C. 2010. An investigation into the team input factors influencing the success of family businesses. The 22<sup>nd</sup> Annual Conference of the Southern African Institute for Management Sciences, Mpekweni Beach Resort, Port Alfred. ISBN 978-086-810-4652. **Won BEST PAPER AWARD.**
- Venter, E., Farrington, S. & Van der Merwe, S. 2011. Impact of selected stakeholder groups on family business success. The 23<sup>rd</sup> Annual Conference of the Southern African Institute for Management Sciences, The Riverside Hotel, Durban, 11-14 September.
- Van der Merwe, S., Farrington, S. & Venter, E. 2011. The influence of selected organisational-based factors on the perceived future continuity of intergenerational family businesses. The 23<sup>rd</sup> Annual Conference of the Southern African Institute for Management Sciences, The Riverside Hotel, Durban, 11-14 September.
- Venter, E., Farrington, S. & Letele-Mataboee, J. 2012. Selected organisational-based factors influencing the satisfaction and commitment levels of non-family employees in family businesses. The 24<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, Hosted by the University of Stellenbosch, Schumann building, University of Stellenbosch, 9-11 September.

- Venter, E., Turyakira, P. & Smith, E. 2012. The use of corporate social responsibility activities by SMEs in Uganda. The 24<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, Hosted by the University of Stellenbosch, Schumann building, University of Stellenbosch, 9-11 September.
- Van der Merwe, S. Venter, E. & Farrington, S.M. 2012. Relational-based factors influencing the perceived success of intergenerational family businesses. The 24<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, Hosted by the University of Stellenbosch, Schumann building, University of Stellenbosch, 9-11 September. **Won BEST PAPER AWARD**
- Lillah, R., Viviers, S. & Venter, E. 2012. The demand for environmentally literate graduates – views from employers in the mining and automotive industries. The 24<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, Hosted by the University of Stellenbosch, Schumann building, University of Stellenbosch, 9-11 September.
- Viviers, S., Lillah, R. & Venter, E. 2012. Cultivating environmental values in business curricula. Paper presented at the Value 2012 (Value in Sustainable Business Practices) Conference, Champagne Sports Resort, KZN, 27 – 30 May.
- Venter, E. & Farrington, S. 2013. The relationship between entrepreneurial intention and entrepreneurial education among students at a higher educational institution in SA – an exploratory study. 25<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the School of Business Management, North-West University, Potchefstroom, 15-17 September.
- Gray, B., Carelse, M. & Venter, E. 2013. The marketing tasks of small business owners in Nelson Mandela Bay. 25<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, School of Business Management, North-West University, Potchefstroom, 15-17 September.
- Venter, E., Farrington, S., Scheepers, J. & De Lange, J. 2014. The relationship between goal achievement and the job satisfaction of small and medium-sized business owner-managers. 26<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Johannesburg, Riverside Sun Resort, Vanderbijlpark, 14-17 September. **Won BEST PAPER AWARD**
- Farrington, S. & Venter, E. 2014. The relationship between goal achievement and perceptions of success in family business. 26<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Johannesburg, Riverside Sun Resort, Vanderbijlpark, 14-17 September.
- Dao, T.A.T, Venter, E. & Kruger, J. 2014. Women's perceptions of investment planning: A proposed framework and measurement. 26<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Johannesburg, Riverside Sun Resort, Vanderbijlpark, 14-17 September.
- Venter, E. & Farrington, S.M. 2015. The relationship between ethical leadership and business performance of family businesses. 27<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Cape Town at UCT, 30 August – 1 September. **NOMINATED FOR BEST PAPER AWARD**



- Scheepers, J., Farrington, S.M. & Venter, E. 2015. Perceptions of success among family business owners: Does gender matter? 27<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Cape Town at UCT, 30 August – 1 September.
- Farrington, S.M. & Venter, E. 2016. In search of entrepreneurial-orientated strategies adopted by a successful South African family business. 28<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Pretoria, 4-7 September.
- Van Greunen, C. & Venter, E. 2016. A proposed model and measurement of individual-related factors influencing knowledge-sharing intention in knowledge-intensive businesses. 28<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Pretoria, 4-7 September.
- Farrington, S.M., Venter, E. & Richardson, B. 2017. Stakeholder perceptions and the use of “family” in selected marketing and branding practices of family SMEs. 29<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, School of Management Studies, University of Bloemfontein, Bloemfontein, 10<sup>th</sup> – 12<sup>th</sup> September. [Online] Available: [http://www.saibw.co.za/docs/SAIMS\\_Conference\\_proceedings\\_2017.pdf](http://www.saibw.co.za/docs/SAIMS_Conference_proceedings_2017.pdf)
- Venter, E., Farrington, S.M. & Richardson B. 2017. Selected demographic variables and the marketing and branding practices of family SMEs. 29<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, School of Management Studies, University of Bloemfontein, Bloemfontein, 10<sup>th</sup> – 12<sup>th</sup> September. [Online] Available: [http://www.saibw.co.za/docs/SAIMS\\_Conference\\_proceedings\\_2017.pdf](http://www.saibw.co.za/docs/SAIMS_Conference_proceedings_2017.pdf)
- Venter, E. & Krüger, J. 2018. Professional related factors influencing the organisational commitment of financial planners in South Africa. 30<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Department of Business Management, Stellenbosch University, 16-19 September. [Online] Available: [http://www.saibw.co.za/conference\\_proceedings.htm](http://www.saibw.co.za/conference_proceedings.htm)
- Van Greunen, C., Venter, E. & Sharp, G. 2018. Knowledge-sharing intention in knowledge-intensive businesses: the role of demographic variables. 30<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Department of Business Management, Stellenbosch University, 16-19 September. [Online] Available: [http://www.saibw.co.za/conference\\_proceedings.htm](http://www.saibw.co.za/conference_proceedings.htm)
- Scheepers, J., Farrington, S. & Venter, E. 2018. Interpretations of business success: perspectives of South African small business owners. 30<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Department of Business Management, Stellenbosch University, 16-19 September. [Online] Available: [http://www.saibw.co.za/conference\\_proceedings.htm](http://www.saibw.co.za/conference_proceedings.htm)
- Farrington, S.M. Izaks, R. and Venter, E. 2019. Leadership as a source of heterogeneity among family businesses. 31<sup>st</sup> Annual Conference of the Southern African Institute for Management Scientists. Hosted by the School of Management Sciences, Nelson Mandela University, at Dolpin’s Leap Conference Centre, Port Elizabeth, 8-11<sup>th</sup> September. [Online] Available: [http://www.saibw.co.za/docs/CONFERENCE\\_PROCEEDINGS\\_-\\_SAIMS\\_-\\_9\\_October\\_2019.pdf](http://www.saibw.co.za/docs/CONFERENCE_PROCEEDINGS_-_SAIMS_-_9_October_2019.pdf)

## Conference Proceedings: International Academic Conferences

- Van Zyl, E. & Leibold, M. 1994. Towards a redefinition of environmental management in large organisations. The 3<sup>rd</sup> Annual World Business Congress, Penang, Malaysia, 16-18 June.
- Van Zyl, E. & Leibold, M. 1994. Organisational levels in environmental management in large organisations: Challenges for corporate and functional approaches. The 2<sup>nd</sup> Southern African International Conference on Environmental Management, Victoria Falls, Zimbabwe, 18-21 October.
- Van Zyl, E. & Bloom, J.Z. 1995. Guidance for environmental policy and strategy decision making in large business organisations. International Conference on Management in Africa, University of Pretoria, 9-11 October.
- Venter, E. 1998. The growing importance of the frozen convenience pre-prepared meals sector: A Western European perspective. International Multicultural Marketing Conference, Montreal, Canada, 17-20 September.
- Venter, E., Tait, M., Van Eeden, S., Venter, D. 2000. The influence of economic, political, and international macro-environmental factors on small business success: perceptions of selected small businesses in South Africa. International Academy of African Business and Development Conference, Atlantic City, New Jersey, 11-14 April.
- Venter, E., Boshoff, C.H., Maas, G. 2002. A conceptual model for succession in small and medium sized family businesses. International Academy of African Business and Development, 3<sup>rd</sup> Annual International Conference, University of Port Elizabeth, Port Elizabeth, 3-6 April.
- Venter, E., Van Eeden, S., Venter, D. 2002. An exploratory study into the perceptions and understanding of "entrepreneurship" among students of social sciences. International Academy of African Business and Development, 3<sup>rd</sup> Annual International Conference, University of Port Elizabeth, Port Elizabeth, 3-6 April.
- Venter, E., Van Eeden, S., Venter, D. 2002. The use of selected sources of non-financial assistance by small businesses: A South African perspective. 47<sup>th</sup> International Council for Small Business World Conference, San Juan, Puerto Rico, 16-19 June.
- Venter, E., Boshoff, C., & Maas, G. 2003. Succession in small and medium-sized family businesses: A South African perspective. 48<sup>th</sup> International Council for Small Business World Conference, Belfast, Northern Ireland, 15-18 June.
- Venter, E., Van Eeden, S., Taylor, G., & Sharp, G. 2003. An exploratory study into the perspectives of small businesses concerning HIV/AIDS. 48<sup>th</sup> International Council for Small Business World Conference, Belfast, Northern Ireland, 15-18 June.
- Venter, E. 2003. Succession in small and medium-sized family businesses in South Africa. The Family Firm Institute Annual Conference, The Fairmont Royal York Hotel, Toronto, Canada, 1-3 October.
- Venter, E., Van Eeden, S., King, T. & Sharp, G. 2004. The influence of managerial competencies on small business success. The Regional Science Association International World Congress, PE Technikon, 14-16 April.

- Venter, E., Boshoff, C. & Maas, G. 2004. Succession in family businesses in South Africa: A comparative study of owner-managers and successors. 49<sup>th</sup> International Council for Small Business World Conference, Johannesburg, South Africa, 21-23 June.
- Venter, E., Van Eeden, S., King, T. & Sharp, G. 2004. An investigation into the managerial competencies required for small business success. 49<sup>th</sup> International Council for Small Business World Conference, Johannesburg, South Africa, 21-23 June.
- Venter, E. & Van Eeden, S.M. 2006. An exploratory investigation into the importance placed on selected goals by small businesses. 51<sup>st</sup> International Council for Small Business World Conference, Melbourne, Australia, 19-21 June.
- Venter, E. & Van Eeden, S.M. 2006. Factors influencing the success of sibling partnerships in family businesses: A proposed theoretical model. 51<sup>st</sup> International Council for Small Business World Conference, Melbourne, Australia, 19-21 June.
- Van Eeden, S.M. & Venter, E. 2007. Team related factors as antecedents to successful Sibling Partnerships – A Conceptual Model. Paper presented at the 7<sup>th</sup> Annual International Family Enterprise Research Academy Conference (IFERA), European Business School, Oestrich-Winkel, Germany, 20-23 June.
- Venter, E. & Farrington, S.M. 2009. Selected relational-based factors that impact on the successful functioning of copreneurial businesses: A proposed conceptual model. Paper presented at the 9<sup>th</sup> Annual IFERA World Family Business Conference, Cyprus, 24-27 June. **NOMINATED AS BEST PAPER**
- Farrington, S.M. & Venter, E. 2009. Factors contributing to successful Sibling Partnerships among family businesses. Paper presented at the 9<sup>th</sup> Annual IFERA World Family Business Conference, Cyprus, 24-27 June.
- Van der Merwe, S., Venter, E. & Ellis, S. 2009. An investigation of the determinants of succession planning in intergenerational family business. Proceedings of the 3<sup>rd</sup> International Business Conference, Zanzibar, 16-17 September. ISBN 978-0-0620-44352-4.
- Turyakira, P., Venter, E. & Smith, E. 2010. Corporate Social Responsibility: A competitive strategy for small and medium-sized enterprises in Uganda. BEN-Africa Conference, Nairobi, 30 August – 1 September.
- Venter, E. & Farrington, S.M., Matser, I. & Van Helvert-Beugels, J. 2011. Selected relational-based factors that impact on the successful functioning of copreneurial businesses: A comparison between the Netherlands and South Africa. Presented at the 11<sup>th</sup> Annual IFERA Family business conference, Palermo Sicily, June 28 – July 1. **Won BEST PAPER AWARD**.
- Farrington, S., Venter, E. & Letele-Mataboee, J. 2011. Relational-based factors influencing satisfaction and commitment levels of non-family employees in family businesses: Proposing a model and measure. Fifth International Business Conference, The Grand Mauritian Resort and Spa Hotel, BalACLava, Turtle Bay, Mauritius, 26-30 September.
- Van der Merwe, S., Farrington, S. & Venter, E. 2011. Relational-based factors influencing the perceived success of intergenerational family businesses. Fifth International Business Conference, The Grand Mauritian Resort and Spa Hotel, BalACLava, Turtle Bay, Mauritius, 26-30 September.

- Smith, E.E., Turyakira, P. & Venter, E. 2012. Developing a hypothetical model of CSR activities and its impact on SME competitiveness. The 6<sup>th</sup> International Business Conference (IBC), Leisure Lodge Resort, Mombasa, Kenya, 27-31 August 2012.
- Venter, E., Farrington, S.M. & Letele-Mataboee, J. 2012. Selected organisational-based factors influencing the satisfaction and commitment level of non-family employees in family businesses. Presented at the 12<sup>th</sup> Annual IFERA Family business conference, University of Bordeaux 4, France, 26-29 July.
- Venter, E. & Farrington, S.M. 2012. Non-Family Employees as a Critical Part of the “Extended Family”- Proposed model and measure of how to retain and motivate them. FFI Family Firm Institute Global Conference, Radisson Blu royal Hotel, Brussels, Belgium, 17-20 October.
- Farrington, S. M., Venter, E., Mataboee, M. & Sharp. G. 2013. Investigating the influence of selected rewards on the job satisfaction and organizational commitment levels of non-family employees working in family businesses. The 7<sup>th</sup> International Business Conference (IBC), Le-Meridien Barbarons, Mahē, Seychelles, 2-5 September. **(Second runner up Best Paper award)**.
- Van der Merwe, Farrington, S.M. & Venter, E. 2013. The influence of family relationships on the future continuity of family businesses. The 7<sup>th</sup> International Business Conference (IBC), Le-Meridien Barbarons, Mahē, Seychelles, 2-5 September. **(First runner up Best Paper award)**.
- Van den Heever, S., De Villiers, M.J. & Venter, E. 2015. Co-creation orientation and the value creation of high technology enterprises. ACERE 2015 Conference, 3-5 February, Adelaide, Australia (Refereed abstract).
- Mataboee, M., Rootman, C. & Venter, E. 2015. Perspectives of key stakeholders during mentoring of black-owned small businesses: Does culture matter? International Business Conference (IBC), Victoria Falls, Zambia: 20-23 September.
- Scheepers, J., Farrington, S. M. and Venter, E. 2015. Age and perceptions of success among family business owners in the Eastern Cape Province. The 9<sup>th</sup> International Business Conference (IBC), Victoria Falls, Zambia, 20<sup>th</sup> – 23 September.
- Venter, E. & Farrington, S.M. 2016. The multi-dimensional nature of family business performance outcomes: Evidence from a South African family business. The 10<sup>th</sup> International Business Conference, Club Mykonos, Langebaan, South Africa, 25-28 September. **(Second runner up Best Paper award)**.
- Venter, E. & Perks, S. 2016. The influence of traditional marketing mix strategies on perceived business performance of small family businesses in the Eastern Cape. The 10<sup>th</sup> International Business Conference, Club Mykonos, Langebaan, South Africa, 25-28 September.
- Perks, S. & Venter, E. 2016. The influence of marketing mix strategies on business performance in small businesses. The 10<sup>th</sup> International Business Conference, Club Mykonos, Langebaan, South Africa, 25-28 September.
- Krüger, J. & Venter, E. 2018. The influence of organizational culture on the organizational commitment of banking employees in the Eastern Cape. The 12<sup>th</sup> International Business Conference (IBC), Le Meridien, Mauritius, 23-26 September.

- Palframan, J., Farrington, S.M. and Venter, E. 2018. The role of capital in an integrated value creation framework for individual financial planning businesses. The 12th International Business Conference (IBC), Le Meridien, Mauritius, 23-26 September.
- Farrington, S.M. and Venter, E. 2019. How values shape the organisational cultures of family businesses. The 13<sup>th</sup> International Business Conference (IBC), Arabella Estate, Hermanus, 22<sup>nd</sup> – 25<sup>th</sup> September.

### **Research Papers at Academic Conferences: International**

- Van Zyl, E. & Leibold, M. 1994. Towards a redefinition of environmental management in large organisations. The 3<sup>rd</sup> Annual World Business Congress, Penang, Malaysia, 16-18 June.
- Van Zyl, E. & Leibold, M. 1994. Organisational levels in environmental management in large organisations: Challenges for corporate and functional approaches. The 2<sup>nd</sup> Southern African International Conference on Environmental Management, Victoria Falls, Zimbabwe, 18-21 October.
- Van Zyl, E. & Bloom, J.Z. 1995. Guidance for environmental policy and strategy decision making in large business organisations. International Conference on Management in Africa, University of Pretoria, 9-11 October.
- Venter, E. 1998. The growing importance of the frozen convenience pre-prepared meals sector: A Western European perspective. International Multicultural Marketing Conference, Montreal, Canada, 17-20 September.
- Venter, E., Tait, M., Van Eeden, S., Venter, D. 2000. The influence of economic, political, and international macro-environmental factors on small business success: perceptions of selected small businesses in South Africa. International Academy of African Business and Development Conference, Atlantic City, New Jersey, 11-14 April.
- Venter, E., Boshoff, C.H., Maas, G. 2002. A conceptual model for succession in small and medium sized family businesses. International Academy of African Business and Development, 3<sup>rd</sup> Annual International Conference, University of Port Elizabeth, Port Elizabeth, 3-6 April.
- Venter, E., Van Eeden, S., Venter, D. 2002. An exploratory study into the perceptions and understanding of “entrepreneurship” among students of social sciences. International Academy of African Business and Development, 3<sup>rd</sup> Annual International Conference, University of Port Elizabeth, Port Elizabeth, 3-6 April.
- Venter, E., Van Eeden, S., Venter, D. 2002. The use of selected sources of non-financial assistance by small businesses: A South African perspective. 47<sup>th</sup> International Council for Small Business World Conference, San Juan, Puerto Rico, 16-19 June.
- Venter, E., Boshoff, C., & Maas, G. 2003. Succession in small and medium-sized family businesses: A South African perspective. 48<sup>th</sup> International Council for Small Business World Conference, Belfast, Northern Ireland, 15-18 June.
- Venter, E., Van Eeden, S., Taylor, G., & Sharp, G. 2003. An exploratory study into the perspectives of small businesses concerning HIV/AIDS. 48<sup>th</sup> International Council for Small Business World Conference, Belfast, Northern Ireland, 15-18 June.

- Venter, E. 2003. Succession in small and medium-sized family businesses in South Africa. The Family Firm Institute Annual Conference, The Fairmont Royal York Hotel, Toronto, Canada, 1-3 October.
- Venter, E., Van Eeden, S., King, T. & Sharp, G. 2004. The influence of managerial competencies on small business success. The Regional Science Association International World Congress, PE Technikon, 14-16 April.
- Venter, E., Boshoff, C. & Maas, G. 2004. Succession in family businesses in South Africa: A comparative study of owner-managers and successors. 49<sup>th</sup> International Council for Small Business World Conference, Johannesburg, South Africa, 21-23 June.
- Venter, E., Van Eeden, S., King, T. & Sharp, G. 2004. An investigation into the managerial competencies required for small business success. 49<sup>th</sup> International Council for Small Business World Conference, Johannesburg, South Africa, 21-23 June.
- Venter, E. & Van Eeden, S.M. 2004. The factors that influence the successful management and governance of sibling partnerships. The Family Firm Institute Annual International Conference, Boston, U.S.A., 6-9 October.
- Venter, E. & Van Eeden, S.M. 2006. Sibling partnerships in family businesses. International Conference for Family Business, V&A Waterfront, Cape Town, 1-3 June.
- Venter, E. & Van Eeden, S.M. 2006. An exploratory investigation into the importance placed on selected goals by small businesses. 51<sup>st</sup> International Council for Small Business World Conference, Melbourne, Australia, 19-21 June.
- Venter, E. & Van Eeden, S.M. 2006. Factors influencing the success of sibling partnerships in family businesses: A proposed theoretical model. 51<sup>st</sup> International Council for Small Business World Conference, Melbourne, Australia, 19-21 June.
- Van Eeden, S.M. & Venter, E. 2007. Team related factors as antecedents to successful Sibling Partnerships – A Conceptual Model. Paper presented at the 7<sup>th</sup> Annual International Family Enterprise Research Academy Conference (IFERA), European Business School, Oestrich-Winkel, Germany, 20-23 June.
- Venter, E. & Farrington, S.M. 2009. Selected relational-based factors that impact on the successful functioning of copreneurial businesses: A proposed conceptual model. Paper presented at the 9<sup>th</sup> Annual IFERA World Family Business Conference, Cyprus, 24-27 June. **NOMINATED AS BEST PAPER**
- Farrington, S.M. & Venter, E. 2009. Factors contributing to successful Sibling Partnerships among family businesses. Paper presented at the 9<sup>th</sup> Annual IFERA World Family Business Conference, Cyprus, 24-27 June.
- Van der Merwe, S., Venter, E. & Ellis, S. 2009. An investigation of the determinants of succession planning in intergenerational family business. Proceedings of the 3<sup>rd</sup> International Business Conference, Zanzibar, 16-17 September.
- Venter, E., Farrington, S.M. & Van der Merwe, S. 2011. Impact of selected stakeholders on family business success. Paper presented at the 11<sup>th</sup> Annual IFERA World Family Business Conference, Sicily, Italy, June 28- July 1.
- Farrington, S.M., Venter, E. & Letele-Mataboee, J. 2011. Retaining and motivating non-family employees in family businesses: Developing a proposed model and measuring instrument focusing on relational-based

factors. Paper presented at the 11<sup>th</sup> Annual IFERA World Family Business Conference, Sicily, Italy, June 28- July 1.

- Venter, E. & Farrington, S.M., Matser, I. & Van Helvert-Beugels, J. 2011. Selected relational-based factors that impact on the successful functioning of copreneurial businesses: A comparison between the Netherlands and South Africa. Presented at the 11<sup>th</sup> Annual IFERA Family business conference, Palermo Sicily, June 28 – July 1. **Won BEST PAPER AWARD**.
- Van der Merwe, S. Venter, E. & Farrington, S.M. 2011. An assessment of selected family business values in small and medium-sized family businesses. Presented at the 11<sup>th</sup> Annual IFERA Family business conference, Palermo Sicily, June 28 – July 1.
- Farrington, S., Venter, E. & Letele-Mataboee, J. 2011. Relational-based factors influencing satisfaction and commitment levels of non-family employees in family businesses: Proposing a model and measure. Fifth International Business Conference, The Grand Mauritian Resort and Spa Hotel, BalACLava, Turtle Bay, Mauritius, 26-30 September.
- Van der Merwe, S., Farrington, S. & Venter, E. 2011. Relational-based factors influencing the perceived success of intergenerational family businesses. Fifth International Business Conference, The Grand Mauritian Resort and Spa Hotel, BalACLava, Turtle Bay, Mauritius, 26-30 September.
- Viviers, S., Van Greunen, C. & Venter, E. 2011. Institutionalisation of business ethics in the life insurance sector. 12<sup>th</sup> Annual BEN-Africa Conference, Zanzibar Beach Resort Hotel, Zanzibar, Tanzania, 31 October – 2 November.
- Turyakira, P., Venter, E. & Smith, E. 2011. Corporate social responsibility: A competitive strategy for small and medium-sized enterprises in Uganda. 12<sup>th</sup> Annual BEN-Africa Conference, Zanzibar Beach Resort Hotel, Zanzibar, Tanzania, 31 October – 2 November.
- Matser, I., Van Helvert-Beugels, Farrington, S.M., Venter, E. & Rigtering, C. 2012. In search of spousal social capital in small copreneurial firms. 2012 EFMD Entrepreneurship Conference, Maastricht University, the Netherlands, 5-6 March.
- Smith, E.E., Turyakira, P. & Venter, E. 2012. Developing a hypothetical model of CSR activities and its impact on SME competitiveness. The 6<sup>th</sup> International Business Conference (IBC), Leisure Lodge Resort, Mombasa, Kenya, 27-31 August 2012.
- Venter, E., Farrington, S.M. & Letele-Mataboee, J. 2012. Selected organisational-based factors influencing the satisfaction and commitment level of non-family employees in family businesses. Presented at the 12<sup>th</sup> Annual IFERA Family business conference, University of Bordeaux 4, France, 26-29 July.
- Venter, E. & Farrington, S.M. 2012. Non-Family Employees as a Critical Part of the “Extended Family”- Proposed model and measure of how to retain and motivate them. FFI Family Firm Institute Global Conference, Radisson Blu Royal Hotel, Brussels, Belgium, 17-20 October.
- Farrington, S. M., Venter, E., Mataboee, M. & Sharp. G. 2013. Investigating the influence of selected rewards on the job satisfaction and organizational commitment levels of non-family employees working in family businesses. The

- 7<sup>th</sup> International Business Conference (IBC), Le-Meridien Barbarons, Mahē, Seychelles, 2-5 September. **(Second runner up Best Paper award).**
- Van der Merwe, Farrington, S.M. & Venter, E. 2013. The influence of family relationships on the future continuity of family businesses. The 7<sup>th</sup> International Business Conference (IBC), Le-Meridien Barbarons, Mahē, Seychelles, 2-5 September. **(First runner up Best Paper award).**
  - Van der Merwe, S., Farrington, S.M. & Venter, E. 2013. The influence of relational-based factors on the future continuity of family businesses. The 13<sup>th</sup> Annual IFERA World Family business conference, St Gallen, Switzerland, 2<sup>nd</sup> – 5<sup>th</sup> July.
  - Farrington, S. M., Venter, E. & Sharp. G. 2013. Extrinsic rewards in family businesses: Perspectives of nonfamily employees. The 13<sup>th</sup> Annual IFERA World Family business conference, St Gallen, Switzerland, 2<sup>nd</sup> – 5<sup>th</sup> July.
  - Venter, E., Cullen, M. & M. Hamadou. 2014. The influence of perceived happiness on students' entrepreneurial intention at a higher educational institution in South Africa. The 4<sup>th</sup> Conference on Systematic Entrepreneurship: An Entrepreneurial Renaissance in Africa, Stellenbosch University, 18-20 May.
  - Van den Heever, S., Venter, E. & Scheepers, R. 2014. Influence of human and social capital on the perceived value creation in technological entrepreneurial ventures. The 4<sup>th</sup> Conference on Systematic Entrepreneurship: An Entrepreneurial Renaissance in Africa, Stellenbosch University, 18-20 May.
  - Van den Heever, S., De Villiers, M.J. & Venter, E. 2015. Co-creation orientation and the value creation of high technology enterprises. ACERE 2015 Conference, 3-5 February, Adelaide, Australia.
  - Venter, E. & Adendorff, C. 2015. Cultural challenges experienced by family businesses when they enter African and other international markets. 12<sup>th</sup> European Families in Business Conference, Rome, Italy, St Regis Hotel, 23-24 June.
  - Venter, E., Farrington, S. & De Witt, A. 2015. The influence of leadership styles on the business performance of family businesses. Annual International Family Enterprise Research Academy (IFERA) Conference, Hamburg, 30 June – 2 July.
  - Mataboee, M., Rootman, C. & Venter, E. 2015. Perspectives of key stakeholders during mentoring of black-owned small businesses: Does culture matter? International Business Conference (IBC), Victoria Falls, Zambia: 20-23 September.
  - Scheepers, J., Farrington, S. M. and Venter, E. 2015. Age and perceptions of success among family business owners in the Eastern Cape Province. The 9<sup>th</sup> International Business Conference (IBC), Victoria Falls, Zambia, 20<sup>th</sup> – 23 September.
  - Venter, E. & Farrington, S.M. 2016. The multi-dimensional nature of family business performance outcomes: Evidence from a South African family business. The 10<sup>th</sup> International Business Conference, Club Mykonos, Langebaan, South Africa, 25-28 September. **(Second runner up Best Paper award).**
  - Venter, E. & Perks, S. 2016. The influence of traditional marketing mix strategies on perceived business performance of small family businesses in



the Eastern Cape. The 10<sup>th</sup> International Business Conference, Club Mykonos, Langebaan, South Africa, 25-28 September.

- Perks, S. & Venter, E. 2016. The influence of marketing mix strategies on business performance in small businesses. The 10<sup>th</sup> International Business Conference, Club Mykonos, Langebaan, South Africa, 25-28 September.
- Farrington, S., Venter, E. & Richardson, B. 2017. The influence of selected marketing and branding practices on the financial performance of family SMEs. The International Family Enterprise Research Academy 2017 Annual Conference, Zadar, Croatia, 28 June-1 July.
- Krüger, J. & Venter, E. 2018. The influence of organizational culture on the organizational commitment of banking employees in the Eastern Cape. The 12<sup>th</sup> International Business Conference (IBC), Le Meridien, Mauritius, 23-26 September.
- Palframan, J., Farrington, S.M. and Venter, E. 2018. The role of capital in an integrated value creation framework for individual financial planning businesses. The 12<sup>th</sup> International Business Conference (IBC), Le Meridien, Mauritius, 23-26 September.
- Farrington, S.M. and Venter, E. 2019. How values shape the organisational cultures of family businesses. The 13<sup>th</sup> International Business Conference (IBC), Arabella Estate, Hermanus, 22<sup>nd</sup> – 25<sup>th</sup> September.
- Beck, S., Farrington, S. & Venter, E. 2019. Next Generation Family Members Intention to Join the Family Business. International Family Enterprise Research academy (IFERA), Bergamo, Italy: 17-21 June 2019.

### **Research Papers at Academic Conferences: National**

- Van Zyl, E. & O'Neill, R.C. 1993. Advertising: A problematic issue for small businesses - Some empirical findings. The 4<sup>th</sup> Annual Marketing Educators' Conference, Durban, September.
- Van Zyl, E. & Theron, E. 1993. Implications and challenges of the marketing of banking services to the black consumer in a new South Africa: A preliminary study. The 4<sup>th</sup> Annual Marketing Educators' Conference, Durban, September.
- Van Zyl, E. & Bloom, J.Z. 1993. Toward an efficacious tourism policy for South Africa: Issues and challenges. EBM Research Conference, Bloemfontein, November.
- Van Zyl, E. & Leibold, M. 1994. A business science approach to environmental management: Empirical evidence and organisational challenges. The 6<sup>th</sup> Annual Conference of the Southern African Institute for Management Scientists, University of the Western Cape, 5-6 September.
- Van Zyl, E. & Theron, E. 1994. Custom-made banking services to the less privileged communities in a new South-Africa. EBM Research Conference, Rand Afrikaans University, 28-29 November.
- Venter, E. 1998. The growing importance of frozen convenience pre-prepared meals in Western Europe: Leading indicator for the S.A. market? The 10<sup>th</sup> Annual Conference of the Southern African Institute for Management Scientists, Mpekweni Sun, hosted by the University of Port Elizabeth, 31 May – 2 June.

- Venter, E., Tait, M. & Van Eeden, S. 1998. The perceived influence of selected macro-environmental variables on small business in the Port Elizabeth/Uitenhage Metropole, EBM Research Conference, Cape Technikon, Cape Town, 25-26 November.
- Venter, E., Tait, M., Van Eeden, S. & Venter, D. 1999. The perceived influence of socio-demographic and technological macro-environmental variables on small business in the PE/Uitenhage metropole. The 11<sup>th</sup> Annual Conference of the Southern African Institute for Management Scientists, University of Stellenbosch, Stellenbosch, 15-17 September.
- Venter, E., Tait, M., Van Eeden, S. & Venter, D. 1999. The influence of economic, political and international macro-environmental variables on small business success: perceptions of (selected) small businesses in the PE/Uitenhage Metropole. EBM Research Conference, Vista University of Port Elizabeth, 24-25 November.
- Venter, E., Boshoff, C. & Maas, G. 2001. The management succession process in small and medium size family businesses in South Africa. The 13<sup>th</sup> Annual Conference of the Southern African Institute for Management Scientists, University of Stellenbosch, Stellenbosch, 9-11 September.
- Venter, E., Boshoff, C. & Maas, G. 2003. Successor and owner-manager perspectives on succession in small and medium-sized family businesses. The 15<sup>th</sup> Annual Conference of the Southern African Institute for Management Scientists, Potchefstroom University, 28-30 September.
- Venter, E., Van Eeden, S., Sheppard, J. & Sharp, G. 2005. An investigation into the factors that influence the use of E-commerce among small businesses. The 17<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, University of the Free State, Bloemfontein, 25-28 September.
- Venter, E., Bosch, J.K. & Han, Y. 2006. Empirical findings on the impact of brand identity on the perceived brand image of a merged Higher Education Institution. The 18<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, University of Stellenbosch, Stellenbosch, 13-15 September. **Won BEST PAPER AWARD.**
- Venter, E. & Van Eeden, S. 2006. Sibling partnerships in family businesses – a proposed theoretical model (WIP). The 18<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, University of Stellenbosch, Stellenbosch, 13-15 September.
- Venter, E. & Van Eeden, S. 2007. The growing importance of sibling partnerships as leadership structures in small and medium sized family businesses. The 19<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, University of Johannesburg, Johannesburg, 19-21 September.
- Venter, E., Farrington, S. & Sharp, G. 2008. The relational-based factors that impact on the successful functioning of copreneurial businesses: a proposed model. The 20<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, University of Pretoria, Misty Hills Hotel and Conference Centre, Muldersdrift, Johannesburg, 14-17 September.
- Venter, E. & Van der Merwe, S.P. 2009. An assessment of family harmony amongst active family members in intergenerational family businesses. The

- 21<sup>st</sup> Annual Conference of the Southern African Institute for Management Sciences, NMMU, Port Elizabeth, 13-16 September. ISBN 978-1-920176-53-2
- Farrington, S.M., Venter, E. & Boshoff, C. 2009. The influence of family member and business attributes on the success of Sibling-owned family businesses. The 21<sup>st</sup> Annual Conference of the Southern African Institute for Management Sciences, NMMU, Port Elizabeth, 13-16 September. ISBN 978-1-920176-53-2
  - Farrington, S.M., Venter, E., Eybers, C. & Boshoff, C. 2009. Copreneurial businesses in South Africa: Factors influencing success. The 21<sup>st</sup> Annual Conference of the Southern African Institute for Management Sciences, NMMU, Port Elizabeth, 13-16 September. ISBN 978-1-920176-53-2. **Won BEST PAPER AWARD.**
  - Visser, I., Strydom, J. and Venter, E. An Exploratory Study of the Impact of Selected Stakeholder Groups on Family Harmony and Continuity in Family Businesses. The 22<sup>nd</sup> Annual Conference of the Southern African Institute for Management Sciences, Mpekweni Beach Resort, Port Alfred. ISBN 978-086-810-4652.
  - Venter, E., Farrington, S..M. and Finkelstein, C. 2010. An Exploratory Study of the Factors Influencing Non-Family Employee Commitment to the Family Business. The 22<sup>nd</sup> Annual Conference of the Southern African Institute for Management Sciences, Mpekweni Beach Resort, Port Alfred. ISBN 978-086-810-4652.
  - Eybers, C., Farrington, S.M., Venter, E. and Boshoff, C. 2010. The influence of selected demographic variables on the success of copreneurships. The 22<sup>nd</sup> Annual Conference of the Southern African Institute for Management Sciences, Mpekweni Beach Resort, Port Alfred. ISBN 978-086-810-4652.
  - Farrington, S.M., Venter, E. and Boshoff, C. 2010. An investigation into the team input factors influencing the success of family businesses. The 22<sup>nd</sup> Annual Conference of the Southern African Institute for Management Sciences, Mpekweni Beach Resort, Port Alfred. ISBN 978-086-810-4652. **Won BEST PAPER AWARD.**
  - Venter, E., Farrington, S. & Van der Merwe, S. 2011. Impact of selected stakeholder groups on family business success. The 23<sup>rd</sup> Annual Conference of the Southern African Institute for Management Sciences, The Riverside Hotel, Durban, 11-14 September.
  - Van der Merwe, S., Farrington, S. & Venter, E. 2011. The influence of selected organizational-based factors on the perceived future continuity of intergenerational family businesses. The 23<sup>rd</sup> Annual Conference of the Southern African Institute for Management Sciences, The Riverside Hotel, Durban, 11-14 September.
  - Visser, I., Venter, E. & Dayan, O. 2011. Impact of social media on the brand image of a Higher Education Institution. The 23<sup>rd</sup> Annual Conference of the Southern African Institute for Management Sciences, The Riverside Hotel, Durban, 11-14 September.
  - Lillah, R., Viviers, S. & Venter, E. 2011. Environmental literacy: A case study at a South African university. The Business of Social and Environmental Innovation. Cape Town, 14-16 November.
  - Viviers, S., Lillah, R. & Venter, E. 2012. Cultivating environmental values in business curricula. Paper presented at the Value 2012 (Value in Sustainable

Business Practices) Conference, Champagne Sports Resort, KZN, 27 – 30 May.

- Venter, E., Farrington, S. & Letele-Mataboee, J. 2012. Selected organisational-based factors influencing the satisfaction and commitment levels of non-family employees in family businesses. The 24<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, Schumann building, University of Stellenbosch, 9-11 September.
- Venter, E., Turyakira, P. & Smith, E. 2012. The use of corporate social responsibility activities by SMEs in Uganda. The 24<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, Schumann building, University of Stellenbosch, 9-11 September.
- Lillah, R., Viviers, S. & Venter, E. 2012. The demand for environmentally literate graduates – views from employers in the mining and automotive industries. The 24<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, Schumann building, University of Stellenbosch, 9-11 September.
- Van der Merwe, S. Venter, E. & Farrington, S.M. 2012. Relational-based factors influencing the perceived success of intergenerational family businesses. The 24<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, Schumann building, University of Stellenbosch, 9-11 September. **Won BEST PAPER AWARD.**
- Venter, E. & Farrington, S. 2013. Selected relational-based factors influencing the satisfaction and commitment levels of non-family employees in family businesses. 25<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, School of Business Management, North-West University, Potchefstroom, 15-17 September. **(One of the nominations for Best Paper Award)**.
- Venter, E. & Farrington, S. 2013. The relationship between entrepreneurial intention and entrepreneurial education among students at a higher educational institution in SA – an exploratory study. 25<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, School of Business Management, North-West University, Potchefstroom, 15-17 September.
- Gray, B., Carelse, M. & Venter, E. 2013. The marketing tasks of small business owners in Nelson Mandela Bay. 25<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, School of Business Management, North-West University, Potchefstroom, 15-17 September.
- Venter, E., Farrington, S., Scheepers, J. & De Lange, J. 2014. The relationship between goal achievement and the job satisfaction of small and medium-sized business owner-managers. 26<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Johannesburg, Riverside Sun Resort, Vanderbijlpark, 14-17 September. **Won BEST PAPER AWARD**
- Farrington, S. & Venter, E. 2014. The relationship between goal achievement and perceptions of success in family business. 26<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Johannesburg, Riverside Sun Resort, Vanderbijlpark, 14-17 September.
- Dao, T.A.T, Venter, E. & Kruger, J. 2014. Women's perceptions of investment planning: A proposed framework and measurement. 26<sup>th</sup> Annual Conference

of the Southern Institute for Management Scientists, Hosted by the University of Johannesburg, Riverside Sun Resort, Vanderbijlpark, 14-17 September.

- Venter, E. & Farrington, S.M. 2015. The relationship between ethical leadership and business performance of family businesses. 27<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Cape Town at UCT, 30 August – 1 September. **NOMINATED FOR BEST PAPER AWARD**
- Scheepers, J., Farrington, S.M. & Venter, E. 2015. Perceptions of success among family business owners: Does gender matter? 27<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Cape Town at UCT, 30 August – 1 September.
- Farrington, S.M. & Venter, E. 2016. In search of entrepreneurial-orientated strategies adopted by a successful South African family business. 28<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Pretoria, 4-7 September.
- Van Greunen, C. & Venter, E. 2016. A proposed model and measurement of individual-related factors influencing knowledge-sharing intention in knowledge-intensive businesses. 28<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Hosted by the University of Pretoria, 4-7 September.
- Farrington, S.M., Venter, E. & Richardson, B. 2017. Stakeholder perceptions and the use of “family” in selected marketing and branding practices of family SMEs. 29<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, School of Management Studies, University of Bloemfontein, Bloemfontein, 10<sup>th</sup> – 12<sup>th</sup> September. [Online] Available: [http://www.saibw.co.za/docs/SAIMS\\_Conference\\_proceedings\\_2017.pdf](http://www.saibw.co.za/docs/SAIMS_Conference_proceedings_2017.pdf)
- Venter, E., Farrington, S.M. & Richardson B. 2017. Selected demographic variables and the marketing and branding practices of family SMEs. 29<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, School of Management Studies, University of Bloemfontein, Bloemfontein, 10<sup>th</sup> – 12<sup>th</sup> September. [Online] Available: [http://www.saibw.co.za/docs/SAIMS\\_Conference\\_proceedings\\_2017.pdf](http://www.saibw.co.za/docs/SAIMS_Conference_proceedings_2017.pdf)
- Venter, E. & Krüger, J. Professional related factors influencing the organisational commitment of financial planners in South Africa. 30<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Department of Business Management, Stellenbosch University, 16-19 September.
- Van Greunen, C., Venter, E. & Sharp, G. 2018. Knowledge-sharing intention in knowledge-intensive businesses: the role of demographic variables. 30<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Department of Business Management, Stellenbosch University, 16-19 September.
- Scheepers, J., Farrington, S. & Venter, E. 2018. Interpretations of business success: perspectives of South African small business owners. 30<sup>th</sup> Annual Conference of the Southern Institute for Management Scientists, Department of Business Management, Stellenbosch University, 16-19 September.
- Farrington, S.M. Izaks, R. and Venter, E. 2019. Leadership as a source of heterogeneity among family businesses. 31<sup>st</sup> Annual Conference of the Southern African Institute for Management Scientists. Hosted by the School

of Management Sciences, Nelson Mandela University, at Dolpin's Leap Conference Centre, Port Elizabeth, 8-11th September.

- Kupangwa, W., Farrington, S.M. & Venter, E. 2019. The role of values in the transgenerational success of indigenous South African family businesses. 31st Annual Conference of the Southern African Institute for Management Scientists. Hosted by the School of Management Sciences, Nelson Mandela University, at Dolpin's Leap Conference Centre, Port Elizabeth, 8-11th September.

#### MODULE DEVELOPMENT ACTIVITIES

- Entrepreneurship and Small Business Management Honours course – University of Port Elizabeth. June 1998.
- Entrepreneurship and Small Business Management undergraduate course – University of Port Elizabeth. August 1998.
- Study book – Azaliah College – distant education, Marketing Communication Management. May 1999.
- Marketing Communication Management. University of Port Elizabeth. June 2001.
- **Ongoing** – Entrepreneurship and Small Business Management (hons level); Business Research (hons level); Corporate Citizenship (hons level); Entrepreneurship for Social Sciences and Humanities (first and second year level).

#### OTHER ACADEMIC ACTIVITIES AND TEACHING ABROAD (EXAMPLES)

- I lectured for two weeks during May 2005, May 2008, May 2009, May 2011 and May 2013 at the **Fachhochschule, Osnabrück, Germany**.
- I was invited to lecture Entrepreneurship at the **Utrecht University, The Netherlands**, from October 2005 (during my study leave), as well as during October 2007, July 2010, July 2011, July 2012, July 2013, December 2013, July 2014, January 2015, July 2015, July 2016 and July 2017.
- I was invited to lecture Family Business Management at the Nyenrode Business School 2015 to Indian family business successors.
- Tutor: Strategic Marketing Management MBA modules – Business School of the Netherlands – 2000, 2001, 2002, 2003.
- Facilitator: Entrepreneurship and Marketing modules – Potchefstroom University MBA program – 1999, 2000, 2001.

- MBA selection committee: 1998, 1999, 2000, 2005 – select candidates for Vlerick MBA scholarship.
- De Vlerick School of Management/UPE liason – examiner of MBA projects in SA: 1999, 2001, 2005.
- Track Chair: Entrepreneurship and Small Business Development, as well as reviewed papers for the last 3 conferences (2000-2002) of the International Academy of African Business and Development.
- Session and Track Chair: SAIMS National Conferences since 2001-2018.
- Conference Organiser: SAIMS 2009 Annual Conference.
- Invited to be a Session Chair at the 7<sup>th</sup> Annual International Ifera Conference, Germany: European Business School, Oestrich-Winkel, 20-23 June, 2007.
- Reviewer for the South African Journal of Business Management, Management Dynamics and the South African Journal of Economic and Management Sciences (nationally).
- Reviewer for Family Business Review and Family Business Strategy (internationally – A-listed and high impact journal).
- External examiner and moderator for several modules: University of Pretoria; North-West University Business School; and Stellenbosch University.
- External Examiner: MBA candidate of North-West University: “The impact of broad based black economic empowerment on the development of women entrepreneurs” (2007).
- Session Chair: The 20<sup>th</sup> Annual Conference of the Southern African Institute for Management Sciences, University of Pretoria, Misty Hills Hotel Conference Centre, Muldersdrift, Johannesburg, 14-17 September, 2008.
- External Examiner: Phd (doctoral) student. Edwin Theron of the Stellenbosch University – “The management of long-term marketing relationships in business-to-business financial services”. October 2008.
- External Examiner: Phd (doctoral) student. Miss Thetsane. North-West University – “A community relations model for the tourism industry”. November 2008.
- External Examiner: Slaugther, W.S. & Netsianda, MBA candidates of North-West University. Both work on family harmony in family businesses. November 2008.
- Facilitating DBA research workshops: August 2009.

- Program Track Chair (Entrepreneurship and Family Business). 2011/2012. Academy of Marketing Science 2012 Work Congress. Buckhead, Georgia, USA. August 28-September 1, 2012.
- Presented and facilitated the marketing plan of the Student Counseling, Career and Development Centre, Port Elizabeth, 10 November 2011.
- Track Chair – Small Business and Entrepreneurial Marketing: The 2013 Annual Conference of the Emerging Markets Conference Board. 19-20 June 2013. Nelson Mandela Metropolitan University, Port Elizabeth.
- External Examiner: Magister candidate: Corrinne Kennedy – “The use of consultants versus independent strategy formation for SMEs in Gauteng”. University of Johannesburg. 3 December 2010.
- External Examiner: Masters student. Me Rosemary Matikiti. – “The impact of internet marketing on the profitability of the hospitality sector in the Eastern Cape Province, SA. 28 March 2011.
- External Examiner: Phd student. Me Nadine Wörgötter. – “Measurement model to assess market-driving ability in corporate entrepreneurship”. University of Pretoria. 14 November 2011.
- External Examiner: Phd student. Me Pieta Thomas. – “The value of business tourism in the performance of an organization”. Northwest University. 14 December 2012.
- External Examiner: International Phd candidate: Me Ilse Matser. Utrecht University, The Netherlands. 22 October 2012.
- External Examiner: International Phd candidate: Mr Coen Rigtering. – “Entrepreneurial orientation – Multilevel analysis and consequences. Utrecht University, The Netherlands. 11 June 2013.
- External Examiner: Phd (doctoral) student. Mr CM Mungule. University of Pretoria – “Predicting sustainable corporate entrepreneurship and sustained company performance”. April 2014.
- Attended Emotional Intelligence and leadership workshop by ProSkillC. 30 May 2014.
- Family Firm Institute Judge for Best Dissertation Award annually since 2010.
- External Examiner: Phd (doctoral) student. Ms Debbie Human. University of Stellenbosch – “The influence of cause-related marketing campaign structural elements on consumer intention, attitude and perception”. November 2016.
- External moderation: Research Treatise: University of Stellenbosch. 2010-2015.



- External moderation: Research Assignment: University of Stellenbosch Business School. 2016-2020.

#### **MEMBERSHIP OF ACADEMIC AND OTHER ASSOCIATIONS AND INSTITUTES**

- Associate editor of the South African Journal of Economic and Management Sciences (2008-2013).
- Member of Editorial Board: Family Business Review (2012+); Journal of Family Business Management (2010+); and Family Business Strategy (+2016) (International A-listed journals).
- Reviewer for the South African Journal of Business Management, Management Dynamics and the South African Journal of Economic and Management Sciences, and Acta Commercci (2003+)
- Member of Editorial Committee: South African Journal of Business Management (2011+).
- Consulting Editor: Management Sciences and Member of Advisory editorial board for new journal: Development and Leadership (2012+)
- Eastern Cape representative on the Board of the South African Institute for Management Scientists (2008+).
- Member of the South African Institute for Management Scientists (1998+).
- Chairperson of the Board of Directors, SAIMS (2010-2015).
- Member of the Family Firm Institute, Boston, USA (2004+).
- Director of the Nelson Mandela Family Business Unit (2010-2018).
- Board member of FABASA (Family Business Association of South Africa) (2010+).
- Representative on the Faculty RTI Committee (2007+).
- Representative of the Faculty of Business and Economic Sciences on the Publications Committee of the NMMU (2008+).
- One of three members that form part of the sub-committee of the Faculty RTI that review doctoral and master students' research proposals (2007+).
- Was a member of the Advisory Board of the Small Business Unit since I started lecturing at UPE in 1998 until the merger of the NMMU took place in 2006.

- Was a member of the Executive Board of COMSEC for 7 years (until 2005).
- Member of the The Senate Committee on Postgraduate Studies (PGS Committee) – 2011
- Attend three hour workshop on consumer trends that are changing the world as we know it. Three hours. Boomtown Advertising, 20 September 2012, Port Elizabeth.
- Member of the FEDCI launch, 18 July 2013, Kopanong Conference Centre, Johannesburg.
- Judge: Family Firm Institute: Best Dissertation Award Boston, USA: 2013-2018.

### **SCHOLARSHIPS, AWARDS AND UNIQUE ACHIEVEMENTS**

- 2000-2002:** Recipient of the **Renaissance Postgraduate Scholarship** to promote equity, diversity and excellence in the ranks of academic staff
- 2003:** Family Firm Institute **Best Dissertation Award** – Boston, USA
- 2003:** **Excellence in Teaching Award** from UPE
- 2007:** Faculty of Economic and Business Sciences: **Emerging Researcher of the year**
- 2007:** **NRF rating** (November)
- 2010:** Faculty of Economic and Business Sciences: **Researcher of the year**
- 2010:** **Ironman 70.30 East Londen.** January.
- 2010:** **Full Ironman Port Elizabeth.** April
- 2012:** **Ironman 70.30 East Londen.** January.
- 2014:** **Judge at the 2014 Family Enterprise Case Competition,** Burlington, Vermont, USA – 7-11 January.
- 2014:** **Price-Babson Symposium for Entrepreneurship Educators,** Babson College, Babson, USA – 12-16 January. (Babson College was ranked as the number 1 entrepreneurial university in the world in 2013)
- 2015:** Faculty of Economic and Business Sciences: **Researcher of the year**
- 2016:** **Winner BWA SA regional business achiever award: Government Category**
- 2018-2023:** **NRF C1 rating**

## ENGAGEMENT ACTIVITIES

- 2004**      **Succession in family businesses.** Presented a paper at the Holistic Management Conference, Tiger Kloof, Vryburg. 31 March.
- 2004**      **Family Business Workshops.** Guest presenter (on succession) during the Old Mutual Family Business Seminars. Johannesburg, Pretoria. 10-11 May.
- 2004**      **Family Business Workshops.** Guest presenter (on succession) during the Old Mutual Family Business Seminars. Durban, Empangeni, Newcastle. 26-30 July.
- 2004**      **Family Milk Farming.** Addressed the Milk Producers Organization in Pretoria about succession in family farms. 10 August.
- 2004**      **Family Business Workshops.** 2004. Guest presenter (on succession) during the Old Mutual Family Business Seminars. Cape Town, Port Elizabeth, George. 16-20 August.
- 2004**      **Succession and governance in family farms.** Guest speaker at the ExecutiveLink RCS(SA) (Resources Consulting Services – SA) meeting for farmers. Port Elizabeth. September.
- 2005**      **Facilitator in board meetings.** RCS (SA) meeting. 9-11 February.
- 2005**      **Marketing communication management.**  
**The role of marketing in South Africa.**  
Guest lecturer at the Fachhochschule Osnabrück, Germany. 9-20 May.
- 2005**      **The role of women in agriculture.** RCS (SA) meeting. Guest speaker, as well as facilitator. Durban, 6-8 June.
- 2005**      **Family Business Workshops.** Guest presenter during the Old Mutual Family Business Seminars. Port Shepstone, Bergville, Vryheid, Standerton, Piet Retief, Groblersdal. 18-22 July.
- 2005**      **The nature and importance of governance in agricultural family businesses.** RCS (SA) meeting. Guest speaker, as well as facilitator, Port Elisabeth, 19-21 September.
- 2005**      **Entrepreneurship.** Guest lecturer at the FBE (Fundamentals of Business and Economics) programme, Utrecht University, Netherlands, 3 October – 2 November.
- 2005**      **Challenges facing family business units in agriculture.** Addressed farmers at Kronenhoff Guest House in Kirkwood. 15 November.

- 2006**      **Succession issues facing farming family businesses.** Addressed a farmers study group at the Alexandria Golf Club in Alexandria. 7 February.
- 2006**      **Facilitator in board meetings.** RCS (SA) meeting. 13-15 February. Durban.
- 2006**      **Succession and the role of women in family owned businesses.** The Business Women's Network. The Baan Thai @ Jutland Manor, Port Elizabeth. 2 March.
- 2006**      **The role of women in family farms.** Guest speaker during a family symposium, Southwest Agriculture, 7 March, Schweizer Reneke.
- 2006**      **Business Workshops.** Guest presenter (on the role of women in family farms) during the Old Mutual Family Business Seminars. De Doorns, Beaufort-Wes, Canarvon, Williston, Paarl and Elsenburg. 29 May-2 June.
- 2006**      **Governance and the role of women in family farms.** Addressed a farmers study group at the Alexandria Golf Club in Alexandria. 6 June.
- 2006**      **Facilitator in board meetings.** RCS (SA) meeting. 14-15 June. Madiba Bay PE, Port Elizabeth.
- 2006**      **Business Workshops.** Guest presenter (on the role of women in family farms) during the Old Mutual Family Business Seminars. Aliwal North, Zastron, Harrismith, Bethlehem, Viljoenskroon, 4-7 September.
- 2006**      **Facilitator in board meetings.** RCS (SA) meeting. 24-26 October. Royal Hotel, Durban.
- 2006**      **The role of women in business.** Invited to be the guest speaker at Sanlam's Womens day. 10 October. Port Elizabeth.
- 2006**      **The role of women in family farms.** Guest presenter on the role of women in family farms. Hofmeyr Sport Klub. 31 October.
- 2006**      **Challenges of family businesses and the importance of succession.** Guest presenter on the challenges family businesses face, succession and the importance of governance. Zwartberg Farmers Association, Kokstad, 6 November.
- 2006**      **Challenges of family businesses and the importance of succession.** Guest presenter on the challenges family businesses face, succession and the importance of governance. Cedarville and District Farmers Association, 7 November.
- 2007**      **Succession planning for financial advisors (Sanlam).** Presentation to 150 Sanlam advisors. The Plantation, Port Elizabeth, 19 January.

- 2007**      **Succession planning for brokers.** Presentation to independent insurance brokers at the Kelway Hotel, Port Elizabeth, 29 January.
- 2007**      **Facilitator in board meetings.** RCS (SA) meeting. 6-8 February. Coega, Port Elizabeth.
- 2007**      **Succession planning.** SA Large Herds Conference. 19-21 February. Jeffreys Bay: Mentorskraal.
- 2007**      **Problems/challenges that SMEs experience: Part One.** Guest speaker at the Sanlam and PERCCI Coffee morning. 14 March. PERCCI Conference room, Port Elizabeth.
- 2007**      **Problems/challenges that SMEs experience and possible solutions: Part Two.** Guest speaker at the Sanlam and PERCCI Coffee morning. 25 April. PERCCI Conference room, Port Elizabeth.
- 2007**      **The growing importance of family SMEs: Part Three.** Guest speaker at the Sanlam and PERCCI Coffee morning. 23 May. PERCCI Conference room, Port Elizabeth.
- 2007**      **The changing roles and challenges facing business women.** Guest speaker at the Businesswomen/Sanlam/Nedbank women day evening. 6 August. Tsitsikama Venue, Boardwalk, Port Elizabeth. 250 women attended and the master of ceremonies was Ed Jordan (of “Deal or deal” on M-Net).
- 2007**      **The importance and challenges of family farming.** Guest speaker at the Milk Producers Organisation of the Eastern Cape Annual Meeting. 21 August. Brookes Hill Conference and Events Centre, Port Elizabeth.
- 2007**      **The Importance of financial planning for women.** Guest speaker at a Sanlam meeting for women. 13 September and 4 October. Sanlam Building, Port Elizabeth.
- 2007**      **Succession and other challenges to family farming businesses.** Guest speaker at an Executive link Meeting of RCS. 6 November. Kapano Nokeng, Bloemfontein.
- 2007**      **Governance and the role of women in farming.** Guest speaker at an Executive link Meeting of RCS. 7 November. Kapano Nokeng, Bloemfontein.
- 2009**      **Succession planning for financial planners.** Guest speaker at the Financial Planning Institute of Southern Africa meeting. 1 September. Elizabeth Place, Newton Park, Port Elizabeth.

- 2009**      **Importance and link with international family business units.**  
Guest speaker at the launch of FABASA. Pinelodge, George, 6 November.
- 2009**      **Importance and link with international family business units.**  
Guest speaker at the launch of FABASA, Protea Hotel, Durban, 13 November.
- 2009**      **Belangrikheid en aard van familieondernemings (The nature and importance of family businesses).** Radio interview, RSG, 15 November.
- 2009**      **Opvolgingsvraagstukke in familieondernemings (Succession issues in family businesses).** Radio interview, RSG, 22 November.
- 2011**      **Introduction to the world of family farming and succession.**  
Presentation given to a Alexandria study group. Wednesday, 9 February.
- 2012**      **Finding your way in planning and executing your dissertation.**  
Presentation given to 150 second and third year MBA students, Northwest University, 31 January.
- 2012**      **Key factors that contribute to the success of the family business.**  
Presentation and panel discussion, Summerstrand Hotel, 22 February. (Together with Tony Balshaw, Ed Gutsche, and Adrian Gardiner).
- 2012**      **Interview Bay FM.** Factors that contribute to family business success. 28 February.
- 2012**      **Effective research methodologies for marketers.** Talk given at the MXF (Marketers Executive Forum), NMMU North Campus Auditorium, 18 June.
- 2012**      **Family and succession challenges facing dairy farms.** The FIL-IDF World Dairy Summit 2012, hosted by the South African National Committee of the IDF in Cape Town, South Africa from the 4th to 8th November 2012.
- 2013**      **Series of 14 talks on SABC radio** on the importance of family farms, challenges they face, succession, sibling partnerships, handling conflict, the role of women, etc. April 2013.
- 2013**      **Keynote address: The most important challenges facing family businesses.** Investment seminar organised by Boshoff & Visser, Swellendam and Riversdale, 15 and 16 August.
- 2013**      **Presenter - Short Learning Programme: The Family Business Consultant.** 13-15 August, NMMU Main Building, South Campus, Seminar Room, 11<sup>th</sup> Floor, Room 1113, Summerstrand, Port Elizabeth.

- 2014**      **Quilts and puzzles as a teaching and learning strategy.** Presentation given to the School of Management Sciences – Renewal in teaching and learning and research. 29 May, NMMU South Campus.
- 2014**      **DREAM Writing Workshop and How to create entrepreneurial success in a volatile environment (a new approach).** Host Prof Saras Sarasvathy (Virginia's Darden Business School) during the week of 6-13 June, Port Elizabeth.
- 2014**      **Challenges facing family farms and the role of women in these challenges.** Women's seminar organised by Agri-Eastern Cape. Willows, Port Elizabeth, 6 August.
- 2014**      **KPMG/NMMU FBU Family Business Conference.** Hosted family business conference with KPMG, 27 August, Radisson Blu Hotel, Port Elizabeth.
- 2014**      **Keynote address: Succession and governance in family businesses.** Year-end-Function organized by the Fish River Farmers Association, Cradock, 5 December.
- 2015**      **Presenter on Successful Transgenerational Entrepreneurship Practices,** KPMG Family Business Conference, Stellenbosch, 10 September.
- 2015**      **Keynote address: The role of women in family farms.** AGRISA, AgriSA, Pretoria, 15 October.
- 2016**      **Presenter - Short Learning Programme: The Family Business Consultant.** 10-12 May, KPMG Headoffice, Johannesburg.
- 2016**      **Participate in a discussion forum on family businesses and family farming that took place in front of a live studio audience during the NAMPO Agricultural Show – 19 May, Bothaville.** This annual event attracts more than 75 000 members. Elmarie's panel discussion was recorded on Thursday, 19 May, and was televised on Thursday, 26 May 2016, on kykNET, Channel 144, at 5h00 as part of the Nation in Conversation Series. It will also be available as a podcast from the website <http://nationinconversation.com>. Other members of the panel included Pieter Karsten Jnr, Deputy CEO of the Karsten Group, Tommie van Zyl, CEO of ZZ2 (the biggest producers of tomatoes in South Africa), and Danie Minnaar, Chairman of Senwes Limited. The session was facilitated by Theo Voster, CEO of Galileo Capital. Prof Venter also conducted a short interview afterwards on RSG radio station.
- 2016**      **Family business seminar for CFBS** on the business of the family business, transgenerational success and succession and governance. Durbanville Hills Wine Estate, Durbanville, Cape Town. 23 August.

- 2016**      **KPMG Family Business Conference. Pannelist** on governance. 14-16 September, Umhlanga, Durban.
- 2016**      **Family business workshop for GALILEO Capital** on challenges facing family businesses, succession and transgenerational success and governance. Galileo Capital Head Office, Hyde Park, Johannesburg. 2-3 November.
- 2016**      **The NMMU Family Business Unit.** Presentation to the National Wool Growing Association of South Africa. **17 November.**
- 2017**      **Presenter - Short Learning Progrmme: The Family Business Consultant.** 23-27 January, PWC Headoffice, Hyde Park, Johannesburg.
- 2017**      **Key note speaker during Sanlam’s Women Days** in Oudtshoorn and Mossel Bay on **24 and 25 May.** Her topic was, **“Strategies on how women can achieve work-life balance”.** In her talk Prof Venter highlighted several strategies to use for achieving work-life balance. The best work-life balance is different for each of us because we all have different priorities and different lives. In order to find balance, compromises have to constantly be made, with the scale of balance shifting along with work and life requirements and obligations.
- 2017**      **KPMG Family Business Conference. Panellist** on succession and governance. Radisson Blu, Johannesburg, 18-19 September.
- 2018**      **Key note address: Ensuring transgenerational entrepreneurial practices.** Family Business Conference organised by the Association of Family Entepriees of Kenya: Nairobi, Kenya. 24 May, Radisson Blu.
- 2018**      **Presenter - Short Learning Progrmme: The Family Business Consultant.** 27-29 May, ABSA Headoffice, Sandton, Johannesburg. Panellist on the discussion: Mothers, fathers and family dy
- 2019**      **Presenter - Short Learning Progrmme: The Family Business Consultant.** 21-25 January. PWC Headoffice, Waterfall City, Johannesburg.
- 2019**      **2<sup>nd</sup> PWC Family Business Conference. Pannelist** for the discussion on Mothers, fathers and family dynamics. Southern Sun ORT Airport, Johannesburg, 17 July.
- 2019**      **Conference Chair: 31st Annual Conference of the Southern African Institute for Management Scientists.** Hosted by the School of Management Sciences, Nelson Mandela University, at Dolpin’s Leap Conference Centre, Port Elizabeth, 8-11th September.



- 2019**      **KPMG Family Business Conference. Pannelist** on how retain talent in family businesses and how to manage the war for talent in these businesses. Emoyeni Estate, Parktown, Johannesburg, 17 September.
- 2020**      **Presenter - Short Learning Progrmme: The Family Business Consultant.** 20-24 January. PWC Headoffice, Waterfall City, Johannesburg.
- 2020**      **Keynote address at breakfast hosted by Network: Successful family and business governance in family businesses.** Windhoek, Namibia, 28 February.

## CONSULTING TO FAMILY BUSINESSES

**Examples of family businesses I have consulted to. Due to its sensitive nature other families do not want their names mentioned.**

- 2005+**      Fourie Family (Limpopo)
- 2006+**      Walker Family (Graaff-Reinet)
- 2007+**      Rudman Family (Uitenhage)
- 2007+**      Short Family (Graaff Reinet)
- 2008+**      Southey Family (Cradock)
- 2009+**      Bodley Family (Cedarville)
- 2009+**      Fick Family (Clocelan)
- 2010+**      Anderson Family (Cedarville)
- 2012+**      Garland Family (Mooi River)
- 2012+**      Stratford Family (Mooi River)
- 2012+**      Wilson Family (Johannesburg)
- 2012+**      Von Wielligh (Pretoria)
- 2013+**      De Kock Family (George)
- 2013+**      Kennedy Family (Upington)
- 2013+**      Lamprecht Family (Bethlehem)
- 2013+**      Van Wyk Family (Botswana)
- 2014+**      Taverner Family (Port Elizabeth)
- 2014+**      Van Zyl Family (Riversdale)
- 2014+**      Pringle Family (Bedford)
- 2014+**      Van Vuuren Family (Port Elizabeth)
- 2015+**      Van der Westhuizen Family (Midrand)
- 2016+**      Marais Family (Eastern Cape) – also outside director on board
- 2017+**      Munro Family (Johannesburg)
- 2017+**      Engebrecht Family (Marbel Hall)
- 2017+**      Potgieter Family (Kirkwood)
- 2018+**      Prinsloo Family (Pretoria)
- 2019+**      Eadie Family (Cape Town)
- 2019+**      Jansen van Rensburg Family (Sasolburg-Paris)
- 2020+**      Engelbrecht Family (Groblersdal)