



Can value creation through socially motivated entrepreneurship stimulate inclusionist change at the socio-economic base of the pyramid?

Socially inspired entrepreneurship in Namibia: an action research inquiry-based account.

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A thesis, entitled:

**Can value creation through socially motivated entrepreneurship stimulate
inclusionist change at the socio-economic base of the pyramid?**

**Socially inspired entrepreneurship in Namibia: an action research
inquiry-based account.**

by

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We hereby certify that this thesis submitted by Marc Moser conforms to acceptable standards, and as such is fully adequate in scope and quality. It is therefore approved as the fulfillment of the thesis requirements for the degree of Doctor of Business Administration.

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Certification statements

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions or writings of another.

No potential conflict of interest was reported by the author.

Signed

A handwritten signature in black ink, appearing to read "Marc Moser".

Marc Moser

Abstract

The present cross-cultural insider action research single-case study was physically conducted in a Namibian township. The thesis analyzes the double bottom-line dilemma, encountered in the YOOR beauty and hairdresser salon's socially motivated entrepreneurship venture, trading in the disfranchised Omaruru 'Location', Namibia.

The double bottom-line dilemma addresses value capture through simultaneous pursuit of social and economic goals in social entrepreneurship. The objective of this action research study was to remediate the social entrepreneurial venture's chronic double bottom-line underperformance.

Undertaking action research requires inquiring into the unfolding change process that emerges from an action intervention. Based on this premise, the present study's objective was to identify and describe contextually relevant change factors. These factors consisted of facilitators and inhibitors, simultaneously emerging from and operating within the specific situated research content, context, and process.

The author of the present study adopts a theoretical position, grounded in pragmatism. Pragmatism is a practice-based perspective, embracing social entrepreneurship as an entirely process-driven activity.

The present study is a mono-method single-strand study, conducted entirely within the qualitative research tradition. Methodologically, the research approach consisted of the physical conduct of a single case study, embedded in an action research initiative. In the research process, the researcher conducted two concurrent action research cycles with study participants originating from the Omaruru 'Location' community.

Information and data were collected by means of semi-structured individual and focus group interviews and from action learning-set activities with study participants working in the business. Information and data were evaluated via thematic analysis, consisting of the template analysis technique.

In terms of research originality, interview and action intervention outcomes were at times surprising, disrupting or both. In the process, the outcomes from taking action informed the research collective in the elaboration of appropriate change interventions.

Finally, from an ex-post action intervention evaluation and organizational life-cycle perspective, the presented action research project successfully improved the business's double bottom-line performance.

Key words:

Socially motivated entrepreneurship; double bottom-line dilemma; hygiene; health; Namibia; innovation dissemination mechanisms; situated learning and knowledge creation; attitudinal and behavioral change inertia; social inclusion; action research
single case study

Acknowledgement

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Special thanks must also go to the Namibian research participants. Without their goodwill, continuous support, and proactive engagement in the emerging research process, it would have been impossible to access, evaluate and describe the Omaruru 'Location' community of social practice relevance to the presented business case.

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List of Acronyms

AIDS	Acquired Immunodeficiency Syndrome
AR	Action Research
BoP	Base-/Bottom of the Pyramid
CAQDAS	Computer-Aided Qualitative Data Analysis Software
GEM	Global Entrepreneurship Monitor
HIV	Human Immunodeficiency Virus
NAD	Namibian Dollar
NOI	Narrative Oriented Inquiry
NSA	Namibian Statistics Agency
OECD	Organization for Economic Cooperation and Development
OVTC	Okakarara Vocational Training Center
PIS	Participant Information Sheet
SHGs	Self-Help Groups
SME	Small and Medium Enterprise
UNAM	University of Namibia
UNCTAD	United Conference on Trade and Development
VTC	Vocational Training Center
WHO	World Health Organization

1. Introduction

The purpose of the present study is to address socially motivated entrepreneurship's effectiveness in a developing country and market context. The presented case investigates a hybrid organization, pursuing a double bottom-line viability approach. Double bottom-line addresses value capture through the concurrent pursuit of economic and social objectives in social entrepreneurship (Belz & Binder, 2017: 2; Uygur & Marcoux, 2013: 133). In YOOR Salon's case, double bottom-line underperformance refers to the business's inability to generate sufficient financial returns.

Based on physically conducted in-field research activities in Namibia, the present thesis will contribute locally relevant knowledge about what action interventions were required to successfully eliminate YOOR Salon's chronic double bottom-line underperformance.

The following sections provide a brief introduction to the study's content and context. Where required, relevant background information was added to the appropriate context in the pertinent thesis chapters.

Introduction

1.1. Introduction to the research topic

1.1.1. Namibia: historical background and physical location of the study object

YOOR Salon is a socially inspired business venture; it is a beauty and hairdressing salon, located in the Omaruru ‘Location’ in Namibia.

Omaruru is a town in the Erongo region, situated half way between the Namibian capital Windhoek and the coastal city of Swakopmund. Omaruru has an estimated population of 14'000 and is subdivided into Omaruru main town and the Omaruru ‘Location’. ‘Location’ is the denomination commonly used to describe spatially segregated areas otherwise referred to as townships or hometowns.

From 1884 onwards, Namibia was a colony of the German Empire and known as German South West Africa. Namibia was seized by South Africa during the First World War. In the process, the country was administered under a League of Nations mandate. On March 21st, 1990, Namibia ultimately gained full independence from South Africa.

As a result of their shared historical past, apartheid policy was practiced in both nations. Like South African townships, Namibian ‘Locations’ were purposely allocated settlement areas, assigned to the socio-economically disfranchised local population.

The Omaruru ‘Location’ is a place where people live in a spatially secluded ecosystem, hallmarked by persistence of extreme poverty in combination with a lack of quality education, a lack of economic opportunity, cultural stigmatization, segregation along racial lines and harsh climatic conditions.

Introduction



Figure 1: Map of Namibia with major cities/towns
(Source: Google Maps)

1.1.2. The business case: identified issue and purpose of the study

The impetus to establish a socially inspired business venture was born out of pure coincidence. In early 2016, during a family holiday, the researcher's wife, a Nigerian citizen, wanted to refresh her African-braid hairstyle in Omaruru. Initial inquiries in downtown Omaruru resulted in people directing her to the Omaruru 'Location' where, it was suggested, she would find salons staffed by hairdressers knowledgeable in African hairstyles.

Introduction

Intriguingly, this became the first close encounter with the spatially segregated Omaruru ‘Location’ ecosystem. Having visited several hairdressing salons, the researcher’s wife decided to abstain from having her hair done in the Omaruru ‘Location’. The reason for this decision was that the hygienic conditions she encountered were disturbingly substandard and constituted a possible health hazard.

On the occasion of a subsequent journey to Omaruru in July 2016, the researcher’s wife reflected upon her previous experience and decided to open a hygienic beauty and hairdressing salon in the Omaruru ‘Location’. In retrospect, and from a strategic entrepreneurship perspective, this decision was spontaneous, extemporaneous, ill-considered, and precipitous since neither the business owner, nor the researcher, nor their children are Namibian citizens. Non-Namibian citizens can legally stay a maximum of up to three months in Namibia per annum. Since the family was scheduled to return to Switzerland at the end of August 2016, there was but a two-month window for the physical realization of her ambitious, socially inspired entrepreneurship endeavor.

What followed was two months of fast-paced entrepreneurial organization work. This process was fueled by the assumption that, if made available in the very location where people were in need, a high-quality and hygienic hair-and-beauty salon would generate a positive double bottom-line result.

Coincidentally, there existed an ongoing infrastructure development project where the researcher’s wife managed to rent a strategically well-located shop. In the process, the place was adapted to serve the future business requirements. The business owner-initiated structural modification works included electricity, lighting, fresh water supply, waste water evacuation and painting.

Introduction

In the meantime, items of high-quality equipment - salon furniture, sterilizers and tools – were ordered from South Africa since they were not available in Namibia. Subsequently, the equipment needed to be shipped from South Africa, customs cleared in Namibia, transported to Omaruru and then installed in preparation for the business to start trading.

Simultaneously, the researcher's wife was occupied with finding and recruiting staff members who were to be trained and certified in hygiene theory and practice.

With the aim of meeting the salon's self-imposed hygiene standards prior to opening for business, the training was administered by a certified medical nurse.

Finally, the beauty and hairdressing salon needed official registration and certification from the Omaruru municipality's environment and health officer. Upon receiving the fitness certificate from the Omaruru municipality, YOOR Salon started trading just one week prior the departure of the business owner from Namibia.

1.2. Context of the study

YOOR Salon was established in response to the business owner's hygiene-and-health-risk perception of the beauty and hairdressing salons operating in the Omaruru 'Location'. It was established on the assumption that providing a hygienic service in a place where people desperately needed it would ensure social relevance and financial sustainability (Goyal & Sergi, 2015: 272; Wallace, 2005: 78).

Introduction

The present study focuses on the identification of the mechanisms by which the socially inspired business may maximize its positive community impact, while servicing its financial viability in a sustainable manner. The pertinent research questions are presented in the following paragraph. Academic expert literature is evaluated in terms of case relevance, presented research findings and transferability or generalizability to the YOOR Salon-specific business case.

1.3. Addressing the business issue through research questions

The present thesis addresses the social entrepreneurial double bottom-line dilemma through the formulation of concise research questions. This approach was chosen because 'everything flows from and through the research questions [...] Research questions mediate as a dual focal point, liaising between what was known prior and what has been learned throughout the specific study' (Teddle & Tashakkori, 2009: 129 ff.).

Introduction

1.3.1. Research questions

Core research questions

- How can the core value proposition of *hygiene* in YOOR Salon's business context generate minimally required financial returns under the condition that the business remains socially relevant?
- How can the experienced double bottom-line constraint in YOOR Salon's socially inspired entrepreneurship context successfully be eliminated to ensure business sustainability?

Sub-research questions

- Under the condition of priority divergence in the change receiver community, how can the YOOR Salon social entrepreneurship venture inspire attitudinal and behavioral change through health awareness in the Omaruru 'Location' community of social practice?
- What importance do people living in the Omaruru 'Location' attribute to hygienic services in beauty- and hairdresser salons?
- What is the study participants' perception? Can the hygiene value proposition transform in a socially endorsed competitive advantage, thereby sustainably increase YOOR Salon's double bottom-line performance?
- How, if at all, does the pertinent academic expert literature address socially motivated base of the pyramid entrepreneurship initiatives, operating in Namibian 'Location' ecosystems?

Table 1: Presentation of the research and sub-research questions

1.4. Thesis overview

The present study is divided into six chapters.

The introductory chapter presents the reader with the study's content and the context. It introduces the reader to the cross-cultural research context while delineating the underlying business issues.

Introduction

Chapter Two provides the literature review. Departing from a neo-classical economics perspective on entrepreneurship, it investigates systemic social entrepreneurship and the base of the pyramid business frameworks. The discussion of entrepreneurship is contextually accompanied by the evaluation of different types of innovation, the types and functions of structural and human institutions and the significance of entrepreneurial network embeddedness.

Chapter Three is dedicated to the description of the methodology chosen for the present study. It introduces the reader to the available research methodologies in the realm of the social and behavioral sciences. Specific attention is given to the case-based inquiry approach, embedded in an action research initiative. The methodology chapter illustrates the systematic research design customization process and explains to the reader why specific methodological choices were expected to facilitate the physical conduct of in-field action research activities. Finally, the research methodology chapter meticulously delineates the data collection and analysis techniques used in the present thesis.

Chapter Four -the study's research ecosystem- is dedicated to make the researcher's Africa exposure and experience explicit. It further introduces the reader to the physical action in-field research cycles and evaluates the interplay between information and data collection and joint reflections and sense-making in the learning-set.

Introduction

The research inferences from the two consecutive action research cycles are introduced in Chapter Five. Flowing from the research questions, the presentation-and-discussion-of-results chapter systematically depicts the themes engaged with to answer the research questions. It further addresses and examines the contextually relevant emerging themes that have emanated from recurring patterns in the collected information and data. Nascent patterns were formalized into emerging themes and, where possible, examined with the help of contextually available academic literature.

The thesis concludes with the presentation of research findings in Chapter Six. The concluding chapter discusses how the joint action interventions have contributed to a positive development of YOOR Salon's double bottom-line performance. It discusses the lessons learned and coherently presents the findings within the first-, second-, and third-person framework. The concluding chapter addresses how the present study has contributed to several aspects of learning and the creation of actionable and contextually relevant knowledge. The chapter closes by outlining research limitations and addresses the scope for future research.

2. Review of the literature

As a base of the pyramid hybrid and inspired by the reasonable value proposition of hygiene in beauty and hairdressing service delivery (Alberti & Garrido, 2015: 3), the YOOR Salon business venture chronically subjects to the double bottom-line dilemma that addresses a social entrepreneurship initiative's task to ensure financial sustainability while remaining socially relevant (Han & McKelvey, 2016). The review of extant academic expert literature thus aims to find answers to the question: How can the socially motivated entrepreneurship initiative ensure financial sustainability while remaining socially relevant? It therefore explores on the one hand perfect (economic) entrepreneurship - where people are supposedly rational, utility maximizing agents - and the more socially contested and paradoxical perspective on entrepreneurship.

Since the business owner does not permanently reside in Namibia, business responsibility had to be delegated to a local business manager at an early entrepreneurial stage. The resulting chronic double bottom-line underperformance begs the supplementary question: How entrepreneurial are black Namibians?

In the absence of academic literature on social entrepreneurship and innovation dissemination in Namibian 'Locations', this literature review considers contributions from a broad range of socio-economic pyramid literature. In this way, the systematic review of academic literature serves the purpose of demonstrating to the reader how the present research fits within the larger field of entrepreneurship and innovation studies (Labaree, 2009).

Review of the literature

The present study examines all four interrelated dimensions: the process of social entrepreneurship from the founder's perspective (Wry & York, 2017); the social enterprise as an organization (Westley & Antadze, 2010); desired attitudinal and behavioral change in the constituent community of social practice (Goldstein et al., 2010); and business sustainability over time (Goyal & Sergi, 2015; Wallace, 2005).

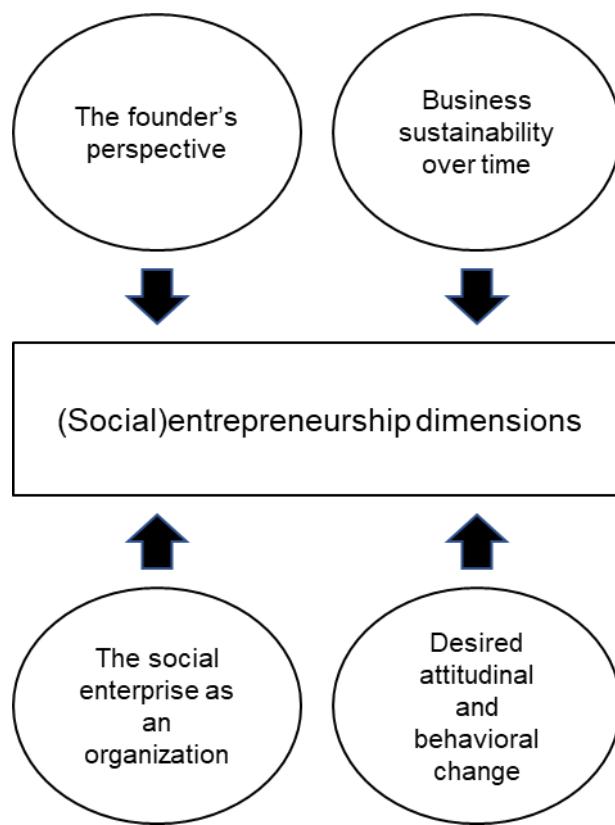


Figure 2: (Social) entrepreneurship dimensions

2.1. Social entrepreneurship definitions and descriptions

Table 2 presents a selection of definitions and descriptions of social entrepreneurship or social entrepreneurs found in the literature.

Review of the literature

Leadbetter (1997)	The use of entrepreneurial behavior for social ends rather than for profit objectives, or alternatively, that the profits generated from market activities are used for the benefit of a specific disadvantaged group.
Thake & Zadek (1997)	Social entrepreneurs are driven by a desire for social justice. They seek a direct link between their actions and an improvement in the quality of life for the people with whom they work and those that they seek to serve. They aim to produce solutions which are sustainable financially, organizationally, socially and environmentally.
Dees (1998)	Play the role of change agents in the social sector, by: 1) Adopting a mission to create and sustain social value (not just private value), 2) Recognizing and relentlessly pursuing new opportunities to serve that mission, 3) Engaging in a process of continuous innovation, adaptation, and learning, 4) Acting boldly without being limited by resources currently in hand, and 5) Exhibiting heightened accountability to the constituencies served and for the outcomes created.
Reis (1999) (Kellogg Foundation)	Social entrepreneurs create social value through innovation and leveraging financial resources... for social, economic and community development.
Fowler (2000)	Social entrepreneurship is the creation of viable socio-economic structures, relations, institutions, organizations and practices that yield and sustain social benefits.
Brinkerhoff (2001)	Individuals constantly looking for new ways to serve their constituencies and add value to existing services.
Mort et al. (2002)	A multidimensional construct involving the expression of entrepreneurially virtuous behavior to achieve the social mission... the ability to recognize social value creating opportunities and key decision-making characteristics of innovation, proactiveness and risk-taking.
Drayton (2002)	A major change agent, one whose core values center on identifying, addressing and solving societal problems.
Alvord et al. (2004)	Creates innovative solutions to immediate social problems and mobilizes the ideas, capacities, resources and social arrangements required for social transformations.
Harding (2004)	Entrepreneurs motivated by social objectives to instigate some form of new activity or venture.

Review of the literature

Saïd School (2005)	A professional, innovative and sustainable approach to systematic change that resolves social market failures and grasps opportunities.
Fuqua School (2005)	The art of simultaneously pursuing both a financial and a social return on investment (the double bottom-line).
Schwab Foundation (2005)	Applying practical, innovative and sustainable approaches to benefit society in general, with an emphasis on those who are marginalized and poor.
NYU Stern (2005)	The process of using entrepreneurial and business skills to create innovative approaches to social problems. These non-profit and for-profit ventures pursue the double bottom-line of social impact and financial self-sustainability or profitability.
MacMillan (2005) (Wharton Center)	Process whereby the creation of new business enterprise leads to social wealth enhancement so that both society and the entrepreneur benefit.
Tan et al. (2005)	Making profits by innovation in the face of risk with the involvement of a segment of society and where all or part of the benefits accrue to that same segment of society.
Seelos & Mair (2005)	Social entrepreneurship combines the resourcefulness of traditional entrepreneurship with a mission to change society.
Mair & Marti (2006)	...a process of creating value by combining resources in new ways...intended primarily to explore and exploit opportunities to create social value by stimulating social change or meeting social needs.
Peredo & McLean (2006)	Social entrepreneurship is exercised where some person or group.... aim(s) at creating social value... shows a capacity to recognize and take advantage of opportunities... employ innovation... accept an above average degree of risk... and are unusually resourceful... in pursuing their social venture.
Martin & Osberg (2007)	Social entrepreneurship is the: 1) identification a stable yet unjust equilibrium which excludes, marginalizes or causes suffering to a group which lacks the means to transform the equilibrium; 2) identification of an opportunity and developing a new social value proposition to challenge the equilibrium, and 3) forging a new, stable equilibrium to alleviate the suffering of the targeted group through imitation and creation of a stable ecosystem around the new equilibrium to ensure a better future for the group and society.

Table 2: Social entrepreneurship definitions and descriptions

(adapted from Zahra et al. (2009))

Review of the literature

There are some common themes, emerging from the social entrepreneurship literature. Most definitions and descriptions center on the double bottom-line - placing social and economic dimensions on an equal footing -, the achievement of socially desirable objectives, the creation of social and total wealth, social justice, and the resolution of certain social issues (Zahra et al., 2009: 521). While there is a consensus that there is a need to better define what is meant by social entrepreneurship or the social entrepreneur, Hervieux et al. (2010: 59), at least, establish that

‘...there is a consensus that an organization adopting a social mission and using commercial and/or business means to sustain itself is, indeed, social entrepreneurship. Consensus on this point thus grants legitimacy within the social entrepreneurship field to these dual logic initiatives’.

2.2. Contextual and operational challenges encountered in social entrepreneurship

Some pertinent challenges to social entrepreneurship have well be documented in the literature on social entrepreneurship. The forthcoming list summarizes the most commonly mentioned issues (e. g. El Fasiki, 2011; Baporikar, 2015; André & Pache, 2016; Chell et al., 2016; Adeleye et al., 2020).

Review of the literature

- Social entrepreneurship with its increasing popularity has uncertainty about what exactly a social entrepreneur is. As a result, all sorts of activities are now being called social entrepreneurship.
- Double bottom-line dilemma (the simultaneous pursuit of social and financial goals and the lack of standardized assessment tools to measure social entrepreneurship initiatives' social versus financial inclination).
- Scalability (scaling of social impact in specific communities of social practices).
- The ethical challenges faced by social entrepreneurs as they attempt to scale their social ventures (social entrepreneurs can sustain their care ethics as the essential dimension of their venture only if they are able to build a caring enterprise).
- How to expand the scale, scope and geography of effective social innovations.
- Misperception of the base of the pyramid market properties.
- Addressing the challenge of persistent poverty
- Inefficiency of last-mile distribution channels in the base of the pyramid communities.
- Challenges arising from institutional and infrastructural underdevelopment in developing and emerging market economies/countries.
- As the African context is concerned, the continent is characterized by multiple diversities in terms of level of economic development, the state of political development, cultural and ethnic groupings, religious affiliations, and legacies of European colonization. Any generalizations about Africa must therefore be qualified, even though there are some discernible similarities across many countries.
- 'Does social equal ethical?'

Table 3: Contextual and operational challenges to social entrepreneurship

Review of the literature

2.3. Themes-guided literature review

2.3.1. Linkage: themes and selected literature review topics

Linking the themes to the literature review: a priori themes	
A priori themes	Literature review
Hygiene and Cleanliness: Innovation Dissemination Potential	<p>Literature review:</p> <ul style="list-style-type: none"> - The base of the pyramid business approach: innovation dissemination - Social entrepreneurship and social innovation (hygiene): the Pad Man - Social innovation and resistance to change (agency: priority divergence versus resistance to change) <p>Provided by participatory insider action research in-field inquiry information and data (see presentation and discussion of results chapter)</p>
Omaruru 'Location' Community of Social Practice: The Social Venture's Community Impact	Provided by participatory insider action research in-field inquiry information and data (see presentation and discussion of results chapter)
Health Awareness: Employees	Provided by participatory insider action research in-field inquiry information and data (see presentation and discussion of results chapter)
Health Awareness: Community Members	Provided by participatory insider action research in-field inquiry information and data (see presentation and discussion of results chapter)
Health Awareness through Social Entrepreneurship	<p>Literature review:</p> <p>Social entrepreneurship and social innovation (hygiene) in general and based on the case study of the Pad Man</p>
Increase in Health Awareness	Provided by participatory insider action research in-field inquiry information and data (see presentation and discussion of results chapter)

Review of the literature

Linking the themes to the literature review: a priori themes (continued)	
Behavioral Change	<p>Literature review:</p> <ul style="list-style-type: none"> - Systemic social entrepreneurship and attitudinal and behavioral change <p>Provided by participatory insider action research in-field inquiry information and data (see presentation and discussion of results chapter)</p>
Business: Double Bottom-Line Performance	<p>Literature review:</p> <ul style="list-style-type: none"> - Systemic social entrepreneurship - The double bottom-line dilemma in social entrepreneurship: a complexity scientific perspective

Table 4: Linkage: a priori with literature review topics

Review of the literature

2.3.2. Linkage: emerging themes and selected literature review topics

Linking the themes to the literature review: refined emerging themes	
Emerging themes	Literature review
The social condition in the Omaruru 'Location'	<p>Literature review:</p> <ul style="list-style-type: none"> - Condition in Namibian 'Locations' <p>Provided by participatory insider action research in-field inquiry information and data (see presentation and discussion of results chapter)</p>
Entrepreneurship propensity/uncertainty (risk) adversity	<p>Literature review:</p> <ul style="list-style-type: none"> - Poverty and the role of social business models - Uncertainty and risk models
Namibia's political discourse on entrepreneurialism	<p>Literature review</p> <ul style="list-style-type: none"> - Political discourse in Namibia (entrepreneurship and poverty alleviation)
Alcohol use (use of alcohol and health)	<p>Literature review and accounts provided by participatory insider action research in-field inquiry information and data (see presentation and discussion of results chapter)</p>
Spatial mobility	<p>Literature review and accounts provided by participatory insider action research in-field inquiry information and data (see presentation and discussion of results chapter)</p>
Attitudinal and behavioral change	<p>Literature review and accounts provided by participatory insider action research in-field inquiry information and data (see presentation and discussion of results chapter)</p>

Table 5: Linkage: emerging themes with literature review topics

Review of the literature

2.4. The conventional entrepreneurship perspective

2.4.1. Neo-classical economics: Austrian entrepreneurship

Austrian economics, closely associated with neo-classical economics, plays an essential role in painting a radical subjectivist picture of entrepreneurship (Chiles et al., 2010: 7). One dominant line of reasoning about entrepreneurship has developed around the idea of its contribution to economic growth (Mitra et al., 2011: 464; Garrett & Holland: 2015: 378). Specifically, Schumpeter's evolutionary economics moulded the generally taken-for-granted assumption, linking entrepreneurial traits, identity and activities (Wry & York, 2017: 456) to economic growth and wealth creation.

Meeting the Zeitgeist, Schumpeter's 'gales of creative destruction' (Kash & Rycroft, 2002: 581+601; Bornstein & Davis, 2010: 1; Albinsson, 2017: 369) - that is, the theory of destructive innovation or creative disruption (Blumberg et al., 2012: 159-160) - suggests that the function of entrepreneurs consists of inducing systems disequilibrium (Chiles et al., 2007: 468-469). In neo-classical economics-informed entrepreneurship frameworks, systems disequilibrium inspires the reforming or revolutionizing of patterns of production (Schindelhutte & Morris, 2009: 246) through carrying out new combinations (Heilbrunn, 2005: 422).

Kirznerian entrepreneurs are complementary to Schumpetrian entrepreneurs in that they enter a disequilibrium situation where their intervention consists of moving the market towards equilibrium (Kirzner, 1973; Kirzner, 1974).

Review of the literature

Although Schumpeterian and Kirznerian entrepreneurs may seem diametrically opposed, both entrepreneurship theories source from systems equilibrium thinking, therefore remaining closely associated with the neo-classical economics paradigm (Witt, 1992; Chiles et al., 2007: 468).

Disequilibrium and negative feedback thinking are firmly grounded in cybernetic systems thinking born out of the ‘application of the engineer’s idea of control to human activity’ (Stacey, 2011). The limitations of cybernetics systems thinking have widely been debated. In cybernetics, negative feedback inspires goal-seeking adaption to the environment based on the self-regulating operation of a cybernetic system. However, when negative feedback interventions become too fast, or too sensitive, the result could be uncontrolled cycles of over- and under-achievement of the desired state. Hence, to secure stability through negative feedback, it is necessary to accurately forecast not only the outcome of an intervention but also the time lag between an intervention and its outcome (Stacey, 2011: 66 ff.; Masuch, 1985: 15 ff.). Equilibrium seeking systems thinking provided an adequate model ‘in the placid, slow-paced world that preceded the modern era’ (Chiles et al., 2010: 9). In contemporary entrepreneurship, however, ‘...the order-creation process ideally operates and remains within the region of emergence lying between the edges of order and chaos’, favoring a theoretical, methodological and, by extension, practical disequilibrium approach (Han & McKelvey, 2016: 255).

Review of the literature

Austrian economics places value on the trait-based perspective, nurturing the idea of the entrepreneur as an ‘agent of change’ (Knight, 2013: 350; Luke & Chu, 2013: 6).

Following this line of reasoning, entrepreneurial change agents reform or revolutionize the patterns of production, resulting in episodic innovation and transformational change instances. Embedded in this neo-classical economics systems model, transformational change takes a macro perspective, emphasizing a system’s short-term adaption (Weick & Quinn, 1999: 361 ff.).

2.4.2. Standard liberal capitalist economics in less developed countries and markets

Countless studies of indigenous or local entrepreneurship indicate that many countries in the African continent see entrepreneurial development as the primary route to achieve economic development through industrialization (April et al., n. d.: 2).

Alvarez et al. (2015: 35) postulate that for inclusive development to be meaningful and sustainable, industrialization is required. In other words, while alternative approaches to poverty reduction can address important local issues, at some point, some form of industrialization is required to inspire economic and humanitarian development (Smith, 2019).

2.5. Innovation and entrepreneurship

Innovation is essential for all organizations if they wish to survive in the competitive capitalist economy that prevails in Western society (Wagner et al., 2011: 3069). Subsequently, in highly vibrant markets, organizations that respond more efficiently to altering market conditions perpetually outperform organizations that do not (Klingebiel, 2012: 309; Allen, 2013: 715).

The Schumpeterian entrepreneurship perspective thus directly and unambiguously associates the entrepreneurial process with innovation. Following Schumpeter, McGrath (1999: 14) defines the ‘entrepreneurial process as the set of activities through which innovations change existing combinations of factors of production in both the manufacturing and the service sectors’. According to standard liberal capitalist economic theory, continuous and rapid innovation and product and services differentiation moderate organizational success and survival over time.

However, Schumpeter’s broad research and practical agenda tried to develop a more comprehensive economic sociology that embraces ‘...not only actions and motives and propensities but also the social institutions that are relevant to economic behavior such as government, property, contract, and so on’ (Geels, 2014: 262 referring to Schumpeter, 1954: 21). The notions of ‘economic behavior’ and ‘social institutions’ do, however, not inhabit an abstract space. Both micro- and macro-economically relevant concepts are human creations. Subsequently, entrepreneurship is a socio-culturally situated and influenced activity (McKeever et al., 2014: 453), comprising its actors.

Review of the literature

Schumpeter's broadened entrepreneurship agenda establishes the nexus between entrepreneurs, their innovations and how they have often changed the course of history, and how historical events also shape the trajectory of entrepreneurship (Lippmann & Aldrich, 2016: 658). However, history has taught us that core models of mainstream economics are often over-simplified. This style of criticism dates back to what Schumpeter termed the 'Ricardian Vice': the construction of models that exclude significant aspects of the problem in the interests of mathematical tractability (Schumpeter, 1954). Subsequently, there is an important dissenting tradition in economics that is deeply concerned with this (Smith, 2009; Soros, 2013).

2.5.1. Human activity and novelty creation: a non-linear process

The value of simplified models has broadly been challenged in academia.

'The notion seems to be that complex systems can be managed if one can identify the right set of simple rules [...] I think that the radical potential of theories of complexity for organisational theory tend to be obscured by approaches of this kind because of the direct application of concepts from the natural science with no interpretation of what they mean in the human domain' (Stacey, 2011: 264).

Not only are there economic theory related restrictions, but Schindehutte & Morris (2009: 247) establish that in terms of an 'entrepreneur's role as an agent of change, entrepreneurial behavior alone can merely explain novelty since novelty evades deterministic explanation'. Whereas innovation can be a product of careful planning, trial-and-error or coincidence, novelty emanates from self-organization and process-emergence, sometimes resulting in fundamental structural development. Novelty emergence is 'spontaneous' or 'autonomous'.

Review of the literature

It arises from the intrinsic iterative nonlinear nature of the system and thus, for the most part, evades external design efforts (Stacey, 2011: 245). Both innovation and novelty result from, or elicit, adaptive and, occasionally, episodically transformative change instances.

Packard (2017: 543) asserts that there is an increasing number of contemporary approaches founded on, aligned with, or sympathetic to entrepreneurship as a transformative process. These include: enactment (Gartner, 1993; Weick, 1979) and creation theory (Alvarez et al., 2013); complexity theory (Lichtenstein, 2016; McKelvey, 2004 a+b); effectuation theory (Sarasvathy, 2001); entrepreneuring (Steyaert, 1997, 2007); design science (Dimov, 2016; Sarasvathy, 2003); radical subjectivism (Chiles et al., 2007; Chiles et al., 2010); the entrepreneurial journey (McMullen & Dimov, 2013); and the judgment approach (Foss & Klein, 2012).

The present literature review further examines Sarasvathy's (2001) effectuation theory which, crucially, ascribes the entrepreneur some agency in the transformative entrepreneuring and organizing process (Hervieux, 2010: 41).

Effectuation theory suggests that the process of surfacing opportunities is the product of interconnected network agents who combine their resources and skills to co-produce avenues for effective social action by means not ends (Nicholls, 2010: 627). The emphasis is on the present and the complexities inherent in the nascent entrepreneurial organizing processes (Han & McKelvey, 2016: 248).

Review of the literature

2.5.2. Innovation: definition, strategies and types of innovation

The Oslo Manual (OECD/Eurostat, 2005) defines innovation as ‘the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations’ (OECD, 2009: 11).

The Organization for Economic Cooperation and Development (OECD) differentiates between four innovation strategies: product innovation, process innovation, marketing innovation and organizational innovation (OECD, 2018). In a market-technology relationship context, the literature on innovation further distinguishes different types of innovation: episodic (radical) innovation, incremental (continuous) innovation, disruptive innovation and frugal innovation.

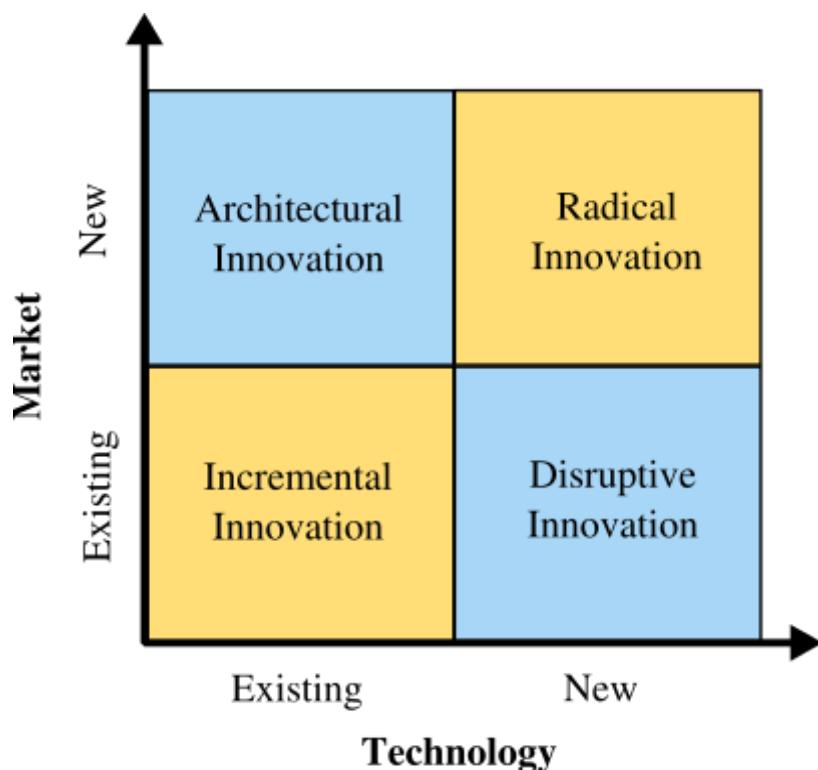


Figure 3: Types of innovation

Source: adapted from Henderson & Clark's (1990) innovation model

Review of the literature

In contrast to episodic innovation, continuous innovation describes a more micro-level process of unspectacular, sequentially adaptive change events (Weick & Quinn, 1999: 366) and, while disruptive innovation involves applying new technology or processes to a current market (Lopez, 2015), frugal innovation addresses an existing market via the use of existing technology (Angot & Plé, 2015: 4).

2.5.3. Innovation approaches in the base of the pyramid

Social ventures are organized as nonprofit, for-profit or hybrid organizations (Meyskens & Carsrud, 2011: 61). In all three cases, the assumption prevails that the primary purpose consists of creating social value by addressing unmet social needs. Sustainability and financial returns thus cover the aspects of social value creation (Urban, 2015: 7).

Whereas social entrepreneurship focuses on an individual and social enterprise addresses organizational form, social innovation strives to change the way a system operates (Westley & Antadze, 2010: 3). Subsequently, social sustainability draws on the concept of social capital (Wallace, 2005: 80) and is often explored through the conceptual lens of frugal innovation (Khan, 2016: 1). Brought into the developing economy context, frugal innovation refers to the capability to do more with less by either minimizing the use of resources (Khan, 2016: 4 referring to Radjou & Prabhu, 2014; Nandan et al., 2015: 40) or by removing unnecessary product and service features.

Review of the literature

In the developing and emerging market context the frugal innovation approach is directed at embracing what is, in price-elasticity terms, a largely inflexible target consumer segment. Accordingly, frugal innovation begins by asking the question: 'How can we do more with less while serving the basic needs of the base of the pyramid population?' (Banerjee & Leirner, n. d.: 2). This question illustrates the top-down, growth-driven, multinational company frugal innovation perspective and resulting market approaches.

Frugal innovation can thus be classified as a specific strategic marketing approach since it does not stipulate the possibility of participatory source innovation and local production.

Inspired by the observation of base of the pyramid consumer behavior, frugal innovation primarily appeals to a multinational company's reverse engineering capability (Gupta, 2011). In the words of Angot & Plé (2015: 4), 'frugal innovation means renewing the way that resources will be used'. Social value through frugal innovation is realized via the process of reverse-innovation (Le Bas, 2016: 17 ff.). The frugal innovation business approach pursues two main objectives. *First*, frugal innovation is directed at generating more business value via tapping into previously unserved or underserved markets where, for early movers, competition may be lower. The *second* assumption is that frugal innovation also creates more social good, as frugal innovation places value on the economic development and life-quality improvement at the base of the pyramid.

Review of the literature

While the concept of frugal innovation has made significant inroads into the entrepreneurship literature. For companies operating at the top of the pyramid, the frugal innovation through reverse engineering market(ing) approach helps to tap into the large base of the pyramid consumer segment. YOOR Salon, however, builds on a moderate bottom-up approach, seeking to scale the business through the dissemination of its core hygiene value proposition.

Hence, the classic frugal innovation framework as used by resource endowed multinational companies has little prospect of being successfully employed by YOOR Salon in the Omaruru ‘Location’ ecosystem.

2.5.4. Conventional entrepreneurship and innovation: contribution to the research issue

The review of conventional entrepreneurship literature establishes the nexus between economic thought and the contemporary organization of Western societies. Economic organization of society is primarily grounded in utility maximizing demand and supply capitalism. According to standard liberal capitalist economics, demand- and supply-end market participants are embraced as autonomous, utility-maximizing, and rational agents. The neo-liberalist perspective and discourse on entrepreneurship, however, cannot explain the social entrepreneurship paradox inherent in the dilemma of having to deal with antagonistic assets simultaneously (Alberti & Garrido, 2017: 12; Nandan et al., 2015: 42-43); an example of this is the contemporaneous pursuit of social and financial objectives (Han & McKelvey, 2016).

Review of the literature

Conventional entrepreneurship and innovation theories essentially lack the faculty to explain socially inspired entrepreneurs' business motives. Furthermore, they lack an explanatory framework for attitudinal and behavioral change other than grounded in micro-economic theory that is based on agents' utility-maximization contemplations.

2.6. Human and structural institutions

According to Huntington (1968), institutions are 'stable, valued, recurring patterns of behavior' enacted in stable social contexts. Alternatively, institutions can refer to mechanisms of social order. Mechanisms of social order govern individuals' behavior within social contexts. Therefore, institutions are identified with a social purpose. This social purpose transcends individuals and intentions by mediating the rules that govern social behavior. Because it might be misleading to argue that an institution is a form of behavior, for Hodgson (2015: 501), institutions are 'integrated systems of rules that structure social interaction'.

Individuals, groups of individuals and organizations are shaped by institutions and, in turn, influence how institutions change. The term 'institution' commonly applies not only to formal institutions created by entities such as the government and public services but also to informal institutions such as the customs and behavior patterns important to a society.

As the dominant system of interrelated informal and formal elements (Scully, 1988: 660-662), institutions are a principal object of study in social sciences. Formal institutions comprise structures of codified and explicit rules and standards.

Review of the literature

On the other hand, informal institutions emerge as enduring systems of shared meanings and collective understanding from social and cultural context (Turker & Vural, 2017: 100; Hechavarria, 2016: 1026).

Both formal and informal institutions coexist and therefore simultaneously facilitate and constrain the emergence of entrepreneurial activity. For instance, a lack of adequate institutions may inspire venture formation. This is because entrepreneurship activities are likely to emanate where there exist significant socioeconomic, cultural, or environmental constraints. On the other hand, dysfunctional or missing institutions or infrastructure are believed to frustrate entrepreneurial intent (Dacin et al., 2010: 50). The result is a wealth of academic literature that addresses and discusses entrepreneurship opportunities at both extremes of the spectrum. Relevant to YOOR Salon's business in the Omaruru 'Location', the present literature review researches entrepreneurship in developing economic and social contexts.

2.6.1. Entrepreneurship and the institutional void-spotting approach

A prominent entrepreneurship approach consists of institutional void-spotting. One void-spotting technique consists of identifying entrepreneurship opportunities based on the underperformance or absence of market intermediaries. In developing and emerging markets, however, there exists an alternative entrepreneurship opportunity that arises from the privatization potential due to non-execution of or underperformance in nation-state owned tasks.

Review of the literature

In either case, institutional void-spotting is an opportunity entrepreneurship-driven approach. In institutional void-spotting, prospective entrepreneurship starts with problem identification. Institutional void-spotting has mostly and successfully been practised by opportunity entrepreneurs in response to the absence of market intermediaries or in complement to inadequate, incomplete, or neglected government-owned public services. Institutional void-spotting entrepreneurship has received widespread attention from practitioners and scholars alike and has broadly been acknowledged to be a powerful innovation driver and venture formation enabler (Khanna & Palepu, 2006; Turker & Vural, 2017).

However, the filling-of-institutional-voids approach raises a serious challenge to social entrepreneurship because it requires changing the ways things are done at the source, without any formal power to do so (Arend, 2013: 315). Therefore, the study of institutional voids has disproportionately emphasized the strategies adopted by resource-endowed multinational companies (Khoury & Prasad, 2016: 935; Webb et al., 2010: 556). These multinational companies oftentimes possess the required bargaining power to negotiate privatization or partial privatization of duties that otherwise fall into the government sphere of activity. It is ‘...the bargaining power of the individuals and organizations that counts. [...] Only when it is in the interest of those with sufficient bargaining strength to alter the formal rules will there be major changes in the formal institutional framework’ (North, 1990: 68).

Review of the literature

Representative of an array of scholarly contributions, Olopade (2014) adopts a positive and opportunistic attitude towards the institutional void filling approach.

The author argues that the lack of infrastructure investment creates all sorts of vacuums to be filled (Olopade, 2014: 85) and, for the purpose, provides a Kenyan example of successful entrepreneurial re-intervention of money for the mobile age, customized to embrace the previously unbanked into a formal financial system.

Contextually, there are two aspects, deserving closer attention. *First* Kenya historically hosts an essential number of pro-business- and technology-literate Indian immigrants and, *second* the successful entrepreneurial initiative is based on the provision of technology service offerings.

While it is incontestable that technological innovations have a socially inclusionist effect, it nevertheless does not *a priori* translate into the developmentally desired and required type of 'real' economic value and wealth creation. In the absence of industrial manufacturing capacities and the physical transformation of goods and services on an industrial scale, developing African countries perpetually struggle to successfully and sustainably perform the step-change into emerging on the way to mature market economies.

Scale economics matters. For developing country economies to mature, inclusionist and sustainable economic growth is required. Efficient local industry clustering is essential and must be directed at nurturing small business creation that, in turn, facilitates technology transfer, innovation (Tan et al., 2009: 242), and value adding goods and services transformation through industrialization.

Review of the literature

Economic value creation is the key and what is contextually hard to grasp is the ideology that financial inclusion or the development of software applications are being suggested as solutions to problems such as poverty (Techpoint.africa, 2018).

Proponents have embraced entrepreneurship hybrids, hoping to cultivate active social networks and a thriving civil society that, in their hope, will discipline the state. However, it seems naïve to believe that entrepreneurship hybrids could ever supplant the integrative functions of a well-managed state (Mair et al., 2006: 49). From the latter perspective, social entrepreneurship is to be viewed as complementary to state-initiated, managed, and owned institutions, infrastructure and development initiatives. Social entrepreneurship activities can address minor institutional voids. They cannot, however, fully make up for failed state policies or replace the physical implementation and sustainable management of basic infrastructure policies and projects.

To summarize: ‘when institutional mechanisms are underdeveloped or missing, transaction costs rise, and the economy’s scope and growth is limited accordingly’. (Khanna & Palepu; 1999: 126; Khoury & Prasad, 2016: 936).

The present study’s entrepreneurial venture formation motive partially arose from institutional void-spotting. Lack of hygiene in hair and beauty salons was identified as a minor institutional void and thus inspired the initial reflection on how hygiene could improve people’s health and livelihoods. However, Namibia’s weak legal hygiene requirements would not allow for hygiene to transform into an exploitable competitive advantage.

Review of the literature

2.6.2. Underdevelopment: institutions and infrastructure

Formal institutions are the ones created by entities such as the government and public services. Formal institutions include the written constitution, laws, policies, rights and regulations enforced by official authorities. ‘A key consequence of formal institutions is mechanisms, like voting systems in democracies or organizational structures in hierarchies, that enable individuals who are agents to express their own views and to have a very different impact upon outcomes than those implied by the simple interest-group modeling that has characterized so much of economic and public choice theory’ (North, 1990: 111). According to this view, formal institutions enable individuals to exercise certain rights while simultaneously being constrained by regulatory frameworks.

The lack of formal institutions moderates as an obstacle to nascent entrepreneurship (Dacin et al., 2010: 50). The lack of resources (human, social, and financial) and basic infrastructure such as electricity, water, transportation and telecommunication infrastructure has been identified as a major obstacle to nascent entrepreneurship (Khoury & Prasad, 2016: 934 ff.; Gupta et al., 2015: 108). Accordingly, in the developing and emerging market economy and country context, the lack of infrastructure perpetually frustrates entrepreneurial intent.

Ecosystems, small and large, consist of a variety of institutions coexisting and complementing each other (Goyal & Sergi, 2015: 273). The underlying logic thus predicts that, if capital is expanded through efforts such as education (human), network access (social) or access to conventional debt or equity funding (financial), business development will necessarily follow (Bradley et al., 2012: 685).

Review of the literature

In the Namibian context, social and financial capital expansion requirements are, unfortunately, consistently being frustrated by factors cited in the Bertelsmann Stiftung Report (2018: 16) ‘The quality of the education system is poor, despite high budget allocations [and] due to an urgently needed austerity policy, introduced during the second half of 2016, public service delivery will be further limited...’

2.6.3. Institutions: the role of human agency

Adopting a complex adaptive process theory perspective, people are both social participants and observers at the same time (Stacey, 2011: 473). The enterprise of understanding dynamics in human behavior requires embracing the fundamental idea that people form the social while simultaneously being shaped by it. The root of this reasoning approach can be traced back to George Herbert Mead’s (1934/1956) symbolic interactionism framework

‘Symbolic interactionism is a sociological framework that illustrates the divergent meanings people place on objects, interactions, and people, and the corresponding behaviors that reflect this range of interpretations. It is a culturally rooted, learned phenomenon, which is refined through the process of socialization’ (Vejar, 2011: 114 ff.; Vejar, 2017).

The understanding of institutions as integral systems of rules that structure social interaction (Hodgson, 2015: 501) relates to the understanding that institutions set bound on individual rationality. But, ‘through choice and action, individuals [...] can deliberately modify, and even eliminate both formal and informal institutions’ (Turker & Vural, 2017:100 citing Barley & Tolbert, 1997: 94).

Review of the literature

Human agency is always embedded in a social context. Accordingly, human and, by extension, entrepreneurial agency is socially conditioned, negotiated and enacted. Contextual conditions simultaneously enable and constrain agents' choices and behavior, but agents do have a choice when interacting in situationally bounded contexts, even if these conditions bias and restrict their choice (van Burg & Romme, 2014: 377; Grint, 2005: 1471).

Shover & Honaker (1991) illustrate this instance based on an empirical inquiry conducted into criminal decision making by serious offenders. In their concluding remarks, the authors note that, in spite of looming legal sanctions,

‘...daily routines [and] characteristic of the lifestyle of persistent and unsuccessful offenders modifies both the salience of their various decision utilities and their perceptions of legal risk. The lesson here for theories of criminal decision-making is that while utilities and risk assessment may be properties of individuals, they also are shaped by the social and personal contexts in which decisions are made. Whether their pursuit of life as party is interpreted theoretically as the product of structural strain, choice, or even happenstance is of limited importance to an understanding of offenders' discrete criminal forays. What is important is that their lifestyle places them in situations that can transform severely the utilities of prospective actions’

(Shover & Honaker, 1991: 21-22).

Subsequently, human agency is a temporally embedded process of social engagement, informed by past experiences (Emirbayer & Mische, 1998: 962; Stensaker et al., 2012: 13), intuition and creativity.

Review of the literature

The focus is on the role of situated, negotiated, intuitive (Karabey, 2012: 862) and socially embedded human agency and centres on how structures are transformed and modified through processes of everyday entrepreneurial or organizational life (Tsoukas & Chia, 2002: 569-570). Finally, a practitioner's agency is engaged agency and needs to be placed in the context of the practice in which it is generated (Taylor, 1993: 325; Yanow & Tsoukas, 2009: 1348). Structural modifications based on human bounded and in-situ agency thus predominantly arise from adaptive change events where, 'nowadays, change has become the norm and inevitable condition [...] rather than an episodically exceptional event' (Bechky, 2006: 16; Thomas et al., 2011: 23; Greene, 2018: 28).

In terms of entrepreneurial intentionality and agency, Namibia is a business-friendly place. YOOR Salon's relationship with formal Namibian government institutions is straightforward, problem-free and, in African terms, transparent and expedient.

Subsequently, the present study places specific attention on the properties and quality of social relations prevailing within the Omaruru 'Location' ecosystem.

2.7. Social entrepreneurship

2.7.1. The origin of social entrepreneurship and some successful examples

The concept of social entrepreneurship emerged as early as the 1980s. It was initially introduced and popularized by Bill Drayton, who established Ashoka to support individuals involved in the field of social entrepreneurship. Ashoka's mission is to help 'shape a global, entrepreneurial, competitive citizen sector' (Nicholls, 2010: 619).

Review of the literature

Other prominent social entrepreneurship protagonists include: Klaus Schwab, initiator of the Schwab Foundation (El Ebrashi, 2013: 192; Hockerts in Mair et al. 2006: 145); the 2006 Nobel Peace Prize winner Muhammed Yunus, founder of microfinance Grameen Bank in Bangladesh; Ed Skloot at New Ventures, who helped non-profit organizations explore new sources of income; Victoria Hale, the founder of OneWorld Health; and Jim Fruchterman, a Silicon Valley engineer who created Benetech (Dees, 2007: 24; Smith & Nemetz, 2009: 51).

Drayton summarizes the mission of social entrepreneurship in his famous quote: 'Social entrepreneurs are not content just to give a fish or teach how to fish. They will not rest until they have revolutionized the fishing industry' (Ashoka, 2019; Smith & Nemetz, 2009: 53; Zeyen et al., 2013: 102).

2.7.2. Social entrepreneurship in academia

Gregory Dees is considered as the father of social entrepreneurship education (Bornstein & Davis, 2010: 1). 'He showed how the theory and practice of innovation and entrepreneurship could be mingled with a social mission' (Rahdari et al., 2016: 352).

Across a majority of social entrepreneurship definitions, there is an emphasis on the social context (Elmes et al., 2012: 534). Mair & Schoen (2007: 55) define successful social entrepreneurship business models as those that transform social ventures into self-sustaining organizations which simultaneously create social and economic value (Rispal & Servantie, 2017: 429). Subsequently, central to social entrepreneurship is the creation of positive and sustained social change (Hamschmidt & Pirson, 2011; Trivedi & Misra, 2015: 38).

Review of the literature

This kind of integrative change based on ‘a deepened consciousness of their situation that leads people to apprehend that situation as an historical reality susceptible of transformation’ (Freire, 1970: 85).

Zahra et al. (2009), Dacin et al. (2010: 39-41) and Goyal et al. (2016: 421-422) present a number of detailed definitions and descriptions of social entrepreneurship. One contextual meaningful social entrepreneurship conceptualization reads:

‘Social entrepreneurship combines the resourcefulness of traditional entrepreneurship with a mission to change society’ (Seelos & Mair, 2005: 241).

Seelos & Mair’s (2005) social entrepreneurship definition is relevant to YOOR Salon’s socially inspired entrepreneurship venture, because it does not disassociate the social from the ordinary entrepreneur. Other factors remaining unchanged, a social entrepreneur’s emotive stimulus translates into a social cause directed mission.

The definition’s emphasis is on social change as a process, which intercepts the reasoning of Gartner (1988: 28) and Lewis (2015: 664), who consistently advocate that trait approaches have been unfruitful because of their a priori separation of the actor from the activity and the lack of socio-cultural context. The social entrepreneurship definition does further not address social entrepreneurship as large-scale social movement but embraces social change of any size, accomplished in any location and at any time.

Review of the literature

2.7.3. Social entrepreneurship: the meta-narrative

In her assessment of the meta-narrative of social enterprise and sustainability, Wallace (2005: 82-83) strikes a more critical note in that the author observes that the dominant discourse on social entrepreneurship policy and strategy has embraced a meta-narrative of the market. From this perspective, social entrepreneurship has followed a market approach, otherwise associated with orthodox business practices.

For a social entrepreneurship venture to be and remain self-sufficient, the market conditions must be adequate (Kistruck & Beamish, 2010: 744); that is, a social venture's value proposition must be commercially viable. But, for a value proposition to be commercially viable, social enterprises must cognize the ecology of the social problem (Trivedi & Misra, 2015: 38). Cognizing the ecology of the social problem through systems thinking helps to identify and to embrace external variables as probable feedback loops (Trivedi & Misra, 2015: 57), implying that the better an entrepreneur's knowledge of the system's landscape topology, the higher the social entrepreneurial success probability. Hence, market conditions, embedded in the ecology of the social problem, do co-determine a social enterprise's relative positioning on the social entrepreneurship double bottom-line continuum.

Review of the literature

2.7.4. Social versus conventional entrepreneurship

Definitional uncertainty arises from trying to characteristically discriminate social from alternative entrepreneurial activities along the mission, process and resource dimensions.

Dacin et al. (2010: 44) offer an overview along these axes. Intriguingly, even conventional entrepreneurship with its primary focus on profit and wealth creation is intrinsically social. *Firstly*, it creates employment and *secondly*, it generates taxable profits to the benefit of the welfare state (Alcantara & Kshetri, 2013: 636).

Social entrepreneurship with its emphasis on social change and wellbeing, aims at generating a social movement through direct re-investment of profits into the source-initiative. Under scalable business conditions, re-investment into the social source-initiative is believed to create more directed and significant social impact.

Since all successful enterprises create some social value (Ireland & Webb, 2007: 891-892) by solving social issues, creating employment or indirectly, by generating tax revenues, there is a strong argument to identify all entrepreneurial forms as social (Mair et al., 2006: 89; Dacin et al., 2010: 42-43). The key features, distinguishing social from commercial entrepreneurship may thus be located in an entrepreneur's intrinsic motive, motivation and the resulting enterprise management style (Austin et al., 2012: 371).

Review of the literature

In social entrepreneurship, the focus is on pursuing sustainable solutions to neglected issues with positive externalities (Santos, 2012: 335; Pless, 2012: 318). However, in social entrepreneurship there is no proven method, code of practice or core business model to follow (Roberts & Woods 2005: 46). Neither is there an agreement where to place the optimal social and economic double bottom-line benefits threshold. (Arend, 2013: 314-315; Dacin et al., 2010: 43; Zahra et al., 2009: 522). The standardized assessment and quantification of social performance remains one of the most significant challenges for social entrepreneurship practitioners and researchers alike (Mair & Marti, 2006: 42-42; Goyal et al., 2016: 435).

Balancing social wealth with the desire to maintain economic efficiency is a delicate issue (Zahra et al., 2009: 520). Therefore, if social and financial priorities co-exist, a business's relative position on the continuum arguably only defines its social versus financial inclination (Mair et al., 2012: 364).

As implied by this thesis' research questions, a positive social impact is one thing, sustainable attitudinal and behavioral change in the Omaruru 'Location' constituency is something else entirely. Positive externalities are place, context- and process-sensitive, making it difficult to generalize their contribution to YOOR Salon's double bottom-line dilemma resolution.

2.8. Social entrepreneurship embeddedness

This section ties together the concepts of institutions and network embeddedness in a socially motivated entrepreneurship context.

2.8.1. Institutional embeddedness components

Meyskens & Carsrud (2011: 74) advocate that the development of partnerships in nonprofit and hybrid social ventures is more important than in for-profit ventures. Contextually, partnership refers to embeddedness and Kistruck & Baemish (2010: 738 based on Zukin & DiMaggio, 1990), address four embeddedness components: cognitive, network, cultural, and political.

Cognitive embeddedness involves the patterns of mental processes that govern individual action and refers to the ways in which the structured regularities of mental processes limit the exercise of economic reasoning. This notion calls attention to the limited ability of actors (Zukin & DiMaggio, 1990: 15–16) to employ the kind of rationality required by neoclassical economics (Dequech, 2003: 462).

Network embeddedness refers to locally embedded practices (McKeever et al.: 2014: 467) and is predominantly concerned with interdependencies among local actors (Dacin et al., 2011: 1206) as illustrated by the spectrum of opposing relational strong-to-weak ties. In their extremes, the former is often associated with the phenomenon of groupthink (Janis, 1972; Baron, 2005; McKelvey et al., 2013: 18) while the latter is believed to create conditions favorable to novelty production and entrepreneurship (Granovetter, 1973; McKelvey, 2002: 9).

Review of the literature

Cultural embeddedness addresses a more macro-level phenomenon; it is what Hofstede (1980: 42 ff.; 1983: 76-77) accurately labels ‘collective mental programming’, consisting of social belief and value systems, local norms and the resulting attitudinal and behavioral patterns. These patterns define a society’s relative positioning on the individualism-collectivism continuum where it is speculated that a balanced emphasis will result in higher levels of entrepreneurship activities than an overemphasis of either pole on the cultural spectrum (Morris et al., 1994; Heilbrunn, 2005: 427).

Finally, political embeddedness refers to institutionalized norms for socially approved action, typically prescribed in a nation-state’s constitution and the law, and executed through constricting governmental bureaucracies.

2.8.2. Types of network embeddedness

Based on the definition of the four components of embeddedness, this section further examines the types and the quality of entrepreneurial network embeddedness and how well they facilitate or constrain entrepreneurship activities.

Contemporary studies reveal that for nascent entrepreneurship to be successful, both network types are required; that is, strong and weak ties must coexist (Elfring & Hulsink, 2007: 1849 ff.; Jayawarna et al., 2011: 736) and be complemented by brokerage activities for network renewals as new ventures evolve. After all, networks come into being when individuals and groups of individuals interact, and not the other way around (Salancik, 1995: 345; Hargadon, 2002: 78).

Review of the literature

In a developmental context, Galvin & Iannotti (2015: 439) discuss the tension arising from the social entrepreneurship dilemma. The authors' finding intercepts

Han & McKelvey's (2016: 248) discussion of intentional emergence under circumstances of various simultaneously competing and disparate objectives.

Both studies identify the social entrepreneurship inherent double bottom-line dilemma with the latter suggesting a framework for complexity reduction in the entrepreneurial organizing process over time.

2.9. Human-centered entrepreneurship approaches

Human-centered entrepreneurship initiatives have generally been praised as being inherently good for society and for people (Berglund & Johansson: 2007: 77 adopting a critical perspective; Adeleye et al.: 725). The underlying rationale is that other than not-for-profit community development initiatives, social entrepreneurship hybrids build on mutual value creation by means of conducting value-adding business activities within communities in need.

Social entrepreneurship initiatives are born out of a social motive, mission and visions, directed at creating value to the benefit of the community (social) and the company (financial). In other words, hybrids ground their strategy on their beneficiaries (Alberti & Garrido, 2017: 12; Nandan et al., 2015: 42-43).

Herein, however, lies a paradox, commonly termed the double bottom-line dilemma (Han & McKelvey, 2016: 245; Szymanska & Jegers, 2016: 506). Double bottom-line describes value capture through the simultaneous pursuit of social and economic goals in social entrepreneurship (Belz & Binder, 2017: 2; Uygur & Marcoux, 2013: 133).

Review of the literature

Double bottom-line addresses a social entrepreneurship initiative's challenge of ensuring financial sustainability while remaining socially relevant (Goyal & Sergi, 2015: 272; Wallace, 2005: 78). However, there is little agreement as to where to locate the optimal social and economic double bottom-line benefits balance and how entrepreneurial compassion can fuel this most effectively (Arend, 2013: 314-315; Dacin et al., 2010: 43). It has therefore been acknowledged that the quantification and standardized impact assessment of social performance remains one of the most elusive endeavours (Mair & Marti, 2006: 42-42; Goyal et al., 2016: 423-424 + 435).

Social entrepreneurship protagonists propose an array of specific features, setting social entrepreneurship apart from conventional, institutional or cultural entrepreneurship (Dacin et al., 2010: 44). For many social entrepreneurship proponents, the ultimate aim of social entrepreneurship is individual, community and humanitarian empowerment through poverty alleviation, or vice versa. Subsequently, social entrepreneurship is often idealized and presented as a launch pad to humanitarian prosperity.

The claim for mutual value creation is certainly not new, neither is it unique to social entrepreneurship. In YOOR Salon's case, the business's added value proposition is hygiene in service delivery. Hygiene, as a contextually moderate human-centered added value seems, however, not to generate a strong enough motivator or systems attractor for people to sustainably change their attitudinal and behavioral habits. Hence, neither the study of ordinary entrepreneurship, nor the study of human-centered entrepreneurship resolves YOOR Salon's business issue.

2.10. Social entrepreneurship and poverty alleviation

2.10.1. A mobility of poverty perspective

Instead of poverty defined in absolute terms, this thesis adopts a mobility of poverty perspective. The mobility of poverty framework provides a richer and more nuanced understanding of poverty because it challenges the conventional assumption of ‘the poor’ as a homogeneous and essentially static population.

Conventional measures of poverty tend to underestimate the actual number of people in extreme poverty over the course of time. This is because conventional measures are unable to contribute temporal information about the individual poverty experiences of those who fall into poverty, those who remain trapped in poverty and those who manage to escape it.

In the African context, there exists a vast and diverse poverty spectrum. The relative position on the poverty spectrum is contingent on a variety of factors such as changes in political governance, economy-wide shocks, resource access and distribution, gender inequality, pandemics, environmental changes, changes in developmental dependency and the effects of kinship in entrepreneurial networks on resource acquisition and accumulation (Khayesi et al., 2014; Daspit & Long, 2014). Therefore, poverty is a highly dynamic phenomenon that changes over time, making it difficult to be assessed by means of standardized evaluation tools.

Namibia experiences both transient and persistent poverty, with the latter having been systematically institutionalized along racial lines. Namibia’s political past helps to explain how social capital inequality perpetuates chronic poverty and vice versa.

Review of the literature

Socially deprived experience clusters of interlocking disadvantages drastically restricting some people's ability to draw on social capital to ameliorate their unfavorable condition (Cleaver, 2005: 893). In the Namibian case, until recently, almost all poverty was additionally inter-generational because colonialism and apartheid left little room for it to be otherwise (Aliber, 2001: 2).

2.10.2. Culture and poverty

For Elaydi (2012: 117), persistence poverty emerges from structural poverty, which requires a strong community commitment to combat.

In the sub-Saharan African context, however, massive cultural, social, demographic, tribal and, by extension, religious diversity continuously frustrates the required communal homogeneity.

Furthermore, poverty does not a priori facilitate community commitment and engagement, since there exists a 'dark side' of social capital (Cleaver, 2005: 894). This dark side resides in co-ethnic bonds, from which, some accrue particularistic (unearned) benefits by virtue of membership in ethnic or religious communities (Portes, 2014: 52). Ethnic cohesion, solidarity, and trust may hold some benefits for individuals (Portes, 2014: 53). This is because trust mediates networks of civic engagement based on established norms of reciprocity (Putnam, 1993: 171; Levi, 1996: 47). However, established rules of reciprocity are place-sensitive, socially constructed and enacted in customs and traditions. They are beneficial for some while discriminatory to others.

Review of the literature

In the context of entrepreneurship, the specific and situated qualities of co-ethnic bonds facilitate or constrain initial entrepreneurial resource acquisition and subsequent resource accumulation (Khayesi & George, 2011; Khayesi et al., 2014).

Therefore, neither established norms of reciprocity nor prevalence of poverty, per se, inspire social network building, performance and entrepreneurship (Khayesi & George, 2011; Khayesi et al., 2014). This is because belief-system affected co-ethnic bonding creates social networks while, simultaneously, constraining out-group members' network access options.

2.10.3. The neo-liberalist entrepreneurship discourse in political Namibia

People living in abject poverty, tend to prefer stability through loss aversion despite their impoverished conditions (Webb et al., 2013: 15).

For political Namibia, the outcome is twofold. *First*, risk aversion perpetually frustrates the Namibian political agenda and the resulting discourse which, on the way to economic and humanitarian prosperity, embraces entrepreneurship activities as a powerful vehicle for poverty alleviation. *Second*, co-ethnic bonding frustrates Namibia's quest for national unity, couched in a political discourse of 'unity in diversity' (Akuupa, 2010: 103).

Review of the literature

A nuanced and critical way of thinking about the promotion of developmental entrepreneurship activities is offered by Kohl-Arenas (2015: 806), who states:

‘This neoliberal turn, with its focus on privatization, deregulation, liberalization of the market, and hyper-promotion of entrepreneurship, further separated a critique of capitalist systems that produce vast inequality from the moral, behavioral, and now entrepreneurial responsibilities of the poor.’

Similarly, Blackburn & Ram (2006: 85) establish natural, social and contextual entrepreneurship embeddedness when arguing ‘...social exclusion also has overwhelming geographic, family, education and labour market aspects which entrepreneurship can do little to address’.

In lesser developed countries and market economies, initial resource disadvantages - in combination with a business scalability dilemma (Goyal et al., 2016: 432) and underdeveloped infrastructure - thus question the self-help entrepreneurship’s contribution potential for the politically hoped-for economic transformation.

2.11. Poverty eradication through mutual value creation

Over the past two decades the concept of ‘mutual value creation’ has received attention from both scholarly researchers and practitioners alike (London, et al. 2010: 582).

Two conceptual frameworks take centre stage: the base of the pyramid market approach framework and social entrepreneurship initiatives. Both frameworks are, ‘in theory’, highly committed to mutual value creation.

Review of the literature

The present thesis' research thrust is thus directed at evaluating whether mutually shared value, represented by the social entrepreneurship double bottom-line can be achieved in the Omaruru 'Location' base of the pyramid ecosystem.

2.11.1. The conventional base of the pyramid business framework

It is noteworthy that the base of the pyramid market consumer segment exists in both developing and emerging markets as well as in mature market economies (Imhof & Mahr, 2017: II ff.).

For the purpose of the present study, the base of the socio-economic pyramid is used in the traditional developing and emerging market economy sense, following Prahalad & Hart's (2002) original base of the pyramid conceptualization.

In developing and emerging market economies, the base of the pyramid business approach adopts a top-down perspective directed at embracing the economically disenfranchised as potential customers and consumers rather than viewing them as aid recipients. According to Kolk et al. (2014: 363), there therefore exists cross-pollination potential when combining hybrid enterprise models with successful base of the pyramid low-end market penetration strategies.

The base of the pyramid business approach is firmly committed to the requirement to understand the commercial infrastructure, or the lack thereof, at the base of the pyramid (Prahalad & Hard, 2002: 8). However, for the base of the pyramid to be a viable concept, any experiment needs to be commercially scalable (Prahalad, 2005: 32).

Review of the literature

The base of the pyramid market approach adopts a view, according to which profitable highly successful top of the pyramid serving firms endeavor to additionally embrace the approximate five billion Tier 4 consumers (Prahalad & Hard, 2002: 4; London & Hart, 2004: 360). This approach therefore explores multinational organizations' potential business opportunities residing in the base of the socioeconomic pyramid (Prahalad & Hard, 2002). It navigates both the base of the pyramid centered supply chain perspective - where multinational companies partner with base of the pyramid small scale producers (Perez-Aleman & Sandilands; 2008, 37; Brix-Asala et al., 2016: 419) - and the marketeer perspective, where multinational companies tailor their products and services to meet base of the pyramid consumer needs.

Several questions come to mind, however: Does the base of the pyramid market approach benefit both multinational companies and the target consumers equally? And, is the claim for mutual value creation legitimate? (London, et al. 2010: 582).

There is, indeed, no agreement on how organizational profitability and social impact can be sustainably scaled at the base of the pyramid. Developing and emerging market economies typically feature a vibrant private sector and a market economy. However, this private sector is mostly informal, fragmented, local and fraught with last-mile distribution challenges (Prahalad, 2005: 79; Desa & Koch, 2014: 147).

Review of the literature

2.11.2. Entrepreneurship motive

The reasonable gain logic is associated with the subsistence level. Subsistence entrepreneurs typically speculate on future gains while operating at and from the socio-economic survival threshold (George et al., 2016: 1120).

Unfortunately, entrepreneurship from the subsistence threshold is a challenging endeavour. Considering the sheer number of competing individuals in the base of the pyramid, it consistently generates and re-enforces hyper-competition when selling goods and services door-to-door. Minimally achievable sales margins are additionally eroded by armadas of survival entrepreneurs, offering similar basic products and services through the same and therefore hypercompetitive last-mile distribution channel. As a result, the possibility of real and sustainable mutual value creation is severely compromised. In the face of hyper-competition and the absence of product and service differentiation, survival entrepreneurs lack the possibility to make a step-change (Daouda et al., 2016: 130); that is, to move from subsistence into potentially value-adding opportunity entrepreneurship.

2.11.3. Critical base of the pyramid business model contemplations

Ironically, fierce criticism of Prahalad's and Hart's base of the pyramid business framework has come from the University of Michigan's Ross School of Business, whence it originated. Aneel Karnani (2006: 99) holds that 'the popular "bottom of the pyramid" [...] position argues that large companies can make a fortune by selling to poor people and simultaneously help eradicate poverty. This is, at best, a harmless illusion and potentially a dangerous delusion'.

Review of the literature

For Karnani (2006: 109) the ‘fallacies of the base of the pyramid proposition are exacerbated by its hubris’. Adopting a critical perspective vis-à-vis the base of the pyramid business approach, requires favoring the development of the supply end through fair trade with local producers. Correctly compensated base of the pyramid producers will ultimately climb up the socio-economic ladder, converting into the envisaged and desired purchase parity empowered consumer base (Agnihotri, 2013: 598; Singh et al., 2015: 363; McKague et al., 2015: 1064).

In the African context, and with hopes of formal jobs fading fast, entrepreneurship is

‘cast variously as enterprising solution to poverty, [...] BoP initiatives champion youth (and women) as the untapped frontier of enterprising energy, an army of aspirant entrepreneurs who serve at the vanguard of economic growth and poverty reduction by selling goods and services door-to-door’ (Dolan & Rajak, 2016: 514).

Dolan & Rajak’s (2016: 514) critical argument exemplifies the illusionist win-win promise at the base of the pyramid to conjure individual agency from economic disenfranchisement.

The inherent paradox is evident. Where nation states and their institutions - political, economic and social in nature - fail to create appropriate and inclusive ecosystems, entrepreneurship activities evoke a compelling proposition (Khoury & Prasad, 2016: 938). In Africa especially, base of the pyramid entrepreneurship circulates a vision ‘...of the private sector offering a salve for the failures of aid and absent states’ (Dolan & Rajak, 2016: 526).

Review of the literature

Nevertheless, South Africa and Namibia, among many other sub-Saharan African countries, have adopted a policy of promoting developmental entrepreneurship via interventions in the marketplace (Dana, 1993: 90).

An alternative way of thinking about entrepreneurship in Africa emerges from the observation that, in market economies featuring up to 80 % informal businesses (Khoury & Prasad, 2016: 934 ff.), there unsurprisingly exists a large base of the pyramid population.

People, perpetually struggling to maintain their livelihoods in the base of the pyramid, inevitably engage in an array of subsistence entrepreneurship activities, while others subscribe to risk-managing ‘doing nothing’, hoping to receive some state or development cooperation aid. Considering the number of Namibians benefiting from state aid, there is a need to research into why entrepreneurship alternatives perpetually fail to generate strong-enough systems attractors or motivators for people to engage in entrepreneurship opportunities. With its high level of poverty, lack of a supportive state, and need for sustainable livelihoods, Namibia’s situation most closely aligns with the sustainable subsistence social enterprise model (Kerlin, 2013: 98 + 102). The evaluation of this Namibia-specific aspect is thus embedded in the presentation and discussion of results chapter.

2.11.4. Base of the pyramid framework: limitations to the present study

Namibia is not a traditional base of the pyramid poverty alleviation market approach country. This is exemplified by the fact that in 2017, Namibia had only a population of an estimated 2.5 million (The World Bank, 2018), legitimizing the relative insignificance of the base of the pyramid framework to Namibia’s development.

Review of the literature

The research-relevant Omaruru ‘Location’ ecosystem features socio-economic base of the pyramid characteristics in the concurrent absence of a scalable demographic base of the pyramid market potential (Kolk et al., 2014: 363). In this study, the base of the pyramid framework thus serves the illustration of locally prevailing socio-economic conditions in the Omaruru ‘Location’.

2.11.5. Social entrepreneurship research: a broad variety of research priorities

The review of human empowerment and poverty reduction through social entrepreneurship literature establishes perspectival diversity. This finding is not surprising, considering the breadth of the topic.

Factors such as researchers’ choices of specific content areas of research interests, divergent study contents, diversity in research contexts and processes, the use of specific research methodology, methods, and techniques, the use of language, etc. all contribute to perspectival and study outcome relevant diversity. It may thus be difficult to state one’s conceptualization and understanding of social entrepreneurship or to develop ideal types thereof, since different researchers may apply different standards to what constitutes, for instance, a social innovation or social value creation (Choi & Majumdar, 2014: 374; Lumpkin et al., 2013: 777). Subsequently, Tan et al. (2009: 258-259) argue that ‘one of the hallmarks of provocative research [into innovation and technology strategy in the small firm] is that it generates more questions with continuing research than it does answers’.

Review of the literature

While there is some substantive literature originating from the realm of developmental cooperation, Rivera-Santos et al. (2015: 75) establish that ‘in areas of management that emphasize social issues, such as corporate responsibility, sustainable development, and social entrepreneurship, only a few studies use substantive multi-country African data that go beyond single-country cases and single-indicator set-ups.’ This inference supports the assumption that it is difficult to establish study comparability across African contexts.

As far as Namibia is concerned, studies conducted in South Africa typically serve as a proxy to generalize research findings that may or may not fit the unique Namibian context, developmental process and environmental conditions. However, Namibia, in an academically research-inspiring way, distinguishes itself considerably from South Africa.

2.12. Entrepreneurship: process and complexity perspectives

2.12.1. Effectuation theory: a process perspective

The previously discussed reasonable gain stands in sharp contrast to the affordable loss logic (Sarasvathy, 2003: 209-210; Sarasvathy, 2001), promoting the occurrence of opportunity entrepreneurship activities.

From a pragmatist and practice-based perspective, entrepreneurship is an entirely process-driven activity, combining the task of entrepreneurship with the challenge of transforming the society in which one has to live into the society in which one wishes to live (Steyaert, 2007: 465 based on Sarasvathy’s, 2002: 95 effectuation theory).

Review of the literature

The effectuation perspective is highly relevant to the present study because it places humanitarian development through opportunity entrepreneurship above subsistence entrepreneurship directed at poverty alleviation. It prioritizes entrepreneurial here-and-now organizing practices over a future-orientated and therefore highly speculative strategic decision-making process. By so doing, effectuation identifies and ascribes significance not only to individuals' present value judgments and interventions but also to the subsequent outcomes. This line of reasoning moves substantially away from canonical economic theorizing, where supposedly self-interested, utility maximizing and fully informed 'rational' agents' decision making and resulting actions are accurately predictable (Levine et al., 2015: 22 ff.).

Effectuation theory (Sarasvathy, 2001) suggests that the process of surfacing opportunities is the product of interconnected network agents who combine their resources and skills to co-produce avenues, or more elegant ways for effective social action, by means not ends (Nicholls, 2010: 627).

Effectuation logic emphasizes intentionality; that is, entrepreneurship is an intentional emergence process (Packard, 2017: 543+547), exercised in a material reality. It explores a view in which the entrepreneur not only intervenes in but proactively generates the conditions that she or he desires to act upon (Steyaert, 2007: 466). According to Packard (2017: 543) effectuation logic builds on the interpretivist meta-theoretical framework, embracing human intentionality as a critical determinant of behavior, residing above the logic of deterministic causality (Packard, 2017: 536).

Review of the literature

Sarasvathy's (2001) effectuation logic embodies three principles that together form the core of effectuation reasoning, thus distinguishing it from standard causation economics. These three principles are: affordable loss rather than expected returns; partners rather than competitive analysis; and leveraging contingencies rather than avoiding them (Sarasvathy, 2003: 209-210).

All three principles are central to YOOR Salon's socially motivated entrepreneurship venture. Specifically, the 'affordable loss take' principle. From the outset, the focus was on what the business owner could afford to lose rather than on the speculative forecasting of possible gains. In this scenario, entrepreneurs tend to move away from predictive to means-based approaches (Tanev et al., 2015: 6 ff.); that is, the shift from future-orientated entrepreneurial strategizing back to present-tense, awareness-based physical and experimental (Gilbert & Eyring, 2010: 98) decision-making in the unfolding entrepreneurial process (van Burg & Romme, 2014: 376).

Effectuation reasoning suggests that entrepreneurs thrive in uncertain environments where they proactively create rather than capitalize from identified institutional voids (Schindehutte & Morris: 2007: 245-246 + 248). In this way, Sarasvathy's (2001) theory of effectuation differs from Simon's (e. g. Shrivastava, 1983 referring to Newell & Simon, 1972) perception of bounded rationality. According to effectuation theory, boundedly rational actors use knowledge judgments to make decisions as they search for new means-ends relationships in the entrepreneurial opportunity space (Schindehutte & Morris, 2007: 257). These knowledge judgments procure actors the essential faculty of intentionality in the entrepreneurial organizing process over time.

Review of the literature

Under the logic of emergence and affordable loss, the focus is on adaptation throughout the entrepreneurial process, accompanied by smart risk management (Gilbert & Eyring, 2010: 93 ff.).

The result is a reasoning approach, opposing logic of control to logic of entrepreneurial emergence. While logic of control is historically grounded in the study of observable human behavior, the logic of entrepreneurial emergence complements the former with the inclusion and study of directly inaccessible and unobservable cognitive processes.

The study of entrepreneurship from an innovation perspective appends an avenue for understanding innovation out of the status quo and in unique contexts (Bhatti, 2014: 13). It puts forth a view wherein innovation characteristics and nascent entrepreneurship features are always contingent on specific content, context, entrepreneurial organizing, action intervention and the unique environmental feedback interpretations process over time (Pettigrew, 1987).

Therefore, the concepts of logic of control versus the concepts of logic of entrepreneurial emergence are not mutually exclusive. From an emergence perspective, post-intervention value judgments consistently inform and inspire entrepreneurial decision-making and organizing processes.

Similarly, in complex reflexive systems, temporal emergence moderates entrepreneurial judgments and intervention choices. The resulting coping routines are essential for existing capability reconfiguration (Macpherson et al., 2015: 285) and simultaneously inform responsive cycles of adaptive capacity rearrangements.

Review of the literature

2.12.2. Entrepreneurship and complexity

In entrepreneurship, structural and relational properties are complex and - from an entrepreneurial organizing-over-time perspective - a moving target. Volatility implies that entrepreneurship is an intrinsically adaptive endeavour where order is an emerging property (Anderson, 1999: 219).

Lichtenstein (2016: 49), who adopts a complexity scientific approach and O'Brien et al. (2003: 526) in compliance with McGrath (1999: 26), arguing from a real options viewpoint, consistently assert that, from a generative emergence perspective (Lichtenstein, 2014: 13), delayed high pace organizing activities are most promising to nascent entrepreneurship initiatives. This finding is supported by Han & McKelvey (2016: 248), who investigate intentional emergence under conditions of numerous simultaneously competing and disparate objectives. Han & McKelvey (2016: 255) therefore establish that 'the order and chaos aspects of complexity science are especially relevant to explain the origin of social entrepreneurship'.

2.13. Social innovation and competing priorities

Goldstein et al. (2010: 102), however, remind us of a critical difference between conventional and social entrepreneurship in that the authors assert that, contrary to novel technologies, social innovation must struggle against social and cultural inertia. This includes the ancillary affects which, although not directly relevant to outcomes, may under locally complex sociocultural settings and arrangements indirectly offset the overarching social benefits (Dees & Anderson, 2003: 6-7; Goldstein et al., 2008: 16-17).

Review of the literature

2.13.1. Systemic social entrepreneurship

Jordan et al. (2013: 60) categorize social entrepreneurship, exposed to cultural inertia, as 'systemic societal entrepreneurship'. Systemic social entrepreneurship aims at changing the way parts of the social system operate. It requires long-term orientation and the development of strategies involving persuasion and demonstration of idea viability with a hoped-for systemic change outcome.

Subsequently, in social entrepreneurship, there is need to generate strong enough social systems attractors that cannot only overcome initial systems inertia but simultaneously stimulate and sustain attitudinal and behavioral movements in a socially and culturally change resistant target community or society.

From a cognitive and behavioral change perspective, priority divergence thus diametrically opposes the social entrepreneur to the very community members whose social condition the former wishes to sustainably improve (Hervieux, 2010: 38). In the absence of tangible short-term incentives, desired individual- and community-level change acceptance may thus severely be compromised. Priority divergence therefore exposes the paradox between individual and collective action (Chell, 2007: 16)

Entrepreneuring for a social cause and within complex cultural arrangements is a problematic endeavour. Systemic social entrepreneurship arrangements and unfavourable environmental conditions such as those encountered in the study of YOOR Salon's business case therefore require a robust understanding of the social problem's ecology.

Review of the literature

2.13.2. Change resistance: a psychophysiological perspective

Departing from an individual-level perspective, the science of psychology offers some explanations for resistance to change. Contextually, the term ‘psychophysiology’ is adopted from the branches known as biopsychology and neuroscience and describes the fundamental principle that everything that is physiological is also psychological. The forthcoming assessment builds on the importance of understanding emotions and motivation to individually and socially enacted or resisted change in the YOOR Salon business context.

Physiologically, behavior starts with biology. Sensation occurs when sensory receptors detect sensory stimuli. Perception involves the organization, interpretation and conscious experience of these sensations.

Subsequently, for a stimulus to elicit behavior it must exceed an individual’s threshold for conscious awareness (OpenStax, 2014: 179). The sensory, perceptual and the threshold of conscious awareness are individually dissimilar, implying that initial stimulus intensity matters. Furthermore, living organisms do not directly experience stimuli, but experience those stimuli as they are created by senses, explaining why different people differently react to the same stimulus.

Failure to transcend all three threshold-levels results in a failure to elicit cognitive awareness and appraisal, the retention of an experience-based cognitive mental model (assimilation) and behavioral lethargy. As a result, the modification of existing cognitive structures, customized to better meet *déjà-vu* events, is impaired (Germanakos & Belk, 2016: 191).

Review of the literature

Similarly, experiments conducted by Schachter & Singer (1962) show that individuals possessing an arousal-label (previous contextual/situational experience) would not experience much emotion whereas participants who did not, would need to engage in the cognitive construct of a label, thereby experiencing higher levels of emotions.

Where multiple agents interact, agents hold an internal model of their physical and relational environment that enables them to move from perception via the cognitive and manipulative functions to action in pursuit of their target (Beinhocker, 2013: 331-332). Actors get to know the world primarily through thinking about it.

Mental representations are formed through the conversion of experiences into mental frames of the outside world, and the role of external realities' representations is the hallmark of cognitivism (Yanow & Tsoukas, 2009: 1343; Varela et al., 1991, ch.3).

Schön (1983, 1987) adopts a pragmatist perspective (Dalsgaard, 2014: 148) when explaining that,

‘in practice, reflection often begins when a routine response produces a surprise, an unexpected outcome [...] The surprise gets our attention. When intuitive, spontaneous performance yields expected results, then we tend not to think about it; however, when it leads to surprise, we may begin a process of reflection’ (Kinsella, 2007: 108).

Therefore, no rule or logical law is immune to revision. Interpretation of the contents of experience hinges on the application of theory, represented by our cognitive schemata and, in a circular relationship, theory hinges on sense experience for meaning and testing (Quine, 1961; Davidson, 1984: 183; Rorty, 1995: 281-282; Avis, 2003: 999).

Review of the literature

2.13.3. Entrepreneurial ‘muddling through’ the social process of priority divergence

In the absence of knowing or understanding the entire complex systems topology (the physical and relational Omaruru ‘Location’ ecosystem) and under the constraining condition of divergent priorities, actors may unwittingly move to an attractor cage that is a sub-optimal space in the fitness landscape (Swanson & Zhang, 2011: 49; Kauffman, 1993).

Entrepreneurial operating within a convergence context (attractor cage) can have various causes, including: contextual ignorance of the overall systems topology; resource scarcity (e. g. Goldstein et al., 2008: 18); persistent entrepreneurial overconfidence (Ng, 2013: 57 ff.; Robinson & Marino, 2015); illusion of control bias (Baron, 1999: 79); entrepreneurial ambiguity aversion (Ng, 2015: 946 ff.); and heuristics (Mitchell et al., 2000: 976; Mitchell et al., 2002: 96).

In essence, mental ‘schemas from past experiences provide entrepreneurs with a simple heuristic by which they can more quickly make decisions in uncertain and turbulent environments’ (Garrett & Holland, 2015: 371). The resulting symptoms are inadvertent and co-created, mutually reinforcing and, at first glance, paradoxical. They arise from an entrepreneurial intent, meeting change receivers’ inertia to quit the status quo. The result is unintentional incompatibility, based on conflicting beliefs, priorities and reciprocal stereotyping (Kunda & Thagard, 1996: 300), potentially frustrating both sides: the social entrepreneur and the inhabitants of the change receiving ecosystem.

Review of the literature

2.13.4. Risk and ambiguity in the entrepreneurial space

For Ng (2015: 946), entrepreneurs and, by extension, social entrepreneurs face uncertainty in which they make value judgments about a future they cannot fully know.

Making judgments and decisions under conditions of measurable risk is a strategically highly standardized process in that possible intervention outcomes are believed to be known at the time of decision making.

Agents working under conditions of risk may, *in theory*, enjoy the freedom to rationally select and enact a strategically ‘optimal’ choice; note the caveat ‘*in theory*’, because even well-informed agents are subject to an array of cognitive limitations. Some of these cognitive restrictions are bounded rationality (Simon, 1955, 1979), the phenomena of selective search, satisficing and so on (Simon 1979: 498).

When brought into a socially situated and emergent learning and knowledge creation perspective, the contextually dynamic composition of cognitive constraints experienced by participants will define ‘what is learned’, ‘how it is learned’ and inform the choice of subsequent actions (Fals Borda, 1979: 34-35). It further determines the trajectory in terms of which learning outcome experiences stimulate cognition, selection and transformation into the collectively endorsed experience.

The resulting knowledge-base is, at times, ambiguous and dynamic. It is selectively and purposely constructed from distinctive meanings and interpretations that additionally alter as individuals and contexts change (Matheus et al., 2017: 674).

Review of the literature

Subsequently, learning and knowledge creation in praxis, generate content-, context- and process-bound theory. Practical theories of entrepreneurial acting therefore use the context-bound framework of ‘what, how, why, who and in what conditions’ the contextually unique practices identified are effective (Rae, 2004: 195).

In contrast to strategic choice theory, both the Knightian (1921) ambiguity and Keynesian (1935) uncertainty models address scenarios in which individuals prefer risks with known probabilities to risks with unknown probabilities. Ambiguous events have higher degrees of uncertainty than risky events because not only is the outcome uncertain, but also the likelihood of the realization of that outcome (Koudstaal et al., 2014: 6).

Entrepreneurs and social entrepreneurs typically operate within uncertainty spaces where rational decision making, as understood in strategic choice theory, turns out to be illusive. The result is an entrepreneur’s engagement in collaborative sense-making (Holt & Macpherson, 2010: 36), culminating in an adaptive ‘muddling through’ the process where social and systemic meaning- and sense-making processes (Weick et al., 2005: 411-412) are subject to an array of cognitive limitations, namely heuristics, biases and emotions.

While cognitive efficiency (heuristics and biases) (Levine et al., 2015: 30) and strong affect - the experience of arousal through feelings, emotions and motivation - may provide ‘major sources of energy for revolutionary change’, they may also constrain perception and performance (Weick & Quinn, 1999: 371). In both circumstances, ‘emotions appear to motivate, contextualize, enable, and arguably precede, more conscious reasoning processes...’ (Levine et al., 2015: 26 referring to Damasio, 1994, Lavine et al., 1998, Zajonc, 2000 in Forgas, 2000, and Haidt, 2001).

Review of the literature

Emotions moderate individuals' actions and Tracey & Philipps (2007: 264) argue that it is time to move beyond the cognitive dimension of entrepreneurship (i. e. the monitoring of entrepreneurs' thoughts) and explore the affective relationship that exists between entrepreneurs and their businesses.

Taken together, the classical concepts of perfect rationality - that is, the plausibility of an objective and behaviorally linear 'economic or administrative man' (Simon, 1979: 503; Simon, 1955: 99) - are severely compromised – and so is the probability of perfect entrepreneurship.

The conceptualization of 'priority divergence' in the change receiver society may provide an additional avenue to answer the YOOR Salon double bottom-line relevant research question as to why attitudinal and behavioral change in the Omaruru 'Location' community of social practice has, thus far, not taken place sustainably. Therefore, instead of striving for perfect socially inspired entrepreneurship, YOOR Salon's business approach needs to be adjusted in a way that embraces the attitudinal and behavioral change capacities residing in the Omaruru 'Location' ecosystem.

2.14. Social entrepreneurship: the change paradox

Similar to Karnani's (2006; 2007a + 2007b) criticism of the illusive win-win situation in the base of the pyramid, there exist critical voices vis-à-vis the conception of socially inclusive entrepreneurship. For instance, Blackburn & Ram (2006: 85) postulate that

'Our analysis tends to run against the latest policy "fad" of uncritically advocating that small firms and entrepreneurship are a key route for individual and societal economic and social salvation.'

Review of the literature

Brought into the developing sub-Saharan African context, where subsistence entrepreneurship meets insufficient institutional and infrastructural support and complexity in social arrangements, it is easy to identify the relatively moderate contribution of social entrepreneurship to economic and humanitarian development.

It appears that entrepreneurial passion, self-efficacy, persistence (Cardon & Kirk: 2015: 1043; Thorgren & Wincent, 2015: 223) and self-control (van Gelderen et al., 2015: 667) may be insufficient to overcome change lethargy in YOOR Salon's systemic social entrepreneurship context. In other words, skeptical stakeholders need to be convinced of the importance and priority attributed to the issue the social entrepreneur wishes to address. In terms of sustainability, Nandan et al. (2015: 40) therefore establish that user-driven innovations easily outperform innovations generated by an entrepreneur alone.

2.15. Social entrepreneurship: engagement with local ecosystems

The most powerful aspect of conducting a learning-set based insider action research initiative into YOOR Salon's socially motivated entrepreneurship venture resides in its potential to contribute to individual-level and social learning, resulting in locally relevant knowledge creation.

The deliberate use of the illustrative 'community of social practice' framework (Wenger, 1998: Wenger, n. d. 1-16; Stacey, 2011: 198) emphasizes an inclusionist insider action research relevant social systems view.

Review of the literature

The social systems perspective places a specific value on situated and shared learning experiences. From this vantage point, individual-level and social learning and, by extension, unlearning takes place through questioning of background assumptions and beliefs within complex sets of locally accessible relationships (Higgins, 2017:1). In the action research context, this learning occurs through ‘...experiential learning cycle activities of experiencing, reflecting, interpreting and taking action’ (Coughlan & Coghlan, 2002: 235; Kolb, 1984, 19 ff.). Emphasis is placed on learning being dependent on the social context in which it occurs (Anderson & Macpherson: 2017: 3). The focus is on co-generative practice, considering and embracing locally bound communities as social learning systems and places (Wenger, n. d. 1; Macpherson & Clark, 2009: 554).

Learning thus involves the experimental acquisition of identities that reflect both how a learner experiences and interprets the world and how the world perceives and makes meaning of the learner (Brown & Duguid, 2001: 200). Finally, for Harrington et al. (2015: 54), ‘a pragmatic theory of learning views the process of thinking as an instrument, a method of experimentation in which inquiry of the uncertain situation is the necessary condition for knowledge attainment.’

From YOOR Salon’s perspective, there emerged the question: Was there a way to remediate YOOR Salon’s double bottom-line dilemma via empowerment through the delegation of responsibilities to the source constituency?

2.16. Framing and re-framing of research questions in the light of the literature review

In qualitative research the questions are framed to set the stage for the research and re-framed to honor a researcher's emerging phenomenological understanding (Trede & Higgs: 2009: 13) through consultation and the study of content area or research relevant academic expert literature. The focal point in the present study is on gap-spotting from existing literature on social entrepreneurship and problematization of the identified YOOR Salon business issue (Alvesson & Sandberg, 2013). 'Thinking and interpretation unite inductive and deductive reasoning and [...] at the conclusion of such work, one must ask the question: What discovered insights assist in answering the question of the inquiry?' (Arnett, 2016: 4).

The process by which the initial research questions have been problematized and re-framed by the help of the literature can be retraced by comparing the initial research questions (Appendix A) and the refined research questions, presented in table 1 in the introductory chapter to the present thesis.

Review of the literature

Core research questions

- How can the core value proposition of *hygiene* in YOOR Salon's business context generate minimally required financial returns under the condition that the business remains socially relevant?
- How can the experienced double bottom-line constraint in YOOR Salon's socially inspired entrepreneurship context successfully be eliminated to ensure business sustainability?

Sub-research questions

- Under the condition of priority divergence in the change receiver community, how can the YOOR Salon social entrepreneurship venture inspire attitudinal and behavioral change through health awareness in the Omaruru 'Location' community of social practice?
- What importance do people living in the Omaruru 'Location' attribute to hygienic services in beauty- and hairdresser salons?
- What is the study participants' perception? Can the hygiene value proposition transform in a socially endorsed competitive advantage, thereby sustainably increase YOOR Salon's double bottom-line performance?
- How, if at all, does the pertinent academic expert literature address socially motivated base of the pyramid entrepreneurship initiatives, operating in Namibian 'Location' ecosystems?

Literature review re-framed research and sub-research questions

2.17. Key concepts and take-aways from the literature review

This paragraph summarizes the key concepts and authors that influenced and guided the way how the YOOR Salon business issue was framed in the light of processed academic expert literature.

Review of the literature

Content area of research interest	Major authors in alphabetical order
Coplexity science	<ul style="list-style-type: none"> • Chiles et al. (2010) • Masuch (1985) • Stacey (2011)
Double bottom-line dilemma in social entrepreneurship	<ul style="list-style-type: none"> • Alberti & Garrido (2017) • Anderson (1999) • Galvin & Iannotti (2015) • Han & McKelvey (2016) • Lichtenstein (2016) • Nandan et al. (2015)
Struggle of social innovation in the context of inertia to attitudinal and behavioral change	<ul style="list-style-type: none"> • Dees & Anderson (2003) • Goldstein et al. (2008) • Goldstein et al. (2010)
Innovation and frugal innovation in (social) entrepreneurship	<ul style="list-style-type: none"> • Angot & Plé (2015) • Gupta (2011) • Le Bas (2016) • Schindelhutte & Morris (2009)
Base of the pyramid conceptual framework	<ul style="list-style-type: none"> • Karnani (2006) • Prahalad & Hart (2002) • Webb et al. (2013)
Human and social institutions and institutional embeddedness	<ul style="list-style-type: none"> • Hodgson (2015) • Huntington (1968) • Kistuck & Baemisch (2010) • North (1990) • Turker & Vural (2017) • Zukin & DiMaggio (1990)
Effectuation theory in (social) entrepreneurship	<ul style="list-style-type: none"> • Nicholls (2010) • Packard (2017) • Sarasvathy (2001 + 2003) • Steyaert (2007)

Table 6: The literature review: key concepts and major authors

2.18. Summary: YOOR Salon's business in the light of substantive theories and frameworks on innovation and entrepreneurship

The academic literature revealed the necessity to adopt a pragmatic approach with respect to the application of substantive theoretical frameworks. The key learning experience consists of the insight that double bottom-line inspired socially motivated entrepreneurship, by nature, is subject to a priority divergence dilemma.

YOOR Salon's double bottom-line underperformance requires remediating interventions, thus legitimizing the conduct of the present study. The literature review legitimates the requirement to customize a contextually meaningful research methodology when inquiring into the Omaruru 'Location' ecosystem. Based on this premise, the forthcoming chapter introduces the reader to the inquiry methodology, methods and techniques.

3. Research methodology and methods

3.1. Introduction to the methodological chapter

Following the introductory premise, the methodology chapter's focus is on making the researcher's philosophical assumption explicit. This discussion is followed by determining and framing the moment of inquiry, embedded in the present study's scholarship of learning practice. The evaluation of methodologies and methods used in the research process are introduced, discussed and justified. Finally, this chapter presents and reviews the information collection and data analysis techniques and procedures applied in the present thesis.

For ease of reference, the developed overall research design approach can be illustrated with the help of Saunders et al.'s (2009) research onion diagram. For this purpose, the following sections sequentially depict the Saunders et al. (2009) research onion. The result is the scientific method (the set of assumptions, rules and procedures) that was explicitly customized to service the present study's research process and the answering of the research questions.

Research methodology and methods

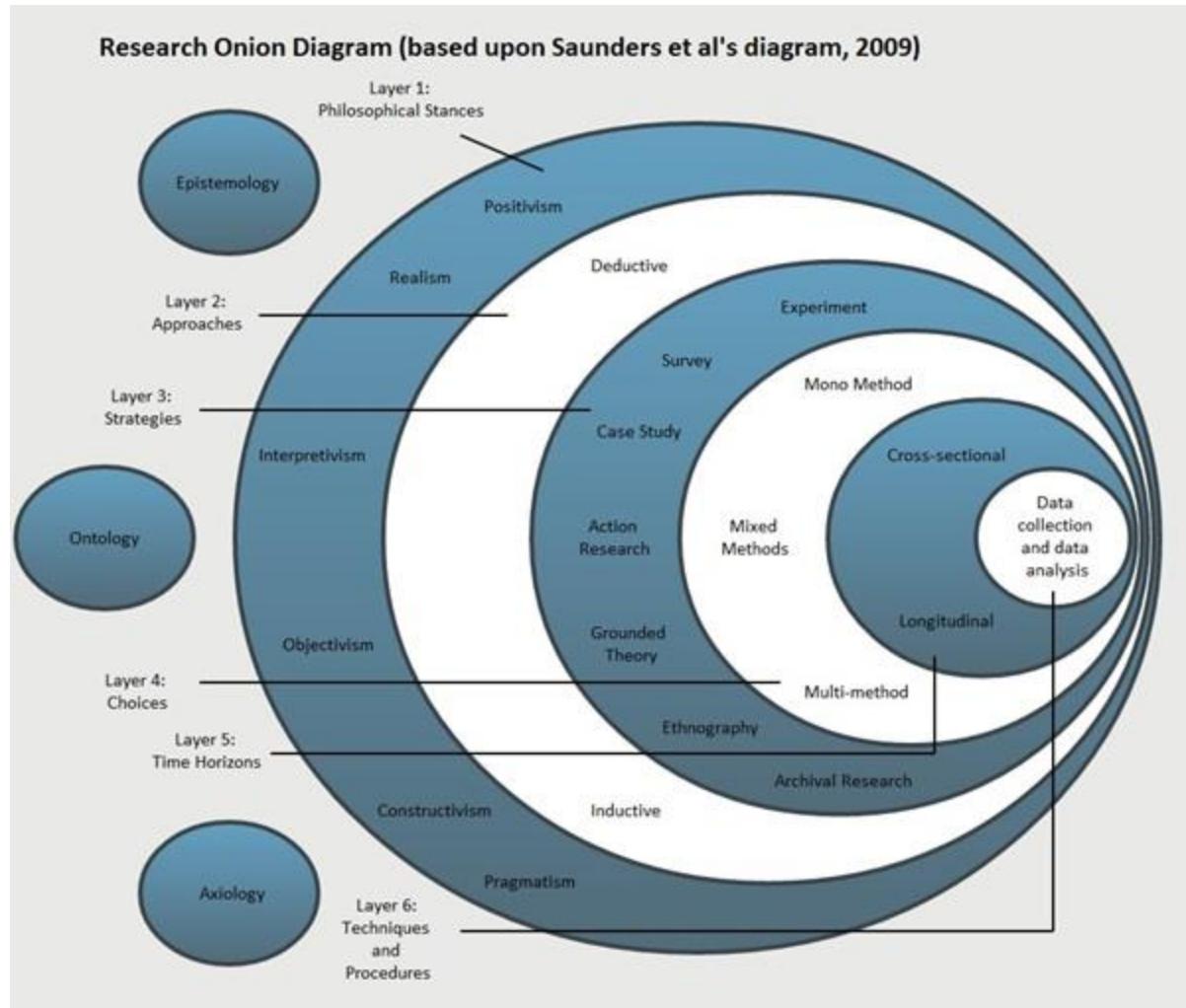


Figure 4: Research onion diagram

Source: Saunders et al., 2009)

3.2. A scholarship of practice: moments of inquiry

Following Ramsey (2014), there are three key moments or phases where scholar-practitioner intervention is needed in an action research guided project.

These engaged scholarship phases consist of ‘mapping the terrain’, ‘testing plausibility’ and ‘evaluating action’ aimed at generating actionable knowledge (van de Ven, 2007; Nielsen, 2016: 420; Ray & Goppelt, 2011: 68).

Research methodology and methods

The present study's inquiry focus is on mapping the terrain, followed by testing plausibility. Both moments of inquiry were aiming for a more sophisticated understanding of the situated business content, context and nascent entrepreneurship process. Mapping the terrain was sequentially followed by taking action collectively and the evaluation of the action intervention plausibility in the emergent change process.

3.2.1. Mapping the terrain: evaluation of the content and the context

The start of the inquiry coincided with the first inquiry instance; this consisted of mapping the terrain.

In the present case, the physical and relational terrain was an already operating social entrepreneurship venture in the Omaruru 'Location', Namibia. The present study aimed at improving the social venture's double bottom-line performance by means of developing a more sophisticated understanding of the ecosystem within which the venture operates. Since understanding community context is imperative to co-create positive and sustainable change, the action learning-set - composed of the researcher and the participants from the business - jointly inquired into the discovery of what action interventions the current working situation required. Improving the current modus operandi required changing the status quo. It presumed change through resource reconfigurations, directed at the improvement of the social venture's double bottom-line performance.

Research methodology and methods

3.2.2. Testing plausibility: taking action and researching the process of the action

The second instance consisted of testing action intervention plausibility and constituted the overarching research focus. Testing plausibility involved collective action taking on a specific social issue and reflexive ex-post evaluation of the action outcomes in the process of generating situated actionable knowledge (Coghlan, 2007: 294 ff.).

In social entrepreneurship, double bottom-line addresses a social venture's challenge of remaining socially relevant while ensuring financial sustainability (Goyal & Sergi, 2015: 272; Wallace, 2005: 78). In the present case, the researcher acted as co-owner of the social entrepreneurship venture. Subsequently, there was an intrinsic commitment to physical engagement in the collective action. Social entrepreneurial double bottom-line underperformance is an operational issue and Coughlan & Coghlan (2002: 237-238) assert that action research is relevant and valid '...in its ability to address the operational realities experienced by practicing managers while simultaneously contributing to knowledge'.

Weick et al. (2005: 410) argue that plausible stories animate and gain their validity from subsequent activity and Ramsey (2014: 13) adds to this line of reasoning by positing that 'there is little about "playing with ideas" [...] unless that engagement with ideas is embedded within robust, intentional and evaluative inquiry'. In the words of Kurt Lewin: 'If you want truly to understand something, try to change it'.

In YOOR Salon's case, the researcher and the participants from the business initiated and physically engaged in action and researched the process and the outcome of action.

Research methodology and methods

These action intervention instances were enacted in iterative processes of constructing, planning, taking and evaluating action; they were also purposively embedded in an in-field action research single case-based inquiry process (Coghlan & Brannick, 2014: 11). Subsequently, the focus was on organizational processes in a nascent social entrepreneurship initiative, where organizing serves as a verb rather than organization as a noun (Ramsey, 2014: 8).

The elaborated methodological framework supported the ongoing entrepreneurial organizing process in two ways: *First*, hosted in the action research process was an action learning-set. This action learning-set was located at the core and composed of the researcher and two participants from the business. It served as a learning and knowledge-creation vehicle, accompanying the entire research process and study period. Evidently, the emphasis was placed on culturally situated learning in that the learning-set formed a business and study specific micro-community, having sourced knowledge from interaction, insightful questioning and collaborative problem solving (Anderson & McPherson, 2017: 1). *Secondly*, the action learning-set provided the space for social meaning- and sense-making and reflection in- and on action. The learning-set further provided the opportunity to design, prototype, implement and jointly reflect on the plausibility of action outcomes (Revans, 1981: 21; Ramsey, 2014).

Research methodology and methods

3.2.3. Actionable knowledge: entrepreneurship and the social learning experience

Entrepreneurship embraced as an adaptive collective and collaborative organizing process over time, elicited social learning. This emergent, situated learning and knowledge creation experience was stimulated and fueled by consecutive cycles of adaptive actions, interactions, activities, structural adjustments, the use of language and the contextual interpretation of other cultural artifacts (Raelin, 2009: 401).

Situated learning in the Omaruru ‘Location’ community of social practices was a complex and dynamically emergent process, encapsulating a high level of procedural outcome uncertainty.

The present study equipped this emergent process with an action learning-set framework. Contextually, the action learning-set served to inspire joint and critical discussions (McLaughlin & Thorpe, 1993: 20), joint decision-making processes, shared cyclical reflections in action and critical reflections on action outcomes (Revans, 1981: 21).

Anderson & Macpherson (2017) used learning-sets in an authentic context of entrepreneurial learning and report that

‘From a practical point of view, the focus on building the cognitive elements of social capital, seem to be an important precursor to developing and facilitating the action learning sets that can develop the types of relationships necessary to engage in the meaningful interactions necessary for situated learning to occur’ (Anderson & Macpherson, 2017: 18).

Research methodology and methods

Similarly, Pittaway et al. (2009: 284-285) conducted an action-learning based initiative with entrepreneurs and reported that entrepreneurs can gain considerable learning benefits from the social and collaborative learning experience. However, the authors caution that the extent to which action learning had a direct benefit on the business could not directly be established from the research conducted.

From a reflective research viewpoint, the interplay between action and knowledge and recurring cycles thereof (Eikeland, 2007: 346) may be appreciated as 'moments of inquiry' (Ramsey, 2014). Mutual trust, proximity (Lippmann & Aldrich, 2016: 665; Blumberg et al., 2012: 4; Wang & Noe, 2010: 118; Li, 2017: 22), productive emotions (Arpainen et al., 2013: 332) and diversity (Rigg & Trehan, 2004: 159) seem to facilitate higher-order learning. Meta-learning requires learning about learning (Coghlan & Brannick, 2014: 86-89), embedded within cycles of reflection on reflection that incorporates the learning process of the action research cycle (Coghlan, 2007: 301; Argyris, 2003: 437).

Actionable knowledge is 'knowledge that is usable by practitioners and theoretically robust for scholars' (Coghlan & Brannick, 2014: xvii).

Based on the premise that perceptual accuracy should be treated as pragmatic utility, judged by its usefulness for beneficial action (Kruglanski, 1989; Weick et al., 2005: 415), the process by which cultural diversity mediated resultant learning and knowledge-creation (Clancy et al., 2013) to the benefit of the provision of more sustainable services to the Omaruru 'Location's' ecosystem will thus be given due consideration in the present thesis' presentation and discussion of results chapter.

3.3. The insider action research single case study design

The present study focused on business content, context, and the emerging social entrepreneurial organizing processes over time. Resource re-configuration and optimization interventions influence any venture's relative positioning on the double bottom-line continuum. It was thus the action leaning-set participants' task to shift the balance towards the optimization of community impact under the condition that the venture achieved financial viability over time.

Soft factors, associated with an increase of positive community of social practice commitment, have been operationalized and evaluated with the help of an insider action research single case study initiative.

The action research orientation is characterized as a living inquiry by Reason & Bradbury (2008) and as

'a participatory, democratic process concerned with developing practical knowing in the pursuit of worthwhile human purposes, grounded in a participatory worldview... [bringing] together action and reflection, theory and practice, in participation with others in the pursuit of practical solutions to issues of pressing concern to people...'

Research methodology and methods

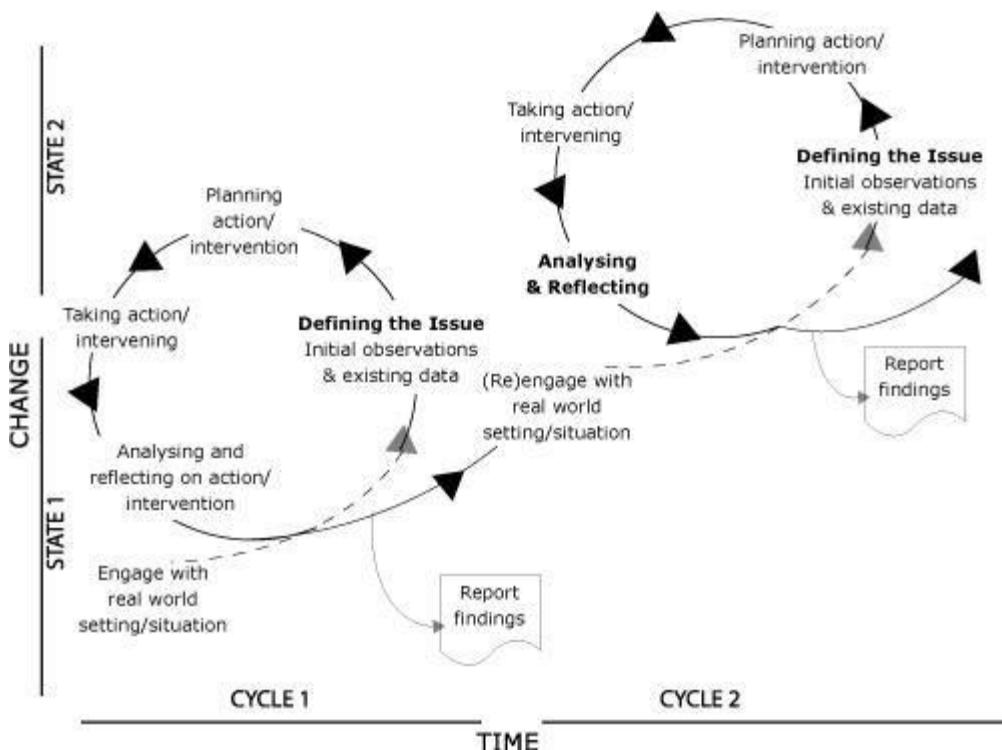


Figure 5: Action research project and cycles

Source: Cruz Velasco (2013)

The action research's thrust centered on the identification of social entrepreneurial double bottom-line optimization opportunities via taking action - and researching the process of the action - by means of reflective cycles in the action learning-set.

Applied research produced culturally situated ‘...insights [into] the “red and hot” issues, the creation of new knowledge and the development of self-help competencies...’ (Coghlan et al., 2016: 85; McGrath & O’Toole, 2016: 122).

Following Ramsey’s (2014) moments of inquiry framework, the study participants engaged in physical action and researched the emergent change process by means of testing action intervention plausibility in the specific ecosystem in which transformative change has taken place.

Research methodology and methods

Inspired by the study's research questions, the action learning-set's initial task consisted of challenging taken-for-granted business assumptions that have perpetually reinforced the unsatisfactory status quo. This was facilitated by nascent entrepreneurship that was intrinsically driven by - and therefore associated with - structural and procedural optimizations through adaptive resource reconfiguration in the entrepreneurial organizing process over time. Acting and researching the process of taking action (Ramsey, 2014) is a constant entrepreneurial phenomenon.

What changes is the deliberate infusion of procedural awareness and consciousness with the help of a reflexivity-driven inquiry framework. In the present case, the framework chosen was an insider action research single case inquiry framework.

Compliant with the insider action research movement, the researcher acted as a physical participant in the intervention preparation, the action taking and the inquiry's intervention plausibility assessment cycles (Coghlan & Brannick, 2014: 119 ff.).

The focus was on the generative individual- and collective-level learning and knowledge-creation experience, embedded in the process of optimizing the social venture's double bottom-line impact. Following the premise of the venture's affordable loss logic (Sarasvathy, 2001; Sarasvathy, 2003: 209-210), the action learning-set participants enjoyed complete freedom to physically prototype whatever resource reconfiguration was required to enhance the venture's double bottom-line performance.

The present study focused on depth rather than on breadth and therefore passed through two entire action research cycles. The research depth was guided by the use of contextually relevant and narrowly framed research questions.

Research methodology and methods

In their seminal work, Susman & Evered (1978: 589) postulate that action research requires systems development. ‘The aim in action research is to build appropriate structures, to build the necessary system and competencies, and to modify the relationship of the system to its relevant environment. The focus is on generating the necessary communication and problem-solving procedures.’

Following Susman & Evered’s (1978) recommendation, the researcher and participants’ complete decision-making freedom was paramount. Interventions could comprise an array of actions, ranging from an entire change of the social entrepreneurship arrangement and approach, business reorganization, business closure or whatever measure upon which participants were in agreement.

As has been established in this thesis’ review of extant academic expert literature, there is little agreement about where to locate the optimal social and economic double bottom-line benefits balance (Arend, 2013: 314-315; Dacin et al., 2010: 43). Based on the premise that social impact and financial viability in social entrepreneurship interact in a circular relationship, the participants from the business jointly agreed upon and engaged in action directed at a contextually meaningful optimization of the company’s double bottom-line performance.

The decision-making freedom was fostered by the very fact that the business owner, from the outset, built her social venture on the premise of affordable loss (Sarasvathy, 2001). Entrepreneuring and researching under an ‘affordable loss condition’ was expected to enhance the shared social learning experience while unlocking a unique knowledge-creation opportunity.

Research methodology and methods

For the researcher, the resulting culturally situated learning opportunity was unique. As will be discussed in greater detail in the presentation and discussion of results chapter, the ongoing operations of YOOR Salon's business venture mediated both the researcher's access to the research site and the nascent relational connectedness to the community of social practice. The physically operating business was the vantage point from which this study was able to observe the critical relationship building process, featuring cultural and racial diversity.

3.4. Research questions

3.4.1. Research questions: guiding and scoping an academic study

To address, guide and scope the social venture's research relevant business issue, research questions were elaborated and formulated through problematization of the identified double bottom-line dilemma (Alvesson & Sandberg, 2011: 255 ff.) and refined via the study of extant academic expert literature. The formulating and framing of concise research questions in the social and behavioral sciences serves a double purpose. *First*, it informs the study's reader about a researcher's specific inquiry interest and *secondly*, it provides practical guidance through scope in the conduct of the study.

3.4.2. The academic purpose of research questions

Research questions mediate as a dual focal point, liaising between what was known prior to and what has been learned throughout a specific study. Therefore, everything flows from and through the research questions (Teddlie & Tashakkori, 2009: 129 ff.).

Research methodology and methods

In so doing, the core- and sub-research questions provided guidance and focus to the researcher while simultaneously facilitating the construction and customization of the contextually most appropriate overall research strategy and methodological design.

In support of tying research questions to the adjacent methodological overall research design, Nielsen (2016: 427), building on the import of research questions, argues that [action research, guided by research questions] does have the strengths of combining three good things: ‘a method that can join ethics with actionable research; a method that can help make the actor and the world developmentally better; and an inductive, practitioner-based theory building method that is helpful for both practitioners and academics’.

The overall research design resolves two methodological issues: ‘first, in gathering the evidence upon which [one can] base [one’s] sense-making and, secondly, in how to present that evidence within a coherent format to resource sense-making’ (Ramsey, 2014: 7).

3.4.3. The practical relevance of research questions

The research questions framed and delimited the scope regarding what specific aspects were included and what elements were excluded from the present study. The research questions were central to the present study, because throughout the inquiry process, research questions considerably enhanced the emerging individual-level and socially situated learning and knowledge-creation experience.

Research methodology and methods

The research questions focused on two specific, but interrelated aspects. The *first* was the social business's requirement to ensure financial sustainability while maintaining social relevance. *Secondly*, the questions examined the quality of human interaction within the business and with the Omaruru 'Location' community of social practice. As earlier established, the business is the object, having permitted the primary researcher access to, and subsequent relationship building process with, the Omaruru 'Location' community of social practice.

The present study operationalized the research questions via experimental action interventions which aimed at improving the venture's double bottom-line performance. The resulting action interventions were embedded in an action learning-set initiative, having constituted the structural and relational framework for joint participatory in-situ assessments, action taking and evaluative post-intervention outcome reflections.

3.5. Philosophical stance and interpretive framework

In the forthcoming paragraphs, the researcher presents a systematic and detailed disquisition on the philosophical, interpretative and methodological assumptions that have guided the present study's overall research design.

In Saunders et al.'s (2009) research onion diagram, the philosophical assumptions are located outside the methodological core and consist of the researcher's ontological, epistemological and axiological orientation.

Research methodology and methods

The philosophical assumptions are the beliefs, shaping the perspective by which the researcher sees the world and the way the researcher acts in it. Philosophical assumption awareness has implications for academic research and scholarly practice. Philosophical assumptions guide the research design while considerably increasing the research quality (Easterby-Smith et al., 2012: 17-18; Creswell, 2013: 21), hence the requirement to expressly declare the researcher's philosophical assumptions.

3.6. The researcher's philosophical positioning: reflexive pragmatism

Reflection is an essential aspect of qualitative research and, where the present study is concerned, embraces both researcher reflexivity and collective reflexivity, cultivated in the collaborative learning-set. The reflexive process examines the participants' beliefs and values. Through reflexivity, study participants take beliefs and values into account rather than trying to eliminate their effects (Long & Johnson, 2000: 33).

'Reflexivity operates with a metatheoretical structure that guides an interplay between producing interpretations and challenging them. Reflexivity includes opening up the phenomena through exploring more than one set of meanings and acknowledging ambiguity in the phenomena addressed and the line(s) of inquiry favoured [...] Pragmatism means a balancing of endless reflexivity and radical scepticism with a sense of direction and a commitment to accomplishing a result' (Alvesson, 2011: 7).

Research methodology and methods

3.6.1. Ontology

Ontology is the philosophical assumption about ‘the nature of reality’ (Easterby-Smith et al., 2012: 18). Ontological philosophy is concerned with the difference between ‘reality’, our perception of reality and how this influences people’s behavior (Saunders et al., 2009).

From an ontological perspective, pragmatism embraces a broad variety of social reality perspectives (Teddle & Tashakkori, 2009: 88). On the ontological continuum, pragmatism is situated between the two extremes that are realism and constructionism (Easterby-Smith et al., 2012: 32-33).

Pragmatism promotes a pragmatic approach to academic research, offering a philosophical and methodological middle position. Pragmatism encourages the use of practical, action-based and outcome-oriented inquiry methods (Johnson & Onwuegbuzie 2004: 17).

‘We can improve our conceptual scheme, our philosophy, bit by bit while continuing to depend on it for support; but we cannot detach ourselves from it and compare it objectively with an unconceptualized reality [...] Our standard for appraising basic changes of conceptual scheme must be, not a realistic standard of correspondence to reality, but a pragmatic standard’
(Quine, 1961: 79).

While the social constructionist stance embraces multiple realities that are socially co-constructed in our encounters and relationship-building with each other in the world (Stacey, 2011: 32), pragmatism promotes a perspective according to which ‘reality is what is useful, is practical and “works”’ (Creswell, 2013: 37).

Research methodology and methods

Research that is conducted in a pragmatist philosophical tradition focuses on action, situations and outcomes. It acknowledges that reality is known through both deductive (objective) and inductive (subjective) evidence. Subsequently, the researcher and the researched co-generate and co-construct 'reality', based on individual and shared experiences (Creswell, 2013: 36).

In the present study, ontological pragmatism refined the understanding of cross-culturally co-constructed perceptions and interpretations of socially situated reality.

3.6.2. Epistemology

According to Checkland & Holwell (1998: 9), action research's '...claim to knowledge-validity requires a recoverable research process based upon a prior declaration of the epistemology in terms of which findings which count as knowledge will be expressed.'

Epistemology addresses 'what counts as knowledge and how knowledge claims are justified'. (Creswell, 2013: 21). Pragmatism embraces both objective and subjective views (Teddlie & Tashakkori, 2009: 88). As an epistemological extension, reflexive pragmatism unlocks the possibility of working from spectrally opposed paradigmatic positions. 'Reflexive pragmatism includes opening up the phenomena through exploring more than one set of meanings and acknowledging ambiguity in the phenomena addressed and the line(s) of inquiry favoured' (Alvesson, 2011: 7).

Research methodology and methods

Compliant with the pragmatist epistemology (Peirce, James, Dewey), this inquiry was committed to an empirical base in the scientific knowledge generation process (Susman & Evered, 1978: 583). It was committed to the premises of pragmatism and its inherent belief that we can know through doing (Brydon-Miller et al., 2003: 14-15).

By adopting a pragmatist epistemology, the evaluation of the hairdressing salon business and the assessment of local human relations took centre stage.

Sourcing from a real business issue, the relational focus was on situated social learning and knowledge creation in the process of remediating YOOR Salon's double bottom-line underperformance.

In pragmatism it is possible to resort to any kind of relevant research methodology.

In support of paradigmatic and methodological eclecticism, Rorty (1995: 299) famously advocates that

'... scepticism about an a priori recognizable attribute of discourses called cognitivity or representationality, and about the utility of the notions of cognitivity and representationality, holds no terrors for those who, like Bacon, Dewey and Kuhn, see artisans and natural scientists as doing the same kind of thing, namely employing whatever propositional or non-propositional tools they think may cope with the problems currently before them'.

According to Alvesson (2003: 14) and Hibbert et al. (2010: 54) pragmatism embraces and operates with alternate lines of interpretations and vocabularies.

As a pragmatic and practical research approach, pragmatism accepts non-linearity and non-objectivity in the human effort to access the external world (Johnson & Duberley, 2012: 180).

Research methodology and methods

In pragmatism, it is thence impossible to take a position of the entirely rational and objective external observer since phenomenological explanations are socially co-constructed accounts and therefore escape a straightforward description of reality (Stacey, 2011: 32-33).

Pragmatism research philosophy promotes integrative eclecticism and the validation of research through action. Pragmatism, with its emphasis on sticking as closely as possible to practical, empirical reality (Alvesson & Sköldberg, 2013: 55), promotes a problem-solving and action-orientated inquiry process. This process is intimately based on a commitment to democratic values (Denzin & Lincoln, 2011: 290 referring to Greene & Hall, 2010 and Johnson & Onwuegbuzie, 2004).

As Coghlan & Brannick (2014: 49-50) remind us: 'Action research has a solid grounding in many philosophical approaches: Aristotelian praxis (Eikeland, 2008), pragmatic philosophy (Pasmore, 2001; Greenwood & Levin, 2007; Bradbury, 2008), Habermasian communicative action (Shani et al., 2004), phenomenology (Ladkin, 2005), critical theory (Kemmis, 2001), constructivism (Lincoln, 2001), social constructionism (Gergen & Gergen, 2008) and in the philosophy of Wittgenstein' (Shotter, 2003; Greenwood & Levin, 2007: 55).

Methodological eclecticism provides for intellectual movements on the spectrum, opposing appreciative inquiry (the promotion of the positive / asset-based community approach) to action research (the elimination of the dysfunctional / deficit-based community approach) (Hayes referring to Cooperrider & Srivastva, 1987 and Srivastva & Cooperrider, 1990: xvii in Thorpe & Holt, 2012: 31-32; Allen, 2002: 5 ff.; Jay, 2010: 59).

Research methodology and methods

Adopting a philosophically broad perspective facilitated embracing business opportunities while simultaneously addressing and resolving operationally relevant performance issues.

3.7. Complex reasoning practice: deductive and inductive logic

The present study is a mono-method (qualitative), single strand (single research case) study, having subscribed to complex reasoning practice that is the simultaneous use of deductive and inductive logic in phenomenological meaning-and sense-making.

The following paragraphs develop an argument in favor of the concurrent use of deductive and inductive research elements in the present study and establish why it was the contextually ideal research design choice.

3.7.1. The deductive-inductive continuum

A deductive approach proceeds from a general rule and asserts that this rule explains a single case, whereas inductivity proceeds from a number of individual cases. It assumes that an observed relation is generally valid (Alvesson & Sköldberg, 2013: 3).

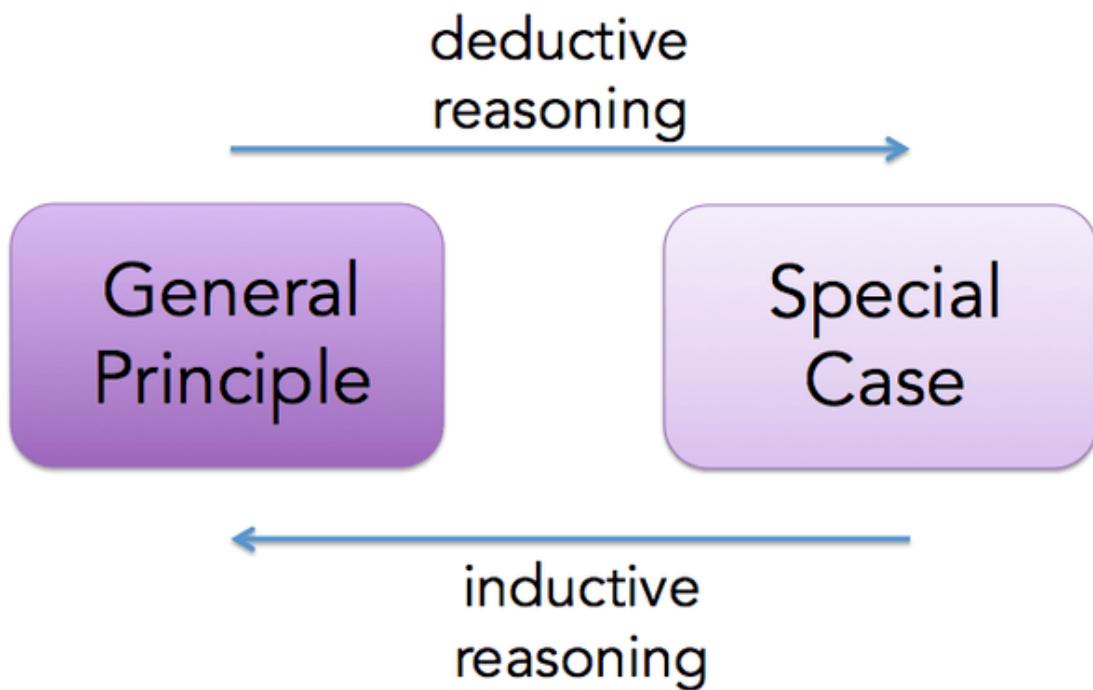


Figure 6: Inductive-deductive reasoning

Source: Miessler (2018)

'We followed the grounded theory building principles described by Bailyn (1977) and Strauss (1987), who both emphasize that the process is an iterative one of deduction, induction, and hypothesis development and checking. As possible themes are developed, the researchers draw in knowledge from other studies, contrast specific activities with similar ones in the data to see if that insight holds, and collect additional data to "test" or explore hypotheses. The goal is to refine the dimensions and attributes of a possible theme, to see how one theme connects with others, and to search for a few core themes that capture much of the pattern and the "story" in the data' (Dougherty et al., 2000: 328).

Research methodology and methods

3.7.2. The concurrent use of deductive and inductive logic in action research

When adopting a deductive style, the inference is primarily grounded in the research cycle, focusing on producing research outcomes that are subsequently validated or illustrated through evidence from the problem-solving sequence, where the focus is on generating practical outcomes. The limitations of logical positivism, however, as the only basis for claims of ‘proof’ are evidenced by its very evidence-base that can impossibly embrace the entirety of phenomenologically relevant instances (Stewart et al.: 2011: 224). In other words, the claim that ‘all swans are white’ is a generalization not based on the direct observation of the entire swan population but based on the extrapolation from some instances to all instances and this very step is inductive in nature (Alvesson & Sköldberg, 2013: 21; Stewart et al., 2011: 223-224).

From an inductive perspective, the inference is primarily grounded in evidence from the problem-solving cycle, focusing on producing practical outcomes that are subsequently embedded into concepts from the research cycle, where the focus is on producing research outcomes (Mathiassen et al., 2012: 350). In so doing, inductive reasoning always contains elements of subjectivity and irrationality and cannot support proof claims either (Stewart et al., 2011: 224).

3.7.3. Constraints to claim ‘proof’

Since neither deductive nor inductive research approaches can claim ‘proof’ as being absolute, the present study built on the concurrent use of deductive and inductive logic. It derived from the assumption that the simultaneous use of deductive and inductive logic inspires more sophisticated reflection practice vis-à-vis research relevant instances and the data emerging from the single case (Weick, 2002: 894).

Research methodology and methods

It builds on the premise that social entrepreneurship can be conducted successfully and sustainably. It assumes successful social entrepreneuring as the hypothetic overarching pattern, which, if it were true, explains the case in question (Alvesson & Sköldberg, 2013: 4). This overarching hypothetic pattern was questioned by means of the social venture's persisting double bottom-line underperformance in the light of successful social entrepreneurship initiatives that have been presented in the present thesis' literature review chapter.

The present study used deductive logic because the research questions sought to answer a priori assumptions, albeit without advancing a priori propositions or hypotheses.

The extensive search and study of substantive academic expert literature on entrepreneurship and social entrepreneurship, and the provision of successful social entrepreneurship accounts, contributed the benchmark against which the social venture's double bottom-line could be measured, albeit in relative rather than absolute terms.

Hence, the approach is deductive, because the present study sought to answer the a priori research questions while simultaneously embracing substantive theory on similar social entrepreneurship ventures in search of conditions that may be generalizable to the social business case on hand. It is also inductive, because the study and the social entrepreneuring processes were culturally and socially situated.

Research methodology and methods

3.7.4. The practical use of inductive logic in the study's situated context

As an emerging research process that was embedded in a multi-cultural and multi-faceted inquiry setting, the present study naturally embraced inductivity. Cultural diversity inspired co-generated and shared sociologically and local community relevant conversations and reflections. The present study used a mono-method, mixed-data collection design to ensure that the data painted a rich picture of the pertaining business and sociological conditions. The inductive research process therefore embraced a variety of research techniques such as the dedicated action learning-set, informal discussions, semi-structured individual and focus group interviews, and unobtrusive researcher observation (Riviera, 2010: 1301).

3.7.5. The deductive-inductive research cycle

The deductive-inductive research cycle primarily describes the cognitive reasoning process, rather than the choice of a specific research design. It moves from grounding results, observations and facts, through inductive to general inferences. In the process, these general inferences, or theories, conceptual frameworks, or (mental) models, move through deductive inference to predictions to the particular (Teddlie & Tashakkori, 2009: 26-27). In qualitative research, the deductive-inductive logic-seeking reasoning loop illustrates study participants' use of complex reasoning skills throughout the research process (Creswell, 2013: 45).

Research methodology and methods

Inductive research requires identifying patterns and building categories and themes from the bottom-up. It requires the organizing of information and data inductively into increasingly more abstract units of information. A researcher's task consists of working deductively to collect evidence in support or demise of their own themes or interpretation (Creswell, 2013: 52). As a result, the researcher engages in a deductive-inductive research cycle.

The deductive-inductive research loop is a reflective cycle. It requires a research collective's cognitive argument through reflective practice and questioning insight (Zuber-Skerritt & Fletcher, 2007: 413) in a practice relevant context. It is an iterative reasoning and collective negotiation process (Kaplan, 2008: 730), challenging taken-for-granted assumptions, expressed through individually held mental schemata.

Miller (2017), and Alvesson & Kärreman (2011), argue for the necessity for action research to acknowledge the limits of knowing; Miller (2017: 96), moreover, states that 'in particular, this may necessarily involve our work to de-familiarize taken-for-granted assumptions and expectations. Especially those surrounding, influencing, and constituting relationalities'. In culturally diverse research settings such as those that characterize the present study, defamiliarization from taken-for-granted assumptions occurs naturally. The mechanisms by which meaning- and sense-making activities reconfigure individual and social mental frames that are the individually and collectively held theories have been evaluated and discussed in detail in the present thesis' literature review chapter.

Research methodology and methods

3.7.6. The social relevance of knowing

For knowledge to serve collectively, human beings must first make individual,

followed by shared sense (Dougherty et al., 2000: 323). The process of

intersubjective sense-making (Weick, 2006: 1731-1732) is individually

deductive-inductive, socially negotiated and relationally co-constructed.

Hence, socially co-constructed and shared perceptions of 'reality' always require

socially situated negotiation efforts and activities (Kaplan, 2008).

Complex deductive-inductive logic seeking reasoning can thus be brought into

perspective with Quinn's (1978, 1980) theory of logical incrementalism. In logical

incrementalism, overall strategy emanates from step-by-step and trial-and-error

actions (Stacey, 2011: 155 referring to Quinn, 1978).

Logical incrementalism is fundamental to social entrepreneurship because pressure,

emanating from (social) entrepreneurship ambiguity, positively moderates episodic

and incremental innovation and subsequent change instances (Quinn, 1979;

Stacey, 2011: 155 referring to Dougherty, 1992).

Moreover, socially enacted logical incrementalism is susceptible to considerably

enhancing the learning experience while positively moderating the quality of newly

acquired knowledge.

Finally, adopting an integrative stance towards inductive and deductive inference was

directed at validating specific results and struck the golden mean in the process of

peeling Saunders et al.'s (2009) research onion. It further guaranteed the use of

scientific method (deductive reasoning) while remaining flexible enough to apply the

theories to the unique Omaruru 'Location' ecosystem's physical and social context.

3.8. Research strategy

3.8.1. A single case-based research study architecture

The forthcoming sections introduce and discuss the chosen research strategy that is a single research case study, embedded in an insider action research and learning initiative (O'Leary et al., 2017).

The choice of a single case study design was justified because this study investigated a specific issue (YOOR Salon's double bottom-line performance) in a unique context and location; there were no other social entrepreneurship ventures in the Omaruru 'Location' (Baxter & Jack, 2008: 549).

3.8.2. Single-case base study research

Case study research refers to the choice of what is being researched.

Simultaneously, it is a methodology in its own right: 'a type of design in qualitative research that may be an object of study, as well as a product of the inquiry' (Creswell, 2013: 97). As opposed to nomothetic, idiographic case studies are beneficial for producing 'valid knowledge when they are concerned with the generative mechanisms and the contingent factors that are responsible for observed patterns' (van de Ven, 1989: 487). Both the generative mechanisms and contingency factors were highly relevant to the present cross-cultural study context and the investigated entrepreneurial organizing process over time.

Research methodology and methods

The case study was a practitioner case, operationalized via the physical conduct of an insider in-field action research initiative. It was an empirical inquiry that investigated into contemporary phenomena while focusing on in-depth understanding of these phenomena in the local context (Darke et al., 1998: 275; Hartley in Cassell & Symon, 2004: 323). The presentation of inferences, resulting from the research process, was directed at answering the study's research questions (Gummesson in Thorpe & Holt, 2012: 40). The chosen approach was therefore compliant with Baxter & Jack (2008: 547), arguing that it is the research questions that determine the type of case study, not the other way around. Following the same authors, the proposed case study was conducted as a single case research study.

3.8.3. Example: a single case study, embedded in an action research initiative

McGrath & O'Toole (2016) successfully conducted a case-based study, embedded in action research and in combination with action learning-set elements. These authors' research interest was in entrepreneurial network ties. In support of their chosen research topology, the authors contended that the 'use of an action research approach with action learning used as an intervention method was deemed suitable for entrepreneurial capability development research as it aims to contribute to the practical concerns of individuals in an immediate problematic situation' (Mumford, 1996; Susman & Evered, 1978), with theory emerging inductively from the data (Eden & Huxham, 1996). 'This approach fulfils the need to move beyond traditional research methodologies to embrace the contextual capabilities and limitations that characterise entrepreneurial firms' (McGrath & O'Toole, 2016: 123).

Research methodology and methods

3.8.4. Example: a single case study in sub-Saharan African entrepreneurship research

Juma et al. (2017) introduce a case-based study, in which the authors assessed sustainable entrepreneurship in sub-Saharan Africa. The authors used a model for sustainable entrepreneurship and a theoretical framework for integrating partners in a system that enabled the creation of collaborative relationships towards sustainable entrepreneurship (Juma et al., 2017: 218). In their methodology chapter, the authors argue that ‘sustainable entrepreneurship is still in its infancy; therefore, case method is appropriate. Single case study methodology is particularly favored in scenarios where the research question seeks to address the “why and how” in the context of processes occurring in a real-life environment’ (Juma et al., 2017: 218).

Furthermore, the adoption of a single-industry focus embraces industry-specific features, mediating opportunities and impediments to organizational change through innovation (Abernathy & Utterback, 1978; Bygballe & Ingemannsson, 2014).

Based on the availability of successful examples, the single case study design was selected as appropriate method to inquire into the researcher’s content area of inquiry interest.

3.8.5. Tying the ends: a descriptive single case insider action research study

Single case study methodology, accompanied by action learning components, has previously been embedded into successful action research orientated inquiry activities.

Research methodology and methods

McManners (2016) conducted an action research case study into the domain of complexity in the aviation industries; he states, ‘it became clear through the conduct of the research that clear structure [induced by the single case study methodology] was actually a help rather than a hindrance, provided it was applied in support of the action-orientated inquiry’ (McManners, 2016: 204).

3.8.6. Action research: overcoming the theory-practice dichotomy

Action research resolutely rejects the theory-practice dichotomy (Denzin & Lincoln, 2011: 29). The orientation likewise rejects the privileged position of ‘knowing that’ (teoría/sophía) in favor of ‘knowing how’ (praxis/phronesis) as the path to valid, credible knowledge and wise action (Rigg, 2014; Greenwood & Levin, 2007: 53).

Action research is a context-bound inquiry on significant local problems and was thus most appropriate when investigating YOOR Salon’s case-based issue.

The focus centred on appreciative practitioner, academic investigation and broad scholarship research. Broad scholarship research is directed at the simultaneous identification and evaluation of causes-of-effects versus effects-of-causes relationships. The cogenerative inquiry approach aims at painting a rich picture of the underlying social and behavioral phenomena, the process mechanisms, the academic underpinning and the resulting relational and systemic dynamics (Goertz & Mahoney, 2012: 41 ff.; Easterby-Smith et al., 2012: 291 ff.). Consequently, a deep understanding of underlying business dynamics and the social processes (causal mechanisms) was indispensable in the process of answering the present study’s ‘how’ and ‘why’ research questions (Teddle & Tashakkori, 2009: 129).

Research methodology and methods

As McManners (2016) outlines, a single case study methodology provides structure to an action orientated insider action research orientated initiative. It acts as a frame regarding ‘what’ and ‘who’ will be researched in the study. In so doing, the single case study methodology is the link, ascertaining that the research questions are being answered. The justification as to why a single-case study is a viable approach to answer the research questions is explained in Eisenhardt (1989: 536), who explains that the ‘...definition of a research question within a broad topic permitted [...] investigators to specify the kind of organization to be approached, and, once there, the kind of data to be gathered’.

Equally, Darby (2017), while researching activity that provides a positive impact on society, conducted an action research single case study into a small Leeds-based volunteering community organization. As a previous employee, the author positioned herself as an insider/outsider on the relational inquiry spectrum (Darby, 2017: 233 referring to Herr & Anderson, 2015). Subsequently, co-produced action research and the generation of co-produced impact are at the heart of her study. In support of the specific research design, the author explains that practical and academic knowledge creation relies on collaboration between academic and non-academic partners.

To this purpose, Darby (2017) advances that co-production is ‘perceived as a solution to an argued “relevance gap”... and to the demands of “impact”’ (Darby, 2017: 230 citing Beebejaun et al., 2012: 2). In the African research context, this ‘relevance gap’ can be addressed through engaged scholarship and the production of contextually actionable knowledge that is theoretically and practically justifiable (Walumbwa et al., 2011: 426).

Research methodology and methods

Co-designed phronetic research and community impacts (Darby 2017: 232 + 233), embedded in the action research tradition, are sought to produce shared intervention outcome responsibility and thus enhance social capacity for empowered autonomy. Furthermore, participants' shared intervention outcome responsibility inspires individual and shared cognitive learning experiences. According to Coghlan et al. (2016: 86), this cognitive learning experience derives from the identification of a starting point and the collective evaluation of a change of state resulting from an action (Coghlan et al., 2016: 86 referring to Argyris and Schön, 1996).

Darby's (2017) overall methodological research design most closely resembles the present study's small-scale and context-bound collaboration design choice.

What distinguished the present study, and what indeed deserved specific attention, was the intercultural research dimension and the requirement to negotiate both access to, and relationship building within, the Omaruru 'Location' community of social practice.

For Coghlan & Brannick (2014: 47), 'action research is the most demanding and far-reaching method of doing case study research'. This is exemplified by the requirement to study multiple individuals in a real-life case context with the researcher being part of the business case, requiring the solution.

The present study's requirement to answer 'how and why' research questions, conditioned first and foremost the participative generation of workable solutions, directed at the remediation of the identified issues as expressed by the help of the core- and sub-research questions. This prerequisite directly connects the insider action research orientation to pragmatic philosophy (Greenwood & Levin, 2007: 63).

Research methodology and methods

3.8.7. The unit of analysis: the study's object

The unit of analysis was an organization, the social entrepreneurship venture YOOR beauty- and hairdresser salon, trading in the Omaruru 'Location', Namibia.

The identification and description of the researcher's content area of research interest and the core- and sub-research questions answer the 'what will be researched?' question.

The case study design was chosen to inquire into the unique entrepreneurial organizing process over time and the YOOR Salon single case, located in the distinct Omaruru 'Location' ecosystem (Creswell, 2013). A case-based inquiry into social entrepreneurship activities places overarching emphasis on entrepreneurial organizing, action and ex-post evaluation of intervention outcomes. The progressive research approach is, above all, fully compatible with the action research orientation.

This specific nexus is methodologically established and physically enacted via concurrent spirals of action research cycles, consisting of constructing, planning, taking, and evaluating action (Coghlan & Brannick, 2014: 11). The single case study design links the entrepreneurial organizing process over time to action research, while providing the integrative, iterative and generative methodological framework.

The focus on organizing processes in nascent social entrepreneurship places overarching emphasis on 'organizing as a verb rather than organization as a noun' (Ramsey, 2014: 8). Action research infuses continuous cycles of action and reflection which, for Dewey, result in scientific knowing. 'The solutions achieved were only the best possible ones at the moment with materials at hand, hence the denomination of his [Dewey's] philosophy as pragmatism' (Greenwood & Levin, 2007: 61 interpreting Dewey's philosophical assumptions).

Research methodology and methods

If Greenwood & Levin's (2007: 61) interpretation of Dewey's pragmatist philosophical assumption holds true, then the present study inevitably generated situated, locally relevant and actionable knowledge.

3.8.8. The action inquiry study participants

YOOR Salon's collaborators and the immediate local community of social practice constituted the study participants. The local community of social practice consisted of business customers and local dwellers, with the former residing in Omaruru town and the 'Location' and the latter in the Omaruru 'Location'.

At the time of the first in-field action research cycle, the core action learning-set was composed of three participants. From the business side, the action learning-set was joined by the hairdresser, alias 'Papi', and the men's barber who joined the business a week prior to the initiation of the study's first action research cycle. The action learning-set was complemented by the researcher and author of the present thesis. The small group displayed the 'comrades in adversity' properties that, according to Revans (1981), facilitate efficient situated learning and knowledge creation.

3.8.9. The 'insider' in an action research initiative

Coghlan (2007) and Coghlan & Brannick (2014: 133) explicitly address the specific issues that are typically encountered when conducting case study-based insider action research initiatives. The authors elaborate on the challenges associated with the researcher's role duality in the research process, the researcher's contextual preunderstanding and the issues associated with entering the research site.

Research methodology and methods

These methodological limitations transcend first-, second- and third-person practice and are recognized and embraced as integral components of any insider action research initiative (Coghlan, 2007:299 ff.).

From an axiological stance, role-duality in insider action research is political entrepreneurship (Björkman & Sundgren, 2005: 401-403) and thus not value free. The primary purpose consists in establishing practice relevant internal credibility to the group generating it. Greenwood & Levin (2007: 67) additionally concede that 'conveying effectively the credibility of this knowledge to outsiders is a difficult challenge'.

For Reason & Marshall (2001: 413) action research is a personal, political and social process and there are limitations associated with managing ethics and organizational politics when inquiring into one's own organization (e. g. Coghlan & Brannick, 2014: 145 ff.; Denzin & Lincoln, 2011: 22-23). The aspects, associated with social identity (Tajfel & Turner, 1979), power and privilege, were dealt with separately and in detail in the study's ethics approval process. Accordingly, the above reflections serve to recognize that the insider action research orientation, as any other research tradition, is not value-free (Zuber-Skerrit & Fletcher, 2007: 423) and thus has its specific strengths and weaknesses.

In support of the present study's insider action research design, the action learning-set embraced diversity as an opportunity in the cogenerative inquiry, learning and knowledge-creation process. It fully embraced the democratic process between the participants and the academic-practitioner while remaining contextually and locally interconnected (Greenwood & Levin, 2007: 63-65).

Research methodology and methods

3.8.10. The intercultural research ecosystem

Even though the present thesis' overall research design closely resembles

Darby's (2017) methodological approach, context matters.

In the context of social entrepreneurship in sub-Saharan Africa, there exist complex institutional layers (Rivera-Santos et al. 2015: 78). Not surprisingly, Rivera-Santos et al. (2015) identify two emerging factors, adding to the historico-political complexity; these factors are ethnic group identity and the influence of colonization. In the Namibian case, history is undeniably hallmark by colonialism, forced societal inequality (apartheid) and sustained humanitarian malpractices along racial lines.

The present study sourced from a local research setting, where the researcher was an insider to the business, but a stranger to the community of social practice.

Three decades into Namibia's independence and, as a persisting consequence of colonialism and apartheid, the Omaruru 'Location' ecosystem remains, thus far, racially segregated along the color of people's skin.

3.9. Empirical methods for information and data collection and analysis

3.9.1. Techniques and procedures for information and data collection

The present study sourced relevant information and data from in-field semi-structured focus-group interviews and action learning-set activities.

'Inquirers who seek to explore "concernful" involvement as it is lived, in one way or another, encounter human experience expressed in the form of stories because narrative offers the principal means by which people understand the meaningful continuity of events' (Yanchar, 2015: 119).

The YOOR salon staff and the immediate local community of social practice have constituted the study participants. The local community of social practice consisted of business customers and local dwellers.

Both groups, whether internal or external to the social enterprise, represented purposive sampling strata.

3.9.2. Sampling strategy

The present study combined purposeful sampling with opportunistic sampling.

Purposive sampling is the process of selecting individuals based on the specific purpose (Teddlie & Tashakkori, 2009: 343) and opportunistic sampling refers to a researcher's curiosity to follow emerging leads during fieldwork (Patton, 1990: 183).

For instance, Ames et al. (2019) used purposive sampling in their production of a qualitative evidence synthesis. According to these authors, '...large numbers of studies can threaten the quality of the analysis in a qualitative evidence synthesis.

Research methodology and methods

We used the sampling strategy to decrease the number of studies to a manageable number' (Ames et al, 2019: 8).

A purposive sampling approach is inductively directed at generating a phenomenologically rich picture and description thereof. To achieve this, the present study embraced the purposive sampling stratum, consisting of the YOOR Salon collaborators and members of the community of social practice. Both strata were most proximal to the business and, subsequently, the local sample had the same characteristics as the population from which it was drawn (Easterby-Smith, 2012: 223).

3.9.3. Combining purposive sampling techniques

The present study further built on multiple purposive sampling techniques for information and data collection.

These data collection methods were semi-structured individual and focus group interviews with YOOR Salon's collaborators and community members.

Additionally, the YOOR Salon collaborators and the researcher formed and interacted in a dedicated action learning-set.

The use and combination of different data collection methods focused on the depth of information and narrative data generated by the case. The application of the selected technique was based on the choice of context relevant samples to address and answer the research question.

Research methodology and methods

In this way, the individual and semi-structured focus group interviews served the purpose of determining the status quo, whereas the action learning-set initiative was directed at initiating and maintaining the insider action research initiative. The inductive spiral of action research cycles was enacted and kept alive by means of the action learning-set (Susman & Evered, 1978: 588; Coghlan & Brannick, 2014: 11). And, directed at maximizing the venture's social impact performance, the action learning-set initiated and conducted intervention into the business.

3.9.4. Chain sampling and opportunistic sampling

Investigating into a culturally diverse community of social practice required combinational sampling: in this context, chain sampling in combination with opportunistic sampling. This is in accordance with Coyne (1997: 630), who argues in favor of '...researchers to be adaptable and creative in designing sampling strategies that are aimed at being responsive to the real-world conditions and that meet the information needs of the study'.

Chain sampling refers to the approach of identifying '...people who know people who know people who know what cases are information-rich, that is, robust examples for study, contributed by good interview subjects' (Patton, 1990: 182).

Opportunistic sampling refers to a researcher's flexibility to follow new leads during fieldwork via taking advantage of the unexpected, surprises and breakdowns (Patton, 1990: 182-183; Miles & Huberman, 1994: 270 ff.; Alvesson & Kärreman, 2011).

Research methodology and methods

The combination of chain and opportunistic sampling techniques ‘requires certain qualities and skills on the part of the researcher: initiative, pragmatism, the ability to take advantage of unexpected opportunities, optimism, and persistence in the face of difficulties and unexpected events, especially during data collection activities’ (Darde et al., 1998: 287). Darke et al.’s (1998) finding certainly applies to the present study and the presentation and discussion of results chapter further elaborates on locally experienced and research relevant surprises and breakdowns.

3.9.5. Sampling techniques: limitations

History, [content, and context; emphasis added], and the emerging research process, simultaneously guide and constrain work carried out in any specific study (Denzin & Lincoln: 2011: 12).

One constraint resulted from the circumstance that the researcher resides in Switzerland and only sporadically travelled to Namibia to physically conduct the in-field research project activities. Elements of the study (information and data collection) were performed during dedicated in-field research trips to Namibia. These dedicated research trips served a double purpose. *First*, they served the purpose of keeping the insider action research project alive and to consecutively run through two entire action research cycles. *Secondly*, the dedicated research trips helped the in-field information and data collection activity required to answer the research questions.

Research methodology and methods

Another limitation resided in the fact that some of the research participants did not speak English but their local Namibian languages only. Since the researcher does not speak either of these local languages, the researcher's 'cultural literacy' was partly impaired by language (Davidovitch & Khyzhniak, 2018: 13 referring to Hirsch, 1988). At the time of the first in-field study trip to Namibia, the YOOR Salon collaborators consisted of a group of two. Both action learning-set participants were sufficiently proficient in communicating in the English language.

The various locally prevailing languages belong to the Khoisan language family, featuring an extensive use of click consonants (Kohler & Traill, 2005). One interview participant communicated in her local Namibian language (Oshivambo) only, resulting in the requirement of having the interview translated by an interpreter. According to Squires (2009: 6-7), good cross-language qualitative research, using interpreters or translators, must include information about the researcher's origin and language qualifications, [...], a description of the identity and role of the translator, and a detailed description where translation services occurred during the study. Informed by these requirements and the overall requirement for research transparency, these aspects will be clarified in the forthcoming paragraphs.

3.9.6. How information and data were collected in the practical context

Participants working in the business:

Individual discussions, semi-structured focus group interviews and ongoing action learning-set activities were the data collection techniques deployed.

Research methodology and methods

Participants, originating from the local community of social practice:

Individual discussions and semi-structured focus group interviews were the techniques used.

Apart from two interview participants, one originating from the Democratic Republic of the Congo and the other from Zimbabwe, the interview participants were Namibian citizens.

Researcher observations, written records and transcripts of voice-recorded interviews were used for information and data collection. The recorded conversation and discussion sequences, if not conducted in the English language, have, during interviews, been translated by English speaking community member who understand and speak the specific local language.

An essential step during the researcher's dedicated study trip to Namibia consisted of having the non-English language contribution translated into English in Namibia before travelling back to Switzerland. In the process, one Oshivambo interview was successfully interpreted/translated and transcribed by a senior faculty member of the University of Namibia (UNAM). The chosen approach for information and data translation and analysis provided the highest standard of achievable security in terms of ensuring the interview participant's confidentiality while simultaneously protecting the participant's privacy and anonymity (Easterby-Smith, 2012: 95). To ensure maximum privacy, anonymity and confidentiality, the language translator additionally signed a separate non-disclosure agreement.

Research methodology and methods

Details on how the researcher assured protection of participants' identities and privacy, information/data storage and destruction policies and procedures after the study has been completed were presented in the pertinent research ethics documents and approved by the University of Liverpool's Ethics Committee.

3.9.7. The semi-structured focus group interviews

In preparation for the researcher's dedicated in-field research trips to Namibia, an interview guide was established. According to King (King in Cassell & Symon, 2004: 11) 'the [qualitative research] interview remains one of the most common method for data gathering in qualitative research...' Following Kallio et al. (2016), a semi-structured interview guide provides 'a practice-based tool that can help researchers achieve rigorous data collection and trustworthiness for their study.'

The major goal of qualitative interviews consists of seeing the research topic through the lens of the interviewee, and to understand how and why the interviewee comes to have this particular perspective (King in Cassell & Symon, 2004: 11).

Accordingly, Maxwell (2013: 101 in Castillo-Montoya, 2016) reminds us that there is a functional difference between research and interview questions.

'Your research questions formulate what you want to understand; your interview questions are what you ask people to gain that understanding.'

The interview guide for the introductory semi-structured individual and focus group interviews was designed to elicit study relevant information and data, directed at answering the research questions and to the practical benefit of maximizing the venture's double bottom-line performance.

Research methodology and methods

The semi-structured interviews were conducted in two phases. To ascertain that the research question relevant information and data were collected, the first phase consisted of sequentially running through the interview guide's pre-formulated questions, addressing *a priori* themes.

Subsequently, the second interview instance included a more informal conversation, embracing ancillary aspects and affects which may, under locally complex sociocultural conditions and emerging circumstances, directly or indirectly contribute to a phenomenologically more sophisticated understanding of the interviewees' life-world (Kvale, 1983: 176).

The literature review, the moments of inquiry in the action learning-set and the information and data analysis of the interview instances inevitably generated patterns emerging from the data.

'...relationship is part of the research process, not a distraction from it.

The interviewee is seen as a "participant" in the research, actively shaping the course of the interview rather than passively responding to the interviewer's pre-set questions' (King in Cassell & Symon, 2004: 11).

As will be discussed in this thesis' presentation and discussion of results chapter, some of these emerging patterns did indeed possess the faculty to directly affect interventions on the venture's double bottom-line continuum, while other emerging patterns were of more indirect relevance.

Research methodology and methods

Answering the a priori research questions and the assessment of emerging patterns and resulting themes always conditions causes-of-effects versus effects-of-causes reciprocity considerations, eliciting a researcher's deductive and inductive reasoning flexibility. In this way, emerging patterns from the data transformed into study-relevant emerging themes.

As will be discussed in the presentation and discussion of results chapter of this thesis, some of the directly and indirectly mediating emerging themes were surprisingly powerful. This finding substantiates the author's claim that the a priori questions could impossibly have elicited the information and data richness required to present a phenomenologically holistic picture.

3.9.8. Multilingualism

Multilingualism occurs naturally in both the business environment and the Omaruru 'Location' community of social practice. It is thus not the choice of the study subject to add multilingualism, rather it is simply what occurs naturally in the existing business context.

In support of embracing and integrating linguistic diversity into the study, Zarate et al. (2010: 148) argue that 'multilingual and multicultural biographies suggest a different outcome to a trajectory that could otherwise lead to linguistic and cultural entrenchment...' Following these authors' lead, both multiculturalism and multilingualism have added additional value to the present study.

Research methodology and methods

Based on a successfully conducted bilingual single case, life history story

Halai (2007: 353) concludes that he, as a researcher, had to work much harder to help readers [...] make sense of the study participant's accounts. The same author asserts '...these are issues that any researcher who is working with interview data can face. With increasing globalization, it is very common to find research participants whose first language is not English and will more often than not use words from their own language to illustrate their viewpoint'.

3.10. Interpretation and evaluation of data: data analysis

The collected information and data are accounts of individuals' lived and told experiences in the social business and local community context.

3.10.1. Thematic analysis

Thematic analysis is a higher-level concept, including content analysis, grounded theory and template analysis among many others.

'Linked to the fact that it is just a method, one of the main reasons thematic analysis is so flexible is that it can be conducted in a number of different ways. Thematic analysis has the ability to straddle three main continua along which qualitative research approaches can be located: inductive versus deductive or theory-driven data coding and analysis, an experiential versus critical orientation to data, and an essentialist versus constructionist theoretical perspective' (Braun & Clarke, 2012: 58).

Research methodology and methods

For this study, the researcher used the narrative stories in the qualitative analytical thematic analysis process aimed at answering the research questions (Creswell, 2013: 70-72), while simultaneously feeding back analytical inferences into the ongoing action research initiative.

Thematic analysis is a method for identifying, analyzing and reporting patterns (themes) within data (Braun & Clarke, 2006: 6). Thematic analysis seeks to theorize the socio-cultural context, and structural conditions, that enable the individual accounts (Braun & Clarke, 2006: 14).

The same authors describe the information and data processing sequence:

1. Familiarization with the data; 2. Generating initial codes; 3. Searching for themes;
4. Reviewing themes; 5. Defining and naming themes; and 6. Producing the report.

Based on the interest of seeing what emerges from the study, and by being open to subsequent unexpected results and letting these results guide further empirical inquiry (Alvesson & Kärreman, 2011; Patton, 1990: 183), thematic analysis fully meets the requirements to capitalize from emerging themes in qualitative studies (Teddlie & Tashakkori, 2009: 252). Thematic analysis as information and data analysis technique therefore neatly integrated into the present insider action research single case study topology.

McAuley (McAuley in Cassell & Symon 2004: 195), arguing from an interpretative hermeneutic framework, explains that

‘the pattern of interpretation was widened as themes, common patterns, began to emerge from the interviews. It is important to note that these themes were those that came to the minds, intuitively, of the researchers [...]’

Research methodology and methods

At this stage the test of validity of the interpretation, according to Thompson et al (1990: 347), is that the individual “text” will support the thematic interpretation.'

3.10.2. Information and data analysis technique: template analysis

Template analysis as one approach to thematic content analysis has been selected as the appropriate data analysis technique in the assessment of the semi-structured interviews.

King describes template analysis as a ‘...group of techniques for thematically organizing and analyzing textual material rather than, per se, being a distinct methodology’ (King in Cassell & Symon, 2004: 256; Brooks & King, 2014: 3).

Template analysis as an approach to thematically organize and analyze qualitative information and data can, therefore, be used in a broad variety of qualitative research situations (Brooks & King, 2014: 2 based on King, 2012), implying that template analysis may be used within a wide range of epistemological traditions.

The technique relies upon the coding of text thematically to produce a given structure, or template (Cassel in Thorpe & Holt, 2012: 221).

For instance, Greenhalgh & Fahy (2015) successfully uses template analysis when investigating the research impact in community-based health science. Another account is provided by Brix-Asala et al. (2016: 417), who use template analysis to evaluate their transcribed interview data. The data was collected in a case study on sustainability synergies and trade-offs in an African base of the pyramid study that evaluated the economic viability versus the ecologic sustainability of water sold in plastic sachets.

Research methodology and methods

Subsequently, their data analysis followed an abductive approach which the authors describe as a ‘...recursive, continuous process leading to a “form of reasoning through which we perceive the phenomenon as related to other observations”’ (Brix-Asala et al., 2016: 417).

In both cases template analysis assisted in surfacing patterns in the data and the formulation of emerging themes that would otherwise have evaded ordinary observation.

3.10.3. Template analysis: the formulation of a priori themes from the research questions

At the initial stage, the template may or may not contain themes which have been identified in advance of coding (Brooks & King, 2014:3). If it does, template analysis combines a deductive and an inductive approach to qualitative analysis (Saunders et al. 2016: 505).

The present study explored answering research questions without advancing a priori propositions or hypotheses. In this way, the present thesis used a priori themes that have logically emanated from the research questions. Subsequently, these a priori themes guided the formulation of standardized questions in the formal part of the semi-structured interview guide.

‘...themes can be identified using inductive approaches, whereby the researcher seeks patterns in the data themselves and without any preexisting frame of reference, or through deductive approaches in which a theoretical or conceptual framework provides a guiding structure (Braun & Clarke, 2006; Taylor et al., 2016).

Research methodology and methods

Alternatively, thematic analysis can include a combination of inductive and deductive analysis. In such an approach, the research topic, questions, and methods may be informed by a particular theory, and that theory may also guide the initial analysis of data' (Richards & Hemphill, 2017: 6).

In the case of the present thesis, existing theory did not inform or guide either the initial selection of the study topic, the research questions, the inquiry method or the formulation of questions in the semi-structured interview guide; rather, it was the practically relevant circumstance of YOOR Salon's chronic social entrepreneurial double bottom-line underperformance that guided and informed the study topic and research questions.

However, in reflective research, deductive reasoning practice is always present in that it is through deductive reasoning practice that mentally held schemata in research participants are challenged. It follows that inductivity co-exists alongside individually and collectively enacted deductive meaning- and sense-making processes (Patton, 2015).

Research methodology and methods

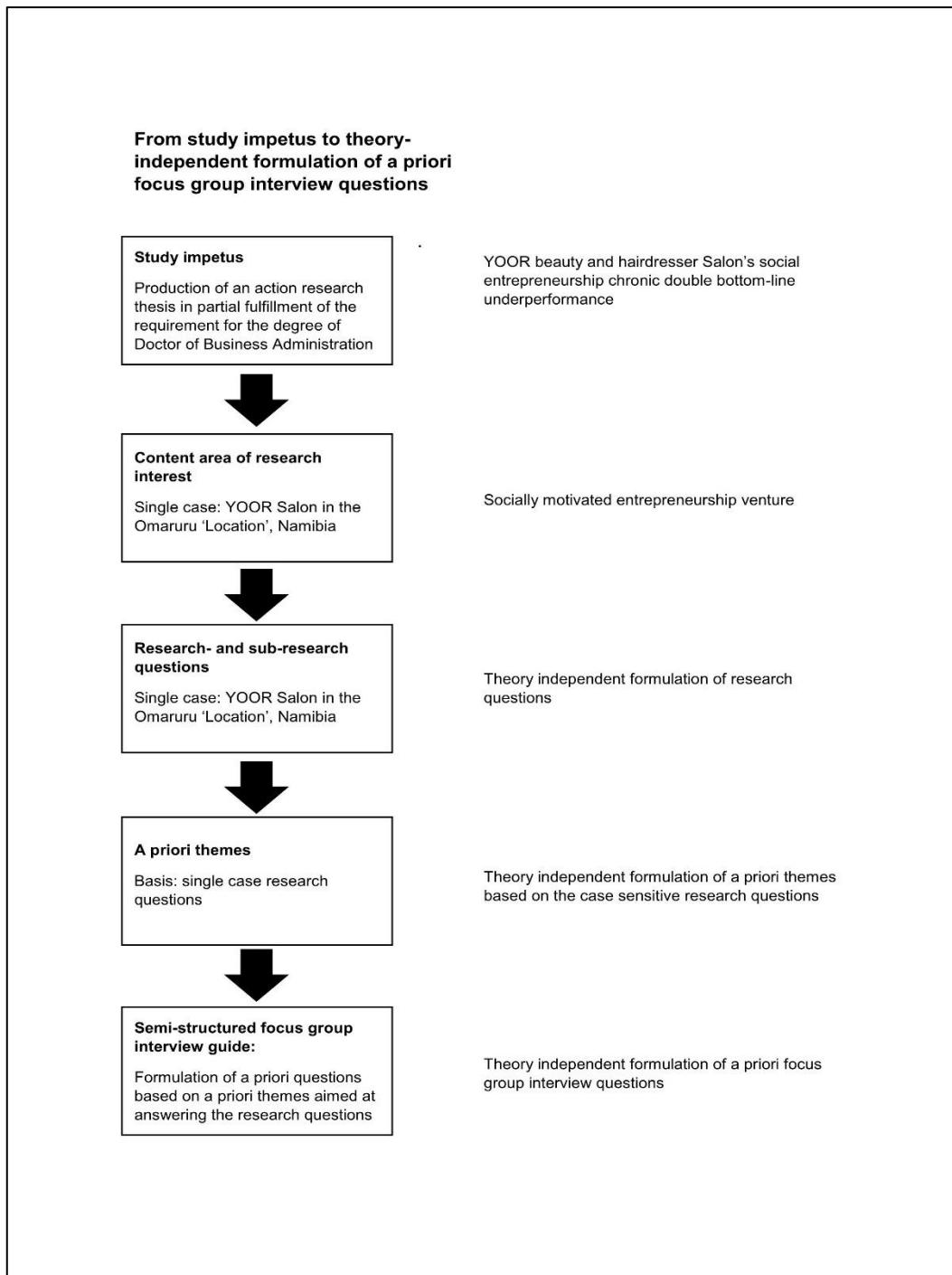


Figure 7: Theory-independent formulation of a priori focus group interview questions

A priori themes logically emanated from the identified social entrepreneurship double bottom-line business issue. The forthcoming table thus illustrates the emergence of a priori themes from the research questions.

Research methodology and methods

Label: A priori themes (from research questions to a priori themes)	
Research Questions	
A priori themes	
Hygiene and Cleanliness	
Innovation Dissemination Potential	
Omaruru 'Location' Community of Social Practice	
Community Impact	
Health Awareness	
Health Awareness Employees	
Health Awareness Community Members	
Social Entrepreneurship and Health Awareness	
Increase in Health Awareness	
Behavioral Change	
Business	
Double Bottom-Line Performance	

Table 7: NVivo™ extract – from research questions to a priori themes

The a priori themes provided the starting topics for the literature review and the opening questions in the semi-structured individual and focus group interviews. As a result, there were emerging themes from the literature as well as emerging patterns from the insider action research initiative that were inquired into by means of iterative information and data mining activities. According to Sumathi & Sivanandam (2006: 5) 'data mining has the capability to uncover hidden relationships and to reveal unknown patterns and trends by digging into large amounts of data'.

Research methodology and methods

3.10.4. Template analysis: from unstructured to structured information and data

The application of template analysis to rich unstructured qualitative data followed the primary in-field data collection phase (Waring & Wainwright, 2008: 85). In template analysis, the template is laid over the data to reveal patterns in the data (Easterby-Smith et al., 2012: 165). Template analysis is flexible, since additional codes can be integrated as information and data emanate from the study. As a data analysis technique, it is thus relatively adaptable to the needs of a specific study (Brooks & King, 2014: 3).

Template analysis is a commonly used information and data analysis technique in qualitative research. Typically, direct participant quotes serve to illustrate and support a researcher's interpretation of information and raw data (Brooks & King, 2014: 8). This allows the readers to assess the researcher's phenomenological and contextual meaning- and sense-making credibility.

3.10.5. Emerging patterns from the in-field research information and data

The template analysis approach likewise served the inductive identification and exploration of emerging patterns and relationships from the recorded and transcribed

interview data and action moment sequences (Saunders et al., 2016: 506).

Template analysis thus provided a structured thematic content analysis approach (Bhatti, 2014: 18-19) for the formulation of emerging themes, hosted in study participants' rich descriptions. Contextually, the concept of thick description is contrasted with a behaviorist 'thin description'.

Research methodology and methods

Whereas behaviorist thin descriptions only consider the external behavior aspects, thick descriptions also embrace the inner, meaningful aspect (Geertz, 1973: 3 ff.; Alvesson & Sköldberg, 2013: 130).

For the reader's convenience, the inductively established emerging themes codebook is fully replicated in Appendix B of the present thesis. NVivo™ queries were customized to inquire into both the informal part of the semi-structured focus group interviews and pertinent academic expert literature within the database's comprehensive pool of journal articles (Appendix C). Additional research was conducted in the comprehensive University of Liverpool Online Library and, where appropriate, via the Google™ search function. The forthcoming table replicates the iteratively refined emerging themes that were developed via confirmatory patterns from content analysis of information and data, collected in the informal part of the semi-structured focus group interviews.

Research methodology and methods

Label: Initial (Preliminary) Emerging Theme
Emerging Themes Coding
Business Condition
Marketing
Social Media
Financing
Business Venture Financing Problem
Business for Time Being Self Sustained but Not Sustainable Over Time
Entrepreneurship Condition
Entrepreneurship Propensity Namibia
Entrepreneurship and Risk Adversity
Social Condition
Poverty and Behavior and Vice Versa
Namibian Tribes
Lack of Food
Lack of Education
Substances Alcohol and Drugs
Alcohol and Behavior
Alcohol and Drugs
Alcohol on Poverty and Vice Versa
Urban Migration (Urbanization)
Requirement for Counterfactual Thinking on Researcher End - Asking of 'So What?' Question
Social Innovation - What is the Benefit of Trying to Change how the System works...
Historical Condition
Post-Apartheid Namibia
Environmental Condition
Namibian Climate Environment

Table 8: NVivo™ extract – initial (preliminary) emerging themes

3.10.6. Limitations in content and template analysis: culture, interpretivism, and subjectivity

Dialogue with a study results from running researchers' interpretations through a reader's own associative schema and interpretive framework. True dialogue emerges from subjective interpretive frameworks for reality; that is, a set of beliefs about the entities that constitute that reality and the relationships that exist between them (Allen, 2013: 723).

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High validity levels rest on careful conceptualization and design, and on self-critical reflexivity in the face of operational and interpretive choices (Aram & Salipante, 2003: 203).

Building on Habermas' linguistic take (Habermas, 1981: translated by McCarthy, 1985: 220) and Pettigrew's (1987) content, context and process triangle (Sminia & de Rond, 2012: 1337), the research community's momentarily- and locally-lived interview and action moment experiences matter. Template analysis is a systematic tool to assess accounts but meaning and sense consensus remain on an experience-based or a creative-interpretive frame alignment between the research participants' account and third-party readers.

Template analysis is a systematic approach to identify and assemble topics (codes) in one place aimed at completing the interpretative process (Waring & Wainwright, 2008: 86). However, King (King in Cassell & Symon, 2004: 268-269) reminds us of some limitations of template analysis technique in that its main strength - flexibility - can simultaneously be its major weakness. Specifically, King addresses the continuum, contrasting templates that are too simple to allow in-depth interpretation with templates that are too complex to be manageable. Additionally, the author reminds us of the risk of researchers losing individual participant voices.

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3.10.7. The use of computer-aided qualitative data analysis software

NVivo™ is a computer-aided qualitative data analysis software (CAQDAS) for aiding qualitative data analysis (Saunders et al., 2016: 322 + 480). In the present study, each transcript was word-processed and imported into NVivo™, where open codes were applied to each transcript (Saunders et al., 2016: 322, 480 + 510).

Where the interpretive framework is concerned, it is of course true that software can only aid in organizing and examining information and data and cannot by itself make any kind of value judgment or interpretation (King in Cassell & Symon, 2004: 263; Bell & Bryman, 2007: 72). Information and data meaning- and sense-making is an iterative process (Gupta et al., 2015: 95), remaining entirely in the hands of the researcher. According to Dey (1993: 273), this iterative qualitative data analysis process consists of reading and annotating participant accounts followed by categorizing, linking and connecting (Richards, 2005: 85 ff. + 123-161; Miles & Huberman., 1994: 245-261), corroborating (Miles & Huberman, 1994: 262-286; Richards, 2005: 163-181) and the production of the research account (Richards, 2005: 183-199).

As an example of this, Bell & Bryman (2006: 71) used NVivo™ to discern the meaning implied by participant statements. The researchers open coded each document's full text in search of content that indicated themes and/or emerging patterns congruence. From the initial analysis, the authors subsequently derived a series of emergent categories for further interpretive inspection.

Research methodology and methods

Likewise, Littlewood (2015: 245) uses NVivo™ in his study of corporate social responsibility in the Namibian mining sector. The author reports that ‘the coding process was informed by key themes drawn from antecedent literature but remained a largely inductive sense-making process’.

With regards to iterative categorizing by means of NVivo™, Neale (2016: 1098) adds that for successful information and data mining, a researcher must have a basic understanding of the nature and range of topics and themes within the data prior to beginning to interpret them.

Rigg & O’Mahony (2013: 95) explain that, in their study, they used NVivo™ for coding of a priori and emerging codes as well as for the purpose of boundary-spanning.

Finally, Nguyen et al. (2015: 229) acknowledge the complicated and massive nature of qualitative data and refer to Miles & Huberman (1994) when advocating ‘...our data analysis followed an on-going and interactive procedure’. During this process, the authors worked back and forth between data and analysis of cases as well as between data and existing literature.

The experiences collected in the present study most closely match Nguyen et al.’s (2015) and Rigg & O’Mahony’s (2013: 95) findings. The data analysis process was interactive and iterative, comprising boundary-spanning - via working back and forth between data and extant academic expert literature - as well as data and the analysis of the specific case.

Research methodology and methods

In the present study, the use of NVivo™ served multiple purposes. *First*, NVivo™ served as the study's centralized project administration and research documentation database. The hand-written research journal (reflective diary), study reports, signed consent forms, transcripts, academic journal articles, Namibian media news releases, and photographs were imported into NVivo™ and thematically classified.

Second, NVivo™ served the purpose of data-mining and boundary-spanning into roughly 2'200 peer-reviewed academic journal articles (Rigg & O'Mahony, 2013: 95).

Third, literature review relevant nodes were created and systematically classified.

Finally, NVivo™ was used in its classic role, directed at evaluating transcribed interview and action moments information and data. The created themes were allocated to in-field research-relevant a priori and emergent categories and further investigated by the use of pertinent queries.

Informed by collected interview and action learning-set information and data, the forthcoming table illustrates the process by which the initial themes were stepwise refined.

Research methodology and methods

Label: Emerging Theme	Description	Mentioned in interview(s)
The social condition in the Omaruru 'Location'	<p>As a general requirement, this emerging theme embraces the lead researcher's learning experience through situated social learning about the prevailing conditions in the Omaruru 'Location'.</p>	<p>Descriptions of the prevailing living and working conditions in the Omaruru 'Locations' were provided by interviewees. Complementary information and data were collected in the action learning-set.</p>
Entrepreneurship propensity/uncertainty (risk) adversity	<p>Business requirement: due to the absence of the business owner, the social venture needs entrepreneurially minded individuals to drive and scale the business.</p> <p>Entrepreneurship propensity in the Namibian population and the Omaruru 'Location' community of social practice.</p> <p>Specific interest: are there tribal differences regarding entrepreneurship propensity?</p> <p>What type/quality of entrepreneurship prevails in Namibia? Opportunity vs. subsistence entrepreneurialism.</p>	<p>Interview partners' reflection mostly inspired (stimulated) by lead researcher questioning.</p> <p>One in-depth discussion on entrepreneurship with the Zimbabwean Karibib Private School entrepreneurship teacher.</p>
Namibia's political discourse on entrepreneurialism	<p>Political Namibia adopts a positive discourse on entrepreneurialism.</p> <p>The emergent theme emanated from assessing divergence between espoused versus theory in use.</p> <p>How does entrepreneurialism inspire economic development on the way to humanitarian prosperity?</p> <p>The need for local transformation of commodities (industrialization).</p>	<p>Discussed in the informal part of the semi-structured focus group interviews.</p>

Research methodology and methods

Alcohol use (use of alcohol and health)	<p>Alcohol consumption in the Omaruru ‘Location’. Potential implication(s) on community of social practice and the business’s double bottom-line performance.</p> <p>Assessment of alcohol consumption and behavior. Evaluation of use of alcohol, ‘risky’ behavior and subsequent impact on undesired individual-level and societal outcomes.</p> <p>Use of alcohol in a price-elasticity inflexible community of social practice.</p>	<p>Inspired by first interview. In the process spontaneously mentioned in all interviews by interview participants.</p>
Spatial mobility	<p>Reflection inspired by high staff and community member turnover in the Omaruru ‘Location’.</p> <p>Mobility patterns in the YOOR Salon collaborators and in the Omaruru ‘Location’ community in general.</p> <p>Specific interest: are there tribal differences in mobility patterns?</p> <p>Environmental impact on the Namibian peoples’ mobility patterns (harvesting times in Namibia’s northern area, droughts, climate change, etc.)</p>	<p>Mentioned by most interviewees in the context of lack of economic opportunity and as drought coping strategy in Omaruru (seasonal lack of economic opportunity in Omaruru versus seasonal availability of work and staple food commodities in the country’s fertile north).</p>
Attitudinal and behavioral change	<p>Culturally and socially conditioned inertia to change.</p> <p>‘Hygiene’ as added value in the beauty and hairdressing service provision. Did it inspire attitudinal and behavioral change in the constituent community of social practice? Did it inspire adaptive change in competitor behavior?</p>	<p>Attitudinal and behavioral change was at times an a priori theme and an emergent theme in that understanding the mechanisms by which change happens, required additional examination of contextually relevant psychophysiological aspects.</p>

Research methodology and methods

	The phenomenon of priority divergence versus resistance to change (individual change agency).	
Cultural learning	Intrinsically emanating from the inductive research context. Individual and shared learning experience in the situated community of social practice.	

Table 9: From initial (preliminary) to contextually refined emerging themes

3.11. Transparency in qualitative research

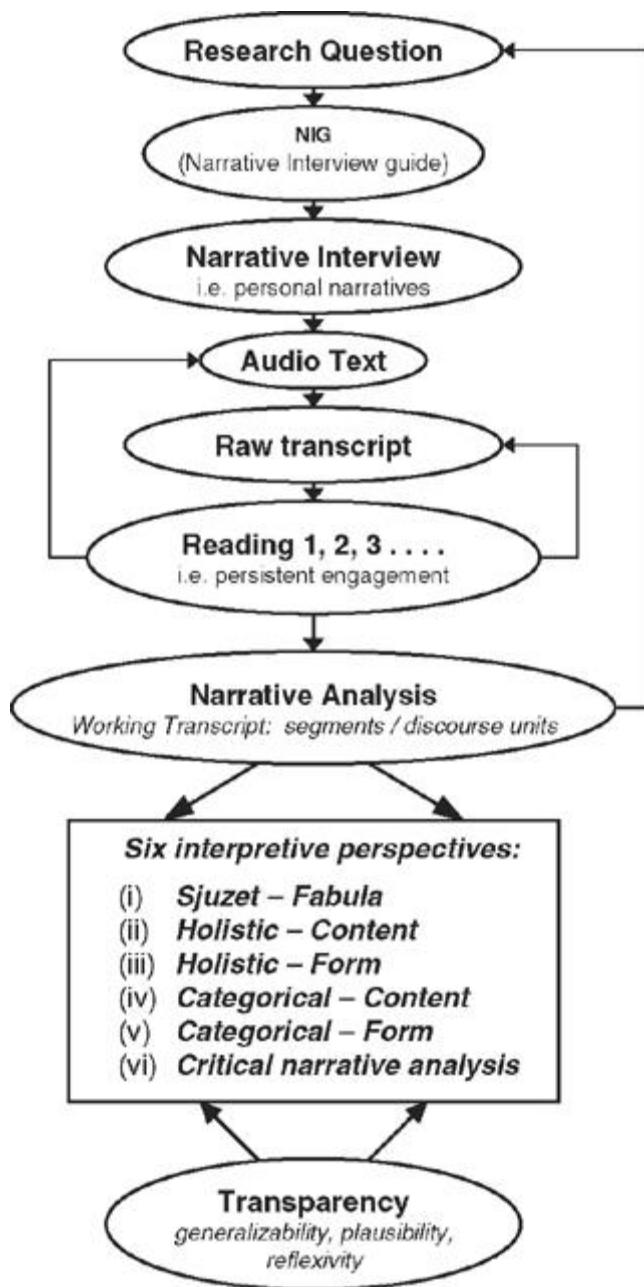


Figure 8: The model of NOI (Narrative Oriented Inquiry)

Source: Hiles & Čermák (2007: 5)/

Following Hiles & Čermák (2007: 2), transparency in qualitative research transcends multiple dimensions; these are: paradigmatic and methodological transparency, transparency for interpretation and data analysis, transparency for reflexivity and transparency in dissemination.

Research methodology and methods

'The researcher has a crucial participatory role in any inquiry.

Transparency and reflexivity therefore go hand in hand, since without transparency, reflexivity is impotent, and in return, reflexivity effectively promotes transparency' (Hiles & Čermák, (2007: 3).

In qualitative research, transparency describes procedural replicability, not content, context and process replicability. What, according to the model, is generalizable is a study's methodological approach. Research findings, however, may or may not be transferable to alternative content areas of research interest, specific in-field research settings and contextual peculiarities.

3.11.1. Validity and trustworthiness: internal and external credibility

An audit trail of evidence should be carefully presented in a way that is transparent to the audience(s) (Melrose, 2001: 171). Contextually, validity and trustworthiness are terms traditionally used to describe applied research methods' and techniques' reliability, precision and accuracy. From a more traditional (positivist, post-positivist) research perspective, reliability and validity are generally associated with the achievement of high academic rigor to the benefit of theoretical research inference generalizability (Greenwood & Levine, 2007: 67).

Contrary to more traditional research approaches, the most important distinction and advantage of action research resides in the validity test of action (action validity) (Heller in Cassell & Symon, 2004: 354); that is, the achievement of context-dependent learning-credibility (Godden & Baddeley, 1975) through knowledge generation and testing in practice (Greenwood & Levin, 2007: 67).

Research methodology and methods

'Given the extensive and well-documented limitations of traditional methods, it is possible to concentrate on the complementary advantages of AR [...] and redefine certain validity criteria. Two in particular, action validity and consensual validity, are singled out as significant criteria that are not used in traditional research. I conclude that, for those research tasks to which AR [...] can be applied, its validity is at least equal to that of conventional methodologies. Moreover, the kind of learning possible through AR [...] is on a deeper level than traditional social science research and leads to a firmer base for making sense of phenomena and facilitating change'

(Heller in Cassell & Symon, 2004: 357-358).

In qualitative research, transparency vis-à-vis the researcher's basic assumptions and theoretical framework is the central aspect of the validity of method (Musson in Cassell & Symon, 2004: 35). According to Melrose (2001) there exists no unique guide to achieve validity and trustworthiness in action research since action research does not source from a single methodology. Action research embraces different philosophies and ideologies and its primary purpose thus consists in establishing practice relevant internal credibility to the group generating it (Greenwood & Levine, 2007: 67). Therefore, rigor resides in the internalized empowering process [...], not in the perception of any external audience (Melrose, 2001: 178). Moreover, where external credibility judgments are concerned, Greenwood & Levin (2007: 67) and Helskog (2014: 17) consistently caution that conveying effectively the credibility to someone who did not participate in the inquiry is a difficult endeavor.

Research methodology and methods

Action Research, through its focus on robust practice, can meet the double hurdle of rigor and relevance (Eden & Ackermann, 2018: 1146). In action research, the focus is on the researcher entering a ‘social reality’ with the aim to both improve it and to acquire and disseminate contextually relevant and actionable knowledge (Checkland & Holwell, 1998: 9).

3.12. The data collection and data analysis process in practice

The reason for conducting two dedicated in-field research trips to Namibia was twofold: *First*, running through two consecutive action-research and action intervention cycles was expected to considerably enhance the participants’ research exposure and experience. *Second*, since the case-based action research initiative was collaborative, the follow-up visit to Namibia was required to keep the perpetual action research cycle alive.

3.13. Description of the research setting: the interview process

The researcher conducted the semi-structured interviews in a ‘value-free’ environment. In other words, the interviews were purposely conducted outside of the research community’s Omaruru ‘Location’ work and living environment. The community of Omaruru is surrounded by numerous lodges, where information and data collection activities were undertaken in a safe environment and a constructive manner.

Research methodology and methods

The participants were provided with alcohol-free drinks and light snacks for their convenience. Taxi fares to and from the research site were reimbursed by the researcher. There were no other financial benefits to the study participants than the listed ones, which were considered feasible in the conduct of any professional and/or academic research project.

In total, ten interviews were conducted, recorded and transcribed. Nine semi-structured interviews were individual, whereas one meeting was a focus-group interview, composed of three participants.

At the time of the first dedicated in-field research trip to Omaruru, two interview partners currently worked in the YOOR Salon business. Two interview participants were former YOOR Salon employees, with one of the former employees having been interviewed in Uis. The other ex-employee was interviewed by the help of a field interpreter in the Ovambo language (Oshiwambo). Including the semi-structured focus group interview, five interviews were conducted with Omaruru ‘Location’ community members. Furthermore, one interview meeting was held with a secondary school entrepreneurship teacher in Karibib.

Eight interviews, including the focus-group interview, were conducted in Omaruru. As previously mentioned, one interview participant, a former YOOR Salon staff member, was interviewed in Uis. Uis is a small settlement located in the Erongo region, roughly two hours’ drive from Omaruru and accessible via a gravel road. There were two trips to Uis because on the first occasion the interview participant was late due to an unforeseen professional assignment. The second interview attempt at Uis Tea Garden, however, went according to plan.

Research methodology and methods

Another interview was conducted at Karibib Country Club. Karibib is situated 70 km from Omaruru and located on the Khan River, halfway between Windhoek and Walvis Bay on the Trans-Kalahari Highway, which is the main road connecting Windhoek - via Walvis Bay - with Johannesburg. The town is known for its aragonite marble quarries and the Navachab Gold Mine. The interview participant was a Zimbabwean entrepreneurship teacher who lectured at Karibib Private School.

The aim of the interview with the Karibib Private School entrepreneurship teacher was to find out more about the current state of entrepreneurship in Namibia. The interview with the entrepreneurship expert was entirely inductive in that it did not follow a rigid interview script. As a result, the conversation revolved around a variety of contextually pertinent themes: her own perception and judgment of entrepreneurship propensity in Namibia; the prevalence of subsistence versus opportunity entrepreneurship in Namibia; the commonalities and differences between Namibia and South Africa; education and entrepreneurship education in Namibia; and work ethics and alcoholism in Namibian 'Locations'. The account provided by the entrepreneurship teacher added value to the perceptions of the Omaruru 'Location' research participants in that the entrepreneurship teacher argued from a well-educated immigrant and professionally reflected expert perspective.

3.14. Study project overview: thesis research, core action research and thesis writing

The relationship between the core action research project (action) and the thesis action research project (planning of the thesis, observation in the thesis and reflection in the thesis) is established in Perry & Zuber-Skerritt (1992: 203-204).

Research methodology and methods

From an action research process perspective, the following figure illustrates and depicts the entire doctoral thesis action research single case study project.

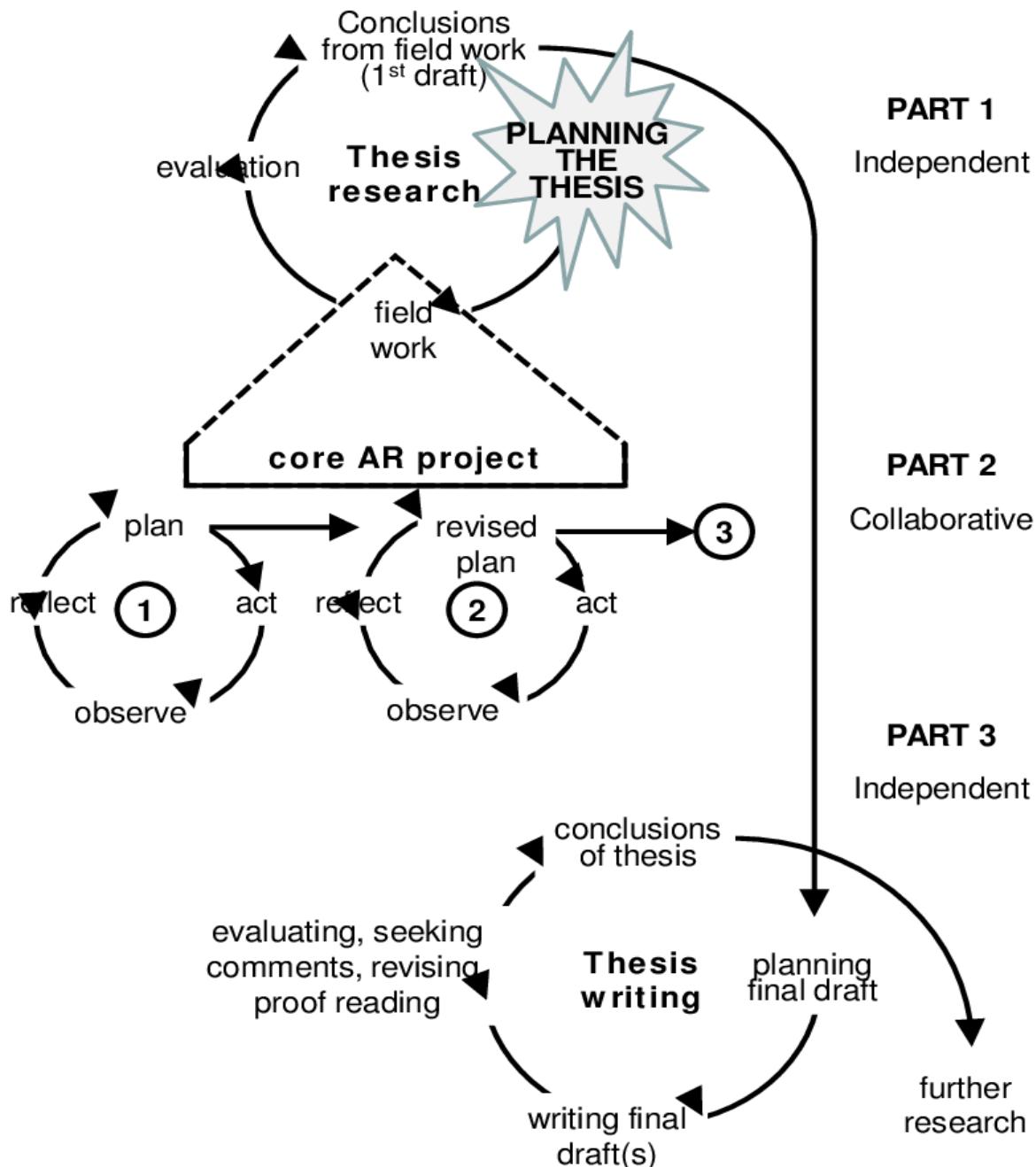


Figure 9: The relationship between thesis research, core action research and thesis writing

Source: Perry & Zuber-Skerritt (1992: 204)

4. The study's research ecosystem

4.1. Introduction to the physical in-field insider action research initiative

Flowing from the presentation and discussion of the content area of research interest as well as the nature and the purpose of the present study in the introductory chapter, the present chapter pursues five main objectives. *First*, it explains and elaborates on the researcher's relationship with Africa and with Namibia in particular. The focus is on transparency and on how previous exposure to, and experience gleaned in the African continent inadvertently co-mediated the researcher's perception and the subsequent selection of emerging patterns and themes. *Second*, it focuses on and describes inquiry relevant aspects, observed during the two dedicated action research trips to Namibia. These aspects include the researcher's role duality, entering the community space (negotiation of access to the research site), the relationship building process and the situated social learning experience generated within the Omaruru 'Location' community of social practice. *Third*, it evaluates situated learning opportunities, encountered in the culturally diverse Omaruru 'Location' ecosystem. *Fourth*, where emerging patterns from in-field research activities were concerned, further inquiries into extant academic literature on Namibia were conducted and fed back into the literature review chapter of this thesis. *Finally*, it presents the interventions, flowing from learning-set activities.

4.2. Transparency: the researcher's Africa exposure and experience

The following few paragraphs aim to make the researcher's relationship with Africa - and, specifically, Namibia - explicit and transparent.

From the year 2000 onward, the researcher accumulated one and a half decades of expatriate professional experience in the sub-Saharan Africa region.

The researcher's specific experience-base derives from vast multi-industry and cross-cultural leadership, management and entrepreneurship exposure and contextually accumulated cultural diversity experience.

The author's African work, living, and traveling experience is composed of a variety of complementary endeavors, ranging from venturing businesses into developing West- and Central-African locations for globally operating multinational companies to having worked under the highest industrial security standards and protocols in the Niger Delta's logistics and sea-ports operation sector, servicing the Nigerian oil & gas exploration and extraction industry.

Having held, for the most part, regional role responsibilities, the author was predominantly based in, and operating out of, Douala, Cameroon, Lagos and Onne (Rivers State/Niger Delta), Nigeria. These regional role responsibilities included the following countries in role specifically different configurations: Cameroon, Nigeria, Ghana, Gabon, Equatorial Guinea, Chad and the Central African Republic. These regional responsibilities were furthermore complemented by frequent short- and mid-term project assignments to the Republic of the Congo, Angola and Algeria.

The study's research ecosystem

To put it briefly, the author's expatriate assignment and regional responsibility required frequent travelling in the sub-region, culminating in extensive professional and cultural West- and Central-African expertise.

To date, the researcher has visited post-apartheid South Africa on approximately 35 occasions, resulting in him developing a good feel for post-apartheid developmental change and the presently prevailing political, economic and humanitarian circumstances in the country, and in the southern African sub-region under observation.

The author's first journey to Namibia in 2010 was followed by the acquisition of a leisure cottage in Omaruru in 2011. The period between 2010 to the present has been hallmark by countless visits to, and often extended stays in, Omaruru. In addition, these journeys were mostly combined with exploratory trips to places of interest within Namibia.

In early 2015, the researcher decided to relocate to Switzerland with his family. At the time of writing-up the present thesis, the author and his family have resided in Switzerland for more than three years. The cultural and spatial distance to West- and Central-Africa undeniably facilitated a critical and more differentiated reflection on past professional and cultural experiences.

In 2018, the author travelled sporadically to Namibia to conduct the present thesis' physical in-field research activities. Other than that, the author dedicated his time exclusively in 2018 and early 2019 to the physical in-field research process, the information and data collection and analysis activities and the writing-up of the present thesis.

The study's research ecosystem

To sum-up, the author is of non-African origin, possessing study relevant African diversity exposure, experience and expertise. However, in an attempt to counteract and minimize attribution errors such as stereotypes, biases and heuristics, the author's vast experience-base has purposefully been reflected upon from both an in-field professional viewpoint as well as from a temporal ex-post and geographically distant perspective.

Furthermore, the reader is reminded that the study's researcher-participants arrangement and the resulting relationships were unique. And, ultimately, Africa is not a country! Africa is not Africa, since there historically exist essential dynamically emerging and changing political, cultural, humanitarian and developmental differences in the African continent. This is why the presented and discussed locally relevant information and data and the resulting inquiry inferences do not claim to be transferable to the Namibian context, nor generalizable to the overall African diversity context.

Flowing from this study's a priori themes, there emerged some surprising patterns which deserved specific inquiry consideration and attention. These patterns were formalized into emerging themes and seemingly reached beyond the situated research ecosystem encountered in the Omaruru 'Location' in that they additionally addressed some sociologically relevant dimensions.

4.3. Description of the study's relevant information and data

Information and data were collected during two dedicated in-field research journeys to Namibia. The first research trip (1st June – 20th July 2018) coincided with the initial insider action research cycle and comprehended interviews and physical action intervention moments in the learning set. The follow-up action research cycle was embedded in the second dedicated in-field research trip to Namibia (10th December – 22nd December 2018). Relevant to the cross-culturally diverse study, the second action research cycle consisted of an ex-post action intervention outcome evaluation and a transformative change sustainability assessment.

4.4. The initial in-field research journey to Namibia

4.4.1. The first insider action inquiry cycle: 1st June–20th July 2018

The first dedicated research trip was initially scheduled for a research duration of thirty days. Explaining the nature of the present study to the Namibian Immigration Officer on arrival Windhoek resulted in the granting of a generous fifty-day visitor visa to Namibia. To fully exhaust the fifty-day visa's validity, the return flight was subsequently rescheduled 20th July 2018.

4.5. Description of the cross-cultural research setting

For the present study, the researcher resided during the entire research period in Omaruru Rest Camp. Although fully equipped, Omaruru Rest Camp is a moderate, family-owned place, managed by an elderly, friendly and accommodating Namibian couple of Boer origin. The place was purposely selected based on the researcher's previous visits to Omaruru and a dedicated two-week preparatory 'mapping-the-research-terrain' visit in May 2018.

Despite being spatially segregated from the Omaruru 'Location', Omaruru Rest Camp provided convenient accommodation and frequent commuting to the Omaruru 'Location' was unproblematic.

4.5.1. Cross-cultural bonding in the community of social practice

During the trip to Namibia, the research proposal awaited final clearance from the University of Liverpool's Ethics Committee. In the interval, the Ethics Committee's final research clearance was accorded on June 14th, 2018.

Coincidentally, the granting of an extended visa period perfectly intercalated the waiting time for ethical clearance while additionally opening a two-week window for evaluating the business's status quo and, critically, for the initiation of relationship building activities with the Omaruru 'Location' community of social practice.

The granting of an extended visa period and the opening of an additional two-week window was conveniently used to continuously visit the research site. The bonding process consisted of social interactions with participants working in the business.

The study's research ecosystem

Furthermore, the frequent social interactions were aimed at seeking access to members of the Omaruru 'Location' community of social practice.

Relationship building in a cross-culturally highly diverse research setting is a steady process. In retrospect, the preparatory two-week window was crucial for two reasons: *First*, it served to prepare the terrain for the subsequent action learning-set activities. *Secondly*, it significantly facilitated the relationship- and trust-building process, directed at and critical to the subsequent recruitment of factual interview participants.

In essence, the researcher started visiting the Omaruru 'Location' twice daily, typically for about two hours in the morning and an additional two hours in the afternoon. At this early stage, the researcher allocated the remainder of the day to systematically and carefully document the Omaruru 'Location' ecosystem's research environment.

For a foreign researcher, the physical documentation of the Omaruru 'Location' community by means of unobtrusive observations, everyday conversations and comprehensive photography can be a culturally sensitive endeavour. It requires a researcher's judgmental proficiency with regards to the appropriate selection of objects and subjects and adequate research documentation timing.

Despite the challenges, physical presence is essential and one important observation relates to the fact that the initially unanticipated social 'warm-up time' undeniably fueled Omaruru 'Location' inhabitants' curiosity regarding the reason for the foreigner's frequent visits to their socially segregated and spatially separated ecosystem. Emanating from this innate curiosity, the first hesitant information collection attempts were initiated by few Omaruru 'Location' community members.

The study's research ecosystem

At this point, some people were aware of the researcher's role as YOOR Salon's co-owner but were unaware of the foreign visitor's research motive and the resulting interest in the Omaruru 'Location' ecosystem.

The news of a foreigner physically researching into the Omaruru 'Location' ecosystem travelled fast and, consequently, an ever-increasing number of people started informally inquiring as to the specific nature and the expected outcomes of the present study.

From the outset, the Omaruru 'Location' was an unlikely place to attract academic research interest. The fact that the present study specifically embraced this otherwise un-researched - or largely under-researched - community of social practice piqued the local populace's curiosity about the nature of the present study, transforming the inquiry into a 'self-runner'. In the process - and to the researcher's surprise – the curiosity and resulting interest in the study generated momentum, indispensable goodwill and patronage from the Omaruru 'Location' community members.

Resulting from this patronage, was a research-conducive atmosphere, facilitating the engagement in the first action research cycle. To summarize, the initially unanticipated inquiry circumstances inadvertently created a positive overall atmosphere.

Based on this positive premise, the month following the Ethics Committee's study approval consisted primarily of high pace research organizing, physical in-field inquiry and collectively enacted business optimization intervention activities.

The study's research ecosystem

As was discussed in the present study's methodology chapter, access to the research site largely depended upon the physical existence and presence of the YOOR beauty and hairdressing salon. What mattered was the fact that the business object is physically located and actively trading in the Omaruru 'Location'. It was this availability of a 'logical reason' and the local integration of the business that facilitated the possibility of physically conducting an in-field research project in the spatially separated, socially segregated and poverty-stricken Omaruru 'Location' community of social practice.

4.5.2. Power, identities and ethics in an insider action research initiative

The dual role of the insider researcher in collaborative action research studies has widely been studied and debated in academia. Indeed, being an insider action researcher necessitates a reflexive process that has ethical and methodological implications that are tied to issues of identity, positionality, power, social location, and institutional politics (Ravitch & Wirth, 2007: 77). For Sandberg (2003: 54) that role duality, however, is likely to have major positive impact on the creation of new and relevant knowledge.

One peculiarity of the present study resided in the fact that the researcher was simultaneously insider and outsider to YOOR Salon's business and a complete outsider to the Omaruru 'Location' community of social practice. Another specific characteristic was the fact that the researcher had no relevant beauty services or hairdressing knowledge or skills; neither did he have an existing relationship with the Omaruru 'Location' ecosystem.

The study's research ecosystem

The fact that the present study inquired into something other than the researcher's own community of social practice undeniably added another dimension of complexity.

The present study featured the necessity for relationship building and negotiating research site access in a distinctly cross-cultural research arrangement. Research participants acted as knowledge brokers or 'bridge' people who have differential access to community knowledge, resources, and sources of power, and therefore, may have both less (in terms of decision-making) and more (in terms of access to information) power than outsider researchers (Muhammad et al., 2015).

Furthermore, the insider action research framework was an approach well-suited to reducing stereotypes. Multi-actor research participation positively mediated the reduction of cultural prejudices. Hence, it was the research specific content, context and the unfolding entrepreneurship process that generated this unique, locally and culturally embedded 'coming to know each other better' learning and knowledge creation opportunity.

4.5.3. Action learning-set activities

As a cross-culturally situated action research study, the use of the action learning-set subscribed to the principle that action learning is a 'social process whereby those who try it learn with and from each other' (Revans, 1998: 5).

The promotion of an asset-based community approach facilitated the surfacing of implicit community of social practice relevant assumptions and knowledge, whereby the intentions of action learning as a developmental method are desirable (OFarell,2018 :64).

The study's research ecosystem

The dedicated action learning-set activities were directed at resolving YOOR Salon's double bottom-line underperformance and, therefore, remained situated in the business context. Information, collected in the semi-structured interviews, was consistently fed back into the action learning-set for deliberate collective interpretation, meaning- and sense-making, and subsequent action-taking. The learning-set activities were therefore directed at the continuous collective assessment of interviewees' perceptions and experiences and the assessment of continuous change events in the entrepreneurial organizing process over time.

Six specific action intervention moments and post-intervention evaluations with the learning-set were recorded and transcribed. The action moments reproduce conversations with the learning-set members, these having consisted of the hairdresser known by the alias 'Papi' and the men's barber. In the cross-cultural research context, transcripts produced by the researcher can be rewarding in that they either bring to mind context that was otherwise forgotten, or they cause the researcher to reflect upon moments that took place in the field (Riviera, 2010: 1301 referring to Richards, 2009).

5. Presentation and discussion of results

5.1. A priori and emerging themes

This introductory section builds on a priori themes, having inspired and guided the conduct of the present study. Additionally, it is sourced from the emerging themes that emanated from the information and research data, the extant academic literature review and the in-field inquiry relevant researcher observations.

5.1.1. Research questions and a priori themes

YOOR Salon's chronic double bottom-line underperformance (the business issue) inspired the formulation of research questions, informed the identification of a priori themes and determined the nature and type of a priori interview questions.

For the reader's convenience, the process and the established associations between research questions, the identification of pertinent a priori themes and the formulation of semi-structured interview questions were transparently illustrated in the present thesis' methodology chapter.

5.1.2. Emerging patterns and themes from the first action research cycle

The emerging patterns and themes are those that have emanated from the semi-structured interview data and the more informal interview conversations, the action moments in the action learning-set, the literature review and from in-field research relevant observations made throughout this study's culturally inductive in-field research process.

Presentation and discussion of results

5.1.3. The emanating interplay between a priori and emerging themes

Flowing from the research questions, the semi-structured focus group interview guide's a priori questions serviced the requirement to answer the research questions. Reaching considerably beyond this basic scope, answers to the a priori questions created surprises and break-downs, inspiring critical, authentic (Coghlan & Brannick, 2014: 29) and continuing reflections in the interview participants and the researcher. In this way, a priori questions elicited and moderated conversations, conducted in the informal interview part. Subsequently, the focus was on the identification of circular relationships of the type causes-of-effects versus effects-of-causes.

A priori and emerging themes interacted in a complementary way. Researching into a priori themes elicited the emergence of codes in the process of boundary-spanning (Rigg & O'Mahony, 2013: 95). This reciprocity was operationalized as a mechanism by which a priori themes elicited the emergence of new themes, whereby the inductive surfacing of novel themes challenged research participants' a priori assumptions through deductively enacted sense-making of mentally held schemata. Ultimately, the simultaneous treatment of a priori and emergent themes culminated in a higher-order phenomenologically situated individual-level and collective learning and knowledge-creation experience.

In the present study, the initial coding of a priori themes did not change because the formulation of a priori themes was directed at answering the study's research questions to resolve the business issue. What did change was the coding of emerging themes. Emergent themes were isolated from the semi-structured interviews and action learning-set moments and further investigated through the establishment of contextually relevant NVivo™ queries.

Presentation and discussion of results

In the process, these queries served to investigate into common themes mentioned by interview participants and for complementary data-mining activities.

5.2. The interviews

5.2.1. The semi-structured interviews: a priori questions

1. Do you know YOOR Salon in Omaruru 'Location'?
2. What do you think is their business? What is YOOR Salon into?
3. According to your perception, do you think the YOOR Salon business has a mission and/or a vision?
4. According to your perception, how could this mission and/or vision best be described?
5. In terms of cleanliness, how would you describe YOOR Salon's business environment (where the business is located)?
6. What is your perception of 'hygiene'? How would you define 'hygiene'?
7. Would you recommend YOOR Salon to friends, relatives, etc.? Why would or would you not recommend YOOR Salon?
8. According to your opinion, how could YOOR Salon improve its services to generate or increase a positive social impact on the community?
9. You, as a community member and/or YOOR Salon customer, what business improvement advice(s) would you give to the YOOR Salon team?
10. According to your opinion, how can YOOR Salon increase hygiene and health awareness in Omaruru 'Location' community?
11. If YOOR Salon managed to raise hygiene and health awareness, do you believe such could inspire behavioral change in the Omaruru 'Location' community?

Table 10: A priori themes: interview questions (Q1-Q11)

The introductory question was a closed question. It was directed at evaluating whether the participants knew YOOR beauty and hairdresser salon in the Omaruru 'Location' either as a collaborator, a customer or as a member of the Omaruru 'Location' community of social practice.

Presentation and discussion of results

The answer to the initial question guided the subsequent course of the interview.

If the answer to Q1 was positive, the researcher could chronologically run through the entire eleven a priori interview questions. In those cases, in which the interviewee(s) did not know the business, the interview continued with the more generic questions Q6-Q11.

Of the participating twelve interview partners, eight knew YOOR Salon either as clients (three), as former employees (two), or were working there at the time of the interview (two). The remaining interview partner mentioned that she knew the place but had not used it as a customer thus far. Four interview participants did not know the YOOR Salon business; notably, these included the entrepreneurship teacher from Karibib and the three semi-structured focus group interview participants.

The purposive and opportunistic selection of interview participants (Teddlie & Tashakkori, 2009: 343; Patton, 1990: 183) certainly contributed positively to the fact that most interview participants knew YOOR Salon in the Omaruru ‘Location’. Overall, the selection of Omaruru ‘Location’ interview partners met the requirement regarding the local sample displaying the same characteristics as the population from which it had been drawn (Easterby-Smith, 2012: 223 + 228-229).

Subsequently, Q2-Q5 addressed the eight participants who answered affirmatively to Q1. These eight participants consisted of three YOOR Salon clients, two former YOOR Salon employees, two individuals who, at the time of the study, worked at YOOR Salon and one participant who knew the place but had previously never been there to receive hair or beauty services.

Presentation and discussion of results

5.2.2. A priori themes

5.2.2.1. Perception of the business

For those interview participants who knew the YOOR Salon's business, Q2-Q4 were aimed at assessing the participants' general perception of the company.

The interview questions inductively inquired into the participants' interpretation regarding the company's core service proposition and their subjective interpretation of YOOR Salon's mission and vision.

In her own words, one participating YOOR Salon client representatively summarized:

'It is, how do I say now, it is a business that does people's hair, and they do nails. They cut hair for the guys [...] To...what can I say? To promote hygiene. To promote cleanliness. Like, I have been there, the salon is like really clean. Their staff is also very friendly. They also promote kindness. It does not matter like when you go there, they do not judge you like from this background or from this background. So, the services are equal.'

The participant's description was compliant with the other interviewed customers in that they understandably did not precisely know YOOR Salon's mission or vision but consistently referred to YOOR Salon as being a clean place run by courteous people.

The two former YOOR Salon employees had a more differentiated and sophisticated understanding regarding the YOOR Salon's mission and vision; both interview participants consistently referred to hygiene as being the core business added value proposition.

Presentation and discussion of results

One former employee expressed her understanding of the YOOR Salon owner's motivation, mission and vision as follows:

'YOOR Salon is into hygiene and it's into the wellness, the upkeeping of the people, the cleanliness, and the wellbeing of the people.'

This perception was not surprising due to the fact that both individuals were present during the venture's upstream phase, which stressed the importance of the concept of hygiene to YOOR Salon's core business idea. Furthermore, the initial staff was proactively participating in a hygiene training course. This course was specifically customized to the needs of YOOR Salon employees and administered by a certified medical nurse.

However, frequent staff turnover during the period of business inception and the time of the present study inevitably led to a partial loss of awareness with regards to the initial core business idea.

This knowledge loss was exemplified by the answers of the two YOOR Salon freelancers who at the time of the conduct of the present study did, at best, only loosely associate hygiene with the core business concept:

'The idea of YOOR Salon is like to make people beautiful. To satisfy people about the beauty. That is the idea of YOOR Salon. Yes, to make nice people. Nails, hair, so that they must be satisfied [...] The vision the salon. YOOR Salon. No, for me, I think, to open that salon, she wanted [reference made to the business owner] – the vision was to...'

Presentation and discussion of results

The men's barber's perception of the business was slightly more elaborated in that he identified a difference between YOOR Salon and other beauty and hairdressing salons operating in the Omaruru 'Location'.

'As I said in the beginning, she [reference made to the business owner] didn't think to open a salon in town, and she decided, she will open in the "Location". And, she will open, let me say, a big place so that they can be open and clean also. Because, it's the only salon in the "Location", which is, to talk the truth, which is clean and is also big and there is enough place.'

5.2.2.2. Perception of the Omaruru 'Location' ecosystem as a business environment

Q5 was directed at finding out how the interviewees perceived the Omaruru 'Location' as a business environment and, more specifically, how they judged the business complex within which YOOR Salon operates.

There were mixed perceptions as to what the business location and its environment were like. The general impression was that the centrality of the business, located in the very center of the Omaruru 'Location', was conducive to the conduct of business. Some participants mentioned that after dusk, the business location sometimes becomes dangerous due to its proximity to the numerous bars operating within and surrounding the business complex.

Presentation and discussion of results

One participant accurately framed the generally prevailing opinion:

'Yes, it is in the 'Location'. OK, I really do not like where it is located. It is at a bar. It is nearby bars. There is a lot of noise but, otherwise, inside the salon, its hygiene is number one. It is very clean. When you go there like they have this thing of washing your hair for free. So, I think, hygiene is OK, it is very much OK.'

Based on a similar line of reasoning, some participants raised the question as to why the business owner did not domicile her business in down-town Omaruru.

Overall, and in search of the business owner's motive, the interview participants were wondering why someone would invest money to establish a quality beauty and hairdressing salon in the Omaruru 'Location'. However, once the interview participants understood the underlying rationale - bringing quality services to the location where it was previously not available - they embraced the business owner's social motive and her decision to domicile the business in the Omaruru 'Location'.

5.2.2.3. Perception of hygiene: implications for attitudinal and behavioral change

Interestingly, most interview participants did not connect to, or reason about, hygiene as an overarching concept but started to introspect when explaining their personal perception of the importance attached to hygiene.

Presentation and discussion of results

The utterances of the following two participants to Q6 are representative for this line of reasoning:

'Hygiene. Hygiene as a concept. Hygiene starts with you. As a person.'

Participant: 'I would say, it's a way of... in terms of now, myself.
It's part of health.'

Researcher: 'So, you would say it starts with oneself?'

Participant: 'Yes. You have to wash yourself, because the skin needs
to be clean. But when ...it is a way of keeping diseases
away and you're keeping yourself healthy.'

Brought into a professional context and on being asked what this would mean and how this could translate to a beauty and hairdressing salon, the following reflection recaps the participants' answers:

'OK, hygiene is how clean you keep yourself. The environment you live in.
How clean you keep it for the next person [...] Especially, now, in the case of
YOOR Salon. In order for you to attract customers, at least, your business
must be shiny. It must be clean, neat and all that... which, for me, they are.
They are very much OK.'

Presentation and discussion of results

Asked whether they would recommend YOOR Salon to friends and relatives (Q7), the interview partners were unanimous; both the former YOOR Salon employees and the YOOR Salon customers answered in the affirmative. In her own words, and indicative of the views of the other interview participants, one interviewee stated:

'I would recommend. Because, [...] I have seen that hygiene perspective, which is standing out. That's the one thing which I never saw in other salons, where I was. I am not saying other salons are not. But I never saw the way it was done there [reference made to YOOR Salon]. The service is good. So good, that I would really recommend it. Because I was happy with the service myself – that's why I would recommend it to someone else.'

While there is a possibility that the participants would recommend the business based on the antecedent discussion and the resulting requirement to reflect upon hygiene as an added service value proposition, there is reason to believe that the overall perception of the business was indeed a positive one. This is augmented by the participants' mental visualization requirement of the alternative beauty and hairdressing salons, operating in the Omaruru 'Location'.

When brought into this perspective, YOOR Salon is the only beauty and hairdressing salon equipped with the quality salon furniture and working equipment necessary for the provision of hygienic customer services experience.

Presentation and discussion of results

5.2.2.4. Business service improvement suggestions

The answers to Q8 elicited a variety of business improvement propositions.

For instance, one participating client observed that floor cleanliness could be optimized and that the absence of an inbuilt toilet required customers to use the small, publicly accessible toilet belonging to the business complex. This ablution facility is otherwise mostly used by dwellers, drinking in the bars within the very same business complex. Other interviewees proposed the installation of a TV or the provision of free internet access. All of the improvement proposals are highly valid, but, apart from the floor cleaning and the toilet issues, none are directly relevant to YOOR Salon's core business value of hygiene. While the floor cleaning aspect was addressed with 'Papi' and the men's barber in the learning-set, the guest toilet issue has had to remain unresolved due to space concerns and structural limitations.

A second line of service improvement opportunity revolved around the idea of advertising the core value proposition. One interview participant summarized:

'You know, when you are advertising your place, and you put it, highlight the hygiene aspect that you are having [...] Because, it's like no one – it's like, I would not want someone else to use my comb. So, when you are done with me, and you wash it and put it in the sterilizer, I will feel good, because I'm like - oh, it's fresh...'

Presentation and discussion of results

Finally, some former YOOR Salon employees and current customers referred to business improvement opportunities that were not socially motivated but constraining YOOR Salon's financial performance on the double bottom-line continuum.

Three recurring issues were identified: (a) service pricing inelasticity in the base of the socio-economic pyramid; (b) a socio-cultural hurdle, in that Omaruru 'Location' dwellers may be under the impression that a modern and clean salon must logically be more expensive compared with the salons they usually visit; and (c) the perceived need that to increase the salon's financial performance, YOOR Salon must, in addition, to rendering services to clients, trade beauty and hair products.

For example, one former YOOR Salon employee stated:

'The prices charged need to be the same as other salons' (translated from Ovambo language 'Oshiwambo' into English)

Her assessment was compliant with a customer's perception:

'...I have noticed that all the prices in the salons here in Omaruru for the African hair – in all the salons the prices are the same. So, I think that YOOR Salon will attract more customers if it's going to be maybe NAD (Namibian Dollar) 20 even cheaper because at the moment, all of the salons are having same prices [...] So, if it is going to be cheaper, I think it's going to attract more customers.'

The answers were, however, inconclusive in that some higher educated customers obviously understood hygiene as a value adding service experience. For instance, when asked whether YOOR Salon was more expensive than other salons operating in the Omaruru 'Location', one client expressed her own opinion as follows:

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'Not really. Because compared... if I compare this other salon next to them, you pay for washing your hair, and then you pay for getting plated. OK, now coming to YOOR Salon, you do not pay for washing your hair. You get that for free. You just pay for the plating.'

Putting it into perspective, the hairdresser 'Papi' clarified the paradox during the interview and in various action moments. With regards to hygiene in service delivery, he said:

'Majority, they don't care. Those ones that care, only, I can say, say some doctors, teachers, I can say higher quality [...] Only those ones they are educated, you can say. They now say "let me go there; it's clean. Let me go there in YOOR Salon. It's clean. And then, there is also someone, doing nice (hair)style there. It's clean. Even, if it is expensive but, I am always satisfied if I'm there".

From several of the utterances, there emerged a theme associated with the perceived importance attributed to hygiene by people who have enjoyed a higher educational standard; they favored YOOR Salon's superior hygiene service. People originating from a lower educational background, however, would be satisfied by the service they are used to receiving elsewhere - despite of the availability of a hygienic alternative.

This seamlessly leads on to the aforementioned issue (b), addressing the constraint, induced by a socio-cultural hurdle, whereby Omaruru 'Location' dwellers were assuming that a modern and clean salon must inevitably be more expensive than the salons they would usually visit.

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From a microeconomic perspective, there exists a conspicuous divide in spending-power in the Omaruru ‘Location’. As advanced by the hairdresser ‘Papi’, clients originate from all walks of life. However, the ones able to absorb a minimum premium to enjoy hygienic services are the ones belonging to what was commonly referred to as the ‘upper class’ by Omaruru ‘Location’ standards. This ‘upper class’ primarily consists of government workers such as teachers, doctors, and individuals who appreciate hygienic services in a beauty and hairdressing salon while benefiting from a regular income. However, the prevalent ‘reality’ on the ground was adequately summarized by the former manager of YOOR Salon:

‘Yes, it’s very difficult. Especially, Omaruru is like a small town. There are few people that work. Not a lot of people do work. Few get their income. It’s not everyone that can afford to come to do their hair or come to do their nails.’

In Namibia, 84.7 % of employment arrangements are informal (Namibia Statistics Agency [NSA], 2017: 50-51). This begs the question: What kind of activities are these people involved in? The answer to this question points towards a prevalence of economically low-value generating subsistence entrepreneurship activities generating, at best, moderate opportunity for the politically desired upward social mobility.

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5.2.2.5. Reflections on business improvement opportunities

This question elicited the reflection about a variety of improvement possibilities in the interview participants. For instance, one participant proposed that the business owner could install a TV ‘...maybe she can put a television in. While we are waiting, at least we don’t get bored. We watch.’ The same participant suggested that the owner could install Wi-Fi. ‘Then, you will be with your phone, and then you’ll not see how the time passes by.’

The internet issue was likewise suggested by ‘Papi’ during the ex-post action intervention evaluation discussion, embedded in the second action research cycle. It was agreed that ‘Papi’ would look into the wireless internet access issue as a value added for YOOR Salon customers.

5.2.2.6. Hygiene and health awareness: behavioral change potential

There was one overarching perception among the interview participants which was appropriately framed by ‘Papi’.

‘If there is a clean salon in the Omaruru “Location”, why would you go to a dirty one?’

In general, there was a notion that awareness can be increased through advertisement and via talking about the importance of hygiene during service delivery. In her own words, one former employee explained:

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'A salon can do that. Like, for instance, when a client comes, we'd explain to the client, why we sterilize combs. Why we change the towel. I would clean, like, wipe-off [...] Like, when a client comes, we'd explain to a person. [...] It's like you are teaching a person... [...] So, we teach, I should say – let them be aware of the things that can be transmitted through salons.'

In terms of raising hygiene awareness, some interview participants identified a positive social upward movement, inspired by YOOR Salon's service standard:

'Yes, it could have a positive impact as [...] other salons are going to see that YOOR Salon is clean and hygienic and stuff. I am sure that they will obviously follow in the steps and try to push-up their standards to improve their standards and try to keep the environment clean.'

Surprisingly, this line of reasoning was recurrent and there is reason to believe that YOOR Salon's hygiene standards have exerted pressure on other salons to improve their own hygiene standards. Similarly, the former Ovambo employee, who was interviewed in the Oshiwambo language reported that

'It is educating people that aspire to open a salon business or the salon owners already in the business that, if you are running a salon, you need to sterilize the equipment and also towels need to be clean after usage. The equipment cannot just be used without being sterilized or cleaned.'

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When asked whether she thought other salons needed to improve their hygiene standards to attract customers, the interview participant clarified:

'Yes, I think they need to improve because they do not clean the salon. No cleaning material to kill bacteria, sterilizing machines for combs and equipment. The combs are just coming from one customer to another without being washed. Bacteria are being spread among customers [...] I think they should change, because, I have observed that one close by salon has changed their practices. They have begun to clean combs but, in the past, they never washed combs.'

Another interview participant, working in the social sphere, went a step further in suggesting:

'You know, this can maybe be done through sessions to be kept maybe in the "Location". Having sessions with people. [...] Make use of the social media. We are having a local WhatsApp group also, which belongs to the Mayor of the town. You know, you can also share information through that. [...] Or, when there is a community meeting. Take time and go and share with the people. Or, if someone is going maybe to church, share with the people the information.'

From above accounts it becomes clear that the YOOR Salon hygiene standard has exerted positive pressure on competitors. Although a laudable achievement, it was not clear how much the service receivers really cared about the hygiene aspect.

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5.2.2.7. Seasonal mobility patterns

Omaruru is located in Namibia's centre. Seasonal weather variations may partly explain observable mobility patterns of the Ovambo people who otherwise work and live in Namibia's northern region. In search of explanations as to why businesses in Omaruru experience a high turnover of staff, one focus group interview participant explained:

'We travel, cause sometimes here we just come to work, but our family is there [...] I must make money here to feed my kids there.'

This implies that the money-making opportunities are greater in Omaruru, whereas food availability is bigger in Namibia's northern region.

The following conversation is compliant with information collected in other interviews and discloses the underlying social mechanism

Participant B: 'But, he (the interviewer) asked, if there is a harvest time, must you go there to help?'

Participant A: 'No, it's not needed to go'

Researcher: 'But then, you have to send money?'

Participant C: 'Yes'

Participant A: 'Cause, if there is somebody, that somebody must just do that (the fieldwork). Just send money.'

Researcher: 'Exactly, to employ somebody else to do it?'

Participants A and C: 'Yes, to employ somebody else to do it.'

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Participant C: 'Cause, if you decide to go there, you spend maybe a month, without being at work. You are working another work there. So, you must just send that money to your mother, so that she can be helped by someone who is not working there (locally available unemployed).'

Another interview partner, working in a permanent government position similarly argued:

'...it depends the time it is of the year. Like this time of the year [...] there is a lot of work – harvest time. It's the Mahangu (pearl millet) fields, and people are working there. So, mostly people take this opportunity. Like the ones staying in the urban towns. They take that opportunity to go work now. But which is unfair, because you now also put the other businesses at loss [...] I have this thing, if I cannot be there, then I'd rather send money to the relatives to help themselves instead of leaving my work here behind.'

But, for people not in employment or working in often uncertain informal arrangements, the prospect of engaging in seasonal harvesting activities represents an appealing source of income.

In the focus group interview, the Omaruru Rest Camp owner recapitulated:

'Yes, you see the taxis and buses going. Here (in front of Omaruru Rest Camp) full, every time full. There is a lot of travelling now.'

5.3. The semi-structured focus group interview: analysis of the a priori themes

The focus group interview partners consisted of the female Omaruru Rest Camp owner and two of her female employees. The employees were sisters, originating from Ovamboland. During the introductory interview phase, it became clear that none of the participants previously knew YOOR Salon.

Based on the explanations received by the interviewer, the participants expressed their perception regarding hygiene requirements in beauty and hairdressing salons' service delivery. Their understanding, in accordance with previous interviewees, was consistent in that they identified a need for salon employees to be neat and for the premises and the equipment to be clean.

When digging deeper in terms of whether these basic requirements were generally observed and met by beauty and hairdresser salons in Omaruru, one participant replied:

'Yes, we find.'

When further asked 'You find? Where do you go to receive beauty and hairdresser services?' One participant started reflecting:

'Me, I use to go in town, not in the "Location" [...] But, the more I'm standing in the line, I can see, as a witness [...] The towel that she used for the customer that was in front of me, is the one she is coming to put on me [...] It's not clean.'

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Representative of other participants' contributions, this inductive in-situ reflection disclosed a paradox that is the neglect of divergence between espoused versus theory in use (Argyris & Schön, 1974; Stewart, 2015: 37).

As observed throughout the interviews, the questions revolving around the hygiene aspect were thought-provoking. Rather than having been aware of the inadequate hygiene conditions and their possible adverse health effects, the interview participants engaged in in-situ reflections upon which they discovered that the prevailing conditions were indeed sub-standard.

Inferring from this observation, it might well be argued that individual and socially endorsed habits impede counterfactual thinking, associated with 'consider-the-opposite' or 'consider-an-alternative'. Habits are related to individuals' culturally entrenched perceptions, resulting in individually and socially accepted norms of the kind 'that's just the way things are done here', thereby reinforcing confirmation bias (Lilienfeld et al., 2009: 293).

Following this line of reasoning, the thought-provoking cognitive stimulus generated the tension required to engage in reflection on the status quo. Without insertion of the stimulus, there was no observable tension, no reflection, no cognitive reasoning and no discovery of the divergence between hygiene in theory and hygiene in practice.

This excerpt marvellously illustrates the fundamental problem in socially inspired entrepreneurship. Although in the discussion process there accrued a general agreement that hygiene is a contextually important factor, there is little reason to believe that these surface reflections generated strong enough tension to change culturally established and individually ingrained norms and resulting habits.

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This further explains why, under contextually unfavorable circumstances, attitudinal and behavioral change is not likely to occur permanently.

5.4. Interviews with the YOOR Salon study participants from the business

During the conduct of the present study, two individuals were working on a regular freelance basis in YOOR Salon.

5.4.1. The hairdresser alias ‘Papi’

The hairdresser ‘Papi’ is a citizen of the Democratic Republic of the Congo (Congo-Kinshasa), engaged to a Namibian woman who works for the Namibian local government in Omaruru. ‘Papi’ previously worked for five years in salons in Brazzaville (Congo-Brazzaville). On his way southward, he worked for three months in Pointe Noire, in the Republic of the Congo (Congo-Brazzaville).

Subsequently, his journey led him through Angola, where he worked for three months in Cabinda and three months in Luanda respectively. Having finally reached Namibia, he stayed and worked as a hairdresser for ten years in Windhoek. In 2016, ‘Papi’ followed his fiancé who was professionally transferred from Windhoek to Omaruru.

According to ‘Papi’s description, he began doing hair at a very young age. He started hairdressing in 1992 while still at school

‘In 1999, I finished my grade twelve [...] In Congo (Congo-Kinshasa), I was selling in my brother’s shop (presumably a small convenience shop, where he was selling after school since 1992) [...] This shop was next to the salon (a hairdressing salon).

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Every time, if there were no customers in the shop... I'm only sitting in the window of that salon, watching what those people they are doing [...] If I saw something (new), I went home. I went to try it on my sister.'

In the conversation, 'Papi' affirmed that he had not attended a regular hairdressing school. An autodidact, he has over the years learned how to do an array of different country-specific hairstyles and, subsequently, his professionally acquired skill transformed into a competitive advantage.

From the interview conversation, it became rapidly apparent that 'Papi's' hairdressing skills could not be matched by hairdressers, working in other salons. Based on this comparative advantage, YOOR Salon started to attract an increasing number of customers. Professional skills are important and as 'Papi' appropriately addressed in his own words: it is one thing to run a hygienic salon, but it is another thing entirely to have skilled people who can do unique and fancy hairstyles.

'Let me go to YOOR Salon. It's clean. And then, there is also someone, doing nice styles there. It's clean. Even, if it is expensive. But I am always satisfied, if I'm there.'

Here, 'Papi' indirectly addressed an issue which YOOR Salon suffered from in the past. The hygienic standard may have been higher in the past, but the initial employees were neither knowledgeable about nor sufficiently skilled to do different hair- and nail-styles, nor did they possess the affinity to grow the company's customer base.

During the conversation with 'Papi', it increasingly surfaced that he possessed, in the Namibian context, unique skills and an extremely high level of natural passion for his chosen profession.

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This impression was additionally confirmed by comments received from YOOR Salon customers. Representative of the overall perception, one participant explained:

'Here you don't really have people that do a lot of hairstyles. So, those few nice hairstyles it's just "Papi".'

During the interview conversation, the same customer addressed an issue that was previously informally discussed between 'Papi' and the researcher.

'It (referring to YOOR Salon) needs more people. People who really want to grow the business.'

The main issue addressed was that 'Papi' was constrained by his physical capacity at peak times. In other words, he had to re-direct people to other salons based on the fact of possessing only two hands, making it impossible for him to serve additional customers. There was thus an opportunity to grow YOOR Salon's business, but this possibility was severely compromised by a capacity bottleneck.

As a possible solution to the problem, 'Papi' suggested approaching the VTC (Vocational Training Center), located in Okakarara. Okakarara VTC (OVTC) is a state-initiated and run institution, offering courses and training to individuals interested in becoming skilled workers in plumbing, welding, carpentry, office administration, hairdressing and many other professions.

'Papi' described the idea which he had previously contemplated as follows:

'There is a limit. They only give them the essential (education) and to learn more, they come to me, and then they see (and learn) the style(s).'

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These basic skills and knowledge could be refined and considerably expanded via practical learning of new hairstyles while working under ‘Papi’s’ supervision in YOOR Salon.

Most important to YOOR Salon’s future business growth potential was the finding that ‘Papi’ was keen to expand the business and to pass his locally unique know-how on to individuals who, in the process, would assist him in driving and growing the business to the benefit of all involved stakeholders. The stakeholders in this case are the customers, who receive special service and hygienic treatments, and the additional co-workers, who are able to learn new skills while simultaneously earning their living in YOOR Salon.

Retrospectively, at this stage in the inquiry process, it started crystalizing that the entrepreneurial focus was shifting towards professional skills under observation of necessary sanitary conditions, rather than the other way around. The outcome of this very process culminated in a radical redesign of the entrepreneurial business approach which is described later in this chapter.

5.4.2. The men’s barber

At the time of interviewing the men’s barber in July 2018, he had joined YOOR Salon one week earlier, having returned from an extended stay in Windhoek. On the occasion of the second action research cycle in December 2018, he was no longer working in YOOR Salon, having been replaced by ‘Papi’ with another barber. This change, however, did not affect the value of his initial interview contribution.

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On the contrary, the barber was perhaps the interview participant who was most profoundly revealing on the prevailing social conditions in the Omaruru ‘Location’.

From a sociological information and data gathering perspective, the barber provided some intimate insights into the Namibian and the Omaruru ‘Location’ ecosystems. Some of these aspects were previously unknown to the researcher and would otherwise have gone unnoticed.

In 2016 the interview participant was working for a hairdressing salon located in the same complex where YOOR Salon installed its business. After an extended stay in Windhoek, he came back in early 2018 and joined the hairdresser ‘Papi’ as a freelancer, operating YOOR Salon’s men’s station.

‘That’s why I’m at YOOR Salon. Eager to be there, because it’s a clean place. It’s nice, It’s open, it’s big.’

As the barber’s perception about hygiene and cleanliness was concerned, he explained in his own words:

‘It is very important. Especially, ...not just at the business place... but, also at home. Because, where there is not hygiene, you’ll become quickly sick. Now, if the place is always clean and the environment is OK, you will always breathe that fresh air and you will not become sick easily.’

In the conversation, the barber confirmed that he used clippers. He asserted that he cleaned the clipper heads with alcohol (spirit) between servicing customers. Due to lack of knowledge on how to operate the sterilizers, he used spirit – which is effective and time efficient. Indeed, sterilizing equipment requires more time and expensive electricity and, if wrongly executed, is less safe compared to the use of spirit. From a practical, everyday business perspective, the use of spirit might well have sufficed.

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Apart from showing the collaborators how to operate the sterilizers correctly, there was no real need to insist on using either of the techniques, as long as one of them was consistently and correctly applied.

Probing into the question of whether hygiene and cleanliness could indeed be a competitive advantage, the barber, reflecting on his own experiences in Katutura Soweto (Soweto is an area within the biggest Namibian ‘Location’, called Katutura in Windhoek) explained:

‘Yes, [Soveto it’s] a part of Katutura. I was in the salon there, but it was just a ghetto. Iron shed. It was very small. I operated there, but I see it was not so clean [...]’

Asked whether in Soweto one could find salons living up to YOOR Salon’s hygienic standards, the interview participant replied:

‘No there is not. Nothing, also in Khomasdal’.

Further inquiring into what ‘Khomasdal’ stands for, the participant clarified:

‘Khomasdal is also a “Location”, but it’s for the colored [...] Katutura is for the black. The colored are, let me say, in Khomasdal’.

‘Namibia’s Coloured community has its roots in the Cape Province of South Africa. They are a people of mixed race, who during the apartheid years were often not accepted by any other group. Genetically they are very similar to the Rehoboth Basters (offspring of Nama and Dutch Settlers) and both speak Afrikaans, although the accent and dialect does differ’ (The Cardboard Box, n. d.).

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That there existed a segregation within ‘Locations’ along racial lines was not evident to the untrained eye. But that there existed spatially segregated ‘Locations’ within the capital Windhoek was a completely new revelation to the researcher.

Confirmatory reading into pertinent academic literature, however, confirmed the interview participant’s claim (e. g. Melber, 2016: 6 ff.). In anticipation of the present study, the researcher had previously visited the Katutura ‘Location’ on several occasions. It was, however, a surprise to learn that there existed two ‘Locations’ in Windhoek: Katutura for the black population and Khomasdal for the colored population.

Emphasizing how circumstances had slowly changed since the abolition of apartheid, the interview participant further clarified:

‘Yes, but nowadays it becomes one. They become mixed [...] There is also Boers, who are staying in the ‘Location’, or colored, who are staying in the ‘Location’. So, it’s not like that other time anymore (reflecting on the apartheid era).’

When asked if the same pattern applied within the Omaruru ‘Location’ ecosystem, the participant asserted:

‘Yes, it’s, let me say, it’s the same [...] they (the colored) used like... but now, in the ‘Location’, they use to stay there. I know a lot of them, who are staying in the ‘Location’. But first, they were just staying in town here [...] the people prefer to stay there (in the ‘Location’) because it’s a little bit, how can I say..., it’s cheaper. Most of them, they say in town it’s very expensive.’

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In Omaruru there is only one physical ‘Location’. The researcher’s perception was that people coexisted in that ecosystem. To the researcher’s untrained eye, segregation along racial lines was not discernible. The same applied when visiting Katutura, in the absence of knowing that Khomasdal is a spatially separated ‘Location’ for colored people. Nearly thirty years into post-apartheid Namibia, the picture in the ‘Locations’ was mixed, with the black population representing the majority, followed by colored and a few white people. This perception is certainly compliant with Namibia’s racial distribution and the settlement structure, born out of the apartheid era.

In the conversation about hygiene aspects, the interview participant explained that he had previously worked for a subcontractor to the Namibian Railway, where he was trained to work as safety manager.

‘...I was working as a safety manager there. So, me... safety, it’s in my blood [...] I was trained in Windhoek. They had the VTC (Vocational Training Center). It’s a college.’

When asked if the possession of such training and qualifications could proactively be marketed by YOOR Salon, the interview participant agreed. However, it emerged during the course of the conversation that the participant had incurred a fire in Windhoek in December 2017, which destroyed most of his personal belongings including his safety training certificate.

In the interval, neither the existence of the company nor the certification could be established by the researcher.

5.5. Discussion of emerging themes from the data

5.5.1. The social conditions in the Omaruru ‘Location’

To understand business opportunities and constraints, it is important to grasp on the locally prevailing conditions in the Omaruru ‘Location’ ecosystem.

Some of the emerging themes from the data were Namibians’ propensity to engage in opportunity entrepreneurship, the potential effects of alcohol consumption on the community of social practice and on the conduct of business, the implications of comparably low level of education in entrepreneurship and the possibility of successfully scaling and sustaining businesses from an organizational life-cycle perspective. All three subject areas are of immanent concern to YOOR Salon’s business.

5.5.2. Entrepreneurship propensity

In YOOR Salon’s context, entrepreneurship propensity essentially refers to the basic requirement to locate, and collaborate with, entrepreneurially minded individuals who can drive the business in the absence of the company owner. As such, finding people with a high entrepreneurship propensity transforms into an essential requirement to successfully maintain and further develop the business over time.

To assess entrepreneurship propensity in the Namibian society, the following discussion predominately draws on the interview conducted with an entrepreneurship teacher who lectures at Karibib Private School.

5.6. Interview with the entrepreneurship teacher

The interviewee was a Zimbabwean citizen who, according to her own explanation, emigrated to Namibia for political and economic reasons.

Educated to a comparatively higher standard, the Zimbabwean immigrants to Namibia were often able to fill underrepresented jobs; this is in contrast to the South African situation where most black South Africans have to compete with migrants for lower-level jobs (Mangezvo, 2015: 57).

Compared with the South African situations, the attitude towards immigrants of African origin in Namibia is more relaxed. While the main exodus from Zimbabwe was to South Africa, fewer people emigrated to Namibia and those who did, obviously did so based on the identification of economic opportunity in the receiver country.

5.6.1. Political Namibia: discourse on entrepreneurship

To what extent political discourse on entrepreneurship shapes perceptions towards entrepreneurship became evident in the interview participant's response to the introductory question: 'How entrepreneurial are Namibians?'

'They have done so much in terms of helping entrepreneurs. To begin with, it is a subject taught in high school. They have a degree program at the Universities for entrepreneurship [...] It only started being introduced about three years ago in the senior secondary phase. Then, two years ago, it is now offered as a degree program. So, it's available for any child in Namibia. Not only those who are in private schools.'

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There are so many structures [such as] the Joint Consultative Committee [...] the National Chamber of Commerce [...] the Ministry of Industrialization, Trade and SME development. They are all bodies that put together to help the SME's. They can help with the capital...'

Probing further into the issue of information-availability regarding entrepreneurship, the interview participant clarified

'Yes, but those bodies that I am talking about, they are there for the entrepreneurs. The biggest problem could be that people really don't have capital. And, they don't have surety if they want to get capital [...] There was the SME Bank which was meant especially for those entrepreneurs [...] Unfortunately, it's closed because of some misdemeanours. But there is much being done for entrepreneurship in Namibia.'

In the same line of reasoning, another interviewee, a YOOR Salon customer who works in the social sector argued:

'But the other thing is also, people who want to do something, they don't have the resources [...] And, the support, when you go to the bank, they want security and, you don't have it [...] But the government has started to support people now.'

Further probing into the issue that the SME Bank was no longer functional, the participant was not knowledgeable about this fact and quick in ascertaining that there were also foreigners involved.

Additional research conducted into the SME Bank issue revealed that the SME Bank was, indeed, not a Namibian parastatal institution; it was a 65 % ownership in partnership with foreign companies. (Muchali in The Namibian, 2017).

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Asked about her perception regarding entrepreneurship propensity in Namibia, the Zimbabwean entrepreneurship teacher acknowledged:

'It's still very low. The thing is that we are still in the growing phase like I was saying. It's more teaching – teaching the content. But, for them, to be real entrepreneurs, ahhh..., I think, it's still very low. Maybe, of the ten kids that come out of school, maybe only one becomes an entrepreneur.'

The participant's perception is corroborated by findings published in the Global Entrepreneurship Monitor (2018: 37). In terms of establishing business ownership there exists variability within regions. 'For example, in Africa, the rate of established businesses is as low as 2.2 % in South Africa and as high as 29.4 % in Madagascar.'

The interview participant identified one of the primary reasons for the comparatively low level of entrepreneurship propensity: the lack of access to adequate business financing. This perception is compliant with the Executive Opinion Survey, conducted by the World Economic Forum (2018) that lists the most problematic factors for doing business in Namibia. These factors are: access to financing (15); inadequately educated workforce (14.4); inefficient government bureaucracy (11.1); corruption (10.6); and a poor work ethic in the national labor force (9.3).

These figures indeed challenge the political discourse and people's resulting perception of entrepreneurship activities' potential to contribute meaningfully to real economic growth on Namibia's way to humanitarian prosperity.

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To the question as to why it is then that, despite the pertinent political discourse, some more or less working government institutions and increasing levels in education the entrepreneurial propensity remains comparatively low, the interview participant advanced some surprising arguments:

'I can think of a couple of reasons. One fear. Fear to venture for the unknown. Two, the government provides too much money for those people who are unemployed. So, a person will be comfortable with being unemployed because they don't have to work for anything. At least, their basic needs are provided for [...] So, why should I work? Why should I set up something when I can have the money for free?'

Lack of economic opportunity and the relatively poor work ethic in the national labor force seemingly stand in a reciprocal relationship. While uncertainty is an inherent feature in entrepreneurship, the aspect of lacking incentives to engage in entrepreneurship activities, however, came as a surprise.

When asked whether the participant could identify cultural divergence towards entrepreneurship propensity, she answered without hesitation:

'Yes, the northerners (Ovambo). They are strong people. They are hardworking. They are not so much afraid of the other tribes or venturing into the unknown. They are not. So, these ones, they have a high affinity to entrepreneurship. Definitely!'

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Inspired by a conversation revolving around the lack of opportunity in the formal economy and the unfavorable distribution between subsistence and opportunity entrepreneurship, the interview participant suddenly reflected

'Which brings me to that thing where you asked me about the tribe which is the most entrepreneurial. If you look here, in the informal sector, the salons, those car washers – that I was talking about – even the side cooker shops, you know? Where they are selling street kitchen food, it's mostly Ovambo people.'

Her observation begged the follow-up questions as to what the people in Karibib, who were not formally employed, were then actually doing.

'They don't do anything. They just sit. They just sit and wait for someone to come and give them money.'

As much as this generalization is questionable, it was mentioned by participants across the board. Regardless of their cultural or tribal affiliation, the participants indicated that some people 'just sit and wait' to receive government assistance and charity support. Surprisingly, this was in compliance with Webb et al.'s (2013: 15) finding, according to which, people living in abject poverty, tend to prefer stability through loss aversion despite their impoverished conditions. At the same time, this inference stands in stark contrast to the observations and experience gleaned in other African regions and countries by the author of the present thesis. For instance, when contrasted with the encountered 'survival of the fittest' mentality in Nigeria it is difficult to understand the observed entrepreneurship lethargy in Namibia.

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Asked, whether the participant knew of any opportunity inspired entrepreneurship ventures, she could, after some considerable time of reflection, name two: a décor shop and a children's party catering venture. Both businesses address a market need that would, otherwise, have to be catered for from Swakopmund or Windhoek. In both examples, the business ventures address the middle- to higher-level income class who work in Karibib's surrounding mines and both businesses fully depend on the ongoing mining activities.

'Those are the two that I can think off-hand in Karibib. For the rest of the country, you know, there is Indongo Toyota. Those are people who are famous already. There is Indongo Toyota. This man, he started off sewing clothes, yes, to raise money. But his idea was he wanted to own a car dealership. And, those days, there were no car dealerships. Especially, for the black people.'

Notice, how moderate these opportunity entrepreneurship examples are. The children's party catering business is a local service provider, whereas the other two businesses are import- and trade-driven with one being local and the car-dealership operating nationally. None of these entrepreneurial activities generates added value through the production or processing of commodities within Namibia.

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5.6.2. Entrepreneurship in Namibia: the socially endorsed and shared mindset

Psychophysiological aspects significantly guide the individual learning- and knowledge-creation orientation. A researcher's phenomenological meaning- and sense-making capability remains contingent on content, context and the emergent inquiry and learning process. Since any environmental stimulus initially flows through emotions before accessing a researcher's cognitive function, consecutive phenomenological meaning- and sense-making processes are inherently subjective.

Likewise, participating agents engage in situated learning that occurs when individuals, acting from their cognitive maps, detect outcome compliance or divergence relative to initial expectations (Shrivastava, 1983: 12); this, in the present case, confirms or disconfirms entrepreneurial organizing theory-in-use. Learning thus occurs through the process of sharing individually held assumptions or perceptions of 'reality'; that is, through the process of mutual negotiation of personally held cognitive maps (Gergen, 1985: 272). The result is a shared comprehension in collective action (Bigley & Roberts: 2001: 1295).

'Reality [...] emerges from the interplay of imaginative perception and perceptive imagination. Language (and text) provide the symbolic representations required for both the construction and communication of conceptions of reality and thus make the notions of thought and culture inseparable' (van Maanen, 1995: 141).

Culture, in metaphorical terms, is therefore associated with the collective programming of the mind, distinguishing one category of people from another.

Presentation and discussion of results

Narrative themes structure the historical and current experience of togetherness, so creating personal and group realities and identities (Stacey, 2011: 411); in metaphorical terms, this means the collective programming of a socially endorsed and shared mindset.

It is remarkable how the entrepreneurship teacher's perception of the Namibian entrepreneurship landscape altered during the conversation. Shaped by the political discourse on the 'advantages of entrepreneurship', the interviewee ran through a reflexive deductive-inductive reasoning process by which she discovered espoused theory versus theory in use incongruence (Argyris & Schön, 1974; Stewart, 2015). In other words, when reflecting on the surrounding entrepreneurship 'reality', she discovered that the entrepreneurship activities in Karibib and Namibia at large were indeed neglectable.

5.6.3. Psychoactive drugs (depressants): alcohol

5.6.3.1. Cultural learning and the use of alcohol

Since cultural learning occurs at an early developmental stage, it is primarily composed of unconscious, inductive learning episodes into the surrounding environment which, in turn, shape the learner's perception of what socially constitutes right and wrong and all the grey shades in-between. Subsequently, conditioning reinforcing and negative feedback received from the environment ultimately shape a people's shared culture. This implies that behaviorist psychology theories play a significant role in the early developmental stage of 'becoming' on the way to socially endorsed 'belonging'.

Presentation and discussion of results

It thus logically flows that adoption of a specific culture requires behavioral control, socially inspired by in- and out-group dynamics.

Individuals in search of basic social acceptance would typically opt for in-group affiliation and, in the process, adjust their behavior to blend into the culture by which they are defined and which they simultaneously co-define. In social-cultural psychology, cultural identity refers to an individual's affiliation need (conformity).

Commanding power and local network distribution structures and relational arrangements moderate in-/out-group membership characteristics and criteria. There is a reciprocal relationship between in-/out-group dynamics, simultaneously regulating individual behavior and group prestige in an environment where multiple groups compete for ideological supremacy. As a result, there is a direct relationship between an individual's action, the environmental feedback system and the social-knowledge created (Bandura et al., 1963: 601; Bandura & Rosenthal, 1966).

Deriving from an interviewee's account, the forthcoming paragraph discusses how situated cultural learning informs individual and group behavior. The interview participant explains how situated cultural learning maintains and re-generates the locally prevailing conditions in the Omaruru 'Location' ecosystem.

With regards to the embodied experience among subjects and the resulting social norms prevailing in the Omaruru 'Location', one focus group participant reflected on childhood social conditions and dynamics and their relevance for cultural assimilation:

'You see, the big people drink. The children see. Now, daddy coming home, beating mummy because he is drunk. That's the way; he grows up. He thinks when he grows up, he must also do that.'

Presentation and discussion of results

The perception of aggressive behavior caused by alcohol consumption was widely shared among the study's participants. For instance, in another interview, the interviewee explained:

‘You know, when people come out of bars, they are drunk and, you know, they can start fight. They can throw maybe bottles around (interview participant referring to the situation in the Omaruru “Location” after 7 p.m.).’

Both statements suggest a prevalent condition in the Omaruru ‘Location’. But the statements simultaneously address the importance of the observational learning function. In developmental psychology a live model, contextually the drunk father or the drunk locals, demonstrate a behavior in person (OpenStax, 2014: 208). Since the father’s behavior will likely go unpunished and, in the absence of alternative behavioral references in the confined Omaruru ‘Location’ ecosystem, affected children may erroneously interpret the behavior as being reinforced (Patterson et al., 1984; Heyman & Slep, 2002).

One of the observable outcomes in adolescents and young adults relates to the lack of emotional management, often resulting in trials of social dominance through fights.

5.6.3.2. Interview participants' perceptions of alcohol use

‘Harmful use implies alcohol use that causes either physical or mental damage [...] People tend to eat, drink, sleep and dream alcohol as well. How does alcohol abuse affect our community and country? Firstly, it leads to an increase in theft, an increase in school drop-outs, increase in HIV/AIDS, divorce, and an increase in crime. This has a big influence on our economy’ (Jariretundu in The Namibian, 2004).

Presentation and discussion of results

Based on the author's own observations and on a conversation in the first interview on how the consumption of alcohol affects behavior, the role of alcohol abuse was subsequently intentionally factored into the informal part of the remaining interviews.

The following statement is representative of the participants' perception regarding the potentially detrimental impact of alcohol on people's attitudes and resulting behaviors:

'This is very sad. And here, there are so many consumers also. They love alcohol. It's only the bars that are open for business the whole month.

They don't lose out on customers. Every time people go. It's a big problem

[...] Use of alcohol and drugs (deeply reflecting). It really affects to a very large extent in Namibia. Because, you'll find that on Mondays, a very large percentage of the workforce cannot make it to work. Because they are

"favalacy". They are "favalacy". They cannot. Especially month ends.

They cannot go, because they are drunk, or they are having a hangover.

They cannot. So, as a result, you find that production is suffering. It's only

those who are in the bars – the beer business. They are the ones who are

happy.'

The influence of alcohol consumption on YOOR Salon's business was exemplified by one interviewee's reflection on a past experience:

'After 5 p. m. people drink. They get drunk. They are just on the streets.

Like, there was one day I remember, we were so busy that day. I think it was

a Friday or a Saturday. You find a group of guys, just bashing in (entering

YOOR Salon). Like making noise and so forth. You know, people when they

are drunk, they don't respect one person. So, they would just go off and on,

until we had to close the door and just work inside. Because, if someone is

drunk like that, it's not really safe [...]

Presentation and discussion of results

You know, when people come out of bars, they are drunk and, you know, they can start fight. They can throw maybe bottles around.'

Fighting while under the influence of alcohol is a widely observable phenomenon which often ends in bottle throwing and knife violence. During the refurbishing of the YOOR Salon business site, there were several occasions when skilled workers did not report for duty in the morning because of injuries sustained during fights. The worst incident involved a worker who was stabbed in the stomach. His stab wound had to be treated in the Omaruru district hospital. Another day-laborer sustained head laceration in a fight that involved the use of beer bottles as weapons. Fortunately, in both circumstances, the workers made a full recovery.

To illustrate the overall social misery, one participant who had previously adopted a child reported:

'One day, the mother came and took him away, and he died after a few months. From hunger [...] The mother also drinks, drinks, drinks...'

Regarding the twelve-year-old child that she subsequently adopted, she gave the following account:

'I received (that child) twelve years ago. She was only drinking tombo (local brew, traditionally made from a mixture of water, wheat grain and sugar). When she came here, she weighed 1 kg. Two months. And, the mother also got AIDS. She (the mother) didn't have milk. So, it's only tombo, tombo, tombo.'

In support of the participant's claim, The Patriot (2016) reported that 'even cases of children whose parents feed them tombo have been reported in the country'.

Presentation and discussion of results

The World Health Organization (WHO: 2014), based on 2010 figures, has reported alcohol consumption in Namibia as moderately high. However, these reports are likely artificially low as the WHO statistics do not include the consumption of home-brewed alcohol, which may account for roughly two-thirds of the alcohol consumed in Namibia (Mustonen et al., 2001; Lightfoot et al., 2009: 321).

5.6.3.3. The use of alcohol: effects on YOOR Salon's business performance

'People tend to eat, drink, sleep, and dream alcohol...' (Jariretundu in *The Namibian*, 2004) and, by extension, make financial calculations in an 'alcohol-unit currency'. When interpreting the prevailing microeconomic price inelasticity at the socio-economic base of the pyramid, alcohol consumption inevitably exerts pressure on consumer choices. In other words, the slightest price premium attached to a hygienic service standard, puts the business into direct competition with the potential purchase of additional units of alcohol. It seems that people measure units of alcohol against a service premium that could otherwise purchase more alcohol in one of the readily available bars or shebeens (unlicensed establishment or private house selling alcohol and typically regarded as slightly disreputable). In this sense, alcohol was surprisingly identified as a formidable business competitor.

In sum, the Omaruru 'Location's' ecosystem generates inertia to change.

Individually and socially ingrained habits consistently frustrated both ends of YOOR Salon's double bottom-line performance expectations.

Presentation and discussion of results

Information and data collected during the first in-field insider action research cycle thus required counterfactual reasoning practice on the business owner's and the research team's end. In so doing, it became apparent that socio-cultural change would hardly materialize at the desired, business-wise required pace and scale. The alternative consisted in radically challenging and rethinking the socially motivated entrepreneurship business model.

5.7. Counterfactual thinking: challenging the viability of YOOR Salon's business model

Based on personal observations and accounts collected from the interview participants and from informal conversations with Omaruru 'Location' dwellers, it became increasingly clear that the hairdresser 'Papi' had a genuine interest in the business and was thus intrinsically motivated to increase YOOR Salon's business performance.

The following account, collected during an interview with a YOOR Salon customer, strengthened the researcher's in-situ perception and was representative of information gathered during informal conversations with Omaruru 'Location' community members:

'The most present that gets customers, that's 'Papi'. He gets mostly most of the people. [...] Those few nice hairstyles, it's just Papi (that can do them).'

The fact that the hairdresser 'Papi' possesses skills unique in Omaruru transpired as being YOOR Salon's chief competitive advantage.

Presentation and discussion of results

The fact that is not, a priori, the provision of hygiene, but the ‘Papi’s’ skills answers the sub-research question ‘can the hygiene value proposition transform in a socially endorsed competitive advantage, thereby sustainably increase YOOR Salon’s double bottom-line performance?’. Over time and, if practiced consistently, hygiene in complementation with ‘Papi’s’ hairdressing skills may positively moderate the ventures business sustainability.

Based on experiences collected throughout the owner’s remote conduct of the business, it turned out that the company was uncontrollable. The business was consistently underperforming. Lack of control, a high staff turnover and resistance to change in the target society required an episodic remediation intervention.

Based on the assessment of the business-relevant basic elements, the experiences accumulated in the past and the prevailing unsatisfactory state of business affairs, it became obvious that a radical rethink of the business model was required. In so doing, one of the solutions involved acknowledging that the significant social impact included putting pressure on competitors, who were forced to upgrade the hygienic conditions in their service provision to clients.

This, as such, is clearly a laudable achievement. It did not, however, result in a considerable increase of the customer base, reaching beyond the loyal clientele. This is where, from a business perspective, priority divergence and service price inelasticity negatively moderate people’s choices.

Presentation and discussion of results

As has been established in the literature review of the present thesis, there might well exist an incapacity to change one's attitude and behavior grounded in different priority needs. Attitudinal and behavioral change is not likely to occur, even though the social venture responds to the fundamental requirement to offer higher value through the educative empowerment of the constituent beneficiary group (Desa & Koch, 2014: 166).

In the YOOR Salon's business context, priority divergence emerges from the environmental and social conditions prevailing in the Omaruru 'Location'.

Under conditions of priority divergence in the local community of social practice, it has not been possible to satisfy the business's social entrepreneurial double bottom-line. The entrepreneurial downstream process requires a scaling of the business, aimed at both the increase in perceivable positive social impact and the company's financial viability over time.

While the accomplishment of the former via pressure to comply on the competitor-end had been recognized, financial sustainability over time could not be ensured under the prevailing conditions.

Presentation and discussion of results

Consulted about her perceptions regarding price inelasticity, the former YOOR Salon manager and interview participant confirmed:

- Participant: ‘I should say yes and no. So, why I say yes is, because month ends, like we usually get a discount for people who want to do nails, or that want to do hair [...] And then, again, there are people that usually come and say: “No, your prices are high.” But they did not really see what..., you know, the concept of us. The salon, how luxurious it is.’
- Researcher: ‘Let’s say if the price difference is NAD 15 higher – that may be USD 1 which is exactly the price of a bottle of beer.’
- Participant: ‘Yes. So, they’d rather go drink than come for the services to the salon. [...] Yes, that’s how we people are (laughing).’

When brought into perspective with the hairdresser ‘Papi’s’ appraisal

‘Majority, they don’t care (about hygiene in service delivery). Those ones that care, only, I can say, say some doctors, teachers, I can say higher quality [...] Only those ones they are educated, you can say. [...] Some of them (the others), they don’t care about the hygiene. He/she knows now I spend cheap somewhere else. As long as my hair to be done [...] For me, the majority doesn’t care (about hygiene).’

it became clear that, in the upstream entrepreneurship process, the chosen business model provided little prospect of scaling the business, either in terms of possible positive social impact or in terms of the potential to generate sufficient financial returns to sustain the company’s existence over time.

Presentation and discussion of results

With the double bottom-line under serious pressure, one way out of the dilemma consisted of collective reasoning on remediating action interventions.

5.7.1. Action moments and action interventions

From the first interactions with the hairdresser 'Papi' it rapidly became clear that 'Papi' possessed a distinguishing passion for his work and the drive to refine his skills. He seemingly understood that his passion for hairdressing and his - for Omaruru - unique skills, in combination with the physical existence of YOOR Salon as a workplace, provided a unique blend to upscale the business. In his own words, 'Papi' explained:

'... the more customers I have, the more, also, I must succeed something there (in YOOR Salon) [...] We must maintain YOOR Salon to be clean. My service is to maintain it clean, I think. If you maintain it at this standard, it's clean, nice service, nice job, social. Really, the people will be happy over the story [...] For me, that salon is having a future. There is a future in that salon [...] For me, the way the things are going, I know, we'll get more customers in that place [...] I know, up to December, something else will be there. Up to December, another thing will be there. Even customers, they will be more. If I say, the customers will be more – since I'm there, everyone, everyone, I'm helping – there is no one who is disappointed.'

The hairdresser 'Papi' personified an incredible amount of entrepreneurial optimism and it soon became clear that, based on his charisma and optimism, it might be reasonable to transfer the entire business responsibility to him.

Presentation and discussion of results

Based on his daily proximity to the business and his excitement regarding YOOR Salon's future business potential, it became self-evident that he would be capable of scaling the socially motivated entrepreneurship double bottom-line.

5.7.2. Learning-set activities' contribution to the owner's decision to withdraw from the business

During the first insider action research cycle, the researcher maintained little contact with the business owner. Rather than reporting daily learning-set interactions and insights obtained from the individual and focus group interviews, the focus was on jointly agreeing on an intervention that could be presented to the business owner as possible solution to YOOR Salon's business issue.

The business owner did not participate in the physical conduct of the study and, in order to avoid owner bias, the learning-set focused on preparing a proposal that could be presented to the business owner for approval.

After having consulted with the business owner, there emerged a shared perception that it was impossible for the business to be managed remotely. Experiences collected from past remote entrepreneurial organizing processes revealed that entrepreneurial momentum was lost during prolonged periods of business owner absences. The physical absence of the business owner paired with a comparatively low propensity to engage in entrepreneurship in employees resulted in a considerable business activity decrease.

Presentation and discussion of results

The outcome of these reflections thus culminated in the researcher's idea of transferring full responsibility to 'Papi'. Within such an arrangement, 'Papi' would keep the financial proceeds from the business, his only obligations being to pay the monthly rent to the landlord and keep the salon clean. In the future, there would be no interventions whatsoever from the business owner, apart from checking with the landlord whether the rent had been settled in a timely and regular manner.

5.7.3. Presentation of the deal

With the business owner's agreement, the deal proposal could finally be formalized and presented to 'Papi'.

The deal was presented during a private conversation, and 'Papi' immediately embraced the concept and opportunity to work autonomously.

As an incentive, it was agreed that one month's rent would be advanced by the business owner while, in the future, upcoming rents would have to be settled by 'Papi'. In this way, it could be ascertained that there was enough lead-time to initiate and financially sustain the change.

The aim was to create a win-win situation which, in his own words, 'Papi' appreciated during a follow-up action intervention moment:

'I'm very happy. I even told my wife. She (the business owner) gives me responsibility of taking care of the salon. Me, I say yes. She ("Papi's" wife) said: "Papi, do not lose this opportunity".'

Presentation and discussion of results

'Papi's' utterance shows to what extent access to capital is a critical factor in nascent entrepreneurship. In other words, under the negotiated arrangement, the initial investment - that is, the investment into the renting, furnishing and equipping the place - was now entirely provided to 'Papi'.

A couple of interviewees mentioned state-run initiatives in support of entrepreneurship. However, these initiatives often target specific segments of the population and are thus not available to everybody.

The principal question, therefore, remains: Is there enough seed funding to successfully start an opportunity driven entrepreneurship venture that, in the process, is scalable? While government intervention is a laudable approach to crack down on underemployment and unemployment, it might instead unintentionally generate existence entrepreneurship activities with little prospect for business growth through entrepreneurial downstream scalability.

The principle issue here is that such laudable interventions contribute to poverty alleviation through cultivation of existence entrepreneurship activities instead of inspiring opportunity entrepreneurship, which contributes to 'real' economic growth on the way to overall humanitarian prosperity. The relevance of this finding applies to the Namibian context, where the political discourse praises entrepreneurial activities as an avenue out of poverty without taking account of the importance of entrepreneurship quality. In order for people to prosper, opportunity entrepreneurship is required, and for opportunity entrepreneurship to sustainably flourish there need to be entrepreneurship conducive systems around people's economic and, by extension, social activities.

5.8. The follow-up in-field research journey to Namibia

5.8.1. The second insider action inquiry cycle: 10th–22nd December 2018

The follow-up insider action research trip to Namibia was primarily dedicated to the ex-post intervention outcome assessment, jointly initiated during the researcher's first action research journey to Namibia.

The second dedicated research trip to Namibia occurred unheralded since one of the objectives was directed at a more unbiased assessment of the business performance in compliance with the agreed upon maintenance of hygiene aspect. Advance notice could have distorted the researcher's in-situ perception of the business; for this reason, the visit occurred spontaneously.

5.8.2. The researcher's spontaneous visit to YOOR Salon

The spontaneous visit to YOOR Salon was pleasing, in the sense that both the business activities and the state of hygiene far exceeded the researcher's expectations.

It came as no surprise that, during the period leading up to the Christmas and New Year's celebrations, the YOOR Salon staff was operating at maximum capacity. One team member was absent due to her attending her grandmother's funeral in the north. This co-worker returned prior to the researcher's departure from Namibia but was, unfortunately, not present in the follow-up focus group interview.

Presentation and discussion of results

5.8.3. The ex-post action intervention and impact assessment focus group interview

The focus group interview was held at Kashana lodge in the early hours of the morning of December 13th, 2018. Following the antecedent spontaneous visit to YOOR Salon, the researcher prepared an ad-hoc interview guide, tailor-made to inquire into the participants' business progress perceptions.

Compliant with the researcher's impression, one interview participant summarized:

'The things have changed heavily. It is not like in the beginning. Like we can sit from morning 10 o'clock after maybe you reach 5 or 6 p. m. – not even one customer. That is no more.'

In terms of hygiene in service delivery and cleanliness in the salon, another interview participant explained:

'It really has a positive effect. Cause, it's like, in general, a clean place always attracts people. Like, in this case of ours, the cleanliness of the salon attracts more customers and plus that, we do our job properly. So, all that attracts people [...] Cause, after we... when we are done with one client, we always clean-up, before we help the other (next) client.'

Asked about whether hygiene in service delivery and the overall cleanliness of the salon could have an impact on competitors, one interview participant summarized:

'It's kind of like something that advises them. Cause, probably, a customer that was once with us and goes to them would be like "wow, I really like going to YOOR Salon. Because it's clean". And, you know, customers speak their heart out. They would be like: "Yes, I like YOOR Salon's service. It's proper. The Salon is clean. You sit – even when you sit down, you feel comfortable".'

Presentation and discussion of results

Two follow-up visits to YOOR Salon indeed confirmed the focus group interview participants' positive appraisal of the considerable increase in business activities.

On both occasions, the four ladies' hairdressing stations were busy, the men's barber was consistently occupied and the lady operating the nail station was occasionally present serving customers on pre-booked appointments.

5.8.4. Summary of findings

Overall the salon was bustling during the researcher's action research follow-up visit to Omaruru, and it was enjoyable to observe and partake in the unfolding success flowing from the first action research intervention cycle. What was perceivable was collective positive thinking about the future (power of positive thinking) (Seligman, & Csikszentmihalyi, 2000) and optimism (Carver & Scheier, 2009) of the kind generating shared belief in the ability to carry out actions that ultimately produce desired outcomes (self-efficacy) (Thompson, 2009).

On the other hand, the bustling business activities restricted access and available time on the part of the participants from the business. Since the change process was still unfolding there was, at this moment in time, no requirement for additional change interventions.

6. Conclusion

This chapter concludes the thesis by presenting socially motivated entrepreneurship implications deduced from the research inferences. Furthermore, it presents the research findings' contribution to socially motivated entrepreneurship practice and theory. Reflections on both the action research process and the current status of the adaptive entrepreneurial change process are presented. Finally, the limitations of this study are addressed and areas for further research presented.

6.1. Implications for socially motivated entrepreneurship activities

6.1.1. A priori themes: hygiene and attitudinal and behavioral change

In the absence of extant academic literature on socially motivated entrepreneurship in the Omaruru 'Location' community of social practice and building on the premise to answer the core- and sub-research questions, the formal interview part addressed a series of questions aimed at eliciting phenomenological in situ reflections and answers from the interview participants.

The interview participants' general perception of YOOR Salon was positive in that the interviewees attested that the salon was a clean and neat place, run by pleasant, attractive people. The notion of hygiene in service delivery was, however, not developed nor internalized. The reasons were twofold. *First* the absence of the business owner and the lack of continuous physical interactions with the Omaruru 'Location' community of social practice resulted in a dilution of the socially motivated core business idea. *Second*, frequent staff turnover meant that the conceptualization of hygiene in service delivery were not consistently passed on to successors.

Conclusion

As a consequence, both instances exerted negative pressure on the company's double bottom-line performance.

Answers to the question 'how can hygiene as a socially motivated entrepreneurship value proposition generate positive community impact?' revealed two overarching perceptions. The first one related to YOOR Salon's competitors; the general perception was that competitors in the Omaruru 'Location' and in Omaruru town quickly realized that YOOR Salon had managed to set a new hygiene standard.

As a result, some salons started emulating cleanliness in service delivery.

Others could not adapt due to a fundamental lack of resource mobilization capability. Specifically, the lack of know-how and the incapacity to mobilize capital were identified as reinforcing the status quo. The general perception was that YOOR Salon enjoyed a marketable first-mover advantage which, if consistently practiced and communicated to the Omaruru 'Location' community, could indeed foster its competitive edge. The second line of reasoning addressed the customer perspective and was representatively summarized by a counter-question:

'If there is a clean salon in the Omaruru "Location", why would you go to a dirty one?'

The notion of hygiene is individually subjective and a moving target. When asked what hygiene meant to the interview participants, the emergent reflections were essentially introspective. With respect to the sub-research question -what importance do people living in the Omaruru 'Location' attribute to hygienic services in beauty- and hairdresser salons- for the most, interviewees did initially not associate hygiene with a consumer right. In other words, culturally internalized habits did not include hygiene in service delivery as a component of consumer experience.

Conclusion

This, however, was precisely what the socially motivated entrepreneurship venture initially addressed and subsequently set out to change. Consumer empowerment through the physical availability of a hygienic beauty and hairdressing service alternative in the Omaruru ‘Location’ ecosystem.

The general perception, however, was that hygiene in service delivery had the faculty to inspire attitudinal and behavioral change. Hence, the general perception was that, even, under the condition of priority divergence in the change receiver community, YOOR Salon’s social entrepreneurship venture inspires attitudinal and behavioral change through the physical availability and provision of hygienic services (see sub-research questions). To better understand the underlying mechanism by which health awareness and behavioral change would be embraced by a larger segment of the target community required some episodic interventions in the ongoing entrepreneurial organizing process. The main constraint consisted in finding self-motivated and competent partners to successfully and sustainably drive this change. Some preliminary interview findings were collectively reflected upon in the action learning-set. In the process, it became increasingly clear that some incisive change was required and, as a result, the involved parties jointly agreed to engage in a radical change of YOOR Salon’s business model.

The requirement for an episodic intervention answered the core research question: How can the core value proposition of *hygiene* in YOOR Salon’s business context generate minimally required financial returns under the condition that the business remains socially relevant? While the interview participants were under the impression that this was indeed possible, it was obvious that the prevailing business management arrangement consistently frustrated the hoped-for progress.

Conclusion

The aspect that surfaced from collected information and data was that, despite running a fancy and clean salon in the Omaruru ‘Location’, YOOR Salon was missing one critical component: collaborators with the required beauty treatment and hairdressing skills. Customers visit a specific salon to receive beauty and hairdressing services in the first place; that a specific salon is well furnished, comfortable, well maintained and hygienic is widely appreciated as a value added.

As elaborated in the presentation and discussion of results chapter, the service pricing appeals to some while economically excluding others.

6.1.2. Emerging patterns: enabling and impeding factors to change

While the structural properties, encountered in the Omaruru ‘Location’ ecosystem were subjectively perceived as less developed but stable, the social institutions are more fluid and locally enacted through relational network arrangements.

These relational network arrangements constitute the locally endorsed culture. Culture, embraced as a locally accepted and socially shared perception of reality, determines a people’s attitudes and resulting behaviors. Culture exerts a conditioning function on attitudes and behaviors. It informs the emergence and sustainability of habits. It logically follows that habits and culture co-exist in a reciprocal relationship in which culture is reinforced by people’s habits and habits are formed by a people’s culture.

In a spatially and socially confined ecosystem such as the Omaruru ‘Location’, the ‘social’ in relational tie properties generates an attitudinally and behaviorally reinforcing effect.

Conclusion

Historically, the segregation along racial lines and the physical allocation of the socially disfranchised into townships consistently reinforces the attitudinal and behavioral status quo. In other words, economic progress on the way to wished-for humanitarian prosperity is severely compromised by a self-fulfilling prophecy, resulting from the long-lasting apartheid policy. This can, for instance, be illustrated by state-driven public housing projects which are being conducted as extensions to existing ‘Locations’, thereby unwittingly reinforcing the status quo that is racial segregation.

On an individual dimension, attitudinal and behavioral change agency predicts that agents enjoy freedom to partake in or reject change. Based on the information and data collected from the interviews, attitudinal and behavioral change agency may, however, be severely compromised by the phenomenon of priority divergence. Contextually, this was illustrated via assessment of the prevailing conditions in the Omaruru ‘Location’ where people coexist in a local ecosystem that is hallmarked by extreme persistence poverty in combination with cultural stigmatization, segregation along racial lines, lack of economic opportunity, lack of quality education and harsh climatic conditions. From a cognitive and behavioral change perspective, priority divergence diametrically opposes the social entrepreneur to the very community members whose social condition the former wishes to sustainably improve. This paradox significantly lowers the probability of socially motivated entrepreneurship being able to maintain double bottom-line momentum and sustainability over time.

Conclusion

Contextually, priority divergence, has been identified as being an impeding factor. Priority divergence, as opposed to resistance to change, is not value-laden in that it does not carry a negative connotation. Priority divergence addresses an individual's social and economic incapacity to voluntarily partake in change. On the other hand, inertia to change refers to an individual's cognitive agency to intentionally engage in or resist attitudinal and behavioral adjustment. The former thus addresses a 'condition'-based and the latter a conscious or unconscious 'choice'-based phenomenon.

To what extent priority divergence affects attitudinal and behavioral change in the Omaruru 'Location' community could not be established with certainty. Since interviewees have consistently mentioned the importance of price comparability in provision of beauty and hairdressing services, however, it has been brought into perspective that price inelasticity prevails in the socio-economic base of the pyramid.

Another emerging pattern was related to Namibians' comparatively low entrepreneurship propensity. Full responsibility was handed over to the hairdresser 'Papi', a citizen of the Democratic Republic of the Congo. Certainly, this decision was based on the appreciation of the contextually prevailing circumstances, encountered during the first action research cycle. Furthermore, 'Papi's unique professional skills and shared aspirations have been recognized as being a strategic asset (Greene, et al., 1999: 107). In a reverse line of reasoning it might, however, confirm Namibians' comparably low entrepreneurship propensity, as established in previously published comparative studies (e. g. Global Entrepreneurship Monitor, 2018: 37).

Conclusion

By the time the author came to write-up the conclusion to the present thesis, the hairdresser alias ‘Papi’ reported that a co-worker who started working in YOOR Salon in February 2019 had vanished into thin air. Several attempts to establish her whereabouts remained fruitless. As per the World Economic Forum (2018), one of the most problematic factors for those doing business in Namibia is the poor work ethic of the national labor force. The present thesis added two contextually possible factors: mobility in response to climatic conditions (environmental) and seasonal migration to assist relatives during harvesting periods (cultural and environmental).

6.1.3. The local ecosystem: a better understanding of people’s livelihoods

Social norms and values constitute what is socially validated as the local culture which, in the case of ‘Locations’ in Namibia, is perpetually reinforced within spatially and interactionally segregated ecosystems. The improvement of the YOOR Salon’s double bottom-line performance required a refined and far more sophisticated understanding of the prevailing conditions and resulting socio-cultural mechanisms.

Enacted through the negotiation of access to the research site, the relationship building process and the two concurrent action research cycles, there resulted surprises and breakdowns. In the tradition of reflexive research practice, these surprises and breakdowns henceforth fueled the action learning-set activities. The resulting situated learning experience was a highly dynamic process, embedded in collaborative idea generation and prototyping. To the research participants, the shared learning experience was probably the most valuable takeaway from this community-based action research of social practice centered study.

Conclusion

6.1.4. Socially inspired entrepreneurship and sustainability

As a result of the first research cycle, the participants initiated an episodic change in business practice. An intervention of this type was somewhat unanticipated at the beginning of the present study, but inevitable based on preliminary inferences drawn from the information and data collected in the interviews and from the action learning-set activities.

According to the business owners' adoption of an affordable loss logic and the provision of the possibility to 'rationally select and enact a strategically optimal choice', it was possible to hand-over full business responsibility and value capture to the hairdresser 'Papi'. In retrospect, equitable partnership resulted in the joint decision to transfer responsibility to the local context to which it belongs. The unconditional transfer of responsibility encapsulated a strong motivational factor. Self-motivation, in combination with the allocation of responsibility to the local context where it belongs, generated the additional momentum that the change process required. The positive action intervention outcome was subsequently evaluated and documented during the second action research cycle.

To claim that the collectively designed and implemented change event is sustainable over time would be, from today's perspective, premature. For a business to operate sustainably requires anticipating the depreciation of investments through savings. This aspect has briefly been addressed by the researcher during the second action research focus group interview. It has, however, not been further deliberated upon, based on the overarching requirement of keeping momentum in the simultaneously emergent change process.

Conclusion

Based on the requirement to maintain the infrastructure, to replace furniture and tools two to three years down the road, there remains a need to readdress the business sustainability issue during one of the follow-up journeys to Omaruru. Depending on the business development and the short-term obligations of the new business collaborators, it might be difficult to save the required amount within the available time. Hence, there persists a risk associated with a looming sustainability dilemma.

6.1.5. Summary of the findings: lessons learned

The result of the present study reflects the bidirectional benefits of engagement through mapping, incorporating and leveraging existing community assets.

To the knowledge of the researcher, there is no substantive or rudimentary theory that addresses and deals with the specific cultural and business-related conditions and complexities encountered in the Omaruru ‘Location’ ecosystem.

From the initial socially motivated entrepreneurship perspective, the YOOR Salon business was not a viable venture because it consistently frustrated servicing the minimally required social entrepreneurial double bottom-line. However, having successfully handed-over unconditional responsibility to the hairdresser and study participant alias ‘Papi’, the business provides for five livelihoods with a potential to cater for an additional two coworkers in a society with an estimated dependency ration of 7 (young and old).

Conclusion

From an organizational life-time perspective, YOOR Salon is a ‘work in progress’ and it is difficult to accurately forecast its business sustainability over time. If nothing else, it does, in the here and now, generate work while positively contributing to the coworkers’ livelihoods. Perhaps the most intriguing outcome, however, is that the participants, based on the conduct of the present study, adopted the entrepreneurial mindset required to independently drive the business into a more promising future. This mental shift can be attributed to the collective and collaborative research process and the action intervention, consisting of empowered autonomy in the small YOOR Salon business community.

6.2. Theoretical contribution to socially motivated entrepreneurship

6.2.1. The social context and the interplay of various types of knowledge

The YOOR Salon business provided access to - and the relationship building opportunity with - the Omaruru ‘Location’ community. It has been speculated that without the operational business in place, it would have been difficult to access and to meaningfully interact with the Omaruru ‘Location’ community of social practice.

The contextually biggest takeaway for the -researcher was the creation of an opportunity space where individual and shared learning through cultural diversity exchange and reflection in transition could take place. Alongside the inquiry process, it was possible to successfully eliminate many of the prevailing stereotypes. In so doing, the study provided the researcher with additional and valuable cultural literacy, drawn from culturally situated and shared learning.

Conclusion

Real growth serves the ultimate target that is the rise of civilization, and for Revans (1981: 22), this requires a gigantic process of social learning. Learning involves the experimental acquisition of identities that reflect both how a learner experiences and interprets the world and how the world perceives and makes sense of the learner. Based on the generation of contextually relevant actionable knowledge, the individual and shared local learning experiences inevitably contributed to this gigantic process of social learning.

6.2.2. Social change: adaptive progress in the confined Omaruru ‘Location’ ecosystem

Social change occurs slowly in the confined Omaruru ‘Location’ ecosystem. However, environmental change does happen and thus commands adaptive change from the Omaruru ‘Location’ community of social practice. Based on the social constraint known as ‘priority divergence’, it remains difficult to forecast whether future change instances will benefit YOOR Salon’s double bottom-line performance. Environmental change will determine the kind and quality of adaptive change instances occurring in the Omaruru ‘Location’ ecosystem. Whether these adaptive change instances will be beneficial, neutral, or detrimental to YOOR Salon will determine the business’s future double bottom-line and organizational life-cycle positioning.

At the time of writing this conclusion chapter, there is reason to believe that the initiated business management change has positively moderated the socially inspired entrepreneurship double bottom-line performance. The future will show whether it did so sustainably.

Conclusion

6.3. Reflection on methodology

6.3.1. Insider action research single case study design

Coghlan (2007: 335) identifies three potential issues when conducting an action research initiative into one's own organization. These limitations are a researcher's contextual preunderstanding, role duality and managing organizational politics.

Regarding the present study, the researcher did not possess a sophisticated preunderstanding of the business because the researcher is not a professional hairdresser; neither did the researcher ever physically work in YOOR Salon or reside in the Omaruru 'Location'. The only aspect linking the researcher to the business was an initial affordable loss logic seed fund investment. As for the role duality issue, there was a clear commitment from the business owner to initiate whatever change was deemed appropriate to remediate YOOR Salon's chronic double bottom-line underperformance. The researcher's comparably 'neutral' positioning on the preunderstanding-understanding and role duality positionality spectra likewise positively mediated the organizational politics issue. To further counteract the risks associated with organizational politics, the present study's research approach subscribed to the principle of methodological eclecticism. The adoption of a reflexive pragmatist epistemology (pragmatic eclecticism) provided for intellectual movements on the spectrum, opposing the promotion of the positive (asset-based community approach / appreciative inquiry) to the elimination of the dysfunctional (deficit-based community approach / action research).

Conclusion

The need for paradigmatic and methodological transparency has been made explicit. Aspects associated with transparency in interpretation and data analysis and transparency for reflexivity have been addressed and discussed in the methodology chapter of the present thesis.

Furthermore, the researcher's prior Africa and Namibia experiences were made explicit. It was acknowledged that the process of intersubjective sense-making is individually deductive-inductive, socially negotiated and relationally co-generated. This is why the researcher does not claim research objectivity. The approach to counteract individual- and social-level subjectivity consisted of purposefully inserted cycles of individual- and collective-level reflexivity. As a conscious exercise, individual- and group-level reflexivity in the action learning-set assists counteracting bias-based reasoning and decision-making; it can, however, not fully vouch for intersubjectivity in research participants.

6.3.2. Reflection on methodological choice and research design

The selection of a mono-method, single-strand research design, embedded in an insider action research initiative was a sensible choice because it valued and prioritized available community expertise and therefore considerably contributed to the study's level of research originality.

Since the social entrepreneurship venture's double bottom-line underperformance required remediation through collaboration in service of positive change, there existed two intervention approaches with the first being consultancy and the second being action research.

Conclusion

Although not always easy to distinguish, there are differences in that, unlike a consultant (Lindskog, 2011: 5), an action researcher is not only to be responsible for the practical development process but also for the production of academic results (Ellström, 2008: 10). In the case of the present study, the production of the insider action research single case study thesis is the product of an interactive in-field research initiative, conducted within the Omaruru ‘Location’ constituency.

In support of interactive research Ellström (2008: 3) proposes the idea of a threefold task:

‘The first of these two basic ideas, that is, the idea of the threefold task, refers to the idea that collaborative research aims to contribute both to practical concerns, for example, how to handle practical issues in relation to the management of change, and to the creation of scientifically acceptable knowledge, for example, new concepts, theories, and models. In addition, a third task may be included in the definition of collaborative research, namely the educative task of enhancing the competencies of the parties involved in the research process through processes of dialogue and learning.’

All three tasks were meticulously observed and jointly enacted in the physical conduct of the present insider action research single case-based in-field inquiry study. Therefore, the action research process has satisfied the primary purpose, which consists of establishing practice relevant internal knowledge credibility to the group having generated it.

Conclusion

6.4. Reflection on scholarly practitioner development: the first-person perspective

'First-person research practices address the ability of individual researchers to foster an inquiring approach to their own lives, to act awarely and choicefully, and to assess effects in the outside world while acting' (Reason & McArdle, 2004). On a personal note and in the context of the overall doctoral journey, the contribution of the present study to the researcher's personal development was tremendous. Having previously visited Namibia as a tourist, the praxiological engagement with the Omaruru 'Location' community, generated the unique opportunity to overcome surface perception to the benefit of sharing learning and knowledge creation experiences with an otherwise largely under-researched segment of the population.

This situated learning and knowledge creation opportunity undeniably added to and henceforth complements the researcher's cross-cultural literacy. As advocated earlier in the present thesis, Africa is not Africa! Africa is not a country!

Africa is the melting pot of human diversity.

6.5. Reflection on insider action research results: the second-person perspective

'Second-person action research/practices [...] address our ability to inquire face-to-face with others into issues of mutual concern, usually in small groups. In co-operative inquiry a small group of peers work together in cycles of action and reflection to develop both understanding and practice in a matter of mutual concern'

(Reason & McArdle, 2004).

Conclusion

As has been established, the business provides a livelihood for five people with, according to the hairdresser ‘Papi’, the potential to expand the business collaborators to seven permanent members. The prospect for the business to consistently provide seven livelihoods over time would indeed be a significant achievement and exceed the business owner’s initial expectations.

6.5.1. Contribution to actionable knowledge

As a practice-based doctorate, the present study produced actionable, case sensitive and relevant knowledge to the group having generated it. Addressing the core issue, YOOR Salon’s chronic double bottom-line underperformance in socially motivated entrepreneurship, inspired an unconventional change instance; the unconditional transfer of responsibility to the local constituency to which it belongs. In a highly unequal society, such as characterizing the Namibian society, racial inequalities and the resulting mutual stereotyping would typically not permit such a bold move; specifically not in the classical entrepreneurship context. YOOR Salon’s affordable loss take logic, however, greatly benefited the learning-set’s idea generation capability, prototyping and final implementation of such an unconventional solution in an attempt to resolve the initially identified and addressed business issue.

Undeniably, the successful change initiative was contingent on the prevailing context and on the constellation of the participating individuals in the conduct of the present study. Hence, the study’s unique content, context and process determined the kind, quality and originality of the actionable knowledge generated. Additionally, the unconditional transfer of responsibility to the local constituency to which it belongs was the logical intervention, answering the core research question:

Conclusion

How can the experienced double bottom-line constraint in YOOR Salon's socially inspired entrepreneurship context successfully be eliminated to ensure business sustainability?

6.6. Reflection on insider action research results: the third-person perspective

'Third-person research/practice includes a range of practices which draw together the views of large groups of people and create a wider community of inquiry involving persons who cannot be known to each other face-to-face' (Reason & McArdle, 2004). As has been established, rigor resides in the internalized empowering process [...], not in the perception of any external audience (Melrose, 2001: 178). Moreover, where external credibility judgments are concerned, Greenwood & Levin (2007: 67) and Helskog (2014: 17) consistently caution that conveying effectively the credibility to someone who did not participate in the inquiry is a difficult endeavor.

Nevertheless, the present study addresses some of the prominent opportunities and challenges when venturing a business into a Namibian 'Location'. It might therefore be valuable to prospective (socially motivated) entrepreneurs in the process of designing meaningful approaches before interacting with this or similar types of local ecosystems.

Conclusion

6.7. Limitations of the study: external validity, generalizability, replicability

In academic research methodological terms, astute commentators reasonably argue that limited scope and narrow focus on geographically confined communities of social practice inevitably generates knowledge that is, at best, transferable. In their view, action research inferences' external validity is compromised by the generality of observed findings; else a prerequisite when conducting research directed at producing substantive theory.

Not surprisingly, action researchers' contributions to the theoretical and methodological debates in the social and behavioral science remain comparatively moderate. On the other hand, action research initiatives possess the faculty to solve practical problems of significance, situated within practice relevant contexts.

As a consequence, the present study's in-field investigation-based research inferences remain meaningful in the specific context and process within which they have been developed.

While there exists a remarkably extensive body of extant academic literature in the domain of social entrepreneurship, there are comparably few academically relevant contributions located in the specific Namibian social entrepreneurship space.

The situated nature of the research content, context and process thus promoted and methodologically legitimized the choice of an exploratory over an explanatory research design.

Where researcher limitations are concerned, the present study undeniably benefited from unlimited access to the participants, working in the business as well as to research relevant information and data.

Conclusion

No qualitative and, by extension, quantitative or mixed-inquiry research approach into the realm of social and behavioral science is completely bias free. Researcher bias, be it cultural, social entrepreneurial or manifested as conscious or unconscious partiality, mediates as limiting condition of the original result in any academically guided practitioner research contribution.

Linguistic challenges encountered in the conduct of the present study's in-field research process have been presented and discussed in the methodology chapter. It has been acknowledged that linguistic barriers, under some circumstances, mediated as a potential research limitation. On the other hand, 'multilingual and multicultural biographies suggest a different outcome to a trajectory that could otherwise lead to linguistic and cultural entrenchment...' (Zarate et al., 2010: 148).

Finally, since this study followed an action research approach, it subjected to all of the limitations that are associated with this type of research orientation. The intention of action research is to create actionable, contextualized situated knowledge. Therefore, the knowledge produced may not be applicable within other contexts (Zuber-Skerritt & Perry, 2002; Kemmis et al., 2014).

6.8. Further research

Inspired by the limitations identified when producing the present thesis, scope for future research emanates from the acknowledgement that certain context-specifically important phenomenological aspects could not be evaluated and discussed in-depth.

For instance, there exists a need to examine and refine the understanding regarding potential circularity in cause-of-effects and effects-of-cause relationships, associated with aspects which the present thesis has identified as emerging patterns. From a social scientific perspective, it would be interesting to evaluate whether the emerging patterns are of sociological relevance or whether their importance remains confined within the local Omaruru ‘Location’ content, context and research process.

Last but not least, complementary studies, conducted by either local Namibian researchers or mixed research teams could assist in verifying - and/or complementing - the present thesis’ research inferences and thus considerably contribute to an enhanced phenomenological understanding of the viability of conducting socially motivated opportunity entrepreneurship in the Namibian context.

The current understanding of socially motivated entrepreneurship is limited by theories developed based on macro- and meso-level information and data primarily. When brought into the Omaruru ‘Location’ micro-level context, it is not yet clear to what extent these theories hold. The present thesis can be regarded a first explorative undertaking into the direction of assessing substantive theory in the light of the prevailing ecosystem, encountered in the Omaruru ‘Location’.

Conclusion

Future research venues, along with the results of the present thesis, advance the topic of socially inspired entrepreneurship activities in Namibian ‘Locations’ as an exciting area of research with ample opportunities for future exploration.

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Annexures

Appendix A: The initial core and sub-research questions

The core research question:

How can social entrepreneurship, revolving around the core business value proposition of hygiene, generate positive community impact?

The sub-research questions:

- How can the social entrepreneurship venture increase health awareness and inspire desired behavioral change in the employees and in the community of social practice?
- What are the mechanisms at play, facilitating or impeding an increase in health awareness and desired behavioral change?
- How and to what extent do specific actions in the adaptive entrepreneurial organizing process exchange with desired behavioral change outcomes?
- Can the hygiene value proposition sustainably increase double bottom-line performance (community impact and financial performance)?
- How does, if at all, extant academic expert literature address social entrepreneurship and base of the pyramid innovation dissemination issues observed in the Namibian context?
- Do there exist ethical concerns when foreign nationals embrace a market opportunity/innovation perspective inspired engagement with the Namibian socioeconomic base of the pyramid customer/consumer segment?

Appendix B: NVivo™ codebook

DBA Thesis Marc Moser

Nodes\Thesis Themes\Field Research Themes\

A Priori Themes

Name
Research Questions
A priori themes
Business
Double Bottom-Line Performance
Hygiene and Cleanliness
Innovation Dissemination Potential
Omaruru 'Location' Community of Social Practice
Behavioral Change
Community Impact
Health Awareness
Health Awareness Community Members
Health Awareness Employees
Increase in Health Awareness
Social Entrepreneurship and Health Awareness

Annexures

Emerging Themes

Name
Emerging Themes Coding
Business Condition
Financing
Business for Time Being Self Sustained but Not Sustainable Over Time - No Accrual for Inventory Depreciations - No Long-term Perspective - Missing Business Understanding and Experience
Business Venture Financing Problem
Marketing
Social Media
Entrepreneurship Condition
Entrepreneurship Propensity Namibia
Entrepreneurship and Risk Adversity
Environmental Condition
Namibian Climate Environment
Historical Condition
Post-Apartheid Namibia
Social Condition
Lack of Education
Lack of Food
Namibian Tribes
Poverty and Behavior and Vice Versa
Requirement for Counterfactual Thinking on Researcher End - Asking of So What Question
Social Innovation - What is the Benefit of Trying to Change how the System works...
Substances Alcohol and Drugs
Alcohol and Behavior

Annexures

Name
Alcohol and Drugs
Alcohol on Poverty and Vice Versa
Urban Migration (Urbanization)

Literature Review: Information and Data Mining topics

Name
Literature Review Initial Themes and Topics
Action Research Orientation
Action Research Orientation Social Entrepreneurship
Agent-based Social Entrepreneurship
Data Analysis Methods
Entrepreneurship Africa
Frugal Social Entrepreneurship
Hunting and Gatherer Societies
Institutional Voids Industrial Clusters
Namibia Alcohol Abuse
Namibia Apartheid
Namibia Communities of Social Practice
Namibia Human Genetics
Namibia Population Dynamics
Namibia Social Behavior
Namibia Social Identity
Process Innovation and Scale in Social Entrepreneurship
Social Enterprise and Community Development
Social Entrepreneurship and Complexity Science
Social Entrepreneurship and Innovation Dissemination
Social Entrepreneurship in Emerging Economies
Social Entrepreneurship Theories Frameworks Approaches Tools
Literature Review Themes
Base of the Pyramid

Annexures

Name
BoP
Micro-Franchising at the BoP for Poverty Alleviation (questionable approach)
Poverty Alleviation Strategies
Social Bottom Line
Social Entrepreneurship at the BoP
Community of Social Practice
Capacity Building and Entrepreneurship Development
Community Development
Community Empowerment
Community Engagement
Community Human and Social Capacity Building
Community Hunter and Gatherer Nomadic Behavior
Community Interventions
Community Namibian Tribes
Community-Based Participatory Research
Community-Based Social Entrepreneurship
Complex Communities Namibia
Development Paradigms
Humanitarian Development
Learning Networks
Local Culture
Poverty Alleviation Strategies
Social Capital
Social Change
Social Change Agents

Annexures

Name
Social Divide Namibia
Social Inequality Namibia
Social Marketing
Social Needs
Social Strategies
Socio-Cultural Context
Sociocultural Norms
Economy
Development Paradigms
Informal Economy
Lack of Infrastructure
Less Developed Countries and Economies
Subsistence Economies Markets
Entrepreneurship and Social Entrepreneurship
Agent-Based Social Entrepreneurship
Black Entrepreneurship
Business Education for Social Entrepreneurship
Cultural Entrepreneurship
Disruptive Entrepreneurship
Entrepreneurial Strong- Weak Ties
Entrepreneurial Innovation
Entrepreneurship and Social Networks
Entrepreneurship Opportunity Entrepreneurship
Entrepreneurship Propensity
Entrepreneurship Research

Annexures

Name
Entrepreneurship Social Entrepreneurship and Poverty Alleviation
Entrepreneurship Social Entrepreneurship Education
Entrepreneurship Social Entrepreneurship Structural Embeddedness
Entrepreneurship Subsistence or Survival Entrepreneurship
Entrepreneurship Traits
Grassroot Entrepreneurship
Micro-Entrepreneurship
Social Barriers African Entrepreneurship
Social Entrepreneurship Africa
Social Entrepreneurship and Action Research
Social Entrepreneurship and Action Research Africa
Social Entrepreneurship and Poverty Alleviation
Social Entrepreneurship and Social Institutions
Social Entrepreneurship Definition
Social Entrepreneurship Double Bottom-Line
Social Entrepreneurship Education
Social Entrepreneurship Enterprise
Social Entrepreneurship Framework
Social Entrepreneurship Method Methodology
Social Entrepreneurship Namibia
Social Entrepreneurship Namibia Lack Gap
Social Entrepreneurship Namibia Literature and or Contextual Gap
Social Entrepreneurship Theory
Social Entrepreneurship Venture
Innovation

Annexures

Name
Entrepreneurial Innovation
Innovation
Innovation Dissemination
Innovation Factors
Social Entrepreneurship and Innovation
Social Innovation
Marketing
Social Marketing
Social Media
Namibia
Complex Communities Namibia
Namibia
Namibia and Apartheid
Namibia and Climate
Namibia and Colonialism
Namibia Locations
Namibia Neo-Colonialism
Namibian Economy
Namibian Environment
Namibian Politics
Omaruru
Social Divide Namibia
Social Inequality Namibia
Ontology and Epistemology
Aristotelian Philosophy

Annexures

Name
Dialogical
Pragmatism
Social Constructionism
Psychology
Beliefs, Attitudes and Behaviors
Biases
Complex Societies
Mental Frames
Mental Models
Social Psychology
Stereotypes
Research Methods
Action Learning
Action Learning Orientation
Action Research
Access to Research Site
Action Research and Social Entrepreneurship Africa
Action Research Approaches
Action Research Cycle Action Research Cycles
Action Research Definition
Action Research Ethics
Action Research Field Theory
Action Research First-, Second-, and Third Person
Action Research Modalities
Action Learning

Annexures

Name
Appreciative Inquiry
AR Modalities
Clinical Inquiry Research
Collaborative Management Research
Cooperative Inquiry
Evaluative Inquiry
Learning History
Organizational Development and Action Research
Participatory Action Research
Reflective Practice
Action Research Orientation(s), Methodology(ies), Method(s)
Action Research Qualitative Method
Action Research Single Case
Action Research Transformative Change
Action Research Transformative Learning
Collaborative Action Research
Collaborative Developmental Action Inquiry
Community Based Action Research Community Based Participatory Research
Critical Participatory Action Research
Developmental Action Inquiry Developmental Action Research
Grassroot Action Research
Insider or Practitioner Action Research
Origins of Action Research
Participatory Action Research
Post-Intervention Evaluation

Annexures

Name
Practitioner Research
Systemic Action Research
Action Research and Action Learning
Case Study
Case Study
Single Case Study
Information and Data Analysis
Content Analysis
Context Analysis
Documentary Analysis
Interpretative Phenomenological Analysis
Matrix Analysis
Narrative Inquiry
Software
NVivo
Template Analysis NVivo
Template Analysis
Thematic Analysis
Information and Data Collection
Face-To-Face Interview
Information and Data Collection Focus Group Interviews
Interview
Semi Structured Interview
Unit of Analysis
Intercultural Cross-Cultural Research

Annexures

Name
Intercultural Cross-Cultural Research Africa
Interpretive Framework
Learning and Knowledge
Knowledge
Actionable Knowledge
Co-Generative Knowledge
Explicit Knowledge
Indigenous or Local Knowledge
Tacit Knowledge
Learning
Active Learning
Cognitive Processes
Deep Learning
Learning Loop Learning Loops
Learning Mechanisms
Learning Networks
Organizational Learning - Learning Organization
Social Entrepreneurship Education
Methods, Frameworks, and Approaches
Approaches to Action Research
Critical Approaches
Critical Community Psychology Approach
Participatory Approaches
Perspective Awareness
Place-Based Approach

Annexures

Name
Reflective Thinking
Rich Description Picture
Triple Task Method
Wicked Problems
Participatory Action Research Case Study
Research Paradigms
Deductive, Inductive, or Abductive
Abductive Abduction
Deductive Deduction
Inductive Induction
Mixed Method
Social Science Research
Theoretical Framework
Theories
Complex Adaptive Systems Complex Reflexive Systems
Complexity Science
Attractor (Attractor Cage)
Contingency Theory
Corporate Social Performance Theory
Effectuation Theory
Entrepreneurship Theory
Economic Theory
Institutional Theory
Opportunity-Based Theory
Psychological Theory

Annexures

Name
Resource-Based Theory
Sociological Theory
Trait Theory
Multiple Intelligence Theory
Prospect Theory
Rational Choice Theory
Social Entrepreneurship Theory
Social Entrepreneurship Types
Community Project
Co-operative
Institutional Theory
Non-Profit Organization
Social Enterprise
Social Purpose Business
Social Network Theory
Soft System Theory Approach
Stakeholder Value Theory

Emerging themes from the Literature Review

Name

Base of the pyramid - false win-win promise

Social entrepreneurship struggling against social and cultural inertia

Wide Body of Literature Originating from SA. Problem Transferability, Generizability to Namibian Context

Annexures

Appendix C: NVivo™ data-mining queries

Name	Files	Ref.
● A Priori Theme Research Questions Behavioral Change	9	11
● A Priori Theme Research Questions Community Impact	10	57
● A Priori Theme Research Questions Double Bottom-Line Performance	14	265
● A Priori Theme Research Questions Health Awareness	9	17
● A Priori Theme Research Questions Health Awareness Community Members	9	73
● A Priori Theme Research Questions Health Awareness Employees	5	64
● A Priori Theme Research Questions Hygiene and Cleanliness	36	236
● A Priori Theme Research Questions Increase in Health Awareness	9	51
● A Priori Theme Research Questions Innovation Dissemination	2	3
● A Priori Theme Research Questions Positive Impact	5	9
● A Priori Theme Research Questions Social Entrepreneurship and Health Awareness	5	14
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q1 Do you k	8	8
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q10 Accordi	0	0
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q11 If YOOF	8	9
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q2 What do	5	5
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q3 Accordin	6	6
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q4 Accordin	1	1
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q5 In terms	1	1
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q6 What is v	8	8
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q7 Would yo	7	10
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q8 Accordin	7	7
● A Priori Theme Semi Structured Focus Group Interviews and Action Moments Q9 You as a	4	5
● Emerging Themes Coding Alcohol and Behavior	7	48
● Emerging Themes Coding Alcohol and Drugs	66	767
● Emerging Themes Coding Alcohol on Poverty and Vice Versa	1	7
● Emerging Themes Coding Business Venture Financing Problem	1	73
● Emerging Themes Coding Entrepreneurship Propensity	5	8
● Emerging Themes Coding Lack of Education	8	57
● Emerging Themes Coding Lack of Food	12	64
● Emerging Themes Coding Manual Emerging Themes Coding	1	7
● Emerging Themes Coding Namibian Climate Environment	10	53
● Emerging Themes Coding Namibian Tribes	8	30
● Emerging Themes Coding Post-Apartheid Namibia	5	16
● Emerging Themes Coding Poverty and Behavior and Vice Versa	3	16
● Emerging Themes Coding Social Media	9	42
● Literature Review Initial Theme Actionable Knowledge	5	23
● Literature Review Initial Theme Community-Based Participatory Research	6	23
● Literature Review Initial Themes and Topics	9	161
● Literature Review Initial Themes and Topics Action Research Orientation	4	5
● Literature Review Initial Themes and Topics Action Research Orientation Social Entrepre	1	76
● Literature Review Initial Themes and Topics Agent-based Social Entrepreneurship	7	256
● Literature Review Initial Themes and Topics Data Analysis Methods	4	4
● Literature Review Initial Themes and Topics Entrepreneurship Africa	98	6864
● Literature Review Initial Themes and Topics Frugal Social Entrepreneurship	5	410
● Literature Review Initial Themes and Topics Hunting and Gatherer Societies	30	189
● Literature Review Initial Themes and Topics Institutional Voids Industrial Cluster	49	265
● Literature Review Initial Themes and Topics Namibia Alcohol Abuse	1	14
● Literature Review Initial Themes and Topics Namibia Apartheid	41	2380
● Literature Review Initial Themes and Topics Namibia Communities of Social Practice	73	4042
● Literature Review Initial Themes and Topics Namibia Population Dynamics	4	135
● Literature Review Initial Themes and Topics Namibia Social Behavior	4	142
● Literature Review Initial Themes and Topics Namibia Social Identity	2	42
● Literature Review Initial Themes and Topics Process Innovation and Scale in Social Entrep	85	3488
● Literature Review Initial Themes and Topics Social Enterprise and Community Developme	19	674
● Literature Review Initial Themes and Topics Social Entrepreneurship and Complexity Scier	11	592
● Literature Review Initial Themes and Topics Social Entrepreneurship and Innovation Disse	2	20
● Literature Review Initial Themes and Topics Social Entrepreneurship in Emerging Economi	21	742
● Literature Review Initial Themes and Topics Social Entrepreneurship Theories Frameworks	74	3590

Annexures

	Literature Review Theme Abductive Abduction	7	19
	Literature Review Theme Access to Research Site	5	9
	Literature Review Theme Action Learning	18	179
	Literature Review Theme Action Research and Action Learning	18	1413
	Literature Review Theme Action Research and Social Entrepreneurship Africa	5	288
	Literature Review Theme Action Research Approaches	22	81
	Literature Review Theme Action Research Cycle Action Research Cycles	10	40
	Literature Review Theme Action Research Definition	11	553
	Literature Review Theme Action Research Ethics	27	1831
	Literature Review Theme Action Research Field Theory	5	469
	Literature Review Theme Action Research First, Second and Third Person	303	4212
	Literature Review Theme Action Research Orientation(s), Methodology(ies), Method(s)	26	71
	Literature Review Theme Action Research Qualitative Method	50	3047
	Literature Review Theme Action Research Single Case	1	150
	Literature Review Theme Action Research Transformative Change	1	36
	Literature Review Theme Action Research Transformative Learning	5	434
	Literature Review Theme Active Learning	7	11
	Literature Review Theme Agent-Based Social Entrepreneurship	7	256
	Literature Review Theme Approaches to Action Research	12	38
	Literature Review Theme Aristotelian Philosophy	1	2
	Literature Review Theme Author Brannick	109	384
	Literature Review Theme Author Coghlan	133	811
	Literature Review Theme Author Greenwood	169	569
	Literature Review Theme Author Teddlie	96	365
	Literature Review Theme Authors Adorno	9	47
	Literature Review Theme Authors Alvesson	139	648
	Literature Review Theme Authors Anderson	10	12
	Literature Review Theme Authors Antonacopoulou	68	252
	Literature Review Theme Authors Argyris	115	553
	Literature Review Theme Authors Aristotle	90	652
	Literature Review Theme Authors Bacon, B.	1	1
	Literature Review Theme Authors Beinhocker	49	173
	Literature Review Theme Authors Bornstein	22	87
	Literature Review Theme Authors Bradbury	71	346
	Literature Review Theme Authors Braun and Clarke	5	79
	Literature Review Theme Authors Brydon-Miller	0	0
	Literature Review Theme Authors Byrne	27	82
	Literature Review Theme Authors Cassell	5	6
	Literature Review Theme Authors Chandler	67	158
	Literature Review Theme Authors Chomsky	1	2
	Literature Review Theme Authors Churchland	2	3
	Literature Review Theme Authors Cooperrider	25	86
	Literature Review Theme Authors Crawford, G. C.	38	144
	Literature Review Theme Authors Creswell	57	177
	Literature Review Theme Authors Dacin	46	326
	Literature Review Theme Authors Davidsson	51	185
	Literature Review Theme Authors Dees	52	310
	Literature Review Theme Authors Denzin	93	252
	Literature Review Theme Authors Derrida	21	79
	Literature Review Theme Authors Dewey	63	362
	Literature Review Theme Authors Drayton	13	25
	Literature Review Theme Authors Drucker	62	163
	Literature Review Theme Authors Duberley	107	320
	Literature Review Theme Authors Engels	10	18
	Literature Review Theme Authors Evered	39	131
	Literature Review Theme Authors Foucault	66	270
	Literature Review Theme Authors Freire	27	90
	Literature Review Theme Authors Friedman	104	420
	Literature Review Theme Authors Gadamer	14	29

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 Literature Review Theme Authors Goldstein	54	261
 Literature Review Theme Authors Granovetter	55	208
 Literature Review Theme Authors Habermas	73	397
 Literature Review Theme Authors Hartigan	11	36
 Literature Review Theme Authors Heidegger	25	66
 Literature Review Theme Authors Hobbes	11	41
 Literature Review Theme Authors Holt	192	486
 Literature Review Theme Authors Horkheimer	7	39
 Literature Review Theme Authors Hume	15	24
 Literature Review Theme Authors James	15	17
 Literature Review Theme Authors Johnson	375	1262
 Literature Review Theme Authors Karnani	23	139
 Literature Review Theme Authors Kauffman	63	332
 Literature Review Theme Authors Kirkpatrick	9	28
 Literature Review Theme Authors Kuhn	82	375
 Literature Review Theme Authors Lewin	164	837
 Literature Review Theme Authors Lichtenstein	68	340
 Literature Review Theme Authors Lincoln	141	400
 Literature Review Theme Authors Locke	87	258
 Literature Review Theme Authors MacIntyre	16	85
 Literature Review Theme Authors Macpherson	23	52
 Literature Review Theme Authors Marcuse	12	36
 Literature Review Theme Authors Marx	64	248
 Literature Review Theme Authors McKelvey	84	1026
 Literature Review Theme Authors McLean	38	85
 Literature Review Theme Authors McMullen	52	196
 Literature Review Theme Authors Mendenhall	36	176
 Literature Review Theme Authors Morris	122	398
 Literature Review Theme Authors Mumford	47	197
 Literature Review Theme Authors Ng	29	33
 Literature Review Theme Authors Nicholls	52	232
 Literature Review Theme Authors Nigel King	5	14
 Literature Review Theme Authors Nonaka	64	184
 Literature Review Theme Authors Onwuegbuzie	9	35
 Literature Review Theme Authors Pedler	57	192
 Literature Review Theme Authors Plato	44	93
 Literature Review Theme Authors Popper	50	118
 Literature Review Theme Authors Prahalad	160	813
 Literature Review Theme Authors Putnam	85	229
 Literature Review Theme Authors Raelin	95	350
 Literature Review Theme Authors Ramsey	13	56
 Literature Review Theme Authors Reason	72	158
 Literature Review Theme Authors Reed	83	311
 Literature Review Theme Authors Revans	57	377
 Literature Review Theme Authors Roth	65	171
 Literature Review Theme Authors Sarasvathy	37	216
 Literature Review Theme Authors Saunders, M.. N. K.	43	225
 Literature Review Theme Authors Scharmer	12	20
 Literature Review Theme Authors Schein	66	375
 Literature Review Theme Authors Schön	46	187
 Literature Review Theme Authors Schumpeter	123	514
 Literature Review Theme Authors Senge	62	211
 Literature Review Theme Authors Shapiro	46	106
 Literature Review Theme Authors Simon	255	882
 Literature Review Theme Authors Smith	511	2310
 Literature Review Theme Authors Soros	44	139
 Literature Review Theme Authors Srivastva	19	45
 Literature Review Theme Authors Stacey	213	701
 Literature Review Theme Authors Susmann	0	0

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● Literature Review Theme Authors Takeuchi	26	63
● Literature Review Theme Authors Tashakkori	92	324
● Literature Review Theme Authors Thorpe	158	460
● Literature Review Theme Authors Viswanathan	11	102
● Literature Review Theme Authors Weick	182	975
● Literature Review Theme Authors Wenger	10	34
● Literature Review Theme Authors Whitehead	48	140
● Literature Review Theme Authors Wiklund	24	77
● Literature Review Theme Authors Wittgenstein	35	151
● Literature Review Theme Authors Yunus	52	174
● Literature Review Theme Beliefs, Attitudes and Behaviors	19	218
● Literature Review Theme Biases	92	265
● Literature Review Theme Black Entrepreneurship	2	29
● Literature Review Theme BoP	58	2394
● Literature Review Theme Business Education for Social Entrepreneurship	1	1
● Literature Review Theme Capacity Building and Entrepreneurship Development	3	23
● Literature Review Theme Case Study	144	619
● Literature Review Theme Co-Generative Knowledge	1	2
● Literature Review Theme Cognitive Processes	57	202
● Literature Review Theme Collaborative Action Research	10	41
● Literature Review Theme Collaborative Developmental Action Inquiry	2	8
● Literature Review Theme Community Based Action Research Community Based Participat	8	25
● Literature Review Theme Community Development	49	190
● Literature Review Theme Community Empowerment	10	23
● Literature Review Theme Community Engagement	15	28
● Literature Review Theme Community Human and Social Capacity Building	36	4913
● Literature Review Theme Community Hunter and Gatherer Nomadic Behavior	34	263
● Literature Review Theme Community Interventions	5	13
● Literature Review Theme Community Namibian Tribes	17	1003
● Literature Review Theme Community-Based Social Entrepreneurship	94	4701
● Literature Review Theme Complex Communities Namibia	4	230
● Literature Review Theme Complex Societies	2	6
● Literature Review Theme Complexity Science	48	642
● Literature Review Theme Content Analysis	34	188
● Literature Review Theme Context Analysis	4	5
● Literature Review Theme Corporate Social Performance Theory	4	7
● Literature Review Theme Critical Approaches	4	7
● Literature Review Theme Critical Community Psychology Approach	1	1
● Literature Review Theme Critical Participatory Action Research	2	2
● Literature Review Theme Cultural Entrepreneurship	9	77
● Literature Review Theme Deductive Deduction	28	84
● Literature Review Theme Deep Learning	2	4
● Literature Review Theme Development Paradigms	1	3
● Literature Review Theme Developmental Action Inquiry Developmental Action Research	3	11
● Literature Review Theme Dialogical	15	44
● Literature Review Theme Documentary Analysis	1	1
● Literature Review Theme Effectuation Theory	6	12
● Literature Review Theme Entrepreneurial Innovation	16	19
● Literature Review Theme Entrepreneurial Strong- WeakTies	15	1313
● Literature Review Theme Entrepreneurship and Social Networks	35	2604
● Literature Review Theme Entrepreneurship Propensity	1	1
● Literature Review Theme Entrepreneurship Research	77	316
● Literature Review Theme Entrepreneurship Social Entrepreneurship and Poverty Alleviation	25	1615
● Literature Review Theme Entrepreneurship Social Entrepreneurship Education	86	6627
● Literature Review Theme Entrepreneurship Social Entrepreneurship Structural Embeddedr	1	32
● Literature Review Theme Entrepreneurship Subsistence or Survival Entrepreneurship	1	3
● Literature Review Theme Entrepreneurship Theory	99	468
● Literature Review Theme Entrepreneurship Traits	8	1038
● Literature Review Theme Face-To-Face Interview	17	24

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● Literature Review Theme Focus Group Interviews	6	9
● Literature Review Theme Grassroot (Entrepreneurship)	36	144
● Literature Review Theme Grassroot Action Research	1	1
● Literature Review Theme Humanitarian Development	36	88
● Literature Review Theme Indigenous or Local Knowledge	26	41
● Literature Review Theme Inductive Induction	45	185
● Literature Review Theme Informal Economy	32	140
● Literature Review Theme Innovation	21	443
● Literature Review Theme Innovation Dissemination	2	3
● Literature Review Theme Innovation Factors	2	7
● Literature Review Theme Insider or Practitioner Action Research	11	97
● Literature Review Theme Intercultural Cross-Cultural Research Africa	36	3376
● Literature Review Theme Interpretative Phenomenological Analysis	9	17
● Literature Review Theme Interview	172	1356
● Literature Review Theme Learning Loop Learning Loops	1	3
● Literature Review Theme Learning Mechanisms	4	70
● Literature Review Theme Learning Networks	11	53
● Literature Review Theme Learning Networks (2)	11	53
● Literature Review Theme Less Developed Countries Economies	14	22
● Literature Review Theme Local Culture	14	21
● Literature Review Theme Matrix Analysis	1	1
● Literature Review Theme Mental Models	18	34
● Literature Review Theme Micro-Entrepreneurship	4	5
● Literature Review Theme Micro-Franchising at the BoP for Poverty Alleviation (A Question)	3	14
● Literature Review Theme Mixed Method	6	14
● Literature Review Theme Multiple Intelligence Theory	1	1
● Literature Review Theme Namibia	91	3414
● Literature Review Theme Namibia and Apartheid	41	2380
● Literature Review Theme Namibia and Climate	25	1208
● Literature Review Theme Namibia and Colonialism	27	1540
● Literature Review Theme Namibia Locations	39	1924
● Literature Review Theme Namibia Neo-Colonialism	2	116
● Literature Review Theme Namibian Economy	20	1338
● Literature Review Theme Namibian Environment	59	2913
● Literature Review Theme Namibian Politics	34	2279
● Literature Review Theme Narrative Inquiry	8	36
● Literature Review Theme Omaruru	4	5
● Literature Review Theme Opportunity Entrepreneurship	6	9
● Literature Review Theme Organizational Learning - Learning Organization	54	110
● Literature Review Theme Origins of Action Research	6	11
● Literature Review Theme Participatory Action Research	41	379
● Literature Review Theme Participatory Action Research Case Study	1	1
● Literature Review Theme Participatory Approaches	13	27
● Literature Review Theme Perspective Awareness	1	19
● Literature Review Theme Place-Based Approach	1	7
● Literature Review Theme Post-Intervention Evaluation	21	56
● Literature Review Theme Poverty Alleviation Strategies	2	2
● Literature Review Theme Practitioner Research	14	63
● Literature Review Theme Pragmatism	10	20
● Literature Review Theme Prospect Theory	1	3
● Literature Review Theme Rational Choice Theory	10	14
● Literature Review Theme Reflective Thinking	1	1
● Literature Review Theme Rich Description Picture	4	11
● Literature Review Theme Semi Structured Interview	1	1
● Literature Review Theme Single Case Study	11	17
● Literature Review Theme Social Barriers African Entrepreneurship	4	332
● Literature Review Theme Social Bottom Line	2	4
● Literature Review Theme Social Capital	100	893
● Literature Review Theme Social Change	115	582

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● Literature Review Theme Social Constructionism	8	14
● Literature Review Theme Social Entrepreneurship	112	3453
● Literature Review Theme Social Entrepreneurship Africa	49	2500
● Literature Review Theme Social Entrepreneurship and Innovation	94	6210
● Literature Review Theme Social Entrepreneurship and Poverty Alleviation	33	1273
● Literature Review Theme Social Entrepreneurship at the BoP	14	1677
● Literature Review Theme Social Entrepreneurship Double Bottom-Line	16	739
● Literature Review Theme Social Entrepreneurship Education'	7	13
● Literature Review Theme Social Entrepreneurship Enterprise	4	5
● Literature Review Theme Social Entrepreneurship Framework	1	2
● Literature Review Theme Social Entrepreneurship Method Methodology	1	1
● Literature Review Theme Social Entrepreneurship Namibia	4	321
● Literature Review Theme Social Entrepreneurship Namibia Lack Gap	4	342
● Literature Review Theme Social Entrepreneurship Theory	19	30
● Literature Review Theme Social Entrepreneurship Venture	2	2
● Literature Review Theme Social Entrepreneurship and Action Research Africa	5	288
● Literature Review Theme Social Innovation	72	1000
● Literature Review Theme Social Marketing	11	58
● Literature Review Theme Social Needs	45	185
● Literature Review Theme Social Network Theory	3	8
● Literature Review Theme Social Psychology	51	142
● Literature Review Theme Social Science Research	24	33
● Literature Review Theme Social Strategies	6	107
● Literature Review Theme Socio-Cultural Context	6	20
● Literature Review Theme Sociocultural Norms	3	4
● Literature Review Theme Soft System Theory Approach	1	1
● Literature Review Theme Stakeholder Value Theory	1	2
● Literature Review Theme Stereotypes	32	140
● Literature Review Theme Subsistence Economies Markets	18	99
● Literature Review Theme Systemic Action Research	4	16
● Literature Review Theme Tacit Knowledge	26	40
● Literature Review Theme Template Analysis	8	137
● Literature Review Theme Thematic Analysis	12	54
● Literature Review Theme Theoretical Framework	55	82
● Literature Review Theme Triple Task Method	2	3
● Literature Review Theme Unit of Analysis	27	129
● Literature Review Theme Wicked Problems	4	4
● Literature Review Themes Action Research Modalities	9	24
● Literature Review Themes Action Research Modalities Action Learning	220	3720
● Literature Review Themes Action Research Modalities Appreciative Inquiry	45	161
● Literature Review Themes Action Research Modalities Clinical Inquiry	19	98
● Literature Review Themes Action Research Modalities Collaborative Management Researc	12	44
● Literature Review Themes Action Research Modalities Cooperative Inquiry	18	45
● Literature Review Themes Action Research Modalities Evaluative Inquiry	12	15
● Literature Review Themes Action Research Modalities Learning History	12	19
● Literature Review Themes Action Research Modalities Organizational Development and Ac	16	584
● Literature Review Themes Action Research Modalities Participatory Action Research	96	628
● Literature Review Themes Action Research Modalities Reflective Practice	23	43
● Literature Review Themes All Resources Interpretive Framework	22	36
● Literature Review Themes All Resources NVivo	12	46
● Literature Review Themes All Resources Template Analysis	7	136
● Literature Review Themes All Resources Template Analysis NVivo	3	112
● Literature Review Themes All Resources Thematic Analysis	22	70
● Literature Review Themes Attractor (Attractor Cage)	7	24
● Literature Review Themes Complex Adaptive Systems Complex Reflexive Systems	130	447
● Literature Review Themes Contingency Theory	88	154
● Literature Review Themes Disruptive Entrepreneurship	27	638
● Literature Review Themes Economy Lack of Infrastructure	22	27
● Literature Review Themes Entrepreneurship Theories Economic Theory	48	2648

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● Literature Review Themes Entrepreneurship Theories Institutional Theory	67	4704
● Literature Review Themes Entrepreneurship Theories Opportunity-Based Theory	0	0
● Literature Review Themes Entrepreneurship Theories Psychological Theory	9	649
● Literature Review Themes Entrepreneurship Theories Resource-Based Theories	17	1451
● Literature Review Themes Entrepreneurship Theories Sociological Theory	17	846
● Literature Review Themes Entrepreneurship Theories Trait Theory	2	150
● Literature Review Themes Explicit Knowledge	6	13
● Literature Review Themes Mental Frames	7	8
● Literature Review Themes Schumpeter Innovation and Disruption	16	1852
● Literature Review Themes Social Change Agents	6	26
● Literature Review Themes Social Divide Namibia	11	1629
● Literature Review Themes Social Entrepreneurship and Social Institutions	14	697
● Literature Review Themes Social Entrepreneurship Namibia Literature and or Contextual G	4	419
● Literature Review Themes Social Entrepreneurship Types Community Project	0	0
● Literature Review Themes Social Entrepreneurship Types Co-operative	13	341
● Literature Review Themes Social Entrepreneurship Types Institutional Theory	37	1747
● Literature Review Themes Social Entrepreneurship Types Non-Profit Organization	9	267
● Literature Review Themes Social Entrepreneurship Types Social Enterprise	88	6470
● Literature Review Themes Social Entrepreneurship Types Social Purpose Business	4	398
● Literature Review Themes Social Inequality Namibia	31	3543
● Literature Review Themes Social Marketing	26	404
● Literature Review Themes Social Media	35	157
● Literature Review Themes Urban Migration Urbanization	12	511

Appendix D: Participant information sheet (PIS)



Participant Information Sheet (PIS)

1. Title of Study

Can value creation through socially motivated entrepreneurship stimulate inclusionist change at the socio-economic base-of-the-pyramid?

A progressive action research inquiry-based account into micro-entrepreneurship, innovation dissemination mechanisms and interaction-outcome experiences, collected in the Namibian context.

Content area of research interest

Venture formation, entrepreneurship and innovation dissemination opportunities and double bottom-line constraints in a Namibian BoP-community of social practice: a local, community-based learning and business practice perspective.

2. Version Number and Date

Version 4 / 27th May 2018

3. Research invitation

You are being invited to participate in a research study. Before you decide whether to participate, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully and feel free to ask members of the core-research team if you would like more information or if there is anything that you do not understand. Please also feel free to discuss this with your friends, relatives, etc. if you wish. I would like to stress that you do not have to accept this invitation and should only agree to take part if you want to.

Thank you for reading this.

4. What is the purpose of the study?

The purpose of this study is to progressively investigate into the emergence of a socially inspired entrepreneurship venture.

The name of the business is YOOR Salon. YOOR Salon is a hairdresser and beauty shop, operating in Omaruru 'Location'.

The chief focus of the research aims at inquiring into social entrepreneurship in the context of its potential to positively contribute to a more sustainable local community development. Specifically, it aims evaluating how the notion of 'hygiene' in the service delivery may result in positive social change in Omaruru 'Location', and how such positive social impact can be increased to the benefit of individuals, living and/or working in Omaruru 'Location'.

5. Why have I been chosen to take part?

You have been chosen to partake in this study based on the fact that, as an inhabitant, you belong to the Omaruru 'Location' community.

This study embraces the participation of Omaruru 'Location' community members because as a member of Omaruru 'Location' you are close to YOOR Salon's business activities.

6. Do I have to take part?

Your participation is completely voluntary, and you are free to decide to not participate in the study.

Additionally, you are completely free to withdraw from the study at any time without explanation and without incurring any disadvantage.

This study is directed at considerably enhancing YOOR Salon's positive social impact. For this to happen, it is important that study participants share a genuine and voluntary interest in the overarching target that is improving hygienic conditions as a paramount facilitator to positive and sustainable community development in Omaruru 'Location'.

7. What will happen if I take part?

The present research project is based on the academic research orientation called 'participatory insider action research'.

Based on the participatory insider action research tradition, research participants are entirely embraced and appreciated as equal co-researchers. In other words, your specific contribution is expected to fundamentally increase the study's quality. This means that the participatory insider action research orientation is based on the ethical fundamentals of diversity inclusiveness, participatory empowerment, and close lead-/co-researcher collaboration:

- What is the research orientation and the inquiry approach?

This project is a participatory insider action research single case study.

- Who are the researchers?

YOOR Salon's business owners and employees, in collaboration with participating members, living in Omaruru 'Location'.

- Will there tests be carried out?

No formalized tests such as (deceiving) experiments will be carried out. The entire participatory insider action research project is based on a collaborative approach and thus directed at inspiring a positive situated and socially shared learning experience. The procedurally acquired knowledge will serve to improve YOOR Salon's business performance through the generation of more positive social impact to Omaruru 'Location's' community.

- What the duration of the insider action research project?

It is anticipated, that the project will run from June to September 2018

- What are my responsibilities as a co-researcher/participant?

The participants do not bear specific responsibilities.

- How will information and data be collected from study participants?

Information and data will be collected by the help of discussions, semi-structured focus group interviews and in action learning-set based activities.

A semi-structured focus group interview is an interview technique where the researcher asks open ended questions to a group of focus group participants. The focus group participants are encouraged to engage in a discussion regarding the question.

Action learning-set activities are collective activities, conducted in the business context. Such activities typically revolve around initiating change and measuring change outcomes, etc.

In both cases, participants' interactions will be audio-recorded. Additionally, the lead-research will take notes. Both, taking notes and the audio-recording serve the purpose for later transcription by the lead-researchers.

In cases where participant groups consist of or embrace non-English speaking participants, the audio-records will be translated/interpreted by qualified translators/interpreters.

Transcripts are used as documentation of in the study.

- What is the time commitment involved to partake in this study?

It is anticipated, that conducting a semi-structured focus group interview will take approximately two hours.

8. Expenses and/or payments

The present research project does not attract any expenses on the participants' part neither would the participants be financially remunerated for partaking in the specific research project. The only exception from this rule are taxi expenses, incurred by traveling to and from the interview site. For the participants' convenience, the lead-researcher will provide non-alcoholic drinks and small snacks at the interview site.

9. Are there any risks in taking part?

There exist no known risks associated with participating in the present study.

To guarantee participants' physical security during the study, research activities will be performed outside Omaruru 'Location' in a dedicated and safe place (Omaruru Rest Camp Lodge).

10. Are there any benefits in taking part?

There are no financial benefits associated with participating in the present study.

There may be some intangible benefits to participants such as some specific learning- and knowledge creation experience (e. g. the import of hygiene on health issues, etc.)

11. What if I am unhappy or if there is a problem?

This participatory insider action research study addresses a socially relevant issue. To achieve maximum information and data quality and reliability, the lead-researcher aims at minimizing any real and/or subjectively perceived coercion. To this avail, your participation is completely voluntary and you are free to decide to not partake and/or to withdraw from the study at any time without incurring any negative consequences.

Additionally, please feel free to immediately address any issue(s) that might arise during the research process. The lead-researcher will be more than happy to jointly discuss any constructive positive and/or negative feedback. From this perspective, constructive participant feedback is appreciated and embraced as integral component in the process of generating a study, meeting the highest ethical research quality standards.

If you are unhappy, or if there is a problem, please feel free to let me know by contacting the lead-researcher [Marc Moser: msrmrc@windowslive.com or +41 77 459 90 15/+264 81 309 29 98] and I will try to help.

If you remain unhappy or have a complaint which you feel you cannot come to me with then you should contact the **Research Governance Officer at ethics@liv.ac.uk**. When contacting the Research Governance Officer, please provide details of the name or description of the study (so that it can be identified), the researcher(s) involved, and the details of the complaint you wish to make.

12. Will my participation be kept confidential? How will my identity be kept private?

Information and data will be collected in the field and through general discussions, dedicated semi-structured interviews, and action learning-set activities. The lead-researcher is in charge of safely storing and analysing information and data. Your name will not be associated with the research findings in any way, and only the lead-researcher will know your identity as a participant.

Information and data produced in a collective and participative effort will not be made available to individuals outside the study. To this avail, the participants' identities will not be disclosed at any stage during the study. No post boxes, e-mail addresses, personal addresses or telephone/mobile phone numbers will be used in the research and thesis write-up process. Quotes from participants may be paraphrased where appropriate. Publication of data may likewise be paraphrased where appropriate. Codes will be allocated to protect participants' identity.

13. What will happen to the results of the study?

Unless you, as a participant, have consented that your name may be published in the presentation of the research results of the study, the lead-researcher protects your identity via safely storing information and data.

14. What will happen if I want to stop taking part?

As a participant, you can withdraw from the study at any time, without explanation. Results up to the period of withdrawal may be used if you are happy for this to be done. Otherwise you may request that they are destroyed and no further use is made of them. If results are anonymised you should make clear that results may only be withdrawn prior to anonymization.

15. Who can I contact if I have further questions?

Marc Moser (msrmrc@windowslive.com; +41 77 459 90 15 or +264 81 309 29 98).

Appendix E: Participant consent form



Committee on Research Ethics

**Title of Research
Project:**

**Can value creation through socially
motivated entrepreneurship stimulate
inclusionist change at the socio-economic
base-of-the-pyramid?**

**A progressive action research inquiry based
account into micro-entrepreneurship,
innovation dissemination mechanisms and
interaction-outcome experiences, collected
in the Namibian context.**

PARTICIPANT CONSENT FORM

Participant Name

Date

Signature

Marc Moser

12th April 2018

Researcher

Date

Signature

Principal Investigator:

Marc Moser
CH-3906 Saas-Fee, Switzerland
+41 77 459 90 15
msrmrc@windowslive.com

Version 7.0
April 2018



Optional Statements

The information you have submitted will be published as a thesis; please indicate whether you would like to receive a copy.

I understand that confidentiality and anonymity will be maintained and it will not be possible to identify me in any publications.

I agree for the data collected from me to be used in future research and understand that any such use of identifiable data would be reviewed and approved by a research ethics committee.

- I understand and agree that my participation might be audio recorded and I am aware of and consent to your use of these recordings for the following purposes:
 - Transcribing the records
 - Analysing the anonymised transcription and coding/comparing with other data and results
- I understand that I must not take part if
 - there are any doubtsI feel uncomfortable and want to withdraw

I agree for the data collected from me to be used in relevant future research.

I understand that my responses will be kept strictly confidential. I give permission for members of the research team to have access to my anonymised responses. I understand that my name will not be linked with the research materials, and I will not be identified or identifiable in the report or reports that result from the research.

I understand and agree that once I complete the interview, it will become anonymised and I will therefore no longer be able to withdraw my data.

Appendix F: Participant information and focus group interview consent form



Focus Group Consent Form (Adult Consent)

Title of the study:

Can value creation through socially motivated entrepreneurship stimulate inclusionist change at the socio-economic base-of-the-pyramid?

A progressive action research inquiry based account into micro-entrepreneurship, innovation dissemination mechanisms and interaction-outcome experiences, collected in the Namibian context.

Lead-researcher: Marc Moser
Designation and Institution DBA thesis / University of Liverpool, U.K.

- I agree to participate in the individual and/or focus group interview(s) carried out by Marc Moser of the University of Liverpool, to aid with the research of YOOR Salon.
- I have read the information sheet related to the Marc Moser's project and understand the aims of the project.
- I am aware of the topics to be discussed in the focus group.
- I am fully aware that I will remain anonymous throughout data reported and that I have the right to leave the focus group at any point.
- I am fully aware that data collected will be stored securely, safely and in accordance with Data Collection Act (1998).
- I am fully aware that I am not obliged to answer any question, but that I do so at my own free will.
- I agree to have the focus group audio-recorded, so it can be transcribed after the focus group is held. I am aware that I have the right to edit the transcript of the Focus Group once it has been completed.
- I am aware that if I have given my consent for photographs (individual and group photographs showing me) to be taken, they may be used for the study and/or noncommercial purposes in reports, presentations, publications, websites and exhibitions connected to the YOOR Salon project. I understand that real names will NOT be used with the photographs. Please disregard this paragraph if you have not consented that you appear in any photographs taken related to the YOOR Salon project.
- I am aware that I can make any reasonable changes to this consent form.

Annexures

Contact Information

This research has been reviewed and approved by the University of Liverpool's Research Ethics Board. If you have any further questions or concerns about this study, please contact:

Mr. Marc Moser
msrmrc@windowslive.com, +41 77 459 90 15.

You can also contact Marc Moser's supervisor:
Dr. Thomas Matheus
thomas.matheus@online.liverpool.ac.uk.

What if I have concerns about this research?

If you are worried about this research, or if you are concerned about how it is being conducted, you can contact the Research Governance Officer at ethics@liv.ac.uk at any time

Printed name:

Participants signature

Place and date:

Appendix G: Focus-group interview guide



Semi-Structured Focus Group Interview Guide

Title of the study:

Can value creation through socially inspired entrepreneurship stimulate inclusionist change at the socio-economic base-of-the-pyramid?

A progressive action research inquiry-based account into micro-entrepreneurship, innovation dissemination mechanisms and interaction-outcome experiences, collected in the Namibian context.

Lead-researcher: Marc Moser

Designation and Institution DBA thesis / University of Liverpool

Faculty supervisor: Dr. Thomas Matheus

Introductory comments:

- Thank participants for partaking in the study and the focus group interview
- Remind participants of the nature of the study (PIS and ICF)
- Purpose of focus group
- Expected results (evaluation of status quo and learning and knowledge-creation)
- No alcohol policy. Soft drinks and snacks for the participants' convenience
- Participants' and lead-researcher's roles
- Basic rules: empowerment through equality in group conversation
- Lead-researcher takes notes and audio-records conversations for subsequent transcription and/or translation and transcription into English
- Information on who will translate the scripts into English, if applicable
- Confidentiality of discussion/responses
- Attribution of individual unique identifiers (codes) to participants (privacy, confidentiality and anonymity). Personal identities (name) irrelevant, the code simply serves to transcribe the audio-recorded interview.
- Time frame: approximately 2 hours
- Fundamental right to retire from the focus group interview at any time
- Fundamental right to withdraw from the study altogether at any time
- Ask for comments and questions

Annexures

1. Do you know YOOR Salon in Omaruru 'Location'?
2. What do you think is their business? What is YOOR Salon into?
3. According to your perception, do you think the YOOR Salon business has a mission and/or a vision?
4. According to your perception, how could this mission and/or vision best be described?
5. In terms of cleanliness, how would you describe YOOR Salon's business environment (where the business is located)?
6. What is your perception of 'hygiene'? How would you define 'hygiene'?
7. Would you recommend YOOR Salon to friends, relatives, etc.? Why would or would you not recommend YOOR Salon?
8. According to your opinion, how could YOOR Salon improve its services to generate or increase a positive social impact on the community?
9. You, as a community member and/or YOOR Salon customer, what business improvement advice(s) would you give to the YOOR Salon team?
10. According to your opinion, how can YOOR Salon increase hygiene and health awareness in Omaruru 'Location' community?
11. If YOOR Salon managed to raise hygiene and health awareness, do you believe such could inspire behavioral change in the Omaruru 'Location' community?

...participant feedback (focus group interview improvement opportunities),
thanks for the honest discussion, next steps (transcription of interviews,
comparison of interviews and search for emerging themes, patterns, etc.),
termination of the focus group interview...

Appendix H: Participant photo information and consent form



Photo Consent Form (Adult Consent)

Title of the study:

Can value creation through socially inspired entrepreneurship stimulate inclusionist change at the socio-economic base-of-the-pyramid?

A progressive action research inquiry-based account into micro-entrepreneurship, innovation dissemination mechanisms and interaction-outcome experiences, collected in the Namibian context.

Lead-researcher:

Marc Moser

Designation and Institution

DBA thesis / University of Liverpool, U.K.

This form refers to photographs that you supply, or photographs that you allow Marc Moser to make, as part of the YOOR Salon action research study in which you have agreed to participate. All photographs will be securely stored by the lead-researcher. As discussed with you, photographs may be shared within the research team to help documenting the research process.

I would also like to use some individual and group photographs (in electronic or print form), in reports, presentations, publications, and exhibitions arising from the project.

Please, could you sign one of the boxes below to indicate whether or not you are happy for me to do this. I will not take any photos of you without your permission.

Please sign either 1 or 2 below:

1. I give my consent for these photographs (individual and group photographs showing me) to be reproduced for the study and/or noncommercial purposes in reports, presentations, publications, websites and exhibitions connected to the YOOR Salon project.

I understand that real names will NOT be used with the photographs.

signed.....place and date.....

Annexures

OR

2. I do not wish any of these photographs to be reproduced in connection with the YOOR Salon project.

signed.....place and date.....

Contact Information

This research has been reviewed and approved by the University of Liverpool's Research Ethics Board. If you have any further questions or concerns about this study, please contact:

Mr. Marc Moser
msrmrc@windowslive.com, +41 77 459 90 15.

You can also contact Marc Moser's supervisor:

Dr. Thomas Matheus
thomas.matheus@online.liverpool.ac.uk.

What if I have concerns about this research?

If you are worried about this research, or if you are concerned about how it is being conducted, you can contact the Research Governance Officer at ethics@liv.ac.uk at any time

Printed name:

Participants signature

Place and date:

Appendix I: Translator/interpreter confidentiality/non-disclosure agreement



Confidentiality / Non-Disclosure Agreement

Can value creation through socially motivated entrepreneurship stimulate inclusionist change at the socio-economic base-of-the-pyramid?

A progressive action research inquiry-based account into micro-entrepreneurship, innovation dissemination mechanisms and interaction-outcome experiences, collected in the Namibian context.

I, _____ (surname and name), have been appointed to translate/interpret audio recorded research material.

I agree to:

1. keep all the research information shared with me confidential by not discussing or sharing the research information in any form or format (e.g., disks, tapes, transcripts) with anyone other than the *Researcher(s)*.
2. keep all research information in any form or format (e.g., disks, tapes, transcripts) secure while it is in my possession.
3. return all research information in any form or format (e.g., disks, tapes, transcripts) to the *Researcher(s)* when I have completed the research tasks.
4. after consulting with the *Researcher(s)*, erase or destroy all research information in any form or format regarding this research project that is not returnable to the *Researcher(s)* (e.g., information stored on computer hard drive, USB stick, etc.)

Annexures

(Print Name)
Researcher(s)

(Signature)

(Date)

(Print Name)

(Signature)

(Date)

The plan for this study has been reviewed for its adherence to ethical guidelines and approved by the University of Liverpool's Research Ethics Board.

For questions regarding participant rights and ethical conduct of research, contact the Research Governance Officer at ethics@liv.ac.uk