

Thick Narratives in Family Businesses: An Exploration of Entrepreneurial Discourse

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Abstract

Aim

This study aims to explore how the process of entrepreneurship is affected by family relationships, to address the following research questions:

1. What familial structures do entrepreneurs recognise?
2. How does the culture of these structures affect the entrepreneurial processes?
3. Does entrepreneurs' enactment of an entrepreneurial process have an impact on their familial structures?

Rationale

In the last two decades there has been an increasing interest in research which explores family business as a domain of academic study (Short et al., 2016). While this is closely tied to entrepreneurship, the two fields often exhibit a fractious relationship (Goal and Jones, 2016; Shepard, 2016).

To address this, Family Entrepreneurship has emerged as a distinct field (Rogoff and Heck, 2003; Heck et al., 2008; Nordqvist and Melin, 2010) seeking to formalise an embedded approach (Aldrich and Cliff, 2003) to the study of families, entrepreneurs, and family businesses.

Recently, this work has been codified by Bettinelli et al. (2014; 2017) who have also identified several under-researched aspects of the topic, and it is these calls which the thesis seeks to develop.

Methodology

The study is realist social constructionist exploration of family groups and their effects on the process of entrepreneurship. The investigation is based on 3 case studies, each containing multiple participants. The length of the cases ranged from 12-18 months depending on the accessibility of the participants. Analysis of the data focuses on the identification of significant events in the narrative and their interpretation.

Findings

1. That individuals recognise, and draw on, complex collections of heterogeneous family structures;
2. That culture of the structures has a range of normative effects on individuals which impacts their disposition to act to entrepreneurially; and
3. That any transference of culture is a mutual experience and that entrepreneurs frequently appear to affect others, especially those in their family groups to become entrepreneurial.

Contribution

The findings herein add important insights to several research conversations which challenge established positions surrounding the understanding of families and their relationship to the process of entrepreneurship. The author's development of a Narrative Event Analysis approach will be of value to other researchers seeking to work with thick narratives as other work to develop these methods offers few practical insights.

Declaration

I declare that the work in this thesis was carried out in accordance with the regulations of the University of Gloucestershire and is original except where indicated by specific reference in the text. No part of the thesis has been submitted as part of any other academic award. The thesis has not been presented to any other education institution in the United Kingdom or overseas.

Any views expressed in the thesis are those of the author and in no way represent those of the University.

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Chapter 1: Introduction

1.1 Introduction

This study seeks to explore how the process of entrepreneurship is affected by family relationships.

In such a broad field of scholarship the thesis follows calls to action by Anderson et al. (2005), Bettinelli et al. (2014), and Bettinelli et al. (2017) which pressed for researchers to address under-researched aspects of the topic by focusing on the effects of family formations and their cultures (understood as values norms) on the process of entrepreneurship.

To achieve this the thesis presents results from three multi-actor, longitudinal case studies, which ranged in duration from 12-18 months. These develop a rigorous understanding of the participants perception of family structures, the effects of these structures on the entrepreneur and their activities, and the manner in which the entrepreneur had impacted the structures through their membership.

This chapter introduces the context, purpose and aims of this research. It provides a rationale for the study; identifies the key questions to be answered, presents an overview of the principal themes and terms, and outlines the structure of the thesis.

1.2 Rationale

In the last two decades there has been an increasing interest in research which explores family business as a domain of academic study (Short et al., 2016). Alongside this there have also been developments in the field of entrepreneurship, such as the emergence of opportunity exploration and exploitation as a key construct (Shane and Venkataraman, 2000) or the more recent shift to embrace value creation (Lackéus, 2016). Throughout this period the two fields have shared what Goal and Jones (2016) characterise as a 'means-end' (p94.) relationship¹ with entrepreneurship often providing the means (the creation or development of

¹ Based on Dyer and Handle (1994)

ventures) to achieve the end goals of family businesses (survivable and sustainable enterprises).

The breath of this relationship is outlined in Short et. al. (2016) who show that, over a 12-year period (2003-2015), around 30% of all journal special issues on family business appeared in entrepreneurship publications. However, this same review also shows that only 15% of all those special issues were focused on the linkages between entrepreneurship and family business, the rest explored family business more generally looking at specific topics such as succession. This is echoed by Shepard (2016) who describes the relationship between the literatures as 'limited in scope' (p28.) noting that they frequently borrow ideas or make unidirectional contributions but generally fail to engage in a more meaningful exchange.

While this might appear to be a recent realisation on the part of both fields, calls for more integrated approaches to the study of these issues date back almost two decades. Perhaps the best known of these was published by Aldrich and Cliff in 2003, outlining their argument for the development of a family embeddedness perspective.

Family embeddedness, building on the concept of social embeddedness, offered the potential for a significant paradigm shift in family business research. Instead of searching for ways to differentiate family businesses from other enterprises, separate from the entrepreneurial process, the authors asserted that idea of the family should be incorporated directly into conceptual models for researching entrepreneurship (Aldrich and Cliff, 2003).

To validate their claim Aldrich and Cliff examined three well documented areas of entrepreneurial research; opportunity (Shane and Venkataraman, 2000), venture emergence (Aldrich and Wiedenmayer, 1993) and resource mobilisation (Brush et al., 2001) they concluded that although some researchers had asserted the importance of concepts which might lead to a deeper examination of the family and its role few had progressed this position.

Although this work is highly cited² and, is considered by many of their peers as an important framework (Heck et al., 2008) the evidence presented at the start of this section suggests it did not result in the paradigm shift that Aldrich and Cliff had called for. It did, however, provided a position on which others have developed their own work, and from this, Family Entrepreneurship has emerged (Rogoff and Heck, 2003; Heck et al., 2008; Nordqvist and Melin, 2010) championed by academics seeking new paradigms through which to realise calls for a more unity between the fields.

This relatively young agenda seeks to formalise an embedded approach to the study of families, entrepreneurs, and family businesses as a distinct field of scholarship (Bettinelli et al., 2014) in an effort to explore Anderson et. al.'s (2005 p144.) 'missing middle', the effects of familial structures on the process of entrepreneurship. In doing so, family entrepreneurship adopts a holistic view of these relationships in which individual entrepreneurs and their behaviours are immersed in a family context. Therein, the survival of the firm depends on both individual and collective actions, the outcomes of which impact all of the family unit (Fig 1., overleaf)

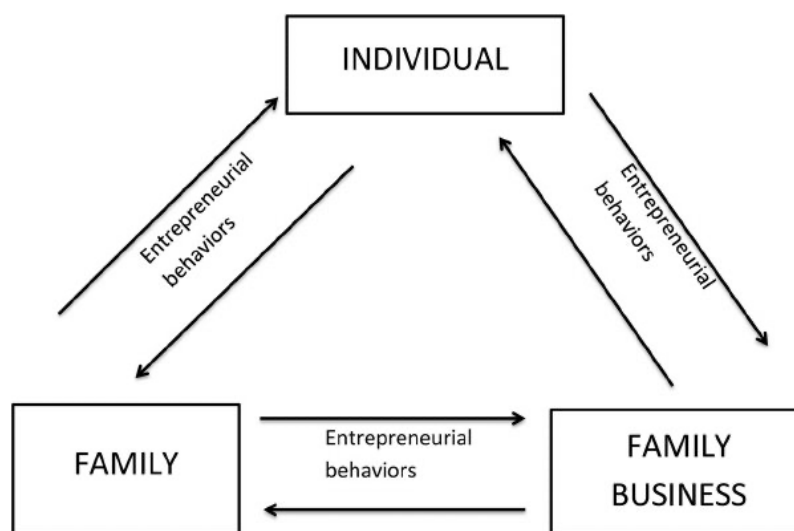


Fig 1. A conceptualisation of family entrepreneurship (Bettinelli et al., 2014 p169.)

² There were 2075 Citations via Google Scholar as of 31.07.20 [<https://bit.ly/3gg2Woj>]

As this is a new field of scholarship which is still seeking to establish its legitimacy (Bettinelli et al., 2014; Bettinelli et al., 2017), there are numerous research challenges to address. These are summarised in Bettinelli et al. (2014 p208.) and further developed in Bettinelli et al. (2017 p521-523.).

Of these, 3 particular calls suggest that what is currently known about families, entrepreneurs, and their ventures³, along with the complex relationships between them, needs further development:

1. investigations which explore the changing structures of families and, the effects of these groupings on entrepreneurial intention and activity;
2. investigations which explore how family culture (understood as values norms) contributes to the entrepreneurial development of family members; and,
3. investigations which explore how the actions of entrepreneur's effect family members.

Based on these calls, the author posits that work which explores these issues, and their intersections could be of unique value to other researchers seeking to develop an understanding of these phenomena and the manner in which they interconnect.

In addition to this, studies of this kind have the potential to impact the activity of practitioners and policy makers. In the UK alone it is estimated that there are over 4.8 million family-owned companies, both limited Ltds and PLCs⁴, meaning that family businesses account for nearly 85% of all privately owned firms in the economy (Institute for Family Business, 2019); making substantial contributions to employment, Gross Domestic Product (GDP), and tax revenues. While many interventions would be no different for family or non-family enterprise (access to

³ See 1.7 for an introductory overview of these literatures and what is currently known.

⁴ Defined by here (<https://bit.ly/3z13erN>) as: The majority of votes are owned by the person or persons who established the firm, or those who have acquired the share capital of the firm or who are in the possession of their spouses, parents, child, or child's direct heirs. The majority of votes may be indirect or direct. At least one representative of the family or kin is involved in the management or administration of the firm. Listed companies meet the definition of a family enterprise if the person who established or acquired the firm (share capital) or their families or descendants possess 25% of the right to vote as mandated by their share capital.

finance, regulation, and taxation for example), a 2014 report by the UK Department for Business, Innovation and Skills (BIS) (Braidford et al., 2014) did note that a greater understanding of governance, succession and family issues in policy making might help to support these enterprises and their important role in the economy. This has been echoed in a recent piece of work by the Institute for Family Business (Wright et al., 2016) which called for more non-family representation in the management of family businesses, a greater focus on innovation and entrepreneurship to support business growth and, more involvement of the next generation to broaden business opportunities and, prepare them for future roles in the enterprise.

Given these calls, the thesis will also seek to develop an understanding of family businesses which will help practitioners and policy makers to better understand issues such as governance and succession in family firms so that these mechanisms can be better managed and supported.

1.3 Research Aims, Questions & Objectives

This rational leads to an overarching aim for the study and several contributory research questions which will shape the form of the investigation.

The aim of this research study is to explore the ways in which the process of entrepreneurship is affected by family relationships, and therein identify the nature of the family(s) that entrepreneurs perceive, how they affect the entrepreneur, and if the entrepreneur and their actions have any reciprocal effects on the family structure(s).

To do this, the thesis will draw on the challenges outlined in Bettinelli et al. (2014) and Bettinelli et al. (2017) to frame three specific research questions:

1. What familial structure(s) do entrepreneurs recognise?
2. How does the culture(s) of these structure(s) affect the entrepreneurial processes?
3. Does entrepreneurs' enaction of an entrepreneurial process have an impact on their familial structures?

These questions result in several specific objectives which the thesis needs to address:

1. To develop an understanding of the nature of family structures in an entrepreneurial context;
2. To explore how family structures are identified by entrepreneurs and those around them;
3. To investigate how the values and norms of different structures effects the entrepreneur;
4. To identify if how these effects might impact the process of entrepreneurship;
5. To consider if the entrepreneur effects family structures they belong to; and
6. To explore what effects the entrepreneur might have on these structures.

The thesis will be understood through the study of three distinct units, Families, Entrepreneurs and Ventures (Bettinelli et al. (2014) that will form the basis of the conceptual model.

1.4 Conceptual Model

The thesis will use the conceptual representation presented from Bettinelli et al. (Fig 1.) as a basis for the investigation. However, it will develop this, making several modifications to reflect the nature of this particular study (Fig 2. p15.) which are explained below:

1. Family Business will be replaced by the concept of the venture(s). Studying the venture will be important because, it is through its performance and development that the thesis will gain insights the entrepreneurs process in practice. Although there is widespread recognition that large numbers of private enterprises are 'family businesses' (Heck and Trent, 1999) there is also a plurality of available definitions to describe this structure⁵. Many of these rely on specific demarcations of family control, ownership, or intent

⁵ See Melin at el. (2014) for a detailed summary of the most commonly used criteria and their reliability.

(Chua et al., 1999) which must be rigorously applied to ensure the validity of the data⁶ (Bettinelli et al., 2014). Since the aim of the study is to focus on the family structures (not family businesses) and their effect on the entrepreneur's process there was no need to unduly limit the thesis and its ability to select suitable participants. The choice of a potential plural form is simply to allow for entrepreneurs who might have multiple ventures through which an understanding of key phenomena could be developed;

2. Behaviours are replaced by culture, expressed through the sharing of values and norms. The reason for this is that the study is not focusing on the behaviour of the entrepreneur, venture, or group. Rather, it is interested in what drives the development of these behaviours. To explore this the author will draw on the work of David Elder-Vass (2013), his conceptualisations of norms and their transmission through different social structures⁷. This will be utilised to explore how values and norms are passed from groups to individuals (and vice versa) and the effects that this has on families, entrepreneurs (and their process) and their ventures.

This may also have additional implications for researchers because, while there is a recognition that norms and values underpin numerous process of note including the formation of business cultures (Hall and Nordqvist, 2008) and the construction of individual identity (Dyer and Handler, 1994) there are few studies which make them a focus of their exploration (Bettinelli et al., 2014). The author suggests, therefore, that based on this analysis, this could make a unique contribution to knowledge by exploring the processes themselves not simply the outputs of their effects. This decision will likely facilitate the selection of a realist social constructionist ontology which will be discussed in more detail in Section 1.5;

3. Family will be replaced by families to clearly illustrate that the thesis intends to explore the nature of differing structures and their impacts rather than a

⁶ See Section 2.4 for a broader review of these issues.

⁷ See Section 1.5

single entity which is implied in the original model. This is an issue the author will begin to address in section 1.7.1 and then continue to explore in sections 2.5, 2.6 and 2.7;

4. The Individual will be replaced by the entrepreneur as it is their process specifically, and effects upon this that the thesis intends to explore; and
5. Finally, a Venn diagrammatic structure will be utilised to better illustrate the interconnected nature of the nexuses identified by Bettinelli et al. (2014 p165-p167.). Namely, the families-entrepreneur nexus, the families-venture(s) nexus, and the entrepreneur-venture(s) nexus. These are important as they are likely to be the areas through which new knowledge is developed. This model also presents a third combined nexus, families-entrepreneur-venture(s), which addresses the need for a more holistic perspective, identified by Bettinelli et al. (2014), as a weakness in their own work.

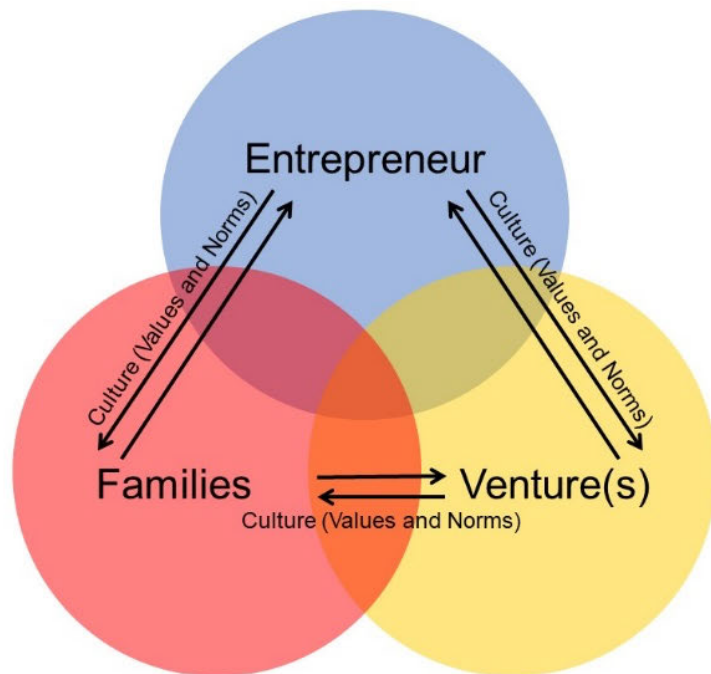


Fig 2. The conceptual model which the study proposes to follow.

1.5 Conceptual Framework

To explore the impact of norms and values, the study will adopt a realist social constructionist ontology following the work of David Elder-Vass (Elder-Vass, 2013).

This moderate approach to the philosophy of being and acting is grounded in the realist acceptance of individuals as objectively real with their own agency (Elder-Vass, 2012). However, the position also recognises that these real individuals are capable of decision making and introspection (Archer, 2003) leading to the construction of meaning (through narrative, for example) that has the potential to affect individuals, groups, and organisations.

In his own work Elder-Vass describes people as 'agentic subjects' (Elder-Vass, 2012 p 18.) reflective, decision-making entities who shape (and are shaped by) their social context through the transfer of norms and values. What separates these subjects from those defined in more traditional constructionist works is autonomy, the ability to decide (within realistic boundaries) how they affect (and are affected by) their context. Elder-Vass (2012) describes the mechanism through which these individuals affect their environment as the application of causal powers (borrowing from Bhaskar, 1998 [1979]) to structures.

In Elder-Vass's work (2013 p15-34.) these structures take two distinct forms: organisations and norm circles. Organisations are specific groups of individuals aligned to a formal social structure and the enforcement of its norms, a business or political party for example. Norm Circles are different, they are still a social entity, but they represent normative social institutions, groups of individuals who formally and/or informally are committed to endorse and enforce a particular social norm (Elder-Vass, 2010 p115-143.). An organisation can be a norm circle but, equally it can be formed of individuals who, themselves, belong to, influence and are influenced by multiple additional norm circles. By virtue of their membership both structures possess causal powers greater than those of a single individual. Furthermore, the existence of the group and an individual's sense of belonging to it can act as a powerful inducement to accept the norms and values that the group espouses.

Given that this study is concerned with an interconnected series of transfers between the entrepreneur, their family(s), and their venture(s) this presents an ideal framework. It will encourage the exploration not only of how the entrepreneurs, and by extension their processes, are affected by norms and values transmitted by their family(s) but, also, why they are affected in a particular manner and what this might mean for others in similar situations. Furthermore, it will promote an investigation into how the structure themselves affect each other, and the entrepreneur which should result in full realisation of the conceptual model.

1.6. Methodology

The nature of the study suggests that the process of developing an understanding of these issues will likely require a large degree of sensemaking on the part of the author to interpret the subjects understanding of their experiences, derive meaning from this, and locate these in broader context that will be of use to other researchers, practitioners, and policymakers.

This kind of sensemaking information (Weick, 1995) is commonly communicated via narratives (in a range of formats) so, the collection of these artifacts will form the core of studies approach to data gathering. This choice led to two distinct challenges for the researcher:

1. Narratives are rarely communicated in any defined order (Gérard Genette, 1983) this requires the researcher to organise the data in order to make sense of its elements. The issue here is that this can create a secondary narrative, which may be contrary to the intention of the subject (Frank Kermode, 1967) as it now contains additional interpretation which may give prominence to values and practices the researcher wishes to highlight; and
2. Narratives can obfuscate the truth of events by presenting an opportunity for the subject to effect how their actions are perceived. John Guber (2000) describes this as the tendency for participants to embellish their own heroic tale and, while this issue is easy to recognise, it is hard to control (Veyne and Ferguson, 1988).

Some researchers have attempted to define new criteria by which to measure their work these, including rationality and authenticity (Fisher, 1994) and, plausibility and criticality (Golden-Biddle and Locke, 1993). However, as Barbara Czarniawska observes these are still ostensive criteria which have to be applied a priori to determine a narratives validity (2004 p133.).

The implications of these issues are that any researcher working with narrative must be cautious and must consider safeguards to address both their subjects potentially unreliable primary narrations and their own interpretations.

In 2011 Campbell called for more varied approaches to researching family firms, specifically, he suggested that studies should move away from a focus on a single, heroic entrepreneur, to consider a broader range of experiences. This led to the author conceptualise a form of study which would be loosely based on Van Parys et al. (2017); a multi-subject, multi-case thesis, longitudinal study which would apply sensemaking through narratives to explore the entrepreneur's social relationships, their processes, and the development of their business. In doing so the author hoped to develop a detailed understanding of the entrepreneur, their family(s) and venture(s) which might uncover those broader experiences while also developing a structure that could provide both internal and external comparators for the entrepreneurs narrative.

Practically, the author sought out entrepreneurs who were willing to provide access to family members and employees and negotiated with each to agree specific subjects and timeframes.

Each study comprised three interviews with all the participants conducted at regular intervals which ranged over a 12-18-month period. The differences in the length of the studies is the result of challenges accessing the participants for personal or professional reasons. For example, in case 2, the author had been scheduled to interview an employee but, they did not join the business until after the first interview, and they subsequently left before the second interview was conducted. The owners had other members of staff, but these could not then be accessed until the third series of interviews and negotiating this caused a delay. This means that case 2 ran for longer than the others and, the majority of this is formed from only two narratives.

The three cases can be summarised as follows:

1. Case 1 – A single founder who brought his brother and a close friend into the business to work with him. They develop and retail educational simulations. Interviews were collected over a 15-month period with the entrepreneur, his brother, and the friend.
2. Case 2 – A single founder who brought her husband into the business so that they could run it together. They built a small events and engagement business. Interviews were collected over an 18-month period with the wife, husband, and eventually an employee.
3. Case 3 – Two brothers-in-law one of whom founded a business, employed the other and eventually passed the business on to him when he exited. Interviews were collected over 12-month period from both brothers and an employee of the business.

A full discussion of this will be presented in Chapter 3 along with details of the specific methodology the author has developed.

1.7 Principal Themes and Terms

The study has three broad areas of interest: families, the entrepreneur (their process of venturing), and their venture(s). In this section the author will introduce each of these and some of what is known about them in the literature, to aid the readers understanding as a precursor to Chapter 2, wherein this work will be developed to clarify gaps and positions linked to the research questions.

1.7.1 Families

Since 1965 the concept of family in the USA, UK and large parts of Western Europe has been dominated by a “nuclear” model which comprises a mother and father of different sexes, maintaining a socially approved sexual relationship, they have one or more children, and, they shared a common residence for economic cooperation and reproduction (Murdoch, 1965).

In this household the parents occupy traditional gender roles, the male works full-time to earn a wage while the female stays at home to raise the children, possibly working from home or, in a local part-time job. The children normally remain in the family home until late adolescence at which juncture they leave to study, work, and eventually form their own family group.

However, society has changed, and the nuclear family is no longer an adequate construct to describe the wide diversity of household arrangements which now exist (Edwards, 1991; Stacey, 1991; Archard, 2010). This has led to the emergence of new definitions to describe these social structures, the earliest of those being the post-modern family (Shorter, 1975).

This new conception of the family unit was first described by theorists like Edward Shorter (1975) who observed its key characteristics and noted the mechanisms that were causing them. These can be summarised as:

1. Adolescent indifference to the family's identity;
2. Instability in the lives of couples, accompanied by rapidly increasing divorce rates; and
3. Destruction of the "nest" notion of nuclear family life with the liberation of women.

In this form the post-modern family was an early attempt to capture not one, but a number of disparate family scenarios, which include single parent families, blended families, and same sex parents, the formation of which was brought about by a wide range of social and economic changes.

The drawback of this approach (and others that followed) were that they still focused on functionalist definitions of the family (Cutas and Smajdor, 2017) which described the unit based on the premise that its central activity was the custodial responsibility for children.

From the early 1990s groups of theorists began to move away from describing a family as any given set of individuals or functional responsibilities. Gubrium and Holstein (1990), Starr and MacMillan (1990), Larson and Starr (1993), and Borch

(1994) for example, all began applying the term to represent and order social relations in many non-traditional forms. In these models a family can be anyone related biologically, legally, or emotionally that another member of the group defines as significant (McDaniel et al., 2005). Trost (1990) further develops this idea, highlighting the transient nature of these relationships, in his work he discusses the example of a brother and sister who fight and disagree noting that, no matter the length of the argument, there could be periods when each might include or exclude the other from their individual definition of family.

Taken together, this would seem to suggest that families are becoming socially constructed groups that are defined dynamically by individual members based on shared values and norms. These constructs represent a paradigmatic shift from being a family in the traditional nuclear sense to doing or, enacting familial roles (Morgan, 1996), in flexible social groupings. Herein, roles can be performed by any individuals in a network who are physically, financially, or emotionally supportive of any other individual(s) in the same network (Cheal, 2002) meaning that the diversity of family form and format is essentially limitless.

Chapter 2 will explore these themes in more detail to understand the complexities of these issues and, how the thesis will need to address them to have value for academics and practitioners. Ideally the thesis will seek to present cases from a range of family scenarios so that these phenomena can be fully explored.

1.7.2 The Entrepreneur

18 years ago, Peter Kilby (2003) used the metaphor of a Heffalump hunt to describe what he perceived as the futility of attempting to define 'who' is the entrepreneur in a given context. His argument was not that individuals did not engage in entrepreneurial activity but, that there was nothing inherently 'special' about these individuals and, that academics would be better served trying to understand the processes which encouraged entrepreneurial activity (Ucbasaran et al., 2006).

This view distances itself from the concept of entrepreneurialism as implicit personality traits possessed by only a few people (Baum and Locke, 2004). Instead,

it conceptualises entrepreneurship as a fluid role of economic agency which people can, and do, move in and out of based on a range of factors (Rae, 2003).

There is no one model for this role and its processes but, in the last three decades the entrepreneurship literature has coalesced around a number of common elements that its actors might embody and employ. These include:

- The recognition or identification of opportunities (Davidson, 2015);
- The application of Judgement (Ramoglou and Tsang, 2016);
- The ability to access to different forms of capital and the wherewithal to apply them (Burt, 1995)
- The ability to innovate products and services (Zhao, 2005);
- The creation of value for consumers (Lackéus, 2016).

These elements can be combined to form a useful working definition for the thesis: that entrepreneurship is the process of identifying, evaluating, and exploiting market opportunities by innovating products and services to create value for a given consumer through the mobilisation of capital. For the purpose of this study these people could have created, inherited, or purchased an enterprise and, ideally the study includes a range of these situations.

It is crucial that this is viewed as a stratified process, while some entrepreneurs do take great risks (either personal or financial) with innovations on the scale of a Schumpeterian industrialist (Schumpeter, 1934) many simply alter and/or adapt existing concepts in new ways and operate on much smaller scales. What is important is that the definition allows for both forms of activity (and many others) to be recognised, in terms of their process, as entrepreneurial.

Again, Chapter 2 will explore these themes in more detail to understand the complexities of these issues and, how the thesis will need to address them to better explore what impacts them.

1.7.3 Venture(s)

In this thesis venture(s) describes the business(es), enterprise(s) or company(s) established by the entrepreneur who is the subject of the study.

In Section 1.4 the author noted that there were 4.8 million family-owned companies in the UK, accounting for nearly 85% of all privately owned firms in the economy (Institute for Family Business, 2019). Of these around 99% are classified as small or medium enterprises (SME's) based on the number of people they employ, which must be 249 or less, see Table 1., overleaf (Rhodes, 2018).

The author recognises that there are multiple definitions of SME's beyond those presented in Table 1. The EU's own definition, for example, considers a broad range of variables including size, turnover, balance sheet and ownership. However, as the focus of this study will be UK businesses the author will apply the accepted definition from Rhodes (2018) which is used across government and the private sector as well as academic work.

Table 1: A Definition of SME's in the UK

Size	Micro	Small	Medium
Maximum No. of Employees	9	49	249

(Rhodes, 2018 p5.)

Clarity in terminology and application is important because the subjects of this study are likely to work in SME's, probably micro businesses, which account for 96% of all UK companies, around 33% of UK employment and approximately 21% of private sector turnover (Rhodes, 2018)⁸.

It has been established, albeit not widely, that Micro business are uniquely different from larger firms (Kelliher and Reini, 2009) and suffer specific challenges due to their size and capacity (Heshmati, 2001). Yet, for all their economic impact, studies into

⁸ Randerson et al. (2015) suggests these figures are comparable with Europe.

the problems they face and how these are addressed are limited in number (Reid, 1995).

A recent piece of work by Achtenhagen et al. (2017) based on interviews with Swedish micro-business entrepreneurs identified a range of issues which included:

- Time management;
- Strategic focus;
- Risk management;
- Consumer targeting and marketing;
- Developing industry partnerships;
- Securing access to capital;
- Recruitment; and
- Process and systems design.

This analysis also suggest that the study will also make a useful contribution to the literature on micro-business development by exploring the issues faced by the entrepreneurs who participate, and how they address them, with a specific focus on how this links to familial influence.

1.8 Structure of the Thesis

1.8.1 Chapter 2: Literature Review

This chapter critically reviews and evaluates the existing literatures relating to the core themes of the thesis in an effort to enable a clearer understanding of previous research.

1.8.2 Chapter 3: Research Methodology

This the chapter explores the philosophical foundations on which the thesis will be based. It will show how this underpins the methodological and analytical approaches and discuss how considerations of objectivity and ethics and have been addressed. Finally, it will use all of this material to shape the method which will be presented for consideration.

1.8.3 Chapters 4 - 6: Case Study Discussions

These chapters explore the case study material in an effort to understand the ways in which the events therein can be interpreted to address the research questions. The main focus on this work will be to analyse the data provided by participants within the case study, that said a limited number of inter-case comparisons may also be presented where this helps to develop the readers understanding of a theme or idea.

1.8.4 Chapter 7: Cross Case Analysis and Discussion

This chapter presents thematically organised cross-case comparisons through which ideas and experiences from the proceeding chapters will be analysed in an effort to develop more structured insights that will address the research questions.

1.8.5 Chapter 8: Conclusions

This chapter draws together the response to the research questions from chapter 7 to highlight the contributions of the thesis and the implications herein for further scholarship in the field.

Chapter 2: Critical Literature Review

2.1 Introduction

This chapter critically reviews and evaluates the existing literatures relating to the core themes of the thesis identified in Section 1.4: families, entrepreneurs, and ventures. This will enable a clearer understanding of previous research to be evaluated and provide a sound basis from which to expand and develop the study.

Each of these themes are substantial bodies of literature in their own right, epistemologically distinct with their own ontology, syntax, and artefacts. However, as the previous chapter established, they are also deeply interconnect forming a complex web of ideas, which span an expansive area of research.

To effectively navigate a territory of this size and efficiently map its key features, it can be helpful to adopt a lens (Rorty, 1981) through which to interpret the landscape. In this investigation that will be family embeddedness (Aldrich and Cliff, 2003) in the context of family entrepreneurship (Randerson et al., 2016).

Aldrich and Cliff's (2003) widely cited⁹ paper presented a persuasive argument that the scholarly study of 'families' and 'businesses' has been artificially separated by researchers as they sought ways to differentiate their own identities and develop their careers. Moreover, the authors argued that this approach had 'blinded scholars to the significant causal processes connecting family systems and entrepreneurial phenomena' (Aldrich and Cliff, 2003 p375.) and, that an embeddedness perspective would provide the greatest opportunity for further ontological developments.

As evidence of the range of positions that academics had adopted Aldrich and Cliff offered comprehensive reviews of both entrepreneurial and family business literatures highlighting areas of similarity and difference while noting overlaps and contradictions. In doing so they explored avenues for the development of their new perspective which led them to conclude that, while the socially embedded nature of entrepreneurship was broadly recognised, academics had neglected to explore this

⁹ 2075 Citations via Google Scholar as of 31.07.20 [<https://bit.ly/3gg2Woj>]

in the context of the family and, that this had persisted even when evidence of the family's role was established. Furthermore, they noted the changing nature of family systems and that the effects of this were also poorly understood.

In the decade following the publication of their paper a small number of academics began to develop inquiries that were influenced (directly or indirectly) by this work, these included Heck et al.'s (2008) work to define family entrepreneurship as an emergent field, Nordqvist and Melin's (2010) or Uhlaner et al.'s (2010) explorations of the entrepreneurial families and entrepreneurial family businesses, Campbell's (2011) calls for research which better explored the emotional resources and shared familial values, and Nordqvist and Zvelleger's (2010) work on transnational entrepreneurship, to cite a few key examples.

More recently, Kathleen Randerson, Cristina Bettinelli and Alain Fayolle along with several other co-authors have begun to draw this work together in an attempt to formalise family entrepreneurship as a distinct research agenda which integrates entrepreneurship, family, and family business theories (Bettinelli et al., 2014; Randerson et al., 2015; Bettinelli et al., 2017; Randerson et al., 2019). The intention of this work was to establish a position which would support the development of new evidenced-based insights across the three areas. To date, the relative success of this approach is debatable, there are certainly articles which continue to explore this agenda and move it forwards (Hanson and Keplinger, 2020; Discura Cruz et al., 2020). However, there are also articles which apply the term but draw little to no link between their work and this literature (Seamen et al., 2016; Ratten et al., 2017; Discura Cruz and Basco, 2018). Given the implications of this work across three broad fields of scholarship it is perhaps surprising that there are only a few authors who have chosen to champion its development. That said, this may also be reflective of the field's relative youth.

In this thesis the author intends to build on the work of Aldrich and Cliff (2003), Heck et al. (2008), Campbell (2011), Bettinelli et al. (2014) Randerson et al. (2015) Bettinelli et al. (2017) and Randerson et al. (2019). Applying a family entrepreneurship perspective to locate entrepreneurs not, as secluded decision makers, but as actors, who are embedded in complex networks of familial social

relations (Aldrich and Zimmer, 1986). In doing so the author will explore the areas of interest outlined in Sections 1.3 and 1.7 to address the calls for new knowledge from Bettinelli et al. (2017) which were outlined at the end of Section 1.2.

2.2 Approach

Due to the breadth of the field, any exploration of these phenomena meant reviewing a wide range of literatures. To arrive at this model the family entrepreneurship literature was explored (Bettinelli et al., 2014; Randerson et al., 2015; Bettinelli et al., 2017; Randerson et al., 2016) and, from this, emerged the research questions noted in section 1.3 and several key topics: family business, family composition, the process of entrepreneurship, along with culture and identify. As research into these areas developed a number of additional themes emerged which the author also felt it relevant to explore, these included: kinship, network theory, social capital, and entrepreneurial teams.

The process of collecting literature to review was mainly iterative and started with a focus on academic literature from peer reviewed sources. This was collected via a search of databases including Science Direct, Emerald and ProQuest. Searches were restricted to the exact phrase and/or a combination of phrases based on the topics previously identified, searches were also restricted to recent materials (written within the preceding 5 years) to ensure their relevance.

Papers were reviewed based on their abstracts and those that were deemed to contain useful insights into one or more of themes were indexed for use in the review. This process also highlighted older works; or, pieces contained in books, reports, and conference proceedings that previous searches had not captured. These were collected, reviewed and index in a similar fashion.

As the thesis developed, new topics emerged¹⁰, in these instances the same processes were applied and this work was either incorporated into this review or, the relevant chapter.

¹⁰ An example of this being the emergence of religion as an important element of some familial structures from Chapter 5 onwards.

2.3 Structure of the Review

The rest of the chapter will open with a review of family business theory to illustrate the challenges inherent in this literature with a specific focus on the ways in which families are defined. It will then move to an exploration of family form, formation, culture, and identification (kinship) before moving to posit some initial ideas about the manner in which families could be defined in later chapters. In Sections 2.9-2.11 the author will explore several related concepts including network theory, social capital and identity which will likely have implications for the study. In Section 2.12 the chapter will explore the process of entrepreneurship to establish its interpretation in this thesis and, finally, in Section 2.13 it will review the concept of entrepreneurial teams with a specific focus on the similarities between this construct and a family unit. Each section will link back to the research questions in an effort to explore how ideas developed therein will help to address them.

All this work will generate several implications that the study will explore in Section 2.14 in an effort to validate the research questions and the direction of the study. This will then be followed by a presentation of the methodology.

2.4 Family Business

Family business research describes a large, diverse body of academic thought encompassing work from economics, psychology, and the social sciences. This profusion of literature has generated a variety of possible definitions through which one can interpret that nature of a family firm.

Until recently, the most thorough review of this literature had been presented by Chua, Chrisman, and Sharma's 1999 review of 250 papers in the family business literature which, resulted in the presentation of 21 unique definitions (p21.) The authors then reviewed these and made three observations as to their similarities and differences:

1. With a few exceptions (Davis, 1983; Handler, 1989; Dreux, 1990), the definitions do not differentiate between governance and management;

2. Some definitions require controlling ownership or family management alone (Babicky, 1987; Gallon and Sveen 1991; Lyman 1991) while others require both ownership and management (Pratt and Davis 1986; Holland and Oliver 1992); and
3. While some definitions do not require family ownership those that do imply explicitly or implicitly that the family retains a controlling stake in the ownership of the firm (Chua et al., 1999).

Based in these observations the authors identified three common combinations of ownership and management in the literature (Chua et al., 1999 p20.):

1. Family owned and family managed;
2. Family owned but not family managed; and
3. Family managed but not family owned.

This led them to conclude that ownership by a nuclear family was by far the most common factor and that, beyond this, there was 'significant disagreement' (Chua et al., 1999) about what constitutes a family firm.

Following from this, family ownership as a defining characteristic of the family firm was further developed by several authors, notably Westhead et al. (2001) building on their previous work in Westhead and Cowling (1998). As part of this exploration of management and ownership imperatives in the UK the authors proposed a conditional definition of the family firm:

'...more than 50% of ordinary voting shares are owned by members of the largest single-family group related by blood or marriage and the company is perceived by the chief executive/ managing director/chairman to be a family business.' (Westhead et al., 2001 p370.)

This definition was interesting because it specifically defined ownership by voting shares, allowed for the involvement of several family groups, and introduced the perception of the controlling individual as a factor in reaching any definition.

Later, Astrachan and Shanker (2003) combined elements of both these pieces of work into their model of a 'Family Business Universe' (p212.) Here, a series of concentric ovals represent differing levels of family involvement in the firm. These range from the highly inclusive outer ring, which only requires some form of family participation in the business's direction, through a middle ring which is characterised by family control, to a core where multiple members of the family work within the same business and have a significant impact on both the management and strategy of the firm.

Interestingly, the authors also accepted that these levels may be transitional and that an entrepreneur who creates a business may find themselves moving between the rings (in either direction) as the company develops. For example, a person who starts a business and then employs their spouse, or child, to help them might move from the outermost ring to a more central position. Consistent with their previous work (Shanker and Astrachan, 1996; Astrachan et al., 2002) and, unlike most other researchers in this field at this time, the authors were also careful to bypass a direct definition of family in an attempt to avoid what they believed to be an artificial dichotomy of family vs. non-family (Astrachan et al., 2002 p46.) which they felt was unhelpful and limiting for the field.¹¹

In doing so they touched on what was, perhaps, the greatest challenge for family business as a distinct area of academic research. The inability to agree on an accepted definition to distinguish between family and non-family firms (Miller et al., 2003).

In an attempt to draw this boundary researchers have directed their effort towards finding something which makes the field unique, some, such as Anderson and Reeb (2003) have focused on the distinctiveness of family firms when compared to nonfamily ones. However, to date, none of these reviews have developed a distinct set of variables which separate the two classifications (Sharma, 2004).

¹¹ See also Dyer (2003)

This inertia perhaps explains why more researchers are now echoing Astrachan and Shanker's (2003) and Dyer's (2003) position that family firms are not a distinct, homogenous group. Instead, there is a growing consensus that most firms have elements of family involvement in their creation or management, leading to significant variation in their composition and nature (Dekker et al., 2012; Chua et al., 2012; Nordqvist et al., 2014).

In a recent effort to understand the factors which define these differing forms of family business, Hernández-Linares et al. (2017) explored 258 definitions of family firms written between 1964 and 2014. From this work the authors identified eight common conceptual elements (p8.) including:

1. Ownership;
2. Management;
3. Continuity;
4. Culture;
5. Governance;
6. Strategy;
7. Self-definition; and
8. Employ [sic].

Of these, ownership, management, and continuity were the most often utilised and the authors suggest that these should form the basis of a workable taxonomy to explore the heterogeneity of the field which could be applied later in the thesis.

Based on the work herein, it is certainly possible to argue that a family business is one where a controlling interest is owned by a family who also staff the majority of senior roles. Perhaps, therefore, the challenge is defining what a family is. This is evident even in recent works such as Hernández-Linares et al. (2017) wherein the authors suggest an 'inclusive' (p11.) definition of family based on who a group identifies as its members. While this in line with other academic perspectives (Cheal, 2002; Furstenberg, 2005) it implies that families, in this context, are a homogenous group, a viewpoint which is increasingly being challenged by other academics (Hofferth and Goldscheider, 2016; Jaskiewicz and Dyer, 2017). To explore this the chapter will now move to review literatures which discuss family composition in an

effort to better define families so that their nature and heterogeneity can be more clearly established.

2.5 Family Composition

The struggle to realise a definition of 'the family' is reflective of the development of anthropology as discipline; functionalists, structuralists and post-structuralists have all provided varied conceptual models each questioning the latter's relevance and application.

Functional definitions of the family are some of the oldest, they draw on historic precedents to apply tight boundaries to the family group defined by biology and marriage. For functionalists, the primary role of the family unit is the rearing and socialisation of children performed by members enacting traditional gender roles.¹²

The most recognisable exponent of this perspective is anthropologist G.P. Murdock who, in 1949, drawing on the emerging language of the atomic age, coined the term nuclear to describe what he believed to be the ideal form of a family:

'...a social group characterised by common residence, economic cooperation and reproduction. It includes adults of both sexes, at least two of whom maintain a socially approved sexual relationship, and one or more children, own or adopted, of the sexually cohabiting adults. The family is to be distinguished from marriage, which is a complex of customs centring upon the relationship between a sexually associating pair of adults within the family...' (1949 p2)

As part of his study into social structure Murdock examined 250 societies and concluded that some form of family which shared these characteristics existed in each case. He therefore extrapolated this to establish the universality of his construct as the most satisfactory way for humans to conduct family relationships.

Early structuralists such as Margaret Mead had a complex relationship with the nuclear family model; on the one hand they re-affirmed its importance in an American context (Heyman and Hyeman, 1965) while, on the other hand, they were exploring

¹² See Malinowski (1922), an ethnographic example of this position.

contradictory patterns of family construction and co-habitation based on tribal and aboriginal models (Mead and Calas, 1953). It would seem that in their search for general characteristics they found it difficult to identify ways to transpose models of behaviour from other cultures into their context to form a cogent criticism. This meant that, more often than not, they settled for criticising the universality of Murdock's model not its functional components (Spiro, 1951; Gough, 1968).

One interesting reason for this difficulty has been posited by researchers such as Nicholson (1997) who have argued that the 1950's nuclear family was itself a new model rather than an established universality. In his work Nicholson pointed to the traditions of household intergenerationality which had been prevalent prior to the nuclear era and discussed how they had been eroded by war, industrialisation and/or urbanisation leaving households which only contained spouses and two to three children. When considered alongside the rapidly changing social structures of the 1950s and 60s (Hendrix, 1975) it is possible to understand the contextual challenges faced by the early structuralist and why their work did not lead to more definite criticism of the functionalist stance.

As the feminist movement gathered pace in the 1970s more structured criticisms of the nuclear model did emerge. Researchers such as Oakley (1974) strongly disagreed with Murdock's view that all societies had similar gender roles and, with the implication that these were inevitable, desirable, and universal in the context of the family. She re-examined his data, finding that he had ignored societies in which traditional gender roles were reversed or shared by both sexes.

This work was further developed by Hendrix in his 1975 article 'Nuclear Family Universals: Fact and Faith in the Acceptance of an Idea'. Here, Hendrix provided a comprehensive review and re-testing of Murdock's data alongside a detailed discussion of both the supporting literature and the academic environment. He concluded that the original findings were based on unclear definitions and poorly assessed data and, that as a result, many of its conclusions were at best unsafe.

As the century progressed it became evident that the 1950s was both the golden era of the nuclear family and the starting point of its decline (Silva and Smart, 1999). Driven by social changes such as the gender equality movement, an increasing

divorce rate and the legalisation/normalisation of non-traditional sexual relationships the family model found itself a construct in flux, challenged constantly to address more new forms of familial relationship (Edwards 1991; Stacey 1991).

This acted as a trigger for the emergence of a range of perspectives on the family which can be broadly categorised as post-structuralist (Borch, 1994; Larson and Starr, 1993; Starr and MacMillan, 1990; McDaniel et al., 2005). While work in this domain can be diverse it typically eschews traditional models and, instead, the concept of the family is used as a way of representing and ordering a range of social relationships (Holstein and Gubrium, 1999; Cheal, 2002; Furstenberg, 2005) which have been identified as familial by a particular individual or group of individuals, echoing the definition proposed by Hernández-Linares et al. (2017).

These dynamic constructs represent a paradigmatic shift from being a family in the traditional nuclear sense to doing or enacting familial roles in flexible social groupings. In this model, family roles can be enacted by individuals who are physically, financially, or emotionally supportive of each other, regardless of their biological or marital relationship (Pequegnat and Bray, 1997; Pequegnat and Szapocznik, 2000; Cheal, 2002).

This shift has triggered a debate about the usefulness of the concept of the family as a category of analysis across a broad range of academic disciplines (Morgan, 1995) with some theorists going as far as to state that it cannot be defined (Bernardes, 1985; 1997; 1999) and therefore should not be utilised. There is, however, ample literature to suggest that even in this changing landscape the family as a unit is still relevant and, individuals still define particular elements of their lives as 'family life' (Finch and Mason, 1993; Morgan, 1996) albeit encapsulating a more diverse range of relationships.

One possible framework for organising these relationships is proposed by Furstenberg (2005), his family model bridges being and doing by recognising that individuals may exist within families both through their own and, through others identification. For example, a person may perceive themselves as being in one family while also doing something which aligns them to another. Knowledge of this and/or consent is not explicitly required because it is the perception of the person who

makes the identification that matters. Membership of these familial groups can be based on: 'blood, legal ties, adoption and informal ties including fictive or socially agreed kinship' (p 810). This also, importantly, implies that people can be members of multiple family groups at the same time (Jaskiewicz and Dyer, 2017), an observation that the thesis will return to in section 2.7.

This definition is significant as it begins to present a foundation on which an understanding of family as a concept can be based, while also implying heterogeneity in its identification of different family groups. That said, it also highlights an additional avenue of enquiry which must be explored, kinship and its role as the language of family identification.

In the next section the thesis will move to explore kinship and its implications before returning the topic of families more directly to address exactly how this will be approached and how the heterogeneity of family models could be explored.

2.6 Kinship

The study of kinship terminology emerged almost wholly from the work of Lewis Henry Morgan (1871) in his book, 'Systems of Consanguinity and Affinity of the Human Family', he adopted a functionalist stance and attempted to systematise the use of kinship terms. In doing so, he identified six basic patterns of kinship terminologies which he argued reflected different types of distinction between individuals and groups. Furthermore, he proposed that these sets could, themselves, be organised into two broad groups which described their application: descriptive or classificatory.

When used descriptively a kinship term can only represent one type of relationship between two people. A classificatory term, however, represents the application of one term to describe a range of different types of relationships on the basis of sometimes abstract rules. An example of this would be sister (a descriptive term) vs. cousin (a classificatory term) the latter being used to describe a range of relationships which can be broadly classified as cousins but, which can be described utilising a range of descriptive terms i.e. my uncle's son.

Through his research Morgan did identify some flexibility in the application of this terminology outside of his six patterns. One interesting observation was that a descriptive term in one society can become a classificatory term in another e.g. mother. He also noted that some societies do not share classificatory terms i.e. cousin, instead they have separate phrases to refer to an individual's mother's sister's children and father's sister's children.

This work laid the foundations for the notion of kinship as a system which dominated the anthropological studies of societal behaviour in the early part of the 20th century. Both the functionalists and the early structuralists subscribed to this systematisation, proposing generalisable rules for kinship (Lenhard, 2015). The functionalist positions, developed directly from Morgan's work, produced other classifications and types (Fortes & Evans-Pritchard, 1987). While Lévi-Strauss and his contemporaries in the structuralist school developed theories which coalesced around the notion of binaries (often pairs) grounded in a mathematical language.

This structuralist perspective might seem as constrained as the functionalist. In Lévi-Strauss's own work (1963), for example, families exist as paired groups who live in a form of symbiotic opposition allied by the need to exchange items and members of the group.

Yet, others such as Edmund Leach (1961) argued that kinship provided a more flexible vernacular, both in its definition of groups and its construction of meaning, though which these groups could be understood. This triggered deep debates within the anthropological community as to whether kinship could be reduced to general rules or whether it was a more fluid construct.

It was the work of David M. Schneider (1968-1984) that would categorically reposition the study of kinship and its terminology. He criticised the universal 'blood is thicker than water' (1984 p84.) approach adopted by many anthropologists as a reductionist form of western ethnocentrism and concluded that, due to the flawed nature of prior studies, which he believed left many assumptions untested, anthropology's approach to kinship, be it functionalist or structuralist, was based on faulty foundations. Schneider himself asserted that there was a difference between the idea of social relationships as intrinsically given or, being, resting on 'biogenic'

(Schneider 1984 p72.) connections and a social relationship created and maintained by a process of interaction, or doing.

This work and Schneider's broader critiques are widely acknowledged as a turning point in anthropology's study of human social relationships (Carsten, 2000). New models which have emerged since, nurture kinship for example (Thomas, 1999), have developed the concept of kinship as fluid, flexible and adaptable idiom where, the importance is, again, placed on individuals acting as a family to support each other (Pequegnat and Szapocznik, 2000), not being placed within one by chance of birth or marriage. Herein, individuals apply kinship terminology as they feel appropriate to identify members of their group and their roles (Greve and Salaff, 2003).

Examples of this changing application of kinship and its terminology can be seen in a range of contexts, one is use of the language to designate individual members roles in groups, encoding a deeper degree of social solidarity in their membership. Gilroy (2004), who explored this in the context of adolescent gangs in the UK, describes this as a type of insider status which replicates some of the elements of the family for the members of the group.

Kinship, therefore, is the linguistic mechanism through which familial membership can be understood. Furthermore, the position of many researchers who study kinship echoes that of those studying family composition. Social groups, such as families, that exist through interaction and individual identification have just as much relevance as those that exist because of a biological or marital relationship.

Based on the evidence in Sections 2.5 and 2.6 this thesis will now present a position on the family and, in doing so, address familial heterogeneity and how an understanding of these issues can be reached that will position the author to develop new insights in subsequent chapters which should position the thesis to address the first research question.

2.7 Toward Defining Families

This chapter has, so far, established that the notion of a family, as a unit, is difficult to define and that this creates challenges when trying to explore the effects of these structures. Having illustrated this, it then moved to explore how definitions of family

have developed by focusing on an individual's identification of a family (though the use of kinship terminology) rather than the application of a priori categories. It also noted that families are increasingly viewed as heterogeneous rather than homogeneous and that this is an area which appears to have some scope for development in the context of exploring how families effect entrepreneurs and businesses.

In this section the author will attempt to bring these insights together to address how families will be defined moving forward and, how the issue of family heterogeneity will be dealt with in the thesis.

To define a family group, it seems sensible to start from the position that models of family are now more fluid and flexible, and that any definition should allow for the exploration of how a range of socially connected individuals can form a family group through action and the application of language (Cheal 2002; Gilroy 2004; Furstenberg, 2005).

These family groups are defined by their members (Thomas, 1999), generally, from the perspective of an individual within the group (Greve and Salaff, 2003; Hernández-Linares et al., 2017). The group itself can be formed from a variety of social, biological, and marital relationship (Cheal, 2002) and, its formation is predicated on the provision of support for one or more of the members (Pequegnat and Szapocznik, 2000)¹³. The group identifies members through the application of kinship terminology which encodes roles and status (Gilroy, 2004) and, it is possible for individuals to belong to multiple family groups, even without their express consent (Furstenberg, 2005; Jaskiewicz and Dyer, 2017). This means that families are, potentially:

1. Defined by individuals based on their own perspectives and needs;
 2. Formed from a variety of social, biological, and marital relationships;
 3. Identified through the application of kinship terminology to define members;
- and

¹³ The nature of this support will be explored across sections 2.9 and 2.10.

4. Pluralistic in nature.

Furthermore, it would appear that Family groups could be viewed as either organisations or norm circles (Elder-Vass, 2010; 2012) and this is a question which the thesis will attempt to investigate in Chapters 4-7

Although this definition implies heterogeneity between family groups, it does not explicitly explore how these differences can be described or categorised. Fortunately, recent work by Jaskiewicz and Dyer (2017) in the family business domain provides a useful framework to investigate family heterogeneity which the thesis will apply in later chapters.

In their paper, 'Addressing the Elephant in the Room: Disentangling Family Heterogeneity to Advance Family Business Research', the Jaskiewicz and Dyer present a comprehensive review of literature drawn from a broad range of family and family business sources to explore the issue of family heterogeneity. From this they identify four recurring themes through which differences in families can be investigated:

1. Structure, this refers to the physical composition of the family, the authors suggest that studies should seek to explore how different familial structures effect individuals and businesses.
2. Function, this introduces resources, both emotional and physical which the family can provide to support its members. The author's suggest that studies should investigate the resources that families can provide, and how differences in access to resources might affect individuals.
3. Family (member) Interactions, this scrutinizes the ways in which family members interact and the effects this has on business systems. It draws particularly on three theories which explore the links between family interactions and outcomes:
 - a. Family Communication Patterns Theory (FCPT), explores the relationship between conversation and conformity. Citing a number of

sources¹⁴ the authors note that higher levels of conversation and lower levels of conformity tend to be associated with the development of successful family business leaders;

- b. Parental Control Theory (PCT), work in this area evaluates the ways in which four different parenting styles: authoritative, authoritarian, indulgent permissive and negligent permissive effect children's development. Studies applying a PCT perspective can provide insights into the formation of identity, decision making and conflict management; and
 - c. Intergenerational Solidarity Theory (IST) assess the strength of relationships between parents and adult children. There are six dimensions which affect IST: affect, association, consensus, function, norms, and structure. IST research in this context explores the cohesion of the family unit and its impact on firm outcomes.
4. Family Events, this focuses the investigation of moments in the family's development and how they affect the structure and function of the family unit. The authors cite a range of examples grounded in Hill and Rodgers (1964) model of the life cycle stages of families including births, marriages and divorces and discuss their established impacts. However, they close by noting that these ideas have not received significant attention in the family business literature.

These themes, coupled with 4-point the definition put forward by the author earlier in this section, are the base from which the thesis will assess the nature of the family groups it encounters in an effort to address the first research question.

2.8 Culture

In section 1.4 the thesis introduced the concept of culture as a force, one which underpins the development of behaviours. This is based upon the work of Elder-Vass for whom culture, in its simplest form, is expressed through the sharing of

¹⁴ See Jaskiewicz et al. (2016) for an overview of FCPT.

values and norms shared between individuals through norm-circles and, organisations (Elder-Vass 2010; 2012).

This is very different from definitions of culture commonly encountered in family or, organisational literatures; in these contexts, one would expect to read about values, but also artifacts, perspectives, opinions, and assumptions all labelled as culture (Schein, 1985; Dyer, 1986). The reason for difference is, that for Elder-Vass and his contemporaries these are (mostly) the outcomes of culture in action (Archer and Elder-Vass, 2011); the tip of an ontological iceberg.

To better illustrate the challenge of defining culture, Elder-Vass, in his 2012 book *The Reality of Social Construction*, critiques the position presented by Margret Archers work (1998; 1995) which, describes culture as a morphogenic cycle with three distinct stages. First, the individuals are conditioned by a prevailing culture, they then act, and by acting they contribute to the development of the culture, providing a starting point for subsequent phases of the cycle. As the process repeats cultures develop, change, and adapt based on the actions and interactions of the those involved.

For Archer, this is immaculate conception of cultural activity is possible because, culture 'is constituted by the corpus of existing intelligibilia - by all things capable of being grasped, deciphered, understood or known by someone' (Archer, 1988 p104.) These intelligibilia are material artifacts - films, documents, papers, books, and recordings all of which, Archer (and others¹⁵), perceive as having the potential to transfer ideas that hold cultural meaning. Therefore, in this perspective, as in many others, culture can exist as an external entity, encoded in artifacts which have the potential to condition individuals.

The challenge, from Elder-Vass, is not that the cycle itself is inherently flawed. Instead, he focuses on its trigger, the intelligibilia, his critique of these material artefacts is based on their nature, and their ability to contain ideas through which an individual can become conditioned. To illustrate this issue Elder-Vass explores the

¹⁵ See Popper (1979) for a detailed overview of the antecedents of this perspective and Bloor (1974) for a critique of Poppers position.

nature of the artefacts and notes that while cultural meaning can exist as a property of a material object this is very different from culture as an idea that can influence behaviour and activity.

In developing this argument Elder-Vass notes that the material artefacts themselves contain only 'marks on paper' (Archer and Elder-Vass, 2011 p100.) which can be understood and interpreted by an individual. While this may be a representation of an idea it is not the idea itself. The inception of the idea happens, instead, in the human brain, this may be triggered by the material of which the artefact is comprised, but the material itself (either in a singular or collective form) is not the idea.

Instead, Elder-Vass (2012) suggests that it is individuals who conceive of the idea of culture, and condition others through social structures. This process is detailed at length across his writings on the topic (Elder-Vass 2010; 2012; Archer and Elder-Vass, 2011) but can be summarised as a five-stage cycle of indoctrination, internalisation, conformity, endorsement, and enforcement. Individuals can, of course, make choices about the norms they internalise, but in rejecting a norm they may risk ejection from the structure, and it is this mechanism which Elder-Vass believes 'produces a tendency among individuals to conform to the norms they espouse' (Archer and Elder-Vass, 2011 p101.).

For Elder-Vass this is culture; collections of interactions governed by norms and values which are transferred between individuals via social structures. When a norm or value passes between individuals in a particular grouping there is an opportunity for it to become part of the culture of that group. This is predicated on the norm being accepted during the transition but, assuming this happens, the precedent created by this initial positive transition will position the norm to be accepted by others. Over a period of time an increasing acceptance of the norm will formalise it as part of the behaviour of the group meaning that adherence to it will be socially enforced by the group at large.

Culture, therefore, as an idea, can only exist in the human mind, representations of culture can be created but they contain the potential to trigger an idea that might lead to culture, nothing more. That said, an idea can only become culture when it is accepted, endorsed, and enforced by a group meaning that culture, in this context

should be understood a 'socially enforced belief' (Archer and Elder-Vass, 2011 p 101.).

It is from this position that the thesis will seek to address the second research question, in an effort to understand how culture effects the process of entrepreneurship. That said, to better understand how these norms and values can be transferred in and through the group the thesis will now move to explore network theory, which presents one possible way to discuss this phenomenon.

2.9 Networks

Social network theories understand relationships as objects (nodes) and mapping descriptions (connections) which links those nodes, defining the relationship (Scott, 2017). The simplest of these relationships contain two nodes i.e. a husband and wife who are connected by their marriage.

The connections, or lack thereof, between nodes can be understood in a number of ways but this review will focus on three modalities which prior studies have established as having direct impacts on entrepreneurial processes.

1. The strength of the relationships (ties) (Jack, 2005);
2. The lack of connections (structural holes) (Aarstad, 2014); and
3. The reciprocity of the relationships (mutuality) (McKeever, Anderson, and Jack, 2014).

Prior to this study have been numerous investigations which have mapped general links between entrepreneurial activities and social networks (Birley 1985; Aldrich and Zimmer, 1986; Dubinin and Aldrich, 1991; Tjosvold and Wieker 1993; Hansen, 1995; and Zhao and Aram, 1995). In addition, there is a group of specific studies which have sought to link social network activity directly to key entrepreneurial process including: opportunity recognition (Koller, 1988; Hills, 1995), the identification and validation of business ideas (Burt, 1995; de Koning, 1999), access to resources (Ostgaard and Birley, 1994) and, the management of supplier and customer systems (Larson, 1992).

There are also a number of studies which have used network approaches in family business research (Milardo, 1982; Leslie et al., 1986; Milardo, 1987; Acock and Hurlbert 1990; Wellman, 1990; Stein et al., 1992; Burger and Milardo, 1995; Millardo and Allan, 2000) although these have predominantly focused on interactions between more traditional models of the family and their kinship or friendship networks.

This thesis intends to bring this literature to bear using the three modalities that it will now move to discuss as part of its effort to present a comprehensive investigation into family groups, their actions, interactions, and the impact of these on the process of entrepreneurship.

The concept of strong and weak ties is based on the work of Mark Granovette (1973) who, during his dissertation research, found that most men who participated in his study did not find jobs through close contacts i.e. people they interacted with frequently (strong ties) in their networks. Instead, they reported that they were uncovering opportunities through individuals who were at the peripheries of their regular social circles such as an old acquaintance at a reunion (weak ties). This led him to develop the hypothesis that it is only through weak ties operating as bridges to link individuals (Granovette, 1973 p1065.), that diverse information (opportunities) can be shared.

The theory of structural holes was formulated by Ronald Burt (1992) to address what he saw as the central problem of the weak tie hypothesis namely that '...there is no theoretical reason to expect a strong correlation between the strength of a relationship and the information benefits it provides' (p29.). Meaning that the causal agent in these cases is the phenomenon, the hole, not the weakness of the tie between them (Burt, 1992).

In Burt's work a structural hole exists when there is a lack of direct contact between two or more people in different networks. These chasms create an opportunity for competition because significant value can be realised by acting as a broker, connecting these individuals, and bridging the gap (Burt, 1992; Cowan and Jonard, 2007).

In recent years evidence has accumulated both for and against the weak tie hypothesis. In some cases, weak ties are advantageous (Reagans and Zuckerman 2001; Rodan and Gallunic 2004), while in others strong ties seem to provide more benefit (Obstfeld, 2005; Lingo and O'Mahony, 2010). One possible way of resolving this contradiction has emerged in the form of diversity-bandwidth trade-off theory (Aral and Van Alstyne, 2011; Aral, 2016) in this model both diverse networks (with lots of weak ties) and networks with better flows of information or channel bandwidth (normally found in networks with more strong ties) can provide access to nonredundant information. The dependant factor as to which prevails is the information environment in which the individuals and the brokers are situated.

This is the genesis of what Aral terms 'Modern Weak Tie Theory' (2016 p1933.), this work focuses on connecting ties and holes; leveraging large-scale, micro-level granular data to explore social networks, communication, and knowledge transfer. These new sources of highly detailed information such as call-logs, email records, social media data, and citation networks are allowing theorists to understand the details of precisely how networks are structured, and information is transmitted in much greater detail than had previously been thought possible.

The relative strength of ties and structural holes in a network has obvious implications for entrepreneurial processes; utilising a tie or, bridging a chasm, potentially facilitates access to new, non-redundant information and resources which can support venturing activity (Aarstad, 2014; Adams et al., 2014). This view of entrepreneurial activity positions the entrepreneur and the process in which he or she engages in as being embedded in social situations (Anderson and Starnawska, 2008; Zahra and Wright, 2011; Gedajlovic et al., 2013) which entail collective participation and mutuality (Maurer and Ebers, 2006).

That said, mutuality and its role in entrepreneurial social processes has not been well articulated in the literature. The most recent work on the topic, which also happens to be one of the better realised pieces, by McKeever et al. (2014), suggested that 'social capital is a bounded medium and condition of mutuality, the extent and depth of which impacts on the way resources are articulated, given value, obtained and exchanged' (p 471). This means that the mutuality of a relationship has

an important role in generating and maintaining social capital (Putnam, 2000) by enabling the process through which connections are made and value is transferred between ties or, via brokers, over holes.

Mutuality in this form can be defined as: 'the quality of exchange of matter, energy and information' (Alderfer, 1977 p195). It represents the reciprocity of relationships, the degree of mutuality in these situations is determined by how and to what extent the relevant parties in a network express and accept both their own and others ideas and feelings (Alderfer, Kaplan and Smith, 1974), viewed as norms in the context of this study.

The research by McKeever et. al. (2014) suggests that this action of emotional transference is one of the key determinants in deciding if access, information, and resources can be transferred in a network. Put simply, if people are bound by a shared mutuality, shared norms, there is a greater reason for them to utilise their social capital to support others who share their own positions and ideas.

To explore this further a useful practical example of this can be found in Coleman and Ganong (1990). Here, the authors explore a family network triad which includes a mother, stepfather, and child. They note that there is likely to be a strong bond of mutuality between the mother and the child, and similarly between her and her new husband but, they suggest that the link between the child and the stepfather might have a weaker reciprocal bond.

The challenge, in this instance, is that the reasoning rests on a great deal of supposition. The relationship could, equally, have a strong reciprocal bond which may have positively affected the mutuality of the mother child relationship. This illustrates the difficulty researchers face in assessing only one phenomenon in a limited context; entrepreneurs, familial groups and their interactions likely exist in much more complicated formats. This highlights a challenge noted in McKeever et. al. (2014) that complex networks, comprised of multiple, possibly transient, relationships may require data from multiple participants, potentially over an extended period to make sense of the interactions and their ramifications.

One possible route through this complexity is to explore these relationships from a particular perspective, social capital theory, for example, is one option. With established roots in both entrepreneurial (Clercq et al., 2013; Stam et al., 2014; McKeever et al., 2014; Jaskiewicz et al., 2015) and family business (Hoffman et al., 2006; Arregle et al., 2013; Tasavori et al., 2018) literatures, this perspective can be viewed as an outcome of much of the theory which this chapter has already explored. For these reasons, the next section of the chapter will concern itself with an exploration of social capital theory to better understand what can be derived from this in the context of thesis and how this could be applied.

2.10 Social Capital

Research into social capital seeks to understand the value of networks (their capital) by combining long standing ideas in sociology and political sciences such as Durkheim's (1951) writings on social norms and the integration of society, and de Tocqueville's (1838) work on mediating institutions and social trust. The term itself is most commonly linked to either Pierre Bourdieu (1986) and his writings on the 'Forms of Capital', or James Coleman (1988) 'Social Capital and the Creation of Human Capital' (Karataş-Özkan, 2011).

In his 1986 work Bourdieu distinguished three distinct forms of capital: cultural, economic, and social the latter of which he describes as: '...the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalised relationships of mutual acquaintance and recognition' (p249.). However, some theorists such as Alejandro Portes (1998) believe that this is too instrumental, focusing on the advantages to possessors of social capital and the 'deliberate construction of sociability for the purpose of creating this resource' (p24.). Portes himself favours Coleman and his definition of social capital as 'a variety of entities with two elements in common: they all consist of some aspect of social structure, and they facilitate certain actions of actors...within the structure' (Portes A, 1998 p24.). For Coleman (Mirroring Elder-Vass) this ultimately means that individuals are embedded in a system of normative obligations created by social consensus. Individuals can draw on this system for help but in doing so may be obligated to respond to other ideas. This social capital is therefore, an intangible

resource held by a group or network (Hill, 2018) which facilitates any manner of action, but who benefits and to what degree is very much at the mercy of the individual and their own activity (Foley and Edwards, 1998).

Drawing on these elements it is clear that there is a broad acceptance of both what social capital is and how it operates: it is not something an individual can own (Robinson et al., 2002), it is a resource (Coleman, 1998) which exists in and through participation in relationships (Putnam, 2000), it is morally neutral (Coleman, 1998; Furstenberg, 2005) and access to it is mediated via mutual interactions in particular groups (Davidsson and Honig, 2003; Dakhil and de Clercq, 2004).

There are, however, areas of disagreement, the value of social capital has, for instance, been defined in a number of distinct ways including, the utilisation of other forms of capital (Burt, 1995), the ability to 'command scarce resources' (Portes, 1998 p12.), and network efficiency (Putnam, 2000). This difference in the perceived value of social capital is perhaps a reflection of the multidimensional application of the term (Grootaert, 2001; Grootaert and Van Bastelaer, 2002; Francisco and Francisco, 2007) focusing both on the benefits of social capital for individuals (Burt, 1995) and for society more generally (Putnam, 2000).

In Robinson et. al. (2002) the authors draw on an economic literature (Smith, 1976) to suggest that 'sympathy' (p6.) acting as a form of mutuality provides the best foundations on which to understand what social capital is and the value it has for both individuals and groups. The authors premise is that that sympathy toward an individual or group is the trigger which encourages another person or group to provide a benefit, or some form of preferential treatment. This can be applied across a range of dimensions but, it is very limited in its emotional range, and this is problematic when the available evidence suggests that there are many reasons which drive individuals and groups to share the social capital (Ba et al., 2001; Kankanhalli et al., 2005; Stewart and Gosain, 2006).

Exploring a broader mix of the disparate elements which define social capital, Frank Furstenberg (2005) proposed a family centred definition of which explains what it is, how it operates and the value which it provides in relation to both individuals and groups. To do so he focused on a broader application of the sympathy trope; instead,

characterising it as 'social goodwill' (p810.). In Furstenberg's definition this acts as both the agent of exchange and the pool of value which can be accessed to achieve a range of outcomes:

'The stock of social goodwill through shared social norms and a sense of common membership from which individuals may draw in their efforts to achieve collective or personal objectives' (p810.)

This seems to be a more inclusive conception, goodwill might include sympathy but, it also represents trust and forgiveness (Adler and Kwon, 2002), altruism (Stewart and Gosain, 2006) and recognition (Ba et al., 2001) all of which form part of a complex web of motivators to encourage, support and create normative obligations between individuals. Therefore, this definition presents a useful model of social capital which could be applied and operationalised to support an understanding of how it and, by extension, other network phenomena affect entrepreneurial processes and venturing behaviour.

These sections provide an understanding of some of the technical approaches to describing and exploring relationships which may prove useful in future Chapters. They also give some insights into social capital in groups, how it is transferred through networks and why, its application, and the value of this for individuals. By utilising Furstenberg's (2005) definition Section 2.10 also positions capital as an outcome of normative processes, and this is something that the thesis will explore in Chapters 4-7 which offers the potential to lead to insights that might address the second and third research questions.

Given that the thesis will explore the manner in which people will act within networks it is likely that this will touch upon issues of identity and the relationship between the individuals social structures and their identity. As such, the next section will move to discuss these issues and how they might be discussed in later chapters.

2.11 Identity

The concept of identity is perhaps one of the most investigated areas in the social sciences (Stryker and Burke, 2000). However, the common use of this paradigm conceals a variety of philosophies, conceptions, meanings, and roles (Cornelissen

et al., 2007); even restricting this lens to ideas drawn from just sociology and social psychology there is still a daunting variety of options to be considered¹⁶.

In their 2004 paper, Stryker and Burke (p286.) present a useful summary of three distinct applications of the identity concept which are in widespread use across numerous disciplines:

1. In reference to the culture of a people, drawing no distinction between identity and, for example, ethnicity (Calhoun, 1994);
2. In reference to a common identification with a collectivity or social category (Tajfel, 1982) or, social movements creating a common culture among participants (Snow and Oliver, 1995); and
3. In reference to parts of a self-composed of the meanings attached by persons to the multiple roles they typically play in highly differentiated contemporary societies (Norman and Wiley, 1981).

In entrepreneurial studies there is a specific sub-set of literature which focuses on discerning the nature entrepreneurial identity which tends to focus on the second and third applications of the construct.

In a recent paper (2015) Lundqvist, Williams-Middleton and Nowell explored this field and provided a detailed summary of its development before presenting how, through a reflexive process of interaction with the creation of new value, nascent entrepreneurs developed their entrepreneurial identity. What is particularly interesting about this paper is that it heralds a shift away from instrumental, deterministic ideas of identity formation toward a concept which is dialogic (Bruyat and Julien, 2001) and socially embedded (Donnellon et al., 2014).

This would mean that identity, in this context, is both a linguistic (Bucholtz and Hall, 2005) and social phenomena (Marcia, 1980) which must be expressed through, practice (Haslam and Reicher, 2006) and is reflexively negotiated (Van Kleef G.A., et. al., 2007) in this process (Giddens, 1991). Furthermore, these negotiated social

¹⁶ See Cerulo (1997) for a detailed summary.

identities are at the same time individual, organisational, and corporate (Haslam et al., 2003 p3.).

Another interesting perspective is provided in Griebel et al. (2014) whose work explores the idea of identity salience. Again, in this model, identities are formed through social interaction and negotiation, the key difference is that the individual pursues the entrepreneurial identity because it aligns with other elements (norms and values) of their identity. Furthermore, Greibel's perspective suggests that individuals will choose entrepreneurship, often over other options to achieve this alignment.

These two views summarise what often becomes a chicken-or-egg debate as to the manner in which entrepreneurial identities are formed. Is it nurture and exposure, perhaps in a family setting which leads to entrepreneurial action or, is it that the individual has chosen to pursue an entrepreneurial identity for other reasons such as alignment to deeply held values and norms? This is something that will be explored in subsequent chapters with a specific focus on the role of culture in family and any effects this might have on the process of entrepreneurship, in an effort to address the second research question.

2.12 The Process of Entrepreneurship

The term entrepreneur was first coined by Richard Cantillon in 1755, he described them as 'adventurers' who facilitate exchange in the face of uncertainty by buying in one place at a known fixed price in the hope of selling it later for a profit (p 8).

After Cantillon it was Francois Quesnay who presented the next realised assessment of entrepreneurial activity. His theories, published in 1758, focused on large scale farmers and added concepts of organisation and innovation to the mix of entrepreneurial abilities (Casson, 2010).

Then, in 1776 Adam Smith wrote his seminal investigation 'The Wealth of Nations'. Contrary to many presentations of his work Smith gave little direct thought to entrepreneurship as a concept however, he also did not dismiss it outright. Instead his work focuses on determining the ways that moral judgements about markets, trade and economic mechanisms could be formulated, and the implications of this.

Through this lens entrepreneurship was simply an unintended social consequence of market behaviour rather than a phenomenon in its own right.

This work would inspire many others, one of them being Jean Baptiste Say who, in the early 1800s is most often credited with being the first writer to apply the term entrepreneur, describing these individuals as people who shifted economic resources out of an area of lower productivity into an area of higher productivity and greater yield (Higgins and Meier, 1960).

These early theories laid the groundwork for the modern understanding of entrepreneurship and evidence of this can be seen in countless theoretical presentations but, it is their influence on two influential schools of thought; the German (represented by Joseph Schumpeter) and the Austrian (represented by Israel Kirzner) which has, perhaps, had the greatest effect on how the process of entrepreneurial activity is viewed.

In his 1911 theory of economic development, Schumpeter characterised entrepreneurs as daring spirits who created technical and financial innovations in the face of competition and falling profits (Schumpeter, 1934). Schumpeter was particularly interested in the new class of industrialists who emerged at the turn of the century, drawing on Marx he described their activities as acts of creative destruction (1942). However, while Marx used this concept to reflect on the self-destructive nature of capitalism Schumpeter gloried in it (David Harvey, 2010); this Schumpeterian creative destruction offered opportunities through disequilibrium which entrepreneurial individuals could leverage to generate profit with little consideration for its impacts.

Furthermore, the Schumpeterian view of entrepreneurs as ‘...motivated by the dream and the will to find a private kingdom... to conquer... to fight, to prove oneself superior to others’ (1934 p89) still impacts the portrayal of entrepreneurs today. It is one of the pillars which grounds the heroic perceptions of entrepreneurial action (Carr and Beaver, 2002; Ogbor, 2000).

Kirzner viewed the role of entrepreneur very differently to Schumpeter, he portrayed these individuals as alert profit-seekers whose activities would restore economic

equilibrium rather than disrupt it (Kirzner, 1973). In lectures Kirzner would famously use the analogy that the entrepreneur is a person who, '...upon seeing a \$10 bill in front of his nose, is alert to the existence of the money and leaps to grab it... The less alert [person] will take longer to see his opportunity and to take advantage of it' (Rothbard M, 1985 p281.). However, as Rothbard also points out this is a curious position as Kirzner provides no facility to deal with uncertainty or assets in his definition, all his entrepreneur needs to earn profits is '...alertness to profit opportunities' (Rothbard M, 1985 p282.).

Between them, these two schools contributed a number of important ideas to our understanding of 'who' the entrepreneur is; they are someone that acts on opportunities, uses economic resources, and innovates for profit. However, this could describe a broad classification of individuals, and it is this lack of a satisfactory functional explanation of the role of an entrepreneur that prompted Mark Casson (1982) to suggest that 'all the functions that need to be performed are already performed by someone else' (p13.). Casson instead defined the entrepreneur as 'someone who specialises in making judgmental decisions about the coordination of scarce resources' (ibid.; p 23.). In his work Casson makes a number of assumptive leaps and counterfactual presumptions, but at their core, there is an idea that the entrepreneur peruses a different direction to the rest of the market because they have a different understanding of the situation which they are able to leverage.

To some this might be likened to Kirzner's opportunity aware entrepreneur however, while Casson himself recognises the role opportunity plays in the entrepreneurship, he believes that the over conceptualisation of opportunity and its role in the entrepreneurial process is largely irrelevant (Alvarez et al., 2014). In Casson's view what sets an entrepreneur apart is their judgement through which they can realise competitive benefits (ibid.; p187.).

This is challenging because, since the publication of Scott Shane and Sankaran Venkataraman's seminal paper, 'The Promise of Entrepreneurship as a Field of Research' (2000), the concept of opportunity recognition and has become a dominant element of research. Which has resulted in a field that is deeply focused

on the social and institutional nature of entrepreneurial opportunity (Sarason and Conger, 2018).

However, it is arguable that this concept of opportunity recognition is more aligned to Casson's judgement focus than it may initially appear. In his original work Kirzner wrote about the entrepreneurial capability to act on opportunities as being an '...ability to notice, without search, opportunities that have hitherto been overlooked' (Kirzner, 1979 p48.). This as Lumpkin et al. (2001) observed is too static, as it assumes that opportunities exist to be found. More recent work, such as Randerson et. al. (2016) and Subbady et al. (2015) has explored both the philosophical and the material nature of opportunities and highlighted the role that knowledge and experience play in informing their exploration; this is the ability to make judgements, to '...sense an opportunity where others see chaos, contradiction and confusion' (Timmons, 1989 p1.), assess it and act upon that assessment (QAA, 2018).

There seems, therefore, to be an agreement that the first element of an entrepreneurial process is finding (through knowledge and experience) and leveraging opportunities based on judgement. Yet, for all its merit, this position is still steeped in a positivist worldview (Davidson, 2015) and, as Sarason and Conger (2018) clearly identify there are several other paradigms which offer lenses through which the relationship between entrepreneurs and opportunities can be understood.

In each case the theory offers an interpretation of both the ontology and epistemology of the entrepreneurial process which change the manner in which the relationship is understood. A pragmatist, for example, would argue that the relationship between the entrepreneur and opportunity can be best understood as actions and interactions with the natural world which present opportunities (Sarasvathy, 2003; Venkataraman et al., 2012); if these align with the entrepreneur's goals at a given moment, they will be able to act on them. A critical theorist, by contrast, might be interested in how the underlying structures of society have contrived to create a system in which acting upon an opportunity (in a given context) was necessary or beneficial (Dees, 2007). Finally, a researcher who adopted a social constructionism/sensemaking approach to their work would be interested in the

interpretation and reinterpretation of inputs through the which the opportunity is understood (Cornelissen and Clarke, 2010).

While all of these provide useful lenses through which to conceptualise the entrepreneurial process the thesis has already touched on a commitment to a realist social constructionist position. This is closely aligned to the ideas of critical realism which has provided the foundation for recent studies into actualisation as a way of understanding entrepreneurial opportunities and their engagement (Ramoglou and Tsang, 2016; Ramoglou and Tsang, 2017). In this model, opportunities do not exist in some metaphysical form waiting to be discovered, they exist as 'unmet or possible market demand that can be actualised into profit by means of entrepreneurial activity' (Ramoglou and Tsang, 2017 p71.) which is applied to innovate the product, service, or business model (Zhao, 2005). This is judgement in practice, the entrepreneur uses their knowledge and experience to make predictions about consumer behaviour/demand on which they will base their decisions. While the outcomes of this process may be unpredictable and may merit further interpretation (Vogel, 2017) that does not make the process of arriving at them any less valid (Ramoglou and Tsang, 2017).

If one applies this model then it would be reasonable to suggest that an explanation of the entrepreneurial process should not start with the opportunity but, instead, with the entrepreneur who utilises their knowledge, experience, and judgement to identify opportunities (unmet or possible demand) which can be actualised into profit. That said, profit in this instance seems too deterministic for three important reasons:

1. Not everyone who creates ventures does so to generate wealth (Shane, 2009) for themselves or their business (Janssen and Bacq, 2017);
2. Entrepreneurs may prioritise other factors such societal impact (Alberti and Varon Garrido, 2017) or growth (Mankins, 2017) over profit; and
3. In multisided models financial outputs, may not be realised solely from the consumer (Muzellec et. al., 2015).

Based on this reasoning it might be better to suggest that entrepreneurs do not create profit, they create value (Bruyat and Julien, 2001; Lackéus et. al., 2016) which

people are willing to transact capital to own, access or utilise. In this model both the value and the capital can take many forms: economic, social, cultural, ecological, or emotional (Hindle, 2010) while profit comes from the translation of the transacted capital. Given these insights it might be better to suggest that: entrepreneurs utilise their knowledge, experience, and judgement to identify opportunities which can be actualised, through innovation, into value for a customer which in turn generates profits for the entrepreneur.

While this model helps us to conceptualise a process through which value is created for customer it does not address how this is resourced. It is well established that entrepreneurs need means to realise the actualisation of opportunities (Morris, 1998; Erikson, 2002; Firkin, 2003). These are developed throughout the entrepreneur's life and, research suggests that access to them may be dependent on the individual's knowledge and experience (Jayawarna et al., 2014).

To date, much academic work interested in this area has taken its lead from the resource-based view of the firm (Barney, 1991) focused on the application of different forms of capital and their importance in creating a system which can support venturing behaviours (Brush et al., 2001). There is also a group of studies which have explored the support structures and facilities that families provide which enable venturing behaviour (Stewart, 2003). These include, among other things, access to resources and capital (Brush and Manilova, 2004; Reynolds et al., 2004), information, social support, and mentoring (Renzulli et al., 2000) and, staffing and clients (Anderson et al., 2005). A review of this work, and section 2.10. leads to the identification of 5 distinct categories of resource which are available to entrepreneurs that may be required to actualise the opportunity into value, these include:

- Economic - financial capital which the entrepreneur can access (Aldrich and Waldinger, 1990; Steier and Greenwood, 2000);
- Natural - access to agricultural land or other natural ecosystems that can facilitate goods and/or services (Barbier, 2019);

- Social - relationships with other individuals through which the entrepreneur receives insights, opportunities, and knowledge (Burt, 1995, Furstenberg, 2005);
- Human - the skills and abilities that the entrepreneur possesses including charm, wit, and intelligence (Aldrich et al., 1998); and
- Cultural - the entrepreneur's accumulated knowledge and behaviours which foster a sense of identity with their peers (Jayawarna et al., 2014).

These forms of capital will be required in different amounts by different entrepreneurs but, each should play a role in the creation of a venture.

This is reflected in a final adjustment to the model: Entrepreneurs utilise their knowledge, experience, and judgement to identify opportunities which can be actualised, through innovation and application of capital, into value for their customers and profit for themselves.

This will provide a working model of the entrepreneurial process which the study will use as a frame of reference when trying to understand the ways in which familial relationships impact its enaction, and the reflexive effect this may have on familial groups across the research questions.

2.13 Entrepreneurial Teams

Given that the thesis seeks to explore the impact families, as a social grouping, on the process of entrepreneurship it is likely that it will touch on related literatures which have explored the effects of social groups more generally. Perhaps the most established of these is the literature surrounding entrepreneurial teams, as such the author will conclude this review by presenting a short overview of this literature, its development and intersection with the thesis.

The phenomenon of entrepreneurship is often mythologised as the struggle of the lone, western, hero fighting to improve society through entrepreneurial action (Ogbor, 2000; Carr and Beaver, 2002; Smith and Anderson, 2004). Blackford (1991) argued that it was the symbolic nature of the small business owner as a bastion of self-reliance and personal independence which led to this inflated status and,

perhaps, that is true but it is the media which has institutionalised this discourse to produce a collective identity, a stereotype (Lustick and Miodownik, 2002) with an aspiration set of characteristics.

While this image may be popular and, arguably, an established cultural norm this is not a true picture; Steve Jobs for example, may have been the charismatic, folk hero, visionary behind Apple but, it was Steve Wozniak who invented their first personal computer and Mike Markkula who brought in the business expertise and access to venture capital (Scully and Byrne, 1988). Without this team of individuals, Apple computers might never have become the business it is today.

Perhaps the effects of this explains why, according to Hafaïedh and Cooney, discussing Mike Wright, (2017), research exploring the importance of entrepreneurial teams (ET) has, somewhat, 'lagged behind' (p15.) the rest of the discipline.

Early papers focused on exploring the team phenomenon, showing that teams either start a significant number of new ventures, or a team is created within the first few years of most start-ups (Reich, 1987; Kamm et al., 1990; Watson, et al., 1995; Ensley et al., 1999; Aldrich et al., 2002; Ruef et al., 2004). Studies also looked at the link between venture success and team created businesses (Eisenhardt and Schoonhoven, 1990). More recently, researchers have sought to explain why teams are successful with a number focusing on the ways in which greater levels of human and social capital can offset some of the uncertainties of venture creation (West, 2007; Schjoedt and Kraus, 2009). In the last few years studies have tended to focus on shared leadership in ET's (Zhou, 2014; Knipfer et al., 2017), diversity (Lalonde, 2017; Kim and Takeuchi, 2020), and even the role of family and family relationships both in and through ET's (Discua Cruz et al., 2013; Brannon et al., 2013; Jones and Giordano, 2020; Aladejebi, 2020), leading to a construct sometimes referred to as a Family Entrepreneurial Team (FET) (Jones and Giordano, 2020).

This structure is of particular interest to the study as it suggests a different way of exploring family relationships as part of a shared process of entrepreneurship. That said, definitions of FET's tend to focus on prescriptive definitions of family, ownership, or entrepreneurship (Discua Cruz et al., 2013). In short, they are at least

a decade behind the literature on families or family entrepreneurship when comes to their interpretation of the family structure.

Yet, even an ET is more than simply a group of people; they share a commitment to their ventures (Cooper and Daily, 1997) and to each other (Katzenbach and Smith, 1993), they may have equity or financial interests (Kamm et al., 1990) or they may own the business (Kam and Nurick, 1993), and they share accountability for the venture (Katzenbach, 1997). Relating this work to the 4-point definition proposed in section 2.7, one might argue that an ET shares similarities with a family in so far as they are groups defined by members, formed from a range of biological, and marital relationships which exist in many different forms. This is something the thesis will explore in subsequent chapters, especially related to the first research question.

2.14 Literature Conclusions

This chapter has provided an overview of literature from a diverse range of academic disciplines. Through this process the author has uncovered several literature gaps which map to the research aims derived from Bettinelli et al. (2014; 2017)¹⁷. The author suggests that these further justify this thesis and its endeavour to develop new understanding in these fields.

These can be summarised as follows:

1. **Section 2.4 - 2.11** - It is clear from the literature review that the current understanding of family and family business has reached an impasse. Definitions are increasingly broad (Hernández-Linares et al., 2017) and the structures themselves less distinct (Jaskiewicz and Dyer, 2017). To move beyond this, new work is needed which explores the heterogeneity of family structures, their modalities, and the similarities and differences between them. This will be captured by the first research question which seeks to explore the familial structures that entrepreneurs recognise.

¹⁷ See sections 1.2 and 1.3.

2. **Sections 2.5, 2.8, 2.9, 2.10, 2.11** - The literature review also suggests that the effects of culture, defined as values and norms (Elder-Vass 2010; 2012), and its effects through differing structures has not received sufficient attention. Specifically, not enough is known about how the culture of differing familial structures effects the process of entrepreneurship (beyond several tightly defined positions) and, if engaging in this activity has any impact on the families themselves and their members. This will be captured by the second and third research questions which seek to uncover the effects of the culture of familial structures on the process of entrepreneurship, and whether the entrepreneur has any reciprocal impacts through their enaction of an entrepreneurial process.

As such, these conclusions also validate selection of the research questions proposed in section 1.3:

1. What familial structure(s) do entrepreneurs recognise?
2. How does the culture(s) of these structure(s) affect the entrepreneurial processes?
3. Does entrepreneurs' enaction of an entrepreneurial process have an impact on their familial structures?

To answer the challenges herein it will be necessary to explore the familial structures that entrepreneurs recognise. This should help the thesis to understand how they are structured and how the values and norms of these structures might be impacting the process of entrepreneurship. Finally, this should also allow the thesis to explore the if the entrepreneur is affecting these structures and the impact that this might have on them.

The author suggests that the type of understanding required herein can only be realised through a deep engagement with entrepreneurs, their families, and businesses. As this will be necessary to develop a meaningful understanding of the groups, their memberships and affects.

The next chapter will move to outline the methodology which the author has applied to explore these issues. To do so, it will draw on the foundations and understandings

which have been developed here, bringing these elements together into a coherent analytical model which will form the basis of thesis itself.

Chapter 3: Research Methodology

3.1 Introduction

The aim of this chapter is to show how this information will be utilised as part of an investigative approach to explore the central phenomena which are the focus of the inquiry.

1. What familial structure(s) do entrepreneurs recognise;
2. How does the culture(s) of these structures affect the entrepreneurial processes; and
3. Does entrepreneurs' enaction of an entrepreneurial process have an impact on their familial structures.

To do this the chapter will review the philosophical foundations on which the thesis will be based, it will then show how this underpins the methodological and analytical approaches applied, it will discuss how considerations of ethics have been addressed, and it will use all of this material to shape the method which will be presented for consideration.

3.2 Realist Social Constructionism

In Section 1.5 the thesis discussed the adoption of a realist social constructionist ontology based on the work of David Elder-Vass (Elder-Vass, 2012; 2013). This Chapter will open by developing this in more detail so that its application can be better understood and appreciated.

Social constructionism has, at its heart, a belief that the world, as experienced, is shaped through human interactions grounded in forms of discourse, 'the shared processes and negotiated understandings in which people engage to create meaning' (Fletcher, 2006 p429.). Constructionist approaches are commonly used in the social sciences (Fletcher, 2006; Diaz-Leon, 2013) and have been applied to entrepreneurial research (Lindgren & Packendorff, 2009) that said, constructionism is also a contentious philosophical position (Burr, 1995; Stam, 2001) because of the range of views it encompasses. At one extreme is a strong (radical) constructionism which rejects any concept of a natural world, and instead, concludes that our

understanding of our existence is determined by social powers through the medium of discourse (Elder-Vass, 2013). At the other is a weak(er) constructionism which recognises the existence of a natural world whose meaning is (reflexively) constructed through discourse (Elder-Vass, 2012). Between these poles there are a range of differing positions which variously modify or compromise these, all of which means that to be a constructionist requires a well developed sense of one's position in this continuum.

Realism is very different, it holds that anything which can have effects is therefore real (Westthrop, 2014), for instance, people cannot be socially constructed because they are objectively real and have the ability to effect other individuals, artefacts, and organisations. In this way realism is a more ontologically grounded position however, it also has its poles which vacillate between discounting the effect of social phenomena at one extreme and accepting that there are a range of socially constructed phenomena that effect the individual at the other (Sayer, 2010).

Yet, if one excludes the extremes of both positions, it becomes apparent that there are areas of agreement between moderate interpretations of these ontologies. It is this intersection between realism and constructionism that researchers like David Elder-Vass (Elder-Vass, 2012; 2013) have sought to develop; a perspective which is both realist and constructionist. To explore this in practice it's perhaps useful to present an example inspired by Sayer (2010) to illustrate its position.

When ascribing gender to an individual a radical constructionist might base their decision on the linguistic performance of the individual expressed through speech acts (Butler, 1990 p195.) and how the effects this produces can be interpreted in reference to dominant societal norms. This could be contrasted against a radical realist who might eschew such concepts of effectuation to claim that gender is purely a function of biology dictated by the natural world. Between these discordant positions there is a third route, one which is both realist and constructionist, this perspective recognises that gender has both natural (real) and socially constructed elements; a biologically determined sex, the essence of which can be modified, and the gender one chooses to identify as which includes performative elements that are determined both by individuals and the groups they engage with.

Therefore, realist social constructionism, in a research context, blends elements of realism and constructionism to conduct social enquiries by focusing on the socially constructed nature of an individual's experience (Wainwright, 2000). The view rejects the radical determinism of its antecedent extremes and instead draws on a broad range of work (Hacking, 1999; Joseph and Roberts, 2004; Fletcher, 2006; Smith, 2010; Elder-Vass, 2010; 2012; 2013) to locate humans as physical beings capable of reflection and choice (Archer, 2003) these capabilities are not social constructs, they are emergent¹⁸ properties which arise from the composition and structure of human beings. Most importantly, these capabilities exist independent of speech acts although the form they take is certainly constructed by them (Elder-Vass, 2013). These individuals therefore have the ability to construct narratives through discourse which can influence social structures (Gergen, 1999) and, through this process of interaction they themselves *can* be influenced and shaped by other external discourses (Berger and Luckmann, 1966). The use of 'can' in the previous sentence also serves to differentiate this stance from more radical constructionist positions as these independent individuals have an element of choice in how other social forces influence their behaviours and dispositions. This is not to say that people do not acquire traits unthinkingly from their context (Elder-Vass, 2010 p99-108.) but, that as reflective, decision making entities they have some autonomy to resist these processes and change within the realistic boundaries of their contexts. As David Elder Vass observes:

'...we are agentic subjects - reflective, decision making individuals, even if at times we act unreflectively - but not Cartesian subjects - we are embodied, shaped to some extent by our social context, and we are not free floating asocial rational minds.' (Elder-Vass, 2013 p18.)

Individuals, therefore, possesses causal powers (Bhaskar, 1998 [1979]) by virtue of their status as agentic subjects¹⁹, these powers are the emergent properties of their

¹⁸ For a detailed explanation and defence of the concept of emergence in this context see David Elder-Vass, 2010 p87-114.

¹⁹ A simple way to describe agentic subjects is that they are individuals possessing agency who are both producers and products of social systems. This is based on the work of Albert Bandura (2001).

being, behaving and interacting and they are constructed by social experience (Elder-Vass, 2007). As Section 2.8 established it is these causal powers which form and shape culture through the transmission of values and norms.

This process, and the conditioning of other individuals into a culture, happens in social structures. In the David Elder-Vass's work there are two types of social structure; organisations and norm circles (2012 p15-34.), both of which are social entities, formed by people and, in some cases, parts (artefacts such as texts, tools, objects etc.)

Organisations are specific groups of individuals aligned to a formal social structure and its norms. A business, for example, formed of individuals could be considered to be an organisation. In joining together, members will shape formal and informal norms which are intended to direct the group to develop something which the individuals themselves were not able to, a venture. Those who seek to join the group will be pressured to accept the enforce these norms in the hope that this will lead to the success of the venture and the realisation of value for all involved. Those who do not conform will likely be rejected by the group and forced to leave the venture. The collective belief in this vision is the emergent causal power of the organisation which enables it to shape individuals and groups to achieve its goals.

Norm Circles are different, they represent normative social institutions, a family for example, who formally and/or informally are committed to endorse and enforce a particular collection of social norms (Elder-Vass, 2010 p115-143.). The causal power of these circles is to persuade their members to conform to the norms they enforce through the application of a range of social pressures which can include the threat of exclusion from the group. Individuals exposed to the circle and these pressures have a choice, they either develop a disposition to conform to the norms and their enforcement or, reject them, which would likely restrict their access to the group and its resources.

In both instances, while it is true that the processes of enforcing compliance with norms can include powerful social, personal, and professional motivators, one must remember that they can also be frustrated by a range of countervailing pressures which might include other organisational memberships and compliance with their

norms, adherence to norms from other norm circles, or physical factors all of which might prevent an individual from conforming.

An organisation, for example, will include individuals who, themselves, belong to, influence and are influenced by other external circles or organisations. It will also likely contain one or more norm circles, groups of colleagues in a department who enforce additional norms unique to that group. This positions the individual, as an agentic actor, in a complex web of overlapping social structures which are constantly seeking to excerpt their influence on his or her actions and activities.

Given that the thesis will be seeking to explore the nature of families, how the culture(s) they espouse effect the process of entrepreneurship and, if the process itself has any reciprocal effects on the group this presents a robust ontological perspective thorough which to capture these insights.

To reach an understanding of these issues in practice the thesis will also require a similarly well-defined, and ontologically aligned, set of principles to guide its analysis. In Section 1.6 the thesis discussed the use of sensemaking and narrative analysis, therefore, these will be the focus of the next two sections of this chapter.

3.3 Sensemaking

Sensemaking is perhaps best describe as a perspective through which a researcher can make sense of an individual's interpretations of events (Weick, 1995). This information, normally in the form of written narratives, conveys the understanding that the participant has made of the events they have experienced; from this the researcher can attempt to comprehend the meaning of these situations and how this in turn has affected decision making and individual or group behaviours.

Karl Weick is often credited as the father of sensemaking, but it is perhaps better to suggest that what he did was develop emerging elements of the approach from a number of already established ethnographic, anthropological, and sociological methods, codifying them into the seven properties of sensemaking (Weick, 1995):

1. Identity;
2. Retrospection;

3. Enactment;
4. Social Activity;
5. Ongoing Activity;
6. Clues from Context; and
7. Plausibility over Accuracy.

These properties are not specific guides instead, they act principles in an overarching framework for sensemaking investigations. This lack of clarity about what sensemaking is and how it works is perhaps a reflection of Weick's own 'chaotic... aspirational and improvisational' style (Weick, 2004 p654.) but it has meant that the nature and rigour of sensemaking itself is open to challenge (Basbøll, 2008).

Weick for his part is clear that the development of sensemaking is a sensemaking process itself, he characterises the evolution of the perspective as an 'ongoing conversation' (Weick, 1995 p5.) and frequently reminds the readers of his work that sensemaking itself has no single, static, objective interpretation.

The opaque nature of the perspective means that researchers have developed multiple understandings of the concept, some characterise it as the process of placing stimuli into frameworks (Dunbar, 1981; Goleman, 1985; Starbuck and Milliken 1988; Westly 1990). Others such as Louis (1980) and Thomas et al. (1993) view it as a cyclical process of: assumptions, predictions, discrepancies, explanations, and interpretations. Sackaman (1991) talks about sensemaking mechanisms which are based on culturally constructed rules and standards, and Feldman (1989) views it as an interpretive process that is necessary 'for organisational members to understand and to share understandings about features of the organisation' (p19.). While all of these might disagree on the specific definition or application of sensemaking, they do share one commonality that sensemaking is a process which allows the researcher to uncover the ongoing complexity of a situation, comprehend it and act to challenge it (Weick et al., 2005).

In this form sensemaking can be a useful lens through which a researcher can develop an understanding of any complex, shifting phenomena which confront them (Heifetz et al., 2009). As Debora Ancona (2012) notes, these particular kinds of

change 'require a response outside our existing repertoire... that cannot be closed [sic] by existing modes of operating' (p4.).

However, given the myriad of interpretations available through which sensemaking can be operationalised the thesis needs a clear foundation on which to base the study. To provide this the author will draw on Ancona's (2012) work in which she proposes a three-stage methodology which has been tabulated below (Table 2, overleaf) for ease of reference.

To put this into the context of the study so far, Chapter 2 and the work which preceded it has presented of a detailed review of the available information addressing a broad range of issues which may impact the thesis, highlighting areas in the literature which show a potential for development. Throughout this process the author has sought external input including feedback from supervisors, peers, and potential subjects, this has taken the form of both formal and informal processes which have been engaged in expressly to sense-check the work and its development. The result of this is a well-grounded piece of writing which can clearly evidence a sensitivity to the latest ideas and approaches across a broad range of disciplines.

Table 2: Ancona's Sensemaking Method

Stages	Behaviours
1 - Exploring	Review Data
	Involve Others
	Avoid Stereotypes
	Be Sensitive to Operations
2 - Mapping	Develop Specific Analytical Frameworks
	Put Frameworks into Different Contexts
3 - Acting	Learn from Small Experiments
	Consider 'your' Impact

Adapted from Ancona (2012 p7-11.)

This Chapter has commenced the process of developing an analytical framework which will allow for the collection and interpretation of data, this is not yet completely presented, but several foundational elements have already been established including a clear ontological position which is consistent with that which has been presented in previous chapters. By the end of this Chapter the mapping will be complete, and it will then be applied to 3 different cases to collect data.

The process of collecting and analysing this data will involve multiple phases and stages which will be described in subsequent sections of this chapter, the outputs of which will then inform chapters 4-7. These processes will be designed with the concept of reflectivity in mind and a consideration of any effects the author may have on both the data collected and the participants themselves. Finally, in chapters 8 the author will consider their impact on the field and present this for consideration.

To make sense of the data one must have some to analyse in this thesis that will take the form of narratives collected from entrepreneurs, family members and employees.

3.4 Narrative Analysis

Sensemaking is inherently disposed toward the study of narratives (Watson and Bargiela-Chiappini, 1998; Currie and Brown, 2003), this combined with the increasing utilisation of narrative approaches in entrepreneurial studies (Smith, 2002; Hjorth and Steyaert, 2004; Verduijn, 2007; Larty and Hamilton, 2011), family business research (Hamilton, 2006; Dawson and Hjorth, 2012; Dalpiaz, et al., 2014; De Massis and Kotlar, 2014) and family research (Fiese and Spagnola, 2005; Fivush, 2008; Trees et al., 2010) meant that the collection of narrative data was an obvious choice for the thesis.

In entrepreneurial research the increase in narrative approaches can be attributed to a shift in the dominant perspective. Rather than viewing entrepreneurs as individuals with unique traits (Brockhaus, 1982; Delmar, 2000), the nature of which need to be understood in quantitative terms to arrive at general rules, it is now broadly accepted that entrepreneurship is a process (Shane and Venkataraman, 2000; Sarasvathy, 2003; Venkataraman et al., 2012; Ramoglou and Tsang, 2017)

which can be studied qualitatively through the narratives of those involved (Rae, 2000; Gartner, 2006) to arrive at more nuanced insights.

These entrepreneurial narratives or 'e-tales' (Smith and Anderson, 2004) are a distinct form of story in which entrepreneurs communicate their knowledge, relationships, values, and beliefs. This rich seam of data has become popular with researchers as it links entrepreneurial action and events with a broad context to create understandable composites (Polkinghorne, 1988) that can then be analysed and presented to a wider community.

The options available for shaping, analysing, and presenting these narratives are well documented in reviews of the discipline (Hjorth and Steyaert, 2004; Larty and Hamilton, 2011), specific texts which apply the technique (Cope and Watts, 2000; Rae, 2000; Fiet, 2001; Rae and Carswell, 2001; Rae 2003; Down, 2006) and other texts more focused on the methodologies of narrative research (Andrews et al., 2004; Riessman, 2008; Herman and Vervaeck, 2019). A review of these publications shows that the primary methodology they employ could most easily be described as a biographical approach (Bornat, 2008) in which a researcher collects one, or a series of narratives from a single entrepreneur and through a range of processes creates a linear biography (Bouchikhi, 1993; Morrison, 2001; Smith, 2005; Fillis, 2006; Fletcher, 2006; Fillis, 2007) which can then be analysed (or compare to other datasets) to derive insights applicable to researchers investigation.

While the use of this approach is becoming more accepted it is not without its critics; there are those who challenge its validity on the grounds of the openness to misinterpretation (Yiannis, 2000) or its inability to control bias on the part of the researcher (Silverman, 1993). As the thesis moves toward proposing a methodology, these challenges will be addressed to ensure that any design can be robustly defended.

Narratives are also complex constructs, they are perhaps best characterised as thick description (Geertz, 1973), which communicates not only actions and events as data but also context in the form of emotions, signs and artefacts which can further affect the extrapolation of meaning (Smith and Anderson, 2004). During the collection process the subject transmits their data and these contextual elements to the

researcher and, in doing so, the subject organises the data into a narrative by imposing on them a structure (Sarbin, 1986), normally a plot (Polkinghorne, 1988), which configures them into a meaningful whole supported by the contextual material; herein this will be referred to as the *primary narrative*.

This process creates two important meta-issues for the researcher, firstly, this primary narrative is rarely communicated in any defined order; subjects can move from discussing the past, to present and include speculation about the future all the while assuming that the listener will impose some form of order and derive a context. These narrative anachronies (Genette, 1983) mean that the researcher can be left to make sense (Devrin, 2003) of the events reinterpreting them as into something ordered by connecting actions (Czarniawska, 2004), (herein referred to as) a *secondary narrative*, which may be contrary to the intention of the subject (Kermode, 1967) because it now contains an additional a layer of interpretation which may give prominence to values and practices the researcher wishes to highlight (Gold and Watson, 2001).

Secondly, any primary narrative mediates between the manner in which the individual has acted and the manner in which the individual would like their actions to be perceived (Gergen, 2001) for some subjects this can represent a 'narrative challenge' (Wallace 1992 p123.) which is difficult to overcome and may lead to disengagement while for others it may be an opportunity to embellish their heroic tale²⁰. This is not to suggest that all inconsistencies in narratives are lies, as Jerome Bruner (2002) notes 'memory and imagination supply and consume each other's wares', and 'fuse in the process' (p93.). Instead, it is important to recognise this problem and attempt to employ safeguards, although the difficulty in separating factual from fictional narratives makes this very challenging (Veyne, 1988).

While some researchers have sought to employ methods to improve the reliability and validity of their work such as cross-checking narratives against additional data sources. Others have rejected what they see as a 'positivist' tests of validity in search of a new set of criteria by which to measure their work these include: rationality and

²⁰ A phenomenon the thesis has already discussed in the previous chapter based on the work of John Ogbor (2000).

authenticity (Fisher, 1987) and plausibility and criticality (Golden-Biddle and Locke, 1993). Unfortunately, as Barbara Czarniawska observes suggestions such as these are still ostensive criteria which must be applied a priori to determine a narratives validity (2004 p133.).

The implications of these issues are that any researcher working with narrative must be cautious and must consider ways to address both their subjects potentially unreliable primary narrations and their own interpretations which can have unconsidered effects on the secondary narrative. As the thesis moves toward a consideration of the research design these challenges will also be explored and, they will have important impacts on the form and operation of the methodology that will be presented later in this chapter.

3.5 Research Study Design

In Chapter 1 the study presented a conceptual model, Fig 2., developed from Bettinelli et. al. (2014), through which answers to the research questions could be realised by developing an understanding of the values and norms that connect the broad topic areas the thesis is seeking to explore.

At this juncture that model will be iterated with the addition of a lens (Fig 3. overleaf) through which the phenomena in the study will be interpreted. This is formed of the elements which have already been addressed herein: realist constructionism (ontology & epistemology) and sensemaking (approach) which will be applied to explore narratives that, will provide insights that will lead to answers to the research questions and the uncovering of new knowledge about these topics.

This model positions the author as an observer of the phenomena they are attempting to develop an understanding of, namely how the process of entrepreneurship is affected by family relationships. What this means in practice is that while the author might, traditionally, have been considered to be located within the businesses while interviewing participants, he will, instead, seek to take a more objective position which does not purposefully affect the venture, or the relationships therein. This should also further mitigate his impact on the secondary narrative.

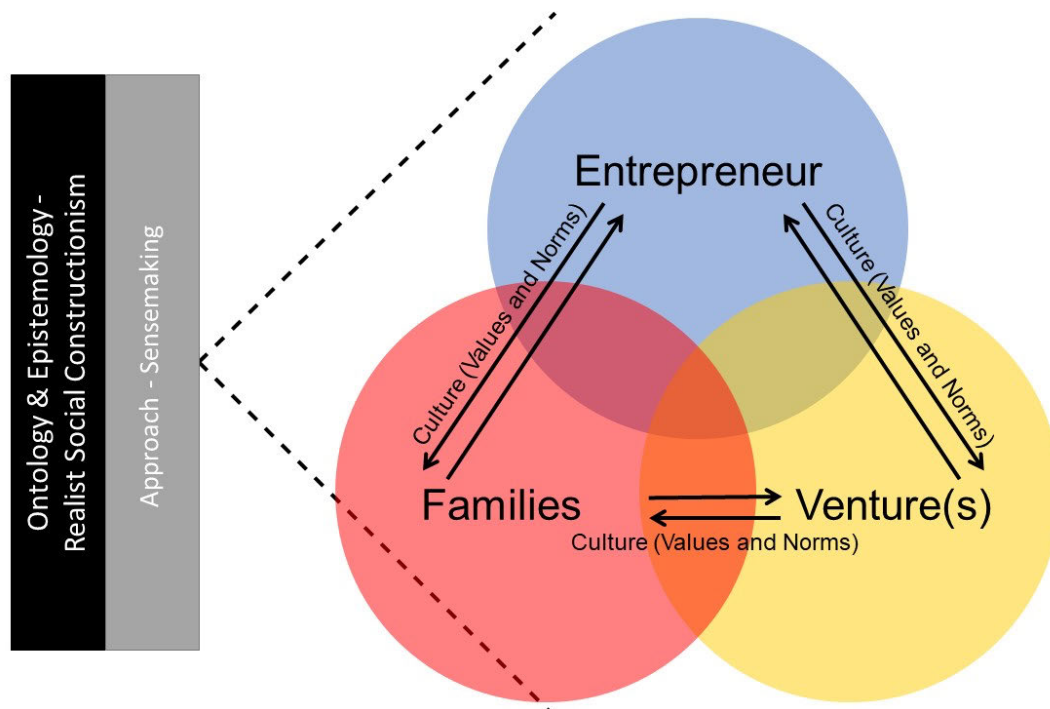


Fig 3. Lens Research Study Model

To achieve this the author will follow an iterative process of data collection (outlined in section 3.5.2) and ensure, wherever possible, that he does not offer advice or insights which might impact the development of the businesses during the interview process. Furthermore, he will seek to maintain as much transparency about his involvement with the businesses as possible (see section 3.5.3) in an effort to ensure that the reader is able to make their own critical judgements as to the efficacy of this endeavour.

As someone who embraces both realist and constructionist perspectives the author does recognise that his presence may have unintended consequences, for example, certain questions may prompt reflections on the part of the subject that might affect their decision making. That said, this model represents a deliberate attempt on the part of the researcher to avoid that.

This study is based on a retroductive method of reasoning in so far as the author has ideas and assumptions about the topic which they are seeking to better understand. This priori knowledge provides a base from which to question the unobservable conditions (Danermark et al., 2019) or, causal powers (Bhaskar, 2008; Elder-Vass, 2010) which are actually producing the phenomena.

In this case, the ideas are grounded in the work of Bettinelli et al. (2014; 2017) and have been further refined through the literature review. This suggests that family units are shifting in their definition, that they may not be single, homogeneous units and that they have some impact on the process of entrepreneurship which may be reciprocated by the entrepreneur.

To develop their understanding, the researcher needs to engage with entrepreneurial individuals from whom it could collect narratives to assess but, as the chapter has already established there must be safeguards in place as part of any process to ensure that the resulting data can be viewed as truthful (Randall and Phoenix, 2009). One way to do this would be to employ some form of a priori system to check the data or, to cross compare the data to similar narratives collected from other entrepreneurs. The first option is highly involved and there is no guarantee that data will exist to support the narrative, the second option is more viable, but it leads to the inexorable question of whether any like for like comparison of individuals with very different contexts will result in any substantive improvement in truthfulness. There is also a question as to whether any single subject dataset could capture the information necessary to make-sense of the complex relationships, social structures and underlying causal powers which are the focus of the investigation.

These challenges meant that the study had to consider alternatives options, the simplest of these would have been to utilise multi-subject case studies. This format would address many of the challenges which have been highlighted, however, due to their complexity. these types of research study are relatively rare. There are examples in the family and family business literatures (Salvato and Melin, 2008; Eisikovits and Koren, 2010; Harden et al., 2010; Reczek, 2014; Van Parys et al., 2017) and in methodological overviews from other disciplines (Yin, 2003; Van Parys et al., 2017), but there are few examples in entrepreneurial research with the notable exception of Watson (2009), and his review of Action, Identity and Work. In this study Watson used narratives gathered from two cousins to form an understanding of the creation of entrepreneurial identity in one company. The scarcity of these studies means that there are few agreed best practices which could be drawn on as a foundation for such an approach; even work by Reczek (2014), one of the more developed overviews of this technique, offers little more than a set of general

guidelines which can be applied in multiple epistemological frameworks using a variety of methodological tools to suit the researcher.

This lack of structure and established practice meant that the author relied on insights drawn mainly from Watson (2009) and Van Parys et al. (2017) to shape the initial outline of the study. The research would, therefore, seek to develop several multi-subject cases which could be explored both internally and externally to fully understand the issues in a range of contexts, the evolution of which is discussed in more detail in section 3.6.

This approach would require the identification of a number of subjects linked to an identifiable entrepreneur who would likely be the first point of contact as a participant. Examples of this could include family members, friends or employees as these roles would likely be able to shed light on the kinds of phenomena the thesis is attempting to explore. This idea led to a consideration of what form the sample would take and this in turn started a series of conversations between the author and potential research subjects which would take nearly 12 months to complete.

3.5.1 Sampling

During this time, the author engaged with national organisations, personal and professional contacts, and transnational bodies. These conversations acted as an initial convenience sample (Richards and Morse, 2007) locating individuals who might be willing to take part in the study.

As the scope of the study was explored with this group, a smaller number of individuals from this initial sample indicated that they would be willing to negotiate access to their families, friends, and employees. This was a difficult period as many potential participants recused themselves, ultimately unwilling to provide the access the study sought to achieve.

To select a final sample the author drew on insights from Naomi Peterson (2008) who notes that clear rationale for the activity with defined sampling criteria and replicable processes are among the keys to delivering a rigorous small sample study. Having already provided a rationale for action in previous chapters the thesis moved

to define the sampling criteria as part of developing a replicable (see transferable in section 3.5.4) study.

Finding Entrepreneurs would be central to this methodology, to be selected they would need to be involved in at least one trading venture which they had created, co-created, or inherited, they would also need to be agreeable to a narrative based methodology and, most importantly, they needed to be willing to provide access to at least one other person, who could provide a perspective on their actions and behaviours either in a professional or personal context. These selection criteria were deliberately very open, the reasons for this were twofold: firstly, the diminished pool of participants had limited the authors ability to be more prescriptive; and, secondly, the author felt that this openness might provide an opportunity to review a range of entrepreneurs, acting in different contexts surrounded by different social structures.

Yet, even with such open criteria, only a limited number of potential participants could, or would, engage with the study. This left the author concerned that the sample would be too small. So, instead, he shifted focus in an attempt to develop deeper insights (Pawson, 2013; Emmel, 2013) within these constraints.

To achieve this the author decided to add a longitudinal element to the research, each case would be explored three times over a 12-18-month period so that changes in situations and relationships could also be explored. The author felt this would not only compensate for the restricted sample and it would also reflect the natural leanings of realism toward depth as an ontology (Bhaskar, 1998) by allowing for a deeper exploration of the phenomena over time.

The move to a longitudinal format meant that even fewer potential subjects were willing to be involved, in fact what happened next can only be characterised as reverse snowball, as individuals discussed the implications with their network and disengaged. Finally, 4 entrepreneurial subjects were identified who matched the criteria and were interested in being involved in the study. These subjects all had

prior links to the author, and it is recognised that this relationship may have helped to secure their participation.²¹

The process of negotiation with the subject's networks then took an additional few months but, at its conclusion, each of the 4 entrepreneurs had identified 2 individuals in their network who, alongside themselves, would be willing to submit to 3 interviews over a 12-18-month period. However, due to an illness in their family the lead participant in Case 4 had to recuse themselves a few weeks before the data collection began.

Table 3: Research Participants

	Case 1: SimVenture	Case 2: Icon	Case 3: TDK
Subject 1	Peter Harrington PTH [Entrepreneur]	Emily Moncuit EM [Entrepreneur]	Dan O'Brien DB [Entrepreneur]
Subject 2	Paul Harrington PH [Peter's Brother] [Co-founder and Director of SimVenture]	Melvin Moncuit MM [Emily's Husband] [Later a Director of Icon]	Daniel Winters DW [Dan's Brother-in-Law] [Passed TDK to Dan OB]
Subject 3	Paul Brough-Jones PBJ [Friend of Peter] [Employee then Director of SimVenture]	Annon BT [Icon Employee, Replacement for M] ²²	Diane Plewinska DP [TDK Employee]

This meant that the final iteration of the study had 9 participants who would each be interviewed 3 times, this is outlined in Table 3. In Cases 1 and 3 this plan was

²¹ Questions of ethics and objectivity attached to this are addressed in 3.5.3 and 3.5.4.

²² BT was interviewed once during the study; she was a replacement [sic] for another employee, M, who joined the business shortly after the first interviews had been conducted. It was the intention of the researcher to include M, but they left quickly (between data collection 1 and 2) before they could be interviewed, and on terms where any form of follow-up would have been difficult. BT then joined the business as the interview cycle was ending and, as a result, there was only 1 opportunity to engage with her. When the author later tried to re-approach participants to confirm the use of their details herein BT could not be contacted, as such, their data is presented anonymously.

completed, in Case 2 employment issues and interview timings meant that only interview was completed with an employee during the data collection period, this resulted in a total of 25 interviews being completed across all of the cases.

To help to clarify the nature of the businesses, their composition and operation the author has also provided a second table (Table 4) in which short profiles of each are provided. These are accurate representations of the firms as of Phase 3 of the data collection process.

Table 4: Business Outlines

Company Name:	Type of Company	Primary Industry:	Registered Office:	No. Directors:	No. Employees
SV	Ltd	Educational Software	Selby	4 ²³	1 ²⁴
ICON	Ltd	Events	Doncaster	2	2 ²⁵
TDK	Ltd	Educational Software	Nottingham	3	2

3.5.2 Data Collection

A realist interview is different from those employed in other kinds of study, as Ana Manzano (2016 p344.) notes 'Interviews used in realist evaluations are qualitative in terms of the conduct because participant views are explored through conversations (and not ticking boxes) but the purpose of the interview is the key difference.' To explore this difference, she sights Maxwell (2012) and his assertion that the product of realist interviews is not simply a text or construction to be interpreted but 'evidence for real phenomena and processes... which are not available for direct observation'

²³ During the research process PBJ transitioned from an employee to a director.

²⁴ PH's wife is the company secretary and helps to administer the business.

²⁵ During the research process ICON employed M, however he subsequently left and was replaced by two employees, one of which was BT.

(p103.). What Maxwell means by this is that data, in a realist study, is not the product of the research, instead, it is another source of data which provides clues from which the researcher can derive 'inferences' (ibid p103.) that can be tested against additional primary or secondary data and, it's through this testing process that knowledge is derived.

At the start of this process, prior to interviewing, subjects were briefed by the author on the study. In these informal conversations the author explored the context of the thesis and the phenomena it was attempting to explore. The reason for this was to follow Pawson and Tilley's (1997) suggestion that realist interviews are cyclical exercises in teaching and learning not linear collections of data. In their model the researcher's role is both teacher and learner; they teach the subject(s) their hypothesis and, through the interview process, the subjects provide insights from which the researcher learns information or develop ideas to help to refine the original position. However, in practice this is not a static circle, it is an iterative coil where each switch in roles is represented by a new loop that develops on the understanding which has already been achieved between the researcher and the subject.

In this study neither the relationship nor the switches of role were highly formalised, the author would ask pertinent questions which linked to the phenomena under investigation which were iterated as the interviews developed. The interviews then flowed between roles with switches characterised by clarifications, challenges, or the development of a point of understanding.

To manage the data collection process, it was divided into 3 phases which can be loosely related to the model of gleaning, refining, and consolidating presented in Manzano (2016) although, in this study they are perhaps better characterised as *establishing, developing, and concluding*:

1. **Establishing** - In these initial interviews it was important to develop an understanding of each subject and their context. This means that it was necessary to ask questions which explored their background, their relationship to the other subjects, their networks/families and their relationship to the entrepreneur and the entrepreneurs venture(s). To provide some initial

structure to this process it was decided that, in this phase, a set of questions²⁶ would be used to focus the conversation, these were developed from the literatures reviewed in Chapter 2 and guided by the research questions (Galletta, 2012). The same questions were asked of all the subjects to try to standardise the phase, in some cases, additional follow-up questions were needed to develop important themes or clarify information which was provided. The goal of this phase was to make-sense of the complex relationships under investigation and to tentatively test concepts inherent to the research questions.

2. **Developing** - In this phase a standardised question was asked of each participant, but this was only used to develop an understanding of changes between this and the previous phase, otherwise, questions were largely emergent from the data which has already been collected²⁷. These questions could have arisen from the subject themselves, from another subject in the same case or, from another case entirely, the key is that they facilitated the exploration of ideas from Phase 1. The goal of this phase was, therefore, to build on any understanding established in the Phase 1 and to test/refine generalisable ideas into more specific insights.
3. **Concluding** - This phase followed a similar model to phase 2, a standardised question was asked of each participant to gauge any changes between the cases. This was followed by further emergent questioning informed by the totality of data collected prior to the interview. Following this the subjects were de-briefed and given an opportunity to express any concerns or make requests (such as anonymisation). Although nothing was expressed, subjects were reminded that they could contact the author to discuss this at a later stage if they wished. The goal of this phase was to ensure that iterative

²⁶ A set of these questions can be found in Appendix 1.

²⁷ An example set of these questions can be found in Appendix 2.

understanding established in Phase 2 was further refined and to satisfactorily finalise the research process.

The phases were spaced at 6-9-month intervals, longer cycles were mainly due to issues gaining access to some of the participants, which meant the study took around 18 months to complete.²⁸

Each phase took the form of 1 round of interviews with the research subjects, each subject was interviewed separately for approximately 2 hours, this was recorded in an electronic audio format. Some additional research notes were also collected at this juncture, but these were focused on clarifying dates and the timeline of events.

Individuals were interviewed in a location of their choosing, generally their offices, some interviews were conducted via Skype (and recorded) where travel to a location was not practicable. Given the nature of the conversations physical locations which offered privacy were the preference for most subjects.

After each interview was completed, it was transcribed verbatim and added to a table (Fig 5.) for review and codification. At this juncture the data was checked against the recording for consistency, any corrections were addressed and, following this process, research notes were incorporated into the dataset (as discussed in section 3.6.1), to clarify names, dates etc. Alongside this some additional research notes were added to provide contextually relevant data which may not have been captured, company searches for example. This process led to the collection of, approximately, 750,000 words across all of the interviews.

While conforming to the overarching model the author also hoped that this kind of iterative conversational approach might benefit the subjects themselves, although no formal reflexive data was captured on the effects this had on the research participants the author was told privately that most found it useful, and one went as far as to say during a recording that the process had been beneficial for them:

²⁸ All of the phases of interviewing were completed in Cases 1 and 2. In Case 3 the phases were completed for EM and MM, but BT's could not proceed for reasons previously discussed.

“We don’t find it easy to trust people and talk about the business but going through this process with you has been really useful.” – MM

3.5.3 Ethics

In the process of forming and shaping the subject’s narratives the author was immersed in their stories, their lives, and emotions for an extended period and, as an entrepreneur himself with prior knowledge of these individuals, it must be recognised that it was, at times, difficult for him not to empathise or be affected by certain narratives. This created complex questions surrounding the author’s ethical position that this section will now address.

Firstly, as to the ethics of the research, as Rae, (2003) notes that ‘The relationship between author and researched should be a non-exploitative process of exchange in which there is no disbenefit and ideally some reward or benefit for the participant who is effectively giving their story’ (p89.). The subjects in this study have entered into the process without an incentive to do so, other than to support the work itself and the author is not providing any services in return for the access they are allowing him.

Furthermore, the author is not working in or, alongside any of the businesses at the time of submission. Although the subjects are known to the author through prior commercial engagements²⁹, at the time of the study no such agreements existed and, the subject’s involvement was, and is not, mediated on any such relationship(s) occurring in the future.

It is also important to assure readers that the moral and intellectual rights of participants are recognised herein. As such safeguards could have been put in place to protect information which might be personally sensitive or, of commercial value to competitors if the subjects request that that author do so. No such requests were forthcoming.

²⁹ Details of this are provided in sections 4.1, 5.1 and 6.1 for clarity and transparency.

All subjects with the exception of BT (who had been anonymised) have consented to their real names and companies being used herein alongside the data they provided, this was confirmed at the time of the data collection and again just prior to submission of the thesis. The author feels that this adds valuable context to the study and allows for the provision of detailed insights into their involvement with each business. All other names and identities have been anonymised to protect the privacy of the individuals. This has been achieved by the use of substitute codes to replace their names and the removal of any additional identifying data which may have been present in the information presented herein.

Ethical clearance for the project is presented Appendix 3 along with re-confirmations from the participants (secured prior to submission) which shows that they were willing to be identified in the study and for their data to be used in this manner.

3.5.4 Objectivity

The question of objectivity is part of a much boarder debate across the social sciences which explores the very nature of subjectivity and objectivity in a research context. Given the nature of this study it is inescapable that the role of the researcher is a participative one (Gergen, 2011), an active agent in the forming and shaping of accounts but, this is the nature of much qualitative research (Maxwell, 2012). As Andrew Sayer (2010) notes there are multiple interpretations of objectivity which are frequently ambiguated and often confused, 'they concern contrasts between the absence or presence of values, truth and the absence of truth, and matters pertaining to objects as opposed to matters pertaining to subjects' (p. 61). In this model Sayer develops the idea that the researcher's values cannot be totally separated from the act of research itself, firstly because they are a driver of the activity and, secondly because value-neutrality and the search for truth are two separate concerns.

In this context objectivity is what Scriven (1971) refers to as the 'quality of testimony' (p 95-96.), this not a value-free quantitative interpretation which places the onus on the investigator. Instead, it is a position which accepts the fallibility of the researcher but places the emphasis on their data and its trustworthiness (Lincoln and Guba, 1985). This concept of trustworthiness, developed by Lincoln and Guba, is still

influential in the social sciences because it presents an easily replicable model that studies can use to evidence the controls have been put in-place to try to ensure that the conclusions they reach have value for the discipline.

In their model Lincoln and Guba identify 4 elements of trustworthiness: credibility, transferability, dependability, and confirmability (p300.) in each case these are linked to a criterion of trustworthiness which they can evidence, this is outlined in Table 5.

Table 5: Trustworthiness - Criterion and Elements

Criterion	Elements
Truth Value	Credibility
Applicability	Transferability
Consistency	Dependability
Neutrality	Conformability

The thesis will now address each element and explore their how they are operationalised herein:

1. **Credibility** - this means carrying out the inquiry in a manner which reduces opportunities for criticism and arriving at conclusions which are clearly validated by the data and the literature. Within this element there are several meta-elements but the most important are: prolonged engagement, persistent observation, and triangulation. This study will be conducting longitudinal research across 3 narrative cases with multiple individuals who should be able to provide a range of triangulations. On this basis the study should be judged as credible. The author has also ensured that relationships are transparent by providing detailed overviews of his prior interactions with each group of subjects at the outset of the chapter which focuses on their data.
2. **Transferability** - this means the results can be replicated in another context. In their own work Lincoln and Guba note that 'it is not the naturalist's task to provide an index of transferability, it is his or her responsibility to provide a database which makes transferability possible' (p316.). This thesis represents

that database, and it is the authors belief that it provides (and will continue to do so) enough information to make the method and results transferable to a different context or to allow for further development of the context it presents with different participants or, a different scale.

3. **Dependability** - this essentially boils down to how consistent the research is but, this one of the weaker areas in Lincoln and Guba's work. Their strategies are impractical given the nature of this study as it does not have access to the broader range of tools which would need to be applied i.e. additional researchers or auditors however, other writers have broadened the term to include meta-elements such as triangulation and peer examination (Anney, 2014). Given these elements it is possible to say that the thesis could be viewed as dependable as it has many points of internal and external triangulation and, there has been peer input from supervisors who have supported its development, through presenting the thesis at Doctoral events and via the viva process and subsequent corrections which have helped to develop a more robustly positioned piece.
4. **Confirmability** - the key to confirmability is an audit trail. The thesis and its appendices present these including raw data in the form of transcribed audio recordings, data reductions, synthesis products such as the later chapters in which the data is analysed and, any relevant process notes. Unfortunately, in the intervening period between the collection and submission of the thesis the original data from the third interview set has been lost due to a server malfunction. However, the data which forms part of the study has been preserved and participants can still be contacted to verify its authenticity.

Based on these measures it is possible to say that the study itself has exhibited trustworthiness and will continue to do so by presenting a fully realised analytical design in the following section.

3.6 Analytical Design

The presence of multiple concurrent perspectives in each case offered the opportunity for the production of what the author has termed a *thick narrative*, a novel form of data constructed from the aggregation of this information.

In the author's opinion a key advantage of thick narratives over traditional single subject perspectives is that they offer the potential to internally validate claims made in one narrative by comparison to another, meaning that observations drawn from this material might be more trustworthy.

It is possible to draw comparisons between this idea and the notion of thick description, an ethnographic approach popularised by Geertz (1973). The key difference is that thick description relies on the observer(s) to provide additional context and detail to underpin their observations which still leaves much to the discretion of the researcher.

To generate a thick narrative from the data and analyse it the author needed to apply a structured approach which could be used across the cases with a high degree of consistency. However, as section 3.5 has already established specific models for this are not readily accessible. This challenge engaged the author in an iterative development process, the output of which was a formalised methodological schema that could be applied across all the cases.

This final section of the chapter will focus on an exploration of this process, it will include an exploration of the design as it was originally conceived and its transition to the form which was finally applied in the thesis. As part of this discussion the author will explain the choices which have been made and the impact they have had on the study as a whole.

Prior to this work, the author had been interested in how narratives could be adapted into graphical forms for analysis, this approach was based on the work of Rapoport and Rapoport (1980) and their investigations into life mapping using triple helixes. In this publication the authors had used helixial constructions as a way of mapping key events in the subjects lives and illustrating how these events connected to explore

the links between the events and the personal development of their subject (see Figure 4. for an example).

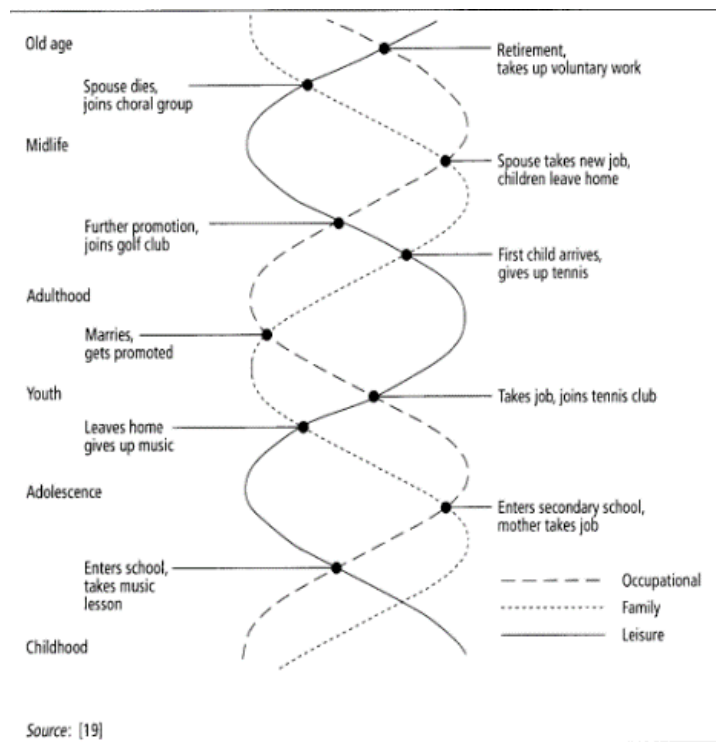


Fig 4. Rapoport and Rapoport's Helixial Analysis Method (1980 p324.)

What drew the author to this model was its focus; it mapped the subjects lives on three strands: Occupational, Family and Leisure. These broadly echoed the topics at the centre of thesis and, as a result, the author began to consider if a modified version of this could be used to explore the connections between the familial groups, ventures, and entrepreneurs.

While this model is novel and is rarely cited³⁰ Helix's are widely used in the traditional sciences and there are precedents in the field of entrepreneurial research however, their application is generally restricted to three areas: Visualising the relationships between governments, universities and industry 'The Entrepreneurial University' (Etzkowitz and Leydesdorff, 1996) representing systems to broker between these

³⁰ 46 Citations via Google Scholar as of 26.03.21 [<https://bit.ly/2PNF4in>]

relationships (Papagiannidis et al., 2009) and examining, career development (White, 1995).

The process of developing this model began by conceptualising each strand of the helix as an individual thick narrative representing one of the original topics which were introduced in Figure 1. These narratives would be constructed for each case based on an amalgamation of the data from all the subjects across the three interview phases. The author believed that this data could then be organised into a self-referential story (with data from different subjects used to validate events) which would follow a chronological path, allowing for the identification of critical incidents (Cope and Watts, 2000) or moments (Rae, 2013) which spanned the three strands. These would then form the intersections in the helix, and it would be these which would then be explored and compared to derive insights about the phenomena.

To process the data into this format the author drew on the work of Watson (2009) to design a process (detailed in 3.6.1-3.6.4) which included: an initial review and coding, harvesting, organisation and, a final review. In an effort to create a set of narratives that could translate into a final helixial format.

Each of these stages will now be explored in some detail as it was the authors attempt to develop this approach and the challenges encountered as a result, which were the catalyst for the emergence of the final analytical design (detailed in 3.6.5).

3.6.1 Initial Data Review and Codification

Once all the interviews in a phase had been completed, they were reviewed and hand coded. To facilitate this process the author designed a table which allowed the raw data to be presented alongside codes and other notes, an example of which can be seen be in Fig 5 (overleaf).

As this process developed across the cases an initial set of codes began to emerge these were based on themes which became apparent in the different interviews such as 'Opportunity' (OPP), which was used to code for instances where the entrepreneur had explored an opportunity. As the datasets developed these codes were cross-checked using both intra and inter-case comparisons to refine them, this

led to an iterative process of checking and re-coding older data as codes were changed, combined and/or updated.

PhD Data Analysis Sheet		
Interview Set 1: TDK – Dan O'Brien 17/07/09		
Notes	Data	Code
	M: Right, I have a suit of questions, it is a very free form interview, so we shall go through questions and see where they take us and see what the questions lead us into...	
	M: Tell me about yourself – tell me about the business, where it has come from, how it has evolved, how it has been created to the point where it is now,	
Growth, changing role and programming	D: I joined TDK about 1996 – I was 18 years old. I had previously worked at a paper base magazine in publishing so I was doing various design tasks for that magazine. I joined the company as a web designer involved in producing websites for businesses, worked on different projects, got into application design rather than just the graphic design and then about in the year 2000, one of the Senior Directors moved on from the company and I had progressed from being kind of the web designer into more of a management role at that time so was given really the offering of running the company in a practical sense at that point forward, so that was about 2000 and I had taken it on at that stage, focussing, moving away from a lot of the industrial side that we had, and industry websites into more education and electronic portfolios.	EMPL OPP - ENTR INHR - 1 st ENT
Becoming an entrepreneur (2000)		ENTG
Dan Winters	M: Ok – and that senior Director was Dan as you actually took the company over from him and of course the other link you have with Dan is that you are married to his sister.	1 st ENTR
	D: Yes	

Fig 5. An example of data after the initial review.

The data codes and data elements which they linked to were coloured to map them to the elements of conceptual model to which they most closely aligned. This was done so that data could be *harvested* (copied) by topic to be further processed into thick thematic narratives in the following stage of the process.

The key to the elements was:

- **Venture**³¹ - focusing on the business(s) their creation, operation, and success / failure (Green Text); and
- **Entrepreneur** - focusing on the entrepreneur, their identity, activity etc. (Purple Text); and
- **Families**³² - focusing on interpersonal relationships (Red Text).

One important challenge during this stage was that some data cut across themes so, although the codes were robust, the eventual decision to align a code to an

³¹ Formerly referred to as the enterprise in the original research design.

³² Formerly referred to as networks in the original research design.

element felt overly subjective as the choices behind it were not always well articulated. This is something that would be reviewed in later stages to ensure that that mapping was correct.

The notes column incorporated both any thoughts the author had as to the nature of the narrative and development and, any other research notes that might be pertinent such as the dates of events which had previously been collected in the author's own notes or, additional external searches which may have been used to clarify key information.

3.6.2 Harvesting

The goal of this stage was to take the existing data, and from it, begin to create narratives organised around the elements of the conceptual model which could then be put into a helixial format. To achieve this, the coded data was harvested from across the phases and organised under an element (herein referred to as a *stream*), based on their assignment following the initial review and codification. To facilitate this process the author created a second table presented overleaf (Fig 6.).

In this table data is linked to its originating subject and the phase to ensure that it is traceable. This is achieved using a shorthand code, either formed from the initials of the participant or a random selection of letters (see Table 3) and a number (1-3) to represent the phase in which the data was collected. This is placed at the start of each data element.

The result of this stage was difficult to interpret, the data itself was disorganised and very dense, also its relevance to the stream was still not clearly established. To prepare the data for analysis it was obvious that additional formatting and a re-assessment was necessary and, this became the focus of the next stage of the approach.

Data Analysis Stage 2 TDK: Key Moments and Critical Incidents				
Code(s)	Entrepreneur The Core of The Narrative Focuses on The Entrepreneur, their identity, activity etc.	Enterprise The Core of The Narrative Focuses on Business(es), Venturing, Failure etc.	Network The Core of The Narrative Focuses on Interpersonal relationships.	Notes
	DW2: So I, I was actually doing all sorts of little odd jobs for... To bring a living in, and I was newly married at the time, and I was gardening, window-cleaning, unskilled if you like labour. And I realized that, being married, I had to get something a little more permanent, a little bit more sort of regular waged, so we could budget properly and we could start making plans for predominantly getting a house, really. So I sort of went from business to business, literally, with my CV in hand, knocking on the door with my suit on in industrial states in Nottingham. I only actually worked one industrial estate, because it yielded the plastic strapping company.	DW2: He called me back and said, "We've got a job for you, but I can't believe you've sort of done this, appeared here," at that time a young lad with CV in hand, smartly dressed, that tells me something about you and I'd like to speak to you, really." [chuckles] So I went back and spoke to Tony Sandlin, who is managing director of the plastic strapping company. He then said, "Look we don't have any openings, but I can...". See, I was very specific about what I wanted as well. At the time it was my original plan that I meant that I wanted part-time work, so I was very specific about how many hours, what sort of rate it would pay, etc. I would need an auditor, and I knew what I needed to make believe... Basically, he understands that he would... He is looking what I needed. He could be very specific with me and say, I can give you some purchase order sort of work, purchase clerk. So, I became his purchase clerk. I was working with their accounts team there. In the background to all of this, you know even when I was doing with cleaning or whatever. I was planning with eight and eight sixes which for the four rounds of eight two eight sixes which became eight three eight sixes and eight four eight sixes. Another drop at that time became four eight sixes but I basically was playing with that, but that was all soldering irons and whatever at		

Fig 6. An example of Stage 2 data.

3.6.3 Organisation

This stage of the process began with a choice, the author decided that the simplest way to make sense of the data would be through a chronologically accurate presentation. This was selected not only because it would be easier to follow but also because it meant that the author was not selecting and/or ordering the narrative to create a more authored secondary narrative (Czarniawska, 2004) as per the criticisms outlined in section 3.4. To achieve this the data elements in each stream were organised starting with the earliest discernible event and moving forward from there. This was facilitated by a cross comparison of data from different subjects using the dates/times they provided to position the elements in order, this was supported by notes and/or information possessed by the author from the full dataset, other conversations or, secondary sources such as company websites, blogs etc.

During this process key moments (Rae, 2013) and/or critical incidents (Cope and Watts, 2000) began to make themselves apparent. Critical incident theory as has a rich history dating back to its conception by Flanagan in 1954, arguments for its usefulness are plentiful³³. Understood in their simplest form critical incidents are the key events which shape an individual's development. For simplicity, and to further

³³ See Gilbert and Morris (1995) for a detailed review.

limit researcher interpretation, in the context of the thesis these were defined by consensus (Keatinge, 2002). Put simply, if 2 or more subjects in a case mentioned or reflected upon an incident/event/feeling etc. the elements were viewed as significant and the data which evidenced this was grouped vertically within a stream and horizontally across the streams to produce a *significant event*.

To help clarify which specific groups of data formed which significant events (SEs) the data was separated using rows across the streams to clearly demarcate them as separate (Fig 7. overleaf).

The data was then edited to remove any elements which were superfluous and did not affect the overall context of the significant event. Some of this data aligned to other events and this was integrated into them, and some was judged to be irrelevant as there was no consensus surrounding it, this data was removed entirely but, could still be accessed by referring back to an earlier stage in the data processing, or the raw data itself.

At this juncture a structure had begun to emerge from the data, significant events across the three streams could be compared and it was clear that there were insights here pertaining to the focus on the study. The difficulty was that these events were complex, and the author no longer had a clear vision of how to express them in a helixial form.

Data Analysis Stage 3 TDK: Key Moments and Critical Incidents				
Code(s)	Entrepreneur The Core of The Narrative Focuses on The Entrepreneur, their identity, activity etc.	Enterprise The Core of The Narrative Focuses on Business(s), Venturing, Failure etc.	Network The Core of The Narrative Focuses on Interpersonal relationships.	Notes
	DB2: I married his sister, so we would have met, having the same interests as far as technology, put us in the same area to work together, he needed someone to work with technology so that was obviously a pulling together. If we had met later we probably would have been friends now. A shared interest in business, similar way of looking at things, if we didn't have business I think we would still be friends, if he was a farmer and I was a librarian I think we would still be friends, the fact that we work in the same area just really makes it work as far as a friendship. We also have the same ambitions and we are competitive, we play sports together and we are quite competitive in a business world too, we both want to succeed, never at the cost of the other person, but I won't say it's not a race to succeed. But this also comes second to our family values and our spiritual values, at the end of the day we have to work to earn money so you may as well be as good at it as you possibly can be, I think we both look at it like that. DW2: I was doing all sorts of odd jobs to earn a living, I was newly married at the time, and I was gardening, window-cleaning... basically any unskilled labour. However I soon realised that I had		DB1: I met my wife through our faith, our and he [DW] is her brother so, I was very young when we first met, 12 or 13, so I've known him a long time. I see him as a brother and a member of my family who coincidentally works in the same kind of sector. DW1: There was a religious connection, we are both Jehovah's Witnesses and we lived in the same community, so I was aware of Dan but we didn't really talk that much, until he started to get interested in my sister, then he married her and I had to talk to him. DW2: it's that point the relationship blossomed a bit more, I think, quite honestly, it isn't because of a family relationship, I mean if for some reason, he was to divorce my sister I could still see that we'd work together. You know, for me it because it isn't just a family thing.	

Fig 7. An example of organised data.

To make further sense of this data the author engaged in a final review and re-codification in the hope that this would present a way to progress the analysis.

3.6.4 Final Review and Codification

In this stage processed elements were re-visited to check for consistency and the data was re-coded in a fashion which was reminiscent of Stage 1 (Fig 8. overleaf).

These final codes were an iteration from those used previously with broadly similar meanings and interpretations, the key difference is that a few codes were moved, integrated, or removed and some additional themes were coded which had been overlooked in the previous analysis. This meta-coding of the events left a dataset which was very confusing, in an effort to simplify it and better describe the linkages a shorthand was developed to describe how different codes linked together in the data, these were:

- + Meaning **With** (Two or more codes that fitted together to describe a positive action or activity);
- Meaning **Without** (Two or more codes that fitted together but described a negative action or activity);

- / Meaning **Because of or in spite of** (Two or more codes where the latter pair describes the activity of the former); and
- = Meaning **As a result of** (Two or more codes where the latter pair describes a result of the former).

Data Analysis Stage 4 TDK: Key Moments and Critical Incidents				
Code(s)	Entrepreneur The Core of The Narrative Focuses on The Entrepreneur, their identity, activity etc.	Enterprise The Core of The Narrative Focuses on Business(s); Venturing, Failure etc.	Network The Core of The Narrative Focuses on Interpersonal relationships.	Notes
MARG + RELI MARG + BOF1 COMU FOLE + BOF1 + EMPL	DB1: I met my wife through our faith, our and he [DW] is her brother so. I was very young when we first met; 12 or 13, so I've known him a long time. I see him as a brother and a member of my family who coincidentally works in the same kind of sector.		DW1: There was a religious connection, we are both Jehovah's Witnesses and we lived in the same community, so I was aware of Dan but we didn't really talk that much, until he started to get interested in my sister, then he married her and I had to talk to him.	
FOLE / NOLE SHAR + PASH + EMPL + PREN SHAR + PASH SHAR + IDET	DB2: I married his sister, so we would have met; having the same interests in technology just put us in the same area to work together. He [DW] needed someone to work with technology so that was obviously a key point that brought us together; If we had met later we probably would have been friends by now. We have a shared interest in business, a similar way of looking at things...if we didn't have business I think we would still be friends, the fact that we work in the same area just makes it work. We also have the same ambitions and we are competitive, we play sports together in our free time and also enjoy a degree of competition in		DW2: it's that point [Marrying Sister] the relationship [with DB] blossomed a bit more, I think, quite honestly, it isn't because of a family relationship. I mean if for some reason, he was to divorce my sister I could still see that we'd work together. You know, for me it because it isn't just a family thing.	

Fig 8. An example of reviewed and coded data.

What became apparent during this process was that the data was actually already quite well organised, the streams had become realised narratives, SEs were clearly demarcated and linkages between them were becoming clearer. The meta-codes, although an impressively detailed endeavour, added little to the researchers understanding of the data. In fact, it would be fair to say that they led to a confusing picture which made an analysis in a helixial format seem very difficult to achieve without complex layers of analysis that were beyond the scope of the study. This forced the researcher to reconsider the analytical process, the output of which was a new approach which is detailed below.

3.6.5 Narrative Event Analysis

While the helixial format provided an interesting and novel application, it was ultimately a distraction from the analysis itself. The increasing complexity and drive toward a graphical representation had overtaken the researcher and was impeding

the development of the thesis. It was at this point that the author realised that he needed to reconsider this position if he was going to be able to move forward with this work.

The previous sections had shown that it was certainly possible to organise and codify thick narratives in trustworthy fashion which would help the author to make sense of the data and draw useful insights. It had also begun to highlight an approach which could be applied to do so. Reflecting on these an idea presented itself which this section will now detail, this approach will deliver the thick narratives which were alluded to at the start of section 6, without the need for a helixial representation of the data.

The thesis will now present a summary of the changes made to the analysis before introducing a finalised model (Fig 10. p83), this approach draws on sections 3.6.1 - 3.6.4 and will use these as a basis for the work that follows.

Without the helixial constraint the researcher was able to re-focus and consider alternative ways of organising the data and this led to the first insight which has shaped this stage; a focus on the subject.

The ontological perspective the study adopted makes it clear that the attention of the analysis should be the agentic subjects (Elder Vass, 2012) as it is only through observation and exploration of their actions and interactions that insights into phenomena can be obtained. This encouraged the author to reorganise the data from 3.6.4 into subject centred narrative streams (Fig 9.). This format eschews complex reorganisation of the data, instead, data from across the three phases is organised chronologically for a single individual into one stream. This process is then repeated to create three streams which when viewed together present a thick narrative.

Data Analysis Stage 6 TDK: Significant Events				
No.	Coded	The Entrepreneur Dan O'Brien	The Family Member Dan Winler	The Employee Diane Plewinska
1	Family	DB1: I met my wife through our faith, our and he [DW] is her brother so I was very young when we first met, 12 or 13, so I've known him a long time. I see him as a brother and a member of my family who coincidentally works in the same kind of sector.	DW1: There was a religious connection, we are both Jehovah's Witnesses and we lived in the same community, so I was aware of Dan, but we didn't really talk that much, until he started to get interested in my sister, then he married her, and I had to talk to him. DW1: We [DW&DE] talk about business quite a lot but it's just as friends or brothers.	There's a strong religious identity as a witness which links both DP and DW. It's important as it brought them together and, DB's marriage probably helped strengthen this bond and facilitate his entry into TDK (4). This links to ICON and the role faith plays in EM and MM's business (ICON 1).
2	Family	DB2: I married his sister, so we would have met, having the same interests in technology just put us in the same area to work together. He [DW] needed someone to work with technology so that was obviously a key point that brought us together. If we had met later, we probably would have been friends by now. We have a shared interest in business, a similar way of looking at things. If we didn't have business I think we would still be friends, the fact that we work in the same area just makes it work.	DW2: It's that point [Marrying Sister] the relationship [With DJ] blossomed a bit more. I think, quite honestly, it isn't because of a family relationship. I mean if for some reason, he was to divorce my sister I could still see that we'd work together. You know, for me it because it isn't just a family thing.	The strength of their bond is very deep. Shared passions and interests very much like PTH and PBJ (SV 5). The phrase 'this isn't just a family thing' seems to imply a deeper relationship? Linked to (SV 1) and (ICON 2) re: Interpretations of family
3	Entrepreneur	DB2: We also have the same ambitions and we are competitive, we play sports together in our free time and also enjoy a degree of competition in business. I mean we both want to succeed, never at the cost of the other person, but I won't say it's not a race to succeed.	DW1: I think he [Dan] has got tremendously strong and I think there is a real trust between us now. We started in competition with each other, at almost every turn and while we still have healthy competition, including our of work, I don't think anything could affect that.	On the one hand we see evidence of DB's development when DP achieves in (7) and the respect DW has for him while, on the other we can see the competitive jostling which drives them both to develop using the other as a yardstick. It's evidence both of their entrepreneurialism and their close relationship (2).
4	Enterprise	DB1: I joined TDK about 1996, I was 48, came out and met Dan.	DW2: ... so, we registered ...	DB joins the business with ...

Fig 9. An example of subject centred narrative streams

The chronological ordering of events was maintained as it was still felt by the author that this provided the best defence against the re-authoring of these into a more interpretive secondary narrative.

The move to subject centred narratives also led to a reorganisation of SEs which now cut across subject narratives. That said, each SE was still grounded in consensus, capturing at least two individual's perspectives on an activity/engagement/circumstance.

The removal of the confusing codification system and the direct categorisation of SEs, aligned to one of the three central elements makes it simpler to explore how phenomena become evident through the subject's discourse and, how this is supported or contradicted by the discourse of other subjects³⁴; this in turn is more streamlined than the previous model and less interpretative as it does not rely on convoluted emergent codes and codification systems. Instead, SEs are presented, and sense is made of them via thematic notations which discuss the significant event, its meaning, relevance, and linkages to other SEs both in the case and between cases (Fig 10.).

³⁴ See section 4.4 for an example of this which explores PT and PTH's shared perspective on their family.

To facilitate these linkages and improve the structure of references both to, and between the SEs, they were all numbered in the left most column of each case and then a simplified shorthand was used in the notes section to identify them. This was formed from the business name or initials and the number (i.e. ICON1) and was the coloured to match the element to make cross referencing simpler. This produced the final dataset which was then take forward for analysis in subsequent chapters.

A reflection on this process and the potential to refine it without some of the miss-steps the author made led him to design a replicable schema, presented in Figure 10. which outlines a streamlined model of this process, termed *narrative event analysis* by the author.

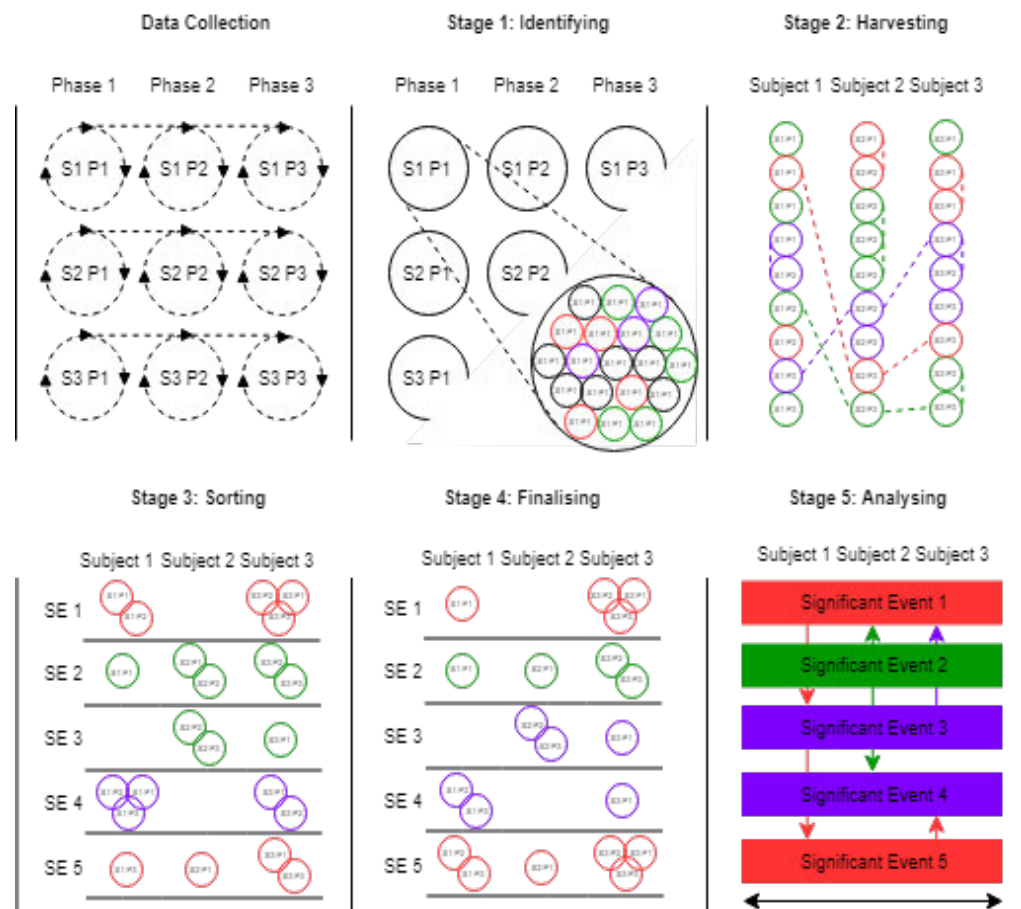


Fig 10. Narrative Event Analysis.

The model itself has 6 distinct steps:

- **Data Collection** - Interview data is collected in iterative cycles which follows the model established in Section 3.5.2;
- **Stage 1: Identifying** - elements from the data are identified as *qualifying* for further study. i.e. they discuss directly or, are linked to a discussion of an issue or happening linked to one of the central themes of the conceptual model;
- **Stage 2: Harvesting** - the qualifying elements for each subject (participant) are then organised, based on their occurrence in the data. Once this completed these are then reviewed and links between elements in are identified, making them *connected*. At this juncture it is also likely that notes about the connected elements will start to emerge, and these should also be collected so that they can be developed alongside the emergent narrative;
- **Stage 3: Sorting** - connected elements within a subjects narrative which discuss the same issue or happening within a theme are then formed into *events*. Each event is a distinct collection of narrative elements drawn from across the data which provides an insight into the subjects view of a particular issue. Elements from different phases can be brought together at this juncture as long as doing so will not affect a final chronology. This means that reflections on the same event from different phases can become an event, but similar reflections on different events could not.

Where two or more subjects discuss or reflect on an event, it becomes a *Significant Event* (SE). These SEs are then organised chronologically across the subject narratives, and their alignment to one of the core themes of the study is also checked and adjusted, where relevant.

Notes should also be coalescing in a more formalised format, these should not only explore the SE but also connections between SEs across the narrative and, perhaps, between narratives collected in other cases;

- **Stage 4: Finalising** - at this point, the emergent thick narrative is re-checked for consistency and quality. To achieve this, assumptions about the data made in previous stages are reviewed and challenged by the author. This means that elements may be moved or edited, and these elements may in

turn form other events and S's, possibly addressing one of the other themes in the narrative.

In an ideal scenario this data would be sense-checked by a second researcher with no prior exposure to the work to date to ensure a more robust organisation of the SEs. Unfortunately, that was not practicable in this scenario; and

- **Stage 5: Analysing** - the SEs are the analysed, this happens on a number of levels including:
 - intra-event analysis which explores the event from the perspectives of the subjects who identified it;
 - intra-case which identifies the linkages between the SEs from which additional insights may emerge; and
 - inter-case, as more data from other cases becomes available this level of analysis explores how themes develop from the SEs across the cases and relates them back to existing literatures, where applicable.

If viewed through the lens of Ancona's (2012) work on sensemaking (p57.), the novel model presented on the previous pages represents the authors final response to both stage 2 - mapping the data, and stage 3 - acting in so far as it presents a fully realised analytical framework which meets Lincoln and Guba's (1985) tests to be considered trustworthy in the context of its application.

It also completes the chapter's exploration of the ways through which the phenomena that interest the study are explored and, in doing so, it develops the trustworthiness of the thesis by making the process more transferable and dependable.

The following chapters will now develop utilise the thick narrative from this analysis to craft a detailed exploration of each case to explore the insights that can be derived from them. After this an additional chapter will develop the linkages between the cases before a final concluding chapter summarises the key findings.

Chapter 4: SimVenture Case Study

4.1 Background

The author first met Peter [PTH] in 2006 shortly after he and his brother, Paul, [PH] had developed SimVenture³⁵ [SV]. He contacted them as he was interested in using their business simulation to deliver business courses at the college he was then working at; we purchased the software and used it with a range of learners.

This experience led him to endorse SV to subsequent employers and, to date, he has used it in a wide range of educational environments. As his work with the simulation developed, he began to use it in more complex ways, and this meant that he frequently found himself discussing functions and challenges with the team, which by then included Paul Brough-Jones [PBJ]. Most of this contact occurred between 2008 – 2012³⁶, During this period, he was an established customer, actively inputting into the product.

This proximity means that he developed personal and professional relationships with all the SV Team and, furthermore, he was aware of much of the history of SV, its market context and the relationships surrounding it prior to PTH agreeing to participate in the study.

The author presents this statement, and those that follow in chapters 5 and 6 not in an attempt to ‘manage’ any bias (Galdas, 2017 p1.) but, in an effort to promote transparency, in the hope that it will allow the reader to critically evaluate the studies positions based on this knowledge.

4.2 Introduction

This chapter seeks to explore the ways in which family groups are identified by the participants, the effects of these groups on the process of entrepreneurship, and if

³⁵ Now referred to as SimVenture Classic: <https://simventure.com/>.

³⁶ The data collection for this study was conducted during the early stages of this relationship, mid 2009 - late 2010. The data is available for review in Appendix 4.

there are reciprocal effects on the group members. The participants in the SimVenture study are listed in table 6.

Table 6: SimVenture Research Participants

Case 1: SimVenture	
Subject 1	Peter Harrington PTH [Entrepreneur]
Subject 2	Paul Harrington PH [Peter's Brother] [Co-founder and Director of SimVenture]
Subject 3	Paul Brough-Jones PBJ [Friend of Peter] [Employee then Director of SimVenture]

4.3 SimVenture and Venture Simulations

Venture Simulations was established in 2004 as the corporate vehicle through which SV would be retailed. Since its formation it has had a varying number of directors, which has included biologically and maritally related individuals alongside people connected through a range of other social relationships.

Throughout the research project the company's officers were PTH, PH, and PH's wife, who served as the company secretary. Between the second and third set of interviews (in the Autumn) PBJ, who had been working for the business casually for a number of years, also became a Director, joining the business full-time to lead on the educational development of the software, including additional content and training programmes to compliment the core offering.

Although the company was established in 2004 the origin of SV can be traced back to the late 1990s when PTH became inspired by calls from the UK Government for a more enterprising culture in education. This encouraged him to explore resources for teaching business, which he found to be wanting. Believing that many students lacked opportunities to develop and test business development strategies, he began to consider how simulations could be used to improve this. He discussed these ideas with PH who, at the time was working as contractor in finance, specialising in the development of market simulations. However, at this juncture, neither brother had the resources to invest in the project.

This changed in 2001, the 9/11 attacks in New York had a dramatic effect on worldwide demand for contractors in the finance sector. The impact was so pronounced that, when his contract ended that year, PH found himself looking for work.

For PTH this was “...another great opportunity; a problem to solve” (SVSE11), PH was a specialist whose knowledge and skills PTH felt could be leveraged to create a platform which would address the issues which he believed he had identified. PH reports that the idea of the project “*naturally appealed*” (SVSE11) to him and that he ended up “*getting sucked in and doing more and more*” (SVSE12) as the challenge of creating the software engaged and interested him.

While this represented a significant risk for PH, it is clear from the narrative that a combination of an intriguing problem (SVSE13) and the limited security of some savings to fall back on (SVSE11) kept him working until, in his own words.

“It got to the point where it was difficult to, sort of, really back out as I would be throwing a lot of good work away.” (SVSE14)

In total, it took nearly two years to develop and launch SV, while PH built the software PTH focused on finding a market for it, which was, in itself challenging (SVSE12). The brothers had originally intended to focus on government backed business support providers, but they quickly found that the way this group was funded was too unstable. This drove their pivot into schools and, in an odd twist of fate it was the

transition that would later position PBJ to join the business based on his experience in this sector.

An interesting aside is that while PTH encouraged PH to peruse this work he did so from a more stable financial position, having other businesses to support him³⁷. The narrative in SVSE15 suggests that brothers had an understanding that PH would be reimbursed for the time he invested in developing SV at a later date but whether that happened or not is not clarified by either brother. The only thing that is discussed is that PTH and PH's mum and dad provided some of the initial working capital for the project³⁸ but how this was utilised is not clarified. What is clear is that for PTH, his interest in these other businesses was waning (SV13) and he cites this as another factor which motivated him to explore SV (SVSE11). He also notes that sacrificing his control in these companies was one of the key issues that stopped him committing more fully to SV at its inception (SVSE13) and that for him this was the biggest risk factor in perusing the development of SV.

Both PTH and PH agree on the effect that SV has had their relationship (SVSE7). Herein, they make it clear that prior to founding SV they were not particularly close, PH stresses that there was not a particular issue that led to this but that it was a combination of geography, they lived some 200 miles apart, and different interests. Both agree that SV has given them a common ground to build on and helped to engender an increase in mutual respect and understanding between them.

From 2006 onwards SV began to establish itself as an educational software product and, between 2006 – 2010 it became a regular feature of business and enterprise curricula in the UK and internationally. This period is not well documented in the narrative, there are some reflections on the changing nature of the brother's relationship (SVSE18 and SVSE19), improvements in which they both credit to SV, the effects of PBJ joining the team (SVSE22 and SVSE23), about which there is some disagreement between PH and PBJ, and the value of the community which

³⁷ QA Research (founded in 1996) and Print Revolution (founded 2002).

³⁸ See section 4.7 for more detail.

has grown up around SV (SVSE21), specifically the brand champions who PTH and PH believed have been instrumental in SV's success (SVSE21).

Throughout these SEs there are only a few hints of any disagreement between PH and PTH. In SVSE10 PH reflects on PTH's management style, noting that he can sometimes be less open debate, and that their different personalities can sometimes lead to disagreements. That said he also notes that these are often resolved through discussions and that the two of them speak regularly. In SVSE23 and SVSE24 all three of the team reflect on the future of SV, there is a broad agreement that things are going well, and the business is financially successful, but there is also evidence to suggest that PH's need to control the situation and lack of consultation with PTH may still be causing some tensions.

This first section has provided an insight into SV, its formation and growth, in doing so it has established a family involvement in the development and management of SV and given some insights into the nature of this. It has also noted some of the challenges the brothers faced in developing the software and the areas of disagreement between them.

The following sections will now explore this data in greater detail in effort to better understand the exact form of the family involvement in SV and what the brothers mean by the term family when they utilise it. It will also investigate how these family structures have affected the entrepreneurial process in the context of SV and, if this entrepreneurial activity on the part of PTH and/or PH has impacted their family structures.

4.4 Family

PTH and PH's definitions of family are, perhaps understandably, quite similar, that said, there are a few notable differences which merit further exploration. In this section of the chapter the author will explore the family structures that PTH and PH recognise and try to identify the mechanisms that have shaped these differences in their perceptions and why this might be important.

When it comes to family structures, both brothers identify a tight group of biological and marital relationships as their family.

PH explicitly limits this to:

“...I would say our family is limited to our parents, my grandparents (when they were around), my brother and his wife.” (SVSE8)

PTH echoes this but with a more granular definition:

“... the people who are family, there's: my brother [PH], Mum, Dad, Sister-in-Law, nieces, wife and kids, Father-in-Law.” (SVSE8)

Both present slightly different perspectives on the reason for this, PH focuses on the effects of his parent's relationships with their families and the emotional distance this created. While PTH discusses issues of physical distance between family members and a historic lack of investment in the maintenance of these relationships as the key causal factor. It is likely that the real reason lies somewhere between these two perspectives, a combination of both parental engagement and proximity, the brothers differing interpretations perhaps stemming from their own exposure to events. Although this excerpt is not central to the thesis, it is evidence of the ways in which parental culture surrounding the formation of family groups affects children and their subsequent definitions of family, an issue the thesis will return to on numerous occasions as the chapter develops. It also serves as an insight into the strength of the methodological approach, uncovering differing perspectives on the same issue, something which, again, will become more important in subsequent sections.

Other than PH and PTH at least three members of this ‘*immediate*’ family group have been directly involved in the creation of SV and its continued development. Since the company’s formation PH’s wife has acted as the Company Secretary (Venture Simulations, 2021) and the brothers’ parents were early investors (SVSE16) with their father acting as Director of the business from 2008-2015 (Venture Simulations, 2021). Data in SVSE16 suggests that their father played a more active role at the outset of his tenure, mediating in financial matters between the brothers. That said, as he no longer acts as a Director and the parents are not listed shareholders (Venture Simulations, 2021) which suggests that this role and the need for funding

has become redundant as the business has developed and, perhaps, as the brother's relationship has deepened through the shared experience of SV (SVSE7).

Beyond this immediate family structure both PH and PTH also identify secondary groupings who they suggest "*replaced those wider family relationships*" (SVSE8 PTH). The existence of this is interesting, as it suggests that even for a single individual, there may be multiple heterogeneous family structures effecting their activities. This is made more complex because both brothers present separate interpretations of the structure and its role.

In SVSE8 PH talks about "*...a group of family friends who are effectively our Aunts and Uncles...*" (SVSE8) noting specifically that "*...they almost became family*" (SVSE8). The use of kinship terminology to define this second group is worth noting as it can be interpreted as an indicator of the importance placed on these relationships by PH. That said, there is no data which suggests a link between this group and the creation or development of SV.

In the same significant event PTH choose instead to focus on his friends and their role as a family group. In doing so he identifies a tertiary group of professional contacts which he terms his "*business family*" (SVSE8)³⁹. He separates this structure from other relationships by identifying them as people he does business with, but with whom he would always talk "*...about our personal lives before business*" (SVSE8). On two separate occasions in the narrative (SVSE8 and SVSE18) he identifies specific members of this group (including PBJ) and notes the strength and emotional closeness of these relationships. Eventually, he goes so far as to state that, "*I'm close to some of my friends, closer than I am to my family.*" (SVSE 18). This would seem to suggest that in addition to his immediate family (including PH), close friends such as PBJ in this business family may be among his most important

³⁹ The term 'business families' is also used by Aldrich and Cliff (2003 p592) to describe a decentralised family business spread across multiple households. In this context its use stems from PTH's application of the term, this note is provided for clarity, to avoid definitional confusion.

relationships. Furthermore, there is clear evidence to suggest that individuals in this group have directly impacted SV and PTH's other businesses.⁴⁰

Finally, there is one additional group of relationships that both PTH and PH recognise as having affected the development of SV. This group is not formally categorised in the same fashion as the previously described family networks but, that does not mean they are less important. PTH describes these individuals as "*champions*" (SVSE21), people who share "*all the values that underpin [SV]*" (SVSE21) but do not have a formal link to the company. Instead, PH categorises them as

"...people who jump in and who are very keen and are normally prepared to.... help out in return for... If you like... that responsiveness." (SVSE21)

Before noting that, working with groups like this is "*...fairly normal. It's what most software companies would try to do.*" (SVSE21) A phenomenon which has been observed for some time in the open-source development community (Scacchi, 2004), but which goes beyond the scope of the thesis to explore in more depth.

PTH closes this SE by suggesting that "*ultimately, we're just one big community*" referring to the champions and the SV team which suggests that they have some alignment to the business and are part of a normative entity with a shared culture and, one assumes, the accompanying values and norms.

Across these excerpts PH and PTH have identified four distinct social groups who have affected their development, and the development of SV:

1. A family (immediate family) comprising only a small number of biological and marital relationships. This group includes PTH and PH who were responsible for developing SV, their wives, and children⁴¹, the brothers' mother and father who acted as investors and early mediators, their deceased grandparents.

⁴⁰ See section 4.7 for an extended exploration of these relationships.

⁴¹ PH's wife acts as company secretary.

2. A wider family (PH only) which is formed of family friends who took on kinship roles that would have traditionally been occupied by extended family members. These individuals do not appear to have impacted the development of SV but, one assumes they will have had an effect on PH's and possibly PTH's personal development which may have indirectly impacted SV.
3. A business family (PTH only) which is formed of friends with whom PTH shares both a personal and professional bond. This group appears to act as a source of advice and support for PT, and it is from this group from which PTH appears to select his business associates and collaborators such as PBJ. This structure will be explored in more detail in section 4.5.
4. Business champions, professional contacts who have helped to shape SV and its development. These individuals are differentiated from general consumers by virtue of their role, and their implied acceptance of/adherence to a shared culture with the SV team.

This section of the chapter has shown that the brothers recognise a range of family groups with clearly identifiable differences in structure, function, and interaction (Jaskiewicz and Dyers, 2017) suggesting that these are heterogeneous entities.

Although there are some differences in the exact structures that the brothers identify, there does appear to be some common elements between their perspectives. In each instance there is clear evidence of a central family unit formed from biological and marital relationships, and some form of extended family unit comprising social relationships.

In this particular case, the division between family and non-family (groups 1-3 and group 4) appears to pivot on the nature of the relationship that the brother perceive exists between themselves and the group they have identified. Those relationships that are described as being formed from stronger, more personal ties appear more likely to be identified as family as opposed to those formed from weaker, professional ties. Based on this material one might suggest that, as social structures move toward some form of organisational formality, they appear less likely to be identified as familial in nature.

There is also evidence to suggest that these structures have played a role in the development of SV providing financial, practical, and emotional resources to support the brothers.

While these are interesting insights, they also pose numerous questions about these structures, their nature, and whether they had any effect beyond resourcing. As such, the next sections of this chapter will explore the structures which have been identified as impacting SV in greater depth, starting with an exploration of PTH and PH's family before moving to explore the business family.

4.5 Immediate Family

One of the early findings in the SV case, which emerged with regards to PTH and PH's family, was that their mum had run her own catering business in the 1980s. Given that it is well established that having an entrepreneurial parent has a statistically significant effect on the probability that a child will end up as an entrepreneur (Lindquist et al., 2015⁴²), the brothers' reflections about this experience offered the potential to explore a transfer of culture to ascertain whether it had affected their attitudes and, perhaps, their application of the entrepreneurial process.

Drawing links between generations to explore these kinds of transmission is especially relevant to research focused on entrepreneurship and family business as there are numerous studies which have found a positive correlation between parents (and grandparents) entrepreneurial endeavours and those of their offspring (Lapita et al., 2012⁴³; Lindquist et al., 2015). However, very few of these have explored the transmission of norms with the notable exceptions of Carr and Sequeira (2007) and Menaghan and Parcel (1995) and, in both cases these were secondary findings, not the focus of their investigations.

Interestingly, across the significant events in this case, neither brother seemed to view their mother's activities as important to either their development or, the

⁴² Lindquist et al. (2015) provide a comprehensive review of previous literature on the effects of entrepreneurial parents alongside their own conclusions.

⁴³ Lapita et al. (2012) provide a comprehensive review of previous literature alongside their own conclusions.

formation of SV. While PTH acknowledges that he saw “...*the lifestyle attractions of what she was doing.*” (SVSE1) and that this “*might have been one of my sparkplug moments*” (SVSE2) leading to his own entrepreneurial behaviours. He also states that he believes that he would have become an entrepreneur anyway (SVSE2), and that he does not believe that his mum was entrepreneurial because he feels that she demonstrated “...*no will to drive it [the business] forwards and make it really successful.*” (SVSE2).

While PH does liken the manner in which their mother started her business to SV and its development (SVSE1) he does not draw a causal link between the approaches. Furthermore, in SVSE2 he also states that he does not perceive her actions as being entrepreneurial, seemingly agreeing with PTH that it was a lifestyle business and nothing more.

In this scenario, understanding any potential impact of their mother's behaviour requires one to first ascertain if it is possible for a link to be made and then reconcile this given the brothers statements.

In Lindquist et al. (2015) the authors tested a number of existing hypotheses previously presented as explanations for why entrepreneurial parents appear to have an effect on the disposition of their offspring. Among their conclusions, they found that was compelling evidence only for one explanation, that parents foster a taste for entrepreneurship in their offspring mainly through role-modelling which, they surmise, transmits normative preferences correlated to entrepreneurial activity between the generations.

A more recent study by Bloemen-Bekx et al. (2019) has added weight to these findings and developed Lindquist et al.'s conclusions. Herein the parent is framed as an agent of social persuasion whose actions, if positive, are likely to have a normative effect on the child's preference toward an entrepreneurial career. This would, therefore, seem to suggest that manner in which parents can influence behaviour is through the example they set and the normative effects of this on the child. Yet, a question still looms large, how can this be reconciled against PTH and PH's statements that she was not entrepreneurial?

A broader analysis of the dataset suggests that brother's opinions of their mother's activity are likely rooted in their own experiences of entrepreneurship. PTH, for example, is a successful business owner who has created multiple ventures, in the data he presents a clear definition of the entrepreneurship which is shaped by his knowledge and practical experience. This is focused on a process of "...*seeking the problems to solve... [which] actually makes a difference...*" (SVSE19). For PTH this means that an entrepreneur must always be looking "...*towards the future...*" (SVSE19) in an attempt to create "...*freedom of choice...*" (SVSE10) for themselves. Elements of this definition draw on common tropes in the entrepreneurship literature such as problem solving while others, freedom of choice for example, seem personal to PTH, influenced by his experiences. Given this position and its implicit leanings toward an entrepreneurial process focused on innovation and growth it is perhaps understandable that this might lead to PTH not recognising his mothers' activities as being similar to his own. PH on the other hand is a former software contractor with no prior experience of entrepreneurship before SV, he does not provide a specific definition and, as such, his views are difficult to interpret. That said, data presented in the narrative (SVSE11, SVSE13, SVSE14 & SVSE15) does indicate that he took a significant financial risk joining PTH to create SV rather than exploring other options and, as this was his first experience of entrepreneurial activity, it is the author's assertion that this may have formed a baseline for his perception of the entrepreneurial process and, perhaps explains why he also does not view his mother's activities as similar to his own, because he does not perceive her to have navigated similar risks.

This perception, coupled with their belief in their father's skills, might also explain why they involved their father in the business as Director, not their mother, who it would appear has more relevant experience⁴⁴. There may also be other factors at here, such as unconscious bias on the part of the brothers, but this cannot be further clarified from the datasets.

⁴⁴ In his phase 1 interview, PTH mentions that their father had a background in public sector administration and notes that he was helpful in keeping things organised.

To explain why this perception is not evidence of a lack influence the author will draw on the work of Ciraco et al. (2017) whose research explored parents perceived performance in entrepreneurship and its links to the entrepreneurial behaviour of their children. Through their investigation the authors concluded that it is beneficial for children to be exposed to entrepreneurial parents who communicate a positive experience of entrepreneurship. However, they also found that if the parent is perceived by the child as too successful this can have a negative effect on the child's propensity to start a venture because of the comparisons which the child will likely draw between the parent and themselves. The authors believe that the mechanism for this is the child's perception of an unassailable gap⁴⁵ between their abilities and those of their parent. The larger this is, the more likely it is to foster feelings of inferiority and negative self-evaluations which will, in turn, hinder the normalisation a culture that might support the development of a functional enterprise. Therefore, a parent with a moderately successful business, such as the brothers' mother, could actually have a greater effect of the intentions of their offspring than one with a much larger enterprise, assuming that both communicate similarly positive messages about business ownership⁴⁶. This in turn might explain why, although neither brother views her work as particularly entrepreneurial, both do recognise some linkages between it and their own activities.

This would seem to suggest that any exposure to a parental entrepreneur, even if this is not recognised by the child as being of great import, can still pass on norms and values and could be an important predictor of later behaviour.

This also suggests that families, in this context, are almost certainly acting as norm-circles (Elder-Vass, 2010), encouraging their offspring to conform to a particular culture and set of values which then positions them to, potentially, act entrepreneurially in later life.

⁴⁵ Previously explored in Boyd and Vozikis, 1994 p 69

⁴⁶ PTH's comment in SVSE1 "*I could see the lifestyle attractions of what she was doing*" suggests that this sort of communication was happening.

This would appear to indicate that, beyond resourcing, this role-modelled transfer of culture and values, which may in turn have pre-disposed both to engage in entrepreneurial activity is the notable effect of the immediate family structure which PTH and PH identified. That said, the evidence for this rests on an interpretation of prior work into this context and a single comment by PH likening their mothers process to that of SV. There are no other discernible links between this group and any elements of the previously realised definition of the entrepreneurial process or, PTH's stated perspective on entrepreneurship (SVSE10 and SVSE19).

That said, this does raise a further issue, why given this environment did PTH become an entrepreneur almost immediately following university, and go on to set-up at least three businesses, while PH focused on software contracting and only became an entrepreneurial later in life through SV?

A further review of the literature presents compelling evidence that there is a link between parental gender and/or, the use of gendered stereotypes by parents and the intergenerational transmission of entrepreneurial preferences (Bloemen-Bekx et al., 2019). The consequence of which would appear to be that sons of entrepreneurs are more likely than daughters to follow in their parents' footsteps. However, as both PTH and PH are male any effect for this reason would be unlikely and, there is no data which supports any difference in treatment by their parents. Additional data from Sørensen (2007) suggests that the relative age of the child may also be a factor in the successful transmission of preferences but, with only a 2-year age gap between PTH and PH⁴⁷ and, no additional information, it is assumed that their exposure to their mother's business activities would have been similar and so any affect would also be negligible. Taken together it seems unlikely that there was a variation in exposure within their family which could adequately explain the difference between PH and PTH as one must assume, based on the data, that both were transmitted a similar culture and set of values.

One route to resolve this quandary is offered by Zapkau et al. (2015) in their work the authors found that while observational exposure to a role model might shape an

⁴⁷ PH is the oldest.

individual's values it does not necessarily lead to start-up behaviour. Instead, they suggest that working in small or newly formed company is also required to convey the necessary tacit knowledge to position an individual to create a venture.

This suggests that a combination of role-model observations in the family and practical experiences outside of the family may have transmitted other norms, knowledge, and skills to PTH which further developed his inclination toward entrepreneurial activity. To explore this the next section of the chapter will seek to explore other influences on PTH beyond the family group and their potential effects.

4.6 Beyond the Family

In Lindquist et al. (2015) the authors speculated that the same mechanisms which they identified as mediating the transfer of norms and values in families might also be present in other social groups meaning that individuals who were exposed to role-modelling in these structures might be similarly influenced. The implications of this are, that additional exposure to entrepreneurial cultures in other contexts might help to explain the developmental differences between PTH and PH. Furthermore, if any of these included any practical exposure to venture building then there might be a strong argument to suggest that these could be as important as families in shaping an individual's propensity for entrepreneurial activity and, by extension, the process they might apply.

In SVSE3 both PTH and PH list several events in PTH's youth which combine role-model exposure with practical work experience through engagement with both norm circles and organisations. Furthermore, the brothers both identify these as being instrumental in PTH's entrepreneurial development.

"But he [PTH] did get involved in a lot of personal development activities when he was at school; DofE [Duke of Edinburgh Award], The Field Centre, Young Enterprise etc. I think that that helped him a lot. I think It gave him a sense of responsibility and independence, and he grew as a person quite a lot as a result."
(SVSE3 PH)

By his own admission PTH was an independent, somewhat precocious youngster, who does not seem to have had the easiest time at school:

“I wasn’t the necessarily most popular person at school... I was also prepared to do things that weren’t popular... and speak up against things I didn’t agree with.”
(SVSE3)

For PTH, participation in The Duke of Edinburgh Award (DofE), an unpopular activity among his peers (SVSE3), was something which separated him from those who he felt stigmatised him because of his actions and behaviours (SVSE3). Although he does not refer to any mentors the data does suggest that DofE exposed him to a group of like-minded young people:

“looking back, it brought a group of us together and exposed me to so much...”
(SVSE3)

One of these individuals was AD⁴⁸ with whom PTH would later establish another company. While it is apparent from SVSE5 that AD is similar to PBJ, which might explain why he and PTH founded a business together⁴⁹, it is difficult to establish much more than this from the narrative as PTH was not more forthcoming about his experience of DofE or AD as an individual. This in turn makes it hard to draw direct links between the data, in this instance, and the work of either Lindquist et al. (2015), Zapkau et al. (2015) or Elder-Vass (2010) with reference to the transmission of normative values in this context.

Problematically, there is a dearth of academic literature surrounding the DofE, which is striking, given its international reach. Work by Bendix and O’Flynn (2007) does draw links between the programme and the normalisation of entrepreneurial attitudes in young people in an effort to explore the ways in which neoliberal values are transmitted. However, this is achieved using a small sample and there is no longitudinal follow-up, which makes the author’s claims about transmission and effects appear tenuous on inspection.

⁴⁸ Name removed and anonymised.

⁴⁹ The PTH/PBJ relationship is discussed in more detail in section 4.7 of this chapter.

In addition to this, there is an official impact report on DofE in the UK by Campbell et al. (2000) who found that participants reported positive effects on their self-belief and self-esteem. Furthermore, some of the participants who cited reasons for getting involved in DofE noted effects which generally might align with PTH's statements about "*freedom*" and "*responsibility*" (SVSE3). That said, the problem here is that the data is also very limited which makes its conclusions difficult to generalise.

One could suggest that values may be transmitted from role-models (Bendix and O'Flynn, 2007) who manage the programme and between participants themselves⁵⁰ but there is nothing which conclusively proves this. It could also be argued that the programme does contain practical experiences of work and team situations which might transmit knowledge (Campbell et al., 2000) but, again, the effects of these have not been explored in enough depth either in the narrative or the literature to make any grounded claims.

What is certain is that the experience of the DofE programme led to PTH volunteering at the Field Centre for 12 years (Harrington, 2014). When reflecting on this experience PTH notes that "*they [the centre managers] gave you lots of responsibility*" (SVSE3) which made him "*feel fantastic*" (SVSE3). In fact, so important were the effects of this experience that even PH recognise them, commenting that the centre:

"...gave him a sense of responsibility and independence, and he grew as a person quite a lot as a result." (SVSE3)

Since this data was collected PTH has further clarified his insights into these experiences in his own writing (Harrington, 2014). In this he credits the staff at the centre and his fellow volunteers with helping to sustain an environment which, he believes '*...allowed people to share and develop new perspectives, adjust beliefs, and forge long-lasting friendships*' (Harrington, 2014). This statement is important

⁵⁰ PTH's view of AD as a talented specialist, even at an early age, might, in part, support this claim (SVSE11)

because it indicates that PTH perceived of a culture through which specific norms and values were being shared and normalised.

The precise norms which may have been transmitted are not immediately evident from the narrative, although it is clear that responsibility, self-determination, and independence may be elements (SVSE3), and this might explain why they play a key role in PTH's definition of entrepreneurialism. In his writing PTH also discusses a number of socially focused behaviours including kindness, caring and tolerance (Harrington, 2014) which are also reflected in the narrative (SVSE3, SVSE9, SVSE11, SVSE17 and SVSE20) suggesting that they too may have their roots in this experience.

PTH is clear, both in the narrative and his own writing, that Frank Dawson **[FD]** and his family were directly responsible for this environment. When asked to describe them PTH states that FD and his team were 'inspirational' (Harrington, 2014) and that FD himself was a "*socially entrepreneurial*" (SVSE3) 'outdoor entrepreneur' (Harrington, 2014)⁵¹. This characterisation of FD as a charismatic and passionate figure whose unique philosophy and approach to learning inspired his students (Harrington, 2014) is also interesting because, previous work by Souitaris et al. (2007) has suggested that these types of inspirational, charismatic instructor may be more likely to produce students with higher levels of entrepreneurial intention.

Additionally, it is worth noting that in the PTH's writing he makes a point of stressing that FD and his team 'paid themselves comparatively little' (Harrington, 2014) which helped to make everyone feel 'empowered by a common sense of purpose' (Harrington, 2014). This might suggest that the same perception gap mechanism (Boyd and Vozikis, 1994) is also in effect in social scenarios and that the ability of the field centre to transmit norms was greater because individuals perceived less distance between themselves and the leaders of the centre.

⁵¹ Any difference between these two terms is not made clear either in the narrative or, PTH's later writing and there are no well-developed literary positions describing outdoor entrepreneurship. Therefore, the author is interpreting the terms together to mean someone who engages in the activity of running a business with primarily social aims and objectives (defined broadly in Ridley-Duff and Bull, 2021) in an outdoor setting.

Taken together this provides some indicative support for the hypothesis presented by Lindquist et al., (2015) that a similar transmission of values (and norms) may happen between individuals in social groups through role-modelling. However, it would appear that other mechanisms such as the charisma of the instructor and the perception gap between the instructor and the student may also have a mediating effect on this process.

That said, the Field Centre was also a working environment, PTH volunteered there for a number of years and this gave him experience in a small, entrepreneurial business. Although PTH does not specifically refer to any skills developed during this period (other than leadership⁵²), this is further indicative support for the notion proposed by Zapkau et al. (2015) that exposure to a real enterprise is also necessary to provide the requisite knowledge and skills which will be needed to develop an entrepreneurial start-up.

Based on this information it is the authors contention that the Field Centre was an important experience for PTH. It exposed him to a set of values which, it would appear, that he still holds in high regards (Harrington, 2014) and combined that with practical work experience which may have transmitted knowledge and skills that he would later apply in his own businesses.

This returns the thesis to the question raised in section 4.4, what makes the brothers different? Given this evidence there may be a temptation to think that DofE and the Field Centre were the defining events but, the author believes that this would be overly simplistic.

Instead, each event has had an impact on PTH which has uniquely separated him from PH. His mother's entrepreneurialism sparked an interest in a different kind of lifestyle, his (sometimes) negative experiences in formal education pushed him to seek-out others who shared his drive and interests and, this in turn fed into a thirst for responsibility which led him to engage with organisations that exposed him to

⁵² See Harrington (2014)

their culture and a knowledgebase which, ultimately, prepared him for an entrepreneurial career.

This suggests that:

1. Exposure to entrepreneurial family members is important but, it is not the only environment in which values and norms which can lead to entrepreneurial behaviour can be transmitted;
2. Role-modelling is an important part of the transmission mechanism, but this does not work isolation; and
3. Values alone may not lead to venturing behaviour, practical work experience in entrepreneurial ventures also appears to be important.

This chapter has, so far, laboured the development of an understanding of the mechanisms through which normative values are transmitted in families, between generations, and, in social groups, between peers and role-models. In doing so it has shown that they seem to be similar and affected by similar forces. It has also established that values alone may not be sufficient to encourage venture creation behaviour and that exposure to practical experiences in entrepreneurially run enterprises also seem to be important.

The chapter will now move on to exploring one of the other familial structures that PTH highlighted, the business family, to better understand its composition and role in the development of SV.

4.7 The Business Family

Based on evidence in the case it appears that PTH holds personal relationships and their maintenance in high regard:

“I think that I’ve always been a big fan of building long term sustainable relationships... it would pain me if someone phoned me up and said I’m really not happy with [SV]... I would want the relationship to go on, but even though they weren’t going to buy anymore because I put a lot of energy into it.” (SVSE20)

This might suggest that PTH actively seeks opportunities to involve friends and family in his businesses but, as he notes in SVSE17 that is not the case.

“I choose... very carefully. I’ve not got involved with a lot of people who have either approached me or talked to me...” (SVSE17)

Instead, by his own admission, PTH has a checklist of factors both personal and professional which he evaluates every situation against.

This appears to include:

- The value of the individuals offering (SVSE17) which may be commercial or, based on the skills they possess (SVSE11);
- An interest in creating businesses with them (SVSE11) and/or a shared passion for a topic and/or idea (SVSE18);
- A sense of duty toward the individual (SVSE17, SVSE11);
- A desire for a shared experience with the individual (SVSE18); and
- To pass on his knowledge and experience (SVSE17).

Although there does not seem to be a specific skill set that PTH is searching for he does introduce an idea in SVSE11 that he seeks out individuals he terms “specialists” (SVSE11), people with knowledge, skills and experience grounded in a specific domain⁹, to partner with and, he mentions AC, PBJ and PH as examples of this.

The idea that entrepreneurs are generalists is not a new one, work by Lazear (2005), which also provides a useful summary of prior thought, suggests that entrepreneurs are likely to be possessed of a wide variety of skills to help them create businesses and, although the relative value of this generalisation (measured by economic returns) has been debated among economic rationalists¹⁰, the idea that entrepreneurs tend toward a more general skill-set has neither been conclusively proved nor disproved.

With the exception of PH, these specialists also appear to be the same individuals that PTH identifies as part of his business family. So, in an effort to better understand this structure a closer examination of these individuals seemed prudent. Although

many of these relationships lack development in the data (owing to the focus of the questioning), PTH's engagement of PBJ does provide a fully realised perspective, describing a member of this group and their transition from friend to business family.

PTH and PBJ first connected while studying at university, primarily through shared classes and interests in sports and music (SVSE5), both recall a mutual respect and admiration for each other based on their relative strengths (SVSE5) and both indicate that it was this which initially drew them together.

In PTH's narrative he likens his relationship with PBJ to another close associate, AD (SVSE5) and then builds on this by stating that:

"I've just got as a personality trait there where I just... For some reason, admire and like to be around people I like, who are very good at something" (SVSE6)

This provides an additional insight into why PTH might seek out specialist to work with, he admires highly skilled individuals which, the author suggests, may be the result of some of his formative experiences previously discussed in section 4.6.

It is also clear from SVSE17 and SVSE18 that PTH finds these relationships stimulating (SVSE17) and enjoys having associates close to him who can understand and appreciate what he is doing (SEVSE18). This suggests that the basis of these relationships is more than just a commercial quid-pro-quo, there is an inherent mutuality, a respect and understanding of each other's positions which PTH especially appears to need:

*"And then, halfway through **[building a business]** ... I'm desperate to be with someone so they can understand what I'm doing and share it with me... when this happens, I tend to involve friends" (SVSE18)*

Following university PTH's and PBJ's relationship develops further, eventually, PTH would become the manager of PBJ's band and, as SV began to develop PTH frequently turned to PBJ to "research" (SVSE17) what a teacher might want from the product. Eventually, this morphed into paid work testing the software, and then into work as the products lead trainer.

For PBJ this came at an important moment in his career, he felt stuck, under-employed and wanted to do something different by was not sure what (SVSE17).

From PTH's narrative it is obvious that he recognised this and saw it as an opportunity:

"...he [PBJ] was beginning to lose money because he didn't have a job and so I said right I can solve this, and it's worked..." (SVSE17).

These SEs seem to suggest that PTH's business family is formed from close social ties who are highly specialised in a particular field in which PTH is operating or, believes he can add value to. They generally begin as external relationships i.e. beyond the business but often appear to transition into internal relationships as PTH involves them in his ventures. These relationships seem to be hinge on mutuality, the members of this group offer skills, knowledge and understanding of a particular area or discipline and, in return, PTH offers seems to offer the skills and encouragement he believes they need to move into a different career.

This does not appear to be a quick process, PBJ's narrative suggests a prolonged transmission of values and norms from PTH to PBJ normalising the both the idea and the scenario. As PBJ notes:

"...he [PTH] nurtured my interest in that and my sense of wanting to do something a bit different..." (SVSE17)

So effective is this process that PBJ later echoes PTH's own statements, noting that the two have *"...a shared interest a shared passion..."* for SV and the development of the business (SVSE18).

This means that while the business family structure provides PTH with material and support to help him develop his businesses they are also affected by PTH, frequently working with him in joint endeavours. This suggests that one impact PTH has had on the culture of his family group has been to encourage an increase in their entrepreneurialism, although their backgrounds and, whether or not their personal situations pre-disposed them to this, would also need to be considered for more insights into this to be realised.

There are many parallels here between PH and PTH's relationship, PH was also a specialist (in financial simulations) who had been made redundant and was exploring his options for employment (SVSE11). Here PTH saw an opportunity to help him secure his income and to realise a project he was passionate about which, he knew his brother was capable of delivering. Again, PTH convinced him of the value of the idea over an extended period of time and, eventually, by his own admission he "*got sucked in*" (SVSE13). PBJ was also, by his own admission, stuck and under-employed (SVSE17) so, perhaps, while PTH effects those around him via these mutual transfers, these are reliant on the subject being primed to explore them.

Ultimately, this provides yet another insight into how values and norms can be shared between individuals. It suggests that a degree of mutuality may be important for successful transmission and, highlights that this is an involved process which may happen over an extended period of time. Moreover, it gives an insight into the reasons that someone many want to engage others and transmit their values and norms which, in this instance, is PTH's need to feel understood and have someone to share his experiences with. Finally, it suggests that the earlier conclusion in section 4.4 may need some modification. Based on these insights it would appear that is not just be the strength of tie which separates family from non-family. It is also the mutuality of the relationships.

In this section of the chapter the author has clarified the nature of the business family structure and further developed ideas surrounding the ways in which culture, values and norms are transferred, highlighting the importance of mutuality in this process, and noting that this frequently results in member of this group becoming more entrepreneurial as a result of these interactions.

4.8 SimVenture Concluding Remarks

This review of the SV case study has explored a series of different themes related to the aims of the thesis. Through this a number of important insights have emerged which can be linked to the key questions that the author is seeking to address.

Firstly, this chapter suggests that individuals herein who are engaged in entrepreneurial endeavours recognise several heterogeneous family and social

structures which they attribute as effecting both their own development and the development of their business. Initially it appeared that the division between family and non-family relationships hinged on the relative strength of any tie but, later, this was amended to include mutuality as a key differentiator.

Secondly, the evidence suggested that, through these structures venturing could be supported by two mechanism: the provision of resources and the sharing of culture. The author argues that the most important insights which have emerged from this chapter centre on the second of these features.

Through an exploration of their immediate families it became clear that there was some agreement between the literature and the case study, this focused on the idea that entrepreneurial intention might be transferred by role modelling, even when the perception of the parent's activity did not necessarily suggest this initially. However, there was also an acceptance that this alone would likely not lead to start-up activity.

The chapter then moved to explore other activities which might also have contributed to the development of an entrepreneurial individual to see if these might have had additional impacts. Through this process the author found that similar mechanisms and processes were in action in social groups which PTH had engaged with. It also found that these particular groups appeared to offer a more applied environment through which culture was transmitted and skills were developed. The author then posited, based on Zapkau et al. (2015), that this practical application might be a key factor in determining if exposure to an entrepreneurial culture was translated into individual entrepreneurial action.

With this established the chapter then explored the business family construct which PTH had presented. Through this it emerged that PTH favoured a model of working with specialists who could provide important resources to develop new businesses assuming they met his stringent criteria. However it also became apparent that these relationships hinged on mutuality and this seemed to frequently lead to people in this group becoming so affected by the culture that PTH presented that they joined him, acting entrepreneurially in their own right.

Chapter 5: ICON Case Study

5.1 Background

The author met Emily [EM] in the late 2000s⁵³ when a company he was working for commissioned her business, ICON Events, to deliver several regional conferences for us. My role at the time had oversight for part of this work and this brought EM and the author into close contact. Over time he came to realise that she had an interesting story to share about her career and how she and her husband Melvin [MM] had started their business. He was particularly interested in the challenges they faced developing their company while balancing personal commitments and how their backgrounds and families had affected the choices they were making. This contact meant that he was aware of some of the history of ICON, its market context and the relationships surrounding it prior to EM accepting my invitation to participate in the study.

ICON was the most difficult case study to complete as internal and external factors meant that the team kept changing during the period of the data collection and, as a result, he was only able to secure one conversation with an employee which happened in the last series of interviews. In the authors opinion this has not affected the integrity of the data but, it is recognised that this means opportunities to challenge the narrative between EM and MM may have been lost.

5.2 Introduction

This chapter seeks to explore the ways in which family groups are identified by the participants, the effects of these groups on the process of entrepreneurship, and if there are reciprocal effects on the group members.

The participants in the ICON study are listed in table 7 (overleaf).

⁵³ The data collection for this study was conducted during the early stages of this relationship, mid 2009 - late 2010. The data is available for review in Appendix 4.

Table 7: ICON Research Participants

Case 2: Icon	
Subject 1	Emily Moncuit EM [Entrepreneur]
Subject 2	Melvin Moncuit MM [Emily's Husband] [Later a Director of Icon]
Subject 3	Annon BT [Icon Employee, Replacement for M]

5.3 ICON

Icon was launched by EM and MM in 2006, it is an example of a copreneurial business (Barnett and Barnett, 1998), an enterprise which is owned and managed by a couple who also share a personal relationship.

Unlike the previous case there is no direct family involvement in ICON beyond EM and MM which provides an opportunity for the thesis to explore more of the couple's relationship, and the issues and challenges which are inherent in this type of endeavour.

ICON was originally designed to fill a gap which EM perceived as existing in their region for a corporate events company. This idea seems to have been inspired by her experience gained from previous roles in events and regeneration:

"...love to network, love to get out there. Plus, I know a lot of high-profile wealthy, famous people and I thought right, how can I use this?" (ICONSE3)

The couple conducted some market research to validate this position (ICONSE3) and, initially, they focused on "*murder mystery*" events (ICONSE3) before eventually expanding their offering to include a broader variety of offerings.

From the outset both EM and MM appear to be united in their desire to create ICON, seeing it as an opportunity, which although higher risk than their previous careers, might also offer greater financial and lifestyle rewards in the long term (ICONSE3). Studies by Pratt (2009) and Othman et al. (2016) exploring previous work in this field suggest that these are common risk-reward factors which surround the creation of a copreneurial enterprise. A further piece by Fletcher (2010) explored this life-making vs. risk-taking tension in an effort to challenge stereotypes relating to the negative perception of the risks that so-called lifestyle entrepreneurs engaged in to develop their ventures. Fletcher concluded that the experience of risk taking and its impact on the household was a common factor across the typologies of copreneurial businesses relationship that she explored. Furthermore, she noted that negative perceptions of risk taking linked to lifestyle businesses were the fault of researchers who had failed to understand them in the context of the household in which they were enacted, and that this was an area which required further research attention.

The initial SEs in the ICON case suggest that couple perceived relatively few risks in starting ICON compared to the potential rewards. For example, in ICONSE3 MM characterises delaying the purchase of a larger house as an acceptable sacrifice when compared the potential (but as of that point unknown) returns that ICON could generate. However, as EM and MM's experience of the business deepens during the study and its impact on family relationships (ICONSE8, ICONSE9), finances (ICONSE10), and the couple's ability to balance business and personal time (ICONSE17) becomes more apparent both reflect on whether these risks have been worth the return.

In Fletcher's paper, the author explores this phenomenon by positioning risk in the context of a matrix (adapted from Litz, 1995 Fig.11) which defines distinct forms of copreneurial activity. Her argument being that, the more involved the couple are in owning and managing the business together, the greater the level of risk they may be exposed to.

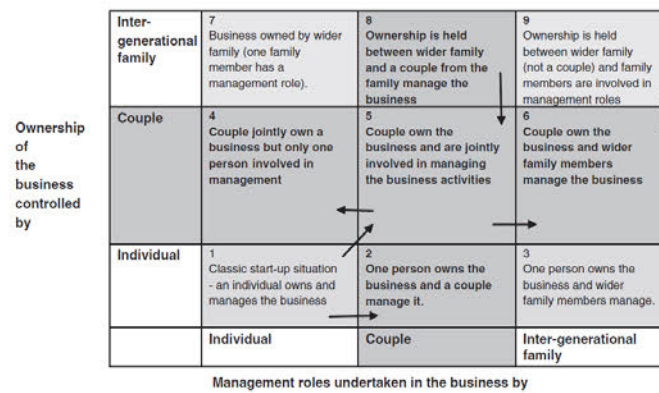


Fig 11. Role of Couples and Families in Business Venturing (Fletcher, 2010 p459.)

If one maps the ICON case to this model a transition between stages is apparent but, this does not immediately map to the couple's discussion of risk and how their perception of the risk, reward balance has shifted.

The ICON case makes it clear that the initial phase of the business's development was driven by EM with part-time support from MM:

"...there was a limit to what I [EM] could deliver myself, so he [MM] would help part-time" (ICONSE4)

Based on EM and MM's statements in ICONSE3 and ICONSE4 it would appear that this was planned, and that it was their intention that MM would, at some unspecified juncture, join the business on a full-time basis. This appears to have accelerated when, in late 2008 MM was offered a redundancy package by his employer:

"...then the economy went into a nosedive and as the construction industry was affected, I got offered a very enticing package" (ICONSE4)

Applying the model from Fig 11., it is apparent that that ICON transitioned from a type 2 entity (2006), through type 4 (2007-2008), and into type 5 (2008 onwards), which the author contends that Fletcher would describe as a classical form of copreneurial evolution (2010 p465.). Yet, when this is mapped back to the narrative EM and MM's initial reflections on ICON and its development are largely positive. Reflections on risk vs. reward only emerge toward the end of the first phase of interviews (ICONSE8), these are grounded the in the couple's experiences in mid-2009 and focus on the tension they perceive in balancing copreneurial endeavours

with a life beyond the enterprise. As the interviews continued this theme gained prominence (ICONSE9 and ICONSE10), eventually leading to some very negative reflections on the future of the business in early 2010 (ICONSE17). It is also interesting that it is moments like this in which tensions between EM and MM tend to become apparent which perhaps speaks to their importance the stresses they generate for the participants.

This suggests that there may be a relationship between the nature of the copreneurial activity and the effect that this has on risk and reward perceptions, as per Fletcher's observations but, that this is a more complex issue requiring additional exploration. As such, the chapter will revisit this in section 5.4 where a deeper exploration of the literature on Work-Life Balance will be presented.

During late 2008 and into early 2009 both EM and MM reported that the business was also shifting from corporate events to regeneration, community engagement and project management both in the UK and Poland. The market reasoning behind these changes is not discussed explicitly in the narrative but, it is clear that it is driven by a combination of opportunities to access funding and EM's own skills/interests:

"...I think it's been quite a natural transition because it's reflective of the founder and that's what I'm passionate about." (ICONSE4 EM)

Beyond its value as establishing EM as one of the reasons for the changes in the focus of the enterprise this comment is also interesting because it is the only time that EM explicitly refers to herself as the founder, in a singular context. The author found this interesting and, after reviewing all of the SEs it became clear that this was reflective of an important difference in opinion between EM and MM. Namely who was responsible for the development of ICON.

Across MM's elements of the SEs the business is generally referred to as something "we", the couple, created, an example this is:

"...we [EM and MM] decided to live on less and seizing the opportunity to actually start a business... with obviously a higher risk but with the potential for a higher reward." (ICONSE3)

However, in EM's elements she generally refers to the business as something "she" created, e.g.:

"So, I saw a gap in the market and set the company up to specialise in black tie co-operate events..." (ICONSE3)

Whether EM is aware of this or not is difficult to ascertain from the data and given that this pattern only emerged after a detailed review of the transcriptions it was not something which the author could pursue at the time. That said, it does suggest that concepts of ownership and entrepreneurial identity may be important even in copreneurial ventures with shared ownership and, that this could be an example of EM crafting a heroic narrative (Carr and Beaver, 2002; Ogbor, 2000) surrounding her establishment of the business.

A piece of evidence which could be offered in support of this is MM's presentation of his role in ICONSE5:

"...if job title summed up everything you'd have to have [EM]: client services director and then you'd have to have that followed by [MM]: do everything else director" (ICONSE5)

The comment which follows suggest that this is not meant to detract from his wife's position:

"when you've got a small business you have to do a lot, it's just that simple" (ICONSE5)

One might, therefore, suggest that in making this comment EM is self-deprecating, perhaps deliberately in an unconscious effort to present MM in a better light.

While the exact truth of this statement is difficult to substantiate the author has still chosen to present this in an effort to highlight the ways in which the methodology has uncovered nuanced insights into EM and MM's relationship which traditional methods might not have explored. Adding further weight to the assertion that it can uncover original moments of discord in the narrative.

Finally, it is worth noting that this might also suggest a transfer of norms between EM and MM, but this is harder to substantiate given the data which is available.

This first section has provided an insight into ICON, its formation and growth, in doing so it has identified a copreneurial relationship at the centre of the development of the business and explored changes to this through the lens of Fletcher's 2009 writings on the topic. In doing so it has touched upon at least one discordant element in the significant events, EM and MM's perceptions of who founded ICON, and noted that the creation of ICON led to both EM and MM recognising a number of impacts of this activity on their lives. Given that reflections on this occupy a central position in the narrative, the next section of this chapter will be given over to an exploration of them and what they might mean.

5.4 Work-Life Balance

Throughout the ICON case both EM and MM recognise tensions between their personal and professional lives, their work-life balance (WLB), and the effects that this had on both the business and their relationship(s).

Definitions of WLB are numerous, in the authors opinion one of the most concise can be found in Pocock (2005 p201.) who references ideas first proposed by The Work Foundation in the early 2000's⁵⁴. This states that WLB is:

'...about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm to the mutual benefit of the individual, business and society.'

What is interesting about this definition is its focus on control and the ability of the individual to shape a balance which leaves them fulfilled; It has been established in other work on WLB, that control (Brush et al., 2006) and flexibility (Carter et al., 2003; Baughn et al., 2006) are key motivators, especially for women, to choose

⁵⁴ The definition originates from research carried out by Employers for Work-Life Balance: <http://www.employersforwork-lifebalance.org.uk/work/definition.htm> a now defunct arm of The Work Foundation which was active in the UK in the early 2000's.

entrepreneurial careers. However, there are also findings, some related specifically to women, which suggest that entrepreneurship has a detrimental effect on an individual's WLB specifically because it impacts flexibility and generates excessive work pressures which have to be controlled (Lee Siew Kim and Seow Ling, 2001; Winn, 2004; Glavin and Schieman, 2011).

The data presented in the ICON case study would seem to reflect this contradiction, it has already been established in ICONSE3 that the reason EM and MM founded ICON was to have a '*better life*' in the long run and this same message is reiterated in ICONSE7 (EM) and ICONSE8 (MM). While neither makes it clear exactly what a '*better life*' entails it is evident from a range of Significant Events that financial freedom (ICONSE3, ICONSE10), flexibility (ICONSE7) and control (ICONSE8) over their futures is either an explicit element or one which is strongly implied. Yet, when the topic of WLB is first touched upon in the case study it is apparent that neither EM nor MM are, in their opinion, experiencing a healthy balance. In ICONSE7 they both reflect on their WLB and agree that its "*awful*" and "*non-existent*" and this a recurring theme throughout the case study. The cause of this seems to be the long hours that they are working and the tensions this causes, put simply they lack any control or flexibility as these factors seem to be inexorably governed by the business and its needs (ICONSE8, ICONSE9, ICONSE10, ICONSE17) something which EM states directly in ICONSE11:

"...It would be nice to start thinking of this business working for us, rather than us being controlled and working for the business." (ICONSE11)

Also, as MM mentions in the second round of interviews, there is no evidence that they have achieved the financial freedom they desire, but that they may have received other non-financial recognition. While it appears that they recognise these status benefits it is not clear from the data how much value they attribute to them, certainly less than the financial freedom they are driven to achieve:

"... [We] have been rewarded for it from a status point of view, but not so much financially" (ICONSE10)

In ICONSE8 the investigation touched briefly on the topic of children, which the couple did not have, EM was quick to brush this aside stating that, “*We are trying to work out where children fit in right now*” but MM gave more detail including an interesting insight into the emotional investment the couple have in their business:

“I know that we speak about the business in a way that other people would speak about their children... even when we’re relaxing on the sofa it’s there.” (ICONSE8)

These statements are important for three reasons:

1. Firstly, they challenge a perception in the literature that women start businesses to accommodate a child rearing role (Caputo and Dolinsky, 1998; Still and Walker, 2006) by providing clear evidence that having children was seen as something that ICON could give the couple financial freedom to explore;
2. Secondly, it provides further evidence of how compromised the couples WLB is, as MM later notes in the same element that, “*At the moment if we were to start a family. In a way the business would come to a grinding halt.*” (ICONSE8); and,
3. Thirdly, it speaks to the deep emotional investment the couple have placed in the business and its potential for future success something which MM discusses later more directly:

“...because we’ve emotionally invested in the business, it has to work.”
(ICONSE10)

Yet, the data also indicates that these are deliberate choices by EM and MM, part of a “*five-year plan*” (ICONSE8) which the couple have formulated to grow the company in the hope that this will let them achieve the life they want in the long term. This suggests that any understanding of WLB must be grounded in the timing of the observations and the stage of the venture’s development. In this case, the couple seem to have been happy to make-do with less of a WLB earlier in the businesses life cycle (ICONSE3, ICONSE4) but, by the time of the first interviews, ICON had grown into a more sizeable entity (ICONSE6) and the impacts of this on their lives

had become more acute (ICONSE7, ICONSE8, ICONSE9). The author contends that it is this shift in pressure which caused EM and MM to re-evaluate their WLB at this juncture something which both discuss explicitly in ICONSE9:

“We came to a critical point, at the beginning of December [2009] where we realized, we couldn’t carry on like we’re doing because we don’t have a home life...” (EM, ICONSE9)

“Because we love what we do, we’ve focused on our perceived priorities and those have all [been] about the business... over the Christmas period [EM and MM] to spend a lot of time with the family... and that was just setting ourselves a clear boundary.” (MM, ICONSE9)

Work by Ezzedeen and Zikic (2015) has explored the issue of boundaries in entrepreneurial WLB in some detail and their study would seem in-step with the hypothesis the author has already proposed. The findings they report suggest that entrepreneurs’ perceptions and attitudes toward WLB are both subjective and temporal with individuals shifting between modalities of a denial of balance or a desire for balance through the dynamic management of role boundaries between an integrated state⁵⁵ and a segmented⁵⁶ one which, is clearly happening in the ICON case study.

Ezzedeen and Zikic are also clear that these shifts are influenced of a range of variables exerting different (normative) pressures on the entrepreneur. In their study they identified the developmental stage of the enterprise as the most likely to be affected, and family responsibilities as the most critical effect vector (Ezzedeen and Zikic, 2015 p1570.), which would appear tally with the insights from ICONSE9. These can be contrasted against ICONSE17 (collected in the final phase of interviewing) which suggests that the continued growth of ICON and the employment of additional staff may be allowing EM and MM to achieve more of a balance to broadly support

⁵⁵ Characterised by weak boundaries between work-life commitments (Bulger et al., 2007).

⁵⁶ Characterised by strong, highly compartmentalised boundaries between work-life commitments (Bulger et al., 2007).

Ezzedeen and Zikic's conclusions. These insights also add depth to their work by hinting at mechanisms which might underpin their conclusions:

1. Firstly, that the developmental stage of the business might be more prone to WLB tensions because of the level of involvement required of the entrepreneur at that stage; and
2. Secondly, that family may be the most critical effect vector because of their physical and emotional proximity to the entrepreneur.

In this piece Ezzedeen and Zikic also develop the work of Cohen et al. (2009) by suggesting that the pressures exerted by these variables have the potential to 'overwhelm' (ibid p236.) the individual, effectively hampering their ability to achieve WLB. One might suggest that this is the scenario which leads to ICONSE9, the couple become overly invested in the businesses, they are unable to achieve WLB, and it is only an external influence, their families, which prompts reflection and a move to focus on their WLB.

Taken together the narrative and literature seem to highlight both the normative power of external structures to affect entrepreneurial action and, the normative power of enterprises to reflexively effect the entrepreneur and their external engagements in the context of WLB. This offers a route to resolving the earlier contradiction proposed at the start of this section between what individuals want from their businesses in terms of WLB the effect that business venturing might have on their WLB; the two can, and do, co-exist in contradiction but they will vie for position depending on the ventures lifecycle and external normative pressures acting on the entrepreneur.

Within the narrative there are other elements of data which add to an understanding of these normative pressures. The first of these can be found in ICONSE9, here EM discusses how the business changed their familial groups perception of the couple:

"They would say, Well, you always tell us, 'We're [EM and MM] too busy'. I think we naturally fell into this habit... Because we assumed that, that was our way of saying we're successful, but they took it to mean, 'Oh, okay, that must mean you don't really want to spend time with us or get involved with what's going on.'" (ICONSE9)

This is important as it illustrates how subjective statements can be perceived differently by groups who do not conform to particular norm, in this case both EM and MM understood busy to be an informal metaphor for successful but the groups around them perceived this as the couple not wanting to engage with them. While EM admits that this is a “*big realisation*” (ICONSE9) the effect of this on MM seems much more profound, perhaps because of his greater attachment to his family; he openly admits to being “*disgusted*” (ICONSE9) with himself and even muses that the long-term result of this behaviour would be to “*see ourselves as co-workers as opposed to a married couple.*” (ICONSE9).

This also illustrates that normative pressures can excerpt themselves both over time and in more confined ‘moments’ (Rae, 2013) to affect an entrepreneur’s thinking and behaviour. In both cases the reactions EM and MM had to their family interactions (and lack thereof) triggered a sudden period of reflection and re-defining of their boundaries.

The momentary nature of these reflections seems to be reinforced by ICONSE10 in which EM and MM discuss their current position on the business and what they both intend to do next. Here, rather than focusing on family they focus again on income which links back to their original motivations for starting ICON, financial freedom.

“That’s the kind of discussion I’m having with myself, it [Icon] has to work for us. If it doesn’t, we’re going to be flogging our guts for the next 5 to 6 years with no outcome and we won’t be any better off than if we had stayed in employment financially.” (ICONSE10 EM)⁵⁷

It should also be noted that while MM agrees broadly with this sentiment, he does recognise some benefits in the status that they have gained from ICON and is more hopeful for the future.

⁵⁷ A similar sentiment is re-stated in ICONSE17 by both EM and MM.

This also adds to Ezzedeen and Zikic's (2015) work by suggesting that there is a continuum of normative pressures some organisational, some social, all of which can affect the entrepreneur for different reasons.

The debate highlighted in this section has explored several important issues which are directly relevant to the thesis including the normative pressure of different variables and their effects on the entrepreneur in the context of WLB and, how the entrepreneur's behaviour in relation to their WLB might impact their social structures.

The next section of this chapter will now move to explore EM, MM and BT's conception of family in greater detail to better understand the groups which may have affected the development of ICON.

5.5 Family

In this case study the protagonists, EM, MM and BT all open their narratives with a discussion of their definition of family. EM and MM's explanation of their family both recognise an immediate biological/marital family group and a second (wider) group consisting of social relationships which, in this instance, are all located in their faith community. BT however presents a slightly different perspective, a single, *flattened* group comprising biological/marital relations and a few of her "...*closest friends*" (ICONSE1).

The chapter will approach an unpacking of the issues identified, through the SEs, by first focusing on definitions of the individual's immediate family structures and what might have led to these. In doing so this section (5.4) will explore the nature of the group and any data on the transmission of culture therein. Section 5.5. will then transition to an exploration of faith groups as family units, and this will be followed by section 5.6 which will explore ICON as a family business.

Starting with EM, her immediate biological/marital family is very specifically defined:

“...my mother, my sister, [MM], my Aunt in America... I would say that it’s probably more [MM’s] family because they are local and a support network⁵⁸” (ICONSE1)

MM, identifies a slightly broader selection of relations as being part of this group:

“...I consider my family to [be] made up of my grandparents, my parents, brothers and sisters, uncles and aunties also my cousins, they are only a very small step away from being brother and sisters” (ICONSE1)

Interestingly, MM also applies kinship terminology (brother and sister) to underscore the strength of his relationship with cousins, giving them similar status to his brothers and sisters. This echoes PH’s application of the term when describing members of his wider family and suggests that, for some individuals, the use of kinship terms to describe different kinds of relationship and assign roles to them is an important way in which subjects impart status, often fictively, to individuals or groups in their network.

BT then adds to this mix by presenting a third definition in which biological/marital relations are mixed with social relations to form a group the exact boundaries of which lack definition.

“I obviously consider my family as members of my family along with a few of my closest friends.” (ICONSE1)

This is very different to section 4.4, wherein PH and PTH closely agreed on the nature of their immediate family group. Instead, herein, it is evident that, even within a single case, it possible to find variations between individual’s definitions of any structure. This leads the author to question what, exactly, is responsible for these differences. In the case of BT this is difficult to discern as the single interview presented in the case study is limited in its exploration of her background. However, data drawn from EM and MM’s significant events does provide an insight that might posit a reason for their divergent perspectives.

⁵⁸ Based on further conversations with EM and MM this is likely to include to MM’s parents and a several aunts, uncles who live locally to the couple.

EM experienced what some might consider to be an unconventional childhood, the daughter of a Polish mother and British father, who are never substantively discussed in the narrative, she was raised mainly by her Grandmother (ICONSE2) in what appears to be a relatively small family group. A closer study of EM's biography across the dataset hints that she did not have the happiest of childhoods (ICONSE2)⁵⁹, and is quite independent from her family with the notable exception of her Aunt (ICONSE2). By comparison, MM comes from a large family and grew-up working with his Uncle and other relatives (ICONSE1 and ICONSE2).

These differences are important as they infer ways in which an individual's upbringing might impact how they form and maintain social relationships. An illustration of this is EM's constrained childhood experiences and her identification of a smaller immediate family group as an adult vs. MM's experiences of a larger family and his identification of a much broader and more connected family group as an adult. This might also explain why PTH and PH's shared childhood experiences produced similar definitions.

Interestingly, links specifically between a range of childhood developmental factors and the formation of networks in adulthood are poorly articulated. The exception to this is Gibney et al. (2013⁶⁰) whose work, based on a European dataset of 30,000 individuals, suggested that a range of conditions in early life have a measurable impact on network formation in adulthood. These included: health, education, and most importantly, family environment. In their study the authors did not find a significant correlation between this and either network size or quality. That said, they do note that this has been previously established in other studies and, that it is perhaps the level of exposure to any negative experiences which is important, something they did not explore. While this might suggest a reason for the differences in EM and MM familial groupings it is by no means conclusive and, furthermore, one

⁵⁹ There are suggestions in the broader narrative that EM's relationship with her mother, and her mother's subsequent partners may have been difficult. There is also some evidence to suggest that she continues to be estranged from her father to this date. However, it should be noted that these were observably sensitive topics on which the researcher did not want to force responses.

⁶⁰ Gibney et al. (2013) provide a comprehensive review of previous literature alongside their own conclusions.

might argue that PTH and PH exhibited no discernible childhood challenges but still identified (generally) smaller family groups.

One other avenue which might provide a useful insight into this topic is the manner in which an individual's upbringing transmits culture, in the form of values and norms between generations and the manner in which this then impact social relationships.

In the previous chapter the thesis explored an established linkage between entrepreneurial parenting and the entrepreneurial intention and showed that even when the child's perception of that activity might not be flattering it could still have an impact. It also drew some implicit linkages between the manner in which parents behaved toward their family network and the child's attitude toward the identification of family groups.

In this case EM and MM have very different family backgrounds, herein it was MM who was most clearly exposed to entrepreneurial activity in his youth, having grown up around people involved in fishing and food (ICONSE2). He also gained practical experience of working in a small entrepreneurial business, having spent a summer in one of his uncle's restaurants (ICONSE2). Given that this, on the face of it, would appear very similar to PTH's story in chapter 4 one might be forgiven for expecting it to be MM leading the business but, it is not.

When exploring EM's background it is clear from the outset that her mother and grandmothers' values were central to her early development:

*"My family **[Mother and Grandmother]** had really strong values around education. So, we **[EM and her Sister]** were sent to private school on a scholarship"* (ICONSE2)

Unfortunately, there are no additional insights into this time, or the effects it had on her. Our next piece of information is that EM has always consider herself to very independent (ICONSE2) which is perhaps a reflection of her upbringing and education. It would appear that it was this, along with her education and the values from her family which positioned her for a career at university during which time she was exposed to a range of experiences which the author suggests may be the trigger for her entrepreneurial behaviour as an adult. Certainly, during this time there is

evidence of her engaging with entrepreneurial individuals (ICONSE2) and gaining practical experience in a range of diverse roles (ICONSE2) that might have led to entrepreneurial action on her part. For her part, she is clear that:

“I’ve always been entrepreneurial...even the new deal for community’s programme⁶¹ it was all about added value. I’ve been born with that sort of selling and buying spirit.”
(ICONSE2)

This certainly lends credence to ideas established in chapter 4 around the influence of both family and, groups beyond the family on the normative development of entrepreneurs. That said, immediate family, in this case, does appear to have less of a direct influence on either ICON or the couple’s entrepreneurial activity that it did on PTH or PH.

Where there does appear to be a potential for more direct linkages is between childhood family structures and those groups identified by both EM and MM. Here, there does seem to be a direct correlation between the size and format of family group that EM and MM were exposed to as children and the nature of the structure they identify in this chapter as being their immediate family which is suggestive of some form of yet to be identified normative transmission.

The key implication for the thesis which the author has derived from this section is that the immediate family group may be even less heterogenous than the previous chapter suggested. In addition to this there is additional evidence which suggests that the immediate family group plays an important role in entrepreneurial development but, that other structures may be equally important, especially if they provide access to practical work experiences. Finally, there is a suggestion that the childhood immediate family group may affect the adult perception of their family group.

⁶¹ The New Deal for Communities programme was a UK Government regeneration programme that ran from 1998 - 2011.

Beyond their immediate family groups both EM and MM identified a Christian family which they felt was important. The thesis will now move to explore this structure to assess it, and its impacts on the couple.

5.6 Faith and Family

Towards the end of ICONSE1 both EM and MM identify a wider family group which they connect to their faith:

“I suppose the people in my Church are part of my wider family” (EM ICONSE1)

“...there’s also a wider Christian family that is important to me.” (MM ICONSE1)

While neither formally identify their church in the data, discussions with EM, which fell outside of the original scope of the research, established that their religious adherence fell somewhere between The Church of England (C of E) Anglican and Pentecostal in terms of its doctrine. Positioning both, broadly, in a group of contemporary Christian traditions which have come to be termed as Evangelical, Pentecostal and Charismatic Christianity Movements (EPCM) (Heslam, 2014).

The concept of the Christian church as a family under God is rooted in biblical interpretations drawn from a number of sources including: Romans (9:8), The First Epistle of John (1 John 3:1-2), The Epistles to the Ephesians (3:14-15), The Pauline Epistles (2 Corinthians 6:18) and Matthew (12:49-50). The difficulty of this metaphor is that it does not have a standard, accepted interpretation, it is often used, sometimes simultaneously, to refer to the entire faith, a specific denomination, a movement⁶², a grouping of churches within a movement or, a single congregation. The reasons for this are beyond the scope of this study to debate, but they are likely rooted in the historical development of the faith, societal changes, and the interpretive nature of the Bible itself. This difference is highlighted by EM and MM whose definitions, in ICONSE1, of how a Christian family are explore very different conceptualisations of the notion, EM, for example, is referring specifically to her

⁶² Such as Protestantism which comprises multiple groups who all share a similar belief but have distinct doctrinal variations.

church as part of her family while MM appears to be referring to the faith as a whole as being part of his.

To further complicate matters there is surprisingly little literature which addresses this this issue. There are some observations which confirm that Christian monastic orders can behave like families and apply kinship terminology to describe each other (Scott, 2011); a small amount of data which shows that some Protestant organisations and groups provide familial forms of reciprocal support to their members (Taylor et al., 2016; Keplinger et al., 2016); and, some very limited evidence which suggests that Pentecostal church members find familial support through their faith (Agyeman and Carsamer, 2018). However, all of these are constrained in scope and lack more than very generalised applicability in the context of this thesis. This means that the most truthful inferences that can be drawn from the literature are that evidence of familial functions might be found in Christian organisations or groups (acting as norm circles) and that data presented by EM and MM would seem to support this premise.

There is also literature which suggests that Christian social structures can exert normative pressures on members affecting their values, actions, and beliefs (Parboteeah et al., 2014). Recent work by Henley (2016) has developed and, exploring how certain faith groups (EPCM for instance) might actually transmit a culture which could encourage members to engage in entrepreneurial endeavours.

In the case study both EM and MM do present some data which allows the author to make limited assessments of the impact that their faith has had on them and their business

For EM, her faith seems to play an important role in framing her attitudes and values:

“Massive... Huge... My perspective and attitude towards money, towards respect for people and also my business ethics” (ICONSE19)

MM broadly agrees with EM, especially about the impact on ethics but develops on this by linking his faith directly to a “*higher consistence*” which is “...*certainly there in the business and we would, you know live by those rules.*” (ICONSE19)

Actual points of reference for these in the narrative are difficult to identify, there are certainly no examples of EM and MM acting in a fashion which would be inconsistent with these statements. One might point to the focus of their businesses (ICONSE3), their treatment of staff (ICONSE11, ICONSE13 and ICONSE14) or their treatment of others (ICONSE9) as evidence of Christian behaviours but these are only inferential at best.

Perhaps this is one of the challenges of connecting the effect of faith groups to entrepreneurial activity, very often the specific linkages are difficult to formulate. This means that, again, we are left to muse the most truthful statement which can be offered which, in this instance, is that a faith family, in any form may have the potential to affect the processes of entrepreneurship.

That said, there is one further line of enquiry that might offer compelling insights into these issues. Work by Meyer (2010) and Griebel et al. (2014) found that values relating to positive character, good behaviour, and the support of others are commonly linked, be adherents, to Christian religious belief. The reason for this was first explored by Schwartz and Huismans (1995) who examined the ways in which religious practice correlated to individual values. They found that religious behaviour in several different Judeo Cristian denominations was associated with the values of benevolence, tradition, conformity, and security. Based on this data they hypothesised that these values would be linked to religiosity regardless of the religion in question and, subsequent studies examining samples from a large variety of monotheistic faiths seem to indicate that this is the case (Sagiv et al., 2017). Put simply, religious people, regardless of denomination tend to share similar, normative, conservation values⁶³ (Schwartz, 1992) emphasising self-restriction, order, and resistance to change. An example of this drawn from the data would be EM and

⁶³ These are defined more comprehensively by Schwartz (1992) as values which seek to “preserve the status quo and the certainty it provides in relationships with close others, institutions, and traditions.” (p43.).

MM's strategic decision to invest in ICON in the short term, limiting their own freedom (financially) in the hopes of greater rewards later (ICONSE3, ICONSE4 and ICONSE8).

Yet, this in itself is challenging because these values in such a definite form would seem to run contrary to those which academics generally believe most entrepreneurial individuals need to embrace to be successful (Bacigalupo et al., 2016). In Griebel et al. (2014) the authors explore this complicated dichotomy and move some way toward resolving it through the lens of identity salience. Their premise, built on the work of Lamont (1992), is that for many people work is a central means through which they express themselves and their values, thus, as an individual develops in a given career that role gains salience (Stryker and Serpe, 1994) and becomes a stronger factor in deciding the persons actions in relation to other parts of their identity. For religious people who have a highly defined sense of identity and strong salient values grounded in their faith, this can create tension which must be resolved and, one route which allows for the maximum adaptability to existing values is self-employment. For those who choose to resolve the tension by starting their own business the result is, in the opinion of Griebel et al. (2014), an entrepreneur with an individual, idiosyncratic relationship with their faith which may be stronger because it no longer has to compete with other forces.

There is no suggestion here that faith was a motivating factor in EM or MM either establishing ICON or, developing it in a specific direction but, the literature and, insights from this chapter does suggest an emergent position. that adherence to some religions may be more conducive to entrepreneurial activity assuming that the normative pressures of the faith are aligned with the activity. Furthermore, it adds to this by suggesting that religious individuals may have powerful value-based reasons for choosing entrepreneurial careers.

Certainly, in EM's case she feels that her faith "...gives me a freedom to express who I am as an individual ...isn't **[that]** incredibly entrepreneurial?" (ICONSE19) which would seem to reflect this idea.

In its totality this section has shown there is the potential for religious groups to act as family units and, that in some circumstances this may be conducive to entrepreneurial activity both through the normative influence of the group and, the potential for an alignment of identities which entrepreneurial endeavours may be uniquely placed to offer.

5.7 Shaping a Team

Unlike section 4.7 there is no identification of Business Family structure in either EM or MM's narratives, in fact, BT expressly states that ICON *"does not feel like a family business"* (ICONSE13) even going as far as to suggest that sometimes it does not feel as if EM or MM are married. Given this comment the author decided that the final section of this chapter should be given over to deeper exploration of the culture of ICON and the ways in which EM and MM had affected those around them.

In the first series of interviews which were conducted with EM and MM the couple discussed the expansion of the business (ICONSE4, ICONSE5 and ICONSE6) and noted that it now justified the employment of a full-time project manager (ICONSE6).

This is developed upon in ICONSE11 where MM notes that this is actually the second time the couple have tried to employ someone but, that the original employee *"didn't work out because... we quickly realized that an administrator wasn't what the business needed"* (ICONSE11). Instead, they chose to recruit a project manager (herein referred to as M) who they hope will be able to *"...lead in projects to free up some of our time to do other things"* (MM ICONSE11).

The different ways in which EM and MM reflect on the employment of M in ICONSE11 offer additional insights into their personalities. EM is very focused on the personal benefits that she and MM might realise in the longer term:

"...we can now think about our year from a different point of view...think about going out for dinner more than we do" (ICONSE11)

While MM is more interested in discussing the commitment the business is making, including the effect this might have on M alongside the potential benefits this will bring to the business which, he believes are:

“...he’s [M] going to bring very good dynamics to the business that we feel we will be able to bounce off professionally to take us to that next level.” (ICONSE11)

However, by the third series of interviews the market appears to be changing and both EM and MM agree that their clients want engagement more than project management. Initially this seems to be the driver behind M exiting the business:

“...and some absolute disasters. Probably from misjudging the situation to some degree as to what the business actually needed to move forward.” (ICONSE12 MM)

Yet, as the narrative explored these issues in more depth it appears as if other factors had a greater effect, most notably M’s apparent desire for his own WLB:

“...he was in a place that probably didn’t allow him to sort of naturally integrate into the role that was required of him because he had a wife, young children and there was an expectancy; the dad at home, at 5:30...” (ICONSE13 MM)

This is fascinating because it suggests that it was not just the changes in business which caused M to exit it was also that EM and MM may have been demanding a work schedule from an employee which they themselves recognised as being unhealthy. Further evidence for this can be found in statements which the couple make in ICONSE13, MM, for example, states that BT is, by comparison to M:

“...willing to sort of put in above and beyond the call of duty to get the job done...” (ICONSE13)

Or, put differently: *"We [ICON] get the job done at all costs" (ICONSE13).*

When read alongside EM’s comments that this is an example of them *“defining our own business culture where people feel comfortable to grow” (ICONSE13)* one cannot help but surmise that people, in this context, will only grow if they accept and normalise ICON’s organisational culture of overwork. An insight into EM and MM’s incentivisation of their employees, also in ICONSE13, serves to further reinforce this:

[Reporting a Statement by MM] *...You know what, I’ve given the girls a bonus this month because they’ve worked really, really hard.” (ICONSE13)*

In addition to this, statements which BT makes also mention that “it [ICON] is often a highly pressured and stressful environment” (ICONSE13 and ICONSE16) giving valuable additional context which EM and MM do not provide.

This adds to the understanding developed in section 5.4 by extending WLB challenges beyond the entrepreneur, encompassing the organisation as whole. In this instance it is evident that EM and MM demand a high degree of commitment from their employees to ensure that work is completed. What is interesting is that they seem much less concerned about ensuring the same individuals also have a healthy WLB even when they themselves have previously recognise the impacts of this on their lives, and furthermore, they appear to be incentivising this culture among their staff.

For the sake of clarity, the author is not suggesting that EM and MM are, in any way, acting in a manner which deliberately compromises their staffs WLB, there is no evidence to support this and the data provides no external validation, such as office hours, on which to base this suggestion. Instead, it is the authors contention that the normative patterns of behaviour and activity which have already been presented in section 5.4 and developed herein are part of the culture of the firm, specifically a drive to:

“... put in above and beyond the call of duty to get the job done” (ICONSE13 MM)

Furthermore, these norms and values are embedded in such a way that EM and MM no longer perceive them as problematic and, therefore, do not realise that they may be impacting the staff. This in turn is an interesting development of our understanding of these issues, it suggests that, perhaps, the reason that Ezzedeen and Zikic’s (2017) observed the initial phase of start-up as being most likely to be affected by WLB tensions is not because of an increased level of entrepreneurial involvement in the initial stages of venturing. Instead, it is response to a lack of normalisation which, as the business develops is resolved by the entrepreneur leading them to consider a reduced WLB as normal. If this is the case it might

suggest that EM and MM, simply do not recognise the contradiction and that their own reflections are based on a reduced perception of the issue's importance.

In ICONSE14 the couple are pained to stress the high regard in which they hold BT and her colleague, as MM clearly states, *"they are, incredible young ladies"* (ICONSE14) who both want to invest in and develop as part of the company.

For her part BT thinks that ICON is generally a *"...comfortable atmosphere"*. (ICONSE13) and, from data in ICONSE14 and ICONSE16 it can be suggested that she *"enjoys parts of her job"* (ICONSE16). However, in ICONSE16 and ICONSE17 there are some important inconsistencies between EM and BT, in EM's narrative she reports an incident in which BT and her colleague approached EM to tell her that they:

"...can't believe how much better the atmosphere is [Since M Left]. The fact that we [BT and Colleague] get to work directly with you [EM]... We [BT and Colleague] are just inspired by you [EM] and [MM] running the business and getting on..." (ICONSE16)

However, BT in her own narrative is clear that, at times, *"...the office can become very stressful and tense, which makes it a fairly uncomfortable environment"* (ICONSE16). It is impossible to further explore the cause of this inconsistency, other than to suggest that it is the difference between the overall atmosphere in the office (in EM's segment) versus particular points in time (in BT's segment), if this is correct it would at least be consistent with BT's other remarks. Although this is not further addressed in the data it would seem to point to the idea that certain things which BT is saying to EM may not be accurate reports of her feelings.

An example of this can be seen in ICONSE17 where BT reflects on mentoring she has received from EM. While she agrees that she has been mentored she does not feel that this has been on a regular basis and she thinks that if this were better planned it would help her and her colleague to develop. Yet, in EM's narrative she reports an email from BT stating that she sees EM as a mentor now, EM accepts that she did not realise this but, it still begs the question, why didn't BT mention that she had previously reached out to EM in this fashion?

The clue may come from an insight into BT which EM provides at the end of ICONSE17, where we learn that BT, “...*had a bit wobble this week and got very, very upset, but she was able to come to us about it and talk about it...*”. While we do not have any additional information about this incident it could be suggested that strong emotions may have affected some of BT’s reportage. This also highlights how important this thick narrative is in allowing the researcher to challenge different elements of the narrative and assess their trustworthiness without simply having to accept them at face-value.

This section has shown again that, much like chapter 4, entrepreneurs can and do transmit norms and values to individuals in their networks and, that this transmission may in fact go beyond family boundaries. In this instance the thesis has explored a case in which a copreneurial couple have shaped their own business culture and the effect this has had on their staff, including causing some to exit the business. This has been interesting as it has suggested that entrepreneurs do not simply transmit norms and values aligned to the process of entrepreneurship but, that these can also include work attitudes more generally. This section has also suggested that entrepreneurs might transmit these norms even when doing so could be considered contradictory because they have become normal behaviours for the entrepreneur.

5.8 ICON Concluding Remarks

In this section the thesis has developed its understanding of the ICON case and, in doing so, it has developed insights into several of the key themes linked to the aims of the thesis including, the nature of families and the transference of culture. It has also developed two new avenues of investigation focusing on WLB and faith, specifically its role as a form of family structure.

Firstly, it is clear from the insights in this chapter that family and social structures are even more heterogeneous than the previous chapter might have recognised with each of the participants identify different formations of key structures. While the division between family and non-family is not further clarified herein there does appear to be a clear linkage between the individuals background, specifically their formative experiences of familial groups and those that they identified herein.

In this case the thesis also explored issues of WLB, focusing not only on the manner in which establishing and developing ICON had affected this but also the reasons and mechanisms which underpinned this. In doing so it showed how the couple had chosen to sacrifice a short-term WLB for what they hoped would be future benefits and the impact this had on them. Furthermore, it illustrated in the ways in which this behaviour could develop, become normalised and later passed to others.

Although this case explored a copreneurial relationship and some of the tensions this created between the participants and their network there was no data to suggest a recognition of a family businesses structure or, even, a family business. Instead, in this case there was a discussion of a range of family structures and, a faith family.

The thesis then moved to explore the concept of faith as a family group and found not only conflicting perspectives from EM and MM but also an under-developed literature exploring both how faith groups could act as families and, how these might impact entrepreneurial activity. The key insights from this were that faiths groups could provide physical and emotional resources as well as a culture that might underpin the process of entrepreneurship but, that these linkages were poorly articulated. An important insight from this section was that a faith identity could be a powerful driver to engage in entrepreneurial behaviour in an effort to reconcile identity dysphoria.

This section was also important as, prior to this, the ICON case did not identify any resources drawn from other family groups to support the process of entrepreneurship and only limited suggestions of any norms. That said, there were clear examples of practical experiences of venturing and entrepreneurial behaviour both in and beyond the family group which may have been contributing factors.

Finally, the chapter explored how EM and MM had shaped their team, within ICON, and the manner in which they had transferred their culture to others along with some inherent conditions in this process.

Chapter 6: TDK Case Study

6.1 Background

The author met Dan [DB] in 2005⁶⁴ when he was developing, an online curriculum auditing tool which was designed to allow secondary schools to collate evidence of enterprising activity in their institutions in anticipation of inspection by The Office for Standards in Education (Ofsted). He purchased a licence for the tool with the hope he could modify it to track activity in the college he was working in as part of the colleges inspection regime and, slowly, he began to provide feedback to Dan and his team at TDK regarding the issues and challenges he encountered as part of this endeavour.

Through this process he became one of a number of practitioner sources which TDK called on for advice, during this time he provided the business with feedback on a variety of subsequent products. In return, DB helped me by lending his technical skills to products and services which he was developing, mainly for the educational market.

This cooperation means that DB and the author have built a professional relationship which the author would characterise as productive and mutually respectful. This also means that he was aware of some of the history of TDK and its market context before he approached DB with an invitation to participate in the study.

6.2 Introduction

This chapter seeks to explore the ways in which family groups are identified by the participants, the effects of these groups on the process of entrepreneurship, and if there are reciprocal effects on the group members.

The participants in the TDK study are listed in table 8 (overleaf).

⁶⁴ The data collection for this study was conducted during the early stages of this relationship, mid 2009 - late 2010. The data is available for review in Appendix 5.

Table 8: TDK Research Participants

Case 3: TDK	
Subject 1	Dan O'Brien DB [Entrepreneur]
Subject 2	Daniel Winters DW [Dan's Brother-in-Law] [Passed TDK to Dan OB]
Subject 3	Diane Plewinska DP [TDK Employee]

6.3 TDK

In this section, the chapter will explore the creation of TDK by DW and the effect that this had on both DW and DB.

DB joined TDK in 1996, at that point the company had only been trading for a few years. It had been created by DW, and the directors of a company he had been working for, a plastic strapping business, as a spin-out focusing on producing websites for the packaging industry.

The genesis of TDK is, interestingly, rooted in a phenomenon which the chapter previously explored in section 5.6; the need to balance faith-based values and activities with a job. Both DW and DB are active members of the Jehovah's Witnesses⁶⁵, a faith which is centred around a rigidly defined set of social, moral, and practical obligations that are derived from interpretations of biblical scriptures⁶⁶.

⁶⁵ Something which the author was unaware of prior to interviewing them.

⁶⁶ Witnesses are, for example, expected to attend regular meetings, engage in individual, and group bible studies and preach publicly (field ministry) to attempt to convert non-Witnesses. Internationally, field ministry activities are the only one of these for which the number of hours can be easily substantiated as all adult Witness who are able to engage these activities complete a monthly timecard to keep track of their hours. On average, in 2018, those Witnesses each spent 242 hours per year

As DW notes in TDKSE4 he only joined the plastic strapping business because he was finding it difficult to balance an active role in his faith and other, mainly manual jobs, which he had been doing to support his young family. To find a new role DW approached several local businesses with his CV looking for work. This impressed the owner of the plastic strapping company, TG⁶⁷, who offered DW his first position, as a Purchase Clerk.

Within a few months DW moved from a Purchase Clerk to IT Manager, the opportunity to do so presented itself when TG wanted to upgrade the company's computer systems. As part of this process, he received quotes from several suppliers for bespoke installations; DW was aware of this and thought that they were too costly so, he approached TG with an idea. DW believed that he could apply his interest in technology to solving the problem and proposed that he could save the company money by designing the system himself using readily available (off-the-shelf) technology. TG agreed but only after weighing the risks against the potential benefits and the cost savings and gave DW an opportunity to develop the system which, once shown to be successful, was quickly followed by the development of a company website and a promotion.

This background is important as it highlights DW's opportunity seeking behaviour and juxtaposes with TG's more measured approach. The tensions between these positions will become an important element of the chapter as it develops.

Both DW and DB speak highly of TG in a manner which is respectful, at times even deferential (see TDKSE10, TDKSE13 and TDKSE15 for examples). In TDKSE10 for example, DB compares TG and DW as mentors and discuss how he now takes equally from both to help him shape the design of products and governance of the business. In doing so he credits TG's experience and his resilience as key strengths.

conducting field ministry activities (Watch Tower Bible and Tract Society of Pennsylvania, 2018, <https://www.jw.org/en/publications/books/2018-service-year-report/2018-grand-totals/>). See section 6.5 for a further exploration of these issues.

⁶⁷ Name removed and anonymised. TG is a part of owner of TDK having spun-it-out from the original plastic strapping company.

However, both DB and DW are also forthright in their criticism of TG and the positions he has taken which have affected TDK, as DW notes:

“I love him [TG] as a person... and I could still pop in and have a coffee with him, but I don’t agree with all his philosophies.” (TDKSE17)

Throughout the narrative DB and DW both state that TG is too focused on returns and is not willing to either divest his interest in TDK or, invest in it to facilitate it to develop beyond its own organic potential (TDKSE16 and TDKSE17); DW goes as far as to state that these traits have *“killed some of the projects that we’ve had”* (TDKSE16). He then develops this in the same SE by citing it as one of the key reasons he would eventually leave TDK: *“I didn’t see that this was going to change”*. DB also recognises these issues and shares DW’s frustrations but, in his case, what comes to the fore from his elements are the challenges he is faced with as a result of TG still being connected to the business. These seem to be centred on the inability of the other directors to contribute the development of TDK because they lack relevant experience and the overall impact this has on the business. This is something the chapter will revisit in section 6.6.

Later in 1996 DB joined TDK as a web designer, although not the most obvious candidate to fill the role he was an artist who had some experience in traditional printing and page setting (ICONSE4). That said, DB’s employment was likely the result of family connections, the two are brothers in law, and their shared faith. In fact, it would appear that DW gave DB an opportunity in much the same way that he had been given one by TG.

This makes the creation of TDK a somewhat unique example in the thesis, a spin-out company with no substantive family resourcing (prior to DB’s involvement). That said, there are similarities between it and both SV and ICON, its creation was ostensibly driven by a single founder who then brought in an additional family member, it was driven by a personal interest in an areas of technology, and it allowed first DW and later DB a way to address tensions between their faith and their careers which had been felt in other roles.

With this team in-place TDK began to develop, creating new products and services, however, to fully understand this period two key contextual elements need some further development, family, and faith, as these have important effects on this period. As such, the these will now shift to explore DB and DW's definitions of family and their relationship with their faith before more directly examining how these structures effected the development of the business.

6.4 Family

In this case both DB and DW provide clear definitions of the family groups which they recognise. These share features with structures that have been defined in both chapters 4 & 5 and, as this section develops these relationships, and their linkages will become the focus of the authors enquiry.

Family formation is first addressed in TDKSE11, herein both DB and DW outline their definitions of family. For DB, family appears to be a three-tiered structure, comprising an "*immediate family*", a "*close family*" and an "*extended family*" (ICONSE11) all of which have parallels in the previous chapters. For DW, family is, instead, a single structure encompassing biological, marital, and social relationships located within his faith group, which has some similarities to the structures identified by BT and MM and in chapter 5.

Beyond these definitions TDK is the second case study to identify some form of business family. In TDKSE20 both DB and DP use the term family to describe their relationship and their perceptions of the culture of TDK. This section will now move to explore these definitions in more detail, drawing links between them and the previous chapters.

In DB's narrative we initially are presented with three distinct structures, an immediate family, a close family, and an extended family. DB's immediate family is defined as including his "...*my wife and children. It also would be my in-laws... [DW] and his parents and family.*" (TDKSE11). This is very much the same as the grouping identified by PTH and PH in SV.

The reader is then introduced to DB's close family, this is similar to PH's wider family structure from the SV chapter. DB defines them as "...*friends within the faith...*"

(TDKSE11). A group of social connections, in this instance from DB's faith, who he feels occupy a loco familial role in his life.

Beyond this DB then identifies a third group, an extended family of Witnesses who all identify as each other's brother or sister. This is similar to MM's perspective on his faith group in ICON.

Following this, in TDKSE20 DB and DW both identify TDK directly as a family business and, in doing so, highlight a variation on the business family structure previously identified by PTH in the SV case. However, in this instance DB and DW are not referring to an additional group of relationships which support them, they are referring to their relationship and the manner in which they support each other in the development of TDK.

"...it is family life. We're working in close quarters as far as the logistics of the office..." (TDKSE20 DB)

DW, by contrast, presents a very different perspective on this issue. He identifies only one grouping, a global family of Witnesses comprising a huge variety of biological, marital, and social relationships:

"I have travelled to certain parts of the world and have gone to Kingdom Halls of Jehovah's Witnesses and instantly I know them, it is a strange thing, they are family, they will give me a meal, they will help me out whatever; not just physically...so I feel part of a global family which is a really great feeling." (TDKSE11)

This also echoes MM's definition of his faith group, in scope at least, and there would seem to be parallels between this and DW's definition of his extended family which would appear to be a group containing similar relationships. That said, the lack of additional structures herein is unique and embraces a fluidity far beyond even that which was proposed by BT in the ICON case. However, it is worth noting that DW does not strictly use the term family to refer to a broad social grouping throughout the narrative, there are, in fact, there is at least one occasions when he uses the term to refer to his immediate family in the same manner as DB (TDKSE18). Perhaps suggesting that multiple interpretations of the term can also be held by individuals at the same juncture.

The authors own research suggests that the reasons underpinning this are complex and merit their own discussion. Therefore, rather than addressing them here, the chapter will devote the next section (6.5) to their exploration and the links between faith and family in this context. This section will close by reflecting on the impacts of all but the faith-based relationships on DB and DW before moving to summarise the insights that this has developed.

In contrast to previous chapters there is very little discussion as to the impacts of many of these family structures on either DB or DW. In TDKSE18 both discuss the need to balance work with family and religious commitments (often these are interconnected). To do this they both mention placing restrictions on the times they work or, working flexibly, this is in stark contrast to comments in both SV and ICON and may suggest that a combination of family and faith has, in this instance, promoted a healthier WLB.

DB, for example discusses how his approach is a “*personal ethos*” (TDKSE18) centred around a flexible work schedule which allows him to spend time with his children but, he is also careful to note that:

“...*this all comes second to our family and spiritual values*” (TDKSE18)

This implies that his personal ethos has probably been heavily shaped by his religious views and its normative standards. DB is more direct about the need for a balance which makes time for family and spiritual activities although he does accept that some flexibility is unavoidable because of modern technology. This mirrors findings in Griebel et al. (2014) who conducted a study to explore the nexus of work and religion in America. Through interviews with their sample⁶⁸ they found that one of the most powerful narratives was linked to ‘Making family a priority...’ (p790.) and that this was ‘...informed by their faith...’ (p790.). That said, beyond this the narrative does not provide any further insights.

⁶⁸ The sample consisted exclusively of white, upper-middle class, American, Christian entrepreneurs (p795.).

What is clear is that DB and DW's relationship is likely the key catalyst which the family structures produced, it supported the development of TDK and will be pivotal as the business move forwards (see sections 6.6 and 6.7). The nature of this relationship is characterised by DW and DB in TDKSE3 as based on "*trust*" (TDKSE 3 DW) and a degree of "*healthy competition*" (TDKSE 3 DW), the mix of which seems to be important, promoting a supportive but, ambitious environment:

"We also have the same ambitions and we are competitive, we play sports together in our free time and also enjoy a degree of competition in business; I mean we both want to succeed, never at the cost of the other person, but I won't say it's not a race to succeed." (TDKSE3 DB)

In this section the author has further developed the heterogeneous nature of family groups showing that they are different structurally, functionally and through their interactions and events. In this instance the author has presented further evidence which echoes that conclusions from chapter 5, namely that definitions of family are highly personal but, that they may exhibit certain common structural formulae; this conversation will be developed in more depth in chapter 7.

So far, this chapter has focused on the effects family groups in the context of resources provided (DB to DW), emotional support given (DB to DW, and DP and DB), and as an arbiter of WLB. The reasons for this are simple, these were the focal issues that developed via the interviews which formed this narrative. That said, as the thesis moves into the next section the author is confident that a greater focus on faith as a family group (in the context of this chapter) will uncover a range of effects on the process of entrepreneurship which will deepen the research understanding of the cultural context in which DB and DW operate and the impact this has had on them and their ventures.

6.5 Faith and Family

Both DW and DB grew up in a community of Jehovah's Witnesses in the east midlands. Through their shared faith they were both "*aware*" of each other however,

it was not until DB began to develop an interest in DW's sister, who he would later marry, that the two "*had*" (TDKSE1) to talk.

It would appear, from the narrative, that following the marriage, DB and DW's relationship became increasingly more involved and that this was not only due to their shared interest in business and technology, but it also hinged on their shared faith and the strong family ties (Granovette, 1973) it promoted.

In previous chapters evidence for this closeness in a family group might have been drawn from beyond the narrative as reported by exploring the use of particular speech features, such as kinship terminology, PTH's use of the phrase "*effectively our Aunts and Uncles...*" (SVSE8) from section 4.4 is a good example of this. In this case study both DW and DB regularly use the term 'brother' to describe each other, a common reason for this might be their marital relationship; they are brothers-in-law. That said, it is also important to note that, for Witnesses, the use of 'brother' and 'sister' as a term of address is a common, normative, practice used to denote those who are 'in the truth' (Bottling and Bottling, 1984 p83.), active members of the Witness community, from those who are not⁶⁹.

Unfortunately, there are no additional sources which further address this phenomenon in the narrative. This, coupled with the 'dearth' (Holden, 2002 p2.; Chryssides, 2016 p7.) of serious academic literature exploring the Witnesses and their governing body, The Watch Tower Bible and Tract Society⁷⁰ makes exploring issues around Witnesses very difficult. The literature surrounding Witnesses is oddly limited given their size as a religious group⁷¹ and their very public mission. An updated review of key databases, conducted by the author, supports the conclusion

⁶⁹ Non-Witnesses are normally referred to by their given honorific, Mr, Mrs, Miss etc.

⁷⁰ Hereafter referred to as The Watch Tower.

⁷¹ The Watch Tower reports that at the end of 2018 there were 8.57 million Witnesses worldwide (<https://www.jw.org/en/jehovahs-witnesses/faq/how-many-jw-members/>). If this is accurate then, based on religious population data from Adherents.com (http://www.adherents.com/Religions_By_Adherents.html) the faith would be the next largest religious population in the world after followers of Judaism who number around 14 million (<http://www.pewforum.org/2012/12/18/global-religious-landscape-exec/>).

that, outside of medical disciplines⁷², academic publications tend to be dated⁷³ or, very narrow in scope with recent publications being limited to explorations of the movements history (Penton, 2015; Knox 2017), its work in the Middle East (Chryssides, 2018), its persecution by the Nazi's (Chang and Suedfeld, 2018), and how children in the faith are treated by teachers (Liedgren, 2016).

There are many potential reasons for this gap in the literature, Knox (2017) cites individuals polarising experiences of the faith as the key problem because, she believes that it compromises balanced assessments. While Chryssides (2016) states that academics have not done enough to build relationships with a faith which can be dogmatically insular because of their inherent pessimism toward those who do not follow their millenarian doctrine, a feature which she believes has only been increased by the 'prevalent countercult polemic' (p9.) which authors such as Bottling (1984) have expounded to the public at large.

This lack of literature means that any work in this area will be breaking new ground both in an understanding of Witness family formation, and the experience of Witness entrepreneurs. Given that the narrative provided by DW, and DB will act as they key resource for this work there are obvious challenges, the most notable of these is that is hard to establish how representative these two individuals are of their faith as a whole. Therefore, these elements of the chapter are presented as both an analysis of the data available, and a call to action for other researchers to challenge its findings and assumptions.

Between DB and DW, it is evident that the use of kinship terms carries an additional layer of meaning to Witnesses:

"We use the term Brother and Sister to refer to each other in terms of an extended family." (TDKSE11)

⁷² All of which explores facets of the Witnesses doctrinal refusal of blood-based therapies, generally focusing on the impacts and ethical challenges this creates.

⁷³ See Holden (2002) for a comprehensive review of previous literature.

“...they are family, they will give me a meal, they will help me out whatever; not just physically...so I feel part of a global family which is a really great feeling.” (TDKSE11)

This suggest that Witnesses identify as part of a faith family group which includes all members of their movement internationally. This is similar to the phenomenon observed in section 5.6 wherein MM identified himself as belonging to a global Christian family. Given that the Witness doctrine can be described as Christian (albeit it one with distinctly millenarian, restorationist and nontrinitarian beliefs) perhaps this is unsurprising. However, a small number of authors have suggested that the enforcement of the practice in a witness context is part of a set of strict normative cultural standards which they believe are central to the faith and its development (Wilson, 1977; Bottling and Bottling, 1984; Stark and Iannaccones, 1997).

The position different researchers have taken as to the ethics of these practices depends heavily on their personal beliefs, and importantly, their experience of the faith. For writers such as Bottling and Bottling (1994) or Evans (2018) this practice is one of a number of rigid normative (cultural) standardisations that are accompanied by theocratic⁷⁴ punishments which they believe have been formulated, in an almost Orwellian fashion, to subjugate and control the majority of the faith's adherents⁷⁵. For Wilson (1977), the focus on standardisation through normative practices is devoid of any ethical implications, instead, he presents it as a pragmatic, business-like approach to globalising the faith. Furthermore, he cites this as the most important driving force behind the growth of the religion in the 60s and 70s. Wilson's position has, more recently, been developed by Stark and Iannaccones (1997) who, using data published by the Witnesses themselves⁷⁶, agree that the strict moral and

⁷⁴ The phrase is used here and throughout this chapter based on the convention established by The Watch Tower to mean 'that which is in-line with gods rule' (<https://wol.jw.org/en/wol/d/r1/lp-e/1955642>). It is applied as a short-hand in most Watch Tower literature to describe the faith's systems of governance.

⁷⁵ Both Gary Bottling and Lloyd Evans are former Witnesses and noted critics of the faith.

⁷⁶ This data was validated by comparison to external sources such as national surveys to account for potential biases. No significant issues were detected.

personal standards which Witnesses adhere to are key to both the rapid growth of the faith and its retention of existing members.

Within the scope of this paper the author does not intend to pass judgement on the ethics of these practices, this debate is presented because it is relevant to an understanding of normative power of the organisation and how this may be achieved. The implicit challenge in this work is, are Witnesses a family or, do they feel compelled to act in a familial fashion towards one and other? Certainly, there is evidence to suggest that, in a religious context strict messages, regularly reinforced through meetings, textual studies, and religious labour alongside other adherents when combined with the threat of punishment for transgressions are techniques which can be used to rapidly develop an individual's internalisation of key practices and beliefs (Richardson, 1991). The implication of this being that Witnesses (as a group) are more akin to a cult, and any family relationship felt by the members is a deliberate product of this process. That said, authors such as Holden (2002)⁷⁷, who have explored the impacts of Witness membership, have also presented evidence which suggests that the faith has had many positive effects on members including healthier lifestyles, improved self-confidence, and membership of a community. While these do not contradict the previous perspective, they do suggest that a more balanced reading of the situation is important.

In an effort to present such a reading, the author returned to the data. Herein both DB and DW are clear, they both view their faith community as either the totality of their family group or, as a family group that they are part of, the membership of which is both important and beneficial for them.

DW, states clearly that this feeling is based on the physical and emotional support which he believes these structures offer him:

⁷⁷ Holden conducted an in-depth ethnographic study of one Witness congregation and some of its apostate former members.

“...they will give me a meal, they will help me out whatever; not just physically...”
(TDKSE11)

DB develops this by suggesting that for him, the group provides an important check and balance on his morals and values (TDKSE9).

This might suggest a more positive reasoning for these feelings, that said, it would also be naïve to assume that members of the group might not seek to present it in the best possible fashion.

Beyond this, the thesis has already noted that both DB and DW recognise the limitations their faith places on work through both an encouragement of family activities, and a requirement to fulfil certain spiritual and ministerial duties (TDKSE18). However, no negative overtones are presented in the excerpts and there is no discussion of censure or punishment.

There is also evidence to suggest that their faith does impact the manner in which they work and business choices that they make (TDKSE9). This will be discussed in more detail in the following section (6.6), that said, again, both men appear to be very accepting of this and feel the effects are generally positive.

In fact, the only area where they do disagree is when the narrative touched on their attitudes to involving family in their, at that point, respective businesses. While DW is sure that *“...both of us would now trust each other with each other’s business...”* DB is very reticent to involve family of any kind. This is particularly interesting for two reasons:

1. DW only identifies DB as a person he would trust with his business but fails to identify any others. This suggests that he may, on balance, recognise some difference groups and the value he places in them.

2. DB ends his statement by noting that this is “*including people in the same faith as me*”. This counterfactual is a strong indication that he feels some form of familial connection to this group, or he would not have identified them in the context of this conversational context, and that the group does allow him a degree of personal autonomy in terms of his personal decision making.

This it adds a further layer to our emergent understanding of what the term family means. In this context, it suggests that there are other normative organisations (such as the family or the business) or even normative circles (such as the relationship between DB and DW) which can influence an individual Witness’s beliefs and actions beyond those dictated by their faith and this freedom might suggest that a more balanced view of Witness doctrine is needed. Certainly, there is lots of scope for a deeper understanding of these issues to be developed in subsequent works.

Based on the work in this section there is certainly evidence to suggest that Witnesses view their faith as a family group and, that this group acts as some form on normative organisation based on theocratic standards which are held to be common across the group. While this is certainly similar to other Christian groups, such as the EPCM movements explored in chapter 5, it would appear that the norms are far more standardised, more rigorously enforced and have deeper cultural impacts on the Witness effecting not just how they might conduct themselves but also the manner in which they live. It is the author’s contention that it is combination of these elements that has led to the stigmatisation of Witnesses as a group, and in doing so, contributed to their reluctance to discuss their faith and address some of these perceptions.

What this section also suggests is that the Witness community is diverse and that there is scope for the recognition of other family structures, and even other normative structures, such as the friendship between DB and DW all of which can have their own, independent, effects on Witness and their development.

Yet, the issues that this section has not yet directly addressed is the manner in which this impacts their working practices. To explore this the thesis will now move to investigate a period shortly after DB joined TDK as lens through which these issues will be brought to the fore.

6.6 Opeus

OPEUS (Open Page, Edit and Update System) was an example of a very early CMS (Content Management System) which DW and DB developed in the late 90s. This class of programme includes a broad range of applications which, when packaged together simplify the process of managing a website so that someone with less technical skills is able to oversee it, the most famous CMS is WordPress which was initially released in 2003. What is fascinating about OPEUS is that DW and DB developed the system in 1997 but never finished it as a commercial product. Instead, they were approached by a local primary school who wanted an electronic portfolio system for their students and, following a funding injection from the local authority that included an expansion of the project to 10 schools, they, mainly DB (TDKSE8), pivoted Opeus toward this market.

Both DB and DW reflect on both sides of the Opeus experience, on the one hand it represents their first foray into education which has since shaped the development of the business for almost two decades, on the other hand, it is the first instance of a theme which undercuts their narrative; missed opportunities, as DW states:

“...if we had ploughed on with business and ignored education all together, we might have been very successful, because we would have had a CMS before there were CMS’s.” (TDKSE5)

This is developed by DW who, in the same SE, mentions another business, websites for football clubs, which the two considered developing but backed away from. Their reasoning for failing to capitalise on these opportunities provides further insights into their attitudes toward entrepreneurialism and the influence of their faith has on their ability to create new ventures.

One detail which is fascinating in the context of this discussion is that neither DB or DW blame each other for these challenges, even when the discussion turns towards focus (TDKSE10, TDKSE13) DB is complementary of DW and the advice he has given him.

Furthermore, DW and DB never openly regret the fact that they did not capitalise on any of these opportunities, generally they put it down to being “*too early*” or “*too far ahead of our times*” (TDKSE5). That said, as the narrative developed both began to reflect more on the reasons which had restricted their abilities to grow different businesses, and the most important of these was their own faith.

This discussion of religion and its direct effects on the process of entrepreneurship is important because as Iannaccone found in his 1998 work, *Introduction to the Economics of Religion*, ‘At the level of individuals and households, economic behaviour and outcomes do correlate with religion’ (p. 1475). However, unlike other faiths or even other Christian denominations/movements where there are limited literatures which explore these issues (Kauanui et al., 2008; Audretsch et al., 2008; Tracey, 2012) Witnesses are, again, unrepresented. This section of the chapter will, therefore, present an exploration of the challenges which DW and DB face in navigating the theocracy of their faith while acting in an entrepreneurial manner and, in doing so, it will present general extrapolations that may be of interest to other researchers who seek to develop a deeper understanding of these issues.

At the heart of the Witness faith is the credo of ‘worldliness’, this is the teaching that anyone outside of the faith, the truth, is potentially damaging to the spiritual well-being of the Witness as they are ‘of the world’ and might expose the Witness to sin. The result of this instruction is that Witnesses, generally, minimise their contact with Non-Witnesses (Weddle, 2000) from a young age⁷⁸. In fact, association with ‘worldly’ people is only normally acceptable when it presents an opportunity to preach (Raymond, 2007) and, those who work regularly with ‘worldly’ colleagues are

⁷⁸ See: <https://wol.jw.org/en/wol/d/r1/lp-e/102006125>

expected to closely adhere to the faith's teachings during their interactions (Holden, 2002) to minimise any potential negative influences that might arise. The JW.org website goes as far as to quote Matthew 6:24, 'No man can serve two masters...' and then remind its readers that: 'There is no career in the world that can make us as happy as serving Jehovah and teaching others about him!'

This sentiment appears echoed in DB's statement:

"...my faith governs the way I work and what the areas I work in." (TDKSE9)

Against this backdrop it becomes easy to understand why DW believes that:

*"...it's quite a thin line to be able to tread to be an entrepreneur, understanding and believing that **[the teaching of worldliness]** because you can't really immerse yourself with friendships or business relationships." (TDKSE9)*

From these excerpts one can surmise that their faith exerts a palpable sense of control which both men recognise, and that a core effect of this is the limitation it places on their ability to network and engage with a wider community. The challenge in understanding this more deeply is that neither DB nor DW were willing to speak directly about some of these issues, that being the case, the author still contends that the data herein is some of the most unique ever collected on the topic of Witnesses in business. There was some anecdotal evidence in TDKSE9 where both DB and DW reflect on opportunities which they have passed over which they directly attribute to their faith, including gambling and adult content that DW was sure *"...would have made me a multi-millionaire by now"* (TDKSE9) but this does not develop much additional understanding other than a suggestion that their faith has negatively impacted their wealth and the growth of aspects of their businesses. Furthermore, given the examples they present it might be argued that these same conventions could apply to a wide range of formal and informal groups. However, there is also evidence that both seem to view these restrictions as a positive, DW equates it to acting *"ethically"* while DB goes further to state that *"I think any*

respectable businessperson would have a similar mentality." (TDKSE9). This might suggest that both men are either thoroughly indoctrinated into the norm or, that the checks and balances have had positive outcomes for both beyond material wealth, again this is hard to assess as no other data is available.

To present a balanced exploration of these issues it is important to remember that these teachings are not unique to Witnesses, numerous Christian denominations preach from similar sources such as The Pauline epistles (2 Corinthians 6:15-15; 1 Corinthians 15:33; 1 Corinthians 9:19), Proverbs (12:26), Matthew (7:13-14) or John (5:41). These encourage members to make better associations while warning of the spiritual dangers of not doing so.

While the data exploring the link between more general interpretations of Christianity and entrepreneurship is also limited chapter 5 showed that it was developing and focused on Henley's work as being of particular interest. His findings, which are focused on EPCM groups, suggest that they are associated with higher rates of entrepreneurship. He reasons that this might result from the personal commitment and piety which is demanded from members of these denominations leading to the development of more embed social networks between them. These networks then act as vehicles for the transmission of social capital which Henley (2017) believes is crucial to supporting successful entrepreneurial activity.

If this is the case, then one would expect Witnesses to follow a similar pattern as they replicate many of these normative features, but the data from DB and DW suggests that this is not the case. Based on the case study there seem to be two important reasons which may explain why. Firstly, as the thesis has already established, Witnesses are a millenarian sect which is unlike any of the EPCM denominations. The Witness doctrine of anti-worldliness⁷⁹ is heavily influenced by this belief and it is this doctrine which is the root of many of the faiths inherently isolationist practices that could be viewed as barriers to capitalising on entrepreneurial opportunities (TDKSE9) such as placing controls on personal activity

⁷⁹ The belief that "worldly" pursuits and ways of thinking (based on human ideas and values) should be rejected in favour of spiritual ones (based on Jehovah's thinking - detailed in the bible).

and relationships beyond the faith. Secondly, the prioritisation of religious activity and the formal commitment this requires places physical restrictions on the time that Witnesses can spend perusing other endeavours (TDKSE18). Taken together this might suggest that the theocratic position influences (and incentives) Witnesses to be more focused on applying their social capital to religious endeavours within the community rather than bridging the structural holes (Burt, 1992) surrounding the group. If this is the case then this combined with the lack of external weak-ties (Granovette, 1973) created by their isolationist philosophy may be a driver for differences in entrepreneurial achievement. That said, this is hard to judge given that this is the first study of its kind to even attempt to explore this group.

There may also be a counter argument to this, drawing on Griebel (2014) from chapter 5, it could be suggested that Witnesses, even more than other Christian groups, need to align strongly held values and beliefs with a career and, the additional pressures of their formal religious commitments. This might mean that, for Witnesses, entrepreneurship could offer an attractive route path to allay any potential tensions. Certainly, DB and DW appear to suggest that their selection of an entrepreneurial career has allowed them to integrate these elements in a manner which works for them.

Does this mean that DB and DW are outliers? Perhaps, it is certainly hard to establish given the lack of literature. With this in-mind another interesting part of their narrative is the manner in which they have navigated these challenges to build something successful, exhibiting resourceful natures and seeking opportunities which aligned with their faith. As DB notes when discussing his decision to take TDK into education, it was not just his love of teaching and an interest in the sector (TDKSE8) which encouraged him to shift focus, it was that the market and its inbuilt controls addressed many of the constraints that he might otherwise face:

“Education is very safe; I am not going to end up questioning whether those pictures can go on my site...” (TDKSE9)

It is obvious though that both DB and DW have, at times, struggled with these constraints, as DW notes, trying *“not to do bad things is a harder path to tread”*

(TDKSE9) and, perhaps their way of rationalising this and the opportunities they have missed is to focus on the positive aspects i.e. the protection of their spiritual selves and the ethical nature of these decisions (TDKSE9). This might also suggest that both have fully internalised these normative pressures:

“There are a number of things I have shied away from because of my faith and my values and sharing those with [DB] has brought us closer.” (TDKSE9)

This is also, perhaps, further evidence of a normative structure between the two men, if this is the case then these experiences could be another element which would help it to transcend other relationships and organisations, as they could be very rare and contextually specific to DB and DW. Certainly, their attitude toward business and entrepreneurship (Outlined by DB) seems to challenge the idea that everything should be secondary to their spiritual calling:

“...at the end of the day we have to work to earn money, so you may as well be as good at it as you possibly can be, I think we both look at it like that.” (TDKSE18)

This would suggest that DB and DW view the activity of entrepreneurship as something of a personal challenge, one which they both want to do as well at as they are able to within the normative structures of their faith. This also, perhaps further evidence of their competitive natures (TDKSE3), both men competing together, against external forces to succeed in their chosen fields. If this were the case, then it would seem apt to suggest that as these experiences feedback into the relationship it would only strengthen it and develop the normative forces between them.

In this section there has been clear evidence that DB and DW's faith has normatively impacted their entrepreneurial endeavours by positioning them in a cultural context which has constrained the choices they could make and the manner in which they were able to conduct themselves. The interesting element of this is that neither really felt hampered by this, DB and DW felt that this guided them to act in a responsible

fashion and helped to protect them from becoming overly focused on material achievement.

Whether this, or even the activity of entrepreneurship, is a common feature of Witness practice is hard to substantiate as there are no other reviews which have explored this. Cross comparisons to other Christian denominations have shown that this group has a number of features which make them unique but, also suggested that they may share some of the same motivations for engaging in entrepreneurial endeavours, and that for Witnesses the pressures to do so may even be more pronounced.

What is clear from this section is that researchers need to build better links to this community to explore further these issues lest this unique community remain underrepresented in the literature.

6.7 Cross-Family Inheritance

Another element which makes TDK an interesting case is that it is the only one in which the venture transfers in ownership from one individual to another: from DW to DB. In normal circumstances this would be a compelling route of enquiry as it might uncovered further insights into the culture of the business and how this has been shaped along with any effects this might have had on the individuals therein. Yet, in this particular scenario, it is not just the inheritance, which is of interest, but the modality through which it occurs also piques the authors attention.

There has been a lot written about inheritance in academic publications and, it is a topic which is approached differently in a variety of disciplines: in family business studies normally focus on succession planning, ownership and the division of capital/assets (Ward, 2004; 2011; Gabriel and Bitsch, 2018); in strategic and entrepreneurial studies inheritance tends to be explored as a vehicle for the transfer of knowledge and skills between generations (Basu et al., 2015) and creation of new innovations in both business models and practices (Agarwal et al., 2004; Chatterji, 2009); in specific industries such as agriculture questions of land and capital transfer are commonplace but complicated meaning the issue and its implications are an

important area of exploration (Conway et al., 2016; Leonard et al., 2017a; 2017b); and, there is even an emergent literature addressing inheritance and wealth inequality in the economy which focuses on how rich families are able to maintain their wealth between generations (Carney and Nason, 2018).

Although all of these articles use inheritance as a vehicle to explore different issues, they are also united by two themes; a definition of family which is based on either biology or marriage and an intergenerational notion of inheritance which is the focus of much of the research effort surrounding this topic (Braidford et al., 2014; Decker et al., 2017).

The action of DW passing the business to DB is an example of what the author seeks to term a *cross-family succession*, and while this may be happening in a maritally connected family group, the author asserts that this is still different from the more common intergenerational transitions of ownership. As such the author seeks to define cross-family inheritance as a scenario in which a successor (from a family group) inherits the responsibility (and shareholding) of running a business which was previously controlled by another, incumbent, member of the family group in the same generation, in other words, inheritance implies passing down all other forms are cross-family⁸⁰.

This direction of enquiry is influenced by the work of Decker et al. (2017) who note that while many researchers accept that the study of succession should not be solely constrained to intergeneration transitions of control, they have, in a race to explore the broader trends in this field, tended to shift away from studying the phenomenon of transition itself. Decker et al. posit that the result of this has been that the detail of differing forms of succession, and comparisons of their relevant processes and results have not been sufficiently discussed.

⁸⁰ The use of incumbent and successor are developed from De Massis et al. (2008 p184.)

In presenting this information the author does not seek to open a second front in the thesis, he will not attempt to develop the uniqueness of this perspective, address comparisons between different forms of succession, or substantively develop this literature. Instead, this section is presented in the hope that its dual focus on the transition, and its impacts, may be of use to researchers seeking to also to develop an understanding of cross-family succession and its implications.

It is in TDKSE7 that we first learn that DW exited the business in the mid-2000's, initially, the reasons for this seem simple:

"At the time I was being paid very little when there was a boom in the industry, I went to talk to [TG] and explained to him that Dan needed to be paid more... if I left, he [DB] could take my salary, add it to his wage and get a decent income... otherwise they'd have lost Dan too." (TDKSE7)

However, as the narrative develops in TDKSE16 it become apparent that pay alone may not have been the only factor driving DW's exit.

"[TG] would always say no, that we'd had our money and had to grow it organically and that just doesn't work... look at what got dotcom to boom! I think in business his strategy, which is born from experience, is to take the initial risk but then sell from that point... it has killed some of the projects that we've had." (TDKSE16)

It would seem that negotiating with TG finally became too much for DW and when this was compounded with external opportunities DW decided it was time to exit TDK, as he notes in TDKSE17, *'I didn't see that this was going to change'*.

From the data available in the TDK case study there is very little in the way of reasoning for DB's selection as DW's successor other than the obvious factors of their pre-existing relationship. In TDKSE7 DW notes that DB had *'proven himself more than competent'*, although DW does not clarify what he means by this here. DP suggest that it is his confidence and business intuition (TDKSE7), and this is

something that DW echoes later in TDK19, and something which, at that juncture, DB also perceived in his own development.

Exactly how much succession planning actually took place between DW and DB prior to the transfer is not qualified in the narrative but, for his part, DB states that he did not feel like this was a “*huge change*” (TDKSE7) as he felt that he had already been driving the direction of the business. This is supported by TDKSE8 in which both DW and DB reflect on the decision to take TDK into education and agree that DB was the key force behind this because, in addition to its fit with the normative pressures of his faith and its alignment with his passion for education it also engaged him as a salesperson.

Where DB does seem to have faced some challenges and realised a degree of personal development is in his attitude toward the business:

“The responsibility kicked in when I realised I had to generate the revenue and stop creating the ideas...but even that doesn’t scare me anymore.” (TDKSE7)

In this context, the final part of this statement could be the most telling insight in the data as to DB’s mind set following the inheritance. While it is important to remember that this was said in hindsight almost 5 years after the event, it strongly suggests that, at the time, there may have been a degree of trepidation caused by the inheritance and the shift this triggered in DB’s role, away from generating ideas and toward a focus on commercial achievement to sustain and grow the business.

There are, throughout the case study a few additional indicators which suggest that this may have been the case. In TDKSE7 DP discusses the changes in approach which DB has experienced noting that she thinks he is, “*definitely more confident, savvier with more business nous. Daniel [DB] has definitely overtaken me seriously in many ways.*” The final part of this statement suggests that at one-point DP considered herself more commercially minded and outgoing than DB, something which she reinforces in TDKSE16 by noting that:

“...no you should always kind of charge even it is a small amount, so I think that has been key especially with the enterprise grid moving forward” (TDKSE16)

Taken together this adds to the notion that DB's role has experienced significant changes. This is supported by DB himself who in TDKSE20 who notes that:

“...it [Inheriting TDK] has transformed me from somebody that wants to be a creative director to someone running a business.” (TDKSE19)

And, as DW notes:

“...I think he [DB] has started to become a little bit more independent inside the business. He's always been creative... but he's always had a comfort zone, now he's going out on his own without a safety net...” (TDKSE19)

These elements are further developed in TDKSE13 in which all the participants reflect on aspects of both TDK's and DB's development. In the first instance DW considers the challenges that DB faces, in doing so he discusses what he sees as one of his and DB's, biggest shortcomings; perfectionism, specifically a focus on user experience over speed to market.

While DB agrees that focus is important (TDKSE10 and TDKSE13), he believes that the challenge is not being overly focused on design but on ideas. In an echo of TDKSE8 where DB discussed the importance of specialisation to develop TDK here, he reflects on the idea that the business needs to focus on commercial products underpinned by market research not just “good ideas” and he explicitly notes that:

“...we have stopped looking at generating great ideas and looked for where there is a need and then made a product to fulfil this.” (TDKSE13)

This links directly to TDKSE7 and, together, both SEs support the notion that the changes in DB's mindset likely began to happen during the inheritance process or, shortly afterwards but have taken time to fully embed themselves.

In TDKSE15 and TDKSE16 these changes seem more developed still, both DB and DP discuss DB's relationship with the other directors which seems to be improving, DP characterises them as '*open*' (TDKSE15) while DB reflects on how he is drawing on others to support him in key areas while adding value from his own skillset, as he notes in TDKSE16:

"So, for me It's now about making good ideas that make money and drawing on the experience of others to help manage the company." (TDKSE16)

Taken together this seems to suggest that the biggest effect of the inheritance in the context of this case was not a change in the business itself, TDK was already moving in the direction of becoming an educational software company, the transition simply appears to have accelerated this. Although, it would, again, be presumptuous to assume that DW leaving would not have made this easier given his implied resistance in TDKSE8. Instead, it would appear that the chief impact has been changes in DB's attitude, relationships, and focus. This suggests that succession, much like other processes which the thesis has explored, may be normative resulting in changes to individuals' behaviours and attitudes.

That said, there are definite parallels in DB's development to those witnessed in previous chapters, for example, PTH's effect on PH and PBJ or, EM's effect on MM. This adds substance to the notion that it is entrepreneurs who most impact those around them and that, perhaps, it is DB's exposure to DW combined with inheriting the business that had these effects. This is something that thesis will seek to explore in more detail in chapter 7.

Beyond this there is one final element, first noted in section 6.4, which also appears tied to this transition, and that is the development of a business family structure

between DB and DP. To explore this in more detail the final section of this chapter will now turn its attention toward this grouping so that its formation, function and impacts can be fully understood.

6.8 Business Family

In the TDK case both DB and DP agree that TDK is a “*family*” orientated company (TDKSE20), and they are clear about what they mean by this, they feel that it is an open communicative workplace without defined roles and where critical commentary is welcomed (TDKSE20, TDKSE14).

This relationship appears to have developed alongside the business following DB’s succession; mentions of it appear first in TDKSE7 then in TDKSE10, TDKSE14 and finally TDKSE20. The data suggests that the relationship took time to form and, certainly, DP remembers a period when:

“...I used to sit in my little space and he used to sit in his little space and we hardly used to talk because I was shy and he was busy.” (TDKSE7)

As the relationship establishes itself both DB and DP note a number of key features that appear to define the stages in its development:

1. Increasing equality in the relationship (TDKSE10);
2. A willingness to share ideas and listen to feedback (TDKSE10);
3. An increase in personal communication (TDKSE14);
4. Distributed authority and role flexibility (TDKSE14); and
5. A willingness to critique each other’s working practices (TDKSE20).

The end of this journey is summarised in TDKSE20 in which both DB and DP discuss the familial nature of the environment at TDK and their relationship. DB opens this by noting that:

“...the culture at TDK is informal, we don’t have defined roles, they are flexible, and I would say it’s, without being clichéd, it is family life.” (TDKSE20)

DP then builds on that, noting the “*family orientation*” (TDKSE20) of the business before outlining its key features:

“... you feel that you can talk to people, discuss things, put ideas in and complain if you needed to. It’s quite positive.” (TDKSE20)

This suggests that, in this context, the business family is an emergent structure, formed over an extended period of time as personal and professional relationships between individuals evolve into a shared culture. Herein the author characterises the process of forming a business family as a relaxation of personal and professional boundaries leading to a relationship with new norms and values, defined by the participants. As these no-longer adhere to those of other groups or organisations that the members belong to a new a structure is formed, a business family. The author also posits that, much like the business family in section 4.7, this structure also exhibits a high degree of mutuality and strong ties between the individuals.

For DB and DP this relationship and its culture has a number of benefits including a better working environment (TDKSE14) and improved practices (TDKSE14, TDKSE20). While for DB specifically the biggest impact he perceives is having people around him to help shape products and services:

“If you work very independently in your own little world, you think something will be a massive success and completely overlook what might be a fundamental issue so having other people around me has been crucial” (TDKSE14)

This suggests a further similarity between this business family and the one observed in section 4.7, the need for shared experiences and the provision of critical insights which PTH also mentions as an important reason for him to engage with this group.

Therefore, while on first inspection, the reader is presented with a grouping which appears very different to that which was observed in section 4.7 it quickly becomes apparent that the main difference is the separation from the business, internal vs/ external. After all, in this chapter the thesis has presented a structure characterised by personal communication and respect, formed of mutual bonds and strong ties, and one which exists to provide support and critical insights to the entrepreneur. This is similar to the business family grouping presented in the SV chapter, a group which PTH describes as being characterised by their use of personal communication who also provide support to insights which aid PTH’s business development.

At this juncture it may also be useful to note that PTH identifies PBJ as a member of his business family and he could be characterised as an internal relationship. Meaning, perhaps, that business families can exist both internally and externally assuming that they meet the given criteria, and this might have been a misinterpretation in 4.7 given the more limited data available.

Thus, in this section the chapter has further developed the nature of the business family and its role in the supporting the entrepreneur, and their process of entrepreneurship. In doing so it has shown that this can be both an internal and external structure but that its key features mutuality, strong ties and a shared culture remain the same.

6.9 TDK Concluding Remarks

In this review of the final case study the author has added to existing areas of enquiry linked to the aims of thesis. These include the nature of families, the role of faith and its impact on venture creation (in a Jehovah's Witness context), and the business family grouping, its form, and roles. The chapter has also developed one additional line of enquiry exploring cross-family inheritance and its impacts.

Once this chapter had established TDK and its genesis, it moved to an exploration of family structures identified by the central participants DB and DW. In a similar vein to chapter 5 the author found more heterogeneous definitions of family which differed structurally, functionally and through their interactions and events. Again, definitions were highly personal and grounded in a unique individual context which, in this instance was closely aligned to the participant faith.

As a result of this, the thesis moved to re-visit faith as a family grouping, something which had also been discussed previously in chapter 5. However, while the previous chapter had explored this in the context of an EPCM movement, a unit with some basis in the literature this chapter broke new ground by providing insights into how Jehovah's Witnesses identify their faith as a family group, while also exploring the deep and far-reaching normative effects it can have on them. The key insight from this were that Witnesses most definitely identify their faith as a form of family group and they utilise kinship terminology to do. Furthermore, the Witnesses theocratic

dogma forms the basis of a unique culture which pervades most aspects of the adherent's daily lives. That said, it was also clear from definitional differences between DB and DW that there was a degree of personal interpretation possible and that other models of family group could co-exist alongside this.

Throughout this section, the author was careful not to make value judgements on the practices themselves, which can be viewed as controversial. Instead a deliberate effort was made to report them and present perspectives relating to them drawn from the wider literature in an effort to allow the reader to make their own decisions as to the ethics of the faith and its observances.

The chapter then moved to explore how the faith, as a family group, impacted the process of entrepreneurship. Here it found that the faith placed a wide range of practical and moral restrictions on the activities in which a follower could engage. Viewing this through DB and DW's narrative it quickly became apparent that these normative influences had forced them to curtail businesses, work differently and not engage with several opportunities. That said, both appeared to view this positive feeling that it gave them balance, perspective and protected them from perceived spiritual dangers. They were both also clear that their faiths focus on family and spiritual activities in the family promoted better working patterns what they felt was a healthy WLB. Based on this the thesis speculated that, much like EPCM Christians, faith in this context might be a key driver behind the engagement in entrepreneurial behaviour in an effort to reconcile a Witness's commercial actions and the demands of their faith. That said, the most important point to come out of this discussion was the potential for further work in this area and a call to researchers to engage more with these communities to better understand their unique entrepreneurial stories.

Following this the thesis shifted focus to explore how DB had inherited TDK from DW and the effects of this. In doing so it explored the uniqueness of the cross-family inheritance which occurred and showed that the key impacts were on DB and his behaviours and it reflected on the potential normative power of this activity while balancing this against the potential for this to have been the result of DB's interactions with DW.

Finally, the thesis explored the business family construct and its form in this chapter. In doing so the author drew parallels between this and business family which was the focus of section 4.7. This allowed for a comparison which showed that, aside from an obvious issue of orientation, internal vs. external, they were essentially similar structure with the same function and comparable impacts on the entrepreneurial process.

Chapter 7: Cross Case Analysis and Discussion

7.1 Introduction

In the previous three chapters, this thesis has presented its rigorous analysis of the three case studies which form the material upon which claims to new knowledge and understanding will be based.

To achieve this, the chapters explored Significant Events (SEs) from the narratives identifying insights that addressed the research questions presented in chapter 1. Each of these events were analysed in four ways:

1. Firstly, by comparing the constituent subject's positions on an event;
2. Secondly, by comparing this to other SEs in the same case study;
3. Thirdly, by exploring insights from the first two stages of this process in relation to relevant concepts drawn from the literature⁸¹; and
4. Finally, through the introduction of limited comparisons to SEs from other cases to provide context and promote connections between the key themes.

Through this process the previous chapters investigated a number of topics linked to the research questions, including, how families are shaped and defined, the role of organisations and groups as normative entities, how cultures (as values and norms) are formed and transmitted and, the effect this has both on entrepreneurs' process, and on the lives and careers of those connected to them. The chapters also highlight events in the narrative through which the methodology itself had uncovered examples of consonance and dissonance between the subject's statements so that the implications of these could be understood.

In this chapter, this author will develop the fourth analytical approach by presenting deeper cross-case comparisons through which ideas and experiences from the proceeding chapters will be compared and contrasted in an effort to develop more

⁸¹ It was necessary to introduce some new literature during this process as themes emerged from the data which had not been anticipated during the initial literature review.

structured insights that will address the research questions and, in doing so, uncover new and impactful insights into the topics which are the focus of the thesis.

To achieve this the author will use the research questions as a framework to organise this chapter into sections. The research questions are, as follows:

1. What familial structures do entrepreneurs recognise?
2. How does the culture of these structures affect the entrepreneurial processes?
3. Does entrepreneurs' enaction of an entrepreneurial process have an impact on their familial structures?

This means that the chapter will open by exploring the ways in which family structures are represented throughout the thesis. Once this has been clarified, the thesis will move to explore the ways in which culture is communicated and normalised in these structures and the effect that this has on the process of entrepreneurship. Finally, the thesis will shift to review the ways in which the entrepreneur's actions impact members of their family structures and what the implications of this might be for those connected to them.

Each section will present insights on these topics drawn from the proceeding chapters (4-6) which are then iteratively explored to address the research questions. Practically, this means that the sections open with insights from a single case from which a position is established. Observations from other cases are then presented to facilitate a discussion which is used to refine or re-develop that position. Throughout this process, literature is used to develop observations and, where these cut across questions the implications of this will be clearly addressed. Conclusions linked to the research questions will then be identified so that the manner in which the thesis has achieved its stated goals is clearly presented. Finally, any novel or unique insights that further knowledge will also be highlighted so that the contribution of the thesis to the field can be understood⁸².

⁸² These will be discussed in more detail in Chapter 8.

7.2 Family Structures

In chapter 2, the thesis explored the changing nature of the family as a unit of analysis and the ways in which this had been addressed, or not, in a range of literatures. This work led to two important findings:

1. By exploring the family business domain, the research showed that there is a growing consensus that family businesses may not be a distinct, homogenous unit of analysis. Instead, researchers are beginning to view all firms as embedded in some form of family activity with models such as the one proposed by Hernández-Linares et al., (2017) seeking to better explore their heterogeneity through the application of ever more inclusive definitions of family format. That said, it was also noted that family, in this context, was still treated as a single group and that challenges to this, still dominant perspective, could uncover new and valuable insights.
2. By exploring a range of literature focused on family composition the thesis further developed the idea of an inclusive definition of family, and, in section 2.7 it drew on a variety of works to propose a position in which families were:
 - a. Defined by group members, generally from the perspective of a single individual in the case;
 - b. Formed from a variety of social, biological, and marital relationships; and
 - c. Described through speech acts, and the application of kinship terminology.

Most importantly, this definition posited that an individual's family were, in fact, a collection of multifarious groupings. These structures might exhibit similar traits or behaviours, but they were likely separate units with their own cultures. Chapter 2 noted that if this were the case then individuals could belong to multiple families either by their own choice or, resulting from nomination by a third party.

As this had already been identified as an under explored area of scholarship, the author proposed to draw on the work of Jaskiewicz and Dyer (2017) to examine the structure, function, interactions, and events in any family groups it encountered in an effort to better understand both the heterogeneity of these groups and the varying effects that they might have.

In response to these findings, this first section of chapter 7 will revisit the ways in which individuals in the study defined their family groups. This will allow the author to re-assess the models which are presented and investigate any commonalities between them so that a deeper understanding of these structures can be realised.

In doing so, the author seeks to address the first research question namely, what familial structures to entrepreneurs recognise? This response to Bettinelli et al. (2014) and Bettinelli et al. (2017) will not be definitive but, building on the work of researchers such as Hernández-Linares et al. (2017) and Jaskiewicz and Dyer (2017), it will seek to present new understanding about family composition based on the case studies which can be used to further scholarship the interconnected literatures in which the study is grounded.

7.2.1 Families in the SV Case

This topic was initially explored in chapter 4 wherein the author examined the ways in which the participants in the SV case defined their families. Two of the SV subjects (PH and PTH⁸³) identified multiple family structures containing various mixtures of biological and social relationships (Table 9).

⁸³ PBJ did not comment on this topic.

Table 9: Family Group Definitions in Chapter 4

PTH	PH
Immediate Family - a group comprising only a small number of biological and marital relationships.	Immediate Family - a group comprising only a small number of biological and marital relationships. Wider Family - a group comprising family friends who PH identifies as having taken on kinship roles that would have traditionally been occupied by extended family members.
Business Family - a group comprising friends with whom PTH shares both a personal and professional bond.	
Business Champions - a group comprising professional contacts who have helped to shape SV and its development.	

Chapter 4 opened with an exploration of a structure referred to as the Immediate Family⁸⁴. This was identified by both brothers as a group containing only small number of biological and marital relationships, including: PTH and PH, their wives and children, the brothers' mother and father, parents' in-law, and their deceased grandparents. This structure is important for two key reasons which are discussed in sections 4.4 and 4.5, these include:

1. Initial exposure to entrepreneurial action and activity which may have provided the “*spark*” (SVSE2) for PTH to engage in an entrepreneurial career; and
2. The provision of physical (SVSE8, SVSE11) and financial (SVSE14, SVSE16) resources to help start and grow the business⁸⁵.

⁸⁴ To avoid confusion with the term family which is applied more generally throughout chapter 4.

⁸⁵ Given that the brothers do identify each other as part of their Immediate Family structure the financial and physical resources they have inputted into the business are also accounted for in this statement.

Discussions surrounding this grouping are particularly compelling because both of the brothers agree on its structure, function, interactions, and events. This suggests that this is not simply an example of personal preference but, instead, the result of the shared experience of both individuals. Support for this hypothesis can be found in SVSE8 which explores the factors underpinning this definition, in this SE both PTH and PH highlight a number of issues which appear to contribute to their conception of this structure, many rooted in their shared childhood. This might also suggest that an individuals' experience of family formation in their formative years has a pronounced normative effect on the ways in which they then model their own family groups, this is something the thesis will further address as it begins to explore data from other cases.

This also highlights a unique advantage of the analytical approach, it allows the author to show that the structure is recognised beyond one individual and, in doing so, this makes it more trustworthy (Lincoln and Guba, 1985).

In addition to this, PH identifies a second, Wider Family, structure which he describes as being comprised of family friends who he feels replaced a collection of extended family relationships⁸⁶ (SVSE9). This structure is not echoed in PTH's narrative, although the reasons for its existence are⁸⁷, and beyond the implicit emotional support hinted at in SVSE8 its function is also difficult to clarify. This suggests that its impact on SV may be limited but, perhaps, its personal impact on PH was more pronounced.

In SVSE8 PTH expands these definitions by describing an additional construct, a "*business family*". He describes these individuals as people he does business with but with whom he would always talk "...*about our personal lives before business*" (SVSE8). While the nature of this group lacks detail, PTH's statements suggest that it is comprised of social connections linked to his business dealings with whom he is more intimately connected. Examples of these relationships are detailed in SVSE8

⁸⁶ PH specifically identifies that they replaced Aunts and Uncles which he asserts his parents had not (in the main) remained in contact with.

⁸⁷ See SVSE8.

and include PBJ and other close associates, at least three of which can be directly linked to PTH's business or charitable activities (SVSE3, SVSE8). In section 4.7 the author characterises these relationships as close network ties that exhibit a high degree of mutuality. There is evidence that they provide human and financial capital, knowledge, and resources to PTH along with a degree of emotional support which he himself admits that he needs as part of his process (SVSE18). Furthermore, the parallels between PTH's relationship with PBJ and PH⁸⁸ suggest that this group operates in a similar fashion to other family units and is, therefore, worthy of independent exploration. This group is also interesting as individuals from it frequently appear to have either partnered with PTH to create a venture or, joined him in one at a later juncture, suggesting that membership is perhaps an output of the process PTH details in SVSE17.

The existence of this network also suggests that the formation of family structures is not solely based on childhood experiences. Instead, they appear to be in state of flux, shaped and re-shaped by the individual's needs, relationships, and experiences.

Finally, both brothers recognise a fourth structure, Business Champions, professional connections whom PTH describes as sharing "*all the values that underpin [SV]*" (SVSE21) but do not have a formal link to the company. These individuals are closely aligned to the business, so much so that they have accepted and normalised elements of its culture into their own lives. The group is important to both PTH and PH as it provides feedback on products and services, while also acting as informal brand ambassadors, promoting SV to their networks. Structurally this group is formed of social relationships, although, in this instance, the suggestion is that these are not as closely aligned to PTH or PH. They can provide important knowledge resources and bridge gaps in networks to create commercial opportunities for the business which, obviously has the potential to impact the company's growth.

⁸⁸ This is further validation of analytical methodology as reflections such as this would have been more difficult to uncover without multiple participants involved in the study.

Interestingly in SVSE21 PH reflects on the idea that groups such as this are not uncommon and that other software companies foster similar communities for the same reason, something which is echoed, albeit less directly, by PTH in the same SE. It is certainly true that this group has more in common with an ET as a normative structure than a family group.

The author suggests that, based on the work presented so far in this section, there are five elements that appear to separate family structure from the other social groups:

1. The use of the term family to describe the structure by one of the members;
2. The use of kinship terminology to identify members of the structure;
3. The implied strength of ties between individuals;
4. The mutuality of the relationships; and
5. The explicit focus on personal rather than professional dynamics.

That is not to suggest that every familial group will, for example, use kinship terminology to identify member of the structure, PTH's Business Family, for example, does not. Therefore, it may be better to suggest that the more of these points which a group exhibits the more familial in nature the structure is.

Using the groups from this the case as an example the author has attempted to capture, in Fig 12. (below), how these structures relate to each other and to the process entrepreneurship described in the case.

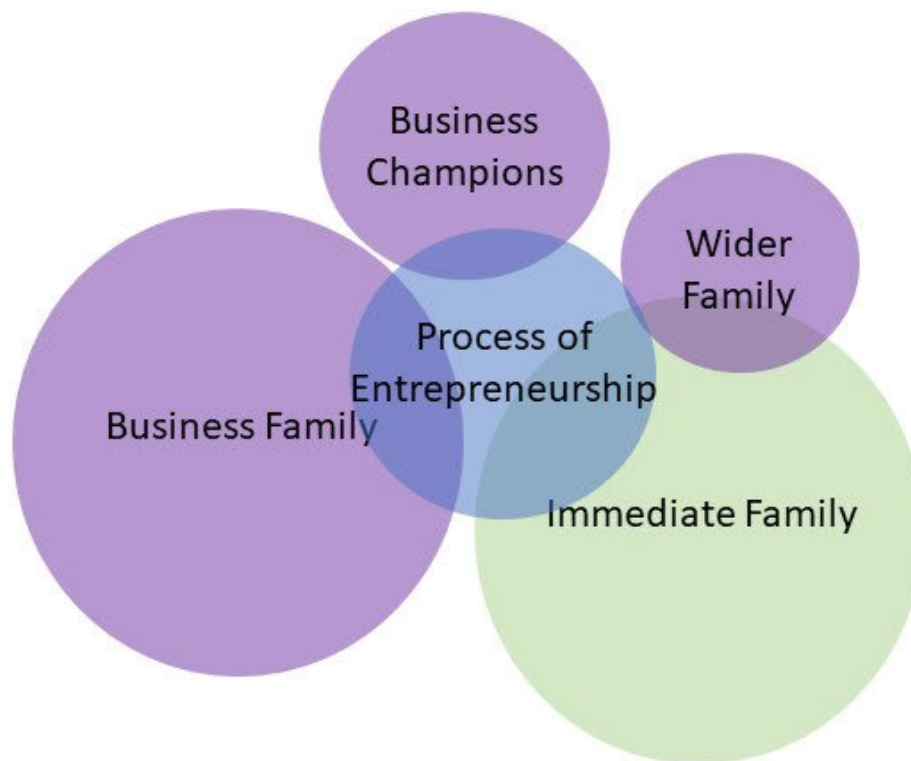


Fig 12: A Ven Diagrammatic Exploration of Families Structures in the SV Chapter.

In this case there are four structures (table 9) which are identified by the participants that can be considered to have had an effect on the entrepreneur and their process of venturing. In the diagram above these are displayed as coloured circles, each circle is positioned to represent its relative effect, proximity to other structures and impact on the entrepreneurial process. Biological and marital structures are coloured green, social structures purple:

- **Immediate Family:** this biological and marital structure meets all of the five tests noted above. Based on the narrative it was one of the most important structures as it provided economic, human, and cultural capital to the process of entrepreneurship, hence its relative size and placement as one of the largest elements with the most overlap.
- **Wider Family:** this social structure meets all five of the tests, however its impact on the process of entrepreneurship appears limited with only an

implicit notion via PH that it may have contributed to both PH and PTH's human capital (SVSE8). As a result, it is represented by a small circle which just touches the outer edge of the entrepreneurial process. It overlaps with the Immediate Family as these individuals are friends of the brothers' mother and father.

- **Business Family:** this social structure meets four of the five tests. It can be viewed as important to the process of entrepreneurship as it appears to have contributed human, social and cultural capital. This explains its relative size and placement which is similar to the Immediate Family. It is unrelated to the Immediate Family and very distant from the Wider Family hence its relative placement on the diagram.
- **Business Champions:** this social structure does not meet any of the tests, as such it cannot be considered to be a family grouping. However, it could be argued that these individuals contribute social and cultural capital to the process of entrepreneurship hence its level of overlap. It has no links to the Immediate or Wider family structures but there are some implied linkages to the Business Family (SVSE21) hence its proximity.

What this illustrates is that a range of social structures impact the process of entrepreneurship all with differing inputs. Furthermore, it shows that some of these are likely familial in nature, and that in at least one case, that of the Business Family, the structure appears to be as impactful on the process of entrepreneurship as the biologically and maritally formed Immediate Family. This is not to say, in all instances, that social family structures are more or less important than biological or marital ones, that question is not a focus of this thesis but may be an avenue for future research. Instead, the key finding herein is that these structures exist and have distinct effects which will be explored further in this section and section 7.3.

Focusing now on the three family groups that do share the familial features from the SV case, the thesis, has, so far, used the model from Jaskiewicz and Dyer (2017) to discuss the differences that they exhibit, mainly in their structure and function. The

authors argue that these, along with interactions and events, are the key to disentangling family heterogeneity.

Given the focus on structure vs. function which has emerged from the narrative the author felt that this might be the most logical starting point for the analysis⁸⁹.

Structurally the three groupings in chapter 4 exist on a continuum spanning the Immediate Family, a structure which is rooted in a realist understanding of families as biological and marital entities, to the Business Family, a structure that is constructed by the subject and contains only social connections. These positions are the extremes of a structural axis, at one pole you would find a group which contains only biological relations who are closely connected to the individual, while at the other you would find a group which contains only social relations which are largely disconnected from the individual, the central position would be occupied by a structure which contained a more balanced, or constrained mixture of biological and social relationships.

A similar duality pervades the functional dynamic between the provision of tangible resources such as people, finance, buildings etc. and those which are harder to quantify, the intangibles, such as market knowledge and emotional support. The extremes here would be characterised as purely tangible, a building of example, or purely intangible, the provision of emotional support to help guide the entrepreneur. The middle ground would again be occupied by structures which provided a balance of both resources to the business.

This led to the author to surmise that the family structures he had explored likely existed somewhere within these two axis and this could be visualised in a quadrant diagram across the rest of the cases, Fig 13. (overleaf). This model, which the author has titled *The Family Group Heterogeneity Model*, positions the family groups identified in the case on the structural and functional axis based on the descriptions

⁸⁹ Section 7.3 will focus more specifically on interactions and events and the impact of these on the entrepreneur given that its focus will be on the ways in which the culture of the group influences the entrepreneurial process.

of them from the SEs. The groups are represented by coloured dots, which are different for each case, the group that each dot represents is noted on the

Each group is positioned on the axis to describe its composition, the brothers Immediate Family, for example, is a mainly biological unit with some marital elements, it has functional inputs into the business and provides a relatively balanced mixture of physical and emotional resources. This is represented in Fig 13. (overleaf) by its slightly higher position on the structural axis to show that it is not formed of purely biological relationships, and its central position on the functional axis to indicate the balance of resources that it provides. PH's wider family is a social structure which, the narrative suggested, gave only intangible resources but, the relationships therein were more closely aligned to his Immediate Family, hence its lower placement on the structural axis and its position on the far right of the functional axis. Finally, PTH's Business Family is, again, a wholly social structure which has provided some tangible resources (such a PBJ) but, is otherwise a source of professional and emotional support for PTH, hence its placement slightly lower on the social axis to reflect the fact that these relationships, while social, are perhaps not totally unconnected from PTH and his Immediate Family but, are certainly more detached than PH's Wider Family, again, this structure is positioned relatively centrally on the functional axis to represent that it has mostly contributed intangible resources with only a few tangible benefits.

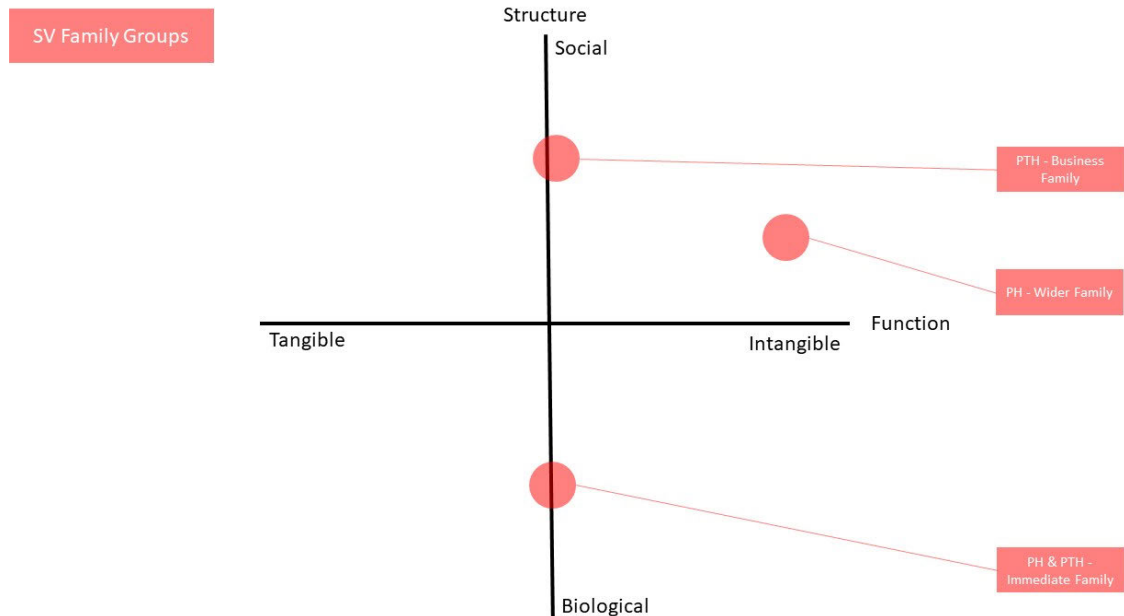


Fig 13: The Family Group Heterogeneity Model: SV

The author suggests that this diagram is important because it shows that structurally and functionally family, as a unit presented in most research contexts which the thesis has explored in chapter 2, is not a single homogeneous grouping. Instead, it is comprised of numerous distinct family forms all of which have different structural and functional qualities. Furthermore, the case shows that the individuals herein have dawn on these different groups in distinct ways to help them shape their businesses ventures.

Moving forwards the author intends to use this Family Group Heterogeneity Model to explore how family structures in the other two cases compare to those identified herein in an effort to develop the relevance of this perspective and why this will be important for other researchers.

7.2.2 Families in the ICON Case

In chapter 5 the participants again defined several differing family structures which are detailed below in Table 10.

Table 10: Family Group Definitions in Chapter 5

EM	MM	BT
Immediate Family - a group comprising a limited range of biological and marital relationships.	Immediate Family - a group comprising a range of biological and marital relationships.	Family - a group comprising an undefined range of biological, marital, and social relationships.
Wider Family - a group comprising members of EM's church.	Wider Family - a group comprising all members of the MM's faith.	

On initial inspection, there are some obvious similarities between these definitions and those presented in chapter 4. For example, both EM and MM identify an Immediate Family group comprising biological and marital relations, and a Wider Family group comprising social relations. However, there are also a number of notable differences including:

1. EM and MM's definitions of their Immediate Family;
2. BT's definition of her Family.
3. EM and MM's definition of their Wider Family; and
4. The lack of a Business Family grouping.

This section of the chapter will now move to explore these issues in more detail to better identify how they contribute to the emergent understanding of family structures which has been developed from the work in chapter 4.

In chapter 5 discussions of family structure open with EM, MM and BT identifying the nature of their families, all of which meet at least 4 of the previously established tests from section 7.2.1. Herein the reader is presented with a series of definitions which underpin the groups in Table 9. From the outset the differences in definitions between the participants is the most striking feature of chapter 5, to illustrate this the author will use the Immediate Family/Family groupings as an example.

For EM, her immediate family is specifically defined drawing on a small range of biological and marital relationships:

“...my mother, my sister, [MM], my Aunt in America... I would say that it’s probably more [MM’s] family because they are local and a support network⁹⁰” (ICONSE1)

MM, in contrast, identifies a much broader selection of relations as being part of this group:

“...I consider my family to [be] made up of my grandparents, my parents, brothers and sisters, uncles and aunties also my cousins, they are only a very small step away from being brother and sisters” (ICONSE1)

BT then adds to this mix by presenting a third definition of Family in which biological/marital relations are mixed with social relations to form a group the exact boundaries of which lack any meaningful definition.

“I obviously consider my family as members of my family along with a few of my closest friends.” (ICONSE1)

While the reasons for the differences between BT and the couple are difficult to clarify based on the narrative, Chapter 5 suggested that the differences between EM and MM might be rooted in their childhoods. To make this case the author juxtaposed EM’s unconventional childhood in a small but privileged network against MM’s more experience of a large entrepreneurial family (ICONSE2)⁹¹ and then compared these to their definitions in ICONSE1. Following this logic, the suggestion of a pattern does become apparent with EM’s childhood reflecting in her smaller more constrained definition of family while MM’s appears to underline his broader more encompassing position. This is also important because it lends further weight to the idea that individuals’ definitions of family structure are normatively influenced by their formative experiences of family activity a point which was previously mooted in

⁹⁰ Notes in the broader dataset suggest that EM.

⁹¹ There is a detailed discussion of this in chapter 5 which the author does not intend to re-visit here for the sake of brevity.

section 7.2.1 when exploring similarities between PTH and PH's shared definition of their Immediate Family.

Structurally, EM's definition presents at least one additional feature which was previously observed in chapter 4, a constrained and granular definition of her Immediate Family group. At first glance this seems similar to PTH and PH's characterisations of the same group, however, a deeper reading suggest that this is not the case. EM's definition of her immediate family may appear constrained because of its specificity but, it actually includes relationships which are at a greater distance from her (biologically) than either PTH or PH identified because of the inclusion of additional members of MM's family.

That said, the granularity of EM's definition does have a second element which makes it unique. Unlike PTH, EM presents a highly curated grouping from which there are notable absences, such as her father. This suggests to the author that exclusion or inclusion from the structure (*for which this chapter will use the term editing*) is not limited to a particular type or group of relationships. Instead, it appears evident that subjects can choose to edit from their definition both groups and individual members of a group based on personal preference or experience. This means that all familial structures have the potential to be structurally even more diverse than the author had previously considered.

The assertion that even similarly titled groups can be very diverse structurally is certainly visible in MM and BT's definitions of family. Here the reader is presented with two models, both of which expand on EM's definition:

1. Firstly, MM's Immediate Family group includes additional relationships, cousins which he describes as being almost important to him as his brothers and sisters⁹². This expands the group by another degree of familial relationship.

⁹² This is also important as it echoes PH's use of kinship terminology to describe how family friends filled a role in his Wider Family. While the excerpt in chapter 4 initially spoke to the importance of kinship terminology in this context this adds weight to the argument and shows that it can be applied in a range of situations to denote the importance of an individual or, a group.

2. Secondly, BT's Family group is harder still to define in exact terms, BT states that it contains "*members of my family*" (ICONSE1) which suggests biological and marital relationships, but these are not defined by a kinship role. Beyond this she also includes "*a few of my closest friends*" (ICONSE1) which she does not specifically define⁹³. In this context Family becomes a flat structure comprising a range of relationships which could be biological, marital, or social without a defined barrier between them⁹⁴. This challenges all of the established models which this chapter has presented so far which suggests that assertions about the complexity of family models and the lack of commonality between individuals may very well be correct.

Taken together they both reinforce the notion that individuals recognise a range of family structures. Most importantly all of these structures conform to the definition of a family proposed in the thesis, and its emergent understanding of a family group vs. other forms of social group highlighted in section 7.2.1.

Although this has clarified the structure of these groups their roles are perhaps less obvious than in chapter 4. Throughout the exploration of the narrative in chapter 5 EM and MM⁹⁵ were notably direct in their assertions that their families have not provided physical or human resources to underpin ICON's development and that, instead, this was a self-resourced business. That said, given that EM and MM are part of each other's Immediate Family group these resources are accounted for in this structure following the model established to address PTH and PH's involvement in SV in chapter 4. In addition to this there are certainly suggestions in ICONSE1 and ICONSE9 that MM's family, in particular, provide emotional support and acted as some form of check and balance to the couple's activities in the context of their WLB, especially for MM, but any further information that might develop this is not presented in the narrative. Given this description they have been positioned on Fig

⁹³ Although the implication of her statements is that this is not a large number.

⁹⁴ BT gave no insights into the reasons for her definition and there is no other data which can provide a rationale (such as upbringing) in the narrative which might help the author to understand why she chose this structure. As it does not appear to have effect the process of entrepreneurship it has not been included in Fig 1

⁹⁵ BT has been excluded from this discussion as her narrative does not explore this issue.

14. slightly higher on the structural axis to describe their more diverse composition, they are overlapped to represent the slight differences in membership, and they are positioned further to the right of the functional axis to indicate the comparatively small amount of physical resource they have provided, which could most be attributed to EM and MM.

Beyond these structures both EM and MM identify a Wider Family group rooted in their faith which could be argued as meeting 3 to 4 of the tests from section 7.2.1. Interestingly, the couple's definitions of these groups exhibit some similarities in scope when viewed alongside their explanations of their Immediate Family. For example, EM defines her Wider Family as including just her church while MM encompasses a broad, but undefined "*wider Christian family*" (ICONSE1) in his group. The exact reasons for this are not developed in the narrative but it is possible to speculate that the same mechanism which underpins their definitions of their families may also be affecting this structure. If so, this might suggest that formative experiences of family could have wide-ranging effects on the manner in which individuals define their social structures. As to the specific function of this group, both EM and MM suggest that it provides emotional support (ICONSE19) but, that this is secondary to its behavioural/ethical framework which underpins their business activities and the manner in which they conduct themselves (ICONSE19).

As noted in section 5.6 the notion that faith groups can operate as families is not necessarily a new one, nor is the link between faith groups and entrepreneurial activity. However, as previously noted, work in this field is limited, and in the authors searches, he has certainly not found other direct identifications of family and its effects in this format. This suggests that insights from the thesis might add important depth to this underexplored literature and that this may be a secondary contribution to knowledge.

How this differs from the Wider Family described by PH rests on the implied size, specificity, and role of the grouping of the structure. PH's definition suggests a few individuals who had intangible effects on the brother's development while EM and MM both identify larger, more socially diverse groups whose predominantly intangible effects have, based on EM and MM's statements, have had some tangible

impacts on the manner in which they operate their business. This positions them on the structural axis closer to PTH's business family albeit further along the to represent their more social composition (see Fig 14. overleaf). In the diagram MM's structure has been positioned further toward the pole than EM's as it is a broader, more socially diverse structure which could comprise large numbers of individuals that are disconnected from MM.

Mapping these and the Immediate Family units onto the previous diagram highlights the complexity of these varied groups. Fig 14. (overleaf) shows that there is an implicit overlap between both EM and MM's Immediate and Wider Family groups, and that Immediate Family group also overlaps with PTH and PH's definition of the same structure. To unpick this the author will open by discussing the positioning of EM's Immediate Family, this is structurally quite similar to the Immediate Family from SV, but it exhibits an additional degree of separation because it includes members of MM's family. Functionally, its inputs are also less tangible as other members of EM and MM's family did not invest in the business and were not involved directly in its development, hence the slight offset in diagram. MM's Immediate Family is actually very similar to EM's apart from its small structural separation because of the additional layer of relationships that it identifies, MM's cousins, and this is the reasoning for its offset from the other two. When it comes to EM and MM's wider family their general positioning has already been discussed but they also exhibit an element of crossover which represents the nexus at which MM's expansive definition would, logically, include the members of EM's church.

This section of the chapter has further developed the heterogeneity of family groups showing that even similarly structures which appear similar in the narrative can exhibit subtle differences in structure and function across cases. In fact, it has shown that the manner in which groups are demarcated can be very granular allowing for more personalised structures than had previously been observed in the SV case. That said, it has also shown that there can be similarities between family groups especially structurally. The author speculates that the root cause of this may be the shared language of kinship and understanding of familial roles rooted in the similar cultural norms of the participants (white, Western-European etc.) but that is difficult

to validate given the data available, as such, this may be an area that could merit additional study in further projects.

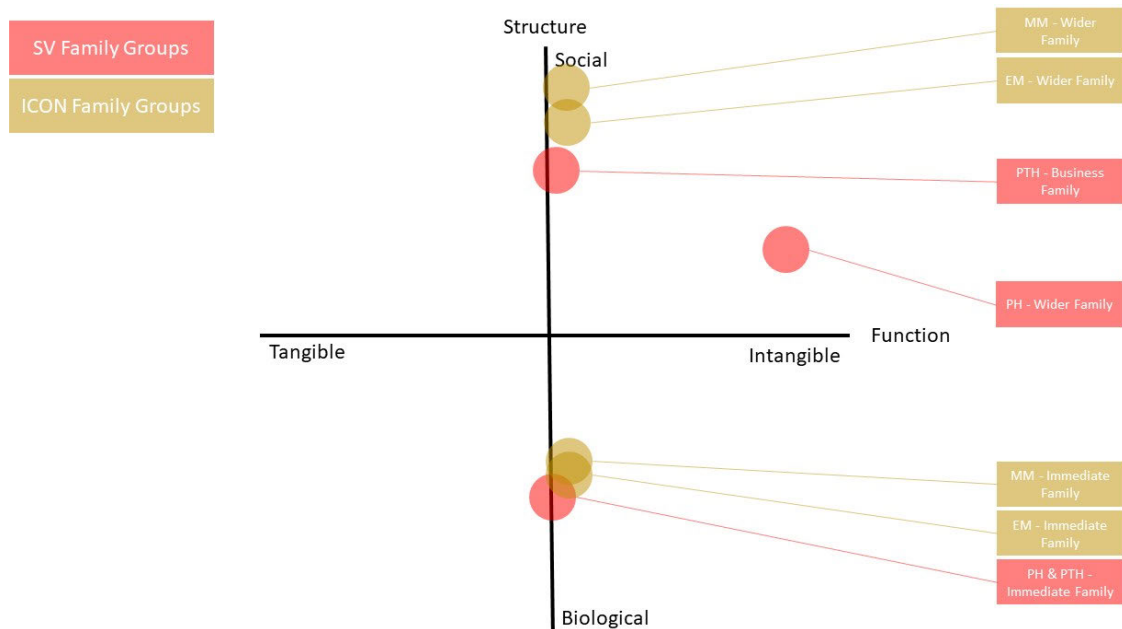


Fig 14: The Family Group Heterogeneity Model: SV and ICON

7.2.3 Families in the TDK Case

In chapter 6 the TDK participants defined several differing family structures which are detailed below in Table 11 (overleaf). One of the particularly interesting features of this case is the range of family structures which are presented⁹⁶ and the differences in these particularly, between DB and DW.

As noted in chapter 6 DB defines four distinct family groups, an Immediate Family, a Close Family, an Extended Family, and a Business Family. All of these have structural and functional parallels across the previous chapters.

The first of these, DB's Immediate Family, which appears to meet all five of the tests from section 7.2.1 includes:

⁹⁶ All of which conform to the five elements noted in 7.2.1.

“...my wife and children. It also would be my in-laws... [DW] and his parents and family.”

Structurally this is very similar to PTH and PH’s definition of Immediate Family which explains its position on this axis and, given that this unit brought DB and DW together but did not provide an additional tangible support it is likely located in a similar position functionally to EM and MM’s Immediate Family Unit (See Fig 15. p172).

Table 11: Family Group Definitions in Chapter 6

DB	DW	DP
Immediate Family - a group comprising only a small number of biological and marital relationships.		
Close Family - a group comprising specific members of the Witness denomination.		
Extended Family - a group comprising all members of the Witness denomination.	Family - a group comprising all members of the Witness denomination.	
Business Family - a group comprising DB and DP which is focused on the management and development of TDK.	Business Family - a group comprising DB and DP which is focused on the management and development of TDK.	

Next, DB presents a Close Family group, which again meets 5 of the tests from section 7.2.1, these individuals he characterises as “*friends within the faith*” (ICONSE1) who he feels close to and is in contact with regularly. Structurally, this group sits somewhere between PH’s and EM’s Wider Family as it is beyond the scope of PH’s structure but, does not include the whole of a congregation in the manner that EM does. Given that the exact number of these individuals is not more specifically defined it is hard to better understand the scope of the group, but the suggestion in DB’s narrative is that this is more than one or two individuals so,

perhaps slightly larger than PH's Wider Family; similar perhaps to PTH's Business Family, hence its position on the structural axis in Fig 15. Sections 6.5 and 6.6 clearly illustrated the very direct ways in which their faith impacts DB and DW businesses so, it must be assumed that any group drawn from this would generate similar normative pressures that would have tangible effects on venturing, perhaps greater given their closer links to the individual and it is this understanding which informs the structures position on the functional axis.

The third structure which DB presents is an Extended Family which comprises all of the members of his denomination. One could argue that this meets 4 or 5 of the tests from section 7.2.1. This means that it is a larger group than a single church but smaller than an entire faith, placing it somewhere between EM and MM on the structural axis with a functional input which chapter 6 suggests has more tangible effects than EM and MM's faith-based group but, perhaps less than the smaller close family that might impact DB more directly.

From the narrative, detailed in chapter 6, it is also clear that family and faith are closely aligned and that both these structures are important to Witnesses. In fact, the evidence suggests that in the Witness community, the family is second only to the individual's congregation as an institution of spiritual practice and education (Stark and Iannaccones, 1997) meaning that the two could be perceived as functionally inseparable. Given the important role of Family in Witnesses religious practice one might expect adherents to have clear, shared definitions of their familial structure but, as DB and DW demonstrated in 7.2.3, there does appear to be some space for a degree of personal interpretation.

Interestingly, DB and DW's differing interpretations of these structures and their interactions broadly mirror those presented by EM and MM in the ICON case. This might suggest that these are common perceptual differences held by a range of Christian denominations/movements, grounded in elements of their shared belief system but, this is beyond the scope of this study to further explore. What this does, however, highlight is the role of faith as a force to form, grow and shape communities and their members and, how people, even in the same faith group, can perceive this activity in very different ways.

Finally, both DB and DP discuss the existence of Business Family, in the narrative they only identify each other as part of this group and its key function appears to be to provide support which underpins the running of TDK. This suggest that it is a structure similar to PTH's Business Family albeit more constrained in scope and perhaps having a more direct impact on the business and its operations, hence its structural and functional positions in Fig 15.

The only other structure of note is DW's Family, a single group which encompasses all Witnesses world-wide. This flat model of the Family is similar to BT's description from the ICON case but, in this instance, DW does not identify any specific members choosing instead to capture (one assumes) all of his various relations blood, marital and social in this single structure. This makes it, perhaps, the broadest definition of a group in the thesis, a wholly constructed entity with no grounding in biology. In chapter 6 the author took a view that this was a social structure somewhat akin to MM's definition of his Wider Family. That said, structurally, it shares more features with DB's Extended Family, and, based on the narrative, one would assume it would also exhibit a similar functional position hence its final location in Fig 15 (overleaf).

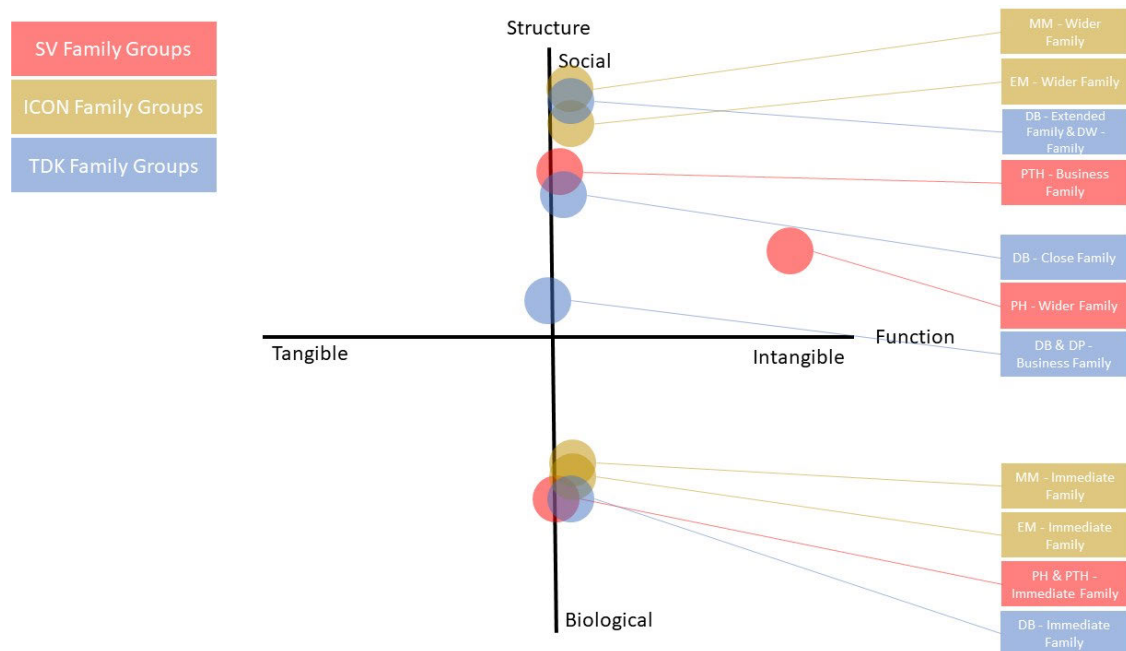


Fig 15: The Family Group Heterogeneity Model: SV, ICON, and TDK

For reference, table 12 collecting together the definitions which underpin Fig 15. is presented overleaf.

One of the challenges of analysing this narrative is how kinship phrases are used in various combinations across the structures. An example of this is the manner in which both DB and DW use kinship terms to describe biologically and maritally related individuals as well as applying them to members of their faith more generally. As chapter 6 notes this is a common practice among adult Witnesses, who regularly use fictive kinship as a public indication of the fellowship between members of their religion and their familial commitment to each other⁹⁷. The implication being that these relationships exhibit a mutuality and strength of tie which might more commonly be associated with the Immediate Family structures that other subjects have identified. Unfortunately, there is not enough data in this case to categorically prove or disprove this position. DB and DW's statements certainly support the idea that this is the case and their noted effects of this structure add weight to that belief but, the literature presented in chapter 6 does suggest that this needs to be viewed critically given DB and DW's position in the faith. The result of this is that the author has chosen to accept the statements and inferences that DB and DW have presented for the purposes of defining the unit, but further research effort needs to be given to these issues beyond this study.

⁹⁷This reasons for this are explored in detail in chapter 6, please review this section for a complete discussion.

Table 12: Family Group Definitions in Chapters 4-6

PTH	PH	EM	MM	BT	DB	DW	DP
Immediate Family - a group comprising only a small number of biological and marital relationships.	Immediate Family - a group comprising only a small number of biological and marital relationships.	Immediate Family - a group comprising a limited range of biological and marital relationships.	Immediate Family - a group comprising a range of biological and marital relationships.		Immediate Family - a group comprising only a small number of biological and marital relationships.		
				Family - a group comprising an undefined range of biological, marital, and social relationships.	Close Family - a group comprising specific members of the Witness denomination.	Family - a group comprising all members of the Witness denomination.	
	Wider Family - a group comprising family friends who PH identifies as having taken on kinship roles that would have traditionally been occupied by extended family members.	Wider Family - a group comprising members of EM's church.	Wider Family - a group comprising all members of the MM's faith		Extended Family - a group comprising all members of the Witness denomination.		
Business Family - a group comprising friends with whom PTH shares both a personal and professional bond.					Business Family - a group comprising DB and DP which is focused on the management and development of TDK.		Business Family - a group comprising DB and DP which is focused on the management and development of TDK.
Business Champions - a group comprising professional contacts who have helped to shape SV and its development.							

Figure 15. provides a unique method of exploring the similarities between various structures which can be seen by the way that some of them have bunched into groupings. Reasons for this have been noted in previous sections, they hinge on functional and biological similarities which are likely the result of shared cultural and, perhaps, business contexts. The author suggests that a typology of these groups could be possible but notes that this would need to be a focus of future work as would more comparative studies of their relative impacts.

Chapter 6 also develops a number of themes which have been explored in this section relating to the first research question. These include the variety family types it presents, their features and effects, and how some of these, although similar to those from other chapters, exhibit distinct structural and functional differences. It also provides a unique insight into the manner in which a very under-researched religious movement define their families (including those within the faith) and the impact that these have on their venturing. Notably this also allows for a comparison between two different Christian denominations: EPCM in ICON; and, JW in TDK. This clearly indicates that while both might have similar effects on the individual's behaviour, and act as a driver to engage in entrepreneurial action, the Witness doctrine and its effects are notably more far reaching in their scope. Given the sparsity of research work focused on Witness this should also be considered to be an important research output and one which merits further research interest.

7.2.4 Family Structure Conclusions

In this section the author has explored the manner in which families have been defined by participants in the thesis to address the first research question.

Firstly, the author established and developed common features which separate these groups from non-families illustrating that they are a distinct category of social unit.

Next, through the application of the authors' Family Group Heterogeneity Model (Fig 15.) it became apparent that families, as often presented in a variety of research literatures, are actually a complex collection of heterogenous groups comprised of a

range of social, marital and biological relationships, all of which exhibit different structural and functional properties.

Finally, through an examination of the case studies the author has been able to illustrate that the entrepreneurs herein have drawn on these structures in differing ways to help them to develop their business.

In this section of the chapter, based on 3 cases, the author has identified 11 separate forms of family structure, each of which can be shown to have had functional effects on the process of entrepreneurship. Based on this, the author is clear in his assertion that the answer to question 1 is that entrepreneurs recognise a range of family structures, all of which have different, sometimes unique effects on the entrepreneur and their venture in a function sense.

This insight is novel and unique for two reasons:

1. The author argues that this is the first attempt to categorically present these different family structures and explore their effects; and
2. This work suggests that approaches such as those found in Hernández-Linares et al. (2017) which attempt to side-step the issue of family composition through the application of highly inclusive definitions are likely to fail to capture the complexity of these relationships and the understanding which can be derived from them in exactly the same fashion as those which were previously based on biological and/or marital boundaries.

This in turn suggests that calls for more research into family structure, composition, and identification (such as those proposed by Bettinelli et al. (2017 p.521-523) are valid, and that a Family Entrepreneurship perspective which embraces exploration of this heterogeneity may uncover new and interesting insights into the importance of differing structures and the manner in which they underpin the process of entrepreneurship, such as the ones presented in 7.2.

Finally, this highlights a difficult challenge for both academics and policy makers as to what exactly a family business is and how it should be defined. In answer to that the author suggests that it is perhaps time to move beyond this structure and accept that the majority of private companies exist within a family context. Instead of exploring family businesses we should, instead, be investigating what family groups affect business development and the manner in which they do so.

7.3 Family Culture and its Effects

Having identified and defined 11 distinct family structures (Table 12) it is now possible to directly address the second of the authors three research questions; how does the culture of these structures affect the entrepreneurial processes?

In chapter 2 the thesis discussed both of the central elements of this question:

- Culture was defined as collections of interactions governed by norms and values which are transferred between individuals via social structures (David Elder-Vass, 2010; 2012); and
- The entrepreneurial process was summarised as one through which opportunities were identified, analysed, and then actualised into innovative and valuable solutions for customers and consumers.

Therefore, this section will explore the manner in which the transfer of values and norms through social relationships can affect any of the various elements of the entrepreneurial process.

In doing so this section will again utilising framing from Jaskiewicz and Dyer (2017), examining the other elements of their model; interactions and events. As it is through these mediums that norms and values are frequently transferred. Any additional points of differentiation that this highlights between family structures will also be explored herein.

It is important to stress that the goal of this chapter is not to realise a typology of different family cultures, instead, the author seeks to explore culture (in the context of families) and its effects on the process of entrepreneurship as this has been

identified as another under-researched area of scholarship (Bettinelli et al., 2017 p.521-523). The data suggests that this thesis, and its emergent understanding of family structures, will uncover new insights into cultural impacts on the process of entrepreneurship for two key reasons. Firstly, its focus on culture as action between individuals is a novel perspective⁹⁸ which focuses attention on the central elements of culture; norms and values. By exploring these, and their transfer between individuals, the thesis should be able to clearly illustrate their effects. Secondly, the Family Group Heterogeneity Model, developed in the previous section, will allow the author to explore this phenomena at depth, mapping effects to particular family groups with the potential to draw comparisons based on this analysis in a fashion which could not have been attempted previously.

To address this question the section will follow the same structure as 7.2 starting with an exploration of culture in the SV case before moving through the others to reach its conclusions.

7.3.1 Culture in the SV Case

In chapter 4 the thesis identified several relationships through which there had been transfers of culture that had appeared to have affected PTH and/or PH's entrepreneurial activities. These included:

- PTH and PH's mothers' entrepreneurial activities;
- PTH's formative experiences beyond the family unit; and
- PTH and PH's relationship and its development.

In this section, the thesis will locate these events in their family context (based on the Family Group Heterogeneity Model) and attempt to develop a deeper understanding of their impact on the process of entrepreneurship through the application of the remaining elements of Jaskiewicz and Dyer's (2017) model. The author hopes that this will lead to a comparison of structures and their effects which can then be taken forward in the rest of this section.

⁹⁸ See Chapter 2, Section 2.6.

The first notable transfer of culture in the SV case is located in the brothers Immediate Family structure. The narrative herein focused on the impact of PTH and PH's mother's entrepreneurial activities, exploring why and how this affected the brothers.

The importance of this transfer is first noted by PTH when he admitted that he saw "...the lifestyle attractions of what she was doing." (SVSE1) and that this "*might have been one of my sparkplug moments*" (SVSE2) that triggered an interest in entrepreneurial endeavours. To explore this the thesis introduced insights from a range of sources which explored the transmission of attitudes, values, and social norms from parents to children (Elder-Vass, 2010; Bosma et al. 2012; Lindquist et al., 2015; Bloemen-Bekx et al., 2019). This developed a position which can be summarised as: parental role models who positively present entrepreneurial activity as a rewarding and beneficial endeavour are likely to transmit preferences correlated towards these kinds of activity to their children who will internalise and normalise them; this in turn increases the likelihood that the children will become entrepreneurs themselves. This is broadly in-line with insights from Jaskiewicz and Dyer's (2017) who suggest that families which encourage discourse and childhood autonomy are likely to create more entrepreneurial offspring.

However, the case study itself presented 2 challenges to this position:

1. The brother's joint insistence that their mother was not entrepreneurial; and
2. PH's own lack of entrepreneurship prior to SV.

To address this first challenge the chapter reviewed work by Ciraco et al. (2017) who had explored the phenomena of perception gaps proposed originally by Boyd and Vozikis (1994). In this work Ciraco and his co-authors had found that if a child perceived there to be too large a gap between their parent's entrepreneurial achievement and their own skills or abilities it could reduce the likelihood that the child would follow in the parent's footsteps because their own feelings of inferiority and/or negative self-evaluations might hinder the internalisation of norms that the parent is transmitting. Furthermore, the paper stated that the larger they perceived the gap, the larger the force acting against the transmission. This suggested to the

author that a parent whose achievements were perceived as positive, but less entrepreneurial by the child, such as those of the brothers' mother, might actually be more likely to produce children who are more disposed toward entrepreneurial activity precisely because she was not too successful. This in turn meant that the perception of achievement held by the brothers might actually be indicative of a causal link between their mother's activity and their own processes. While this cannot be proven, per se, and is certainly an area which merits further exploration, it is notable that PH draws a direct link between their mothers' activity and the establishment of SV in SVSE1:

"To an extent it's [How Mum Set Up] how the SV businesses was set up that you start off working for somebody else and building your business in your spare time, gradually growing it." (PH SVSE1)

While notably decrying her entrepreneurialism in SVSE2, This certainly suggests that the culture of PTH and PH's Immediate Family imparted a set of values and norms that had an impact on both their predisposition to create ventures, and the manner in which those ventures were later formed and that his mum had some role in this, even if PTH does not recognise it.

This direct link between family culture and the entrepreneurial process is helpful because it clearly illustrates that, in this context, the Immediate Family had a direct impact on PTH and PH's venturing. Moreover it shows that this requires a complex combination of environmental, social, and attitudinal factors, even broader than those explored by Jaskiewicz and Dyer (2017), for this to take place.

Yet, this perspective also drew the researcher inexorably back to the second challenge (outlined above); if the family is so influential, then why did PH not follow a similar path?

In attempt to answer this the chapter established that the data did not support a notable difference in upbringing between PH and PTH and that this, therefore, could not explain their varied experiences of entrepreneurship. Citing work by Zapkau et al. (2015), who suggested that exposure to activity without practical experience could be shown to be sub-optimal conditions for entrepreneurial development, the author

suggested that the difference in behaviour might instead be the result of other structures beyond the Immediate Family which had exposed PTH to practical experiences of the entrepreneurial process without PH being present.

To explore this point in more depth chapter 4 shifted focus to explore two activities which both PTH and PH had highlighted in SESV3 as potentially impacting PTH's behaviour; the DofE Awards Scheme and volunteering at the Field Centre in Castle Hill. In both instances there was evidence of the transmission of culture (as values and norms) through social relationships along with practical experiences of entrepreneurial action. Importantly, there was also evidence (both in the data and publicly published material) to suggest that some of the value and norms which these activities had instilled, had endured, and become key drivers that PTH himself admitted still underpinned his entrepreneurial actions. These included a need to take on responsibility (SVSE9), and a desire to act independently (SVSE11).

This led the author to conclude that PTH's exploits in his adolescence and early adulthood might explain the differences between PTH and PH. These experiences likely built on PTH's nascent interest in and pre-disposition toward entrepreneurial activity which his Immediate Family had fostered. They added to these by giving him with practical experiences that imparted knowledge and experience, required as part of the entrepreneurial process.

Given the dominance of the Immediate Family structure in the literature exploring an individual's disposition to engage in entrepreneurial action, especially the impacts of parents⁹⁹, this second direct link between a social structure, its culture and the process of entrepreneurship is an important indicator of the need to explore these issues in more depth. Specifically the manner in which different social and family structures can affect the entrepreneur and their venturing.

It is also notable that both the DofE Awards Scheme and volunteering at the Field Centre in Castle Hill appear to encourage discourse and autonomy (Jaskiewicz and Dyer's, 2017) which the thesis has previously suggested may, in a family context,

⁹⁹ See Chapter 2.

help to shape more entrepreneurial individuals. This suggests to the author that particular kinds of culture which embrace these elements may be more likely to encourage entrepreneurialism in their members.

This raises a supplementary question, if PTH's entrepreneurialism truly was catalysed by external experiences then what finally convinced PH to follow him? The suggestion, in the narrative, is that PTH might be the cause.

Certainly, PTH has had an impact on PH, after all, they started the business together. Yet, the manner and mechanisms through which this happened are not always clearly detailed. Early in the narrative it becomes apparent that PTH was the driving force behind SV and that it was he who convinced PH to join him in the endeavour. However, it is also clear that PH's involvement in SV might not have occurred had it not been for his redundancy (SVSE11). This time and scope to develop projects appears to have made him more receptive to engaging with PTH's ideas. This is an important observation because, it highlights:

1. The role that individual choice plays in the acceptance of norms and values; and
2. The importance of events (Jaskiewicz and Dyer, 2017) and the context in which they occur.

Both of which can alter the individual's disposition toward normalising the culture they are being presented with. As the narrative develops it becomes apparent just how closely aligned the brothers have become through this shared experience both personally and professionally (SVSE7, SVSE10 and SVSE21), perhaps suggesting that the growing strength of their relationship may have a role to play in the acceptance of culture. Yet, on several occasions, PH is pained to stress that there are still many differences in their approach to (SVSE19, SVSE24), and their roles within (SVSE20) the business. Taken together this suggests to the author that relational closeness might have a role to play in cultural exchanges, something also noted by Jaskiewicz and Dyer (2017), and also that the acceptance of culture might not necessarily be uniform, nor perhaps did it need to be, for it to be successful.

While insights into PH's acceptance of PTH's culture are interesting, they are very reflective of the broader literature. The important elements these observations highlight is the role of context and the granular ways in which culture can be accepted and normalised. That said, the author also suggests that this presents an additional position from which to debate the importance of parents and their impact on the process of entrepreneurship. While it is clear that PTH and PH applied some of what they learnt from their mother in SV it is also apparent that, without PTH's input PH might never have engaged in the creation of a business. One must therefore conclude that culture has multiple vectors, and that context, experience and relationships may also be key factors (alongside discourse and autonomy) in deciding if a cultural transfer is accepted.

Beyond the Immediate Family the brothers identified three structures, of these, two; the Business Family and Business Champions, included examples of transmissions of culture impacting individuals. However, in both instance these are outflows of culture from PTH to others and this will, therefore, be addressed in section 7.4 of this chapter.

In conclusion, the SV case study has shown the culture can be transferred from family structures, and, importantly, that this can have a direct, traceable, impact on the process of entrepreneurship. It has also contributed to the understanding of this phenomena by showing that discourse within structures, individual autonomy, context, and strength of relationships are all important determinants of any transfer and its relative success.

Moreover, while the section has focused on the Immediate Family, it has challenged their dominance as a vector of cultural normalisation, especially in the context of the process of entrepreneurship and parental role. It has done so by exploring both the manner in which structures beyond the family affected PTH, and the effect that PTH had on PH to show that there issues therein that merit additional exploration in section 7.4.

The thesis will now move to explore the ICON case to see if transfers of culture therein further develop these conclusions.

7.3.2 Culture in the ICON Case

In chapter 5 the thesis again identified a number of relationships through which there had been a transfer of culture that appeared to have affected the process of entrepreneurship. These were centred on:

- EM and MM's relationships within their Immediate Families; and
- EM and MM's Wider Families as both drivers and directors of activity.

At first glance, one might be forgiven for finding the inclusion of EM and MM's Immediate Family in this list a little odd. After all, the couple spend much of the opening section of their narrative explaining how they established ICON largely without direct familial support. That said, there is also ample evidence in the data that suggests that both EM and MM have been, and continue to be, affected by their families and their cultures. This section will open by exploring this discussion.

Section 5.5 discussed EM and MM's backgrounds and noted how there were examples of both participants having been shaped by their Immediate Families. Initially, this focused on EM's narrative wherein the author explored her unconventional childhood, caught between several different cultural contexts. This was then compared to MM's experiences in a larger but arguably more stable setting, and from this work, inferences were drawn as to the impact of this on the couples' definitions of their Immediate Family structures. The author concluded by noting that, much like the previous case, the evidence seemed to suggest that family which an individual grows-up in is likely to have an impact on their understanding of this structure, and the manner in which they defined it later.

This was then expanded on, to explore the manner in which the culture of these structures had impacted EM and MM with a focus on whether the parenting they experienced might explain their entrepreneurial endeavours. Although EM herself stated that she had always been entrepreneurial (ICONSE2) evidence to link this directly to her Immediate Family was lacking. The best that can be said of this is that her family situation appears to have afforded her a degree of independence (ICONSE2) which might be suggestive of an autonomous culture, a factor which the

thesis has already noted, could be a contributing factor in an individual's entrepreneurial development.

While it is hard to connect EM's experiences in this structure directly to her activities, it is clear that MM, by contrast, was exposed to entrepreneurial action, and gained practical insights working in these environments, through his Immediate Family (ICONSE1, ICONSE2). The obvious thing to note here are the parallels to PTH; an entrepreneurial family role model along with practical experiences of the entrepreneurial process. That said, MM himself does not make a particular point of this, and there are no direct statements to suggest that it impacted his desire to engage in, entrepreneurial action. Yet, there are inferences in the SEs which suggest that there may be connections, MM's practical upbringing, for example, certainly appears to have affected his attitude toward work. This is most visible when he discussed the value he places on experience over education (ICONSE2, ICONSE13, ICONSE14) a factor which later appears to colour decisions as to who he employs in the business. In addition to this there are numerous statements through his narrative which suggest that his family are emotionally close (ICONSE1), communicative, and share a positive and supportive disposition toward each other (ICONSE9). All of which are features that Jaskiewicz and Dyer (2017) note might contribute to entrepreneurial action.

Taken together, both EM and MM's narratives suggest that the culture of their Immediate Families had an impact on them and may have contributed to their later activity. However, unlike the previous case, deeper commentaries on the nature of the culture and direct linkages between it and their activity are not supported.

One feature of this case which the author found particularly interesting is the suggestion that, while ICON is copreneurial endeavour, it was EM who ostensibly created the business by drawing on her own experiences. If one agrees with this position, and this is open to debate, then it would seem that the individual with a less entrepreneurial culture in their Immediate Family might actually be the more entrepreneurial actor.

To explore this, the thesis examined the correlation between EM's experiences at as a young adult and ICON, specifically its founding and activities. While EM was at

university, and for a period of time as a graduate, she came into contact with and was mentored by several wealthy and politically active individuals including a philanthropic entrepreneur who had established a number of international organisations (ICONSE2). In ICONSE2 and ICONSE15 she admits that this “*affected*” her and the manner in which she is running ICON but does not provide any specific details. Given the nature of this work one might suggest that the socially focused elements of ICON, especially some of EM’s personal drive to undertake work benefiting under-resourced communities (ICONSE4) may have its roots in these interactions.

This in turn implies a transfer of culture centred on the social function of business from EM’s mentors to EM. Again, there is a parallel here between EM and PTH, both were exposed to positive, practical experiences of entrepreneurial endeavours in their late adolescent/early adulthood; in both cases this happened in social groups which included clearly identifiable, entrepreneurial mentors; and, in both instances EM and PTH went on to become entrepreneurs, their approaches to business seemingly shaped, at least in part, by these experiences.

This direct link between the culture and experiences she was exposed to, and the business she now operates, suggests to the author that, much like PTH, it was the combination of culture and experiential factors in this context that finally catalysed entrepreneurial action for EM.

This is important for two reasons, firstly it reinforces the importance of practical experience alongside culture to generate action and, secondly, it shows that while the immediate family might be important other social structures do have a key role to play in developing the process of entrepreneurship, a factor which is often overlooked in the wider literature.

From here, the thesis shifted focus to explore EM and MM’s interactions with their Immediate Family structures and the effect this was having on the couple. Compared to the SV case study where the Immediate Family structure is seen as a largely positive entity underpinning the development of the business EM and MM characterise it with more nuance, helpful and supportive but also problematic. The reason for this conflicting portrayal appears to stem from a number of sources which

are examined in chapter 5, chiefly among these, seems to be their tendency to trigger negative reflections from the couple about their entrepreneurial activities (ICONSE8, ICONSE9, ICONSE10, ICONSE17) which appear to be caused by a clash of cultures between EM, MM, and Immediate Family. These reflections are normally triggered by interactions with Family members (ICONSE9) which led to EM and MM's drawing comparisons between the culture of these structures and their own personal situation.

In each instance EM and MM seem to follow a similar pattern, they interact with some of their Immediate Family, and this prompts a reflection about their lives and how much activities beyond ICON can be accommodated given their current workloads. This in turn leaves them with negative feelings about their entrepreneurial activities and how little personal time the business affords them. However, what is most fascinating about this is the different reactions this engenders, including:

1. A short-term cessation of some activities to make specific time for family activities (ICONSE9, ICONSE17);
2. A rationalisation of communication with the Immediate Family to try control their perceptions of the couple's activities (ICONSE9); and/or
3. A long-term commitment to working harder in the hope that this will provide a financial vehicle (ICONSE10) which will mean the couple will have a greater capacity for family interactions in the future (ICONSE18).

These are important because they provide an insight into the difficulties of balancing familial relationships and entrepreneurial activity which aside from some minor tensions between PTH and PH (SVSE6, SVSE24) is missing in the previous narrative. An element of this may be the relative success of the companies, SV certainly appears to be producing more satisfactory returns than ICON in the same period (SVSE24, SVSE25) and this may contribute to EM and MM feeling like the lack time for more balance. Yet, the excerpts also suggest a fascinating paradox; that negative emotional stimuli generated both by and through the culture of these kinds of relationship can impede the process of entrepreneurship in the short term while motivating an increase in entrepreneurial activity over a longer period.

While links between negative emotional stimuli and positive outcomes in the context of entrepreneurial activity are not without precedent (Foo, 2009; Shepherd and Pazlet, 2018; Nikolaev et al. 2018) the studies are limited in both number and scope. In a recent editorial (2019) Wilkund et al.¹⁰⁰ suggested that the reason for this lies in the perceived difficulty in researching the broader eudaimonic indicators of emotional well-being (self-actualisation, expressiveness, and vitality) in the context of entrepreneurial activity rather than the more constrained hedonic ones (satisfaction, happiness etc.) leading to a focus on the effects of positive stimuli dominating the research narrative.

Furthermore, while there are studies in family businesses that address positive outcomes of negative stimuli, see Kets de Vries et al. (2010) for a useful summary, these tend to be focused on specific topics such as conflict management and succession or, on the personality of the entrepreneur and how potentially negative emotional behaviours (such as narcissism) might have benefits in specific contexts.

As such, the author suggests that this section of the thesis may be of particular interest to fellow researchers because it directly addresses a novel phenomenon in 3 specific ways, developing on work by Ezzedeen and Zikic (2017) which the thesis touched on in section 5.4:

1. It provides a rare insight into the paradoxical nature of emotional stimuli in the context of Immediate Family relationships which focuses on the effects of a negative stimulus;
2. It suggests that stimuli do not have to be directly experienced for them to have an effect, the entrepreneur's perception of stimuli may be sufficient to trigger an action; and
3. It shows that the same or similar stimuli can have differing effects in the short and long term.

It is also interesting that when faced with these issues EM and MM appear to exhibit similar reactions toward their Immediate Family which would seem to suggest that

¹⁰⁰ Although this is focused on well-being the conclusions have broad implications for research into entrepreneurial activity which seeks to understand the effects of emotional stimuli.

they either are not aware of the effect this structure is having on them, are choosing to ignore it or, do they not know how to address it. Based on the data in the case study it would seem as if they were aware of these issues, after all they regularly reflect on them and discuss them openly (ICONSE7, ICONSE8, ICONSE9, ICONSE10, ICONSE17, ICONSE18), which would also suggest that they are not attempting to ignore them. This seems to indicate an inability to move past these challenges on the part of EM and MM, even as both feel the effects more acutely over time (ICONSE10, ICONSE17). While the reasons for this pattern are not clear from the available data the author suggests that it may be a symptom of the effect of a lack of familial involvement in the enterprise. MM and EM make it clear that they have “*heavily*” (ICONSE10) invested in the business and that they have done so using personal assets, eschewing external support. The result of this appears to be additional physical and emotional pressure which has to be borne by the couple directly, therefore, the author suggests that it is this continuing lack of capacity (ICONSE17) which hampers their ability to address these issues. This is important because it suggests that Cohen et al. (2019) were correct in the assertion that individuals could be overwhelmed by these challenges. The ICON case then adds to this understanding by showing a mechanism through which this can become a vicious circle from which it is difficult for the individuals to escape without external support, such as that provided by employees (ICONSE17)

As a reflection on culture this is also interesting as it suggests that EM and MM have developed their own, with norms and values which are distinct, even at odds with those of their Immediate Families. Furthermore, there is an implicit suggestion in the narrative that this has become the driving force behind their entrepreneurial processes, and this is something which the thesis will revisit in section 7.4 when it explores the couple’s relationship in greater detail. The thesis has, so far, touched on some potential vectors which may have contributed to this, EM’s experiences in early adulthood is a good example, but there is one other grouping from chapter 5 which this section has yet to explore, EM and MM’s Wider Family structures, the effects of which were discussed first in section 5.6 which may also have contributed.

For EM and MM their Wider Family structure acts as something akin to a moral advisor with the couple both agreeing that their shared faith underpins their ethical

framework for decision making which they believe directly supports their business activities (ICONSE19). Furthermore, EM appears to find significant personal worth in the “*freedom to express who I am...*” (ICONSE19) which she perceives the culture of this Wider Family enables. Given that the couple intimate a direct link between their values and their conduct in business (ICONSE19) this is, perhaps, an example of the identity salience phenomenon described in section 5.6. Specifically, this illustrates a scenario in which EM’s central (focal) identity (Stryker and Serpe, 1994), a religious one in this instance, can be expressed without compromise, in alignment with her salient entrepreneurial identity (Griebel et al., 2014) which she is enacting in the development of ICON. The result of this is a lack of conflict between these differing hierarchies which generates the feeling of freedom that she experiences. This is an important observation firstly, because it shows that Griebel et al.’s (2014) conclusions are transferable into other religious contexts¹⁰¹, and secondly, because it suggests that the religious culture must be more prescriptive in nature precisely because it requires an entrepreneurial working context in which to operate with less challenges. This echoes a point raised in section 6.6 which the thesis will return to in the following section (7.3.3), the notion that highly constrained religious communities might actually create more entrepreneurs, or at least a powerful motivator for more entrepreneurial behaviour precisely because of their more constrained culture. This is a phenomenon which has received very little attention in the literature aside from Griebel’s work, even Henley’s (2017) wide ranging paper somewhat sidesteps this issue in favour of suggesting that the culture of a religious organisations key contribution to developing entrepreneurial action is the provision of networks and trusting relationships. The author suggests that reason for this is that it runs contrary to many of the established notions of which cultures may be better suited to encourage entrepreneurial action such those presented in Jaskiewicz and Dyer (2017).

¹⁰¹Although the subjects are still ‘white, upper middle class and Christian’ (Griebel et al., 2014, p795)

In this section the thesis has explore several additional examples of the ways in which culture from differing structures can affect the individual, their propensity to engage in entrepreneurial action, and the manner in which they do so.

The ICON certainly supports some of the findings from the previous section, specifically that individual autonomy could be an important determinant of any transfer of culture and its relative success, and that structures beyond the immediate family may also be of greater importance than previous studies have suggested in contributing to the individual's culture which in turn impacts their entrepreneurial activity.

In addition to this this section has also touched upon the complex, sometimes paradoxical ways in which family cultures can affect individuals and the role of Wider Family structures. In this context, it has been faith groups driving people toward entrepreneurial action even when their cultures might run contrary to the broadly agreed research position on those which could act as an idea base for entrepreneurial action.

So, where does this leave our understanding of the role of culture and its impact on the process of entrepreneurship? Well, the simple answer is, at somewhat of a crossroads. Through both of these cases one can find evidence which suggests that family culture certainly impacts the process of entrepreneurship. It is also plausible to suggest that certain cultures may be more likely to produce entrepreneurs than others. However, there is also evidence which suggests that a range of cultural contexts might actually encourage entrepreneurial action, for a variety of reasons, some of which (such as religion) are not well explored in research studies.

In an effort to address this the thesis will now move to explore the TDK case to see if transfers of culture therein can develop these conclusions.

7.3.3 Culture in the TDK Case

In chapter 6 the thesis again identified a number of relationships through which there had been a transfers of culture that appears to have affected the process of entrepreneurship. That said, a notable feature of this section is its divergence from

the previously established model of investigation presented in 7.3.1 and 7.3.2; herein there is no discussion of the Immediate Family and its impacts as this was not mentioned in the case in enough detail to draw any meaningful conclusions. In the SEs which form the case neither DB nor DW present any family history of entrepreneurial activity nor a discussion of the impacts of their youth on their venturing behaviour. In the raw data DB does discuss his parent's careers but, he is clear that there is no evidence of entrepreneurialism from either.

This is a somewhat unique scenario because, unlike previous cases, there is no suggestion that the cultures of groups that DB or DW were exposed to in their youth (or adolescence) fostered any sort of pre-existing disposition toward entrepreneurial action and/or activity. In fact, discussions in the SEs surrounding their religious adherence to a Witness doctrine (which was previously explored in section 6.5) hint at the notion that the implications of their belief system might serve to discourage engagement with this kind of activity.

Against this backdrop, the author feels that the TDK case presents an interesting counterpoint to previous discussions which have suggested that a combination of exposure to an entrepreneurial culture during childhood and early adolescence along with practical experiences of entrepreneurial activity are important determinants of entrepreneurial action. The effects of which, sections 7.2.3 and 7.3.3 have shown are apparent both in the entrepreneurs' approach to venturing, their processes, and in the businesses that they create.

The absence of a clear link between DW and DB's childhoods and their later venturing led the author to explore other vectors through which culture had been transmitted both within and beyond their identified family groups. This led to a focus on two elements which, from chapter 6, appeared to have the most notable impacts:

- DW and DB's relationship with TG;
- The manner in which both DW and DB have been affected by the culture of their faith; and
- The effects of the biological and marital family structure.

This first of these, TG is arguably one of the most important relationships in the TDK narrative. TG supported DW to found TDK (TDKSE4) giving him the time, infrastructure, and finances to start the company, he then helped DB to takeover (TDKSE7), and has acted as a source of advice and mentoring for DW and DB at different junctures (TDKSE10, TDKSE16). He is also someone who does not easily fit into any of the family structures the thesis has presented so far which explains why his effect on both DW and DB has received less attention until this juncture.

Culturally, his contribution to both DW and DB's development has to be understood across these events starting with the formation of TDK. Section 6.4 explored the creation of TDK charting its development from an IT infrastructure project to website development spinout. Herein TG is presented as someone who is open to taking measured risks, willing to place his trust in people, and supportive of the development of new approaches to doing business. That said, he is also portrayed as someone who places value on profits over growth, a point which is repeated later in TDKSE16 and cited as a reason for the businesses failure to develop more rapidly.

In positioning DB to succeed DW, TG's role appears largely to be agreeing to the premise which DW presented (TDKSE7) and then supporting DB to develop the business (TDKSE10). However, it is also worth noting that his attitude toward the growth of TDK in comparison to other companies at the time likely contributed to DW's exit, a point which DW himself alludes to in TDKSE7.

Finally, both DW and DB assert that either they have previously (DW), or do currently (DB), consider TG to be a mentor of sorts. Someone they would turn to for advice and guidance on the functional and operational aspects of running a business (TDKSE10, TDKSE16) but not to help them develop a new idea or to design a new product (TDKSE15).

Based on these insights it seems apt to suggest that TG provided a foundation on which TDK was established, and from which it has continued to develop. Beyond this, he is a director of the business and remains involved in it, but this is mainly focused on its operational efficiencies. This tallies with the notion that he was not the catalyst driving DW to present the initial idea that triggered the development of the

business and is not actively involved in shaping the direction of the company (TDKSE16, TDKSE17).

While it would be easy to take this position and dismiss his impacts as relatively limited there are elements of DB's narrative which suggest that he may have normalised some of these cultural perspectives for DB which would suggest a transfer of culture between the two. Of these, perhaps the most notable are DB's attitudes toward work the profitability of TDK which he discusses in TDKSE7, TDKSE10, TDKSE13, TDKSE15 and TDKSE16. In these excerpts there is certainly evidence of DW shifting to focus on profitability over creativity, and value prudent management of the business, both of which would appear to echo comments made about TG and his approach.

Taken together, this is certainly evidence of TG affecting the manner in which DB, at least, runs TDK. One might also speculate that this experience, although somewhat negative for DW might have spurred his desire to engage in later entrepreneurial endeavours, a variant of the phenomena observed in 7.3.2 wherein, the negative experiences of TG' management style led DW to engage in radically different endeavours on leaving TDK.

This leaves the author at impasse, the best that can be said of TG, in this context, is that his culture appears to have had a direct effect on DW and his process of developing TDK, and may have impacted DW, perhaps showing him what he did not want to do which then spurred him to find something different.

The challenge here is that while there is evidence of transmissions of culture affecting DB and DW it does not adequately explain what might have, more generally, affected their orientation toward this kind endeavour. It is at this juncture that the author will pivot to explore the other important cultural force affecting both DW and DB, their faith.

Throughout the TDK case both DB and DW discuss the effect that the culture of their faith has had on their entrepreneurial endeavours which, both imply, are a result of its central tenants. As noted in section 6.5 the Witnesses belief system is millenarian in nature, followers believe that a coming apocalypse will result in Christ's rule over

earth (from heaven) for 1000 years aided by 144,000 members of their faith. This belief has numerous effects on a Witnesses lifestyle and activity¹⁰², but of these DB and DW highlighted four which they felt were most notable:

1. A requirement to regularly evangelise their faith in effort to convert people and save their souls. This has an impact on the time they can allow for secular activities such as work;
2. A requirement to spiritually educate their families. This again has an impact on the time they can allow for secular activities;
3. A requirement to adhere to a conservative set of values and behaviours. This impacts the activities they can engage in and the markets they can trade in; and
4. A requirement to isolate themselves (as much as is practically possible) from the world beyond their faith community (with the exception of their evangelical mission). This means that they are explicitly directed not to focus on worldly or materialistic (TDKSE9) activities, such as their careers, pastimes, entertainments and/or associations in a fashion that might distract them from a focus on their spiritual selves.

In section 6.5 DB and DW reflect on these particular elements of Witness culture on a number of occasions (TDKSE8, TDKSE9 and TDKSE18) noting how they have shaped their approach to business, including:

1. The products and services they create;
2. The markets they operate in;
3. The relationships they form; and
4. The time they devote to commercial activities.

These effects, which touch many aspects of the entrepreneurial process, might make it appear as if a Witness faith and an entrepreneurial career are incompatible or, at least very difficult to combine. Especially as one would perceive much of their dogma to be at odds with the process detailed in section 2.13. Yet, DB and DW credit their

¹⁰²See Section 6.5 for a detailed discussion and key statistics. Examples of additional information can also be located on JW.org: <https://bit.ly/31mmgbn>; <https://bit.ly/2tZHWWh>; <https://bit.ly/31oFIK0> and <https://bit.ly/2TecJ3f>.

faith with helping them to “*ethically*” (TDKSE9 DW) direct and develop their business interests. While they are clear that this means that the growth of the enterprise has been restricted, both DB and DW appear to feel that this is a worthwhile trade-off (TDKSE18) as it means that they are afforded more time for family and spiritual activities which we already know are important to Witnesses¹⁰³.

The dissonant elements of this narrative suggest that this might be another example of the interaction of complimentary identity hierarchies which were previously discussed in 7.3.2. In this instance the central identify hierarchy, that of a Witness, can be expressed without compromise because it aligns with a salient entrepreneurial identity being enacted by DB and DW in the development of their businesses. Much like EM in the ICON case, this alignment is grounded in the individual’s ability to freely express their belief system without compromise, further validating Griebel et al.’s (2014) conclusions in yet another context. Thus, for a Witness, entrepreneurialism might actually be a perversely attractive career option precisely because it affords them increased control over personal activities, time and relationships allowing them to align themselves more fully with their strict dogma and its cultural imperatives.

This would seem to support the conclusion posited previously in section 7.3.2 that individuals from more prescriptive and isolationist religious cultures might actually choose to engage in entrepreneurial activity precisely because it will allow them to engage more fully with their faith. While this seems an intuitive conclusion given the self-reliance of some of these cultures it is poorly articulated in the literature and certainly presents an opportunity for further investigation in a range of contexts.

This is an important observation for two reasons: firstly, it confirms that the culture of this familial structures has affected both DW and DB, restraining their entrepreneurial process, especially the activities, relationships, and industries that they engage with. Yet, secondly, it has also shown that neither perceive this as particularly detrimental because they view this through the lens of their beliefs. This

¹⁰³The author suggests that the practical implications of adhering to a witness belief system, detailed in chapter 6, may make this particularly attractive.

in-turn adds weight to the identity salience position proposed by Griebel et al.'s (2014) and develops the authors hypothesis as to the underlying reasons which may be driving the engagement of highly constrained communities such as those that we have explored. Furthermore, this highlights an area in which research is sorely needed, the link between the entrepreneurial action of Witnesses and their motivations for doing so which other researchers may want to develop and expand on using premises already established in other faith groups such as those detailed in Henley (2017).

Finally, in TDKSE18 DB and DW both highlight the linkages between faith and Family for Witnesses by discussing the ways in which they also prioritise Family interactions over business opportunities. DW put it:

"...it's a balancing act because... sometimes the business would be better if you could throw more time at it..." (TDKSE18)

However, with this exception, the rest of the narrative is surprisingly bland and matter of fact, gone are the emotive descriptions of family of life which characterised the previous cases. Instead, the narrative presents what one might think is an enviable WLB and, impressive exercise in boundary setting, in a fashion which suggests that, for DB and DW, it is a normal experience worthy of little acclaim. Initially, the reasons for this are hard to ascertain, both men open by framing their statements as personal perspectives and practices, with DB noting a desire for flexibility so that he can devote time to his family. Yet, as the discussion develops, an undercurrent of religious behaviour emerges (grounded in Witness dogma) which appears to have shaped the previous statements:

"...weekends are busy with family and spiritual activities as are workday evenings." (TDKSE18 DW)

When read in conjunction with DB's closing reflection:

"...this all comes second to our family and spiritual values, at the end of the day we have to work to earn money, so you may as well be as good at it as you possibly can be..." (TDKSE18)

This discussion presents a narrative which aligns with much of the data the thesis has already explored about Witness life and culture. It confirms that, for observant Witnesses, adherence to their faith is a central element of their identity and, that this entails practical restraints on their activity which appear to be shaped through normative compulsions. What is different about these excerpts is that they show that these norms are reinforced through the Immediate Family as well any wider faith-based family structure. The symbiotic relationship between these structures is something that the thesis did not encounter in the ICON case, although that does not mean that it is not there. Furthermore, its close alignment could account for the definition that DW provided when describing his Family and the blurred boundaries he perceives between biological/marital family members and members of his faith.

There is certainly evidence to suggest that faith and its accompanying culture can be transmitted in groups such as families (Barrett, 2007) and that different modes of belief and practice can achieve this with differing levels of success (Whitehouse, 2004). However, this is somewhat beyond the scope of this study to explore. What's key here is that it would appear that familial structures can be co-opted by religions to act as additional institutions of doctrinal enforcement which, appears to be the case for Witnesses. Based on the presentation of this in the case study the author suggests that where this phenomenon occurs there is evidence to indicate that any effects of the Family on the process of entrepreneurship adapt to mirror the effects of the faith and any unique effects which the structure might otherwise exhibit are subsumed into this narrative. This explains, for example, the ways in which DB and DW's family structures appear to act as cultural amplifiers for their faith rather than distinct entities in their own right with particular effects and, it may also explain why neither discusses their Immediate Family and its impacts in greater depth.

For researchers who seek to explore a faiths' effects on the process of entrepreneurship, the analysis herein suggests that new linkages between family, faith and entrepreneurship could be uncovered, and their impact explored by a further exploration of these interactions. There may also be some merit in comparing this to the effect of other belief laden structures (politics for example) to see if there are similarities in these mechanisms.

This does though leave one question unanswered, DB and DW's attitude to all of this, why are they so accepting of this position? Here, the author points to the narrative of religious normalisation which has pervaded this case study. Both men assent to this position because it is what they have been normalised to respect through their faith, familial structures, and media. Furthermore, given that Witnesses favour a paternalistic¹⁰⁴ form of leadership it is presumed that the responsibility for monitoring this would fall on DB and DW in their respective households meaning that the pressure to adhere to these strictures may be more pronounced for male Witnesses.

In bringing this section to a close there is, again, evidence that culture in its broader context impacts the process of entrepreneurship and any associated activity that stems from this. Yet, in this case, this culture has not come from the Immediate Family or an additional social structure; there is not a familial history of entrepreneurial action, nor some awakened pre-disposition from early adulthood. Instead, DW and DB appear to be two of the most unlikely entrepreneurs one might hope to encounter, their entrepreneurial action being a daily struggle to balance the social and moral dogman of their faith against commercial opportunities to develop and grow TDK (TDKSE9). Yet, for both, entrepreneurship offers a route to set their own course and in doing so align their behaviour as closely to their beliefs as they can, a freedom which EM also recognised in the ICON case.

This notion that a family culture which might appear wholly anti-entrepreneurial could actually be a driver of entrepreneurial action is perhaps the most important point that this case develops. While one could argue that EPCM's, such as the one that EM and MM belong to does not actively discourage entrepreneurial action the same cannot be said for Witnesses. This challenges research perspectives on which family cultures might encourage and entrepreneurial action, and why they might do this. It also suggests that work such as Henley (2017) needs to be expanded upon if we are to fully understand the complex roles that faith-based family groups might play

¹⁰⁴See: <https://tinyurl.com/y7eaphwk> for further information

in encouraging this action and why, with identify salience offering one potential avenue of inquiry which seems primed for development.

7.3.4 Family Culture Conclusions

In this section the author has explored the ways that differing family cultures have affected the entrepreneur and their enaction of an entrepreneurial process in an effort to address the second research question, namely, how does the culture of these structures affect the entrepreneurial processes?

In the SV case the author explored PTH's relationships with both his Immediate Family and several family-like groups that he encountered in his adolescence. Herein, the author concluded that PTH's mother had likely transferred a cultural disposition toward entrepreneurial action to PTH which was later catalysed by experiences in early adulthood where he had been given the opportunity to practically develop his skillset.

This case adhered closely to established expectations showing that a family culture which promoted discourse, individual autonomy and the development of strong relationships was likely to produce an entrepreneurial offspring. Where this developed that stance was in showing that the culture could have direct, traceable, impacts on the process of entrepreneurship and, that culture alone was likely not a sufficient factor to encourage entrepreneurial action.

In the ICON case the author was faced with a more complex narrative, herein the thesis contrasted EM's less mainstream upbringing with MM's to show that a range of Immediate Family formats could likely impart a culture, or at least parts of one, which might encourage a disposition geared toward entrepreneurial activity. However, in this instance direct linkages between this and their later behaviour could not be presented.

The section also touched on the manner in which seemingly negative family interactions between EM, MM and Immediate Family group over cultural tensions might actually act as drivers for entrepreneurial action. The author concluded that this was an important insight which had not received enough research attention,

even going as far as to show that a perception of a negative reaction could be enough to trigger action, a cycle that, without external support the entrepreneur could find it hard to extricate themselves from.

An interesting feature of this case was that the catalysing factor for EM becoming an entrepreneur appear to be similar to PTHs: applied experiences during early adulthood which combined a transfer of cultural norms with practical opportunities to apply these behaviours seemed key to shaping EM's process and, in this instance, that could be traced to her approach to running ICON.

Finally, the section moved to explore EM and MM's Wider Family and showed that they perceived the culture of this faith-based group as underpinning their values and helped them to run the business, although it is notable that data to substantiate these claims could not be located. EM also intimated that, for her, this gave her a freedom to express who she was, this was explored through the lens of identity salience which the author concluded had not received enough attention as a factor to explain why religious groups might foster this kind of action and activity in their members.

The last case the author explored was TDK which focused on DW and DB, in this instance there was no family history of entrepreneurship to review and no pre-dispositions toward this type of activity could be identified. Instead, it seemed that a combination of a cultural transfer from another director, TG, which could be directly related to DB's running of TDK and the pairs shared faith seemed the likely catalyst for this action.

Both DB and DW's relationship with TG was interesting and although he existed outside of a family group his impact merited exploration. For DW one could suggest that is relationship was important but that tensions grew over time as TG became a block to innovating the company. His behaviour is likely a factor that underpinned DW's decision to exit TDK and the author suggested that this might be another example of negative stimuli encouraging activity. DB also recognised this tension but, seems more able to reconcile it, even showing that TG's approach to developing the business was something which he seemed to have adopted.

Beyond this the rest of this section focused on DB and DW's faith and its cultural impacts through the different structures that DB and DW recognised it operating through. Central to this section was the exploration of the manner in which a faith that could be perceived as culturally anti-entrepreneurial could be viewed, by its members as supporting their entrepreneurial action and activity. The author reasoned that this was another example of the identity salience phenomena and noted that this was important as it challenged perspectives both as to which family structure might best encourage entrepreneurial action and, the mechanisms through which faith-based families and groups could do this.

Taken together this work suggests a number of conclusions to address the second research question, namely, how does the culture of family structure affect the process of entrepreneurship?

Certainly, there is ample evidence to suggest that family groups create cultural environments in which the norms and values associated with entrepreneurial activity can be transmitted to individuals. That said, much of this work has been grounded in biological and marital family groups (Menaghan and Parcel, 1995; Carr and Sequeira 2007; Lapita et al, 2012; Lindquist et al., 2015; Ciraco et al., 2017; Bloemen-Bekx et al.; 2019) thus, this novel work provides a new perspective on these issues. Highlighting, firstly, that different structures can dynamically impact the individual, while, secondly, reminding us that individual choice, grounded in their particular context, can have a mediating effect on the acceptance and normalisation of culture which, needs more study in this context.

Herein, it is true that there are points of commonality between the cultures which might encourage entrepreneurial action, and, in some instances, this can be directly linked to activity and the particular process in which the entrepreneur engages. That said, developing the work of Zapkau et al. (2015) there is also a recognition of the importance practical activity to catalyse this culture and its norms and values into activity and this was a common feature across the cases. In addition to this the thesis echoed the work of Fletcher (2009), noting that the negative effects of culture and its impacts had been largely overlooked in this context and this should be another area for redress in future work.

Finally, the section explored the culture of two different religious family groups and their impact. In both instances the author found traceable impacts operating through the mechanism of identity salience (Stryker and Serpe, 1994; Griebel et al., 2014) and noted that this was underexplored both in both family and religious domains (Henley, 2017) relating to the topic. While this was not the focus of the section, it is an interesting contribution which other researchers might seek to develop.

Taken together this suggests that any homogeneity of effect is impossible to suggest, the culture of family units certainly effects an individual's disposition to act entrepreneurially and can also impact the manner in which they do so but, this is not a necessary predictor of future actions. Without catalysing practical experiences of venture creation or development it appears highly unlikely that culture alone will generate entrepreneurial endeavours. Furthermore, the range of cultural factors and their effects does appear to need development, to more fully embrace negative stimuli and their effects, along with issues such as identity salience and the cultural alignment between activities and beliefs.

7.4 The Entrepreneur and their Effect on Others

In this section the author will move to address the final research question, using the three case studies to explore how the actions of entrepreneur's have affected their family members.

Throughout the thesis the author has explored the nature of families and the ways in which families have affected entrepreneurs yet, in SEs, there has been evidence presented which has indicated that the entrepreneur themselves have had an effect on those around them. This section of the thesis will move to explore these stories to see if new insights can be gained into the effect's entrepreneurs have on their familial structures.

Although it might appear that this topic is well addressed in the literature (see points 1-3) the author contends that studies have consistently failed to explore affects beyond a distinct group of themes, some of which the thesis itself has already touched upon in previous chapters, these include:

1. Parental effects on an offspring's entrepreneurial propensity and/or potential (Bosma et al., 2012; Lapita et al., 2012; Lindquist et al., 2015; Zapkau et al., 2015; Ciraco et al., 2017; Bloemen-Bekx et al., 2019);
2. Work-life balance (WLB), focusing on the ways in which conflicts between the familial structure and entrepreneurial process impacts members of the group (Eddleston and Powell, 2012¹⁰⁵); and
3. Succession, specifically the ways in which succession processes can impact familial structures (Bozer et al. 2017¹⁰⁶).

In this presentation the author hopes to craft a more holistic exploration of these relationships by attempting to showcase SEs that present different perspectives on the topic drawn from the datasets. Where this section does encounter material that might fit into the aforementioned themes the author will, in these instances, aim to highlight the differences in how these are addressed and what this might mean.

To achieve this the author will begin by following the structure established in the previous section: a review of each of the cases to present data which details the ways in which the entrepreneur therein has affected those around them; this will then be compared and contrasted between the cases to see if there are similarities or differences which might lead to new insights for this area of scholarship.

7.4.1 Effects in the SV Case

A review of the SV case highlights two key individuals which PTH appears to have affected PH and PBJ. PTH does not furnish the reader with many insights into his relationships beyond these individuals¹⁰⁷.

¹⁰⁵ Herein the authors present a useful summary of previous work on this topic.

¹⁰⁶ Herein the authors present a useful summary of previous work on this topic.

¹⁰⁷ This includes insights drawn from the raw data.

To investigate how PTH has affected both of these individuals the thesis will focus on how PTH and PH established SV and PBJ's subsequent recruitment. In doing so it will present an original perspective that details the manner in which an entrepreneur can affect adult members of their familial structures and, the motivations that may drive them to do so.

The author suggests that this work will be of interest to other researchers as there is little addressing this topic beyond the succession literature and, even in this work there is mounting recognition that the detail of these processes has not been well explored (Decker et al., 2017). This means that these insights could have an important impact on the field.

Prior to the formation of SV both brothers admitted that their relationship was not particularly close (SVSE7), formative experiences and physical geography meant that they were not in regular contact with each other. However, that all changed in the late 1990s when PTH approached PH with an idea, the creation of SV (SVSE11). Convincing PH to involve himself in the development of the software and the subsequent changes in his role and career are perhaps the most visible ways in which PTH has affected his brother (SVSE11, SVSE14, SVSE20, SVSE24). Whether this has materially changed PH as a person is hard to ascertain, throughout the case study there are a number of occasions where he and PTH note their differences (SVSE6, SVSE10, SVSE19, SVSE20). In each instance, there is nothing which might indicate that PH perceives a change in his behaviour relative to PTH instead, they both use these moments to highlight their relative strengths and weaknesses, frequently observing how they complement each other and how this impacts the business.

PH joined PTH to create SV over an extended but unspecified period in the early 2000s. The narrative suggests that there were 2 distinct phases in this process:

1. Initial discussions - PTH notes that he had discussions with PH in the late 1990s - early 2000s (SVSE11), prior to the creation of SV, about the idea, it would appear that PTH shared this with PH because PTH knew PH had the relevant skills to build the simulation and wanted advice from someone more

technically minded. However, PH was committed to his career, and this blocked any further collaboration; and

2. Involvement - in 2001 PTH was made redundant, he had some financial capital, but new roles were limited following the September 11th terrorist attacks. It was at this juncture that, as PTH put it, he saw '*another great opportunity to solve a problem*' (SVSE11) by approaching PH again, this time with the idea of starting SV.

PTH spends the rest of SVSE11 presenting a justification for involving PH in two parts: first, an opportunity for a new career that matched his skills; and, secondly, the potential to generate an income to support himself and his dependants. PTH then frames all of this as part of a broader discussion focused on the ways in which entrepreneurs can help '*specialists*' like PH to realise their potential through projects such as SV. Throughout this, he is laboured in his expressions of respect for the work of specialists and the ways in which they enhance and enable businesses. He also notes that this is not the first time he has worked with a specialist to create a new venture and mentions AD and the business they created as an example.

While this element of the narrative is compelling, and suggestive of pattern in PTH's behaviour linking his dealings with both PTH and AD, there is very little data to provide further substantiation.

To develop this, the author compared it to SEs which explore PTH and PBJ's relationship. Herein the data is much richer and the similarities between the manner in which PH and influenced PTH and PBJ were striking.

For example, the reasons that PTH cites for recruiting PBJ are almost exactly the same as those that he presents when discussing the reasons that he recruited PH: an opportunity in the business that he felt matched PBJ's skills (SVSE17); a reduced income that PTH felt he could help PBJ to address (SVSE17); and, the opportunity (for PTH) to work with another specialist (SVSE11). Furthermore, in SVSE17 the reader learns of another interesting parallel between the recruitment of PH and PBJ. PTH also discussed SV with PBJ prior to involving him to get his insights into the product and its development. A PBJ notes:

“....I didn’t realise it but PTH [sic] was trying to help me do something for myself he nurtured my interest in that and my sense of wanting to do something a bit different rather than being stuck in the rut of going through a career progression that was laid out for me.” (PBJ SVSE17)

These similarities suggest that PTH has a pattern which characterises the way he works with others, something he, himself, admits in SVSE17. In this SE he discusses his selective approach to choosing people to work with and his ‘tick boxes’ (SVSE17) to try ensure that any final agreement is mutually beneficial. This final point seems particularly important to PTH who appears focused on the ‘value’ (SVSE17) of their offer (skills, knowledge etc) and whether any activities might negatively impact their relationship. The latter being something which PTH seems especially keen to avoid:

“I’ve been too close for comfort on one or two of them and therefore I haven’t perused it... because anytime you broach anything that takes you into a level of over commitment you’re in trouble.” (SVSE17)

This comment implies that PTH is driven to create businesses with others based primarily on what they are able to offer (value) and how much it might impact his relationship with them. This certainly echoes PH and PBJ’s experience and may explain why PTH prefers to develop these relationships over a longer period, so that he can ensure he does not over-commit until he feels secure in his position. SVSE17 also makes no mention of, helping people, forming part of a selection process, this omission suggests that, perhaps, PTH’s more altruistic justification of helping them to realise a new career may not be as important as he previously suggested. An additional piece of evidence to support this assertion can be found in SVSE19 wherein PTH discusses his attitude to problem solving:

“I love to solve problems, I get a huge buzz for me, real entrepreneurship is about seeking the problems to solve... I just can’t think of anything better to be doing something meaningful, and you’re passionate about, and that solves problems...”

In this quote, PTH infers a personal emotional benefit from engaging in this type of behaviour but, again, no quid pro quo is mentioned. A similar comment to this also appears in SVSE18 where PTH and PH discuss the shared passion they have for

SV and, for working together. However, in this context PTH is discussing how he needs to share the problem he is solving with others and what he gets out of this:

“...then, halfway through that I'm desperate to be with someone so they can understand what I'm doing and share it with me...when this happens I tend to involve friends...” (SVSE18)

Taken together, this data presents a picture of PTH's activity pattern when developing ventures. Driven to find problems for which he can develop solutions, PTH will ultimately, but cautiously, access those specialists who he is closest to for advice and potentially partnership. However, he will only involve himself with someone on the stipulation that what he gets in return adds value and, that this will not negatively affect the underlying relationship. Importantly, although the author is not suggesting that this lessens the benefit of PTH's actions for others it does the temper narrative and suggest that an altruistic desire to help people is not his only motivation.

An examination of PBJ's SEs suggest that there are a number of impacts stemming from his decision to become more involved in SV. These include:

- An improved WLB for himself and his wife (SVES17);
- A more involved relationship with PH (in PBJ's opinion)
- More input into the software itself (SVSE23);
- A new desire to work differently and not return to his prior occupation (SVSE17); and,
- A change in his relationship with PTH (SVSE18).

Although PBJ might dispute the last assertion, even going as far as to state directly that joining SV has not *“changed our relationship”* (SVSE18) his discussion of *“shared passions”* (SVSE18), which is mirrored by PTH, does suggest an increasing focus on the software in comparison to other aspects of their lives. The author also contends that this statement is indicative of a scenario in which culture may have been transferred between the parties.

It is also worth noting that this bears a striking resemblance to the 5 features of DB and DP's developing Business-Family relationship which were highlighted in section 6.8. This might suggest that this is a more widespread experience among individuals whose work and personal relationship boundaries experience an element of crossover.

Unfortunately, the data available cannot help in exploring PBJ's development in SV beyond these excerpts which makes any additional changes or, the development of any patterns surrounding these points impossible to discern. In PH's however, SVSE24 and SVSE25 (both of which are mainly formed of narratives collected in the final stages of the research process) it is clear that PH is taking on a greater role in SV with an increased appreciation of the implications that this has and how this may impact his relationship with PTH.

It would seem therefore that there is sufficient evidence to assert that PTH has affected a number of individuals around him. While this discussion has focused on the manner in which he has impacted PH and PBJ because of the available data, there are most certainly suggestions in the piece that he has affected others such as AC, perhaps in a similar fashion.

When exploring PTH's relationship with PH and PBJ a distinct pattern emerged, PTH had an idea or a project that he was developing, he identified a close connection who might have the skills and experience to help him and courted them first, for advice, and then later to involve them directly.

The author suggests that their involvement in the business is likely a vector for the transmission of PTH's culture although the relative adoptions of this by either PTH or PBJ is hard to judge from the narrative.

One could argue that PTH has shaped an ET with individuals who are now more intrapreneurial but, the evidence to support this is indicative at best. He has, most definitely, effected their careers, their livelihoods, and their working practices and, perhaps even changed the experiences of their families but, again, this is mostly inference drawn from the case study. In fact, the truest statements that can be drawn from this analysis is that PTH's actions appear to have fostered stronger, more

mutually appreciative, and supportive relationships between himself, PH and, PBJ. This is something that the author has not seen addressed in the literature and, is a theme the explored in the next case study.

7.4.2 Effects in ICON Case

A review of the ICON case suggests that there are 3 distinct themes in the narrative which explore how EM and MM have affected people around them. These focus on:

1. The process of starting and managing ICON and the effects EM and MM have had on each other (ICONSE3, ICONSE4, ICONSE5, ICONSE6, ICONSE7, ICONSE8, ICONSE9, ICONSE10, ICONSE12);
2. EM and MM's effects on their familial structures (ICONSE7, ICONSE8, ICONSE9, ICONSE17); and,
3. The affects that EM and MM have had on their employees (ICONSE11, ICONSE12, ICONSE13, ICONSE14, ICONSE15, ICONSE16).

In this section the author will explore each of these themes and, in doing so, attempt to establish if there are any original insights or, similarities between this and the previous case which might lead to new perspectives.

When exploring the first theme the author felt that it was better to do so in the context of a shared experience i.e. creating and managing ICON rather than suggesting that EM established the business on her own and then convinced MM to join her. Although the early SEs do mention that ICON was EM's idea (ICONSE3) they are also clear that it was a joint endeavour and, furthermore, that there was always a plan for her and MM to develop the business together (ICONSE4). During the early stages of ICON MM worked part-time in the business to support EM balancing this with his other commitments (ICONSE3). However, when he was made redundant in 2006 the couple accelerated his transition to full-time director focusing on the operational aspects of the company (ICONSE4, ICONSE5).

Initial insights into the effect this had on their relationship are from ICONSE6, this is interesting as it suggests that, for MM at least, one aspect of this has been a greater respect for and, appreciation of EM's strengths and weaknesses; echoing insights from the previous case study. That said, as the case progresses it becomes clear

that the business is placing an increasing strain on the personal dimension of their relationship, as MM observes:

“...I think in the longer term, I think it'd be natural to see ourselves as co-workers as opposed to a married couple.” (ICONSE9)

As the couple explore these issues alongside ICON's lacklustre financial performance (ICONSE10) they both reflect on the merits of persevering with ICON (ICONSE10) versus perusing equally (financially) rewarding careers that might offer what the couple perceive to be better WLB. However, as the business begins to develop later in the case (ICONSE12) and, new staff are able to offer more support (ICONSE14), it would appear that the couple have somewhat reconciled these feelings and are exploring ways to work more effectively. That said, they also recognise that things are hard and, that they are likely to get harder before the couple realise the rewards they are expecting (ICONSE17).

What is most compelling about these elements of EM and MM's narrative is how closely it reflects the positive and negative impacts that have been previously attributed to this form of copreneurial behaviour in the literature¹⁰⁸. This suggests to the author that their key effect on each other was to encourage their own entrepreneurial development and, in doing so develop new insights into each other's strengths and weaknesses. This link to the previous cases does suggest that a deeper respect for participants skills and work modalities may be an important effect of working in entrepreneurial teams (ET), Business Families or, copreneurial couples and this is something that will be further explore in the next case study. Given that the literature exploring copreneurship is currently limited in breadth and scope the analysis suggests that these insights will provide useful material for other researchers seeking areas of the topic to investigate.

In a previous section the author explored these events with a specific focus on the reciprocal effects EM and MM's actions toward their family members had on their own activities. In this discussion, the author identified a cycle of actions, responses

¹⁰⁸ See Aladejebi, O. (2020) for a useful summary.

and reactions which appeared to encourage entrepreneurial activity. Furthermore, it was observed that both negative reactions and, the perception of negative reactions could have the same effect.

The effects that EM and MM are having on their familial members are detailed in ICONSE8 and ICONSE9. Herein we learn that the couple have lacked engagement, in some cases deliberately, with their network and this has led to reciprocal disengagement on the part of network members. It is suggested by EM that a key reason for this is couples own messages and their family's interpretation of this, as she notes:

"...when we started looking into it and asking them, 'Why do you never get in touch? What's going on?' They would say, 'Well, you always tell us, 'We're too busy'..."
(ICONSE9)

The compelling thing about the segment is what it reveals about the perceptions of both groups, their norms, and the effects this has on relationships. EM and MM believed that by telling their families they were busy this would be interpreted as a sign of success and achievement (ICONSE9). Instead, it was interpreted as a message to stay away which had the effect of triggering disengagement on the part of the family. The specific reasons for this are hard to articulate as there was not any additional material, even in the raw data, on which a greater understanding could be based. One might argue that it is simply poor communication on the part of both groups. However, this would still suggest that there are underlying norms and values shaping the reactions to what is communicated, and that these were at odds with each other. This suggests two things:

1. Firstly, that EM and MM had also affected each other's norms and values and that this may be another aspect of the way they have affected each other, the development of a discreet culture, different from the ones around them, a factor the thesis previously speculated on in section 7.3.2; and
2. Secondly, that entrepreneurs and their activities can lead to disengagement from the very networks they rely on for support, the effects of which were also discussed in section 7.3.2.

EM and MM note that this is stressful and requires a degree of management on their part to control the messages they present externally (ICONSE9) but, that is the limits of the discussion in this context.

The final theme which this case study presents is one which explores the manner in which EM and MM have affected BT, who is one of their two employees. As Nyström (2019) has observed, the manner in which entrepreneurs affect their staff is woefully underexplored, especially when compared to other areas of scholarship in the discipline. This means that any novel insights from this segment are creating insights which could be the basis for new areas of investigation and new knowledge claims.

BT and her colleague were hired as part of a team which included a full-time project manager (ICONSE11); this individual subsequently left ICON as they were unable to integrate their personal life with EM and MM's working practices (ICONSE13). BT comments on this and notes the extra responsibilities that she has had to undertake (ICONSE14) but, also notes that she is comfortable in her role and that the office has a good atmosphere, albeit one which can be "... *highly pressured and stressful*." (ICONSE13, ICONSE16).

This quote from BT gave the author reason to pause because, it is evidence of a contradictory behaviour on the part of EM and MM. Specifically, that they may be normalising working practices for their staff which they have previously identified as unhealthy for themselves. Certainly, EM and MM are keen to stress the ways in which they are "*defining our own business culture*" which includes rewards and scope to develop (ICONSE13). Yet, the foundations of this appear to be rooted in an approach to work which suggests that everyone should "...*put in above and beyond the call of duty to get the job done...*" (ICONSE13). When viewed through this lens one has to question if the project managers departure is a result of their background, norms and values not meshing with those of EM and MM eventually leading to a rejection of the role, something which less experienced individuals (a factor which MM observes with regards to BT and her colleague in ICONSE14) may be less equipped to do.

The author does not present this observation to suggest that the EM and MM do not value their employees; there is ample evidence in ICON13, ICONSE14 ICONSE15

and ICONSE16 which suggests that they do. The author is also not suggesting that they are deliberately taking advantage of their staffs' lack of experience to shape them in a particular fashion, there is no evidence of this. Instead, this contradiction suggests a pervasive disconnect in EM and MM's perception of their effect on their staff vs. the effect they are actually having on them. This can be further explored in ICONSE15 wherein EM discusses the ways in which she is mentoring BT and her colleague. In this SE, EM is convinced that she is mentoring BT and helping her to develop, BT agrees that she has been mentored but, notes that is inconsistent and that both staff members would benefit from a more structured programme. This highlights the difference in EM's perception of her activities in comparison to how her staff feel.

These insights are relevant as they highlight the ways in which the environment entrepreneurs create can affect their employees through the transmission of culture. Furthermore, they suggest that these environments may be self-selecting, excluding those who do not conform. This may explain why some entrepreneurial firms appear to employ a disproportionately large number of individuals who are in a weaker position in the jobs market such as BT (Nyström, 2019), they have less choice and may be more willing or, less critical, of adapting to the culture even if it is stressful and pressured. Also, the data from these SEs shows that entrepreneurs themselves may create environments that promote unhealthy levels of stress even when they are aware of the effects this can have on their own activities. To the best of the authors knowledge this phenomenon has not been observed in previous studies so its effects are hard to judge but, left unchallenged the potential consequences of this type of disconnect might be a contributing factor to issues as diverse as business failure. Certainly, this shows categorically that this area of research has the potential for further exploration.

Finally, these SEs highlight contradictions in the entrepreneurial narrative which might not have been revealed had the employee's perspective not been collected, as such, they further validate the author's use of a multi-respondent approach and suggest that other authors might want to consider this.

Taken as a section the ICON narrative has illustrated how copreneurial couples can affect each other and that the approach in this study may provide a way gain deeper insights into this phenomenon. This was especially interesting as it echoed the SV case study by noting that an increased understanding of and respect for the strengths and weaknesses of other directors may be a direct effect of this type of relationship. It has also highlighted the disengagement that entrepreneurial action can cause from familial networks and, lastly it explored the entrepreneur-employee relationship and investigated the ways in which entrepreneurs can affect their staff noting that this was an area with lots of potential for further investigation.

7.4.3 Effects in the TDK Case

Finally, the author moved to explore the TDK case and what it might highlight about the ways in which DB and DW had effect those around them. Herein, there is very little discussion of the ways in which either DB or DW's activities had affected either family members or employees. Furthermore, given that the impact of the Business Family on both DB and DP had been explored in sections 6.8, 7.2.3 and 7.2.4 it was felt that revisiting this was not necessary. This left one avenue for exploration, DW's effect on DB which would focus on DB's inheritance of TDK; what led to this and what followed.

Across the 3 cases TDK is unique as it is the only instance of an individual inheriting a business. What makes this is even more interesting is that this is a cross-family succession, a phenomenon which has received surprisingly little attention in either academic (Decker et al, 2017) or policy literatures (Braidford et al., 2014). To be clear, this is not to suggest that research into succession excludes other modalities beyond the enterprise passing between different generations of the same family, in fact, many researchers embrace the idea that succession is not this constrained (Breton-Miller et al., 2004; De Massis et al., 2008; Dehlen et al., 2014). However, as noted by Decker et al., (2017) in a race to explore broader trends scholars tend to have understudied the phenomena itself meaning that detail of differing forms of succession and comparisons of their relevant processes and results have not been sufficiently discussed.

To address this Decker et al. (2017) calls for more holistic investigations into succession in which the process and its elements are explored in detail, in different contexts. This means that unique insights in this thesis might prove useful for researchers seeking to explore the experience of a different form of succession and its outcome.

In an effort to try to explore the succession the author began by looking at models through which this could be analysed. Initial reviews led the author back to the work of Breton-Miller et al., 2004 which is widely cited¹⁰⁹ as an authoritative text on this subject. In this work (p318) the authors put forward a model to describe the best practice of succession in family-owned businesses, this contains 5 distinct stages:

1. Ground rules;
2. Successor development;
3. Successor selection;
4. Transition and transfer; and
5. Post-succession monitoring;

In addition to these, the model also considers the family, industry, business, and social contexts in which the succession took place as broad sources of effect.

The key challenge in applying this model is that it describes how to structure a best practice succession process, not how to analyse one. This is evident in the Le Breton-Miller et al.'s design choices, they focus on communicating the minutia of best practice and relegated any discussion of motivations to the peripheries. Furthermore, they avoid addressing the outcomes of the succession and its effects on the groups, phenomena and process which input into it.

This spurred the author to engage in a broader investigation of the topic. This included: the factors which obstruct intra-family succession (De Massis et. al., 2008); gender as a factor in succession planning and management (Dostmann and Vollmar, 2014; Kubíček and Machek, 2019); the role of socialisation and communication in succession processes (Mair and Bitsch, 2018); Personality

¹⁰⁹ 1140 Citations via Google Scholar as of 22.02.21 [<http://bit.ly/3ulrUtA>]

(Marler et al., 2017); and the different mechanisms that come together to form a motivated, successful, successor (Porfírio et al., 2020).

While many of these made useful, often impactful, contributions to the broad topic of succession they were very focused on its meta-elements and lacked the holistic perspective which Decker (2017) suggested was required to analyse fully successions and their impacts. This suggested to the author that there might be space to propose a model which did not showcase how a succession should be managed nor explored individual factors or effects. Instead, such a model would present succession as a process so that its components could be explored in-the-round allowing researchers to better understand this phenomena.

That being the case the author presents the following figure (Fig 16.) as their suggestion, in the hope that it will prompt for further discussion.

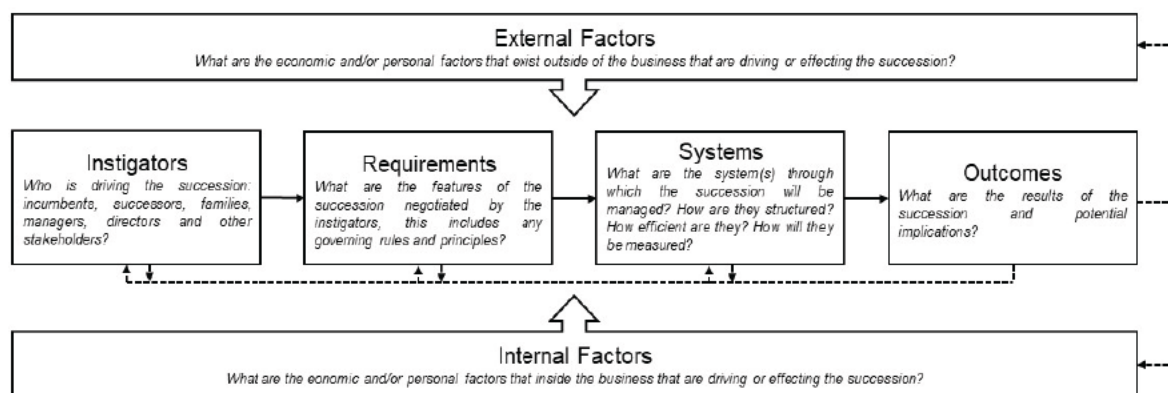


Fig. 16 Succession Analysis Model

The author's model (Fig 16.) follows a similar structure to the FOB Succession Model in Le Breton-Miller et al. (2004 p312) in so far as it has elements which feed into a succession process, but that is where the similarities end. The authors' Succession Analysis Model (Fig 14.) has a distinct focus on exploring the process in action, versus modelling it, as an academic exercise in understanding its composition, and it does this in three ways:

- Firstly, this is an analytical model by design, it is focused on exploring inputs, process, and outcomes from which to derive understanding;

- Secondly, the model shifts its focus away from contexts as nebulous sources of effect and, instead, explores effect factors (internal and external) which must directly impact an element of the succession; and
- Finally, the model considers the outcome of the succession directly which means that the effects of this are identified and can reciprocally mapped across the model.

The model itself as six key elements:

1. **Instigators** represent a group of stakeholders who can trigger a succession, this could be an individual or a group, either within the business or, external to it. The role of the instigator is to set the objectives and progress the succession;
2. **Requirements** detail the particulars of the process including any overarching rules or principles such as contracts, agreements or articles of association which specify how successors are to be selected and the systems which should be applied;
3. **Systems** address the manner in which the requirements will be operationalised, and the succession managed. This could include a wider range of particulars to achieve the objectives, from training and financing to transition plans;
4. **Outcome(s)** discuss the results of the intended succession and any potential implications for all of the stakeholders in the business;
5. **External Factors** are macroeconomic factors effecting the business(s) that might be driving a succession such as a recent change in trading conditions or legal frameworks; and
6. **Internal Factors** are the microeconomic factors effecting the business that might be driving a succession. This could be broadly characterised as any change in the personal circumstances of those involved, the management structures, or facilities of the business.

To test the model, the author has applied it to the TDK case in Figure 17. This mapping provides an overview of the succession which shows that it was a simple and informal process with generally favourable outcomes for all parties.

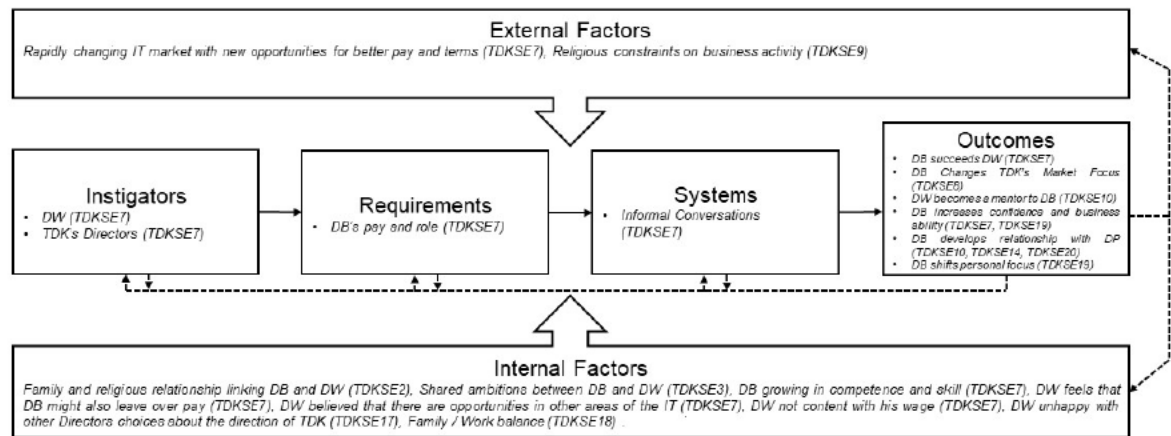


Fig. 17 TDK Applied Succession Analysis Model

Based on the Applied Succession Analysis Model (Fig 17.) it is clear that the succession was driven by the combination of a changing external market for IT roles, which DW felt he could leverage (TDKSE7) and his own growing dissatisfaction with pay, conditions, and the other director's input into TDK (TDKSE7, TDKSE17). On balance, the effects of the succession appear to be limited; DW moved on to another job but still remained close to DB (TDKSE10) and in contact with other Directors. Following the transition, the business conducted a relatively successful pivot and focused itself on educational products and services under DB's leadership (TDKSE8). Without DW in the business DB was pushed to develop personally and professionally (TDKSE8, TDKSE13, TDKSE15, TDKSE19), finally developing a new familial relationship with his co-worker DP (TDKSE20).

The model also draws attention to the pivotal relationship in the succession, DB and DW's friendship, underscoring the fact that it was brought about by their familial connection to each other and their shared religious belief. Herein, there are several SEs (TDKSE3, TDKSE10) which suggest, plausibly, that a transfer of norms and values has taken place, likely from DW to DB. The author contends that the norms and values in these SEs are, by virtue of their topic and focus, likely separate from those that might have been transferred via their shared religious belief. This in turn

suggests that may be distinct to the pair and thus evidence of a particular transfer which might have positioned, or at least enabled the succession.

These two SEs focused on DW and DB's shared competitiveness (TDKSE3) and the advice and guidance on business which DW has given to DB (TDKSE10). They are interesting because TDKSE3 suggest some alignment in purpose and focus between DW and DB which extends beyond their shared experience of being Witnesses, and TDKSE10 confirms (among other excerpts) that DW acts, and has acted as, a mentor to DB providing advice and guidance to him which he has applied in the business.

This oneness of purpose echoes EM and MM's discussion of their drivers, while the mentoring is reminiscent of PTH and PBJ's relationship. This would seem align with previous conclusions from 7.4.1 and 7.4.1 that a common feature in relationships between entrepreneurs and those who are closest to them are transfers of culture which might result in an increased propensity to engage in entrepreneurial activity.

Beyond this, the author suggests that a model in this format could address Decker's calls for a more holistic tool to explore succession within family groups and, therefore, feels that this may be an important contribution to the wider debate therein.

7.4.4 The Entrepreneurs Effect Conclusions

In the preceding sections the author has explored the manner in which entrepreneurs in the case studies have affected individuals both within, and beyond their family groups.

Across the cases the author identified several instances of the entrepreneur affecting those around them. These included:

1. PTH's tendency to draw members of his family groups into his businesses to support the company's development and underpin his own enthusiasm. The interesting factor herein was the strong bonds this appeared to foster between PTH and those he worked with.

2. EM's and MM's experience as a copreneurial couple including the ways in which they had affected each other and different perceptions of this in the narrative. This case also touched on the ways in which EM believed she was affecting her staff but showed that their perception of this was very different.
3. DW and DB's cross-family succession and the generation of a model to better explore that might be of use to other researchers.

Between the cases the author noted several important similarities, of these, the most obvious that entrepreneurs do transfer their culture, in the form of norms and values, to those around them and that this may have some impact on these individual's propensity to engage in entrepreneurial action.

Two things were unique about this, firstly, the differing modalities of these relationships compared to the norms in the literature was striking. Herein, this included spouses, friends, brothers, and brothers in law instead of parents, which tend to be the dominant unit of exploration in much of the published work (Zapkau et al., 2015; Lindquist et al., 2015). This suggests that there is much to be learnt about the ways in which entrepreneurs affect others in their network beyond their children and for this reason, the insights in this section may provide important contributions to this field of research. Secondly, in the SV and ICON cases here was a strong suggestion that this process of enculturation led to stronger, more mutually appreciative, and supportive relationships between the entrepreneur and those that they had affected. This is a phenomenon which the author has not seen reflected in the literature and, as such, it is something which bears further exploration.

Beyond this there were some reflections on WLB which broadly echoed the wider literature and, from the ICON case specifically, there was some evidence of contradictions in the entrepreneurial narrative. This focused on the differences which EM perceived in her effects on those around her versus the perception of the staff who she believed she had affected. While comments on this cannot be linked to the literature, as it was not a focus, it does suggest that the methodology has also shown itself to be rigorous by revealing contradictions in the entrepreneurial narratives. Again, there appears to be very little focus on the manner in which entrepreneurs

effect their employees in the literature and, as such, this also appeared to be another important area that other researchers could develop.

Finally, the section touched on the issue of succession and noted that the particular modality in the case study. That of a cross-family succession was relatively unique in the literature (Decker et al., 2017), furthermore, the author also found the models to explore and explain the processes therein were also of limited applicability (Le Breton-Miller et al., 2004). This led the author to propose a new model through which a novel understanding of succession could be realised both in this modality and others which subsequent researchers might be minded to develop.

The thesis will now move to chapter 8 in which it will present conclusions, drawn from this work, which will allow it to clarify its contributions to knowledge, its implications for the field and what this will mean for future studies.

Chapter 8: Conclusions

8.1 Introduction

At its inception, this thesis set out to address calls, dating back to 2003 (Aldrich and Cliff), for the development of more embedded approaches to studying the relationship between families and the process of entrepreneurship (Anderson et. al., 2005).

In doing so, it sought to connect several fields of study that explore families, family business, and entrepreneurship. To establish the relevance of this work, in what might otherwise appear to be well-addressed literatures, the author cited work from Goal and Jones (2016), Short et. al. (2016), and Shepard (2016) which highlighted the continuing rift within research in these disciplines and posited the need for a more meaningful exchange between them.

A review of work seeking to make these connections led the author to explore the emergent paradigm of family entrepreneurship (Bettinelli et al., 2014; Bettinelli et al., 2017) which is seeking formalise the work of Aldrich and Cliff (2003) as a distinct field of scholarship in which individual entrepreneurs and their behaviours are immersed in a family context (Fig 1.). Herein, reviews of the literature identified calls for new research (Bettinelli et al., 2017; Bettinelli et al., 2017) which suggested that studies exploring family structure, culture, and the reciprocal effects of the entrepreneur on their families might be of value to other researchers and their understanding of these topics.

This led the author to shape three research questions that became the focus of the study:

1. What familial structures do entrepreneurs recognise?
2. How does the culture of these structures affect the entrepreneurial processes?
3. Does entrepreneurs' enaction of an entrepreneurial process have an impact on their familial structures?

Furthermore, a study exploring these issues might have the potential to impact the activity of practitioners and policy makers. Especially given the number of family business in the economy and their contributions to employment, GDP, and tax revenues. Calls in policy papers by Braidford et al. (2014) and Wright et al. (2016) highlighted governance, succession, and entrepreneurship as key areas for the development of new ideas that could shape action.

This chapter will seek to draw the study to a close, in doing so it will clarify how the author has addressed these calls and the specific contributions which the thesis has made, including any which go beyond those originally envisioned. Once this has been clarified the thesis will seek to address the implications of this work, its effects on the direction of future research, and any limitations that the author recognises which further studies might be able to overcome.

8.2 Contributions

The contribution of the thesis to addressing the research questions and providing new insights into the gaps noted in 8.1 has already been detailed in chapter 7. This section seeks to summarise these points, so that the implications and effects on future research are clarified.

The section is presented in two parts, firstly 8.2.1 will explore the contributions the thesis has made to theory and literature and, secondly 8.2.2 will outline the methodological contributions the thesis makes through the application of its Narrative Event Analysis approach (section 3.6.5).

8.2.1 Contributions to Theory

To address the first research question the author explored how families are defined, the composition of these groups and their effect on the process of entrepreneurship. The result of this was the Family Group Heterogeneity Model (Figs. 13-15) which showed that family, as often presented in a variety of research literatures (sections 2.4-2.7), should not be treated as a homogenous group.

Instead, the model showed that individuals perceive complex collections of heterogeneous family structures as part of their familial support network. These

groupings are distinct, exhibiting a wide range of structural features, and differing effects on the process of entrepreneurship and business venturing. While previous work has addressed the changing nature of families (sections 2.4-2.7) and presented frameworks for the analysis of these structures (sections 2.4-2.9). The author's Family Group Heterogeneity Model has, for the first time, clearly illustrated these differences and explored their distinct effects.

To address the second research question the thesis explored the culture of the differing structures in effort to uncover the range of issues that might impact an individual's disposition to act entrepreneurially and, in turn, effect the manner in which they engage in the process of entrepreneurship.

Insights from this work were so varied that generalisable ideas, or models were not suited to their exploration, vectors such as childhood experience, relationships, friendship groups, adult experiences (both positive and negative), colleagues, and the participants own faith could all be shown to have a range of normative effects on individuals disposition and activity (section 7.3).

The most important contributions herein centred on discussions of faith and its impacts which provided several new perspectives on an under-developed area of scholarship (Henley, 2017). Of these, insights into the Witness experience of this, detailed across chapter 6 and section 7.3 will be of particular interest to other researchers as studies exploring this group are rare outside of a limited literature (Holden, 2002; Chryssides, 2016), making the insights and comparison herein a unique contribution to the scholarly understanding of members of this group.

That said, none of these factors were, necessarily, predictors of future action, instead, the thesis showed that a range of catalysing experiences were likely central to generating positive entrepreneurial action.

To address the third research question the author explored the manner in which the entrepreneurs in the study had affected their family members. Based on this work the author noted that there was evidence across the cases that entrepreneurs do transfer their culture, in the form of norms and values, to those around them and that

has some impact measurable on these individual's propensity to engage in entrepreneurial action.

Two things were unique about this finding, firstly, the differing modalities of these relationships compared to the norms in the literature were striking. This suggested that there is much yet to be learnt about the ways in which entrepreneurs affect others in their network beyond their children, and for this reason, the insights in this section may provide important contributions to this field of research.

Secondly, in the SV and ICON cases here was a strong suggestion that this process of enculturation led to stronger, more mutually appreciative, and supportive relationships between the entrepreneur and those that they had affected. This is a phenomenon which the author has not seen reflected in the literature and, as such, it is something which bears further exploration.

This section also touched on the issue of succession and noted that the particular modality in the TDK case study, that of a cross-family succession, was open to further development. Furthermore, the author also found the models to explore and explain the processes therein were of limited value. This led the author to propose a new Succession Analysis Model (Fig 16.) through which a novel understanding of succession could be realised. This unique model certainly bears further development and is an important outcome of the thesis.

As the study developed other contributions also emerged, such as revelations about the lack of research into the impact of the DofE Scheme (section 4.6) or challenges to a perception in the literature that women start businesses to accommodate a child rearing role (section 5.4) they are important and have been highlighted here to note the contribution of thesis to these narratives and their potential for further exploration.

8.2.2 Contributions to Methodology

In chapter 3, the research also identified an opportunity to craft new methodological approaches to address perceived issues with the interpretation of so-called e-tales (Smith and Anderson, 2004). To address this the author presented a rigorously developed analytical approach which he termed Narrative Event Analysis (section 3.6). This approach to drafting thick narratives, using data drawn from multiple

participants, and analysing them to identify significant events, was the outcome of several iterative attempts to make sense of this rich data in an accessible and trustworthy manner (Lincoln and Guba's, 1985).

Once applied there were several instances wherein the methodology showed itself to be rigorous, revealing contradictions in the entrepreneurial narratives¹¹⁰ which would not have been uncovered from a single participant perspective.

Given the lack of methodological approaches in this context (section 3.4), the author judges that this methodological development is novel and sufficiently applicable that it could be of value to other researchers seeking to work with thick narrative data. Therefore, this is presented as an additional contribution which subsequent work could further develop and refine.

8.3 Implications

The thesis has a several important implications. Firstly, from a research perspective, the thesis suggests that:

1. Approaches to researching the effects of families, especially in the context of entrepreneurship and family business studies, need to directly address family composition and explore the effect of separate, heterogenous family structures, and the differing impacts that these can have on individuals.
2. Faith groups, their role as a familial structure, and their impact on entrepreneurial action certainly needs a greater focus in the literature. This work also needs to be broader, exploring a range of faiths and their composite movements, especially those that are hard to reach such as Witnesses, as this this has the potential to generate valuable new insights through which a wide range of theoretical perspectives could be developed challenged.
3. Work which seeks to explore culture, especially the linkage between family culture and entrepreneurial endeavours, needs to broaden its scope. This is

¹¹⁰ See section 7.4 for a example.

especially true of work which is attempting to uncover how entrepreneurs affect others in their networks. Much of the focus here is on the entrepreneurs impact on their children (section 7.3), this thesis has shown that those affects are more widespread and this needs to be better reflected. Research could also explore the effects of enculturation to understand if the positions in this thesis (such as the one taken as to the impact of negative stimuli) are representative of the wider community.

4. Succession, especially, different modalities of succession need a greater focus in the research literature as do models to explore succession and its impacts.

Beyond these points, the thesis also has implications for those involved in the formation of policy, especially that which is related to family businesses. The research herein suggests that it is time to move beyond the idea of a family business as a unit of economic value. Instead, policy should accept that the majority of businesses exist within a family context in which different individuals therein will identify a range of family groups all (potentially) with distinct impacts. This also means that frameworks governing issues such as succession and inheritance may need to be reviewed to address with these highly, adaptive, deeply personal family formats.

8.4 Future Research

While there are many possible suggestions for further research work based on this thesis, some of which the author has already noted in sections 8.2 and 8.3, the central message of this investigation is that more research effort needs to be directed toward family structure, composition, and affect in the context of business creation and venturing. This is especially important if we are to move beyond the notion that family businesses are a unique structure and embrace a more embedded perspective.

8.5 Limitations

The key limitation of the study is its scope, while the author has presented relevant insights and made notable contributions based on detailed cases there is always the possibility that additional material might have uncovered other ideas or led to different perspectives.

To address this the author first points to the physical constraints of the study, as noted in section 3.5.1, there were few individuals who were willing to engage in research of this kind, which required access to both their business and familial networks. Studies which seek to follow this format may always find this a difficult challenge to overcome.

Secondly, the author asks the reader to reflect on the richly textured explorations of relationships presented herein, and the deep analysis of these that has been presented. Given that this work has led to new understanding which addresses the research questions then the author would argue, following reasoning established in Sandelowski (1995) that the scope was sufficient.

Authors Reflections

I began my PhD studies a little over a decade ago, I had not long finished my teaching qualification and was interested in furthering my knowledge of entrepreneurship and business development. The topic itself captured my interest during my undergraduate studies; which I attribute to my co-founding of a modest home automation business in my second year. As I networked and developed our business I became increasingly fascinated with the process of entrepreneurship and the myriad ways it could be triggered and subsequently undertaken.

However, at that point in time, there were few accessible opportunities for further study in the discipline. Not content to simply wait for something to develop I emailed several academics in my locality to enquire as to my options, Dr. David Rae was the only one who replied, and he invited me to a meeting at The University of Lincoln. At that first meeting we discussed what the available routes and David enquired as to my interest in undertaking a part-time PhD programme that would allow me to work and stud at the same time, something I had not previously considered.

I went home a wrote outlines for several studies that I might interested in pursuing, one of which was focused on families and their interactions with the process of entrepreneurship. I was drawn to this aspect of entrepreneurial studies because of my personal experience of venturing activity and family. On reflection, the family element of this work was an obvious reflection of my own struggles to understand my family and their effects on me as an adopted child.

I sent the outlines to David Rae who felt that the family angle held the most promise, I then worked this up into a full proposal which was accepted, and within a few months I had become a PhD student. The catch, I had no idea what that meant, having no previous experience of a research focused course of study I spent the first few years of my thesis overwhelmed by both the mechanics of the work and the level at which I was expected to operate. David did his best to help but I often found it hard to calibrate my quality settings for anything other that unachievable excellence, and at meetings and conference I always felt like an imposter compared to my peers who seemed to know so much more about process in which we were all engaged.

In hindsight I am sure this contributed to my decision to pause my PhD when I returned to industry some years later but it certainly was not the only factor. The inherent complexities in my study meant that finding subjects who were willing to participate was difficult, as was formulating an analytical framework through which the resulting information could be explored. After almost a year of searching I finally convinced a number of businesses to participate and was able to conduct my research. While I was relieved by this, I also recognised the limitations in the scope of my sample, including my personal connection to them, and resolved to do as much as I could to address this, which in part meant being as transparent as I could in my presentation of my professional relationships with these businesses in the thesis. The analytical side of the thesis was much more taxing, lacking experience I vacillated between positions, and when I eventually settled on the helixial method I had no real idea how I would operationalise it practice. I feel that this lack of a clear route forwards caused me to spiral, David tried to help me focus but as I did not have a clear idea of where I was headed this led to increasing degrees of complexity in the method with no meaningful progress in its operationalisation.

Looking back, it was the combination of these factors which eventually dissuaded me from continuing, I simply did not know what to do next and lacking experience and confidence I did not feel that I had a lot of other options. That said, this was probably the best decision for me, the five years I spent back in industry helped me to mature, I read more, studied in other areas, and found a new comfort with my own abilities.

This meant that when I returned to an academic career following that break, I was more assured of who I was and what I wanted. As a result, when an opportunity presented itself to re-start my studies with Dr. David Bozward I was resolved to make as much of this as I could. I updated my work on the PhD, and crucially I developed a new methodological approach which would finally allow me to produce the analysis I had previously envisioned. David (Bozward) helped me immensely throughout this stage of the journey, he encouraged me to focus less on perfection, and challenged both my expectations and my feelings of inadequacy. He also helped me to strip-back complexities in my writing and my analysis, reminding me that it was rigour, not inventiveness that mattered if I wanted to achieve my goals.

As this new version of the thesis took-shape I wanted it to reflect my journey in its design and presentation, as result it has an unfolding, almost story-like quality to it. The reader follows my journey through the material, models iterate, insights develop, new literatures are explored, problems are acknowledged and solutions presented as they occur, and from this I am able to make my claims to knowledge and present the rigour of my approach This was certainly not an easy choice, there are numerous instances (Chapter 3 for example) where it would have been simpler to pretend as if I had all of the answers at the outset, but this would not have been a true reflection of the process or what I learned along the way.

At the end of my viva I was asked by my examiners if I would have done this in the same manner had I had my time over again, my answer was yes, although my thesis has been difficult, often frustrating, and taken far too long to complete, it is a deeply personal reflection of my growth and development as an academic and I feel lucky that I now have the confidence and self-belief to say that, and present this document in this fashion.

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Abbreviations

BIS - The UK Government Department for Business, Innovation and Skills. In 2016 this was merged with the Department of Energy and Climate Change (DECC) to form the Department for Business, Energy, and Industrial Strategy (BEIS).

DofE - The Duke of Edinburgh's Award Scheme, an international youth awards programme founded by Prince Philip, Duke of Edinburgh in 1956.

EPCM - Evangelical, Pentecostal and Charismatic Christianity Movements, refers to a group of Christian movements connected by shared beliefs and practices such as the use of spiritual gifts (charismata).

ET - Entrepreneurial Team, two or more individuals who come together to create a venture. They normally have an interest in the business (financial or otherwise) and a common commitment to its future development.

FCPT- Family Communication Patterns Theory; explores the relationship between conversation and conformity in family groups.

FET - Family Entrepreneurial Team, an ET but comprised of biologically or maritally related individuals.

GDP - Gross Domestic Product, the total monetary, or market value, of all the finished goods and services produced within a country's borders in a specific time period.¹¹¹

IST - Intergenerational Solidarity Theory, assess the strength of relationships between parents and adult children.

OPEUS - Open Page, Edit and Update System, the software created by TDK in the 3rd case study.

¹¹¹ Investopedia: <https://www.investopedia.com/terms/g/gdp.asp>

PCT - Parental Control Theory, evaluates the ways in which four different parenting styles: authoritative, authoritarian, indulgent permissive and negligent permissive effect children's development.

SE - Significant Event, an incident/event/feeling which two or more subjects in a case mentioned or reflected upon.

SME - Small or Medium Enterprise, a business which meets the definition outlined in table 1.

SV - SimVenture, the software created by Venture Simulations in the 1st case study.

UK - The United Kingdom of Great Britain and Northern Ireland.

USA - The United States of America.

Appendices

Appendix 1. Phase 1 Questions

Phase 1 Questions		
Entrepreneur	Family Member	Employee
1. Tell me about your family / friends? 2. Who were the key individuals involved in helping set up your business? 3. Who do you consider to be part of your family?	1. Tell me about your relationship with <<x>>? 2. Have you been involved in their business? <i>How, why?</i> 3. Do you consider <<x>> to be part of your family? <i>Why / why not?</i>	1. Tell me about your relationship with <<x>>? 2. Did you know them before they built their business? 3. Would you consider them to be a friend?
1. Why did you start your business? 2. What challenges have you faced establishing your business? 3. Who have you turned to for help? <i>Have you had more help from family or friends?</i> 4. Which people (family?) have had shaping influence on the way you operate as a business person today? 5. Where do most of your business contacts come from, family, or friends?	1. How did they start their business? <i>Did you have a role in this?</i> 2. Tell me about the challenges they have faced? 3. Have you give them any help or advice? <i>If so what?</i> 4. How often to do refer people to this business?	1. How did they start their business? <i>Did you have a role in this?</i> 2. Tell me about the challenges they have faced? 3. Have you give them any help or advice? <i>If so what?</i> 4. How often to do refer people to this business?
1. Are any family or friends directly involved in the business? <i>Who, why and in what areas?</i> 2. Have relationships with family / friends changed as a result of setting up your business? 3. Would you involve family / friends in other business? <i>Why / not?</i>	1. Have you worked for/with the business? <i>Why, in what capacity?</i> 2. Has your relationship with <<x>> changed since the business started? <i>How?</i>	1. Have they changed as a set of people and how they relate to each other as the business has gone on? <i>What has changed? In what way? What do you think are the reasons?'</i>

Appendix 2. Examples of Follow-On Questions (SV Phase 2)

PTH:

- Developments since last interview?
- Tell me more about the field Centre – the role that had in your development?
- Why is education so important to you?
- Tell me more about CK and your relationship?
- Define a lifestyle business for you?
- Tell me about the early years of entrepreneurship for you?
- Band management, how did these years shape you?
- Business family?
- Do you think that family friends replace wider family?
- What role have (and do) networks play in your entrepreneurial life?

PH

- Developments since last interview?
- What did you mean by family friends replace wider family?
- What was PTH like when he was younger?
 - Was he always the same or has he changed?
- When did you two begin to drift apart?
- What were the years apart like?
- How much networking do you do?

PBJ

- Developments since last interview?
- Tell me about becoming a director of SimVenture?
- Tell me about PTH's Band Management?
- What was PTH was like at University?
- Can we talk about The PTH Post University and time in York?
- How much networking do you do?

Appendix 3. RAU Ethics Application and Consent Emails

Approval Number: 2019.0013



Research proposal and project ethics form

Before completing this form, please refer to the Guidance Notes for Completing an Ethical Research Statement and a research proposal form, available from the Student One-Stop Shop on the RAU Intranet.

This form should be completed by all staff, post graduate research students (PGR), post graduate taught students (PGT) and undergraduate students (UG) undertaking a research project / dissertation. After completion, this form must be submitted electronically as follows:

Staff to DRKE.

PGR to supervisor

PGT to supervisor / module coordinator (as per school instructions).

UG to module coordinator (as per school instructions).

Approval will be fed back to UG, PGT and PGR students via their supervisor. Staff will be notified by DRKE. All projects must be approved before data collection can commence.

Forms should be completed in conjunction with your supervisor or your module leader, so proposed plans of work can be deemed possible to achieve with the facilities at RAU and in the allotted period.

All forms will be read by a member of ethical review group (ERG) and passed, or rejected. Rejected forms will be returned to the proposer for modification if the procedures do not meet the standards set by the Home Office Codes of Practice for animals available at: <https://www.gov.uk/government/publications/extracts-from-the-code-of-practice-for-the-housing-and-care-of-animals-used-for-scientific-purposes>

or _____ when _____ working _____ with _____ vulnerable _____ humans _____ at:
<https://www.gov.uk/government/publications/safeguarding-policy-protecting-vulnerable-adults>

In the case of a proposal being rejection, an ERG member will indicate where he / she feels the protocol needs to be amended and communicate this to the proposer. Guidance will be sought from the Home Office where required on procedures that may or may not require a license.

1. Researcher details

Full Name:	Matthew Rogers-Draycott	
University School:	Business and Entrepreneurship	
Type of researcher (please tick)	Undergraduate student (BSc)	
	Post graduate student (PRT, MScR, PhD)	X
	Staff	
Email address:	[REDACTED]	
Training in research methods (PGR students registered with university of Gloucester) (please specify which courses will be/have been taken and whether these have been passed, or indicate if exemption has been approved by the Faculty Research Degrees Lead and the grounds for this)		
MR401: Philosophy and Approaches to Research	☐ Yes	☒ No
MR402: Methodologies and Methods	☐ Yes	☒ No
DBA modules (DB8001, DB8002, DB8003, DB8004)	☐ Yes	☒ No
DMC modules (DMC501, DMC502, DMC503, DMC504)	☐ Yes	☒ No
DEng modules	☐ Yes	☒ No

I have prior research experience and have published in peer reviewed journals. I have also completed internal research courses in previous roles and have attended doctoral study programmes attached to the ISBE and ICSB conferences.

2. Project details

(this section should be a max of 1000 words. Expand each box as required. Please refer to *Guidance on how to complete a research proposal and ethics form*)

Project title	PhD Thesis - Family Entrepreneurship
Research question The aim of this research study is to analyse the ways in which family relationships are constructed by entrepreneurial processes through the creation of a novel interpretive framework for multi voice narrative data. This aim results in three distinct questions that the must be answered: 1. Who do entrepreneurs define as part of their familial group? 2. What effect do these familial groups have on entrepreneurs? 3. Does the process of entrepreneurship have reciprocal effects on these groups?	
Importance and originality of research This work is the development of a substantial literature which has emerged in the last two decades concerned with raising the profile of family businesses as an area of academic interest (Fletcher, 2002; Dyer and Handler, 1994; Chua, et al., 2003; Hoy, 2003) which, in the main examines the	

effects of differing family institutions on businesses (Haslam, et al., 2003; Burt, 1992; Aldrich and Zimmer, 1986; Colli, 2003).

However this work has tended to remain a distinctly separate area of scholarship from entrepreneurial research even though the vast majority of enterprises which might be identified as entrepreneurial are by the broadest definitions family businesses (Heck and Trent, 1999) it would seem obvious therefore that a key area of academic interest should be developing theories which connect research regarding the family with entrepreneurial concepts to examine the effect of families on enterprises and entrepreneurship; yet investigations in this subject are still in the minority (Aldrich and Cliff, 2003; Rogoff and Heck, 2003; Heck, 2004) even though there is a recognition that entrepreneurs are normally maneuvering through complex networks of relationships with other individuals including family members (Heck and Trent, 1999).

One investigation, which sought to address this imbalance, is the proposal of a family embeddedness perspective by Aldrich and Cliff (2003). Following from the concept of social embeddedness this study represents one of the most significant paradigm shifts in the area of family business research in recent years; instead of searching for ways to differentiate family businesses from other enterprises away from the entrepreneurial process, Aldrich and Cliff (2003) assert that it is important to incorporate the idea of the family into conceptual models for researching entrepreneurship and by implication other fields of business study.

To validate their claim Aldrich and Cliff examined three well documented areas of entrepreneurial research; opportunity (Shane and Venkataraman, 2000), venture emergence (Aldrich and Wiedenmayer, 1993) and resource mobilisation (Brush et al., 2001) they concluded that although some researchers had asserted the importance of concepts which might lead to an examination of "the family" few had progressed this position.

Finally, they proposed a circular methodology in which the effect of the family (characteristics and dynamics) on opportunity, new venture creation and resource mobilisation are examined and which in turn investigates the effect this has on families.

Using this work as a basis my study intends to develop a methodology, which links the family, the enterprise (business) and the entrepreneur to cultivate an understanding of these relationships and how they affect entrepreneurial processes (outlined above).

In doing this, it is felt that a contribution can be made which will be relevant to both academics and practitioners. Firstly, in relation to the academic perspective it is acknowledged that there is a need for new understanding, which does not seek to develop unified paradigms to define family businesses; but which looks to examine the relationships between the family the enterprise and the entrepreneur (Fletcher, 2002; Heck and Trent, 1999; Aldrich and Cliff, 2003) and does so from an action research perspective (Heck et al., 2000; Poza et al., 1998). While for practitioners and their families, theories which seek to examine the effect that their unique relationships have on their business performance could help generate valuable insight to inform future development.

Proposed research methods

The research questions seek to examine family relationships in the context of entrepreneurial action through discourse, given these goals the methodology had to focus on the collection of narrative data from participants so that their stories could be analysed and useful conclusions drawn.

This builds on an increasing trend to utilise methodological approaches centered on the study of narratives to develop an understanding of entrepreneurship (Smith, 2002; Hojorth and Steyaert, 2004; Verduijn, 2007), which has in turn been based upon a shift in the dominant perspective in entrepreneurial academia; from viewing entrepreneurs as individuals with unique traits (Brockhaus, 1982; Stanworth et al., 1989; Delmar, 2000) to the realisation that entrepreneurship is a process (Shane and Venkataraman, 2000) which can be studied through the stories of those involved (Rae, 2000; Gartner, 2006).

These entrepreneurial stories present a distinct form of narrative; an 'e-tale' (Smith and Anderson, 2002) in which entrepreneurs communicate their knowledge, relationships, values and beliefs. This rich stream of data has become popular with researchers as it links entrepreneurial action and

events with a broad context to create understandable composites (Polkinghorne, 1988), which can then be analysed and presented to a wider community.

Many of the available methodologies rely on what could be termed a biographical approach; collecting one, or a series of narratives from a single entrepreneur and through a range of processes co-authoring a linear biography (Bouchikhi, 1993; Morrison, 2001; Smith, 2005; Fillis, 2006, 2007; Fletcher, 2006) which can then be analysed to locate relevant information.

While the use of this biographical approach is widespread it is not without its critics; there are those who challenge its validity on the grounds of misinterpretation (Riley and Hawe, 2004), its propensity for bias as a co-authored construct (Silverman, 1993) and its reliability (especially when dealing with complex relationships) given its singular narrative and position.

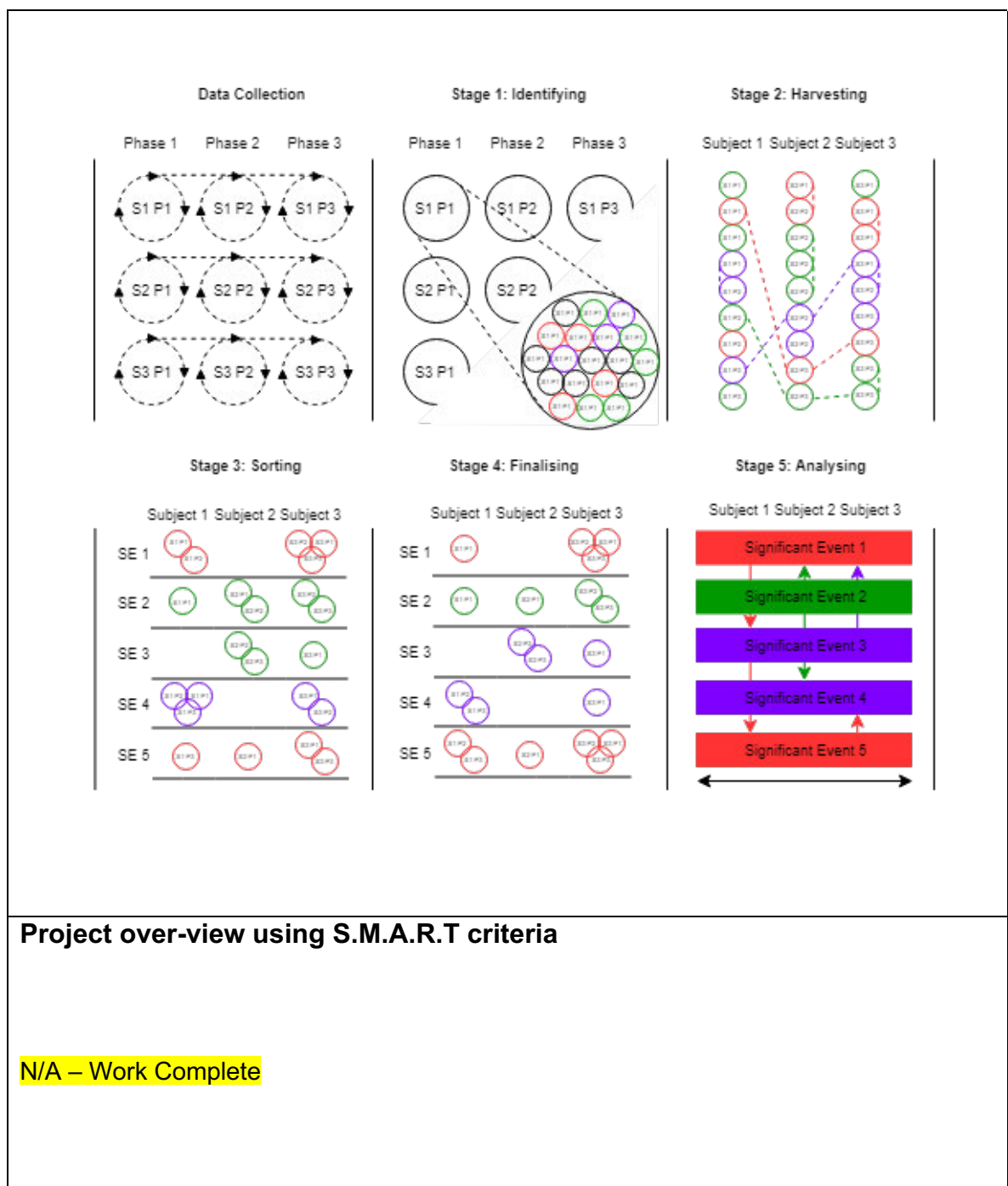
Given these criticisms and the widespread use of the approach it seemed that there was an opportunity to present a new framework for structuring the analysis of entrepreneurial narratives, which challenges the dominance of a single author perspective. To achieve this, I hypothesised a methodological approach, which allows multiple narratives from different actors to be structured together into single 'thick case' with both inter and intrasubjective constructions of meaning presented together.

This innovative approach compares multiple narrative strands within and between different case studies, it allows for a wide range of analytical approaches and holds the potential to alter the way academics view complex topics such as 'the family' in a range of research contexts.

Data analyses

The data will be analysed via a 6 stage model which comprises the following elements:

1. **Data Collection** - Interview data is collected in iterative cycles over a 12-18 month period;
2. **Identifying** - elements which form the data are identified as 'qualifying' experts i.e. they have the potential to provide insights which align to the research questions;
3. **Harvesting** - the qualifying elements are organised by subject; these are then reviewed and links between elements in different subjects' narratives are identified;
4. **Sorting** - elements are then formed into events within the subject's narrative and, where two or more subjects narrate an event, it becomes significant. These significant events are then organised chronologically and their alignment to one of the core themes of the study is also formalised;
5. **Finalising** - the data is re-checked for consistency and quality, at this stage assumptions about the data made in previous stages are reviewed and challenged, where necessary, meaning that elements may be moved or edited and these elements may in turn form other events and significant events addressing other distinct themes; and
6. **Analysing** - the significant events are then analysed, this happens on a number of levels but it begins with an intra-event analysis which explores the event from the perspectives of the subjects who identified it. This is then expanded to an intra-case analysis to identify linkages between the significant events from which additional insights may emerge and, lastly, this is built upon with inter-case insights as more data from other cases becomes available. This analysis can then form the material from which studies are developed to formalise the insights and relate them back to existing literatures, where applicable.



3. Temporal plan

The PhD is currently in the writing up stage and have the following writing up plan:

- Chapters 1-6 completed
- Chapter 7 to be completed October-November 2019 (Currently 6000 words in draft)
- Chapter 1-7 editing November-January 2019

- Chapter 8 (Final Chapter) Feb 2020

4. Research Ethics

The research must be ethically sound, and must be conducted in accordance with the University's *Research Ethics: A Handbook of Principles and Procedures*, and with be within the code of conduct for the specific discipline. Specific ethical issues, including confidentiality, must be addressed within the proposed plan of work above:

UoG PGR students only, tick under which set of guidelines your study is covered:

☒ The University of Gloucestershire's Handbook of Research Ethics

☐ The British Sociological Association

☐ The British Educational Research Association

☐ The Market Research Society

☐ Other (please state and attach copy)

Ethical guidelines for the use of animals in research

Please answer all the following questions. Place N/A in the box if the question is not relevant to your study.

Does your study:	Yes	No
Involve the use of humans	Yes	
Involve the use of animals		No

Involve the use of slaughter-house material		No
Not involve humans, animals nor slaughterhouse material		No
Involve biological hazards		No
Involve hazardous waste		No

Study Location

N/A – Work Complete

5. Environmental Impact

	Yes	No
Does your research have any potential impacts on the environment, whether short or long-term? If yes please provide details on impact and a strategy to mitigate the impact		No

6. External Funding

	Yes	No
Does the project involve an external funding body or commercial company?		No
Are there any IP restrictions on the work		No

Is there an embargo or publication agreement on data collected?		No
Who has imposed the embargo and for how long		No

7. Investigations involving human participants

	Yes	No
1. Does the study involve participants who are particularly vulnerable or unable to give informed consent? (e.g., children, people with learning difficulties, patients, people receiving counselling, people living in care or nursing homes, people recruited through self-help groups). Disclosure and Barring Service (DBS) may need to be obtained and the facilities where data is collected needs to be considered – this will take time and should be factored into the project)		No
2. Will the study involve actively deceiving the participants? (e.g., will participants be deliberately falsely informed, will information be withheld from them or will they be misled in such a way that they are likely to object or show unease when debriefed about the study) eg with regard to feed supplements in animal diets, supplying a placebo instead of an active substance		No
3. Will the study involve discussion or collection of information on sensitive topics? (e.g., drug use, mental health etc.)		No
4. Will drugs, placebos, or other substances (e.g., drinks, foods, food or drink constituents, dietary supplements) be administered to the study participants? Give details		No

5. Does the study risk causing pain, psychological stress, anxiety, other harm or negative consequences beyond that normally encountered by individuals in their life outside research? How will this be assessed?		No
6. If your participants are under 18, please attach a copy of your clearance letter from the DBS, (if UK) or equivalent non-UK clearance, or, if not, explain below why it is not required:		No
7. Data protection and confidentiality (You need to be familiar with General Data Protection (GDPR) Regulations 2018) and have evidence of passing the test. a. How will the data be stored confidentially? b. How and when will the data be disposed of?	The data will be anonymised, stored securely and disposed of in-line with regulations set out in the University of Gloucester handbook.	

8. Investigations involving Animal participants

N/A

Animal Source and Authorization

N/A

9. Health and Safety

Please read RAU Health and Safety Policy on RAU intranet. Working in RAU laboratories or on the farms please see laboratory technicians for on-site working or Hazel Wheeldon for on- farm

10. Risk Assessment

The observations will be undertaken by veterinary surgeons as part of their normal visits to dairy farms. Risk management process as part of their normal employment will continue. The observations can be made from outside the animal pens and requires no animal handling.

Project Submission Declaration

I confirm that to the best of my knowledge I have made known all information relevant to the study and I undertake to inform my supervisor / DRKE of any such information which subsequently becomes available whether before or after the research has begun.

I understand that it is a legal requirement that both staff and students undergo Criminal Records Checks when in a position of trust (i.e. when working with children or vulnerable adults).

Signed:



Date: 16.08.19

Projects expected to require review by the ERG must be signed-off before work can commence.

Signed..... (ERG member)

Date:.....

Sent: 16 April 2021 12:31
To: Matthew Draycott
Subject: Re: PhD Data Usage

Caution! This email has been generated from outside the Royal Agricultural University

Great to hear from you Matt!

Amazing to think it was 10 years ago now. Where has the time gone.

I'd be absolutely fine for you to use my name and any information you need with regards to the work.

Please do let me know what you are up to now!

All the best

Emily

Sent: 23 April 2021 12:29
To: Matthew Draycott
Subject: Re: PhD Data Usage

Caution! This email has been generated from outside the Royal Agricultural University

Hi Matthew,

Wow, it has been an incredibly long time but it's great to hear from you!

I can only speak for myself but I happily consent to my details being used as described. Just so you are aware, the business ultimately went on to fail primarily due to public sector spending cuts in the years following your initial study of Icon Events Ltd.

Please do not not hesitate to though if you require any further information.

Kind regards
Melvyn Moncuit

Sent: 19 April 2021 11:49
To: Matthew Draycott
Subject: Re: FW: PhD Data Usage

Caution! This email has been generated from outside the Royal Agricultural University

Hi Matthew,

Good to catch up with you.

I'm happy to be identified by name.

Thanks,

Dan

Sent: 19 April 2021 11:29
To: Matthew Draycott
Cc: dan@opeus.org
Subject: Re: FW: PhD Data Usage

Caution! This email has been generated from outside the Royal Agricultural University

Hi Matthew

Good to hear from you.

I give my consent for you to identify me by name in the thesis.

With Kindest Regards

Diane

Sent: 16 April 2021 19:03
To: Matthew Draycott
Subject: Re: PhD Data Usage

Caution! This email has been generated from outside the Royal Agricultural University

Hi Matthew,

I can confirm I am happy for you to use my name as described.

Thanks

Dan Winters

Sent: 16 April 2021 15:50
To: Matthew Draycott
Subject: Re: PhD Data Usage

Caution! This email has been generated from outside the Royal Agricultural University

Hi Matt, good to hear from you and hope you are keeping well.

I'm happy for you to use my name and wish you luck with the PhD.

Hope we get the chance to meet up again soon.

Paul

Sent: 16 April 2021 13:30
To: Matthew Draycott
Cc: Peter SimVenture; Paul Brough Jones
Subject: Re: PhD Data Usage

Caution! This email has been generated from outside the Royal Agricultural University

Hi Matt

All well here. Hope you and yours are well too.

I am happy for you to use my name in your thesis.

Regards

Paul H

Sent: 16 April 2021 13:05
To: Matthew Draycott
Cc: Paul Harrington; Paul Brough Jones
Subject: Re: PhD Data Usage

Caution! This email has been generated from outside the Royal Agricultural University

Hi Matthew

Good to hear from you.

I'm very happy for you to identify me by name.

All the best

Peter

Appendix 4. Stage 5 SV Data

Data Analysis Stage 5 SV: Significant Events					
No.	Coded	The Entrepreneur Peter Harrington	The Family Member Paul Harrington	The Employee Paul Brough Jones	Notes
1	Family	PTH1: I had watched my Mum set up and run a business from 1980 – 1990 and I could see the lifestyle attractions of what she was doing.	PH2: To an extent it's [How Mum Set Up] how the SV businesses was set up that you start off working for somebody else and building your business in your spare time, gradually growing it.		The SV case has an explicit family history of entrepreneurial activity. In TDK, DW is DB's brother-in-law (TDK 2). In ICON, MM comes from an entrepreneurial family (ICON 2). PH echoes PTH's recollection and reflects on the similarities between their Mum's journey and their own. However, PTH was already a successful entrepreneur at the time he started the SV journey and PH was an independent contractor. The similarities appear quite limited? (11+12) In the ICON case MM supported EM while working in another role and joined later (ICON 3). In TDK, DB 'inherited' from DW (TDK 7) sometime after joining the business. In a non-critical incident PTH does separately comment on the fact the he and his mother share similar personality traits (Stage 4 Data).
2	Entrepreneur	PTH1: If she hadn't have done that, would I still have set up in business? Yes, so how much of an influence was it? It just gave me an insight it wasn't the spur, but it might have been one of my spark plug moments.... It was a lifestyle business she had, it wasn't an entrepreneurial, there was no will to drive it forwards and make it really successful.	PH2: No, I wouldn't say that she was entrepreneurial. I think she wanted to do something different and that was an opportunity to do something she understood. But she was in a situation where she could, set the business up and live on Dads salary. So I think they could afford to take the time to grow it.		PTH doesn't really acknowledge any influence stemming from his mother's activities other than the 'lifestyle attractions'. PTH develops the 'lifestyle theme' and clearly defines an entrepreneurial venture (will/drive to grow and succeed) (TDK 16) which he differentiates this from a 'Lifestyle Businesses'. It begs the question of how much here is affected by PTH's own entrepreneurial experiences.

					PH and PTH seem to agree that their mother wasn't entrepreneurial. Perhaps she didn't provide the inspiration but the knowledge/skills?
3	Entrepreneur	PTH1: I wasn't the necessarily most popular person at school, it was a large comprehensive so, people weren't going to suffer me too long, and I was also prepared to do things that weren't popular; like The Duke of Edinburgh Awards and speak up against things I didn't agree with. I would suffer these stigmas because that's what I wanted to do. PTH1: The Duke of Edinburgh Awards appealed to me hugely; there were so many reasons why it was a good thing to do, looking back it brought a group of us [AD] together and exposed me to so much including the Field Centre. I worked at a field centre between, oh, 1983 – 1997 in the summers. It was run by chap who actually was very socially entrepreneurial [Frank Dawson] with his wife and family. It was a wonderful place; they gave you lots of responsibility if they felt you could cope with it. This made me feel fantastic, I really liked the responsibility.	PH3: I wouldn't say he was really entrepreneurial then. You know, not when he was a teenager or earlier. I think that's something he developed at college. But he [Peter] did get involved in a lot of personal development activities when he was at school; D of E, The Field Centre, Young Enterprise etc. I think that that helped him a lot. I think It gave him a sense of responsibility and independence, and he grew as a person quite a lot as a result.		PTH had difficult school experiences re: peer acceptance. He sought out activities that fed his love of responsibility and provided him with opportunities to develop entrepreneurial skills and a sense of independence. Perhaps PH had already left for university during the early 80's (7) hence the '<i>not entrepreneurial</i>' [sic] comment in reference to PTH but, it's interesting that he does recognise some of the key traits that PTH claims to have developed through his external activities and the affect this had on PTH. TDK doesn't really discuss DB's early years prior to joining TDK (TDK 4) although he does recognise the role of various mentors (TDK 10). EM in ICON had some similar experiences (ICON 2). She was also an 'outsider' who valued education and took lots of opportunities to develop herself, doing so through extra curricula work and the support of mentors (ICON 15).
4	Entrepreneur	PTH1: I had very good tutor, a chap called Roman Zaveroni who gave me a lot of confidence in my own ability and made me believe I could do what I wanted to do. Roman was passionate and worked hard and espoused	PH1: I found University a slightly less personal place, I enjoyed it, but educationally it was a little bit dry and disappointing I suppose.		University 1985 – 1989 one of PTH's key mentors RZ. PH shares his disappointment at university with EM from ICON (ICON 2) although PH's reasons for this are less clear.

		all the values I had been brought up with PTH3: He put us as students in charge of learning. I loved it because the responsibility and opportunity to show what you could do appealed hugely.			
5	Family	PTH2: Paul [PBJ] was a year behind me in college. He was held in very high social regard both in terms of his football and musical ability and I admired him and just thought I need to get to know this guy, he's very similar to AC.		PBJ1: We [PBJ + PTH] met at ST. Johns College back in about 1987. We shared some classes and interests including sport and music. We didn't really develop a strong friendship at college because we were in different year groups and had slightly different courses and interests. But I think there was a mutual respect, a mutual admiration. I saw PTH in class and just thought that this guy was a cut above the rest in terms of his work	Similar points from both PTH and PBJ on meeting and first impressions. There's a strong mutual respect and admiration based on personal excellence which is reciprocated in both narratives. Also, they both make very similar - 'I needed to get to know this guy' - statements. PTH tends to network and work with people he really likes on a personal level and think this is early evidence of that (6). Interesting to compare PH relationship (3, 7 & 20) to PBJ relationship (5, 6, 9, 18)?
6	Entrepreneur	PTH2: I think I've just got as a personality trait there where I just... For some reason, admire and like to be around people I like, who are very good at something... And, if I don't like them, then I don't care how good they are something.	PH1: Peter will always see the positives he is definitely a glass half full, positive person he will always expect something to work. I'm an engineer so my first reaction is always to look for problems, so you know, because that's naturally what engineers have to do, you have to look and make sure it isn't going to go wrong, and that works quite well, we have his enthusiasm and I act as a bit of a break on it, on doing silly things so ultimately we get to the right	PBJ2: Pete is an enthusiast, is really the best words to describe him. He is enthusiastic about absolutely everything and sort of a positive personality and he sparks that in others. He's very loathed to pick fault in people and is very constructive in that respect, which I admire in a person. It doesn't mean he doesn't have reservations about people, I know he does, certainly with colleagues. He's worked	All agree that PTH is an enthusiast who looks for the best in people. PTH also notes that he actively seeks out people who are good at things but will only work with them if he can build a relationship with them. This also echoed in the second excerpt from his 1st interview which speaks to how careful he is about the relationships he forms – this is further supported by PBJ's comments. PH talks about how he also acts as a break on PTH's behaviour and this speaks to how the two balance each

			results at the end, just with a bit of friction.	hard to communicate with people and develop positive relationships and keep the negativity to himself.	other generally. For similar see also DB & DP (TDK 10) and EM & MM (ICON 3) . This must have a role to play in corporate culture?
7	Family	PTH1: We [PTH & PH] weren't as close, compared to now, you know we would talk once a month maybe. Now, we are very close, we understand each other a lot more and I have a huge amount of respect for how he thinks, and that's because we spend a lot more time together working.	PH1: We didn't actually see each other that much pre SimVenture. We didn't have a great deal of reason to talk...there wasn't any problem between us. It's, just that we didn't have things in common, but having worked with him for years now we have a very different sort of relationship.		PTH & PH's early relationship was not as close. Physical distance, age and different interests caused a lot separation. SV seems to have brought a closeness and understanding although, there still seems to be some differences of opinion i.e. (24).
8	Family	PTH1: Strictly speaking the word family is people you have either a blood relationship with or are married to. I suppose I have always seen it through those eyes, but I don't have strong relationship with my family once removed, Uncles, Aunts, we are scattered around the country and in the states, I don't have a strong relationship, certainly not with Cousins, its, just historic and geographic there's been no energy put into over the past whatever years, we don't live round the corner.. they may be family, but my relationship with people like Paul [PBJ], or Duncan [12 Angry Men], who's someone I have mentioned but is in the Band, or Colin who's in the charity [Invited Guests Trust] are far, far stronger, we pick up the phone, we are talking about personal things long before talking about...So in a way I suppose my Business Family	PH1: my family has not had a very active wider family relationship, you know we, we've not been close to lots of cousins or Aunts and Uncles, so I would say our family tends to be quite limited to our parents, my grandparents (when they were around) you know, my brother and his wife. PH1: I don't know why, I get the feeling, my Dad, I don't think he found it easy to get on with two of his, his brothers or sister so we never had a particularly close relationship with them, one of my mum's brothers has always been in America so we hardly ever see him and another one, I don't think, the girl he married Mum and Dad really didn't get on with so it did rather sort of limit our options in terms of erm, extended family relationships		PTH & PH lack a wider biological family group due to historical family formation. Also see ICON (ICON 1) . Both identify social and business groups as providing similar support to families. That's similar to TDK (TDK 11) and ICON (ICON 1) . In both of these cases there are social and religious ties the latter of which arguably seem more important. PTH is the only person who explicitly defines his business family. Implied business mentions in (TDK 20) & (ICON 11 & 12)

		could be defined by those people I talk to, you know we pick up the phone and talk about other things first quite naturally rather than forced before we talk about business. PTH1: but the people who are family, there's: my Brother, Mum, Dad, Sister-in-law, Nieces, Wife and kids, Father in law.	PH1: We have more friends though; it's almost like, we had a group of family friends who replaced, although we've got one Uncle who we used to regularly see, and still get on well with his wife and his son... We have like a group of family friends who are effectively our Aunts and Uncles to us... they almost became family.		
9	Family	PTH2: It was in '91 that it was all go when Paul's [PBJ] fiancé suggested that I help manage his band... I was very interested because it was a distraction from the business and a chance to have some responsibility. Being entrepreneurial It was my role to sort of sort out venues, make sure everything was coming together. PTH2: What I was discovering, although I could not define it then was that I was helping people develop their talent and thoroughly enjoying it...I was doing the thing loved I was never going to charge for it. PTH1: One thing you should know is that I taught myself to live on very little in my twenties. The game of sacrifice for longer-term benefits is a thread in my life and continues today. A bit like hibernation, creating a new business requires a new mindset and attitude in order		PBJ1: The friendship with Pete developed further because we both lived in the centre of York and we were fairly close to each other. Over time we realised we had other, similar interests...also we [PBJ] and His Fiancé maintained an interest in how he [Peter] was doing in business, there were often times when he was just setting off that he didn't have two brass pennies to rub together and he would come around our house for tea or something like. Pete never said: <i>"I'm struggling this or that, or the other"</i>, but it was clear that he was working to develop his business.	PBJ relationship with PTH develops via music and shared interests. It would seem as if managing the band created an initial closeness building on (5) which continued and developed. The activity of working with others to help them develop really seems to drive PTH. He's passionate about supporting people to develop their talents (6). PBJ's comment on struggles and PTH's self-sacrifice in developing his first business links to comments PTH made regarding his ability to sacrifice in the short-term for longer-term achievement. Links to ICON (ICON 7) as it potentially supports the strategy that EM and MM are applying. Overwork now for late gain.

		that a future and possibly better life is possible			
10	Entrepreneur	PTH2: What entrepreneurs actually seek is freedom. Freedom of choice. Now, whether that comes because you have plenty of money and you can do what you like or whether it's because you just like to be able to do what you want with your own time, or more of it's both of those. I don't know. But, what we seek is freedom of choice, and therefore, we like to control things. And, sometimes, we control things too much.	PH3: Peter is far or less ready to debate he likes to be in control and suppose that comes from leading his other businesses. PH1: If we have management decisions to be made we tend to do it collaboratively, we talk, if there is a decision to be made neither of us would just make that decision without consulting the other, if it was of any substance, you know, any importance, so we tend to discuss we frequently disagree on the right way forward because we are very different people.		PTH admits to being control oriented and this is supported by PH. This also links back to (6) when PH reflects on how his different personality acts as a 'break on PTH. In this case though its applied to decision making and how they 'frequently' disagree on the way forward as they are different people. Perhaps also linked to (7) being reflective of underlying tensions. This concept of control is implied in EM's (ICON 4) and DB's narrative (TDK 8) but never as explicitly.
11	Enterprise	PTH1: It would be in the late 90's and I was talking to Paul [PH] about the idea...wouldn't it be great is people could run a business at no risk? I suppose we talked about it because he was involved in simulation technology I was involved in business.... I wasn't come on, let's solve this problem because he couldn't it just wasn't happening, he had a job and career and that was his focus. PTH1: He [PH] was made redundant and he wasn't sure what he was going to do and I just though here is another great opportunity; a problem to solve. I can help him, I had helped other entrepreneurs start and whilst Paul would never class himself as an entrepreneur he	PH1: I was a software contractor, at the end of 2001, my contract came to an end quite suddenly after 9/11, things weren't very good and there weren't easy contracts to find; it was a question of well what do I do? I had a little bit of money I in the bank from several years of contracting and I was looking around for things to do and my brother Peter came up with the idea '<i>well wouldn't it be good if there was a serious business simulation to teach people how to set up and run a small business</i>' and having spent several years up to then working on simulation the idea naturally appealed to me.		The genesis of SV: for PTH it's an idea he was passionate about and wanted to develop for PH it's a problem he enjoys solving and, at the time it presented a potential route to future employment (1). There are several themes here from PTH: 1. Problem Solving; 2. Talented People; and 3. Specialist/Entrepreneur. The way PTH references PH is also very reminiscent of the way PTH discusses other 'talented' individuals in (6) – perhaps there's also a link here to (9) and (3). Does PTH feel he needs to do this to help his brother? This does seem too serendipitous. Similarities: Opeus in TDK is very driven by DB's interests (TDK 8). Icon is based

		has a real talent, and I think this is where entrepreneurs can work with specialists, because the specialist won't do it themselves, but the entrepreneur hasn't often got the skills. I think the entrepreneur works brilliantly with the specialist, because the entrepreneur and I come back to PBJ , he's a specialist, again it's a like AD , I just love people who are talented specialists. So, for me it was just recognising this and seeing the problem this could solve and saying, 'look I think we can work together here'.			on EM 's experience and interests (ICON 3 & 4). Loose link to the TDK case in the way that DW brought DB into the business (TDK 4) or, the fact that EM 'recruited' MM in the ICON case (ICON 4).
12	Enterprise	PTH1: 2001 and that was launched in 2002. It [Simventure] really started in 1999 with Gordon Brown saying we need to be more entrepreneurial and seeing (Stress) this problems in schools, colleges and universities that there were insufficient resources to actually teach people about entrepreneurship... and... the RDA's started talking about needing more start-ups and better survival rates in response to Gordon Brown and so 2002 I just though we (Stress) need to take the plunge, we need to start looking at something that is really going to inspire people and solve all the problems we have just mentioned.	PH1: We had a big challenge [Initially] in terms of our market because the people we were aiming at, Business Link's turned out to be really not a good target market because their funding was completely up in the air. So, we sort of backed away from that and had a look at: would it work in education and fairly quickly discovered there was an interest [From Schools].		Early issues with SV base on the wrong market fit which helped them get into education as their core market. Similarities: TDK (TDK 5, 6 & 7) ICON (ICON 3 & 10) both had some pivots before they found their direction.
13	Enterprise	PTH2: Emotionally, I was exhausted. But also, it was quite clear to me that my future lay in	PH1: I always felt if I knew what we had to do, we could create something that would		The brother's personal challenges were very different.

		doing something that I had discovered I was passionate about. PTH1: The biggest one was deciding and then going through with going, being managing director of the research agency and having fingers in other businesses to saying I am now basically going to give all my attention to, this project because I obviously went from MD to chairman.	work it was more about finding the right thing to simulate at the right level then it was about creating a bit of software. You know what would work for a particular, for a student of business, such that it was detailed enough and realistic enough but wasn't too complicated or boring... I ended up getting kind of sucked in... And doing more and more and more		For PTH it was about cutting ties with his other businesses and focusing on SV while for PH it seems almost more an issue of engagement with the process. PTH similar to MM? (ICON 4)
14	Enterprise	PTH1: I suppose the early years with Paul, I think both of us knew when we were two years in; so in 2004 if Paul had turned round and said I found a job I'm going to do this, it would have been shelved.	PH1: It got to the point where it was difficult to, sort of, really back out as I would be throwing a lot of good work away.		Both PH and PTH recognised that until SV got traction PH's position was precarious – surviving on small contracts while he worked for free on SV (15).
15	Enterprise	PTH1: I think the financing of this, whilst it hasn't sort of stretched us unfairly, it's a combination of investing and time. it's up to about £250,000 Paul saying I will work unpaid and you will just have to owe it to me; so that's where that figure comes from.	PH1: I suppose another big challenge at the time was money, I was having to do this out of my own pocket really		Developing the point made in (14). Also speaks to the investment required to deliver the product which isn't always evident.
16	Family	PTH1: We needed some tax efficient ways to help with funding during the four years and one of those ways was to raise capital through our family. Mum and Dad became a shareholder in the business, and they are a minority shareholder with 10%, but it also does mean that they will get paid back handsomely and in fact their first dividend is due.	PH1: Dad's an investor but not really anymore than that, he's a good person to sort of sit in the middle, especially in earlier days and when we were talking about money issues it was useful to have somebody who could be impartial and who we both trusted but he's not really involved beyond that.		Both PH and PTH recognise the importance of their father's investment. Interestingly PH develops that by recognising his fathers role as a mediator between them which, again, potentially speaks to issues in their relationship (10).

17	Family	PTH1: Again, it comes back to solving problems he [PBJ] was beginning to lose money because he didn't have a job and so I said right I can solve this, and it's worked. I just think it's fantastic on all fronts, you know, personal, business, shared experience, things like, wonderful. PTH2: I do get the biggest kick from seeing other people do things as a result of me helping them which is teaching. When I left school after failing my A levels, I got to a chance to spend several months working in a junior school as a volunteer and I can't tell you how much I sang on the way to my voluntary post every day of the week.... It was just a chance to encourage and work with people and have some responsibility. I just absolutely loved it. PTH1: I choose it [Friends PTH Involves in His Businesses] very carefully. I've not got involved with a lot of people who have either approached me or talked to me, they've either have not been right for business, and I have said so, or they have been right for business and it's in a sector I know nothing about. There may be an occasional intervention but nothing sustainable. I have a tick box mentally...does this person, have something valuable they offer? Is it going to affect our relationship? If the boxes get		PBJ1: ...We had always had discussions in the pub, informally, him asking me for my views. I realise in retrospect when he was talking to me he was listening to a teacher talking about teaching and learning and he was thinking: "right what of that can I take to SimVenture" I was part of his research basically, and then it became more formalised. When I started to do paid work for Venture Simulations testing the software; which meant that I had enough knowledge to be the ideal person to do training for them....I didn't realise it but Pete was trying to help me do something for myself he nurtured my interest in that and my sense of wanting to do something a bit different rather than being stuck in the rut of going through a career progression that was laid out for me. I had young family at that stage and my wife and I decided that we could both go part time rather than she give up her job and that would be a better scenario for the pair of us.	Brining PBJ onboard to help train people and develop SV in 2008. I've argued that this is 'family' orientated as it's very reflective of PTH's attitude to bringing people into the business or, in fact, any business. This links back to how careful and controlling (10) he can be with regards to these kinds of situations. More directly, its illustrative of PTH's attitudes toward PBJ (5 & 9) and, his love of working with specialists (6 & 11) it also directly illustrates the idea that PTH loves to help people develop (9) and gain more freedom/control (10) which we've already seen in (11) in reference to PH. There are elements of this ICON re: M (ICON 6, 11 & 12) but EM & MM haven't developed their approach as fully. DB in TDK is 'very hesitant' to involve family in his business (TDK 12).

		ticked and I'm comfortable I might do something... it's a feeling, I feel it with three seconds. Sometimes I know that I've been too close for comfort on one or two of them and therefore I haven't perused it and they would never have known because I wouldn't have broached it, because anytime you broach anything that takes you into a level of over commitment you're in trouble.			
18	Family	PTH2: like to be around people and I think that's driven because I love shared experiences. Someone said, and I totally agree with this, the best things in life are the things that you share and it's just so true. So, there's part of me, the entrepreneur that I want to go off and do things on my own and just that's it. And then, halfway through that I'm desperate to be with someone so they can understand what I'm doing and share it with me...when this happens I tend to involve friends, I'm close to some of my friends, closer than I am to my family, although, I speak to Paul every day. And SimVenture has brought us very close.		PBJ1: Because having a friendship with someone and then having a commercial relationship means we probably, we sometimes spend more of our time talking about business, but in a way that isn't an issue for us, because it's something we are both passionate about. I don't feel very much that it is a commercial relationship we've got, it's a shared interest a shared passion, but I don't think it's changed our relationship.	I could have coded this as 'family' oriented as it supports many of the points about PTH that were addressed already in (17) but from his perspective as an entrepreneur. It is also interesting in reference to: 1. PTH's note that he has friends who are close than family (8); 2. PTH's note that SV has brought he and PH closer together (7); 3. The theme of share passions as a uniting factor bringing PTH and people like PBJ together (6); and 4. Links to ICON (ICON 7) re: work-life balance. Links to culture (6) This is very much PTH's design.
19	Entrepreneur	PTH1: I think in an entrepreneurial way I am very ideas driven I like people and I look towards the future a lot; all those traits which are classic of an entrepreneur...I suppose I was always going to be that way...I love to solve problems, I get a huge buzz for me, real entrepreneurship is about	PH1: He's very much an ideas person...he...lots of things (Stutters) appeal to him, he just thinks "maybe we could do that, or perhaps we could do this" and you know he mentioned it one day and I said "yeah, well that sounds interesting why don't I have a go?" and I think the two		Both PTH and PH agree that PTH is an ideas driver it also links back to the genesis of SV in support of PH's motivations (13). It also touches on themes of passion, problem solving and, again, the idea that PTH is driven by these elements. See (11) for links.

		seeking the problems to solve... I just can't think of anything better to be doing something meaningful, and your passionate about, and that solves problems, and actually makes a difference and you're not, very likely to ever find that job if you wait for someone else to gives it to you.	combined just made it worthwhile carrying on.		
20	Entrepreneur	PTH 1: ...big asset often they have is the ability to go and meet people one to one and work with them and build that trust based relationship, you know, if you go back to the 4p's it's under promotion personal selling and I think that I've always been a big fan of building long term sustainable relationships and even now, it would pain me if someone phoned me up and said I'm really not happy with SimVenture blah, blah, you know, just to say okay fair enough I know I'm not going to sell you anymore I would ditch the relationship, I would want the relationship to go on, but even though they weren't going to buy anymore because I put a lot of energy into it and doing it properly and, what is proper? It's like that's you and this is the truth, rather than sort of bull-shitty sort of farcical relationship.	PH1: Pete and I are very different he's very much all the sales and marketing, I do contribute somewhat to the sales and marketing, mainly I think in terms of feedback, perhaps the implementation, I give him...ideas but, but its largely Pete who does all that side.... a lot of it has been Peter walking into a university and talking to lecturers and convincing them. And, that's something I could never do.		PH reflecting on the skills that PTH has which compliment his own. This links nicely to PTH discussing the effort he puts into sales and the personal loss he feels when people want to walk away from relationships with the product. That also links to PTH 's views on family, friends and the effort he puts into the relationships (17 & 18) and, this links forward to PH 's reflections on the business (21).
21	Enterprise	PTH2: And you build brand loyalty and champions and share information all the values that under pin SimVenture, it's very simple really but understanding the simplicity of that model would naturally	PH3: Yeah. I think that's fairly normal. It's what most software companies would try to do. You try to find people who jump in and who are very keen and are normally prepared to sort of help out in		This is mainly about SV and the community PTH and PH have built around it but, it's also an insight into the importance of social families around the business and recognition that a number of other, larger businesses employ the

		requires you to have a lot of experience, made a lot of mistakes so that you feel what is right, and you feel what is wrong; it's not logical. PTH3: But ultimately, we're just one big community as you suggested. Now that's good business. That's what Silicon Valley, how original this thing started. Well, let's replicate. Let's share what's really good, rather than make things.	return for getting sort of... If you like with that responsiveness.		same kinds of strategy. This links back to (20).
22	Enterprise	PTH2: It's interesting with Paul Brough, he's a specialist, he brings so much to this business, but I want him to work and enjoy working in a way that he chooses rather than we demand. Because otherwise we've brought a friend into the business. The whole thing is going to fall apart. You know great believer in sort of just... Although sometimes it does fall down in trusting people and having very much a "them first" approach.		PBJ2: I mean it was very much the way things have been with SimVenture for a long time. It got to a point where there was so much work I think it probably made financial sense.	PBJ Joins SV as a Director Autumn 2010. Links back to (17) when he joined the team more substantively but, also reflects (18) and PTH's interest in specialists (6).
23	Enterprise		PH3: Not really. I don't think it has changed that much. Paul's been working for the company for quite a long time, because he was doing a lot of the training anyway. But he was doing it on a sort of... We just paid him daily. As a sort of a consultant. All that happened was it got formalized. So he was able to spend more time creating tweaking materials and I think we've tried to involve him, and making him feel part of the	PBJ3: I think it certainly changed. It certainly changed the relationship I've with Paul [PH] and the development of the new... The latest version was driven quite along by the work I've done with practitioners. So, talking to them and working out with them, exactly what we need to our end to make it a better tool.	PBJ really feels that his relationship with PH has changed as the new software has been informed by practitioners and, his work. PH sees it more as an evolution – perhaps reflective of his overall mindset?

			team and sometimes at the decision-making process, and to try and think of ways to drive the company forward. I don't think it's not radically changed a great deal. We still work... I still do the same sort of job. Pete still does the same sort of job. Yeah, again, we've always done changes improving the software over the years. Every year, we keep on adding new things a little bit to last year really.		
24	Enterprise	PTH3: But typically, we sold software is sold sort like, "Here it is, off you go". But what we've realized again with the economy but also thinking what people want more and if we give it to them at a great price maybe they'll buy it. So, what we did was we created this idea which really came from a discussion with a customer which was look, "If we package up software site licenses for university, materials, training resources, market research to measure the impact and do this all over for three years plus all the maintenance etcetera. And then say like, "Add that up." ... Funnily enough in a higher education people can find this kind of money. Because it does exist either within pockets or people can bid for it, just as easily sometimes as getting to 2,000 or 3,000	PH3: Because Pete, I think has suddenly changed his mind about where we should go. I don't know whether he talked about it, probably he did. I think he feels recently that higher education is way, is far way almost lucrative market, and there's still quite a lot to be gained from going after that market. We should concentrate very heavily on it... That has not been agreed, but that was just Pete's opinion at the moment. We haven't really had a chance to formally discuss it at length. I need to sit down and talk with him about it.... I think so. It may be related to the fact that we are absolutely a bit of a crossroads, and there are quite a lot of decisions to be made on what we do, where we go. And Peter won't like it if I don't always agree with him. I think he's very used to, with years being the guy making the decisions, yeah, he's run his own company.		Changes in SV business model Summer 2010 re: home markets PTH leading changes in the business model, making decisions without PH or PBJ causing minor strains, obvious as it runs counter to (10). Some parallels with TDK re: focus (TDK 13) and ICON (ICON 12) re: PIVOTS.

			He's been a top man. And now, it's a bit different. I think he must find that sort of frustrating, but I'm sure he does.		
25	Enterprise	PTH3: where's SimVenture going next? Well we are having one of our best quarters every, so more growth...the new direction seems to be working, there will be more internationalisation some new products and a drive to create more research and build our community...all in all the future looks great.	PH1: I think there is still a big market for the kind of product we've got and think there are an awful lot of lessons we've learned over the time that we've been developing that we really need to apply to SimVenture 2.	PBJ3: Well, really things have... Things just spiralled because business has developed, which seemed to be bulking the trend in terms of economic situation at the moment. So, but I've had, you know, a good start to this new financial year. And it has meant really that things have expanded we're due to make five times our normal level of income this quarter.	All three seem very positive about current position and the direction of the business but while there's agreement, there's also variance: • PTH is focused on international; and • PH is focused on product development. See also (ICON 18) & (TDK 19).

Appendix 5. Stage 5 ICON Data

Data Analysis Stage 5 ICON: Significant Events					
No.	Coded	The Entrepreneur Emily Moncuit	The Family Member Melvyn Moncuit	The Employee BT	Notes
1	Family	EM1: My family is my mother, my sister, Melvyn [MM] , my Aunt in America... but I would say that it's probably more Melvyn's [MM] family because they are local and a support network, also I suppose the people in my Church are part of my wider family...I can go very happily without communicating with anyone except for Melvyn [MM] for quite a long period of time and I don't think I have as much time for my immediate family perhaps that's their location. I also have a lot of friends I would say there are probably four or five core friends around us.	MM1: I have a large family, my dad was one of ten...I consider my family to be made up of my grandparents, my parents, brothers and sisters, uncles and aunties also my cousins, they are only a very small step away from being brother sisters...there's also a wider Christian family that is important to me.	BT1: I obviously consider my family as members of my family along with a few of my closest friends.	EM has a tightly defined family which is similar to PTH & PH in SV (SV 8) and DB in TDK (TDK 11). MM has a large biological family and, BT clearly defines family as biological relations plus some close friends. EM does mention friends (colleagues) but doesn't specifically define them as family unlike PTH in SV (SV 8). Both EM and MM consider their Church as a broader (social) family much like DB and DW in the TDK case (TDK 1 & 11). In a data segment which didn't make the final sort there is a confirmation of which faith both belong to. Although MM doesn't directly state it EM

					considers herself to be either Church of England or Pentecostal but she doesn't elaborate on this in more detail.
2	Entrepreneur	EM1: My mother is a single parent from Poland; she came to the UK about 35 years ago when she met my father who was a British citizen. They fell in love, but their marriage didn't last long. So, she ended up with two little girls and my Grandmother who raised us. My family [Mother and Grandmother] had really strong values around education. So, we were sent to private school on a scholarship and had the best of everything even though the family never had a lot...I mean we weren't deprived, but our upbringing wasn't an affluent one. EM1: I was also on the cusp of two cultures; I was British, was privately educated but also Polish with a very strong work ethic and that makes me very driven. That along with my creative spirit...I've always been very creative...had a massive impact on	MM1: My story starts when I was about sixteen, I made a very clear decision that staying in the formal education wasn't for me...I've always seen myself as a very practical, hands-on type of person. So, after leaving school I undertook a summer stint in one of my uncle's restaurants where I did basic kitchen work; food preparation and serving. Then I got the opportunity to undertake a modern apprenticeship in catering in the UK which I came back for. I worked my way through the kitchen and then split my time between there and front of house which I enjoyed a great deal.... eventually that pub got turned into a chain pub and I left to go and work for Marshall's Mono PLC where I		EM has a very complex background. She grew-up around wealth but isn't (by her own admission) wealthy. She credits a lot of her success to her Grandmother and her [sic] Polish values. She seems to have issues around other women and their perceived 'jealousy' which is hard to validate. She is also very forward in using her background and connections to 'validate' her position which possibly speaks to some deeper insecurities. Her mindset could be described as wealth driven. She's very similar to MM in that they have both worked

		me in the sense that I've chosen that I am not going to go down that route. I'm a complete opposite character to my mother. EM2: I've always been very independent; I had a part-time job when I was 13 or 14 so I would never need anything from anybody. I think as positive as that view has been its also been a huge negative because [as a result] I've never been used to asking for help and letting people in and that's a real weakness of mine. EM2: I had a real interest in learning [at university] as much as I possibly could and using it as an opportunity to really go for things. But I know I created quite a lot of problems for me being very driven because I didn't really didn't find a good crowd of friends because they didn't quite understand why I was doing what I was doing, and I think there was a little bit of jealousy from some, especially women. I was very disappointed with academia because I found that it wasn't about studying 24/7. It was about a whole	worked in a number of roles before becoming an integrated management systems co-ordinator.... I worked my way up there, coming through the ranks... I think that's important, that somebody comes up through the ranks, in my opinion they have grounded knowledge of what issue's there are and how to approach them in any given context.		from a young age and both value hard work and a 'serving your time' approach (13). MM also comes from an entrepreneurial family in a similar fashion to the SV brothers (SV 1). There are parallels to the SV case: • PTH: both are very driven, feel that education is important and self-identify as entrepreneurial (SV 4). • PH: She didn't really enjoy university (SV 4).

		host of other experiences. So, I suppose in that sense, it was ironic that I found other things that I was quite passionate about and went for those, really even if they had an effect on my social life and free time...but I didn't realise that a lot of people weren't doing that at university...I wanted to hang out with people that were similar to myself and finding those people was quite rare. EM2: I was working for the Royal Society of Literature and supporting them with their fellows, meeting booker prize winners. I was also working a little in the House of Lords and the House of Commons with Baroness Caroline Cox and Lord Vincent; I was taken to a warzone by Baroness Cox (I was going to be a war correspondent) which was a massive influence on the kinds of things that I'm doing now within my business. I also was doing quite a lot of work in very deprived London communities, in particular, connecting wealthy communities to			

		the more deprived... I just had really amazing opportunities. EM1: I've always been entrepreneurial...even the new deal for community's programme it was all about added value. I've been born with that sort of selling and buying spirit.			
3	Enterprise	EM1: Icon Events is an event management company, that was originally set up 2 and a half years ago, just before Melvyn [MM] and I got married. Events are not a traditional Yorkshire based business activity; there were no event management companies in Doncaster. So, I saw a gap in the market and set the company up to specialise in black tie co-operate events. Anything to do with bringing people together, we did commission some research to test the water and found that it was actually quite a good option... I also Looked at my skill sets: love to network, love to get out there. Plus, I know a lot of high profile wealthy, famous people and I thought right, how can I use this?	MM1: I think we made the decision to start Icon in about 2006...we decided to live on less and seizing the opportunity to actually start a business... with obviously a higher risk but with the potential for a higher reward. So, the two hundred-thousand-pound mortgage was put on hold and we set about developing a business idea. It started off on some sort of murder mystery type theme eventually I think we broadened that out to a wider sort of event management role. I think the first name we came up with was eventful or eventful events, yeah		EM 1st established the business in 2006 but with a very different focus, a traditional events management company. However, it pivoted quite quickly developing a regeneration and community engagement model based on EM's background and skills (5). An example of Opportunity Based Entrepreneurship and, focusing to deliver Value based on EM's skills. Like TDK, ICON seems to be a transition based on opportunity, interest and the

			something like that it was totally awful and then we had one of those light bulb moments, and that was icon events.... with my background I felt comfortable delivery these events and Emily [EM] was very good with the public.... the business has changed a lot but if I were to categorise the business we would still say certainly event management.... but what we would also say is project management and... specific audience engagement.		skill-set 'mix' of the founder (TDK 5). This also has some other parallels to the TDK and SV narrative. Namely, they all appear to be businesses developed from a mixture of experience and interest. Opeus in TDK is very driven by DB's interests (TDK 8). SV is based on PTH's experience and interests (SV 11).
4	Enterprise	EM1: It was always something that he [MM] wanted to get involved in and when I first started up and we started building the business there was a limit to what I could deliver myself, so he would help part-time and now we run it together...but I'm hardly in the office so I really don't see him that much. EM1: It's [Icon] gone back to my skill set in regeneration and engagement and that has stemmed from my love	MM1: I left Marshalls last September and am now fulltime with the business [Icon]... It was something that had been debated between us both we had a very clear view that we wanted to be able put the business into a financial position that could obviously sustain us both....to work on that we first had to achieve some milestones... we wanted for example to be financially		Both EM and MM have a role in decision-making and planning, but EM seems to set the strategy much like PTH and DB (TDK 8) - although parallels to the SV (SV 10) case are more direct. This is also similar to the SV (SV 11) and TDK (TDK 8) cases in that both businesses are reflective of the founder's interests.

		of people and bridging gaps within communities.... I think it's been quite a natural transition because it's reflective of the founder and that's what I'm passionate about. I get quite bored with the very wealthy ostentatious approach. EM1: That's [Icon's Strategy] around creating focused strategic activity on behalf of clients. So, the kinds of things that we deliver now are engaging communities, we still do a lot of work with NDC's around the UK.... basically, we go into the areas no one else wants to go in. The business is all about giving back, using the skills that we have to draw down funding and sustain a level of activity.	secure in terms of our house, we were working on that, but then the economy went into a nosedive and as the construction industry was affected I got offered a very enticing package that sent me off quite comfortably and because we had Icon and a plan I jumped at the chance and left.		The whole of ICON appears to be part of a broader exercise to achieve the couple's life goals; this feels very deliberately planned which is different to the other case studies. This may also be linked to their lack of work-life-balance (7). There's also a possibly (loose) link to the TDK case in the way that DW brought DB into the business (TDK 4) or, the fact that PTH 'recruited' PH in the SV case (SV 11).
5	Enterprise	EM1: Now we have a range of products under the icon brand; One is Brit Poll, I'm fluent in Polish, so that was a product created to engage with that particular community... and there's the potential of a huge contract in Poland which would mean I would probably have to fly out twice a week to Poland from here	MM1: I primarily cover is the actual facilitation of events. So once the sale has been secured and the project has been worked up as in the objectives I then look to actually implement the event proposal and deliver it, my official title is creative events		MM's last line again re-enforces the position that the business is based around a very deliberate strategy (3, 4). Some more insight into their roles in the business.

		which would have an impact on the rest of the team and who we would recruit.	director....if job title summed up everything you'd have to have Emily Moncuit [EM]: client services director and then you'd have to have that followed by Melvyn Moncuit [MM]: do everything else director...when you've got a small business you have to do a lot, it's just that simple.... I think as the business grows we will be able to have very much more defined roles whereby were not constantly beneath our feet as well, we have defiantly factored that into the growth of the business.		EM exploring the potential to develop new 'brands' and streams of revenue. It may also be worth examining whether it's harder to negotiate/construct roles (identity) in a family business linked to SV and TDK.
6	Enterprise	EM1: Within the first year we delivered thirty events. We've just had our first year as a limited company and turned over a hundred thousand pounds. EM2: We've grown quite a bit as we've taken on a lot more contracts. We have hired our 1st full-time project manager who starts late this January and we have started to look	MM1: I would say growing the business. As soon as you start hitting things like pay roll, going limited, becoming VAT registered. I think those are more of a challenge: the legal implications, the correct insurance... So I would say business development rather than business start-up. I think the personal challenges are		June 2009 - Jan 2010 a period of business growth. The study couldn't collect data from the Project Manager [M] as he left because he 'didn't fit' (13) before the researcher conducted the next cycle of interviews.

		at international opportunities as well for 2010.	identifying our weaknesses. It's become clearer what Emily's [EM] strengths and weaknesses are, but I suppose the true strength is to actually assess those and act upon them.		There's also some reflection from MM re: strengths and weaknesses.
7	Family	EM1: My work/life balance is pretty awful because the business is my work/life balance, it's part of our family life. I want to build and grow it so that we can have a better life and I don't have a problem getting up at 5 in the morning to do things and if I have to keep going till midnight or until one in the morning I will. I don't think I'm a very easy person to live with sometimes, I get quite angry on occasion and I'm very impatient, I can be quite demanding	MM1: Our work life balance is non-existent. Emily [EM] will probably work half four five o'clock in the morning until seven or eight, so we haven't actually had a holiday for coming up to two and a half years because previously when I worked for Marshals the day's I'd take were actually for delivering Icon events		EM and MM reflect on their lack of work-life-balance, this is a very important issue which they keep returning to and, it connects to (8) and, several other elements (9, 10, 11). There aren't many parallels in the other case apart from PTH's reflections on sacrificing earlier in life (SV 9) (Stage 4) or DB/DW's reflections on the dictations their faith places on the amount of time they can spend on/in their business (TDK 18).
8	Family	EM1: We are trying to work out where children fit in right now.	MM1: The business is something that you never stop thinking about, regardless of whether your hill climbing in the Yorkshire dales or three		Again, there's no real parallel to this in the other cases as both PTH and DB already have children.

			thousand miles away in America... emotionally it's something that's certainly always there and I know that we speak about the business in a way that other people would speak about their children... even when we're relaxing on the sofa it's there. We have a five-year plan; we need to be able to get the business into a position that is we can start scaling up to be able to then do things in our personal life. At the moment If we were to start a family. In a way the business would come to a grinding halt.		Outside of the data PTH has discussed the difficulties of balancing a family life with being entrepreneurial. DB in (TDK 18) does refer to his belief that work should affect family life and that it actually allows him to achieve a better balance.
9	Family	EM2: We came to a critical point, at the beginning of December where we realized, we couldn't carry on like we're doing because we don't have a home life. We found that the family had dropped off the horizon a bit; when we started looking into it and asking them, "Why do you never get in touch? What's going on?" They would say, "Well, you always tell us, 'We're too busy'." I think we naturally	MM2: Our relationship... Well, our peak period in the last couple of years has always been between September and back end of November / December; it always puts strain on our relationship, because we're just chained behind a laptop working on similar projects all the time. It hit me recently how little time		A lot of relationship challenges are expressed in this piece of data, all linked to the rest of the case, especially (7, 8 & 10, 11, 17), and the amount of effort they have put into getting the business started. Some key elements:

		fell into this habit of every time someone in the family rang and said, "How's everything going?" we would always say, "We're so busy." Because we assumed that that was our way of saying we're successful, but they took it to mean, "Oh, okay, that must mean you don't really want to spend time with us or get involved with what's going on." I think that was a big realization that we need to be careful what we say to family and friends about how things are going without putting people off wanting to get in touch with us.	we have when I had some family visit from France at the end of November. They were staying in my parent's house, which is just down the road. I saw them for 2 hours and they were here for 9 days. I'm really disgusted with myself about that after they were gone I just thought It's not good; these are people that give you the shirt off their own back when you go to stay at their house. It's moments like that that you think to yourself; you've got to change something within your life, so that type of thing doesn't happen again. I think in the longer term, I think it'd be natural to see ourselves as co-workers as opposed to a married couple. MM2: Because we love what we do, we've focused on our perceived priorities and those have all about the business. So, people that I've known for years, I literally just haven't spoken to them. I maybe		• Their) relationship can feel more like a business than a marriage. • Their lack of contact with friends and family and how that makes them feel. • Their reaction to this. • The piece about communication with their families and the perceptions this created I think is particularly interesting and unlike anything in the other two cases. Again, some parallels can be drawn between this a PTH's reflections on early sacrifice for later gains in (SV 9) and, possibly PTH and PH's relationship (SV 3, 7 & 20).

			dropped them a quick text but that's it, and these are people who a couple of years ago that I would have regularly had a game of pool and a pint with. So, we made quite a big effort over the Christmas period to spend a lot of time with the family, there was a point where we literally didn't look at an email or a laptop for about 5 to 6 days in a row over the Christmas period which is unheard of and that was just setting ourselves a clear boundary that, that's what we we're going to do, so... Family, yes a priority, Friends, no.		
10	Entrepreneur	EM2: At the moment I'm also thinking very carefully about the business and the amount of work I'm doing. I mean If I'm working like an idiot for a business that we take a drawing or a profit from at the end of the year that I can compare to going out and getting a high-powered, high-profile job where I will have time for myself I need to decide what's better? That's the kind of discussion	MM2: because we've emotionally invested in the business, it has to work. We're not scared to walk away from it, because we have both walked away from quite rewarding and financially lucrative jobs previously and I think in the last couple of years, we've invested heavily in the business and have been		This section links back to (7, 8, 9 & 10). It's an interesting dilemma, do they keep the business they've built and have a less of a life or get better jobs and have more free time. It has parallels in TDK – DW's reasons for leaving (TDK 7) and, possibly DB's reasons

		I'm having with myself, it [Icon] has to work for us. If it doesn't we're going to be flogging our guts for the next 5 to 6 years with no outcome and we won't be any better off than if we had stayed in employment financially. That's been a real wake up call for me.	rewarded for it from a status point of view, but not so much financially. So, I think in 2010, we have a lot of hopes pinned on Icon.		for keeping going. There are also potential parallels in the early days of (SV12 & 15) and the choices PTH and PH were making.
11	Enterprise	EM2: We are also looking into taking someone on to free up some of that sort of angst and release me to go out and sell more. That step of faith to take somebody else on, has meant that we can now think about our year from a different point of view...think about going out for dinner more than we do. It would be nice to start thinking of this business working for us, rather than us being controlled and working for the business.	MM2: We have made the commitment now to take on a full-time employee in the role of project manager. I think it really is the first step that we've hesitated taking for longer than what we may have initially anticipated when setting up the business. We did actually take the plunge a few months before Christmas to bring on a full-time administrator, which for one reason or another didn't work out because I think; we quickly realized that an administrator wasn't what the business needed. It needed somebody that could take a lead in projects to free up some of our time to do other things. So, I		The difficulties of finding staff that are suitable and, of bringing new staff into a small business are explored here. There are some parallels with: • PTH's 'decision' to employ PBJ and PH's reaction (SV 6, 17, 22 & 23). • Also, possibly DW's choice of DB (TDK 4 & 5). • Implied business family linked to (TDK 20) & (SV 8). Did Icon really know who or what they needed – possibly PTH did better as he had more experience?

			would say that, that's one of the main changes in the business for sure, because it's quite a step forward from using various associates is totally different to the financial ongoing commitment that a full-time project manager brings... This person [M] has a wife, a child, probably quite a large mortgage... It's somebody's livelihood that you've got on your hands and it's not a commitment to be taken lightly. I hope it's [Employing M] going to change the dynamic that we've been used to; we are husband and wife and we probably do act and behave differently to other co-workers, so, it's hopefully going to bring credibility bringing someone in from outside the family. The person that we're bringing on is somebody that we actually got to know through a project that we delivered back in November, so, we knew him a	They have both managed people before, are the challenges of managing people in a small business particularly distinct?

			little bit before... I think he's going to bring very good dynamics to the business that we feel we will be able to bounce off professionally to take us to that next level.		
12	Enterprise	EM3: Icon Events is still delivering event activity for clients, but what we are realizing is that, a lot of clients are mainly interested not in our Project Management capability but in the people that we get to those events. If we ran an event that wasn't very well-attended, it would not be seen as successful.... between August [2010] and January [2011] we probably have about 50 events to deliver. EM3: We're becoming far more strategic as a company, focusing on our core business; engagement. So, we're doing a lot more work with partners in the private sector as well as the local authority. For example, we're doing a piece of work on Monday with a health authority around their engagement, helping them understand what kind of	MM3: I suppose the last six months of our business journey has been all about the company growing by bringing new people into the mix, of which we've had some great successes and some absolute disasters. Probably from misjudging the situation to some degree as to what the business actually needed to move forward. Also, our clients are in a interesting position, and I think we have had to alter our product offerings to them to be able to continue to sell our service... it's all about content and getting the right people there...and evidencing that as value for money with clients.		Update at the start of the third research cycle, growth and loss in terms of staff [M] (13) and a re-focusing of the business on community engagement. Some parallels with TDK re: focus (TDK 13) and SV (SV 24).

		engagement activity they can start putting in place between now and March of next year to double the amount of people coming through their doors. We've also started taking this model into the private sector too...working on research with Sheffield Hallam University to pilot a model of community engagement which depends heavily on private sector involvement.			
13	Enterprise	EM3: I think the [Icon] culture is hard working, we're very tolerant bosses and we work as a team. We don't lord it over the girls...yesterday, Melvyn [MM] was putting the pay slips together and he came and said, "You know what, I've given the girls a bonus this month because they've worked really, really hard." So, I think we are absolutely defining our own business culture where people feel comfortable to grow....and the fact that Melvyn [MM] and I don't behave like married couple at work I think that helps because any employees need to feel they can challenge us.	MM3: I would definitely say that our work ethic as has rubbed off on [BT] and [S]. I think we have sort of ingrained this, "We get the job done at all costs" and it's being embraced on some level... [M] didn't fit in his background was military; he had a very good successful career. Working his way up from the very bottom, very hard worker very determined. But personally, he was in a place that probably didn't allow him to sort of naturally integrate into the role that was required of him because he had a wife, young children and	BT1: I get on well with my colleagues, so I feel comfortable in expressing my opinions; however, it is often a highly pressured and stressful environment, as the company is in the process of developing. In addition to this we do work on a couple of projects that have been quite problematic. When the team are in the office it is a fairly informal environment which creates a comfortable atmosphere. BT1: No, it does not feel like a family business, I often forget that Emily [EM] and Melvyn	This was the 3 rd data set collected and, it was the 1 st and only time the researcher was able to collect data from an employee. The Key elements: • EM and MM view 'culture' is a very distinct way – 'above and beyond', 'long hours' and 'hard work' and they expect others to follow that model. Pushing vs. Pulling to paraphrase MM. • BT finds environment pressured and stressful

			there was an expectancy; the dad at home, at 5:30.... whereas we realized, that [BT] , was just out of the university, very keen to learn and willing to sort of put in above and beyond the call of duty to get the job done.... seeing the contrast in the approach between, the two younger girls and our Project Manager ...well they were pushing, and he was pulling	[MM] are married; it doesn't have too much effect on the office. It can be a friendly and down to earth office; however, I think this is due to it being such a small business rather than being run by a couple.	but seems to recognise that it's developmental. BT finds the atmosphere comfortable but notes that it doesn't 'feel' like a couple run the business. - The note about a friendly and down-to-earth office environment seems to echo something DP said in the TDK case (TDK 10). This seems very distinct though from the SV case. Are they working 'in' or 'on' their business? This might link to the segments on balance (7, 8, 9 & 10, 11, 17).
14	Enterprise	EM3: The girls are also our first employees, so they are well aware that there are many things that we're going to get wrong, but we're very open. If there has been a challenging meeting with a client, we will say to them you know this has just happened what you think our approach should be. We're learning to trust them a lot more, rather than	MM3: We've always naturally gravitated more heavily, each of us, to different projects. What we've recognized, because of their [BT and S] ability is that we can give them daily operational control, but very closely supported by each of us on the different projects. Which has in turn,	BT1: My job title is event and office co-ordinator, which involves general administrative work as well as planning and carrying out events. In addition to this, I also work with the team on ways to develop engagement as the majority of our projects require engaging with hard to reach clients. When I began at	Themes of strategy, trust and investing in others from EM and MM. This seems to be echoed by BT. Perhaps there's links here to PBJ's (SV 6, 9, 17 & 22) journey in the SV case or DB entering TDK (TDK 4, 5, 6 & 7). They appear potentially

		keep information from them. Because in a small business sometimes we don't have that luxury. Obviously not on everything; they don't need to know everything like some of the challenges on the Polish side of things at the moment because it's something that won't impact on them at this time, but current projects that they're working on, it's important that we're very open with them. EM3: I want to Make them [BT and S] feel as if they are on a journey going somewhere. They both have incredible potential and the question is how do we encourage that while we're growing? We know we're going need to give them a completely new job description in the next few months, because business is changing. But I think that they are absolutely committed. They go over and above what they need to do. Yeah, I think we are a good team.	given us more of an opportunity to invest in them and to see them develop because they are, incredible young ladies. They've been in education, not really had the experience of working with a firm that certainly within the sector that we're in and just investing in them to take them forward.... Already we feel that we've begun to reap the rewards of it.	Icon there were 3 members of full time staff as well as a student on an industrial placement, however one of the managers has now left. This change has meant that I have had to take on a more senior position and am now responsible for leading the engagement activity on some of the projects. This is a great feeling, as they obviously have trust in my abilities. Despite this, I would still like to gain more responsibility, which would allow my independence to develop further	less direct, but it seems worth recognising.
15	Entrepreneur	EM3: Yes, being mentored, it did affect me.... but I'm not interested in mentoring other people. Because I'm		BT1: At times I have received mentoring however I don't feel that I receive this on a regular	Contradiction between EM and BT re: mentoring role. EM sees it as ongoing and with

		so busy and have quite a big vision. However, I am interested in mentoring people that are directly linked to me and potentially need mentoring to improve performance. So what was very interesting about two months ago we got a little email from [BT] saying "I see you as my mentor, Emily [EM]." I was really touched by this because I didn't realised that I was having that effect on her.... I spend time with them because they work for the business and if they do well, I do well.... So, for example next Friday we're taking half a day off to go and get an image consultant to look at their wardrobes and make them feel good about coming to work looking good. They're fantastic to work with. It is a real pleasure. [BT] had a bit wobble this week and got very, very upset, but she was able to come to us about it and talk about it and that's what we want.		basis. I think that if there was time for myself and my colleague Sarah, to receive weekly training/mentoring it would help us to do our work more efficiently. There are often times where we have to disrupt Emily [EM] and Melvyn [MM] to ask them how to do certain tasks.	lots of impact while BT sees it as sporadic. What's most interesting is that EM who has been heavily mentored is not really interested in mentoring others unless it fits her business goals. PTH in the SV (SV 3 & 4) case has also had a number of mentors and, has acted as a mentor. While DB was mentored by DW and other Directors in the TDK case (TDK 10).
16	Enterprise	EM3: I have been able to work very closely with [BT] and [S] in order to help them develop...they both openly came to me and said "Emily [EM] I		BT1: I enjoy parts of my job, however I often feel out of my depth as we are taking on different types of projects, so it is	Repeats previous data (13 & 14) but felt that is was important as it supports the

		can't believe how much better the atmosphere is [Since M Left]." The fact that we get to work directly with you... We are just inspired by you and Melvyn [MM] running the business and getting on... literally they are my right hand girls in the team and they are absolutely amazing.		often difficult to transfer the skills or experience gained from one project, to use to benefit another. At times the office can become very stressful and tense, which makes it a fairly uncomfortable environment. However. I would like to stay with the company as I get on well with all of the team, however I would need to know that I would be able to develop my role further, including getting a pay increase. I would say I am fairly ambitious and have the ability to pursue my career in event management, so as long as I was able to do this at icon, I don't see why I would want to leave.	contradiction already previously established (15).
17	Family	EM3: I think work life balance is just something that we have to define for ourselves at the moment... our business is our work life balance and there's no two ways about it, we've both been far more tired, far more stressed, far more unhealthy than last time we spoke. It's having so much more to do and I think it's made us really think about where the hell	MM3: The last six months that's probably been the greatest lesson learned in our business....to recognize that, working 24/7, isn't sustainable in the longer term. I would say in the last sort of couple of weeks that sort of, well, slowly becoming a reality. There are occasions where we have		EM and MM seem, in some respects quite isolated and alone compared to the other case. They are both reflective, thinking about how the business will develop and the problems it will cause... perhaps reflective of the

		we are planning to go with this whole thing. Because the big warning for us has been it's going to get harder, not easier.	actually got out of the office at about 6:00 or 6:30.... it's odd, by bringing new people in, it's actually made us realize and value our time a little bit better. But it has taken sort of three or four months to learn that lesson		comments made earlier re: weighing business against a job at the same level (7). It also shows lack of distance travelled and that MM seems to think things are better than EM.
18	Enterprise	EM3: For me personally, now it's about what our business plan for the next five years needs to look like. But I don't need work on my own personal confidence, which has what I think I was looking to the mentors to do. Now it's a completely different type of mentoring that I need; how do I manage difficult clients, how do I manage difficult contractors, how do I grow a business, how do I build my profile, how do I keep ahead, how do we as a partnership, as a couple kind of where do we take this business? All of these thing, you know. How does Melvyn [MM] develop within the business? How do... How does my role develop within the business? We have not had any support, any business link, kind of link kind of intervention or any current public	MM3: So, I think the thing that we've learnt more and more is it's all very well and good being very good project managers and delivering a great service. But what we've also learned to do is to... We've learnt to manage the clients a lot better, and in the initial sort of scoping phase of the project, very, very clearly define roles and responsibility which we haven't previously done on smaller contracts. And that has made us have a more sort of efficient way of working by knowing exactly what our role is.		Key elements: • EM makes an aside reference to their use of private paid mentors which she felt didn't work well but, there was no other data to support this. • EM seems very reflective re: what happens next. • MM is much more direct and focused on what they have done not, where they are going. See also (SV 24) & (TDK 19) for elements covering future business plans.

		sectors for telling us how any of that do. So that's what we both feel we need next.			
19	Entrepreneur	EM1: [Effect of Faith on Business] Massive... Huge... My perspective and attitude towards money, towards respect for people and also my business ethics. It's massive. I wouldn't say I'm a particularly cut-throat person I am determined. I am ambitious... I think there's a place for everything. EM1: I don't think it does no... [Dampens it Down]. I think it gives me a freedom to express who I am as an individual. Which isn't incredibly entrepreneurial?	MM1: [Effect of Faith on Business] I mean you know there... people of or with faith are sometimes stereotyped into jumping onto a raft and sailing to Africa to save the world you know. That's great but financially there needs to be people to support those types of people. I would view our faith sort of contributing in many other ways but financially... MM1: Ethically speaking, we do have very fixed values. Whereby you know we certainly live by them. The law is the law... As we now know can be interpreted in many different ways. Whereas you might not be guilty of something. I think there's you know sort of a higher consistence and to describe... to actually define that is very difficult... its certainly there in the business and we would, you know live by those rules.		EM and MM's attitude to the effects on Faith on their business. Generally positive and very much like DB and DW (TDK 9).

Appendix 6. Stage 5 TDK Data

Data Analysis Stage 5 TDK: Significant Events					
No.	Coded	The Entrepreneur Dan O'Brien	The Family Member Dan Winter	The Employee Diane Plewinska	Notes
1	Family	DB1: I met my wife through our faith, our and he [DW] is her brother so. I was very young when we first met; 12 or 13, so I've known him a long time. I see him as a brother and a member of my family who coincidentally works in the same kind of sector.	DW1: There was a religious connection, we are both Jehovah's Witnesses and we lived in the same community, so I was aware of Dan [DB] but we didn't really talk that much, until he started to get interested in my sister; then he married her, and I had to talk to him. DW1: We [DW&DB] talk about business quite a lot but it's just as friends or brothers.		There's a strong religious identify as a witness which links both DP and DW . It's important as it brought them together and, DB's marriage probably helped strengthen this bond and facilitate his entry into TDK (4) . This links to ICON and the role faith plays in EM and MM's business (ICON 1).
2	Family	DB2: I married his sister, so we would have met; having the same interests in technology just put us in the same area to work together. He [DW] needed someone to work with technology so that was obviously a key point that brought us together. If we had met later, we probably would have been friends by now. We have a shared interest in business, a similar way of looking at things...If we didn't have business I think we would still be friends, the fact that we work in the same area just makes it work.	DW2: it's that point [Marrying Sister] the relationship [With DB] blossomed a bit more, I think, quite honestly, it isn't because of a family relationship. I mean if for some reason, he was to divorce my sister I could still see that we'd work together. You know, for me it because it isn't just a family thing.		The strength of their bond is very deep. Shared passions and interests very much like PTH and PBJ (SV 5) . The phrase 'this isn't just a family thing' seems to imply a deeper relationship? Linked to (SV 1) and (ICON 2) re: interpretations of 'family'
3	Entrepreneur	DB2: We also have the same ambitions and we are competitive, we play sports together in our free time and also enjoy a degree of competition in business; I mean we both want to succeed, never at the cost of the other person, but I won't say it's not a race to succeed.	DW1: I think he [Dan] has got tremendously strong and I think there is a real trust between us now. We started in competition with each other, at almost every turn and while we still have healthy competition, including out of work, I don't think anything could affect that.		On the one hand we see evidence of DB's development which DP echoes in (7) and the respect DW has for him while, on the other we can see the competitive jostling which drives them both to develop using the other as a yard-stick. It's evidence both of their

					entrepreneurialism and their close relationship (2).
4	Enterprise	DB1: I joined TDK about 1996; I was 18 years old and had previously worked in magazine publishing doing various design tasks. I joined TDK as a web designer producing websites for businesses and eventually worked on different projects and got into application design rather than just graphic design. I took the job mainly because it was a better offer than where I was working, also even then I knew the internet was going to be something big and wanted to be involved in it. I didn't have any previous experience, so I was learning as I was going, one day reading a book on how to make a website and then the next day selling it to a client.	DW2: ... so, we registered packaging.co.uk and created a site for the industry. [TG] turned this into a separate business [TDK] and I became a 55% owner of that firm... We had a designer first, and she didn't really work out very well, so in... Actually, I can't remember the date, but it was the late 90's... Dan was doing some design work well, page-setting for a print company, but the travel was getting ridiculous. So, I said, "Well, I've got something." He applied, we had an interview and he got the job.		DB joins the business with very little direct experience that would help the company. It's arguably nepotistic but it also speaks to their relationship (2 & 3) and it's revealing of DW's pivotal role in DB's career. DB also wanted to be involved in 'the internet' as he recognised its potential. Lastly, I think it speaks to DB's entrepreneurialism; how he went about learning and doing to capitalise on the opportunity. Loose link to the TDK case in the way that EM brought MM into the business (ICON 4) or, the fact that PTH 'recruited' PH in the SV case (SV 11).
5	Enterprise	DB1: I looked at the web archive recently [at www.opeus.co.uk] from about 1997 and its being sold as CMS for business. In retrospect if we had ploughed on with business and ignored education all together we might have been very successful, because we would have had a CMS before there were CMS's. By rights the primary school was ground breaking the local authority were quite impressed with what we were doing and funded ten installations in local schools which was more money than we had ever seen. It worked in some of them and that was enough to give me confidence to go "actually this needs development further" and as technology got	DW1: So Opeus was one of the key products Dan [DB] and I worked on together, if we had focussed on that and made it exactly what it was supposed to be [CRM] we would have cleaned up. We've danced around pots of money and all the time. We talked about doing websites for football clubs but didn't think there was any more in it...Planet Football made like £42m selling out.... we have just about had every good idea and started it and then gone 'maybe not' sometimes we've just been too far ahead of the times.		This focuses on the development of the business and has similarities to SV (SV 12) and ICON (Icon 3). It's also interesting because both parties reflect here on a missed opportunity re: Opeus. This is a theme that I heard many times in their interviews... If we hadn't done such and such or, if we had... it's generally reasoned away to naiveté, being too innovative, external influence or ethics linked to their faith (8, 9 & 16). However, given the frequency of these comments, it feels as if there is some regret or blame.

		better we were able to bring the product up to date, but it never really hit the market, now there are tons of solutions everywhere... we were just too early again.			In this instance we have agreement that they were too early / innovative.
6	Enterprise	DB1: When I came to TDK we were mainly producing websites for the packing industry, we started with packaging.co.uk and then we designed websites for the Institute of packaging and for our sister company... and then some of their competitors. We then moved on to design a piece of software called Opeus [Online Page, Edit and Update System] which was really a very early CRM [Content Management System]. At the same time, we were developing this we got contacted by a local primary school who wanted a portfolio system for their kids. We quickly made the connection and realised that same technology we were designing in industry would be particularly suited these youngsters; that was our first step into education.		DP1: I used to work with the husband of one of the directors [of the plastic strapping company] I was made redundant and there was a lady in the Plastic Strapping company that was going to have a baby, so they asked if I would come here to cover the maternity leave and I stayed. I first started doing the packaging side, running the website. Then there was a new portfolio solution out at that time but for schools the milestone for me was when we started to look more at the schools and I started to become involved in the school's side of things as the product was developed.	Both DB and DP reflect on the shift to working with schools.
7	Enterprise	DB2: When Dan left it didn't feel like a huge step up, we were in quite close collaboration, I wasn't making the business decisions, but I was already influencing the products and brands, so I just carried on doing that. The responsibility kicked in when I realised I had to generate the revenue and stop creating the ideas...but even that doesn't scare me anymore.	DW2: I left mid-2000, by that time Dan had proven himself more than competent and I knew he could definitely run the company. At the time I was being paid very little when there was a big boom in the industry. Before I left I went to talk to [TG] and explained to him that Dan needed to be paid more... if I left he [DB] could take my salary, add it to his wage and get a decent income... otherwise they'd have lost Dan too. So, I left, Dan got a better wage and	DP1: Well he [DW] is definitely more confident, savvier with more business nous. Daniel has definitely overtaken me seriously in many ways. DP1: When I first met him [DW], I used to sit in my little space and he used to sit in his little space and we hardly used to talk because I was shy and he was busy, but I think that has gone from one end of the spectrum to the other really. I would like to	DB and DW both reflect on the transition from a CRM to school's product which seems to be the genesis of the current business. It's also interesting to see some insight into DB's growth which DB felt and DW observed. This is also marks the transition to a more responsible role for DB although he'd driven the shift to school's work (8). In that sense, it's the point at which DB 'inherited' the business from DW .

			I continued to help in the background.	think I was a friend as well as a co-worker	DW really plays up the altruistic connotations of this story in reference to his actions - reading back I wonder if he deliberately shapes the narrative in this manner. See also (ICON 10) & (SV12 & 15).
8	Entrepreneur	DB1: After Dan [DW] left the company I took the decision to shift the focus more to education, so rather than being a jack-of-all trades we were trying to become very good in one key sector. DB1: I think the reason we've focused on education is my own personal interest in the sector. When I was at school I wanted to be either a Creative Director for a Design Agency or an Art Teacher. I have always seen myself in the creative field but somehow in education as well. So when I looked at technology in the early days schools were quite an appealing market. People look at the education sector and think of it as an easy market to crack but actually there is a lot of psychology involved because staff always have to "up sell" to their manager or their	DW1: Dan was the real driver taking the company into education I was trying to push Opeus more into the packaging sites but he took that and we then made the Portfolio Products then I withdrew from it and he had a choice of going two ways, he chose education and then started all the stuff on enterprise and things like that, that was all him		Both DB and DW agree that DB drove the shift into schools. DB then explores why he did this in more detail - it was an idea of focusing in on one area. A theme we see in other areas of the narrative (5 & 10). Speaks to DB's control of the business and how he's now setting the direction. This concept of control is implied in EM's (ICON 4) and explicitly discussed in PTH's narrative (SV 10). Other Similarities: SV is very driven by PTH's interests (SV 11) as is ICON (ICON 4).

		head teacher, but they're not sure about the trustworthiness of your company.			

9	Entrepreneur	DB1: I would say my faith governs the way I work and what the areas I work in. so for example with the internet there is huge economic gain to be had out of gambling, adult sites and they are things I would never work in. Education is very safe; I am not going to end up questioning whether those pictures can go on my site for instance. That has happened with Print Fare on two occasions; we have had adult content sold through our printed products and I have made it clear that I am not interested in that part of the business. DB2: We wouldn't work in gambling or pornography, which has led to us miss out on some major opportunities on the internet, so yes faith governs areas that we work in, but I think any respectable business person would have a similar mentality. materialism is the striving after of finance above all other things, if you were to sacrifice things like morals or family values or ethics to get where you want to be that's materialism, if I strived	DW1: There are a lot of challenges you face as a Jehovah's Witness and an entrepreneur. One of our key teachings is that this world is not one you should really to get involved with so it's quite a thin line to be able to tread to be an entrepreneur, understanding and believing that because you can't really immerse yourself with friendships or business relationships. I feel that there is a line to be walked and it makes it harder. I can tell you now that if I wasn't a Witness I would have already done things within business I am pretty certain which would have made me a multi-millionaire but because I am trying to do things ethically and not do bad things it's a harder path to tread. DW1: Because we [DW&DB] are both very entrepreneurial we often have ideas which we know we can't pursue and we laugh about those. I had this tentative offer to take my		Both DB and DW reflect on the limitations (5), being a witness, has put on their business dealings. I wonder if, as alluded to by DW, this shared experience has perhaps strengthened their relationship? Also, see (ICON 19) for EM and MM's comparative which is very similar.

		after something so much it meant doing a deal that wasn't above board that would just be completely out of line.	shopping cart into the porn industry and at the time: 2-3 years ago, that was still hot property. I could have made more money than I have made now, taking it there but I wouldn't do it. There are a number of things I have shied away from because of my faith and my values and sharing those with Dan [DB] has brought us closer.		
10	Family	DB1: I turn to [TG] for advice about the business as he's got experience which he's built over 25 years running the [Plastic Strapping] company. [TG] has survived in recessions so his advice on whether to spend money or whether to employ people is invaluable. For ideas I probably run those past Dan Winters or the directors of Print Fair so close companies that we have an association with and I trust those are who would go to for help and inspiration. I think that it's only in recent years that I've started to take an equal balance of both		DP1: Danny often sounds his ideas off with me and probably because I am older person I have a lot of different experiences. Also, I'm not the type of person who sits down and doesn't say anything, so a lot of Daniel's ideas he has discussed with me and I act as a sounding board. One of the key bits of advice I gave Danny was to delegate because sometimes especially in the early days he was very much his own person so to give the confidence to think other people can do things.	DB recognises DW's role as a mentor and identifies others who have supported him. DP also identifies herself as having supported him although this isn't reciprocated and, there's nothing from DW to show the he considers himself a Mentor. PTH had a few mentors, especially in his youth, which shaped his development (SV 3 & 4). EM in ICON had some similar experiences (ICON 2). She was also an 'outsider' who valued education and took lots of opportunities to develop herself, doing so through extra curricula work and the support of mentors. Mentoring re: (ICON 15). See also (ICON 13).

		previously it's been about design whereas now it's more about the success of a business in financial terms. DB2: Dan [DW] has given me great advice, in the past he always told me to focus and I think that's important, because he knows me and he knows my business, he also knows that we have always done lots of different things, not been weak at them but never honed down and focused on a market so his advice in years past has been to focus and become good at one thing and we're getting there but even that still needs fine-tuning.			
11	Family	DB1: My family would be my immediate family, my wife and children. It also would be my in-laws, most definitely (Dan Winters and his parents and family). My mother and father in-law are extremely close and have a good knowledge of what the business is and how it works. I would also say that there are friends within the faith I would say are almost part of my close family and are in touch with my family quite often. DB2: We use the term Brother and Sister to refer to each other in terms	DW1: As regards my family, as bizarre as it is going to sound I have travelled to certain parts of the world and have gone to Kingdom Halls of Jehovah's Witnesses and instantly I know them, it is a strange thing, they are family, they will give me a meal, they will help me out whatever; not just physically...so I feel part of a		Both DB and DW recognise a broad, social, categorisation of the term 'family' which includes others within their faith however, DB is more traditionally oriented in his views. This is similar to SV (SV 7 & 8) and ICON (ICON 1). In both of these cases there are social and religious ties the latter of which arguably seem more important.

		of an extended family of witnesses, so yes, I do have a huge extended family, but to me, my family is still blood family and extended family like my in-laws.	global family which is a really great feeling.		
12	Family	DB1: I . I suppose the main reason is that it is very difficult to mix family and business and close friends with business. From experience I have seen a lot people fall out in business, when things get high pressure or when things get tight so I am reluctant to do it. If I felt I could help and benefit somebody else without it being too strong a tie, I would not hold back for any kind of strict principle but if I could find a skill or a service for a competitive price I would prefer to do that.	DW1: I think both of us would now trust each other with each other's business... With one of our biggest babies.		What's interesting about this isn't the contrast with DW 's statement. It's that DB , someone who has benefited from and, inherited a 'family business' is reluctant to involve other family in the business. It also goes against several stereotypes of Witnesses. See also (SV 17).
13	Enterprise	DB1: I think that one of the challenges for us as a company is finding the balance between coming up with good ideas and actually fulfilling someone's needs, so they give you money. They are completely different things, for a number of years in TDK has generated fantastic products, good ideas but not necessarily a lot of market research, so we were using our technical and creative skills to make fantastic products but then not really selling. However, in recent years, we have stopped looking at generating great ideas and looked for where there is a need and then made a product to fulfil this.	DW1: He is a fantastic and talented artist but sometimes he can care too much about what it looks like and how it is going to fit together and not exploit the core idea quick enough or hit the marketing quick enough because he does not feel the product is exactly right and it is a problem. However, it's not just his problem, I have it as well, so I understand, but he has it more because he is actually involved as the person who can change	DP1: So, we have got to get schools to believe in us and we are not like we are just someone who is just going to leave them and walk away so yes, I think that's been a big challenge.	Ultimately this about the direction of the business and the challenges it faces but there are three slightly different perspectives: DB - commercialising ideas; DW - focus which, is a theme we see earlier in (5, 8 & 10) in relation to DB and, the business in general; and DP - who thinks it's about getting schools to believe in them and what they are selling. Similarities: focus is a theme in the SV case (SV 13 & 24) and ICON (ICON 12).

			something. So, I think that it is one of his biggest challenges is to learn to turn off and focus on the core idea if he did he'd be able to drive more products more successfully.		
14	Enterprise	DB2: Having staff that you work with on a day to day basis where you can air ideas and have honest criticism to examine what will and won't work that's incredibly useful. If you work very independently in your own little world, you think something will be a massive success and completely overlook what might be a fundamental issue so having other people around me has been crucial...also customers I think some of the things that have been successful in our business are where we have made something very basic in response to customer feedback. I think that's all about a philosophy of airing ideas and seeing what comes back.		DP1: Another thing about Daniel is that he gives you free rein. You so you do not always have to ask permission and justify yourself. I think its stronger with Danny and I because we have built up a friendship as well, it's a fantastic atmosphere to work in, I have been very used to a structured boss and that is not the same here.	Both DB and DP agree that TDK has a very open culture which they feel is important to the businesses development, linking back to (13). This also links back to things DP said earlier (7) about their friendship and (10) their relationship it terms of the business. It's interesting that while DB recognises the value of their relationship he doesn't necessarily put as much stock in it as DP ... I can't find an example of anywhere where he directly refers to DP as a 'friend' for example. This is very different to PTH/PBJ in SV and similar to EM/BT in ICON which may be reflective of roles?
15	Enterprise	DB2: I don't solely govern the direction the business goes in, but I make strong recommendations and I get guidance from other directors. At the end of the day I am the one that's in touch with that market place on a day to day basis, we have the gut feel and can see where the markets going, when it comes down to financial decisions, employment decisions and general business decisions then I think		DP2: I think he has an open relationship with them [other TDK directors]. I think he's quite confident, and I think he's got much better at putting his point of view over.	There's some limited agreement her about DW's role in relation to the other directors of TDK and some of his limitations re: his entrepreneurialism which may be reflective of his position in general.

		others in the business have more experience and that's experience to take advantage of. But using technology and pushing boundaries where we can and that's different, that's what we bring to the mix.			
16	Entrepreneur	DB2: I could run a business that would survive and still be very creative and come up with new ideas, but at the end of the day you run a business to make a profit, I think when you realise that, you change your aim, your aim is now to generate revenue not generate good ideas that are accepted. So, for me It's now about making good ideas that make money and drawing on the experience of others to help manage the company.	DW2: I have a lot time for [TG] obviously because I think that he taken risks and put money where he didn't need to in order to advance his business and part of that involved a lot of trust in me and in Dan. If I'm being really brutally honest, I don't think that he's continued to take the same sort of risks when they've come in. I think we had a number of things that could really have gone big. We could have scaled the packaging site, developed other work...but [TG] would always say no, that we'd had our money and had to grow it organically and that just doesn't work... look at what got dotcom to boom! I think in business his strategy, which is born from experience, is to take the initial risk but then sell from that point. I don't think that's necessarily, being a great entrepreneur, it has killed some of the projects that we've had.	DP1: ...the moment you give people for free and they hopefully will think "oh that's good" and then buy. I have never liked that idea and so I have always been a bit opposite that and said no you should always kind of charge even it is a small amount, so I think that has been key especially with the enterprise grid moving forward.	DW's thoughts on TG's style of working is made very clear here and he's not very positive about the limitations (5) he feels this placed on the business. A reason for his exit? (7) It's even more interesting how much DB seems to have been shaped by this way of working and, indirectly this seems linked to DB's discussions around the management of the business (15) . This is repeated in DP's narrative which makes me wonder even what has shaped DB's attitude - top-down or bottom-up 'pressure'?
17	Enterprise	DB3: Unfortunately, TDK suffers because all the directors work in a sector that is completely different to TDK's. When you look at the differences between manufacturing and engineering to education and the internet, they're hugely dissimilar. That's a huge limiting factor as to how much involvement they can actually have. So, I think	DW2: One of the reasons I moved, was that I didn't see that this was going to change. if you look at his [TG] business for example, he's had a number of offers to sell out to the bigger boys and maintain a stake, but he's always held everything and right now he's cutting people down to two-day a week		This links to (15 & 16) comments regarding the management and direction of TDK . It's interesting as it reveals some of DB's feeling about this. He's not frustrated by their lack of input but by their inability to input and support the business.

		the relationship is as good as it can be with their lack of understanding. It's a supportive mechanism. Don't get me wrong, but it's not contributing. I find it frustrating, only looking forwards rather than backward, looking forward to the future of how much actually can be contributed by the other directors.	because he won't sell off some elements of the company. I just don't think that you can always organically grow and not accept any outside influences. I love him as a person but as person and I could still pop in and have a coffee with him, but I don't agree with all his philosophies.		It's also interesting because it gives additional detail as to why DW left TDK (7) which also links back to (16).
18	Family	DB3: I suppose my personal ethos has always been that work shouldn't affect family life i.e. working at weekends, working overtime, that hasn't increased over last year. I suppose I want to seek more flexibility now. Which wasn't really an issue before, recently I have more of a preference on working from home and having more flexible working hours because It's becoming more apparent that an afternoon off replaced with an evening at work is preferential to working straight 9 to 5 so I can spend time with the kids. DB1: But this all comes second to our family and spiritual values, at the end of the day we have to work to earn money, so you may as well be as good at it as you possibly can be, I think we both look at it like that.	DW2: Yes, definitely, the pull-on time has to be managed, and it's a balancing act because you know that sometimes the business would be better if you could throw more time at it, but I think that's about working a bit smarter, not harder, I think that in itself is a huge skill to try to develop. But my weekends are busy with family and spiritual activities as are work day evenings. So, I tend to try to work not more than a 9 – 5 during the week and I don't work weekends, but in this connected world of phones and email there's never really an 'off time', when I'm at home I can fit work in if I need to, but I do have a clear division about what's business and what's family time.		This is linked to (9), the affect that DB and DW's faith has on their working lives. Being a witness imposes some strict rules and expectations, especially on men as leaders of the house, this can be difficult to balance. This tension is evident in both of their statements as they search for smarter ways to work. It's also interesting as it's such a distinct counterpoint to EM and MM in ICON who always struggle to find a balance. (ICON 7, 8, 9, 17).
19	Entrepreneur	DB3: So, I either work for TDK and that's a success, or I work for myself and that's a success. I can never foresee the time where I would go and be an employee at another company. So, I suppose it [Inheriting TDK] has transformed me from somebody that wants to be a creative director to someone running a business. I'm not partial to whether that business sells real	DW3: In this last six months, I think he [DB] has started to become a little bit more independent inside the business. He's always been creative... but he's always had a comfort zone, now he's going out on his own without a safety net and I think that's going to be new for him.		This is important for a number of reasons: 1. It also speaks to DB's development as an entrepreneur linked to (7, 8 & 13); 2. It shows that others are directly recognising that development (DW); and

		products in a real store or virtual products in an online space. If it's my business, then it's successful. So, I suppose taking over a business, gives you that confidence. I don't think now I could go back to being just an employee that follows direction.			3. It speaks to the effects inheriting a business had on DB. Also links to ICON re: decisions on balance the future of the business (10 & 18). See also (SV 24) & (ICON 18).
20	Family	DB3: I would say the culture at TDK is informal, we don't have defined roles, they are flexible, and I would say it's, without being clichéd, it is family life. We're working in close quarters as far as the logistics of the office.		DP3: TDK is very family oriented, you feel that you can talk to people, discuss things, put ideas in and complain if you needed to. It's quite positive. So, if Danny goes off on a tangent or something like that we feel we can say something. So, it is quite team orientated. But guided by Daniel.	Both DB and DW see the culture of TDK as reflective of a 'family'. Implied business family? Which would then be linked to (SV 8) & (ICON 11 & 12)